

The Crossroads of America

Where We've Been and
Where We're Headed

Lowell C. Kruse
Co-Founder and Chair
April 2022



Foundation Statement

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.

Presentation Focus

- The Evolution of COE 2026
- Culture, Leadership, Vision, and Execution
- Being a Learning Community
- COE 2026 Going Forward



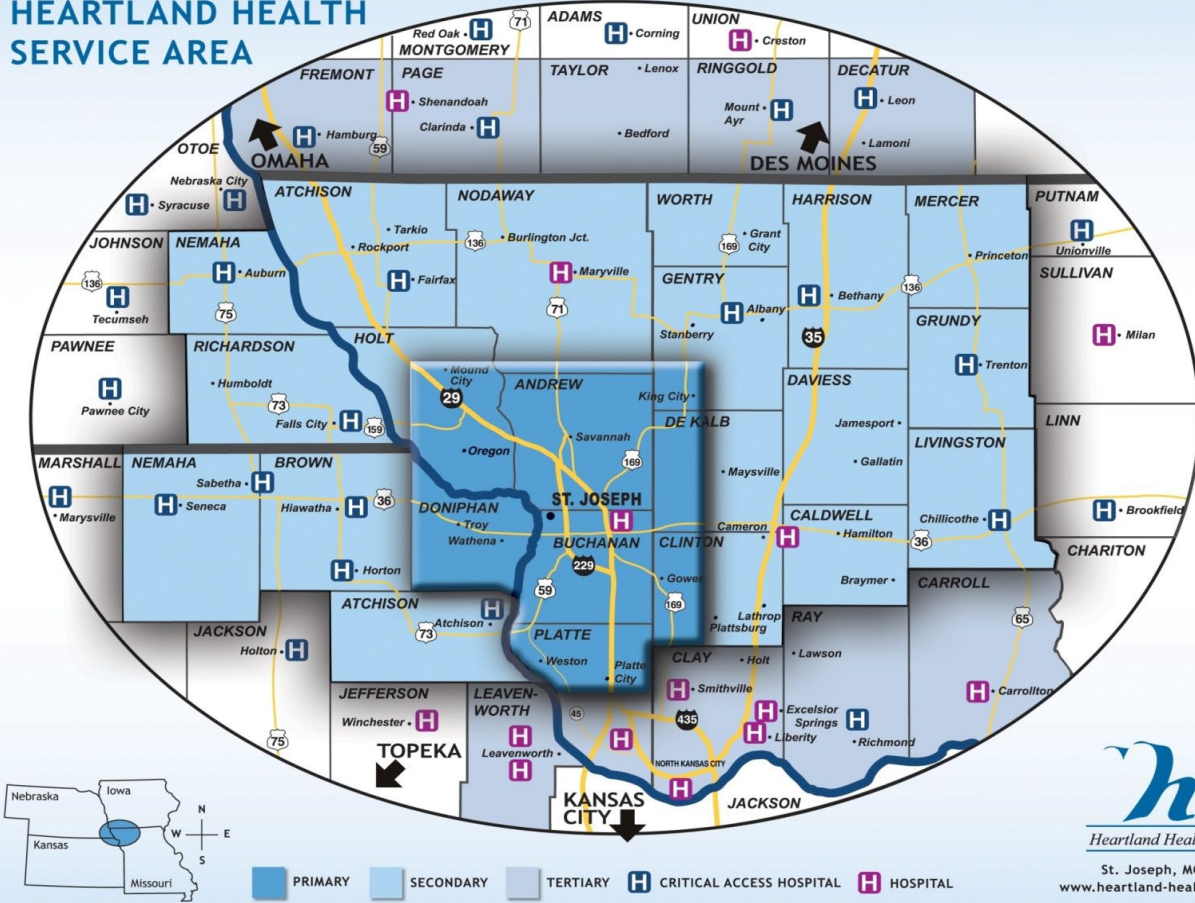
The Story of Heartland Health



Our Guiding Principles

- Create and sustain a health care system designed to meet the needs of people living in St. Joseph and the surrounding area.
- Provide leadership and participate in the economic revitalization and long-term growth and prosperity of the region.
- **“Do the right thing.”**

HEARTLAND HEALTH SERVICE AREA



Heartland Health

St. Joseph, MO
www.heartland-health.com

The Early Years

(Late '80s)

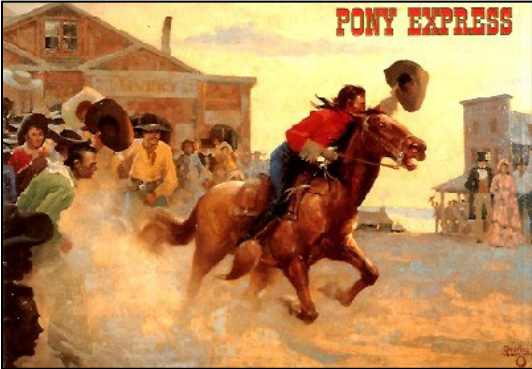
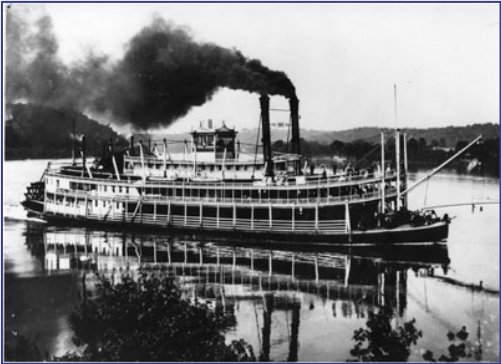
- Merger Tensions
- Financial Challenges
- Poor Hospital Performance
- Sense of Urgency About Key Community Indicators



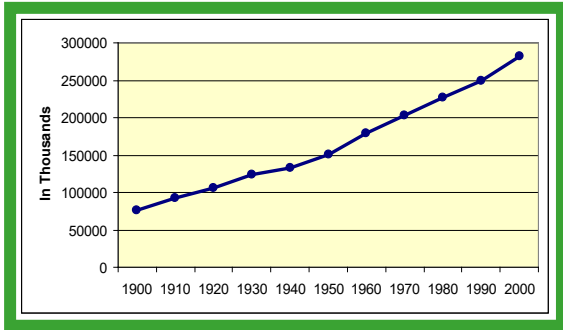
History and Sociology of the Region



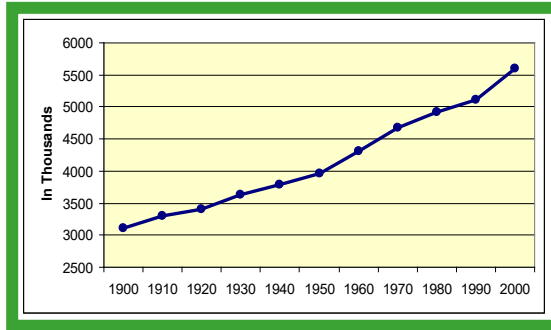
Heartland Health



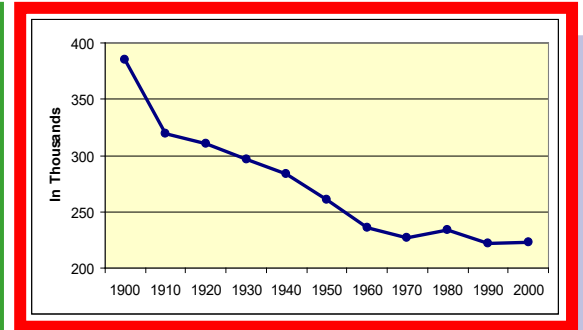
Regional Population Decline



**United States
1900-2000**



**Missouri
1900-2000**



**Northwest Missouri
1900-2000**

Our Conclusion

**Anyone can have a bad
century!!!**

Leadership Wisdom

“Every system is perfectly designed to get the results it gets.”

—*W. Edwards Deming*

Heartland Health Reimagined

(Early '90s)



Our Vision Statements

Heartland Health

To make Heartland Health and our service area the best and safest place in America to receive health care and live a healthy and productive life.

Heartland Foundation

Inspire people worldwide to build healthy thriving communities.

New Long-Term Strategy

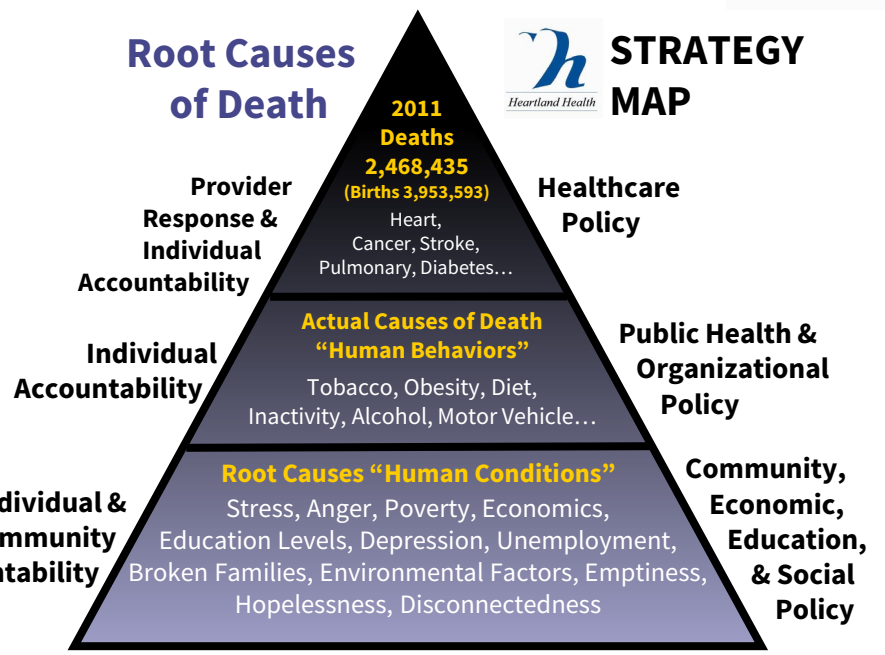
(Early '90s)



Baldrige Criteria for Performance Excellence



Leadership and Management System



Adapted From: National Civic League, Healthy Communities Conference 1994 Updated With CDC Data & Best Practices

Community Leadership System

Leadership Wisdom

“When I can’t solve a problem I always make it bigger. I can never solve a problem by trying to make it smaller, but if I can make it big enough, I can often find a solution.”

—General Dwight David Eisenhower During World War II

Co-Founder's Hypothesis

That a framework proven to drive performance excellence in companies and organization – the Baldrige Framework – can be modified to achieve performance excellence in communities to benefit the health and well-being of all residents.



Primarily focus on:

- **Education**
- **Health**
- **Economic Vitality**
- **Safety**

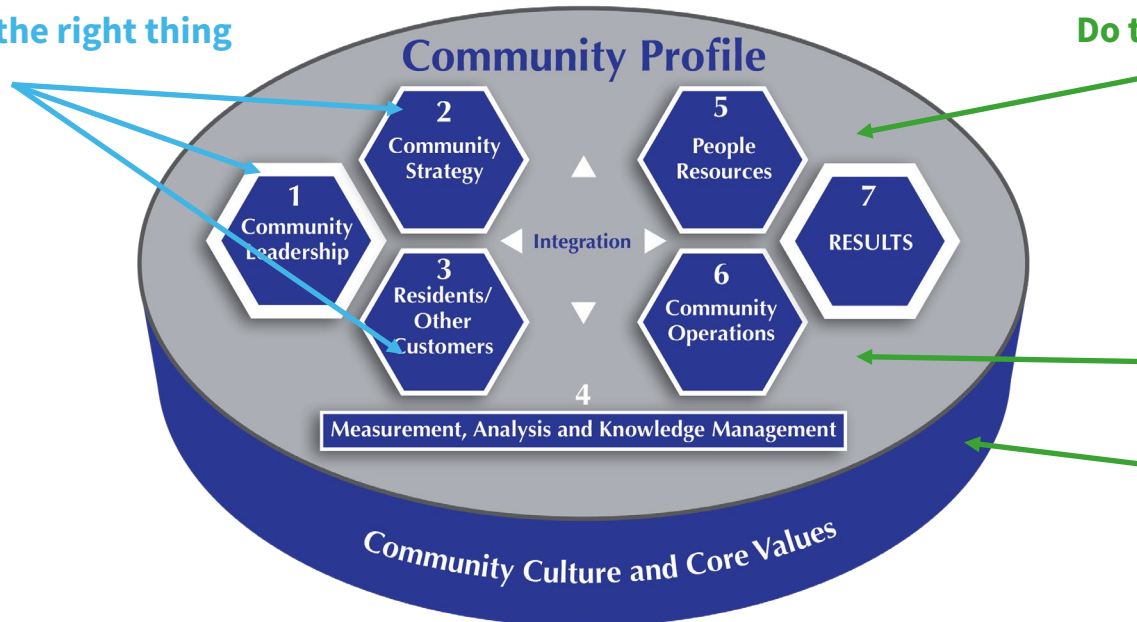
Baldrige Criteria Adapted

communities of excellence²⁰²⁶

Framework

LEADERSHIP:
Do the right thing

MANAGEMENT:
Do things right



Adapted from the 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://nist.gov/baldrige>. - UPDATED 6.2020

Leadership Wisdom

“Real change requires
real change.”

—Newt Gingrich and Nancy Desmond
“The Art of Transformation”

Community Core Values and Concepts

- Community Systems Perspective
- Visionary Community Leadership
- Resident-and Customer-Focused Excellence
- Valuing People
- Community Learning
- Agility and Resilience
- Focus on Success and Innovation
- Management By Fact
- Mutual Societal Responsibility
- Ethics and Transparency
- Delivering Value and Results

Creating a Culture of Excellence

- **In the beginning ...** It's aspirational, a frame of mind, a feeling, a desired state
- It either starts with or leads to a vision or desire “to be the best,” **“to be all you can be,”** and “to seek out best practices”
- It takes comprehensive **systems thinking, leadership, and behavior change**
- It's a **“forever” JOURNEY** that requires preparation, capacity building, perseverance, patience, collaboration, inclusiveness, trust, support
- AND, it requires a commitment and focus on **intergenerational involvement and preparation** to assure the maximum long-term sustainability possible

The Journey to Community Performance Excellence Requires a Culture of Excellence

$$\frac{\text{(Governance x Leadership)}}{\text{(Values + Time)}} = \text{Culture}$$

Ultimately, community performance excellence is about:

$$\text{Culture} + \text{Strategy} + \text{Execution} = \text{Results}$$

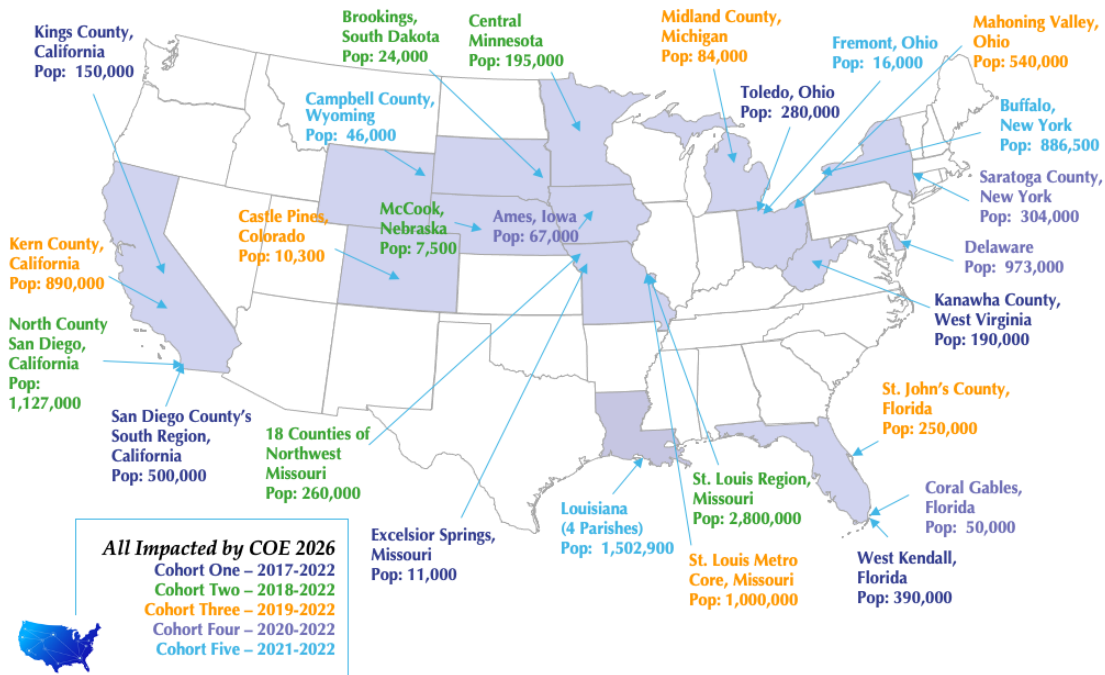
Leadership Wisdom

“Communities are run by the people who show up.”

—Lowell C. Kruse



Communities Participating in Our Pilot National Learning Collaborative



Community Leadership Structure

- C-Suites and Other Senior Leaders
- All... Levels, Sectors, Generations, Perspectives
- The Community at Large – **The Flood of '93**

Resident Stakeholders

- The Backbone Team –
Neutral Support
- Teachers and Coaches

“The best athletes have the best coaches.”



Core Capabilities of System Leaders

- “Ability to see the larger picture
- Capacity to foster reflective and more generative conversation
- Ability to shift focus from reactive to problem-solving to co-creation of the future.”

—*Stanford Social Innovation Review*

Growth and Prosperity

“Rebuilding the Commons”

- Intensely local focus
- Cross-sector collaboration
- The important role of business

—U.S. Competitive Project, Harvard Business School

Creating and Sustaining Healthy, Vibrant Communities is About...

- Culture
- Governance
- Leadership
- Collaboration
- Partnerships
- Passion for Excellence
- Long-Term Commitment
- Advanced Citizenship
- Sense of Urgency

Leads to Results and Recognition

“**Community**” is soon to be designated the 7th Category eligible for the **Malcolm Baldrige National Quality Award**





Why We Exist

To ensure that every person in America has the opportunity to live their best life in communities that are thriving.



communities of *excellence* 2026™

Envisioned Future (BHAG)

Communities that adopt the Baldrige-based Communities of Excellence Framework are recognized as the top-performing in the nation and are catalysts for our country to again lead the world in educational attainment, economic prosperity, health and wellness, and quality of life.



Five Big Goals

Communities of Excellence is sought out by communities and organizations as the collective center of knowledge, expertise, instruction, and wisdom related to community performance excellence with the capacity to spread to communities nationally and internationally, resulting in sustainable and significant improvement to key measures of community performance.



Five Big Goals

Organizations and leaders in all sectors adopt Baldrige-based tools and practices, including the Communities of Excellence Framework, and collaborate across sectors to lead high-performing organizations and communities.



Five Big Goals

The Baldrige Enterprise is an energized, integrated, high-performing public-private partnership recognized for its leadership and standing in performance excellence, and passion for improving America.



Five Big Goals

The Department of Commerce and the National Institute of Standards and Technology (NIST) partner with the Baldrige Enterprise to adopt Baldrige-based tools and practices, including the Communities of Excellence Framework, as the means to transform community performance.



Five Big Goals

The President of the United States and cabinet members endorse the Baldrige Enterprise and Baldrige-based tools and practices, including the Communities of Excellence Framework, as the means to transform organizational and community performance. Propelled by this endorsement, all governmental agencies (federal, state, county, and local) are encouraged and incentivized to adopt Baldrige-based tools and practices within their agencies and assist with implementation in communities.



Our Strategic Areas of Concentration

- Actively Support an Energized, High Performing Baldrige Enterprise
- Increase Capability and Capacity to Support Communities
- Become the Center for Community Performance Excellence Resources and Knowledge



What Being a “Center” Includes:

- Investment in high quality training, support, and curriculum packages
- Community performance indicators resource
- Best practices/promising practices/Tools Inventory
- Leverage technology to connect communities across the country
- Engaging communications platform that promotes cross-community learning and sharing
- Research/evaluation hub producing and spreading innovative community practices

Call to Action

“AMERICA is an unfinished masterpiece. America, like no other nation, allows you to participate in its progress, carve a place in its promise, play a role in its possibilities. This is both a privilege for Americans and a necessity for the nation.”

—Eboo Patel, Founder, Interfaith Youth Core



Thank you!

Lowell C. Kruse

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