

2009

Baldrige National Quality Program



# Nightingale College of Nursing Case Study Packet

## Executive Summary

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National Institute of Standards and Technology • Department of Commerce



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The Nightingale College of Nursing Case Study was prepared for use in the 2009 Malcolm Baldrige National Quality Award Examiner Preparation Course. A team of experienced Baldrige Examiners evaluated the Nightingale College of Nursing Case Study, using the Independent and Consensus Review process. This case study describes a fictitious education organization. There is no connection between the fictitious Nightingale College of Nursing organization and any other organization, either named Nightingale College of Nursing 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. This case study is based on the *2009–2010 Education Criteria for Performance Excellence*.

Nightingale College of Nursing scored in band 3 for Process Items and band 4 for Results Items. An organization in band 3 for Process Items typically demonstrates effective, systematic approaches responsive to the basic requirements of most Criteria Items, although there are still areas or work units in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved. For an organization that scores in band 4 for Results Items, results typically address some key customer/stakeholder, market, and process requirements, and they demonstrate good relative performance against relevant comparisons. There are no patterns of adverse trends or poor performance in areas of importance to the Criteria requirements and the accomplishment of the organization's mission. Limited performance projections are reported, including those for a few high-priority areas.

## **Organizational Snapshot**

As an autonomous unit of Central Texas University since 1954, Nightingale College of Nursing (NCON) is a nationally accredited provider of undergraduate and graduate nursing education. Housed on three Texas campuses, NCON has a main site in Freedom and two satellite sites in San Antonio and Dallas. Through on-campus as well as online coursework, NCON offers baccalaureate, master's, and doctoral degree programs in nursing, including four Bachelor of Science (BSN) programs, a Master of Science (MSN) degree in the area of clinical nurse specialist, and a Doctor of Nursing Practice (DNP) degree program. NCON's doctoral nursing program, launched in 1971, was the first in the Southwest. With Texas as its primary market and service area, NCON graduates the largest number of nurses in the state. The school also enrolls students from the greater southwestern United States and from around the country, particularly for its online degree programs.

Strategic challenges facing NCON include growing its enrollment while distinguishing itself from competitors through student success and satisfaction; maintaining financial viability so that it can fund strategic initiatives; increasing workforce capacity in relation to an aging nursing faculty, workforce recruitment and retention barriers, and low minority representation on the nursing faculty; and increasing efforts to recruit male and minority students and to retain and graduate minority students. NCON's strategic advantages include its reputation for undergraduate nursing education; its responsiveness to the market for students, such as its becoming the largest nursing doctoral program in the country; its fiscal strength, which enables its relatively low tuition rates and state-of-the-art educational programming; its leadership in the use of instructional technology for both on-site and online education; and its consistent support from alumni.

## **Use of a Case Study Packet**

Baldrige case study packets, which are available on the Baldrige Web site in electronic format (e-format), are composed of the tools used to train Baldrige Examiners and the Examiners' working documents in the evaluation process. As such, the packets demonstrate the Baldrige Award application and evaluation processes and provide insight into the Criteria on which evaluations are based. A case study packet includes information relating to scoring, Criteria responses, and examination processes and illustrates the format for an application. In addition to Examiners and Award applicants, state and local Baldrige-based award programs across the United States and the internal award programs of many organizations make use of case study materials. Countries around the world have also used the documents in creating their Baldrige-based award programs. The self-assessment and self-improvement applications of the case study packets are limitless. In addition, the use of the materials in this packet strengthens the outreach efforts of the Baldrige community.

## **Case Study Packet Documents**

This Executive Summary and the documents described below constitute the 2009 Case Study Packet. The packet is used in conjunction with the *2009–2010 Education Criteria for Performance Excellence* to illustrate a 2009 Malcolm Baldrige National Quality Award application and the processes used to evaluate it. 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.

### **The Nightingale College of Nursing Case Study**

The Nightingale College of Nursing Case Study is a sample application written about a fictitious nursing school applying for the Baldrige Award. It demonstrates the form and content of an application, providing information requested in the seven Categories of the Criteria for Performance Excellence. Responses are presented for each of the 18 Items, which comprise 36 separate Areas to Address. The Nightingale College of Nursing Case Study was an important part of the 2009 Examiner Preparation Course. Because the case study was developed to train Baldrige Examiners and others, including state and local Baldrige-based programs and organizations that use it internally, the case study does not fully address all Criteria Categories.

### **The Nightingale College of Nursing Scorebook**

The Nightingale College of Nursing Scorebook contains comments and a scoring range for each of the 18 Items of the application. The recommended scoring ranges for the Nightingale College of Nursing Case Study shown at the beginning of the scorebook represent the opinion of one Examiner team; these scores are not meant to be definitive scores. For an actual application, the Panel of Judges uses information from the Examiners' scores 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 Nightingale College of Nursing Feedback Report.

### **The Nightingale College of Nursing Feedback Report**

The Nightingale College of Nursing 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, a feedback report is based on the written application, comments and scores, and the results of a site visit, if any. The feedback report summarizes the key themes of the application evaluation, identifies the two bands of an applicant's total scores (i.e., one scoring band for Process Items and one for Results Items), identifies a percentage range for each Criteria Item, and lists strengths and opportunities for improvement. It is intended to report the findings of the Examiners and should not be prescriptive in nature.

## **Baldrige Educational Materials**

### **Criteria for Performance Excellence**

To receive up to five free copies of the *2009–2010 Criteria for Performance Excellence* booklet, the *2009–2010 Education Criteria for Performance Excellence* booklet, or the *2009–2010 Health Care Criteria for Performance Excellence* booklet, contact the Baldrige National Quality Program (see contact information on the last page/back cover 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 10, plus shipping and handling. The item numbers for ordering bulk copies follow.

*2009–2010 Criteria for Performance Excellence* (referred to as the Business/Nonprofit Criteria)—Item Number T1525

*2009–2010 Education Criteria for Performance Excellence—Item Number T1526*

*2009–2010 Health Care Criteria for Performance Excellence—Item Number T1524*

### **DVDs of Award Recipients**

DVDs of Award recipients are a valuable resource for gaining a better understanding of performance excellence and quality achievement. The DVDs include highlights from the annual Award Ceremony and interviews with representatives from the Award recipient organizations. DVDs are available from ASQ for each Award year since 2005.

### **Case Studies**

Case study packets are available in e-format (PDF) at the Web addresses shown below.

#### **2009 Case Study Packet: Nightingale College of Nursing (a nursing school)**

[www.baldrige.nist.gov/Nightingale\\_College.htm](http://www.baldrige.nist.gov/Nightingale_College.htm)

#### **2008 Case Study Packet: Novel Connect (a manufacturing organization)**

[www.baldrige.nist.gov/Novel\\_Connect.htm](http://www.baldrige.nist.gov/Novel_Connect.htm)

#### **2007 Case Study Packet: Share Food (a nonprofit food bank)**

[www.baldrige.nist.gov/Share\\_Food.htm](http://www.baldrige.nist.gov/Share_Food.htm)

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

[www.baldrige.nist.gov/Arroyo.htm](http://www.baldrige.nist.gov/Arroyo.htm)

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

[www.baldrige.nist.gov/Landmark.htm](http://www.baldrige.nist.gov/Landmark.htm)

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

[www.baldrige.nist.gov/Sandy\\_Hill.htm](http://www.baldrige.nist.gov/Sandy_Hill.htm)

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

[www.baldrige.nist.gov/GeoOrb.htm](http://www.baldrige.nist.gov/GeoOrb.htm)

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

[www.baldrige.nist.gov/CapStar.htm](http://www.baldrige.nist.gov/CapStar.htm)

#### **2001 Case Study Packet: TriView National Bank (a financial services organization)**

[www.baldrige.nist.gov/TriView.htm](http://www.baldrige.nist.gov/TriView.htm)

#### **2000 Case Study Packet: Coyote Community College (an education organization)**

[www.baldrige.nist.gov/Coyote.htm](http://www.baldrige.nist.gov/Coyote.htm)

## **Baldrige National Quality Program**

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The National Institute of Standards and Technology (NIST), an agency of the U.S. Department of Commerce, 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 promotes U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology in ways that enhance economic security and improve our quality of life. 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
- 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 all who seek 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 DVD

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