

AQA Quality Quarterly

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Upcoming AQA Events

- July 15: Performance Excellence Award Application Deadline
- August 10: Site Visit Workshop
- August 16-18: Board of Examiner Training
- September 8 – ASQ/AQA Meeting and Education
- Sept 26 – Oct 7 – Site Visits for Performance Excellence Award Program



Letter from the Chairman of the AQA Board of Directors

I would like to take time to personally thank you all for your continued support of the Arizona Quality Alliance (AQA). As the first half of 2011 comes to a close, I wanted to share some of the exciting things that are going on with the Arizona Quality Alliance.

We are currently entrenched in the 2011 Performance Excellence Awards cycle. New examiners are participating in training and our applicants are busy putting the final touches on their award applications. I would like to thank all of the 2011 State Quality Award applicants who are submitting award applications this year. You should be commended for all of your efforts. I would also like to thank the examiners who have volunteered their knowledge and time to participate in the application evaluation process. This is a great learning experience for those individuals and the organizations they represent.

We have a number of exciting workshops and networking opportunities planned throughout the rest of the year. Benchmarking Tours have been planned each quarter of the year and we have partnered with the Phoenix section of ASQ to co-sponsor meetings beginning in September. Please check our website for further information.

Lastly, thank you for your continued support of the AQA and your commitment to quality improvement!

A handwritten signature in black ink that reads "Jean Hammelev".

Jean Hammelev BS CT(ASCP) MBA/HCM
Executive Director of Quality
Sonora Quest Laboratories
Laboratory Sciences of Arizona
Jean.hammelev@bannerhealth.com

"I strongly encourage leaders of Arizona organizations to participate in AQA. I'm confident that it will strengthen their organization's awareness of quality performance, enhance their competitive market position, and bring new insights on how other companies outside their industry are raising the bar on quality."

**-David A. Dexter,
President & CEO,
Sonora Quest
Laboratories.**



Member Recognitions

Congratulations to the following AQA Members for their recognition:

Boeing receives top honors as Arizona Manufacturer of the Year



The Arizona Manufacturers Council recognized achievements in Arizona manufacturing at the 2011 Arizona Manufacturer of the Year Summit on May 23rd.

Boeing, which manufactures the Apache Attack Helicopter in Mesa, Ariz., was named Manufacturer of the Year.



"At Boeing the people producing aircraft are focused on what the customer is going to need next—what future capabilities and requirements are. We work to do what's necessary to continuously improve, innovate and deliver products that satisfy customers' expectations," Tommy Filler said. Mr. Filler is Boeing's deputy of attack helicopter programs.

'Business Journal' honors 25 Valley CEOs

Roy Vallee, chairman and CEO of Avnet Inc. - Lifetime Achievement honoree

Dr. Eric Reiman, CEO, Banner Alzheimer's Institute.

Tom Sadvary, president and CEO, Scottsdale Healthcare.



Phoenix Business Journal honors the 2011 'Forty Under 40'

Forty Under 40 honorees are selected by a panel of judges including local business leaders and Business Journal Publisher Don Henninger and Editor Ilana Lowery. Selections are based on career achievements, community involvement and leadership.

Congratulations to:

Donvishon Bradley, Banner Health

Robert Benjamin Polston, Intel Corporation



TPMG Announces Two New Certified Lean Six Sigma Black Belt Graduates!

The Performance Management Group LLC would like to congratulate Randy Mahrt and Kistie Simmons for successfully completing the Lean Six Sigma Service Excellence Black Belt Certification program and earning his lean six sigma black belt!



BBB Reveals 2011 Business Ethics Awards Winners

Better Business Bureau serving Central, Northern and Western Arizona (BBB) celebrated its 10th Annual Business Ethics Awards on May 26th, revealing the 2011 BBB Business Ethics Awards winners.

"These businesses not only operate ethically, they also succeeded and stand out in the marketplace because of it," said Matthew Fehling, BBB President/CEO.

Category 5 (Over 150 Employees)

Sonora Quest Laboratories, Inc.



E-Learning Opportunities

1. **Baldrige Resource Library** – www.baldrigepe.org/brl
(Copy and paste link into new browser)

2. **Online Classes** are available on organizational improvement and performance excellence training through our E-Learning Portal at: <http://alliance.qualitycampus.com/purchase/purchase.asp> . **Some programs are available in Spanish.** Call AQA if you have any questions, (480) 874-5815 or email at aqa@arizona-excellence.com

(Copy and paste links into browser)

The Alliance for Performance Excellence

The Alliance for Performance Excellence presents a new series of Best Practices on “Performance Excellence USA Radio Show.”

The first show featured 2010 Baldrige Award recipient, David **Fox, CEO, Advocate Good Samaritan Hospital**. The show aired on **Sunday, May 1st**, on www.770KKOB at 7:00 pm (MST).

The shows will also be posted on www.asq.org and there are links from www.baldrigepe.org and www.baldrige.nist.gov.



*Advancing the Success of State
Baldrige-Based Award Processes*

Learn. Share. Connect.

2011 Baldrige Regional Conferences

2011 Baldrige Regional Conferences

September 13 Kansas City, MO September 27 Birmingham, AL

Join us for a day of dynamic learning and networking with the Malcolm Baldrige National Quality Award recipients.

Join these Presidential Award recipients and take part in:

- An in-depth plenary session featuring the senior executives of the 2010 recipients. Gain insights on world-class leadership.
- More than 10 management sessions to choose from. Learn real-world best practices, hear how the Baldrige Award recipients address issues affecting today's managers and leaders, and engage in the discussion.
- Numerous opportunities to network with the Baldrige Award recipients and leading practitioners who use the Baldrige Criteria on a daily basis to improve their organizations.

www.nist.gov/baldrige

The 2011 Baldrige Regional Conferences will showcase the best-in-class practices of the 2010 Baldrige Award Recipients as well as former recipients.

September 13, 2011
Kansas City, MO
Westin Crown Center

September 27, 2011
Birmingham, AL
Renaissance Birmingham Ross Bridge Golf Resort & Spa

About the Baldrige Performance Excellence Program



Created by Congress in 1987, the Baldrige Program helps organizations improve performance and succeed in the competitive global marketplace. We are the only public-private partnership and Presidential award program dedicated to improving U.S. organizations. Our private partners contribute millions of dollars and thousands of hours annually. This unique private contribution enables us to leverage our nominal federal funding and staff of less than 40 people.

Baldrige in Arizona

- **2 Applicants for the Baldrige Award (2005-2010)**
- **6 Baldrige Examiners from Arizona volunteered \$89k in services in 2010**
- **116 Applicants for the Arizona Performance Excellence Award Program(2005-2010)**
- **31 Arizona Examiners volunteered \$375k in services in 2010 for the Arizona Program**



Showcase Award

Arizona Quality Alliance

More than 35 states have a Baldrige-based program which depends on the Baldrige program for the *Criteria for Performance Excellence* and other intellectual property and resources, but operates without financial support from the Baldrige program. Started in 1993, the Arizona Program is a non-profit alliance of organizations that promotes and recognizes performance excellence. The Alliance endeavors to make Arizona a better place to live, learn and work by helping organizations achieve superior results through the use of the Baldrige Criteria for Performance Excellence. Included on the Board of Directors are leaders from Boeing, Raytheon, Honeywell Aerospace, Sonora Quest Laboratories, and Blue Cross Blue Shield.

Success Story



Pioneer Award

Scottsdale Healthcare is the state's only recipient of the 2010 Pioneer Award for Quality from the Arizona Quality Alliance (AQA). The award recognizes Scottsdale Healthcare for organization-wide quality and commendable levels of operational excellence. "This award is based on the AQA's rigorous assessment of our quality systems and represents yet another external, criteria-based honor for Scottsdale Healthcare," said President and CEO Tom Sadvary. "It would not have been possible without our dedicated staff members, physicians and volunteers who work hard every day to make sure that each and every patient receives the best experience and clinical outcomes." While the Pioneer Award for Quality recognizes Scottsdale Healthcare's organization-wide quality and operational excellence, the hospital system also received AQA recognition for excellence related to two specific patient care areas in 2009. Showcase in Excellence Awards were given to Scottsdale Healthcare for outstanding processes in caring for cardiac surgery patients, as well as the high-risk maternal and neonatal population.

Baldrige in the U.S.

- 482 Applicants for the Baldrige Award since 2005
- In 2010 alone, the Baldrige Program directly impacted 277,700 jobs, 1,500 work locations, over \$38.5 billion dollars in revenues/budgets, and an estimated 80 million customers served through the 83 Baldrige Award applicants.
- 578 National Baldrige Examiners volunteered roughly \$8.8 million in services in 2010
- In 2010, 35 independently funded and managed State and Local Baldrige Award Programs evaluated 1,350 applications using 2,270 volunteer examiners
- Over 2.5 million page views of the *Criteria for Performance Excellence* each year

Sample achievements from recent Baldrige Award winners:

- **Net operating margin** increased from 5.98 percent in 2007 to 7.39 percent in 2009, exceeding that of AA-rated hospitals and representing a top-decile (in the upper 10 percent) performance in the industry (Good Samaritan Hospital)
- In 2009, 64 percent of MCPS graduates took at least one **Advanced Placement** (AP) exam, compared with 27 percent nationally and 40 percent in Maryland. Of these graduates, 49 percent of the students scored a "3" or higher, compared to 16 percent nationally and 25 percent in the state (Montgomery County Public Schools)
- The "**Number One Best Place to Work in St. Louis**" in 2009 and 2010 by the St. Louis Business Journal. Survey included topics such as alignment, trust, manager effectiveness, and job satisfaction (Nestlé Purina PetCare)
- **Revenues** grew from about \$120 million in 1997 to approximately \$625 million in 2009. **Gross margin increased** more than 10% in three years (MEDRAD)
- 11% increase in **profitability** over 6 years (Texas Nameplate)
- 48% **growth in net income** over 4 years (Los Alamos National Bank)
- 172% improvement in **market share** in its primary service area over 4 years; 72% growth in sales over four years, a gain held in 2002, when the industry declined 6.6% (Branch-Smith Printing Division)
- 400% **increase in sales** over 12 years (Stoner)

Impact of 578 Baldrige Examiners

- Examiners learn and use the *Criteria for Performance Excellence* to evaluate Baldrige Award applicants
- Examiners benefit from best practices learned and can apply them within their organizations
 - The Baldrige Program has been rated in the Top 10 leadership development programs by *Leadership Excellence* for 3 years in a row.



Arizona Quality Alliance Workshop

11/2011	AQA Benchmarking Tour at Scottsdale Healthcare	TBD	TBD	Cheralyn Beaudry, Scottsdale Healthcare
08/10/11	Site Visit Workshop	Sonora Quest Laboratories	1:00 - 3:30 pm	Jean Hammelev, Sonora Quest Labs Gloria Diaz Jesse Silva, Boeing
06/29/11	<u>AQA Benchmarking Tour at Boeing Mesa</u>	Boeing Mesa, 5000 East McDowell Rd, Mesa, AZ 85215	12:00-4:00pm	-Danette Harris - The Boeing Company -Tony Ham - Director of Operations & Mesa Site Leader -Steve McBride & Vern Ridgeway - Manager - Product Tool Services

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MAYER HOFFMAN MCCANN P.C.
ARE PROUD TO SUPPORT**

Arizona Quality Alliance

CBIZ SERVICES: Accounting, Outsourcing and Financial Advisory • Litigation Support
Tax Compliance & Consulting • Valuation Services

MHM ATTEST SERVICES: Audits • Reviews
Agreed Upon Procedures • Employee Benefit Plan Audits
SSAE 16 Audits (formerly SAS 70) • Yellow Book
SEC Advisory Services • Other Attest Services

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Scottsdale Healthcare
Sonora Quest Laboratories
TriWest Healthcare Alliance
The Performance Management Group (TPMG)
University of Phoenix



2011 Examiner Training – Update

The Examiners did a fine job on this feedback even though it is not a recipient this year. Their feedback has confirmed some of my thoughts about this application and I am pleased to see the Examiners did such a thorough job! They held true to the criteria.”
2010 Applicant

We have had very productive Introductory and Stage 1 Training sessions. Twenty-five Examiners are currently in training and have gone over the Criteria, Core Values, Key Factors and Independent Review for both Process and Results, in addition to Examiner Code of Conduct Issues. Examiners are enjoying working in teams, and the discussion and working through exercises that assist them in learning the material. Stage 2-3 Training will be held on August 16-18. Examiners will also receive training in the software usage for the awards process. Teams and team leaders will be designated in late July and team leaders will receive additional training.

AQA would like to thank the University of Phoenix for providing the training location for these events, in addition to our trainers, Frank Bouchard, Gloria Diaz, Sandy Kube, Carla Carter, Jane Humble, Rodger Adair, and Clarissa Allen.

There's one thing other Arizona laboratories are missing...

Award-Winning Quality

We applaud the Arizona Quality Alliance for inspiring local businesses to provide the highest-quality services to the residents of Arizona.

Seventy percent of health care decisions include laboratory results. You have a choice in lab services. Please visit www.SonoraQuest.com to learn more about the award-winning laboratory services that we provide and why you should choose Sonora Quest Laboratories.



**Local Laboratories.
Local Focus.**

www.SonoraQuest.com

How To Measure Total Quality Management, TQM, Success

Share this opportunity with all your colleagues so they can benefit from the successes of world class organizations.

Assuming that you are a leader of this organization, a common question you probably asked would be: "How do I know whether my organization is successful in implementing TQM?"

TQM implementation has been in my mind for a long time and I wondered how to measure the success of TQM implementation in an organization. If we take an organizations who are winners of the Baldrige Award, then my question is whether taking an [assessment](#) based on Baldrige Criteria an appropriate measure to gage the success of TQM in an organization.

There is no doubt that measuring TQM implementation is success rate is of interest with all if not most leaders. Otherwise, how would you as a leader know the effort put into implementing TQM is really worthwhile, more so when a lot of resources such a money, manpower etc are deployed to support the implementation of a TQM initiative.

So, would you ask a similar question before the TQM initiative is started? Or You would ask half way during its implementation? How would you like to measure the success of the TQM implementation? Do you accept the opinion of your management comment alone or you rather based on some form of evaluation result?

One of the ways to evaluate the TQM success is to [adopt](#) a holistic approach of assessing your organization. One of the examples of such a holistic approach is the Malcolm Baldrige National Quality Award assessment approach. This is a national level award system in the United States to recognize organizations for achieving an excellent in their respective business.

To prepare for an assessment, you need to understand the Baldrige criteria which is used a reference for the assessment. Once you have understood the Baldrige Criteria, you would start to conduct an assessment based on these criteria. You may perform a self assessment guided by the Baldrige Self Assessment criteria to ascertain your level of performance with reference to the Baldrige Criteria. For a self assessment, it takes must lesser time. Alternatively, you can go for a full scale assessment. This mode of assessment may be conducted by your management team or a 3rd party Baldrige Assessors.

To help you to adopt the Baldrige Criteria, there are eleven core values and concepts used by the Baldrige Criteria. To jump start your assessment effort, perhaps you start with the understanding of these core values and concepts.

Author: Dr. LM Foong, PhD



2011 Arizona Quality Alliance Performance Excellence Program Schedule

Get involved!

Contact AQA today and let us help you to help yourself. You'll make great business contacts and increase your personal skills while helping AQA achieve its mission!"

Date	Location	Item
July 13 or 20	University of Phoenix, Phoenix	Examiner Stage 2 Software Training
July 15	AQA Office	Award Applications Due
July 25	University of Phoenix, Phoenix	Lead Examiner Training
Aug 16-18	University of Phoenix, Phoenix	Examiner Stage 2 & 3 Training
Sept 26 – Oct 7	Applicant Location	Site Visits

AQA Technical Integrity Council (TIC)

The Technical Integrity Council is comprised of quality professionals from the Arizona business community. This dedicated group of volunteers provides the foundation for the Arizona Performance Excellence Program. This committee's role is to develop the award standards, ensure that integrity is maintained throughout the program, and to develop and deliver appropriate training.

Clarissa Allen – Harland Clarke

Frank Bouchard – Bouchard Quality Management Inc.

Judy Barker – L-3 Communications

Carla Carter – Carla Carter & Associates

Gloria Diaz

Keith Dompier – Intel Corp.

Susie Duffy – Scottsdale Healthcare

Ellen Ermer – John C. Lincoln Health Network

Wayne Foraker – University of Phoenix

Chuck Harrington – S & B Technical Products

Jane Humble – ASU Polytechnic

Sandy Kube – Deer Valley Unified School District.

Susan Rudel – Laboratory Sciences of Arizona

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AQA Mission Statement

The **Arizona Quality Alliance** is an alliance of organizations that promotes and recognizes performance excellence. To achieve our mission we will:

1. Administer the Performance Excellence Awards Program based on the Malcolm Baldrige Criteria; and annually recognize, showcase, and highlight outstanding achievement in performance excellence.
2. Train individuals to become experts at assessing and evaluating, entire organizations or individual processes - using the Criteria for Performance Excellence.
3. Facilitate programs so organizations can find and implement proven best practices to achieve a competitive advantage.
4. Provide organizations with a comprehensive, cost effective performance analysis with extensive feedback based on the Malcolm Baldrige criteria.
5. Create and deliver cutting edge workshops and seminars that will develop the skills and knowledge of performance excellence professionals.
6. Provide a dynamic environment for professional networking and knowledge sharing.



About Our Organization...

The **Arizona Quality Alliance** is an alliance of organizations that promotes and recognizes performance excellence.

