



# THE STERLING REPORT

*The Nation's Benchmark in Baldrige-Based State Level Award Programs*



**Lt. Governor Jeff Kottkamp**  
presenting the Governor's Sterling Award to the six  
2007 recipient organizations.

"The Sterling Management Model is recognized as one of the most comprehensive ways for any organization to improve performance and drive excellent results. I challenge all leaders to explore Sterling as a strategy to increase efficiency, innovation, and success for your organization and continue Florida's vision of a state of excellence."

**Governor Charlie Crist**

This year the Florida Sterling Council was honored to have Lt. Governor Jeff Kottkamp address more than 1,300 attendees at the 15<sup>th</sup> Annual Sterling Conference. In presenting the 2007 Governor's Sterling Award to the six organizations, Lt. Governor Kottkamp commended the recipients by saying, "You continually teach organizations how to elevate performance and increase productivity, enabling all generations of Floridians to compete and to be leaders in the highly competitive global market."

### Brevard Public Schools

- District grade of "A" in each of the last 3 years
- 82.9% of all schools have "A" status
- 100% AYP groups achieved learning gains

### Florida Division of Blind Services, Florida Department of Education

- 99.5% of Vocational Rehabilitation Programs achieved competitive employment vs. the 85.0% Federal benchmark
- 73.9% Independent Living Adult Program customers agree that their most important requirements have been met vs. the 45.4% Texas benchmark
- 98% Overall Customer Satisfaction with Library Services exceeds the 95% benchmark

### Howard D. McMillan Middle School

- 20% increase in the number of students meeting high standards in reading from 2003 to 2006
- 100% of students "feel safe at school" in 2006, up from 93% three years ago
- 93% of students are meeting high standards in FCAT Writing

### Landrum Professional Employer Services, Inc.

- National recognition as a "Great Place to Work" for the last 3 years with 94% of employees agreeing it is a Great Place to Work
- 92% Client Retention
- Workers' Compensation Disability Days reduced 74% per \$1 million of payroll.

### Miami VA Healthcare System

- 35% decrease in turnover rate for nurses
- Leads all VA Facilities through Second Quarter FY07 in performance on 8 (20% of total) quality measures
- All hypertension measures (diabetic and non diabetic patients) exceed national targets

### Quest Diagnostics Incorporated, South Florida Business Unit

- 98.1% Patient Service Center Patient Satisfaction
- \$9 million savings over one year through process improvement
- 77.7% Employee Satisfaction Survey Index Score and above World Class, as determined by the Gelfond Group survey of Fortune 500 companies, for 3 years

### Sustainability: What Executives Need to Know

#### Change is inevitable— survival is not

No one would argue that the climate, culture, and competitiveness for private businesses, health care organizations, school systems, and public and non-profit organizations are constantly changing. Executives may be seeing the numbers of competitors increasing and market shares decreasing. Baby Boomers are retiring, and the workforce is changing. We cannot expect the same thoughts and work from these new employees, nor should we want them. Innovation requires new thinking and perceptions. We must adapt for the new workforce, and investigate other areas of our organizations that need to change for long-term sustainability.

What will it take to survive and prosper in the new climate? Who among us would not like to offer a better product or service to customers, make this a better place for employees to work, and provide better returns on our investment/assets? Organizations must take an objective look at their focus, customers, processes, workforce, and infrastructure, and determine ways to get better every day. Developing a culture of continual improvement and innovation is not only imperative to remain competitive, it just makes sense, and it's the right thing to do. The Sterling/Baldrige Management Model gives you that overall framework and will help you determine where to channel your efforts to achieve higher levels of performance and better position your organization for a sustainable future.

(See Governor's Sterling Award organizational recipient descriptions for more amazing results)



## Assessing for Excellence

Many organizations have great parts, but do they connect to drive the results you want and need? All Sterling assessments help you see how well you define, connect, implement, measure, and improve what you do in these areas:

- Leadership
- Strategic Planning
- Focus on customers and markets
- Measurement
- Focus on Workforce
- Process Management.

Ultimately, whatever you are currently doing in these areas drives the RESULTS you are achieving. Do you want better results?

You can begin with the Sterling Navigator survey for a baseline evaluation. You will receive charted results and all comments made by your workforce.

While the Sterling Challenge takes more effort, it is a more in-depth look at your organization, and gives you more detailed feedback on your strengths and opportunities for improvement.

Finally, if you feel your organization “has it all together” and you are achieving your desired results, you may want to apply for the Governor’s Sterling Award. Some organizations, even if they know there are “gaps and disconnects,” go through this higher level process because of the value of the feedback in helping them focus their improvement efforts.

Start today to see how you measure up to world-wide standards of excellence.

For information and application forms for the Navigator, Challenge, or Governor’s Sterling Award, go to [www.floridasterling.com](http://www.floridasterling.com) click on the *Performance Improvement* tab.

For **Examiner** information and application forms, click on the *Examiner* tab.

## Building Knowledge!



*Sterling 10+ year Examiners*

### Why Should YOU become a Sterling Examiner?

- Increase YOUR knowledge of the Criteria for Performance Excellence.
- Develop or refine YOUR analytical, teamwork, and consensus skills.
- Build and expand YOUR professional network.
- Learn how leading organizations implement the Sterling Management Model to achieve high performance and how organizations get started in the process.
- Increase YOUR ability to assist YOUR organization in continually improving its management system to raise its performance to role model levels.

### Let the numbers speak! Examiner Satisfaction Ratings!

- Overall Satisfaction = 93%
- Professional Development = 92%
- Networking = 92%
- Team Experiences = 94%



Examiner Training in November in Largo

## Seeing is Believing!

Have you ever wondered how Governor’s Sterling Award Recipient Organizations become Role Models?

If your answer is “yes” then attending a Governor’s Sterling Award Great Practice Showcase needs to be added to your calendar. All the 2007 Governor’s Sterling Award Recipients including Brevard Public Schools, the Florida Division of Blind Services, Howard D. McMillan Middle School, Landrum Professional Employer Services, Miami VA Healthcare System, and Quest Diagnostics Incorporated, South Florida Business Unit have scheduled customized events filled with learning opportunities.

The six Role Model organizations will spend the day sharing their journeys through presentations and workshops describing the processes they use to drive excellent results.

You will learn how leaders have engaged their workforces in improvement efforts, and how they have focused those efforts effectively and efficiently. In addition the organizations will describe lessons learned and barriers overcome as they pursued and achieved performance excellence.

### (Great Practice Dates are listed on the back)

For additional information and to register for a “Great Practice Showcase” please go to [www.floridasterling.com](http://www.floridasterling.com) and click on the Award Recipients tab.



A breakout session at a GSA Great Practice Showcase

# Brevard Public Schools

Guided by its “First in Florida” strategic plan, Brevard Public Schools strives to serve every student with excellence as the standard. BPS is the tenth largest of 67 school districts reporting to the Florida Department of Education, and employs more than 9,000 people. With 85 schools, 14 special centers, 13 charter schools, and a \$1.2 billion capital and operating budget, the district educates nearly 76,000 students in 17 different municipalities across the Space Coast. By using data-driven decision making, systematic approaches, and 21st century technology, its goal is to lead a generation to first in the nation using national benchmarks for organizational effectiveness and student performance.

## OUR VISION

Brevard Public Schools will be first in student achievement in the state of Florida.

## OUR MISSION STATEMENT

Serve every student with excellence as the standard.

## VALUES

BPS is committed to and accountable for the following shared Organizational Values:

1. We make decisions based on what is in the best interest of all students.
2. We uphold **honesty** and **integrity** as our guiding principles.
3. We treat one another with **respect**.
4. We set **high expectations** and demand quality performance.
5. We take **responsibility** for our actions and are **accountable** for the results.
6. We foster a **safe**, accessible, and healthy environment.
7. We value **diversity** and the strength of individual differences.
8. We provide a positive, caring, and supportive **climate**.
9. We work as a **team** to accomplish our mission.

## LEADERSHIP

Brevard Public Schools’ leadership system is based on a shared mission and vision and an agreed upon set of values. The system focuses on high expectations with open communication, and continuous review and evaluation for improvement so that high-quality educational opportunities are provided for every student now and in the future. Senior leaders are charged with modeling the district mission, vision, and values to employees, partners, customers, and other stakeholders. Employees at every level of the organization are expected to work as a team to meet objectives.

## STRATEGIC PLANNING

Senior leaders set the core values through a strategic planning process that involves input from all levels of the organization. The process is updated and continuously reviewed. Key participants include School Board members, the Superintendent, the District Leadership Team, principals, teachers, support staff, and community members. Strategic planning is conducted through a ten-step process that begins with a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and concludes with documentation of lessons learned. BPS uses the “golden thread” approach to develop and deploy action plans to achieve strategic objectives. This approach embodies a process where annual action plans are established to accomplish goals, and senior staff members are the goalkeepers for each goal. The goalkeepers in turn assign champions to each of the objectives and action plans.



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## CUSTOMER AND MARKET FOCUS

Brevard Public Schools' core customers include students, parents, employees, and the community. By reviewing the strategic plan annually, we are able to determine which new student groups and market segments should be pursued for current and future programs and services. Since many of the district's students have different educational learning styles, programs and services are specifically created to address individual student needs. One of the key tools in listening and learning from our customers is the Customer Service Center, where parents can receive important information by phone or be readily directed to the correct department for a response.

## MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

For BPS the key to measurement, analysis, and knowledge management lies in the strategic planning process. Through strategic planning, the district creates clearly defined objectives based on the review of data: assessing needs, identifying root causes, formulating strategies, implementing strategies, evaluating progress, and making adjustments as necessary are part of tracking overall organizational performance.

## HUMAN RESOURCE FOCUS

An important feature of BPS' work systems is the district focus on the inclusion of diverse ideas, as noted in our values. Our planning processes solicit input from the different cultural and ethnic groups in our employee base. The district seeks and utilizes input from employees and their supervisors and managers regarding training and development needs.

## PROCESS MANAGEMENT

BPS determines its value creation processes based on their effect on our primary customers: students and their parents or guardians. The district's value creation processes meet, and often exceed, the following criteria:

- Process directly "touches" the primary customer.
- Primary customer is able to perceive quality of the process.
- Process directly contributes to the primary customer's success.

The district systematically addresses its processes with input from a range of sources, including School Advisory Councils and Parent and Client Surveys.

## RESULTS

BPS fosters high levels of student achievement by proactively seeking community and parental involvement through formal advisory councils, district committees, community input meetings, an interactive Web site, and televised board meetings. The district has sustained high levels of performance on the state's A+ Plan, achieving an overall district grade of an "A" in each of the last three school years, with 82.9 percent of all schools in the district receiving an "A" rating, which exceeds the statewide average of 53 percent. BPS continues a legacy of achievement.

Some highlights:

- In 2006, Brevard ranked in the top 6 districts in the state in 19 of the 22 FCAT data points for reading, math, science, and writing...up from 9 of 22 data points in 2002
- First in Florida in the percent of student enrollments in dual enrollment (2006-07)
- Second in the state with a 2005-06 graduation rate of 90.7%

- Only a 0.8% dropout rate for 2005-06, second best in Florida
- Brevard is home to 20 of the state's 28 music demonstration schools.
- BPS is first among the 10 largest Florida districts with the highest percentage of teachers who are National Board Certified.
- First in Florida in the percent of students proficient in science, and first in the number of 2006 state science fair winners.
- Brevard was named by the AARP as the 14th best employer in the U.S. in 2006, the only school district in the nation to be recognized with the honor.

## FUTURE

Evolving initiatives like Secondary Schools of National Prominence (SSNP) are designed to increase the rigor, relevance, and relationships for all students and equip them with the skills needed to either pursue post-secondary education or attain certification to enter the workforce armed with a marketable skill. Through this program, every child will be given the opportunity to succeed at the highest levels and no child will be left behind.

BPS is focused on enhancing student achievement. All of the processes and practices of the organization are aligning to support this mandate. Our children are our future, and the educational foundation they receive in Brevard Public Schools is designed to serve them for years to come.

### ***For More Information Contact:***

Brevard Public Schools  
Customer Service Center  
2700 Judge Fran Jamieson Way  
Viera, FL 32940-6601  
Telephone: (321) 633-1000, ext. 500  
csc@brevard.k12.fl.us

# Florida Division of Blind Services

The Florida Division of Blind Services is a division within Florida's Department of Education with its Central Office located in Tallahassee. With 12 districts and five satellite offices, the Braille and Talking Book Library, and the Orientation and Adjustment Center, the Florida Division of Blind Services serves blind and visually impaired Floridians in every Florida county and city.

The Florida Division of Blind Services ensures access to services through formal collaborative partnerships which include service providers, local government entities, and its representation on numerous boards, councils, committees, and task forces.

## OUR VISION

"By 2010, Florida's Division of Blind Services will be recognized as the leading agency in the United States empowering blind and visually impaired people to achieve self-determined goals."

## OUR MISSION

"To ensure blind and visually impaired Floridians have the tools, support, and opportunity to achieve success."

## OUR VALUES

Decisiveness, Responsive to Challenge, Innovation, Maximum Efficiency, Reliability, Confident Use of Advanced Technology, Quick Action, Flexibility, A Collaborative Approach, Integrity, and Pride.

These values are integrated with the reward and recognition system. This helps ensure they are understood and applied by all employees and reinforces them as a key element of our culture.

## LEADERSHIP

Senior leaders have created a sustainable organization by developing and improving a leadership system which is based on process, or systematic approaches, and the DBS values. Through process, DBS customer requirements are translated into process and program requirements which become the measures, standards, and targets by which all employees, key suppliers, and partners are held accountable.

## STRATEGIC PLANNING

Strategic planning is managed through the nine-step Strategic Planning Process. As a key business process it has an owner and a control system with schedules, measures, and targets to ensure it is effective, evaluated, and improved each year.

The Strategic Planning Process is benchmarked against Sterling and Baldrige Award recipients. The Florida Division of Blind Services' strategic plan is the mechanism used to translate the Vision into accountable activities for every employee. By aligning processes and employee evaluations to the goals and Critical Few Objectives, all employees have a stake in ensuring successful outcomes for our customers.

## CUSTOMER AND MARKET FOCUS

The Florida Division of Blind Services' uses several approaches to identify customers, customer groups, and market segments. Market segments are identified in the Quality Performance Information System process of "Manage Market Information". The process owner and his team review several sources of information including Federal and State reports, demographic trends, feedback from core process and program teams, and performance data.



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Emerging gaps in services provided or potential unserved or underserved customers are reviewed by program managers. If emerging needs are beyond the scope or capability of an existing program, then a determination is made by the senior leadership team to classify a new segment and define its requirements.

### MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

Quality performance data and information are critical to Florida Division of Blind Services' strategic plan, business, core/value creation, and support processes, and performance management systems. The selection of key types of information is driven from strategic challenges, business factors, customers, partners, collaborators, key stakeholders, and business, core/value creation, and support process requirements.

The quality of information from each source is ensured with one or more process control systems managed by a process owner. Each of the ten information types has a process control system with a process owner, and each of these processes may have one or more sub-processes with individual control systems.

### HUMAN RESOURCE FOCUS

The Florida Division of Blind Services' work systems are designed to meet the needs of the organization, its customers, and employees. All human resource systems have been designed using a process management methodology. Therefore, all are focused on the customers or needs of the organization, rely on measures for daily management, and have process owners responsible for the evaluation and improvement of each work system. The Florida Division of Blind Services' vision and segmented customer requirements drive all work in the organization. All work is part of a process, and all jobs are designed to meet process requirements. Through process management, DBS leadership can confidently set high expectations knowing that job design, compensation, incentive rewards and recognition,

performance management, and succession planning will support the achievement and sustainability of high performance goals.

### PROCESS MANAGEMENT

Florida Division of Blind Services' core and value creation processes are those which create and deliver value directly for existing and potential external customers. These processes were formally defined by service delivery teams through a series of process management workshops. The teams used customer data provided by service delivery reports, customer satisfaction surveys, counselors and partners to define initial process requirements and develop the measurement system.

This approach enabled each team to design each core process to ensure it was capable of meeting customer requirements. It also ensured each process included a measurement system consisting of quality outcome measures and in-process measures. Each process and its measures were aligned to the organizational Vision, or Goal.

### RESULTS

- Overall customer satisfaction in all program areas has exceeded 90% and has sustained high performance levels for the last three years.
- Average annual earnings per Vocational Rehabilitation customer is 21.5% above national median.
- 99.5% of Vocational Rehabilitation customers are competitively employed.
- The Florida Division of Blind Services is exceeding the Rehabilitation Services Administration Federal Performance Indicator benchmarks on key measures.
- Self-sufficiency and self-support have increased from 43% to 50% in the last three years.
- 97.82% of Independent Living Adult Program customers

“strongly agree and agree” that they are living independently and participating in family and community activities.

- Children successfully transitioning from pre-school to school has increased to 86%.
- Students successfully transitioning to work is up 19.3% in 3 years.
- Blind babies transitions have increased by 65% in 3 years.
- The number of Business Enterprise facilities is up 13% in 3 years.
- The Braille and Talking Book Library has reversed national trends in market share and repeat business.
- Employee satisfaction exceeds 82%.
- Over 90% of employees have completed Six Sigma “Yellow Belt” training.

### FUTURE

The Florida Division of Blind Services will continue its commitment to apply the Sterling Criteria of quality and performance excellence. It has resulted in dramatic results and transformed the agency into a high performing organization.

Always focused on the future, the Florida Division of Blind Services will realize its Vision: “By 2010, Florida’s Division of Blind Services will be recognized as the leading agency in the United States empowering blind and visually impaired people to achieve self-determined goals.”

### *For more information contact:*

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# Howard D. McMillan Middle School

Howard D. McMillan Middle School was built in 1976 in a residential community in southwest Miami-Dade County. It is currently one of sixty-seven middle schools in the Miami-Dade County Public School system, the fourth largest in the nation. The school site facilities consist of a main building and a state of the art annex building which opened in August of 2005. Several classrooms throughout the school feature fully integrated technology to help motivate students and increase achievement levels. In addition, there are four stationary computer labs, three mobile labs, and a fully integrated media center.

Howard D. McMillan Middle School is proud to be the first secondary school in Miami-Dade County Public Schools with a fully implemented Inclusion Program at all grade levels and is considered a Model School for Inclusion by the district. Core subject area teachers are teamed with special education teachers to help deliver instruction to students and comply with Individual Educational Plan requirements, while also reducing the teacher-pupil ratio. McMillan also individualizes academic programs by offering gifted and advanced academic programs, two varying exceptionalities classrooms, and four autistic units. Program decisions are based on each student's academic needs to ensure that students are properly placed into academic programs that will suit their learning needs while challenging them to work at their full potential.

## OUR VISION

The vision of Howard D. McMillan Middle School is to provide a safe, caring and enjoyable environment where students will become independent, productive, compassionate, and responsible citizens in a global society.

## OUR MISSION

The Mission of Howard D. McMillan Middle School is to provide exceptional education standards by addressing the unique needs of all the students in our multicultural community. The school will use data-driven instruction to promote and motivate students in an intellectually and technologically rich environment, preparing them to meet the challenges of the future.

## OUR CORE VALUES

Howard D. McMillan Middle School pledges to uphold the values of integrity, honesty, respect, perseverance, fairness, and other characteristics of civility, which provide the foundation for cohesive human interactions.

## LEADERSHIP

Visionary leadership is fostered by the administrative team consisting of the principal and four assistant principals. The administrators recognize individuals and empower leaders throughout the building to represent various departments and teams. The leadership team disseminates information from the administrative team to their respective team members, ensuring that performance expectations are openly communicated and the vision, mission and values are upheld. Communication is the key to success at H.D. McMillan Middle School and is a two-way flowing avenue. The administrative team utilizes an open door policy to ensure that every stakeholder has a voice and the opportunity to identify and address issues or implement ideas. All decisions are made to promote student achievement, an essential component of education, while making H.D. McMillan Middle School "... a place where every child matters."

## STRATEGIC PLANNING

The strategic planning process begins with a review of data as it pertains to academic performance, school climate, fiscal management, and health or safety programs. Prior to the start of school, departmental action plans are created based on year-ending FCAT results, in alignment with the national, state, and district initiatives. The action plans are the vehicles through which the goals and objectives of the School Improvement Plan and School Operational Plan are attained. The creation of the action plan is an essential process for annual improvement.

The School Improvement Plan is designed to target the school's goals and objectives which are aligned with the goals of the district. Selected departments and the Educational Excellence School Advisory Committee collaborate to form strategies to target specific goals as outlined in the plan.



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Additionally, in every facet of school operation, the Plan-Do-Study-Act model is implemented as a means of continuous improvement. The PDSA model allows all employees to evaluate key performances, identify areas of need and implement necessary corrective actions. All four stages of the cycle lead towards improvement and promote higher level of efficiency and effectiveness at our school.

Individual professional development plans aid all employees in identifying strategies to help align the goals of the School Improvement Plan and upgrade the skill levels of all staff members. With these plans, the goal of improving student achievement can be attained.

### **CUSTOMER AND MARKET FOCUS**

In order for H. D. McMillan to achieve success, the customers are identified by the Attendance Boundary Committee through the feeder elementary schools. Through surveys and evaluations, the school is able to identify the customers' needs and their level of satisfaction. Furthermore, the information provided is analyzed and best practices decisions are made focusing on students' performance. Building and maintaining positive relations with our customers is a key objective of the school.

H.D. McMillan Middle School meets the customers' expectations by offering a wide variety of programs such as vocational classes to meet their needs. Student data is analyzed to provide students with proper placement in grade level courses. Advanced academic and gifted students are given the opportunity to enroll in high school level courses that meet their needs.

### **MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT**

Student performance data is reviewed to determine the strategies to be implemented throughout the academic and elective departments. Classroom teachers develop, within their respective departments, a course of action to assist the students in reaching higher academic levels. Progress is continuously monitored through various means, such as the electronic grade book, the interim assessment reports, and formal assessments to include the district mid-term and final exams. In addition to teachers, staff members

review performance at every level of the organization and implement the PDSA model for continuous improvement.

Information and data at H.D. McMillan Middle School are made accessible to all stakeholders, including employees, suppliers, partners, collaborators, and customers through electronic distribution, hard copy (printed) distribution, and in person, as appropriate. As knowledge is continuously collected, it is transferred among faculty and staff.

### **HUMAN RESOURCE FOCUS**

H.D. McMillan Middle School implements a multi-tiered organizational system of management that facilitates cooperation, initiative, empowerment, and innovation among employees. Each employee is a member of a team depending on job function. Teachers are placed on grade level teams to horizontally plan interdisciplinary activities across grade levels as well as subject area departments to vertically plan to ensure that transition from grade to grade flows smoothly with educational expectations. Employees help reinforce high performance work and customer focus by offering various means for stakeholders to become a part of the education process. The Parent-Teacher-Student Association provides opportunities for parents to be involved with activities and student learning. Beginning teachers are provided with professional growth teams to mentor and guide as the school year progresses. All employees are encouraged to continue personal and professional growth to affect career progression. Both instructional and non-instructional employees are encouraged to take courses to complete training for higher level positions and monetary advancements.

### **PROCESS MANAGEMENT**

H.D. McMillan Middle School determines its key value creation process by implementing District goals and guidelines by taking into account the school's demographics and multicultural needs. Additionally, the value creation process includes student achievement, student and faculty well-being, and support process efficiency and effectiveness. Four key processes have been identified as the most important to maximize student success. These include: curriculum design and growth, instructional process, evaluation, and school development. Proper means of communication is essential to success

in carrying out the key processes in the school setting. Proper financing decisions have to be made in order for the school to implement its various programs with over thirty interactive technology classrooms, after-school and Saturday FCAT tutoring, and summer action planning to guide instruction. In addition, the administrative team, guided by visionary leadership, implemented a "Staff as Mentors" program which targeted at-risk students and paired them with a staff member. The respective staff members met with the students to direct them in programs that benefited them fully.

### **RESULTS**

Howard D. McMillan Middle School is an "A" school as graded by the Florida Department of Education standards. Our return on economic value can be best evidenced by the constant increase in the number of points earned since 2004. Sixty-seven percent of the eighth grade student population made learning gains in reading and 78% made gains in mathematics. In addition, 93% of the students are meeting state standards in writing, 65% of the students are reading at or above grade level and 66% are performing in mathematics at or above grade level. Additionally, 79 percent of the lowest 25 percent made learning gains in reading. Parent and student surveys have indicated a rise in the belief that students are receiving a quality education at H.D. McMillan Middle School. Additionally, staff morale at the school improved significantly as shown by the results of staff surveys.

### **ORGANIZATIONAL COMMITMENT**

Howard D. McMillan Middle School is committed to educational excellence and will continue to use the Sterling Criteria to improve all aspects of school functions. Through visionary leadership, collaborative work ethics and promotion of customer satisfaction Howard D. McMillan Middle School will continue to ensure that it is "... a place where every child matters."

#### ***For More Information Contact:***

Howard D. McMillan Middle School  
13100 SW 59<sup>th</sup> Street  
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[www.hdmcmillan.dadeschools.net](http://www.hdmcmillan.dadeschools.net)

# Landrum Professional Employer Services, Inc.

Landrum Professional Employer Services, Inc., formerly known as AmStaff Human Resources, is a wholly owned subsidiary of Landrum Human Resource Companies with its sister companies, Landrum Staffing Services and Landrum Consulting. H. Britt Landrum, Jr., President and Chief Executive Officer, founded the privately held companies headquartered in Pensacola, Florida with an office in Jacksonville. We strive not to be the biggest, but the best Professional Employer Organization in America. We began our quest for excellence in 1995 with an organizational assessment that resulted in leadership driven improvements. Since 2002, the Sterling framework has been used to assess our performance capabilities and systematically improve our processes and results. We completed a Sterling Challenge in 2005 and the resulting site visit and feedback report provided excellent improvement opportunities.

Landrum is a value-based company of interconnected systems, processes, and talented people working together in concert to produce and deliver value-added Human Resources (HR) services and Fortune 500 benefits to over 550 customers and 10,500 active employees in 20 states. We partner with clients in a special co-employment relationship to help manage and resolve HR issues. This allows our customers the time they need to focus on their key value products and services vital in meeting their own customers' requirements.

Landrum Professional's focus is on the customer - to provide quality HR services driven by customer requirements. Our target market is employers with 15 to 250 employees. Our staff is experienced, certified, highly trained, and empowered to deal directly with our customers.

Our Mission and Purpose is the reason we exist. Our success is based on our Five Foundations combined with a dedicated customer focus. Our Core Values and Standards of Excellence are the bedrock support for our Five Foundations through which all organizational planning and resulting goals are aligned. Our staff-developed Hallmarks of Customer Care guide our customer service decisions and actions.

**BIG HAIRY AUDACIOUS GOAL To be the best PEO in America**  
**OUR MISSION AND PURPOSE To help our clients become more successful**  
**OUR BRAND PROMISE Working a better way**

## CORE VALUES

**Respect for individual dignity and worth** and development of employee talents.  
**Passion for progress & improvement** of our processes, services, and our employees.  
**Community Leadership** where we work and serve.  
**Highest quality service** to create balanced value for customers, staff, and all stakeholders.  
**Reputation for excellence** and fiscal responsibility/effectiveness.  
**Honesty, integrity, and fairness** in all stakeholder transactions.  
**Responsible behavior** in all areas of our lives.

## STANDARDS OF EXCELLENCE

● Attitude ● Appearance ● Communication ● Commitment to Co-Workers ● Confidentiality  
● Customer Care ● Ethical Behavior ● Everyday Etiquette ● Safety Awareness ● Ownership

## OUR FIVE FOUNDATIONS

**Best People:** Staff professionalism and role-model leadership are the key reasons for our success and competitive edge.

**Best Service:** Our staff delivers key value added services that continually meet or exceed requirements and delight our customers.

**Highest Quality:** Our people consistently deliver outstanding quality in work performance and services. It is one of the main reasons for our high customer retention rate.

**Strong Financial Performance:** Our leadership has established the direction and controls for fiscal responsibility and healthy financial position.

**Strategic Growth:** Our Success and purposeful controlled growth are directly dependent on staff performance and customer focus.

## HALLMARKS OF CUSTOMER CARE

● I will place the customer first ● I will take initiative ● I will take ownership ● I will be attentive  
● I will be trustworthy ● I will be empathetic ● I will be knowledgeable ● I will be courteous



## LEADERSHIP

As a family business, Landrum is well aware of what business owners want, need and expect. Direction by the Landrum Family is shared with an outside Advisory Board and a six-member Senior Leadership Team that have exceeded the Great Places to Work Institute national benchmarks for competency, direction, clear vision, and consistent follow-through on commitments. Landrum Professional was named one of the Top 25 Best Places to Work by the Great Places to Work Institute for 2007, our third year in a row!

## STRATEGIC PLANNING

Private ownership enables our Senior Leadership Team to respond quickly to changes in the legal environment and worker availability to keep our clients in the best competitive position to obtain qualified workers. Customer feedback obtained through focus groups, luncheons, and training helps guide company direction. Our new Rolling Quarterly Strategic Plan balances short and long-term objectives and allows for monthly strategy revisions. The goal of our Severe Weather Plan is to restart operations immediately after disasters or emergencies to provide business continuity not only for ourselves, but more importantly, for our clients and worksite employees. This plan was very effective during Hurricane Ivan in 2004 and Dennis in 2005. We contacted all 500 clients the very next day to not only ensure their well-being, but to get direction for further payroll processing and delivery. We are proud to say that we were able to provide timely response to all of our clients as they directed.

## CUSTOMER AND MARKET FOCUS

Our mission and purpose is to help our clients become more successful. We may not know how to make an energy efficient window or sell an automobile, but our clients do. We enable our clients to do what they do best – and we do what we do best - Human Resources! Prospective customers benefit from the expertise of our Risk Management Specialists and Business Development Managers as they determine if we are a good fit. We continue with client contact standards to regularly monitor satisfaction and requirements.

## MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT

We constantly improve our hardware and software systems to effectively blend reliability and security with user friendliness. We strive to use the most current and efficient means for data exchange. On-line payroll entry, automated time clocks, and the Web are combined with our Dell computers and servers to offer clients the most advanced services available. However, we are still able to provide customized processes for individual clients. Goals and key measures shown on our One Page Plan (dash-board) cascade down to Department One Page Plans to ensure organizational alignment. Our intranet is updated daily with forms, policies, procedures, special events, and work-related Internet links.

## HUMAN RESOURCES FOCUS

Our people are our most valuable asset, and we offer very competitive incentives to recruit and retain the most qualified employees. The company financially rewards high performance of all employees based on established and achieved financial goals. Teams address process improvement efforts and action plans. Fifty-three percent of our staff participates in staff-led internal committees that cross department lines and have term limits to ensure member rollover. Our CEO leads a monthly all-staff meeting to review our financial performance, goal progress, learning opportunities, “Employees in the Spotlight,” and special events. Fifty-one percent of our staff has earned a Bachelor Degree or higher, and we have a Mentoring Program and a variety of in-house training opportunities to enable employees to excel. Forty-four percent of our staff has been promoted internally.

## PROCESS MANAGEMENT

We strive to exceed our customers’ expectations through our value added services. We use our knowledge, technology, and feedback to design, modify, and apply our value creation processes to our customers in the most mutually beneficial manner. Value is defined by our clients and other stakeholders, so we utilize all relevant data and feedback to determine what creates their loyalty and

satisfaction. Our value creation processes are Client Acquisition and Management, Risk Management, Human Resources Management, Payroll Management and Benefits Administration. Our Capacity Management System utilizes a Capacity Matrix to list skills and processes for each staff position. Each process is documented using our Current Best Standard documentation process and inserted into any matrix to which that process or sub-process applies. Employees qualified to perform the process at various levels are listed in the matrix and any training needs are clearly exposed. We use Plan-Do-Study-Act as a Current Best Standard for the design and ongoing improvement of our processes.

## RESULTS

We constantly work to decrease costs so customers may benefit from reduced pricing. Faced with ever increasing medical costs and a hardening Workers Compensation (WC) Insurance market, premiums were increasing rapidly and future increases were certain. Using a threefold approach of training, and targeting specific clients and WC classes, we decreased WC claims by twenty-two percent and our WC claim cost by twenty-five percent in less than two years. There is a direct relationship between the length of time a WC claim stays open and the total cost of the WC claim so a Best in Class benchmark for cases closed within one year was obtained. By the end of 2005, the benchmark of cases closed was surpassed and now the Best in Class benchmark belongs to Landrum! Successful loss prevention and loss reduction efforts not only provide a safer working environment for our employees, but also reduce insurance premiums. We have surpassed eighty-five percent of targeted growth goals in the past four years with fifty-six percent of new clients coming from referrals.

### *For more information, please contact:*

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# Miami VA Healthcare System

The Miami VA Healthcare System (Miami VAHS) is one of eight VA Medical Centers located in Florida under the VA Sunshine Healthcare Network. The Medical Center operates a 191 bed tertiary care teaching hospital with 120 authorized nursing home care beds and is dedicated to providing the highest quality of patient care and services to veterans in South Florida. The full range of inpatient and outpatient care is provided including Intermediate Care, Medical, Neurology, Psychiatric Rehabilitation, Psychiatry, Rehabilitation Medicine, Spinal Cord, and Surgery. In order to better serve a growing and geographically dispersed veteran population, Outpatient Clinics were established in Oakland Park (1982) and Key West (1986). Community Based Outpatient Clinics (CBOCs) are located in various locations throughout South Florida such as Key Largo, Homestead, Pembroke Pines, Hollywood, and Deerfield Beach, and Coral Springs. The Miami VAHS has an Outpatient Substance Abuse Clinic and Healthcare for Homeless Veterans Center located about one mile from the hospital in Downtown Miami. The Miami VA's main campus and its satellite clinics generate over 500,000 visits per year.

Miami VAHS senior leadership employs the Baldrige/Sterling Criteria as the vehicle to communicate and reinforce the vision, mission, and values throughout the organization; create a customer focus; manage processes through an inter-dependent governing council structure, and deploy performance expectations and sustain the organization through strategic planning and relentless performance improvement.

## Miami VAHS Mission

To honor America's veterans by providing exceptional health care that improves their health and well-being.

## Miami VAHS Vision

To be a patient-centered integrated health care organization for veterans providing excellent health care, research, and education; an organization where people choose to work; an active community partner; and a back-up for National Emergencies.

## Miami VAHS Core Values

Trust      Respect      Excellence      Compassion      Commitment

## Miami VAHS Strategic Objectives

- Continuously improve the quality and safety of health care for veterans, particularly those health issues associated with military service.
- Provide timely and appropriate access to health care by implementing best practices.
- Continuously improve veteran and family satisfaction with VA care by promoting patient centered care and excellent customer service.
- Promote diversity, excellence and satisfaction in the workforce, and foster a culture that encourages innovation.
- Promote excellence in business practices through administrative, financial, and clinical efficiencies.
- Focus research and development on clinical and system improvements designed to enhance the health and well-being of veterans.
- Promote excellence in the education of future healthcare professionals and enhance VHA partnerships with affiliates.
- Promote health within the VA, local communities, and the nation consistent with VA's mission.



## **LEADERSHIP**

MVAHS senior leadership team includes the Director, Associate Director, Assistant Director, Chief of Staff, and Associate Director for Nursing Care. The MVAHS senior leadership team views the deployment of our vision as a continuous and daily responsibility of effective communication, personal demonstration, and support of staff to make the vision operational through the strategic objectives and action plans. Communication is ensured through quarterly performance measure meetings and monitoring of the strategic plan, monthly meetings with service chiefs, town hall meetings, messaging systems, and reward and recognition events.

## **STRATEGIC PLANNING**

MVAHS annual strategic planning process is designed to identify local initiatives to support and align with national VHA goals. Over 100 participants attend the annual strategic planning summit to identify short and long-term goals and to develop a tactical plan to make the VHA strategic objectives operational for Miami VAHS. This plan is monitored and reviewed by the Strategic Planning Committee throughout the year to ensure progress on strategic initiatives.

## **CUSTOMER AND MARKET FOCUS**

MVAHS has identified three segments of customers defined as veterans, internal stakeholders, and external stakeholders. Formal and informal methods are utilized to listen to our customer segments. Information gathered from these methods has been used to develop and/or enhance services and processes such as the

implementation of an Operation Enduring Freedom/Operation Iraqi Freedom Coordinator, development of a Service Recovery and Care Repair Program, and On the Spot Awards.

## **MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT**

Nationally, systems are structured throughout VHA for the identification of decision support information and data, as well as, the selection and deployment for comparative data and information such as the clinical and administrative VHA Performance Measure benchmark goals. MVAHS senior leadership has invested in technology and development of individuals to further tailor VHA information to MVAHS to ensure relevant data and information are widely available throughout the system. Examples include the electronic medical record and bar code medication administration.

## **HUMAN RESOURCE FOCUS**

MVAHS celebrates the diversity and commitment of employees which is the underlying key to the organization's ability to accomplish the mission. Innovation, empowerment, and employee development are promoted through our career development model and involvement of all levels of staff in decision making processes such as process action teams. This involvement and focus on staff increased our improvement in employee satisfaction scores from 2004 to 2006.

## **PROCESS MANAGEMENT**

MVAHS utilizes a systematic process for process improvement activities and the development of new services. Our 6-step PDCA PI framework serves as the foundation for process action teams

to improve processes, continuously manage processes, and measure outcomes of processes. For example, MVAHS uses pilot projects as part of the "Do" phase to ensure that processes meet initial customer specifications and key process requirements.

## **RESULTS**

MVAHS is proud of its achievements in providing exceptional care to America's veterans and being a care provider and employer of choice. Here are just a few indicators to share:

- \* Radiology report verification within 48 hours is the VHA benchmark performance.
- \* Preventive Screening (Alcohol) is best performance in VHA.
- \* Preventive Cancer Screening exceeds HEDIS and meets top VHA performance.
- \* Cardiology Involvement (early response to Acute Coronary Syndrome) meets top VHA performance.
- \* Specialty consultation timeliness meets top VHA performance.

Miami VAHS is committed to continuing the process of performance excellence and we will continue to strive to provide the very best care to our nation's heroes and to be the best in VHA.

### ***For More Information Contact:***

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# Quest Diagnostics

Quest Diagnostics is the nation's leading provider of diagnostic testing, information and services. In South Florida, Quest Diagnostics serves patients, physicians, and hospitals in Miami-Dade, Broward, Palm Beach, Martin, and Monroe counties. Each year Quest Diagnostics in South Florida serves more than five million patients at 42 Patient Service Centers (PSCs) and two full-service laboratories located in Deerfield Beach and Miramar. As a local provider of diagnostic testing services, Quest Diagnostics offers all the benefits and convenience of a local lab, plus the resources and insights that only the nation's leading laboratory can deliver. Quest Diagnostics offers access to the latest diagnostic advancements, such as gene-based and esoteric testing services, including infectious disease, cardiovascular disease, prenatal testing, and genetic testing and consultation services.

At Quest Diagnostics, the patient is at the center of everything we do. Quest Diagnostics strives to provide every patient and every customer with services and products of uncompromising quality - error free, on time, every time. Quest Diagnostics is accredited by the College of American Pathologists and is enrolled in various proficiency testing programs.

## OUR MISSION

We Will Be the Undisputed World Leader in Diagnostic Testing, Information, and Services

## OUR VISION

Dedicated People Improving the Health of Patients through Unsurpassed Diagnostic Insights and Innovation

## OUR VALUES

Quality, Integrity, Innovation, Accountability, Collaboration, Leadership

## OUR STRATEGIC PLAN

Our strategy is based on three simple but profound words: Patients, Growth, and People

- Patients
  - Put Patients First
  - Reduce Anxiety Time
  - Deliver Six Sigma Quality
- Growth
  - Innovate and Rapidly Deploy Tests and Technologies
  - Earn Customer Trust
  - Accelerate Profitable Growth
- People
  - Facilitate Each Other's Success
  - Continuously Improve Ourselves
  - Commit to Our Future

## LEADERSHIP

The South Florida Senior Leadership Team recognized the opportunity to improve organizational performance through the application and assessment processes inherent in the Governor's Sterling process management system. The recommendations of the Governor's Sterling examination team will be used to prioritize and drive improvements. Emphasis is placed on communicating with, empowering and motivating employees in order to achieve objectives and discover innovative improvements. The Senior Leadership team is actively involved in communication, training, planning, and Six Sigma project plan development.

Quest Diagnostics is committed to supporting the South Florida community through the reach! (remember every act can help!) volunteer program that promotes volunteerism and demonstrates social commitment of the organization. This service arm of Quest Diagnostics recently celebrated 10 years of dedication to making a difference through support of charitable organizations such as the Juvenile Diabetes Research Foundation, the American Cancer Society, and the American Heart Association.

## STRATEGIC PLANNING

The South Florida Senior Leadership Team employs the company strategy of "Patients, Growth and People" to develop local plans for meeting quality and other performance targets. Local plans are developed and executed to meet the unique needs of the South Florida community. The Governor's Sterling examination feedback report provided valuable input on improving the



strategic planning process by identifying challenging long-term objectives such as the changing healthcare and laboratory staffing climate faced by the organization.

## CUSTOMER AND MARKET FOCUS

Quest Diagnostics differentiates itself from the competition based on the quality of the services we provide. The company was first in the healthcare service industry to embrace Six Sigma quality principles. Our customer focus has driven us to find new and innovative ways to enhance the overall patient experience. For example, reducing anxiety time created by patients waiting to have blood drawn was addressed in 2006 by creating an appointment scheduling process. Additionally, Patient Care Gold Standards were established to raise the bar on service in the laboratory industry. These have been deployed in customer touch functions and are engrained in the Quest Diagnostics culture to enhance positive interactions with patients and customers.

Customer satisfaction and loyalty is measured through the use of customer and patient satisfaction surveys administered through third party survey vendors. The customer surveys are conducted annually. Patient Satisfaction Surveys are conducted quarterly and are distributed to patients who have visited a Quest Diagnostics Patient Service Center during the quarter. Measurable goals are established annually on all Customer and Patient Satisfaction Surveys. The survey questions are reviewed annually for efficacy and include open-ended questions for verbatim comments.

## MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT

At Quest Diagnostics, comparative data and information are selected based on financial requirements, quality, sales, customers, patient satisfaction, and employee success measurements. Performance metrics of the business unit are reviewed regularly and graphed as Pareto or control charts to track trends over time. These measures are linked to strategic goals or are key drivers of the laboratory testing process. Through constant review of data, the business is able to remain current and sensitive to variation and to respond quickly to change.

Quest Diagnostics is committed to implementing and maintaining comprehensive IT and data privacy security programs to uphold corporate values, patient confidentiality, and responsiveness to employ-

ees and business partners. User access is tightly controlled and meets standards required by various applicable regulations and accrediting agencies such as HIPAA, CLIA, and the College of American Pathologists.

## HUMAN RESOURCES FOCUS

Quest Diagnostics is a performance-oriented organization. Quest Diagnostics recognizes that the patient is at the center of everything we do and, therefore, excellence in quality, accuracy and timeliness cannot be compromised. As a result, the organizational structure is focused on achieving optimal results in these areas. This essential message is continually reinforced with all employees. Communication is a golden thread throughout Quest Diagnostics linking leadership to employees and goals to actions.

As a leader in the health care industry, Quest Diagnostics takes pride in the commitment to a workforce as diverse as its services. Cross-functional teams and cross-training are used to capitalize on the diverse experience, ideas, and thinking of the staff. The use of teams and job-focused skill sharing are effective means of helping to recognize, address, and find innovative solutions. The rich diversity of the South Florida community is evidenced by the diverse makeup of the Quest Diagnostics' employee population.

The ability to achieve company goals is enhanced by continuously grooming and developing new leaders. Quest Diagnostics recognizes that a competitive advantage begins with the organization's employees. Because employees are an integral part of business success, there is a constant need to engage and develop the leadership of the workforce. The leadership planning process is designed to identify key talent through the middle management ranks and help them grow by focusing on both personal goals and strategic company goals. Leadership planning and strategic planning go hand in hand in ensuring future success for both individuals and the company.

Quest Diagnostics operates under a business philosophy summed up by the Satisfaction Model that states, "Satisfied Employees lead to Satisfied Customers which lead to Satisfied Shareholders". At Quest Diagnostics, employees recognize that they come first in this equation. Each year employees participate in an Employee Survey that affords them the opportunity to express their opinions

and provide feedback on such topics as employee treatment, company pride, and management credibility. The overall satisfaction score for our 2006 survey was world class at 77.7%. In 2006, Quest Diagnostics received the honor of being named one of the Best Places to Work by the *South Florida Business Journal*.

## PROCESS MANAGEMENT

Quest Diagnostics is the nation's leading provider of comprehensive diagnostic test results, information, and services used in the diagnosis and treatment of disease. Behind every specimen is a patient waiting for his or her results, and all key and support processes at Quest Diagnostics are closely linked and surround the patient experience. Value in the eyes of customers is not only an accurate laboratory result but also the ease of dealing with Quest Diagnostics. Providing the highest quality in laboratory testing and services at a fair price drives customer loyalty and acquisition.

Quest Diagnostics utilizes Lean design principles to reduce waste and improve process flow. Six Sigma methodologies and Value Stream Maps are incorporated in daily work practices to reduce defects, minimize variation, and increase profitability. The success and sustainability of the laboratory processes are measured and tracked daily through data collection, metrics and balanced scorecard. Process management is the key to the day-to-day delivery of timely, accurate results.

## RESULTS FOR THE SOUTH FLORIDA BUSINESS UNIT

- Highest Physician Customer Satisfaction Survey index in Quest Diagnostics – 2005 (21.3), 2006 (22.2), and 2007 (22.2) max score is 25
- World Class Employee Satisfaction as surveyed by the Gelfond Group – 2004 (76.4%), 2005 (74.7%) and 2006 (77.7%)
- Highest Patient Satisfaction Survey index in Quest Diagnostics – 2006 (98.1%)
- Named as a Best Place to Work by the *South Florida Business Journal* – 2006

### **For More Information Contact:**

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<http://www.questdiagnostics.com>



Team Clean, City of Miami Beach  
2007 Team Showcase Champion  
(This team will represent Florida  
at the ASQ Conference)



Terry May, President & Founder, MESA  
2006 Malcolm Baldrige Recipient  
(Closing Keynote Address at the  
Conference)



Lina Henrikson, Director of  
Performance Improvement  
Baptist Health Care  
(Presenting a workshop session  
at the Conference)



Florida Sterling Council Staff

## 2007 Conference Maximizes Return

The 2007 Conference set records and had positive impacts in many areas by maximizing return for:

- **Sterling** – largest conference ever with over 1,300 participants;
- **Recognition** – 6 Governor’s Sterling Award Recipients; 7 Sterling Quality Achievements; 8 Challengers, 5 Showcase Teams, and over 200 examiners; and
- **Attendees** – 60 workshops with an overall composite rating of 4.16 out of 5 and an overall conference satisfaction rating of 96%.

Jim Zingale, Executive Director of the Department of Revenue, opened the conference with an address about how each of us could make a difference in the world through the changes we make in our daily personal and professional lives. Richard Chang continued this theme by talking about adding passion to our lives. Steve Dickinson helped us to better understand Sterling, Six Sigma, Lean, and ISO and how all these tie together to drive performance excellence. The conference keynote closed with Terry May from MESA talking about how he started as a small business by applying for the Malcolm Baldrige Award and using the feedback to improve the management system. He also spoke about the value, as CEO, of being an examiner to gain a “first hand” understanding of the Criteria. Additionally, the more than 60 workshop sessions provided learning opportunities that ranged from understanding how to calculate return on investment to the role of leadership in driving process improvements. Finally, numerous networking venues allowed attendees to make contacts and meet people who are also striving for excellence.

Plans for 2008 are well underway with the Conference planning team and workshop committee reviewing all feedback to ensure that we bring back presenters with the highest ratings and address current issues for all sectors and topics of interest. We will continue to give you the best learning experiences to help you and your companies, schools, and public organizations grow and improve.

Don’t miss out on one of the highest rated conferences in the country. Join us at the “world class” JW Marriott Orlando Grande Lakes on May 27-30, 2008. Registration for the upcoming conference will be available in late November 2007. Take advantage of early registration discounts. We look forward to seeing you there!

Go to [www.floridasterling.com](http://www.floridasterling.com), and click on the *Conference* tab.



The Sterling Conference Committee



Betty Colyer, Principal  
Ramblewood Elementary School  
& Lillian Rivera, Deputy  
State Health Officer  
Florida Department of Health  
(Governor’s Sterling Award  
Leadership Panel)



Richard Chang, Chief Executive Officer  
Richard Chang Associates Inc.  
(Keynote Address at the Conference)

## Mark Your Calendar Now

THE  
**FLORIDA**  
STERLING COUNCIL

2008  
CONFERENCE  
SIXTEENTH ANNUAL

MAY 27 – 30, 2008  
AT THE  
JW MARRIOTT ORLANDO,  
GRANDE LAKES

7TH ANNUAL CONFERENCE  
MAY 26 – 29, 2009

FOR MORE INFORMATION ABOUT PERFORMANCE EXCELLENCE, PLEASE CONTACT  
FLORIDA STERLING COUNCIL • PHONE: (850) 222-5111 • FAX: (850) 488-7272  
WWW.FLORIDASTERLING.COM



# 2007-2008 CALENDAR of EVENTS

## AWARDS PROCESS

Examiner Applications Due  
 Governor's Sterling Award Application of Intent Due  
 Examiner Training  
 Master, Lead, & Senior Team Leader Training  
 Full Governor's Sterling Award Application Due  
 Consensus Meetings  
 Site Visits  
 2008 Sterling Conference  
 Governor's Sterling Award Banquet

## DATES

August 31, 2007  
 September 14, 2007  
 October 31 – November 2, 2007  
 or November 7-9, 2007  
 October 30, 2007  
 November 6, 2007  
 November 16, 2007  
 January 14-25, 2008  
 February 25- March 28, 2008  
 May 27- May 30, 2008  
 May 30, 2008

## 2007 GSA GREAT PRACTICE SHOWCASE DATES

- Howard D. McMillan Middle School, Miami, FL  
October 8, 2007
- Landrum Professional Employer Services Jacksonville & Pensacola, FL  
October 9 & October 15, 2007
- Quest Diagnostics Incorporated, South Florida Business Unit Deerfield Beach, FL  
October 18, 2007
- Miami VA Healthcare System, Miami, FL  
October 19, 2007
- Brevard Public Schools Viera, FL  
October 25, 2007
- Florida Division of Blind Services Florida Department of Education Tallahassee, FL  
November 2, 2007

## Regional Team Showcase Competitions

Region 4 – February 20, 2008  
 Region 3 – February 22, 2008

## Regional Training

August-September 2007  
 January-February 2008  
 (see schedule & costs on the website)

Other dates will be posted on the website [www.floridasterling.com](http://www.floridasterling.com), as they become available.

Thank you to the six 2007 Governor's Sterling Award Recipients & The Ritz-Carlton Hotels of Florida for sponsoring Volume XV of the Sterling Report.

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