Improving Economic Vitality, Health, Education, and Quality of Life in America One Community at a Time

National Learning Collaborative Webinar
May 28, 2020
Special Guests

Al Faber  Baldrige Foundation President/CEO

Christel Gollnick  Northwest Missouri/Learning Collaborative Support

Brenda Grant  Kanawha County, West Virginia/Learning Collaborative Faculty

Kim Halfhill  Excelsior Springs, Missouri/Learning Collaborative Mentor

Lowell Kruse  Communities of Excellence 2026 Co-founder and Chair
Outline for Today

Background on Communities of Excellence 2026

The Communities of Excellence Framework

How the National Learning Collaborative Works

Community Spotlight: Northwest Missouri

How to Join Cohort Four beginning October 2020

*Please use the questions box during the presentation if you have questions. We will pause frequently to open it up for discussion.
Background on Communities of Excellence 2026
“For America to sustain its vitality, promote opportunity, and create a more equitable society during its second 250 years of existence, we must improve the performance of communities and the people who lead and live in them.”
Declining Indicators in the U.S.

*Education disparities* – The average performance levels for students in the least socioeconomically advantaged districts are at least four grade levels below students in the most socioeconomically advantaged districts.

*Deteriorating public health* - Life expectancy of Americans is now below the OECD average and the U.S. has the highest prevalence of obesity in the developed world.

*Inequalities in economic opportunity* - 40-45 million Americans live in poverty and smaller cities, towns, and rural areas are particularly suffering, with average annual incomes about $54,000 less than larger metropolitan areas.
What is Being Done to Address These Issues?
Common Agenda

All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

Mutually Reinforcing Activities

Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.

Backbone Support

Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

The Seven Patterns of a Healthy Community

- Practices ongoing dialogue.
- Generates leadership everywhere.
- Shapes its future.
- Embraces diversity.
- Knows itself.
- Connects people and resources.
- Creates a sense of community.

What is Being Done to Address These Issues?
What is Being Done to Address These Issues?

Kansas University Community Toolbox

Enrich your community work with maps and data reports that can be shared and saved.

Make a Map

Map Gallery
Browse and open maps created by users of the Commons.

Data
Check out our data list or see what's new.

Build a Report

Community Health Needs Assessment
Identify assets and potential disparities in your county/region related to community health and well-being.

Vulnerable Populations Footprint
Find areas in your community with low educational attainment and high poverty.

Location Opportunity Footprint
Find areas of opportunity in your community. Map housing and transportation costs, school proficiency and availability of jobs.
There is no systematic approach familiar to and used by all entities within communities that ensures federal, state, local, and private sector efforts are aligned and integrated to maximize their benefit and impact.
Envision what would happen if people from many sectors agreed on one vision and committed to working together on shared priorities while also respecting the pursuit of their individual goals.
Our Hypothesis

That a framework proven to drive performance excellence in *companies and organizations* – the Baldrige Framework - can be modified to achieve performance excellence in *communities* to benefit the health and wellbeing of all residents. Primary focus on:

- Economic Vitality
- Health
- Education
- Safety

*communities of excellence 2026*
Why Baldrige?

Some History...

The goal of the Malcolm Baldrige National Quality Improvement Act of 1987 (Public Law 100-107) was to enhance the competitiveness of U.S. businesses. Its scope has since been expanded to health care and education organizations (in 1999) and to nonprofit/government organizations (in 2007) and in 2017.

Congress created the Award Program to:

- Establish a criteria for evaluating improvement efforts
- Identify and recognize role-model businesses
- Disseminate and share best practices
Why Baldrige?

- Identifies strengths and improvement opportunities using an integrated systems approach
- Facilitates improvement, innovation, alignment, and integration of key processes
- Assists in delivery of value to customers & stakeholders
- Facilitates organizational and personal learning
- Monitors progress over time and helps organizations achieve and sustain world class results

A 2011 study estimated the ratio of Baldrige Program benefits for the U.S. economy to program costs at 820:1.
Why Baldrige in Communities?

• True systems perspective - Equal emphasis and focus on how each part impacts and links with the others.

• Optimizes an entire system rather than just focusing on pockets of excellence.

• Many tools focus on one or a few of components of the system.

• Helps to decide which tools will benefit you most and when.
The Communities of Excellence Framework
Baldrige Excellence Framework

- Applicable to *any* organizational entity
- Evaluates performance and assess where improvements are needed
- Scalable
- Benchmarks excellence
- Evidence-based Decision Making

communities of excellence 2026
Communities of Excellence Framework

- Applicable to any community
- Encourages collaboration across sectors
- Aligns people, processes, and plans
- Identifies and pursues community-driven goals
- Evaluates progress
- Instills a culture of leadership and responsibility across generations

Community Leadership Structure

Community Leadership Team

General Oversight and Decision-Making
Co-Chair
Co-Chair

Advisory Group

Overview of Strategic Planning, Communication, and Strategy
Meetings facilitated by Backbone Organization, attended by representatives from each
work group and community leadership team members

Work Groups

Health Work Group
Co-Chair
Co-Chair

Education Work Group
Co-Chair
Co-Chair

Economic Vitality Work Group
Co-Chair
Co-Chair
How Do We Define Community?

A group of people living in the same place or having a particular characteristic in common

“Think Regionally, Act Locally”
Annual Assessment and Recognition Program
# Identified Key Gaps and Action Plans

<table>
<thead>
<tr>
<th>Key Gap 1: DATA</th>
<th>Key Gap 2: BUSINESS SECTOR ENGAGEMENT</th>
<th>Key Gap 3: VOICE OF THE RESIDENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of formal data system to gather and update information from NCCLT and other partners who contribute to CEP</td>
<td>A plan to better engage more business sector in NCCLT and/or the priorities and actions of the CEP</td>
<td>Engaging our residents, customers, and stakeholders</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lead(s):</th>
<th>Lead(s):</th>
<th>Lead(s):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Next Steps:</td>
<td>Next Steps:</td>
<td>Next Steps:</td>
</tr>
<tr>
<td>- Meet with groups who are contributing to the data, and document the process</td>
<td>- Taking inventory of existing business relationships/partnerships</td>
<td>- Assessment of behavioral health RLA forums happening in North County</td>
</tr>
<tr>
<td>- Checks to make sure the data you’ve collected is the correct data (make sure it is meaningful)</td>
<td>- What are we doing for them to be involved? (taking inventory and analyzing it for strategic planning)</td>
<td>- Cross-reference CEP</td>
</tr>
<tr>
<td>- Tie the data points to our strategies and priorities</td>
<td>- Cross-reference with Live Well partner</td>
<td>- Inventory in how many active groups we have in North County</td>
</tr>
<tr>
<td>- *Clear Impact</td>
<td>- Key informant interviews with the partners (asking the 2-prong questions)</td>
<td>*South Region started doing this – connecting with their team</td>
</tr>
<tr>
<td>- Collect qualitative data/success stories</td>
<td></td>
<td>- Review community-based meetings – what populations are missing and what meetings can we address those missing populations</td>
</tr>
</tbody>
</table>
How the National Learning Collaborative Works
• What is your community, and what is important to it? **Community Profile**

• Where do you want to go? **Vision**

• How will your community prepare for the future? **Community Strategic Planning**

• What are the gaps and how do you as a community engage to prioritize which ones to focus on first, next?

• How will you know when you get there? **Results**
National Learning Collaborative Model

ALIGN
Expand framework use to accelerate progress through trust-building and the alignment of vision, plan, knowledge, measures, and communications.

ENGAGE
Use the framework to involve key stakeholders in community leadership and collaborative strategic action planning.

LEARN
Familiarize yourself with all of the framework categories and elements. Draft a community profile and vision that inspires broad involvement.

Community Profile

CATEGORY KEY
1. Community Leadership
2. Community Strategy
3. Residents/Other Customers
5. People/Organizational Resources
6. Community Operations
7. Results
+ Community Culture and Core Values

© 2019, Communities of Excellence 2026
Collaborative Observations/Benefits

Clear Roles and Responsibilities: Backbone Organization

Community Profile as a tool to learn how to work together

Adopting a common language challenging but valuable

Shift in thinking: Activities versus Outcomes and Silos versus Systems

Sharing new ideas and approaches (both how and what)

Framework provides focus and direction

Building Leadership Capability and Capacity is key
2019 COE/Baldrige Fall Conference
Learning Collaborative Offerings

**Attendance at the COE/Baldrige Fall Conference**
Includes registration for two community members to attend the October 21-22\textsuperscript{nd} event in Milwaukee, Wisconsin*

**Online Sessions (Twice monthly)**
Led by COE 2026 Faculty and invited presenters. Includes teaching presentations, presentations by communities and assignments that will assist the community to build their Profile, and strengthen their Leadership and agree on strategic priorities.

**Expert Review and Feedback on your Community Profile Draft and Assignments**
COE Experts will provide specific tailored feedback on your community work to advance your efforts

**Expert Mentoring Session (Monthly)**
Each community will be assigned one COE/Baldrige mentor to follow their progress and be available each month for specific tailored assistance and questions.

**Assessment and Recognition Program**
Application fees are included in the Learning Collaborative yearly fee.
"The networks, communication channels, and relationships established through our COE work over the 2 ½ years are proving extremely beneficial to community leaders during this time. As we move into recovery, these same channels will be used to coordinate a long-term response and recovery effort. We have a common strategic planning process that can be replicated to develop a community-wide response. Our shared processes or network would not exist without the work we've put in because of COE. The systems approach provided in the COE framework is an asset to communities anytime, but especially in times of crisis and instability."

Kim Halfhill, Community Coach, COE Learning Collaborative Cohort 1 – Excelsior Springs, Missouri
Q. Who should be involved in my community?
A. You have options, such as:
Pre-existing community leadership teams representing all sectors and generations. OR, committed leaders of key sectors – such as health, education, business, government, social services, and/or safety ready to participate.

Q. How do we know we’re ready to join?
A. Here are some initial considerations:
You’ve identified a backbone organization(s) to provide the ongoing support required to sustain the effort and serve as the key contact.

Your group is willing to share generously and commit the time and resources required to meaningfully engage in implementing the Framework.

You have individuals engaged that possess a knowledge of Baldrige Performance Excellence Principles or a strong desire to learn.
Participating Communities

- Kings County, California Pop: 150,000
- McCook, Nebraska Pop: 7,500
- Brookings, South Dakota Pop: 24,000
- Central Minnesota Pop: 195,000
- Midland County, Michigan Pop: 84,000
- Mahoning Valley, Ohio Pop: 540,000
- Toledo, Ohio Pop: 280,000
- Kanawha County, West Virginia Pop: 190,000
- St. Johns County, Florida Pop: 250,000
- St. Johns County, Florida Pop: 390,000
- Kern County, California Pop: 880,000
- San Diego County’s North Regions, California Pop: 1,127,000
- San Diego County’s South Region, California Pop: 500,000
- 18 Counties of Northwest Missouri Pop: 260,000
- Excelsior Springs, Missouri Pop: 11,000
- St. Louis County, Missouri Pop: 1,000,000
- Greater St. Louis, Missouri Pop: 2,800,000

communities of excellence 2026

Cohort One – 2017-2020
Cohort Two – 2018-2020
Cohort Three – 2019-2020
Community Spotlight:
Northwest Missouri
A rural region’s adaptation of The Communities of Excellence Framework

MANY VOICES, ONE VISION

MAXIMIZE

Dream big and grow together.
OUR REGION
Northwest Missouri’s 18 Counties

URBAN, Metro County
Has a densely-settled urban entity with 50K+ people

RURAL, Metro County
All urban clusters are less than 10K and tied to urban core with 25%+ workers commuting to or from

RURAL, Nonmetro Micropolitan County
Has an urban cluster of 10K-49,999K people

RURAL, Nonmetro, Noncore County
All urban clusters are less than 10K and urban core commuters at less than 25%

Source: USDA, Economic Research Service using data from the U.S. Census Bureau with definitions based on the Office of Management and Budget
A rural-based system of collaborACTION that serves as a guide and source of support for leaders to reach shared goals.

Help local communities and the region:

- Recognize opportunities across map lines,
- Make decisions together, and
- Change economy for the better.
2019-2021 STRATEGIC PRIORITIES

### #1 REGIONAL SHARED PRIORITIES & KNOWLEDGE SUPPORT
- Expand the entrepreneurship support system
- Expand the entrepreneur pipeline through population retention and growth.

### #2 COMMUNICATIONS
Implement a strategic integrated communications action plan.

### #3 LEADERSHIP
Expand access to next-level leadership training.

### #4 OPERATIONS
Initiative management, pilot community coaching, project coordination, and regional decision-making and continuous growth system design.
OPERATIONS #1
START WITH A PROVEN APPROACH

A catalyst for growth...

- Coordination and alignment of efforts
- Mutually agreed upon shared values
- Leadership development and coaching
- Data-informed decision-making
- Inclusive and broad communication
- Performance improvement principles
- Asking the right questions

“We are getting out of our traditional thinking and seeing things happen across organizations. I give credit to this approach for that. We’re busy working on the priorities we identified.”

— Josh McKim, Maryville Economic Development Director
“One of our biggest challenges is to shift the mindset that rural isn’t a good place to make a living. Many people are discovering ways to thrive in northwest Missouri. We need to tell our kids and their parents about the opportunities they have to grow here. Working to involve people in our communities whether they are native or new to the area will also help them feel more valued.”

– Randy Railsback, Green Hills Regional Planning Director
DREAMING BIG AND WORKING TOGETHER

Many Voices, One Vision
BUILDING AN INTERACTIVE FRONT LOBBY ONLINE TO CONNECT AND PROMOTE THE REGION

maximizenwmo.org
together@maximizenwmo.org
Tips for Getting Started

• Have a Backbone Organization(s)

• Identify Who Should be Involved and in What Roles

• Have a clear understanding your “why”

• Define your community

• Email me for our Application Form and apply by July 31st!
“For America to sustain its vitality, promote opportunity and create a more equitable society during its second 250 years of existence, we must improve the performance of communities and the people who lead and live in them.”

Communities of Excellence 2026 Foundational Statement

Thank you for your time!

For more information contact:
Stephanie Norling
snorling@communitiesofexcellence2026.org
858-342-8185