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**A Systematic Approach to Excellence in
Communities: Using a Baldrige-based Framework
to Lead Transformation**



Learning Collaborative Informational Webinar
May 16th, 2019

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Today's Guest Panelists

Lowell Kruse, Co-founder and Chair

Brian Lassiter, Board Member and Learning Collaborative Faculty

Brenda Grant, Learning Collaborative Faculty/Kanawha County, West Virginia community

Manuel Castañeda, Learning Collaborative Faculty/San Diego South Region, California community

Angela Brandt, Toledo, Ohio community

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Webinar Agenda

Background on Communities of Excellence 2026

How the National Learning Collaborative Works

Community Snapshot: Toledo, Ohio

How to Join Cohort Three beginning October 2019

Q&A

*Please use the chat box during the presentation if you have questions. We will pause frequently to open it up for discussion.

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Background on Communities of Excellence 2026

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Mission

Improve the quality of life for our nation's residents by assisting communities in implementing the Baldrige-based Communities of Excellence framework.

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Why We Exist: A Growing Sense of Urgency

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 (Organization for Economic Development and Cooperation) 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

Our History, 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:

Education

Health

Economic Vitality

Safety

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Why we adapted the Baldrige Criteria

Some History...

- Founded in 1987 to improve US quality, productivity, & competitiveness
- Today, is being used by thousands of organizations of all types & sizes across the US
- A public-private partnership, managed by the National Institute of Standards of Technology, an agency of the Department of Commerce
- Scope:
 - 113 national awards given since 1987
 - 33 state/regional programs, administering 2000+ Awards/year
 - 80+ national programs around the world



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Why we adapted the Baldrige Criteria

“Every System is Perfectly Designed to Get the Results it Gets” - W. Edwards Deming

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

- 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

We believe Baldrige holds the potential to manage all the components of the community as a unified whole, so that our plans, processes, measures, and actions are consistent.

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Community is a set of systems that function together to achieve optimal performance.



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Community Systems Perspective

Managing all the parts of your community as a unified whole to achieve your mission.

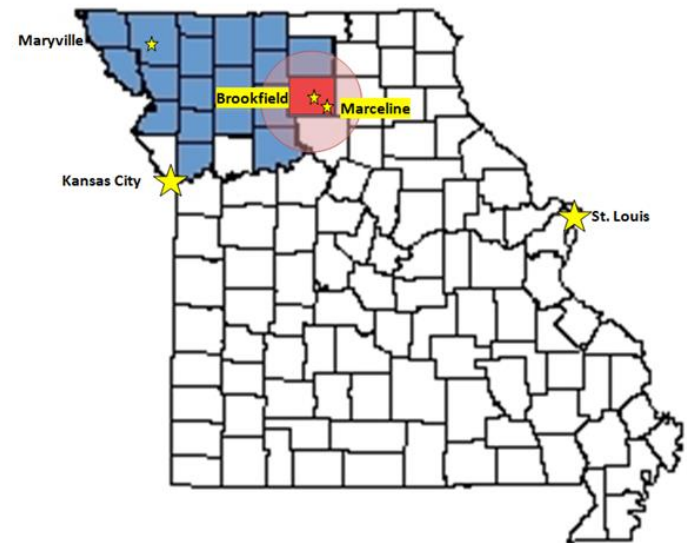
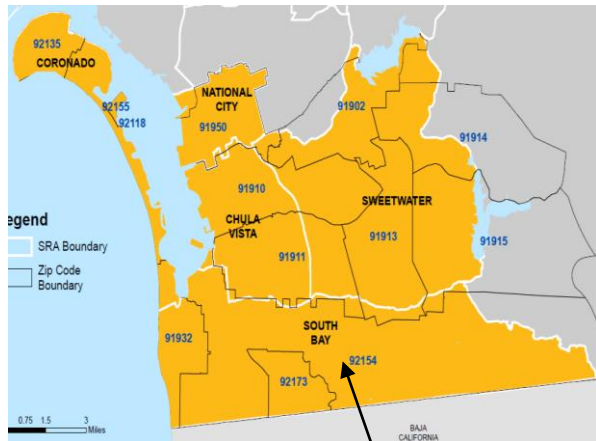
Ensuring that your plans, processes, measures, and actions are consistent.

Ensuring that the different sectors of your community work together in a fully interconnected, unified, and mutually beneficial manner.

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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”



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The Communities of Excellence framework

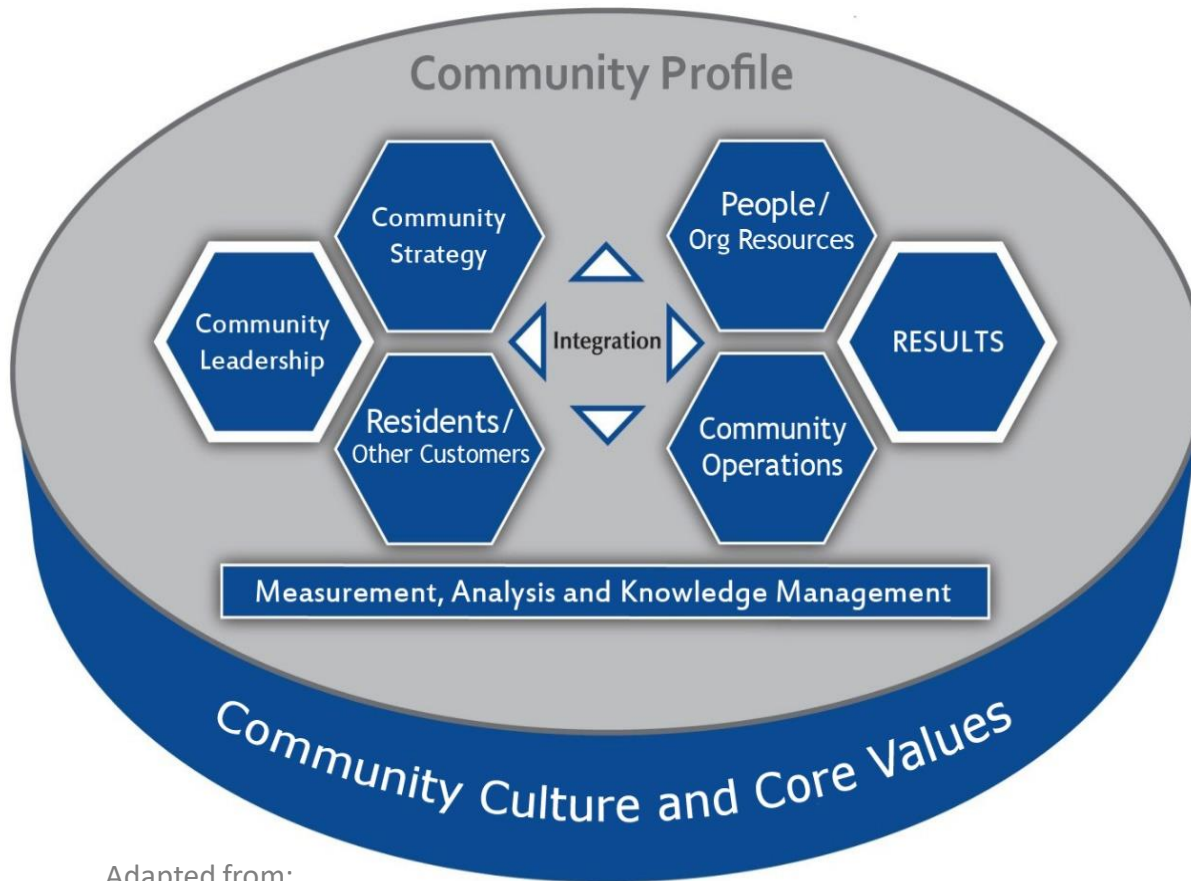
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The Baldrige framework



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

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- Applicable to any community
- Unites around common language, shared values and community understanding
- Aligns resources, people, plans
- Leverages community assets, offerings, competencies and advantages
- Infusion of quality principles and process improvement
- Encourages Resident voice
- No CEO in a community

Adapted from:

From Baldrige Performance Excellence Program. 2015. *2015–2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <http://www.nist.gov/baldrige>.

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Recognition and Assessment Program



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“There are many different approaches to community improvement- Collective Impact, etc., but regardless of what approach you use, this is what will help you get through the last mile.”

Nick Macchione

Director, County of San Diego Health and Human Services Agency

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How the Learning Collaborative Works

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Year One Objectives

(Re) define and activate your community excellence team.

Develop your first Baldrige-based Community Profile.

Use the information in your community profile to identify the next steps towards your community of excellence journey.

Identify one or more community strategic objectives and outcomes based on your Community Profile.

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Key Offerings

Attendance at the COE/Baldrige Fall Conference

Includes registration for two community members to attend the October 24-25th event in Nashville, Tennessee

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 build their Strategic Plan.

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 expert or cohort one leader to follow their progress and be available each month for specific tailored assistance and questions.

Cost for participation is \$20,000 per community

Community Profile

- Is a basis for fostering shared understanding
- Gives insight into key internal and external factors
- Helps you understand
 - your context
 - key requirements for success
 - needs, opportunities, and constraints

P.1 Community Description: What are your community's key characteristics?

a. Community Environment

- (1) **Community Definition and IDENTITY** What geographic area is included in your community? What are your community's population and growth compared with that of other communities locally, regionally, or nationally? What is your COMMUNITY IDENTITY?
- (2) **Community OFFERINGS** What are your community's KEY OFFERINGS to its resident and other CUSTOMER groups (see P.1a[3]) in the areas of health, education, the economy, and quality of life? What is the relative importance of these OFFERINGS to your community's well-being? What major facilities, infrastructure, and resources (e.g., technology, housing, transportation, and natural resources) support your community's KEY OFFERINGS?
- (3) **Residents, Other CUSTOMERS, and STAKEHOLDERS** What are your community's KEY resident groups, other CUSTOMER groups, and STAKEHOLDER groups? What are their KEY requirements and expectations of your community? What are the differences in requirements and expectations among resident groups, other CUSTOMER groups, and STAKEHOLDER groups?
- (4) **People and Organizational Resources** What KEY community groups and segments are involved in delivering your community's KEY OFFERINGS? What recent changes has the community experienced in its needs for these community groups and segments? Who are your community's formal and informal leaders?
- (5) **Regulatory Environment** What are the KEY aspects of the regulatory environment under which your community operates?

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2019 -2020 Curriculum

	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept
Preparation Phase	•												
Launch/In-person Session		•											
Focus on Results		•	•	•	•	•	•	•	•	•	•	•	•
Building the Foundation for Excellence		•	•	•	•								
Community Profile Development		•	•	•	•	•							
Draft Community Profile						•							
Community Leadership Development	•	•	•	•	•	•	•	•	•	•	•	•	•
Community Strategy Development					•	•	•	•	•	•	•	•	•
Focus on Sustainability and Spread										•	•	•	•
Final Community Profile													•
End of Year One													•

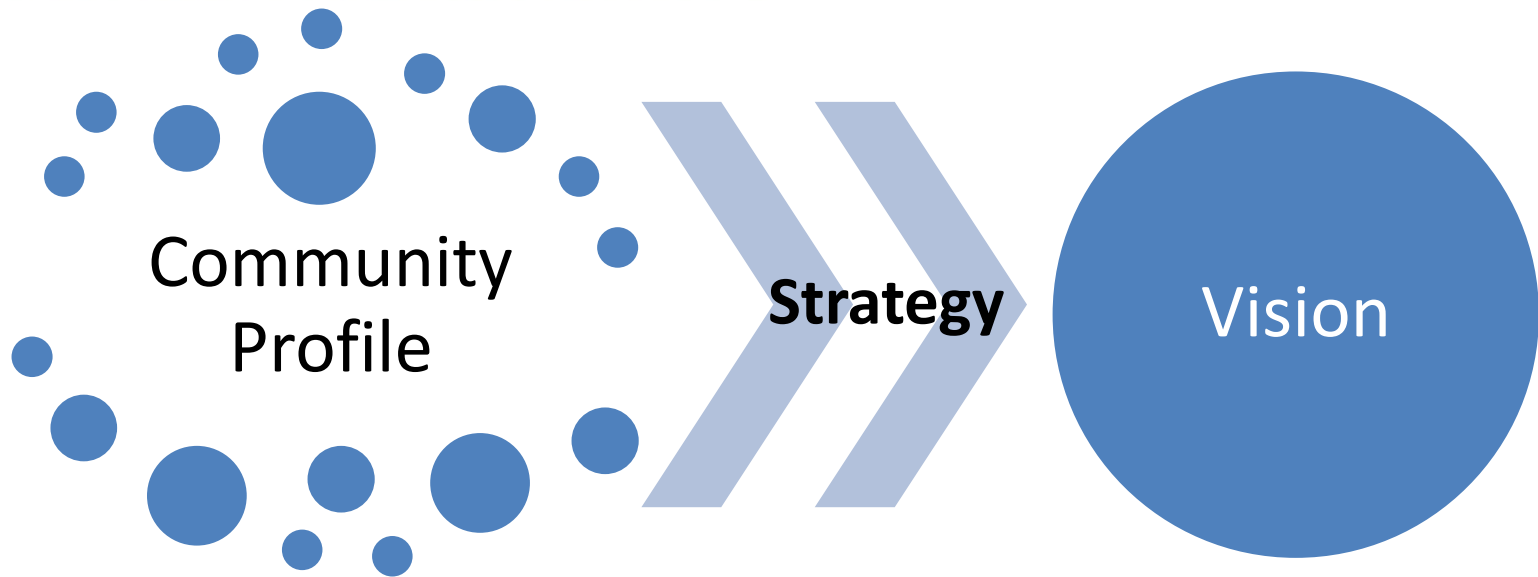
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Key Dates at a Glance

***Note that Thursday date/time is not final and may change based on the needs of the cohort**

1. Initial Assessment Video Conference set up when application is received (Ideally by July 31st 2019)
2. Preparatory Phase – Initial Assessment Meeting through September 2019
3. First Online Session – Thursday October 3rd 2019 at 9:00 am PT/12:00 pm ET (60 minutes)
4. In-person Conference – October 24th/25th, 2019 in Nashville, Tennessee
5. Online Sessions – 1st and 3rd Thursday of every month through September 17th, 2020 (60 minutes)

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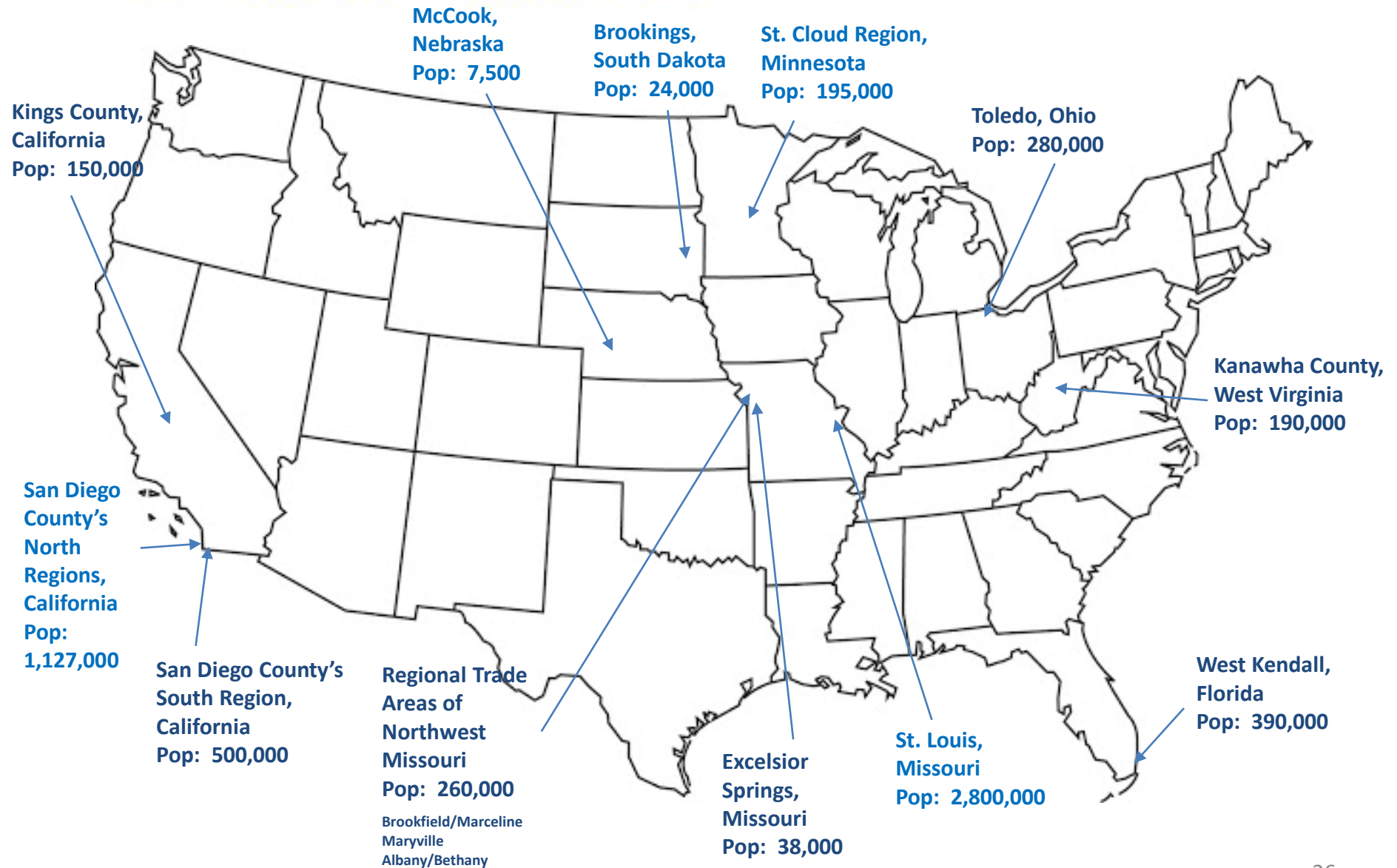
- What is your community, and what is important to it? [Community Profile](#)
- Where do you want to go? [Vision](#)
- How will your community prepare for the future? [Community Strategic Planning](#)
- What are the gaps and how do you as a community engage to prioritize which ones to focus on first, next?
- How will you know when you get there? [Results](#)

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Who Should Participate?

- Have **commitments from members of key sectors** such as health, education, business, government, social services and safety, as well as generations to participate; OR Have a pre-existing community leadership team representing all sectors and generations. This could take many forms including regional coalitions or a pre-existing collaborative.
- Have an identified **backbone organization(s)** that provides the ongoing support required to sustain the effort and serve as the key contact.
- Are willing to share generously and **commit the time** and resources required to meaningfully engage in implementing the Communities of Excellence framework.
- Have individuals engaged that possess a knowledge of **Baldrige** Performance Excellence Principles or a strong desire to learn.

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Community Snapshot: Toledo, Ohio



Toledo, Ohio A Community of Excellence

Angela Brandt
Chief Operating Officer
Baldrige Executive Fellow



ProMedica Health System



A breastfeeding initiative by the OHIO HOSPITAL ASSOCIATION and the OHIO DEPARTMENT OF HEALTH



ONE OF AMERICA'S 100 BEST HOSPITALS FOR CLINICAL EXCELLENCE PROMEDICA TOLEDO HOSPITAL



Baldrige Executive Fellowship



BALDRIGE
Executive Fellow

- In-depth learning from world-class organizations and their senior executives
- A peer network of fellow executives to tap into now and in the future
- Best practices and solutions to drive improvement in your organization's results
- A capstone project to address a unique strategic challenge or opportunity facing your organization
- A deeper understanding of strategy; sustainability; integration of processes, plans, resources, and goals; and measuring the right things



Life Expectancy Gaps

New Orleans

YEARS
25

Chicago

15

Baltimore

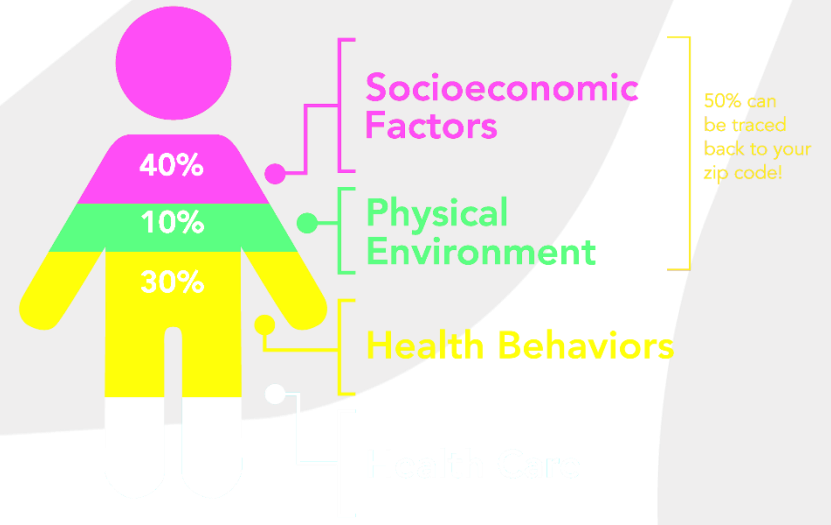
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Las Vegas

14

Washington DC

8-10

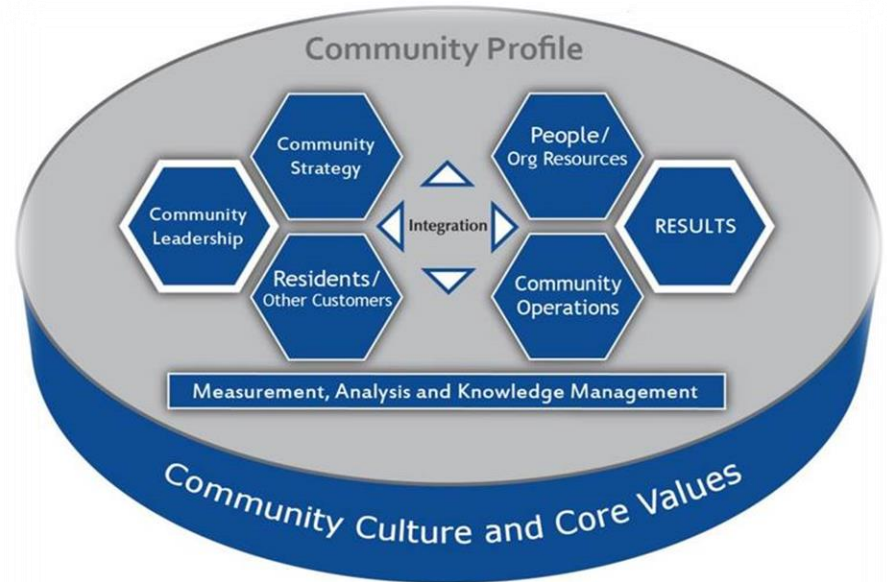


Source: Institute for Clinical Systems Improvement, Going Beyond Clinical: Solving Complex Problems (October 2014)



So what if

Could we envision a community that works like a **well run organization**, that creates a **strategic plan**, has a disciplined decision-making **processes** with **clear** authority, and can **measure** and articulate **results** clearly and **continually**?



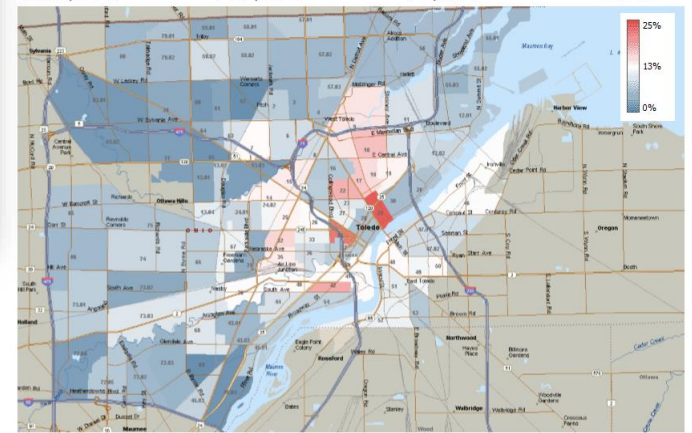
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How and where do we start?

EDUCATION LEVEL				RACE/ETHNICITY			
2017 Adult Education Level	Education Level Distribution			Race/Ethnicity	Race/Ethnicity Distribution		
	Pop Age 25+	% of Total	USA % of Total		2017 Pop	% of Total	USA % of Total
Less than High School	6,340	3.3%	5.8%	White Non-Hispanic	170,761	59.7%	60.8%
Some High School	20,860	11.0%	7.7%	Black Non-Hispanic	76,336	26.7%	12.4%
High School Degree	64,080	33.9%	27.8%	Hispanic	24,464	8.6%	18.0%
Some College/Assoc. Degree	62,609	33.1%	29.1%	Asian & Pacific Is. Non-Hispanic	3,947	1.4%	5.7%
Bachelor's Degree or Greater	35,365	18.7%	29.6%	All Others	10,463	3.7%	3.2%
Total	189,254	100.0%	100.0%	Total	285,971	100.0%	100.0%

Total Toledo Population: 285,971 | Labor Force Population (16+): 137,838 | Unemployed in Labor Force: 17,981 | % Unemployed in Labor Force: 8.0%



COMPETITIVE ANALYSIS

Peer Cities | 2017

GALLUP COMMUNITY WELL-BEING INDEX SCORE						
Community	Well-Being Index Score	Purpose Rank	Social Rank	Financial Rank	Community Rank	Physical Rank
133. Indianapolis-Carmel-Anderson, IN	60.7	163	116	112	109	145
134. Worcester, MA-CT	60.7	145	130	130	147	84
135. Cedar Rapids, IA	60.7	166	186	20	75	167
136. Toledo, OH	60.6	102	111	57	157	159
137. Salem, OR	60.6	154	160	166	86	132
138. Wilmington, NC	60.6	182	115	163	144	66
139. Peoria, IL	60.5	149	71	35	163	163

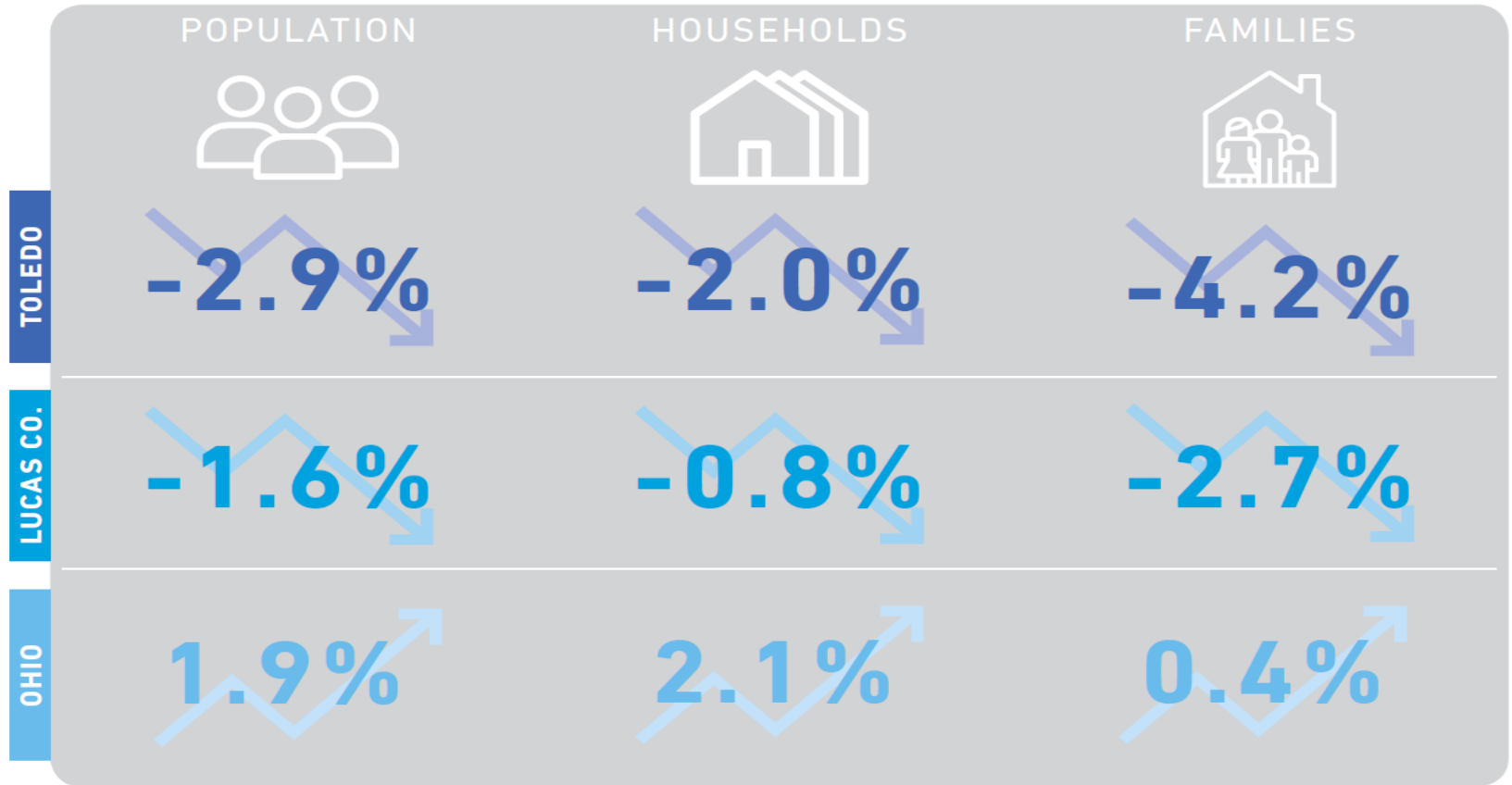
Legend: Highest Quintile (Blue), 2nd Quintile (Green), 3rd Quintile (Yellow), 4th Quintile (Orange), 5th Quintile (Red)

Data Source: Gallup



COMMUNITY DATA

Demographics | 2010-2017



Data Source: ESRI

5.9 Nationally

7.4 Ohio

9.6 Lucas County

Infant Mortality Rate (per 1,000 births)



83% Nationally
81% Ohio
69% Lucas County

High School Graduation Rate



But ... there are *positive outcomes*

Cigarette smokers have
decreased from **24%** to **14%**

In 2018, Toledo was recognized
as the **14th** best in migration of millennials

Ranked **8th** nationally as one of
America's Best Cities for Outdoor Spaces





Toledo COE leadership structure

Governance council

- 40 community senior executives

Operational team

- ProMedica
- YMCA
- YWCA
- United Way

Community engagement

- Monthly open forum meetings

1:1 meetings with community stakeholders

Sub groups

- Economic Vitality, Education, Workforce, Arts | Culture & Health | Well-being | Safety

“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”



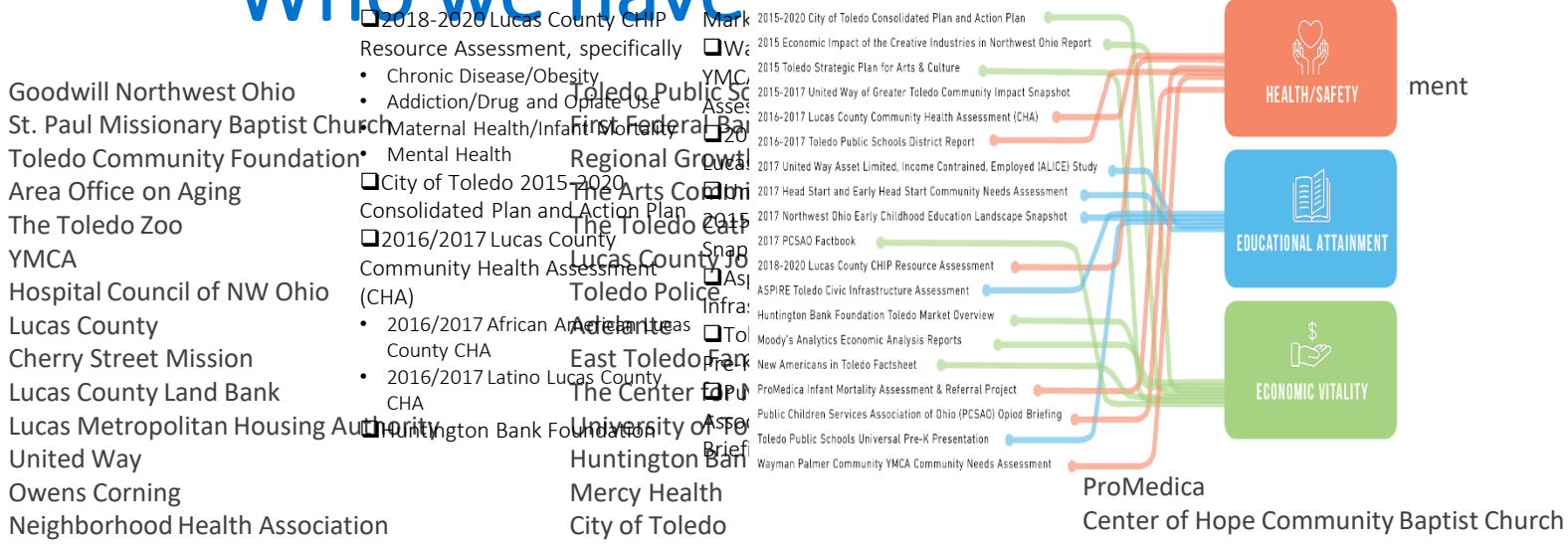
BUILDING A COMMUNITY OF EXCELLENCE

1 ENGAGE
KEY STAKEHOLDERS

Assemble team to include XX organizations

- Anchor Institutional Leaders**
- Public Leaders**
- Community Leaders**

Who we have heard from



+ Many More



BUILDING A COMMUNITY OF EXCELLENCE

5 DEVELOP
STRATEGIES & IMPLEMENTATION

Develop action plans and applied methods (like outreach & education).

 Areas Of Focus

 Primary Funding

 Define Strong Lead Organization Or Group

R COMM

Health, Well-Being & Safety
By addressing the social determinants of health we will be a national model for healthy and happy cities

Lead Ohio in reduction of infant mortality rates in 5 years

Arts & Culture

A thriving community which respect the diverse treasures, talents and traditions from which it was founded

Achieve national ranking as a vibrant art community

Education

Achieve national recognition as one of America's most educated cities

Universal Pre-K

All schools ranked in top quartile in student success rates

Workforce

A community who develops and retains a comprehensive top talent workforce

Job guarantee for every high school graduate

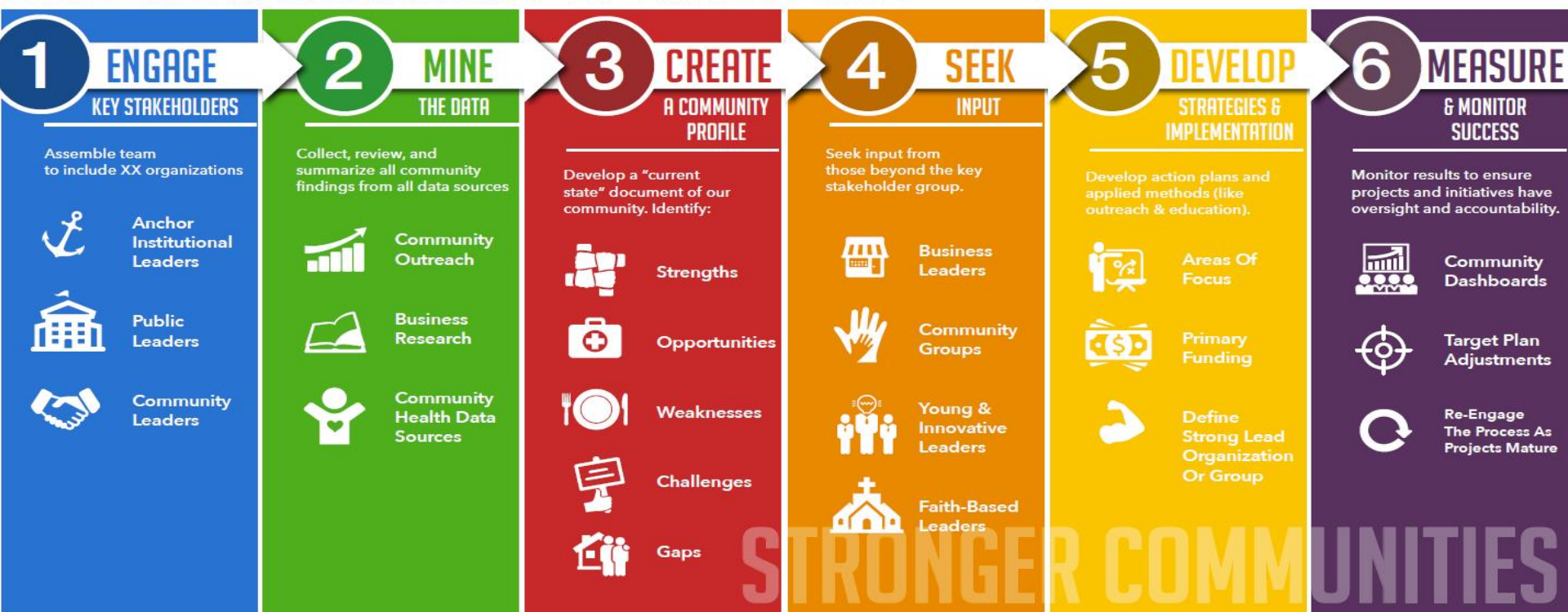
Economic Development

Create a community with a high quality of life and access to economic opportunity for all of our residents

Bring Jumpstart to Toledo to support both tech start ups and small local businesses



BUILDING A COMMUNITY OF EXCELLENCE



The more you celebrate your life, the more there is to celebrate

~Oprah Winfrey

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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

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Tips for Getting Started

- Identify a Backbone Organization
- Identify your Team - Roles and Responsibilities
- Have a clear understanding of the why
- Determine the Community Leadership Team
- Define your community

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“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:

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