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

Learning Collaborative Informational Webinar
May 16th, 2019
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
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.
Background on Communities of Excellence 2026
Mission

Improve the quality of life for our nation’s residents by assisting communities in implementing the Baldrige-based Communities of Excellence framework.
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
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
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
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.
Community is a set of systems that function together to achieve optimal performance.
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.
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”
The Communities of Excellence framework
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
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:
communities of excellence 2026

Recognition and Assessment Program
“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
How the Learning Collaborative Works
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.
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?
## Communities of Excellence 2026

### 2019 - 2020 Curriculum

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<th>Sept</th>
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<th>Nov</th>
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<td>Final Community Profile</td>
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*Curriculum 2019 - 2020:*

- **Preparation Phase**: Launch/In-person Session
- **Focus on Results**: Building the Foundation for Excellence, Community Profile Development
- **Community Profile Development**: Draft Community Profile, Community Leadership Development, Community Strategy Development
- **Focus on Sustainability and Spread**: Final Community Profile
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 31\textsuperscript{st} 2019)

2. Preparatory Phase – Initial Assessment Meeting through September 2019

3. First Online Session – Thursday October 3\textsuperscript{rd} 2019 at 9:00 am PT/12:00 pm ET (60 minutes)

4. In-person Conference – October 24\textsuperscript{th}/25\textsuperscript{th}, 2019 in Nashville, Tennessee

5. Online Sessions – 1\textsuperscript{st} and 3\textsuperscript{rd} Thursday of every month through September 17\textsuperscript{th}, 2020 (60 minutes)
• 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**
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.
Community Snapshot: Toledo, Ohio
Toledo, Ohio
A Community of Excellence

Angela Brandt
Chief Operating Officer
Baldrige Executive Fellow
Baldrige Executive Fellowship

- 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

<table>
<thead>
<tr>
<th>City</th>
<th>Years</th>
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<tr>
<td>New Orleans</td>
<td>25</td>
</tr>
<tr>
<td>Chicago</td>
<td>15</td>
</tr>
<tr>
<td>Baltimore</td>
<td>15</td>
</tr>
<tr>
<td>Las Vegas</td>
<td>14</td>
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<tr>
<td>Washington DC</td>
<td>8-10</td>
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</table>
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**?

**So what if.....**
How and where do we start?

### EDUCATION LEVEL

<table>
<thead>
<tr>
<th>Education Level</th>
<th>2017 Adult Education Level</th>
<th>Education Level Distribution</th>
<th>Race/Ethnicity Distribution</th>
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<tr>
<td></td>
<td></td>
<td>% of Total</td>
<td>Race/Ethnicity</td>
</tr>
<tr>
<td></td>
<td>Pop Age 25+</td>
<td>USA % of Total</td>
<td>2017 Pop % of Total</td>
</tr>
<tr>
<td>Less than High School</td>
<td>6,340</td>
<td>3.3%</td>
<td>170,761</td>
</tr>
<tr>
<td>Some High School</td>
<td>20,860</td>
<td>11.0%</td>
<td>76,336</td>
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<tr>
<td>High School Degree</td>
<td>64,080</td>
<td>33.9%</td>
<td>24,464</td>
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<tr>
<td>Some College/Assoc.</td>
<td>62,609</td>
<td>33.1%</td>
<td>3,947</td>
</tr>
<tr>
<td>Degree</td>
<td>35,365</td>
<td>18.7%</td>
<td>10,463</td>
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<tr>
<td>Bachelor's Degree or</td>
<td>188,254</td>
<td>100.0%</td>
<td>Total 285,971</td>
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<tr>
<td>Greater</td>
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<td>100.0%</td>
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### COMPETITIVE ANALYSIS

**GALLUP COMMUNITY WELL-BEING INDEX SCORE**

<table>
<thead>
<tr>
<th>Community</th>
<th>Well Being Index Score</th>
<th>Percent Rank</th>
<th>Social Rank</th>
<th>Financial Rank</th>
<th>Community Rank</th>
<th>Physical Rank</th>
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<tbody>
<tr>
<td>Indianapolis-Carmel-Anderson, IN</td>
<td>60.7</td>
<td>163</td>
<td>116</td>
<td>112</td>
<td>109</td>
<td>145</td>
</tr>
<tr>
<td>Worcester, MA-CT</td>
<td>60.7</td>
<td>145</td>
<td>130</td>
<td>130</td>
<td>147</td>
<td>84</td>
</tr>
<tr>
<td>Cedar Rapids, IA</td>
<td>60.7</td>
<td>166</td>
<td>196</td>
<td>20</td>
<td>75</td>
<td>167</td>
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<tr>
<td>Toledo, OH</td>
<td>60.6</td>
<td>102</td>
<td>111</td>
<td>57</td>
<td>157</td>
<td>159</td>
</tr>
<tr>
<td>Salem, OR</td>
<td>60.6</td>
<td>154</td>
<td>160</td>
<td>166</td>
<td>86</td>
<td>132</td>
</tr>
<tr>
<td>Wilmington, NC</td>
<td>60.6</td>
<td>182</td>
<td>115</td>
<td>163</td>
<td>144</td>
<td>66</td>
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<tr>
<td>Peoria, IL</td>
<td>60.5</td>
<td>149</td>
<td>71</td>
<td>20</td>
<td>163</td>
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**Total Toledo Population**: 285,971  | **Labor Force Population (16+)**: 137,838  | **Unemployed in Labor Force**: 17,981  | **% Unemployed in Labor Force**: 8.0%
## Community Data

Demographics | 2010-2017

<table>
<thead>
<tr>
<th></th>
<th>Population</th>
<th>Households</th>
<th>Families</th>
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<tr>
<td>Toledo</td>
<td>-2.9%</td>
<td>-2.0%</td>
<td>-4.2%</td>
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<tr>
<td>Lucas Co.</td>
<td>-1.6%</td>
<td>-0.8%</td>
<td>-2.7%</td>
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<tr>
<td>Ohio</td>
<td>1.9%</td>
<td>2.1%</td>
<td>0.4%</td>
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Data Source: ESRI
Infant Mortality Rate (per 1,000 births)

5.9 Nationally
7.4 Ohio
9.6 Lucas County
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”
Who we have heard from

- Lucas County Sheriffs Department
- HCR ManorCare
- Penta Career Center
- Fifth Third Bank
- Connect Toledo
- The Red Cross
- Washington Local Schools
- Northshore
- Plastic Technologies
- LISC
- Preferred Properties
- Main Street Ventures
- ProMedica
- Center of Hope Community Baptist Church
- Goodwill Northwest Ohio
- St. Paul Missionary Baptist Church
- Toledo Community Foundation
- Area Office on Aging
- The Toledo Zoo
- YMCA
- Hospital Council of NW Ohio
- Lucas County
- Cherry Street Mission
- Lucas County Land Bank
- Lucas Metropolitan Housing Authority
- United Way
- Owens Corning
- Neighborhood Health Association

- 2018-2020 Lucas County CHIP Resource Assessment, specifically
  - Chronic Disease/Obesity
  - Addiction/Drug and Opiate Use
  - Maternal Health/Infant Mortality
  - Mental Health
- City of Toledo 2015 – 2020 Consolidated Plan and Action Plan
- 2016/2017 Lucas County Community Health Assessment (CHA)
  - 2016/2017 African American Lucas County CHA
  - 2016/2017 Latino Lucas County CHA
- 2016-2017 Toledo Public Schools District Report
- 2016-2017 Toledo Public Schools Atlas
- 2016-2017 Toledo Public Schools Consolidated Plan and Action Plan
- 2018-2020 City of Toledo Consolidated Plan and Action Plan
- 2019 Economic Impact of the Creative Industries in Northwest Ohio Report
- 2019 Toledo Strategic Plan for Arts & Culture
- 2015- 2016 United Way of Greater Toledo Community Impact Snapshot
- 2015-2017 Lucas County Community Health Assessment (CHA)
- 2016-2017 Toledo Public Schools District Report
- 2017 United Way Asset Limited Income Contained Employed (ALICE) Study
- 2017 Head Start and Early Head Start Community Needs Assessment
- 2017 Northwest Ohio Early Childhood Education Landscape Snapshot
- 2017 PCSAO Publication
- 2016-2017 Lucas County CHIP Resource Assessment
- ASPRE Toledo Civic Infrastructure Assessment
- Huntington Bank Foundation Toledo Market Overview
- Macy's Analytics Economic Analysis Reports
- New Americans in Toledo Fact Sheet
- Predominant Infant Mortality Assessment & Referral Project
- Public Children Services Association of Ohio (PCSAO) Opioid Briefing Presentation
- Public Children Services Association of Ohio (PCSAO) Opioid Briefing Presentation
- Toledo Public Schools Universal Pre-K Presentation
- Northwest Ohio Early Childhood Education Landscape snapshot
- ProMedica
- Center of Hope Community Baptist Church

+ Many More ....
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

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

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

Workforce
A community who develops and retains a comprehensive top talent workforce
Job guarantee for every high school graduate

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

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

1. ENGAGE
   KEY STAKEHOLDERS
   - Assemble team to include XX organizations
   - Anchor Institutional Leaders
   - Public Leaders
   - Community Leaders

2. MINE
   THE DATA
   - Collect, review, and summarize all community findings from all data sources
   - Community Outreach
   - Business Research
   - Community Health Data Sources

3. CREATE
   A COMMUNITY PROFILE
   - Develop a "current state" document of our community. Identify:
     - Strengths
     - Opportunities
     - Weaknesses
     - Challenges
     - Gaps

4. SEEK
   INPUT
   - Seek input from those beyond the key stakeholder group.
     - Business Leaders
     - Community Groups
     - Young & Innovative Leaders
     - Faith-Based Leaders

5. DEVELOP
   STRATEGIES & IMPLEMENTATION
   - Develop action plans and applied methods (like outreach & education).
     - Areas Of Focus
     - Primary Funding
     - Define Strong Lead Organization Or Group

6. MEASURE
   & MONITOR SUCCESS
   - Monitor results to ensure projects and initiatives have oversight and accountability.
     - Community Dashboards
     - Target Plan Adjustments
     - Re-Engage The Process As Projects Mature

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

~Oprah Winfrey
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
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
“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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