
Annotated Key Themes

The key themes on the following pages are from the *2012 Tillingate Living Case Study Scorebook*, produced by the 2012 Training Scorebook Team based on an evaluation of the *2012 Tillingate Living Case Study* against the *2011–2012 Health Care Criteria for Performance Excellence*. For the case study, the full scorebook, and the feedback report based on the scorebook, see the Baldrige Program’s website at <http://www.nist.gov/baldrige/publications/tillingate.cfm>.

Scoring bands (for reference):

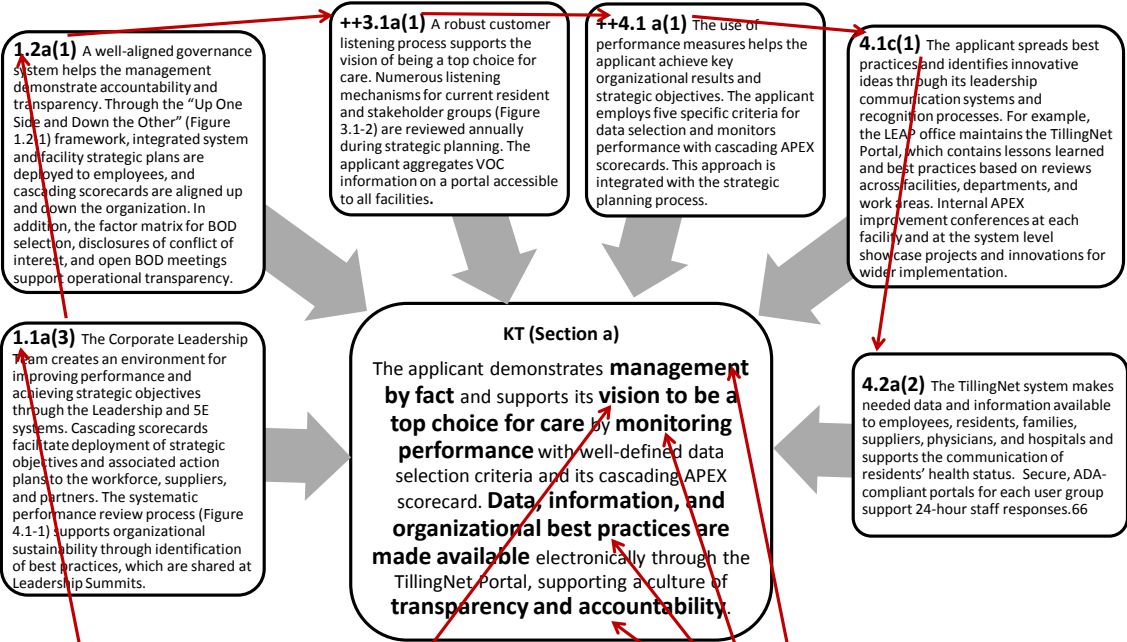
Tillingate Living scored in band 4 for process items (1.1–6.2). An organization in band 4 for process items typically demonstrates effective, systematic approaches responsive to the overall requirements of the Criteria, but deployment may vary in some areas or work units. Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with overall organizational needs.

Tillingate Living scored in band 3 for results items (7.1–7.5). For an organization in band 3 for results items, results typically address areas of importance to the basic Criteria requirements and accomplishment of the organization’s mission, with good performance being achieved. Comparative and trend data are available for some of these important results areas, and some beneficial trends are evident.

Key Theme Breakdown

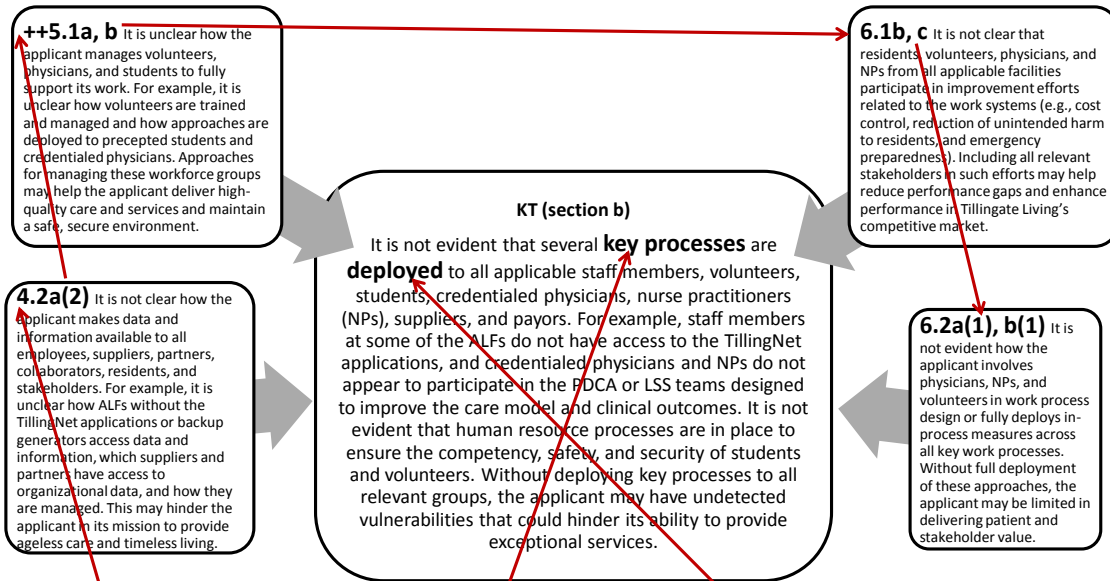
The following graphics break down the construction of process and results key themes.

Anatomy of a Key Theme (1)



- Features**
- Address important strengths or OFIs as reflected in **key factors**
 - Traceable to comments in the Consensus Review Worksheets:
 - Are **crosscutting** (common to more than one item/category – drawing from items **1.1, 1.2, 3.1, 4.1, and 4.2 in this example**)
 - or
 - Address a significant issue in one item (role-model practice or threat to sustainability)
 - May address a **core value** of the Criteria
 - Summarize how well **Criteria requirements** are addressed; may highlight **ADLI** (**approach, deployment, learning, and integration, in this example**) or LeTCI

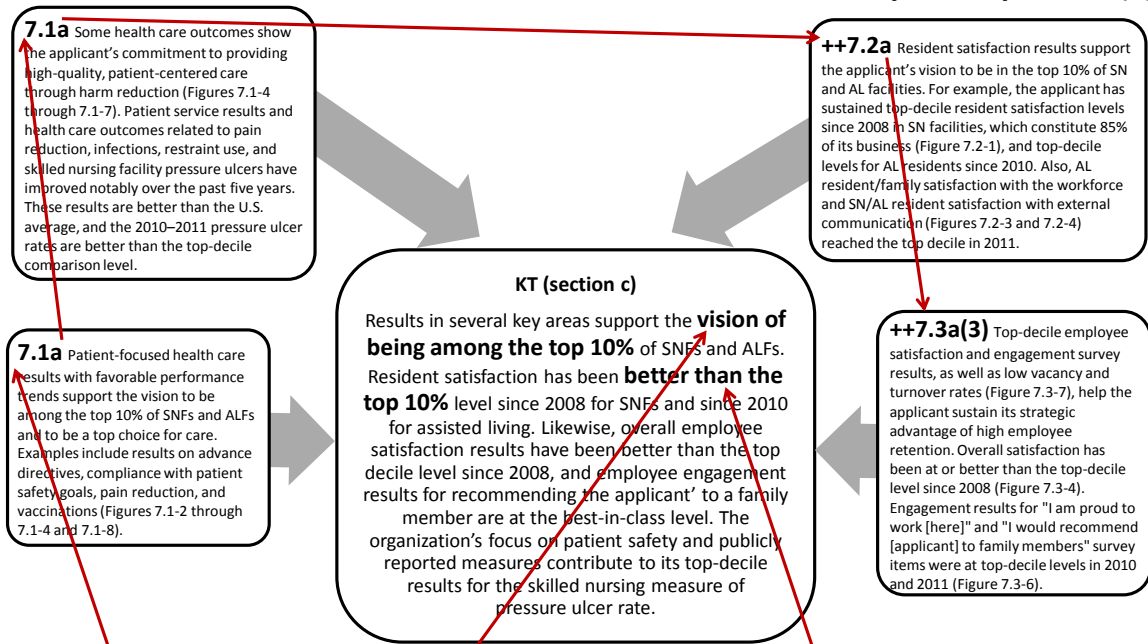
Anatomy of a Key Theme (2)



Features

- Address important strengths or OFIS as reflected in **key factors**
- Traceable to comments in the Consensus Review Worksheets:
 - Are **crosscutting** (drawing from items 4.2, 5.1, 6.1, and 6.2 in this example)
 - or
 - Address a significant issue in one item (role-model practice or threat to sustainability)
- May address a core value of the Criteria
- Summarize how well **Criteria requirements** are addressed; may highlight **ADLI (deployment in this example)** or LeTCI

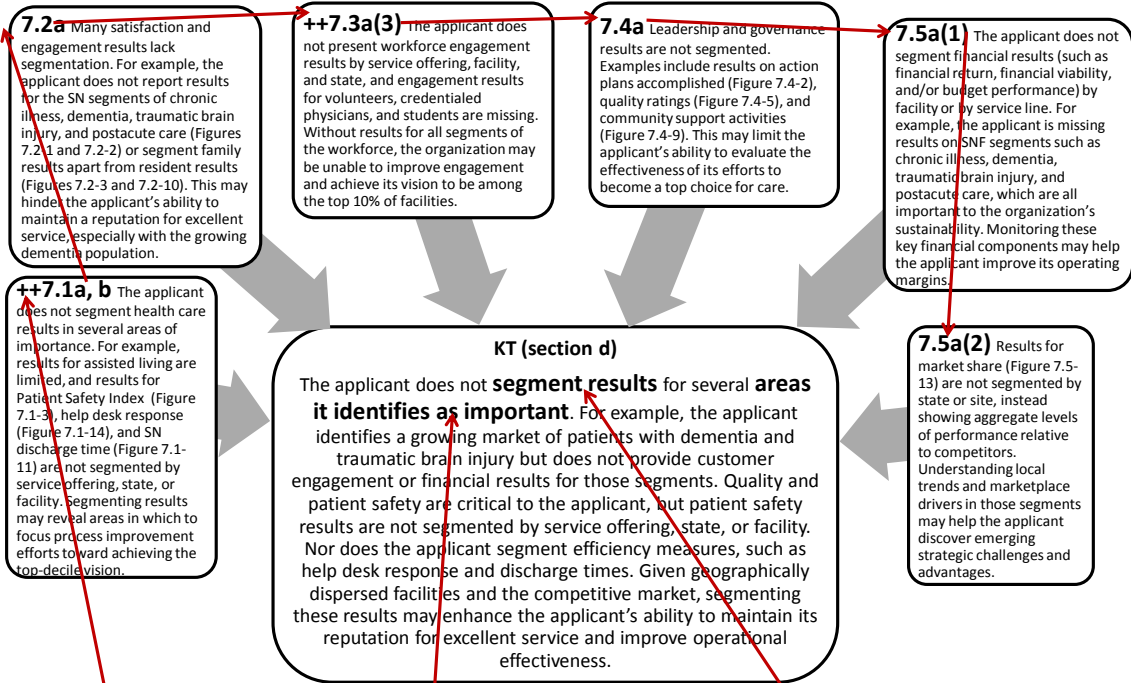
Anatomy of a Key Theme (3)



Features

- Address important strengths or OFIS as reflected in **key factors**
- Traceable to comments in the Consensus Review Worksheets:
 - Are **crosscutting** (drawing from items 7.1, 7.2, and 7.3 in this example)
 - or
 - Address a significant issue in one item (role-model practice or threat to sustainability)
- May address a core value of the Criteria
- Summarize how well **Criteria requirements** are addressed; may highlight ADLI or **LeTCI** (levels and comparisons in this example)

Anatomy of a Key Theme (4)



Features

- Address important strengths or OFIS as reflected in **key factors**
- Traceable to comments in the Consensus Review Worksheets:
 - Are **crosscutting** (drawing from items 7.1, 7.2, 7.3, 7.4, and 7.5 in this example) or
 - Address a significant issue in one item (role-model practice or threat to sustainability)
- May address a core value of the Criteria
- Summarize how well **Criteria requirements** are addressed; may highlight ADLI or LeTCI

Anatomy of a Key Theme (5)

++2.1a, b The applicant's strategic planning and objectives do not appear to address all strategic challenges or balance all stakeholder needs. For example, it is not clear how the strategic objectives (Figure 2.1-3) address the challenge to integrate existing practices with ACOs or how physician partners and suppliers are systematically included in the SPP. Such gaps may prevent the applicant from being a top choice for care.

KT (section a)

It is not clear that the applicant's key strategies, strategic objectives, and related action plans (Figure 2.1-3) **address all identified strategic challenges**. For example, no short-term action plans identified in Figure 2.1-3 address the strategic challenge related to integrating existing practices with ACOs, and the strategic objectives listed do not appear to balance all stakeholder needs. Without addressing these key elements of planning, the applicant may not fully achieve its objectives, goals, and longer-term strategy.

Features

- Address important strengths or OFIS as reflected in **key factors**
- Traceable to comments in the Consensus Review Worksheets:
 - Are crosscutting (common to more than one item/category) or
 - Address a significant issue in **one item** (role-model practice or **threat to sustainability**, as in this example)
- May address a core value of the Criteria
- Summarize how well **Criteria requirements** are addressed; may highlight **ADLI (integration in this example)** or LeTCI