

2006

National Institute of Standards and Technology
Technology Administration • Department of Commerce
Baldrige National Quality Program



Arroyo Fresco Community Health Center Case Study Packet

Executive Summary

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The Arroyo Fresco Community Health Center Case Study was prepared for use in the 2006 Malcolm Baldrige National Quality Award Examiner Preparation Course. The Arroyo Fresco Community Health Center Case Study describes a fictitious nonprofit organization in the health care sector. There is no connection between the fictitious Arroyo Fresco Community Health Center and any other organization, either named Arroyo Fresco Community Health Center or otherwise. Other organizations cited in the case study also are fictitious, except for several national and government organizations. Because the case study is developed to train Baldrige Examiners and others and to provide an example of the possible content of a Baldrige application, there are areas in the case study where Criteria requirements are not addressed.

Arroyo Fresco Community Health Center scored in band 5, showing that the organization demonstrates effective, systematic, well-deployed approaches responsive to the overall requirements of the Items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning that result in improving the effectiveness and efficiency of key processes. Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Improvement trends and/or good performance are reported for most areas of importance to the organization's key requirements.

Organizational Snapshot

Since its founding in 1968, Arroyo Fresco Community Health Center has expanded from one clinic in a converted gas station to 11 service sites that include eight medical/dental clinics, a women's health center, and two school-based clinics. Arroyo Fresco also operates two medical service vans and two dental service vans. Its mission is to provide high-quality health care, responsive to the community's diverse cultural and socioeconomic needs, regardless of people's ability to pay. After merging with another community health center in 1990, Arroyo Fresco extended its service area to cover three counties of western Arizona—Yuma, Mohave, and La Paz. The service area spans over 23,000 square miles, bordering Mexico at Yuma County, and hosts 400,000 people, about one-third of the state's overall population. In 2005 Arroyo Fresco's 379 staff members and 250 volunteers served a diverse population of 59,425 patients, amounting to a 17 percent market share in the organization's three-county service area.

A key strategic challenge for Arroyo Fresco is that of balancing its mission to serve patients who cannot pay against tight fiscal conditions that include an increasing percentage of uninsured patients, no growth in federal grant payments for uninsured patients, and cutbacks in Medicaid eligibility at the state level. Arroyo Fresco also identifies the following key strategic challenges: addressing workforce gaps, particularly the need for clinical providers and staff with specific technical skills; addressing the low incidence of prevention and screening and the higher incidence of disease in its service area; providing specialty care and meeting uninsured patients' needs; and recruiting and retaining staff and enhancing relationships with patients, the community, and external partners.

Use of a Case Study Packet

A Baldrige case study packet is composed of the tools used to train Baldrige Examiners and of the Examiners' working documents in the evaluation process. As such, the packet demonstrates the Baldrige Award application and evaluation processes and provides insight into and understanding of the Criteria on which evaluations are based. The case study packet is a useful tool that includes information relating to scoring, Criteria responses, and examination processes and illustrates the format for an application. In addition to being used by Examiners and Award applicants, case study materials are used by state and local award programs across the United States and in the internal award programs of many organizations. Countries around the world also have used the documents in the creation of their Baldrige-based award programs. The self-assessment and self-improvement uses of the case study packet are limitless. Outreach efforts of the Baldrige community also are strengthened by use of the materials in this packet.

Before 2002, several Baldrige case study packets were available in both printed format and electronic format (e-format). Currently, Baldrige case study packets are on the Baldrige Web site in e-format only. Case study packets prior to 2002 can be purchased from the American Society for Quality (ASQ). Ordering instructions are given below, under the heading "Baldrige Educational Materials."

This Executive Summary and the documents described below constitute the 2006 Case Study Packet. The packet is used in conjunction with the 2006 Health Care Criteria for Performance Excellence and the Scorebook for Business, Education, and Health Care to illustrate an example of a 2006 Malcolm Baldrige National Quality Award application and the evaluation processes.

The Arroyo Fresco Community Health Center Case Study

The Arroyo Fresco Community Health Center Case Study is a sample application written about a fictitious organization in the health care sector applying for the Baldrige Award. It demonstrates the form and content of an application, providing information requested in the seven Categories of the Health Care Criteria for Performance Excellence. Responses are presented for each of the 19 individual Items, which comprise 33 separate Areas to Address. The Arroyo Fresco Community Health Center Case Study was an important part of the 2006 Examiner Preparation Course. Because the case study was developed to train Baldrige Examiners and others, including state and local programs and organizations who use it internally, the case study does not fully address all Criteria Categories.

The Arroyo Fresco Community Health Center Scorebook

The Arroyo Fresco Community Health Center Scorebook contains comments and a scoring range for each of the 19 Items of the application. The recommended scoring ranges for the Arroyo Fresco Community Health Center Case Study are shown at the beginning of the report and represent the opinion of one Examiner team; these scores are not meant to be definitive scores. For an actual application, information from the Examiners' scores is used by the Panel of Judges to determine if the applicant should advance to the next stage of the review process. Scorebooks represent the work of Examiners; they are converted into feedback reports, which are sent to all organizations that apply for the Award. Details of the review process are included as an appendix in the Arroyo Fresco Community Health Center Feedback Report.

The Arroyo Fresco Community Health Center Feedback Report

The Arroyo Fresco Community Health Center Feedback Report is an example of the written assessment that all Award applicants receive in response to their applications. Prepared by members of the Board of Examiners, feedback reports are based on the written application, comments and scores, and the results of site visits, if any. Feedback reports summarize key themes of the application evaluation, identify the band of an applicant's total score, identify a percentage range for each Criteria Category or Item, and list strengths and opportunities for improvement. They are intended to report the findings of the Examiners and should not be prescriptive in nature.

The 2006 Health Care Criteria for Performance Excellence

The 2006 Health Care Criteria for Performance Excellence provide a system and framework for organizational excellence. These Criteria are the basis for organizational self-assessments, for making Awards, and for giving feedback to Award applicants. The Health Care Criteria for Performance Excellence, like the education and business/nonprofit counterparts, evolve with changing performance requirements, in an attempt to stay current with validated management practices.

Scorebook for Business, Education, and Health Care

The Scorebook for Business, Education, and Health Care provides Examiners with a concise, organized, and standardized method to record comments and scores as they evaluate an applicant for the Malcolm Baldrige National Quality Award. In addition to various worksheets used by Examiners, this booklet contains a high-level flowchart illustrating the scorebook development process.

Note: The Arroyo Fresco Community Health Center Case Study is intended for use with the 2006 Health Care Criteria for Performance Excellence. As the Criteria and the Malcolm Baldrige National Quality Award processes undergo change each year, this case study packet may not be directly comparable with future editions of the Health Care Criteria.

Baldrige Educational Materials

Criteria for Performance Excellence

To receive up to five free copies of the *2006 Criteria for Performance Excellence* booklet, the *2006 Education Criteria for Performance Excellence* booklet, or the *2006 Health Care Criteria for Performance Excellence* booklet, contact the Baldrige National Quality Program (see ordering information on the last page of this Executive Summary).

To order bulk copies of the Criteria, contact ASQ (see ordering information on the last page of this Executive Summary). The fee is \$39.95 per packet of ten, plus shipping and handling. The item numbers for ordering bulk copies follow.

2006 Criteria for Performance Excellence—Item Number T1510

2006 Education Criteria for Performance Excellence—Item Number T1511

2006 Health Care Criteria for Performance Excellence—Item Number T1512

DVDs/Videos of Award Recipients

DVDs/videos of Award recipients are valuable resources for gaining a better understanding of performance excellence and quality achievement. The DVDs/videos provide background information on the Baldrige National Quality Program, highlights from the annual Award Ceremony, and interviews with representatives from the Award recipient organizations for each year since the Award's inception in 1988.

Case Studies

2006 Case Study Packet: Arroyo Fresco Community Health Center (a nonprofit health care center)

This case study is available in e-format (PDF version) at www.baldrige.nist.gov/Arroyo_Fresco.htm.

2005 Case Study Packet: Landmark Dining, Inc. (a small business organization)

This case study is available in e-format (PDF version) at www.baldrige.nist.gov/Landmark.htm.

2004 Case Study Packet: Sandy Hill School District (an education organization)

This case study is available in e-format (PDF version) at www.baldrige.nist.gov/Sandy_Hill.htm.

2003 Case Study Packet: GeoOrb Polymers, North America (a manufacturing organization)

This case study is available in e-format (PDF version) at www.baldrige.nist.gov/GeoOrb.htm.

2002 Case Study Packet: CapStar Health System (a nonprofit health care system)

This case study is available in e-format (PDF version) at www.baldrige.nist.gov/CapStar.htm.

2001 Case Study Packet: TriView National Bank (a financial institution)

This case study is available in e-format at www.baldrige.nist.gov/TriView.htm and in print. To order the print version, call ASQ and request Item Number T1091. The cost per packet is \$49.95, plus shipping and handling.

2000 Case Study Packet: Coyote Community College (a public community college)

This case study is available in e-format at www.baldrige.nist.gov/Coyote.htm and in print. To order the print version, call ASQ and request Item Number T1090. The cost per packet is \$49.95, plus shipping and handling.

Baldrige National Quality Program

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The National Institute of Standards and Technology (NIST), an agency of the U.S. Commerce Department's Technology Administration, manages the Baldrige National Quality Program (BNQP). For more than a century, NIST has helped to lay the foundation for the innovation, economic growth, and quality of life that Americans have come to expect. NIST technology, measurements, and standards help U.S. industry invent and manufacture superior products reliably, provide critical services, ensure a fair marketplace for consumers and businesses, and promote acceptance of U.S. products in foreign markets. NIST also partners with the private sector to accelerate the development of innovative technologies that promise significant commercial payoffs and widespread benefits for the nation. Through a network of nearly 400 assistance centers that serve all 50 states and Puerto Rico, NIST provides technical and business assistance to help smaller manufacturers overcome barriers to productivity and competitiveness.

Call BNQP or visit our Web site for

- information on improving the performance of your organization
- information on eligibility requirements for the Baldrige Award
- information on applying for the Baldrige Award
- information on becoming a Baldrige Examiner
- information on the Baldrige Award recipients
- individual copies of the Criteria for Performance Excellence—Business/Nonprofit, Education, and Health Care (no cost)
- information on BNQP educational materials
- case studies

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By making quality a global priority, an organizational imperative, and a personal ethic, the American Society for Quality (ASQ) becomes the community for everyone who seeks quality technology, concepts, or tools to improve themselves and their world. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order

- bulk copies of the Criteria
- Award recipients DVDs

Telephone: (800) 248-1946; Fax: (414) 272-1734; E-mail: asq@asq.org
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