



STATE OF DELAWARE QUALITY AWARD

A PROGRAM OF ACCOLADE ALLIANCE, LLC

FOR IMMEDIATE RELEASE

January 9, 2004

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**GOVERNOR RUTH ANN MINNER ANNOUNCES THE FOLLOWING
2003 DELAWARE QUALITY AWARD RECIPIENTS**

The Delaware Department of Labor, the Delaware Department of Services for Children, Youth and Their Families, The Division of Medical Affairs at Beebe Medical Center, Dade Behring, Inc and Speakman Company.

(Wilmington, DE) – Governor Ruth Ann Minner joined Accolade Alliance, LLC today to announce the recipients of the 2003 Delaware Quality Award. This year, two state agencies will receive the Award of Merit: the Delaware Department of Labor and the Delaware Department of Services for Children, Youth and Their Families. Governor Minner also announced that the Division of Medical Affairs at Beebe Medical Center, Dade Behring, Inc., and Speakman Company will receive the Commitment Award. Both the Children’s Department and the Department of Labor were recognized as award recipients last year. The Awards will be formally presented at the Delaware Quality Award Banquet, to be held on February 19, 2004 at the Harry’s Savoy Ballroom.

“I’m extremely pleased that two state agencies are recipients of this year’s Quality Awards,” Governor Ruth Ann Minner said. “This is just further proof of the outstanding efforts put forth by our Department of Services for Children, Youth and Their Families and our

Department of Labor. I'm very proud of their work and am glad to see their accomplishments recognized again this year. I also extend my sincere congratulations to the Division of Medical Affairs at Beebe Medical Center, Dade Behring, Inc. and the Speakman Company for their hard work and extraordinary contributions to our state.”

The Delaware Quality Award, presented in Honor of W.L. Gore, was established in 1992 and is now managed by Accolade Alliance, LLC (a subsidiary of Junior Achievement of Delaware, Inc.). The award recognizes Delaware organizations that have implemented quality initiatives resulting in improved customer satisfaction and increased profitability (or efficiency) through excellence in services, support, research, and production.

Past recipients of the award include: JPMorganChase, United Electric Supply Company, EBC Carpet Services, Inc., DuPont Ti-Pure® Titanium Dioxide TiO₂ For Paper, Dover Air Force Base, New Castle County Vocational-Technical School District, Rockford Center, American Cancer Society of Delaware, Chrysler Corporation – Newark Assembly Plant, Monroe Auto Equipment – Modular Assembly Facility, Rodel Inc., Delaware Division of Revenue, A.I. DuPont Institute, St. Francis Hospital, Johnson Controls, Sears Fashion Merchandise – Distribution Center, Emily P. Bissell Hospital, DuPont Diagnostics Corporation Services Company, and Visiting Nurses Association of Delaware.

Detailed summaries of the Delaware Quality Award Program, the 2003 awardees, and their qualifications are attached.

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About the Delaware Quality Award

The Delaware Quality Award (DQA) Program, modeled after the Malcolm Baldrige National Quality Award Program, is a public-private partnership formed to improve the performance of Delaware organizations. The Delaware program, now in its 12th year, helps organizations utilize the time-tested Criteria for Performance Excellence to improve their organization.

The award recognizes businesses and organizations for their continuous improvement and performance excellence. Award recipients demonstrate results and results improvement in a wide range of indicators related to customers, operations, and financial performance. Results reported by organizations address all stakeholders – customers, employees, owners, suppliers, and the public. The Award assessment is tailored to each organization through a focus on factors important to the organization's strategy and definition of success. These factors are determined by the organization and reported in the Organizational Profile and Strategic Planning portion of their application. An organization's participation as an applicant, as well as information they submit, is considered confidential and the assignment of examiners to each application is made in accordance with strict rules regarding conflicts of interest.

The Delaware Quality Award Program honors organizations achieving three levels of performance excellence: the W. L. (Bill) Gore Award, the Merit Award, and the Commitment Award.

The W. L. (Bill) Gore Award for Performance Excellence

The prestigious Gore Award recognizes Delaware organizations with the highest levels of performance excellence. Gore Award recipients demonstrate world class performance excellence and are clear role models in all seven Criteria categories (Leadership; Strategic Planning; Customer and Market Focus; Measurement, Analysis, and Knowledge Management; Human Resource Focus; Process Management; and Business Results)

Award of Merit

The Award of Merit recognizes organizations that demonstrate significant progress in their approach and deployment of quality systems. While results may lack maturity, Award of Merit recipients can be considered role models within Delaware in some of the Criteria categories.

The Commitment Award

New in 2001, the Commitment Award recognizes organizations that are just getting started in their quality journey.

About the Delaware Quality Award (Continued)

In addition to these three award levels, there is an award for organizations achieving performance excellence under special circumstances, and an award to honor individuals for their lifetime support of quality.

The Accolade Award

The Accolade Award recognizes those organizations which, if not for some special circumstance, would have otherwise qualified for either the W. L. (Bill) Gore Award or the Merit Award.

Genevieve W. Gore Lifetime Achievement Award

The Genevieve Gore Lifetime Achievement Award, established in 2002, is intended to recognize both dedication and outstanding personal leadership in pursuit of performance excellence.

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Delaware Quality Award: Frequently Asked Questions

What is the purpose of the Delaware Quality Award Program?

The purpose of the Delaware Quality Award Program is to support the development of quality by evaluating and recognizing those organization's that have achieved performance excellence in Delaware.

What are the Award Criteria?

This year's Award Criteria has seven categories which encompass 19 Items. The Criteria focus on requirements that all organizations need to thoroughly understand – especially those facing tough competitive challenges. The Criteria are designed to address all aspects of competitive performance in an integrated and balanced manner. The Criteria this year are: Leadership; Strategic Planning; Customer and Market Focus; Measurement, Analysis, and Knowledge Management; Human Resource Focus; Process Management; and Business Results. The Criteria do not require the use of any specific practices or organizational structure, but rather allow management to decide which practices are best for their organization depending on the organization type, size, strategy, and stage of development.

Why should my company apply for the Delaware Quality Award?

Whether your organization has a well-developed quality plan or is just beginning to establish quality initiatives, the Delaware Quality Award offers a tremendous opportunity for self-evaluation as well as the opportunity for valuable input from outside experts. All applicants will receive a feedback report noting the strengths and opportunities for improvement of their quality processes.

Over the years, Award applicants have reported numerous benefits, the most common being:

- Responding to the Criteria forces a realistic self-assessment from an external point of view,
- Self-assessment, when combined with the comprehensive feedback report received from the Award's Board of Examiners, identifies key gaps and priorities for improvement and recognizes and reinforces the organization's strengths,
- Knowledge gained from the assessment and feedback report teaches new and better ways to evaluate suppliers, customers, partners, and even competitors,
- Use of the Award Criteria leads to the integration and alignment of numerous activities previously loosely associated,
- Use of the Criteria helps companies understand, select, and integrate appropriate management tools, and
- The Award Criteria and Scoring System provides a clear distinction between typical performance and world-class performance required to compete on a Global level.

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Additionally, the application process promotes increased awareness and development in the areas of:

- Leadership involvement
- Customer and supplier relations
- Employee participation
- Training and education
- Workforce productivity
- Performance analysis against competitive benchmarks
- Strategies for continuous improvement
- Commitment to quality

Who can apply for the Delaware Quality Award?

To be eligible, your organization must be in operation within the state for at least three years. Awards may be presented in five categories, with a maximum of two awards in each. The categories are:

- Large manufacturing (100 or more employees)
- Small manufacturing (fewer than 100 employees)
- Large non-manufacturing (100 or more employees)
- Small non-manufacturing (fewer than 100 employees)
- Non-profit organizations including public sector and educational organizations of any size.

How do I apply for the Delaware Quality Award?

Application information can be found on Accolade Alliance's website, www.accoladealliance.org. Please contact Denise or Doug at Accolade Alliance for additional information.

Phone: (302) 654-4510

email: accolade@jadel.org

Where can I find the application for the Delaware Quality Award?

The *Intent to Apply* form and the *Application for the 2004 Delaware Quality Award* can be found at www.accoladealliance.org/dqa_main.htm in Adobe Acrobat and Microsoft Word formats and will be available in early January. The *Intent to Apply* form and *Application* can also be obtained by contacting Denise or Doug at Accolade Alliance.

When is the deadline for the Delaware Quality Award?

Intent to Apply forms are due February 29, 2004. The deadline for 2004 Applications is May 31, 2004.

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The Delaware Department of Services for Children, Youth and Their Families

The Department of Services for Children, Youth and Their Families (Delaware Children's Department) has as its vision a children's services system that will always "Think of the Child First."

The Children's Department was created in 1983 to provide services to children who have experienced abandonment, abuse, adjudication, mental illness, neglect or substance abuse. On any given day, more than 8,000 children (13,500 annually) receive services from 1,200 members of the Department in 31 service locations. The Department's budget exceeds \$146 million.

The Department provides child protection, foster care, adoption services, child mental health, substance abuse treatment, and juvenile justice rehabilitation services including: prevention, early intervention, in-home and community-based treatment, out-of-home and residential treatment, independent living, permanency (adoption/guardianship), and locked secure care.

The challenge for the Department has been to integrate services brought together from different agencies to serve an ever-growing population of children with increasingly complex needs. The Department has pursued the Delaware Quality process as part of its self-improvement efforts. The Department was awarded the Delaware Quality Commitment Award in 2001, the Delaware Quality Award of Merit in 2002, and again for 2003, the Delaware Quality Award of Merit.

In the last three years, the Department has undertaken a transformation from a 1970s system that provided one-size-fits-all services to one that tailors services to best meet the needs of 21st century children. Under Governor Ruth Ann Minner's direction, the focus on child safety has been reinforced while reforming juvenile justice and foster care services into 21st century models. More children are served in their homes and communities or, when residential treatment is necessary, within a three-hour radius of their home. Most children, whether in foster, psychiatric, or court-mandated care, are receiving more beneficial levels of supervision and more comprehensive treatment in the most integrated settings.

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Major improvements in services have been made against a backdrop of economic decline. The Department has been able to support its transformation by closely reviewing all of its business practices and rethinking how every dollar is spent so it gets the biggest bang for the buck for the child's sake. Sound business decisions and expenditure controls have eliminated a \$9.7 million operating deficit.

The Delaware Children's Department is committed to leadership and advocacy for a system of children's services that always "Thinks of the Child First."

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The Department of Labor (DOL) is the most affordable and accessible entity in the state of Delaware for services, information and resources to prepare, support, and sustain a safe, fair, inclusive and vibrant work environment. In support of its mission to “connect people to jobs, resources, monetary benefits, workplace protections, and labor market information in order to promote financial independence, workplace justice, and a strong economy,” no other organization works with the spectrum of customers delivering workforce services as much as this department does.

The programs administered by the department provide resources and services for people with employment- related needs. Services provided are:

- financial assistance for unemployed and injured workers;
- employment-related information and job search assistance for job seekers and employers;
- education and training opportunities for jobs and/or career advancement;
- resolving allegations of unfair labor practices;
- health and safety consultations for private employers; and
- information resources and advocacy to promote personal and professional growth for women.

The department is a proactive partner with other governmental and non-profit agencies and the private sector in support of clients who need workforce services. DOL conducts numerous community outreach efforts in order to find and better serve qualified customers, assist companies and laid-off workers; provide career and support workshops for adults, youth and special populations.

DOL consists of four divisions (Industrial Affairs; Employment and Training; Unemployment Insurance; and Vocational Rehabilitation) and four offices (the offices of the Secretary of Labor; Occupational and Labor Market Information; Delaware Commission for Women; and Administration).

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SPEAKMAN®

The Speakman Company, a global supplier of plumbing products founded in 1869, has forged a reputation for product innovation and quality. The acknowledged leader in specification fittings, electronic faucets, showerheads and emergency equipment, Speakman pioneered safety showers more than 50 years ago and introduced the forerunner of its famous Anystream® showerhead more than 75 years ago. Speakman continues to develop new products. As a result, a significant percentage of the company's sales comes from products introduced in the last 5 years.

Speakman's strategic intent is to pioneer and foster adoption of innovations, which improve the quality of life for members of the global community. Through creativity, innovation and entrepreneurship, Speakman leverages its established brand to accelerate worldwide adoption of water bearing innovations that deliver differentiated hygienic, therapeutic and life saving benefits. Speakman has also become a systems integrator for innovations in clean, renewable and sustainable (CRS) energy generation technologies to develop high natural growth businesses.

To implement its strategy, Speakman follows the Roadmap to Business Excellence (RBE) planning process. Business units set one- and three-year plans linked to strategic initiatives. Managers create departmental objectives and goals to support the business unit goals. This process results in the alignment of the strategic drivers with the business unit goals that are linked to departmental and individual goals.

In its day-to-day operation, Speakman drives for continuous improvement in order to exceed customer expectations. One of the first Delaware manufacturing companies to receive ISO 9001:2000 accreditation, Speakman is focused on process definition and improvement. The company's OIT program (Operational Improvement Teams) provides the primary forum for process improvement. Using six sigma tools, these cross-functional teams track key business measurements for customer focus, organizational learning, operational fitness and financial results to identify and initiate improvements. The ultimate objective is stated in the Quality policy - *Continually improving our performance by knowing our customers, anticipating their requirements and meeting those requirements, error free, on time, every time.*

Whether in strategic planning, continuous improvement or its other activities, Speakman associates are committed to the company's ethos to conduct business with honesty, integrity and openness.

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Founded in 1916 by two physician brothers, Drs. James Beebe and Richard C. Beebe, Beebe Medical Center is a 158-licensed bed not-for-profit community hospital in Sussex County. The Department of Medical Affairs (DMA) is one of the major business units within the organization, responsible for medical staff credentialing, reappointment and continuing education, monitoring clinical outcomes against national standards, accrediting/regulatory compliance, case management, infection control, integrative health, patient relations and customer service. The team members within Medical Affairs work not only at the Lewes campus, but all satellite locations throughout Sussex County.

“Our medical staff has grown tremendously since the early 90s to support community needs. The Department of Medical Affairs has adjusted to the new needs of this population, including having Dr. James Beebe, Jr., as a utilization physician reviewer for Case Management and Dr. Steve Berlin as the medical director for Integrative Health. Both of these physician roles have been valuable in understanding and balancing the needs of the physicians and provide a medical liaison between the departments and the medical staff,” states Larry Hegland, MD, Vice President DMA. In addition, the other areas within DMA continually assess medical/dental staff needs and develop new processes and education to support the changes.

The team members within DMA participate in numerous national initiatives to measure clinical quality, customer service, training and certification, and personally participate in community functions, such as the Heart Walk and Relay for Life, hold board positions, and develop and administer multiple education programs during the year.

To supplement care provided by our medical staff, our Department of Integrative Health offers relaxation and life enhancement programs to help people cope with stress and improve overall health.

Call 302-645-3202 for more information on the Department of Medical Affairs.

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DADE BEHRING

Every minute of every day™

With 2002 revenues of nearly \$1.3 billion, Dade Behring is the world's largest company dedicated solely to clinical diagnostics. The diagnostics industry plays a key role in saving lives and is a critical part of the health care continuum. Dade Behring offers products and systems designed to meet the day-to-day needs of laboratories. The company's single focus on the clinical lab offers its customers an unparalleled commitment to responsive service, innovative products, consistent quality, and lasting relationships of trust.

The businesses from which Dade Behring was formed have been innovators in clinical diagnostics for more than a century. Dade Behring was created in 1997 through the merger of Dade International and the Behring Diagnostics unit of Hoechst AG. Earlier, these companies had combined the diagnostics businesses of the DuPont Company, Syva Company and Baxter Healthcare. Now, Dade Behring ranks as the sixth largest diagnostics company in the world.

The company has four core product lines: Chemistry/Immunochemistry, Hemostasis, Microbiology and Infectious Disease Diagnostics.

Dade Behring's chemistry/immunochemistry business consists of: Routine Chemistry/Immunochemistry, Cardiac, Plasma Proteins and Drugs of Abuse Testing/Therapeutic Drug Monitoring. These products are used to detect and measure substances that may be found in patients' blood, urine or tissue samples. Key products include the following:

- **Dimension® RxL:** Launched in 1998, this product is the only instrument in the marketplace that allows the integration of highly sensitive immunochemistry testing onto the same instrument as routine testing. This unique product eliminates the need for multiple instruments, which simplifies workflow, reduces overall cost, and increases efficiency.
- **Stratus® CS:** The Stratus® CS is a highly advanced, automated bench-top cardiac analyzer. The company is an industry leader in introducing highly-sensitive cardiac marker tests, including Troponin I and high-sensitivity c-reactive protein (hsCRP).
- **Plasma Proteins:** Dade Behring's plasma protein tests diagnose a range of disease and disorders, from heart disease, rheumatic disease, tumors, malnutrition and more through the testing of serum, plasma, urine or cerebral/spinal fluid.
- **Syva®:** Dade Behring's Syva® product line performs drugs of abuse testing (DAT) and therapeutic drug monitoring (TDM) tests.

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Dade Behring was a pioneer in the field of Hemostasis (coagulation), and it continues to maintain a global leadership position in this product line. Many of its hemostasis tests measure patients' ability to form and dissolve blood clots, and are generally used before and during surgical procedures or for monitoring coagulation disorders such as hemophilia.

Microbiology laboratories use Dade Behring's highly specific MicroScan® products to identify infection-causing bacteria and the minimum dose of antibiotics necessary to treat the infection - critical data in managing patient therapy and health care resources.

Outside of the U.S. market, Dade Behring's infectious disease diagnostics (IDD) systems are primarily used for virology testing, including screening for infections such as hepatitis, HIV and sexually transmitted diseases.

Dade Behring is headquartered in Deerfield, Illinois, and has operations in 43 countries, employs approximately 6,500 people and serves more than 24,000 customers worldwide.

The Dade Behring Delaware locations provide Manufacturing of Chemistry/Immunochemistry reagent products that are used in conjunction with Dade Behring instruments, Research and Development, Technical Support Services, Customer Training facilities, Regulatory Affairs activities, Global and US Marketing Services, and Distribution and Supply Chain Services for the business. Approximately 1300 people are employed at the Glasgow complex and Delaware Distribution Center located in New Castle.

Mission Statement

MISSION

Enhance people's lives by being the most responsive provider of quality diagnostic products and services to our customers, thereby building value for all our stakeholders.

VISION

To be the leading global diagnostic company.

VALUES

Respect: Our key asset is our people. We treat others with respect, create opportunity for growth and development, recognize personal considerations and encourage mentoring.

Teamwork: We maximize effectiveness and learning through teamwork. Personal interests must not come before team goals.

Integrity: We highly value our reputation for integrity, honesty, fair dealing and ethical conduct. We will not compromise ethical standards or personal integrity.

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Customer Focus: We are highly responsive and focused on our customers and their needs.

Bias for Action and Quality Results: We have a bias for action and quality results. We embrace change, challenge the status quo, and take the initiative to identify and implement improvements in processes, systems, and work environments.