

CapStar Health System Case Study Packet

Executive Summary

The CapStar Health System Case Study was prepared for use in the 2002 Malcolm Baldrige National Quality Award Examiner Preparation Course. The CapStar Health System Case Study describes a fictitious not-for-profit health system. There is no connection between the fictitious CapStar Health System and any health system, either named CapStar Health System or otherwise. Organizations cited in the case study also are fictitious, with the exception of a few national organizations.

CapStar Health System scored in band 3, showing that the organization demonstrates an effective, systematic approach responsive to the basic requirements of most Items, but deployment in some key Areas to Address is still too early to demonstrate results. In addition, early improvement trends and comparative data in areas of importance to key organizational requirements are evident. If this were an actual Baldrige application with this scoring profile instead of a case study, the CapStar Health System probably would have been evaluated by a group of Examiners, each working independently during the Stage 1—Independent Review. For the 2002 Examiner Preparation Course, the CapStar Health System Case Study was evaluated using the Stage 2—Consensus Review Process, and site visit issues were developed and included as part of the case study scorebook.



Use of a Case Study Packet

A Baldrige case study packet is composed of the tools used to train Baldrige Examiners and their 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 upon which evaluations are based. An especially useful tool, the case study packet includes information relating to scoring, Criteria responses, examination processes, and site visit procedures, as well as illustrating the format for an application.

In addition to their use by Examiners and 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 have also used the documents in the creation of their Baldrige-based award programs. Self-assessment and self-improvement uses of the case study packet are limitless, and outreach efforts of the Baldrige community are strengthened by use of the materials in this packet. In recent years, Baldrige case study packets have been available for purchase in printed format as well as in electronic format (e-format). Beginning in 2002, Baldrige case study packets will be presented in e-format only. However, case study packets from previous years still will be available in print.

The Executive Summary and the first four documents described below comprise the case study packet. The packet is used in conjunction with the [2002 Health Care Criteria for Performance Excellence](#) and the [Scorebook](#) for Business, Education, and Health Care to illustrate the 2002 Malcolm Baldrige National Quality Award application and evaluation processes.

The CapStar Health System Case Study

The CapStar Health System Case Study is a sample application written for a fictitious organization 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 18 individual Items, which comprise 29 separate Areas to Address.

The CapStar Health System Case Study was an important part of the 2002 Examiner Preparation Course. It was used in practice exercises about the Baldrige Award scoring system. The three evaluation dimensions of the scoring system are Approach, Deployment, and Results. The anchor point of the scoring system is 50%, which is awarded for an effective system, deployed in all major areas of the organization and achieving positive results in most major areas. Further details on scoring are given in the Handbook for the Board of Examiners and the Scorebook for Business, Education, and Health Care. The CapStar Health System Case Study scores are given in the CapStar Health System Scorebook.

The CapStar Health System Scorebook

The CapStar Health System Scorebook contains comments and a scoring range on each of the 18 Items of the application as well as a listing of specific issues to be addressed in the event of a site visit. These issues provide the initial basis for site visit planning, which also includes verification and clarification of the major points of the application.

The recommended scoring ranges for the CapStar Health System Case Study are shown at the beginning of the report. For an actual application, information from the Examiners' scores is used by the Panel of Judges to determine if the applicant advances to the next stage of the review process. Details of the review process are given as introductory material in the CapStar Health System Feedback Report.

The CapStar Health System Feedback Report

The CapStar Health System Feedback Report is an example of the report that all applicants will receive in response to their application. 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, and list strengths and opportunities for improvement. They are intended to report the findings of the Examiners and should not be prescriptive in nature.

Handbook for the Board of Examiners

The Handbook for the Board of Examiners provides basic information about the Malcolm Baldrige National Quality Award and the processes used in evaluating applicants. Its intent is to ensure fair and thorough evaluations of all Award applicants and to guide Examiners in fulfilling their responsibilities.

The 2002 Health Care Criteria for Performance Excellence

The 2002 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 applicants.

The Health Care Criteria for Performance Excellence, like their business and education counterparts, evolve with changing performance requirements and as these requirements become better understood. However, the Health Care Criteria for Performance Excellence were not revised this year. This decision to stabilize the Criteria provided users with continuity in their use during 2002 as significant changes did occur in 2001. In addition, no revisions were made to the Item Notes or Category and Item Descriptions. The most significant changes to the 2002 Criteria were the addition of 19 new glossary terms and the inclusion of a new diagram that describes the steps toward a mature process approach.

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 CapStar Health System Case Study is intended for use with the 2002 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 Criteria.

Baldrige Educational Materials

To receive individual copies of the 2002 Criteria for Performance Excellence, the 2002 Education Criteria for Performance Excellence, the 2002 Health Care Criteria for Performance Excellence, or the 2002 Baldrige Award Application Forms, contact the Baldrige National Quality Program at the National Institute of Standards and Technology (NIST). See following page for contact information for NIST and ASQ.

To order bulk copies of the Criteria or most of the materials listed below, contact the American Society for Quality (ASQ).

2002 Criteria for Performance Excellence: \$29.95 per packet of ten plus shipping and handling

2002 Business Criteria – Item Number T1108

2002 Education Criteria – Item Number T1109

2002 Health Care Criteria – Item Number T1110

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

2002 Case Study Packet: **CapStar Health System** (A not-for-profit health care system)
This case study is available only in e-format (PDF version) at www.quality.nist.gov/CapStar.htm.

2001 Case Study Packet: **TriView National Bank** (A financial institution)
Item Number T1091, \$49.95 plus shipping and handling

2000 Case Study Packet: **Coyote Community College** (A public community college)
Item Number T1090, \$49.95 plus shipping and handling

The following case study packets are available in printed format only and may be obtained from ASQ.

1999 Case Study Packet: **Collin Technologies** (A small manufacturing business)
Item Number T1079, \$49.95 plus shipping and handling

1998 Case Study Packet: **Gemini Home Health Services** (A for-profit, home health care service company)
Item Number T1083, \$49.95 plus shipping and handling

Education Case Study Packet:
Ridgecrest School District (A K-12 school district)
Item Number T1023, \$7.28

Health Care Case Study Packet:
Pinnacle Health Plan (A managed care organization)
Item Number T1029, \$7.28

Baldrige National Quality Program

Baldrige National Quality Program
National Institute of Standards and Technology
Technology Administration
United States Department of Commerce
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

The National Institute of Standards and Technology (NIST) is a nonregulatory federal agency within the Commerce Department's Technology Administration. NIST's primary mission is to develop and promote measurement, standards, and technology to enhance productivity, facilitate trade, and improve the quality of life. The Baldrige National Quality Program (BNQP) at NIST is a customer-focused federal change agent that enhances the competitiveness, quality, and productivity of U.S. organizations for the benefit of all citizens. BNQP develops and disseminates evaluation criteria and manages the Malcolm Baldrige National Quality Award. It also provides global leadership in promoting performance excellence and in the learning and sharing of successful performance practices, principles, and strategies.

Call BNQP 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, Education, and Health Care (no cost)
- information on BNQP educational materials

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: nqp@nist.gov
Web address: www.quality.nist.gov

American Society for Quality
600 North Plankinton Avenue
P.O. Box 3005
Milwaukee, WI 53201-3005

The American Society for Quality (ASQ) advances individual and organizational performance excellence worldwide by providing opportunities for learning, quality improvement, and knowledge exchange. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order

- bulk copies of the Criteria
- case studies
- Award recipients' videos

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