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The Baldridge Foundation Institute for Performance Excellence Presents:

**Promising Practices
from a Community of Excellence: Developing a Scorecard for Community
Performance Excellence**

October 28, 2021



Mac Baldrige Society Institute Trustees



A Special Thanks to Our Donors & Sponsors!



Opening Remarks/Agenda

Introduction

Al Faber, President & CEO, Baldrige Foundation

Guest Presenters



Kim Halfhill
Founder & Principal
KH Consulting & Faculty Member and
Mentor, Communities of Excellence
National Learning Collaborative



Stephanie Norling
Executive Director
Communities of Excellence 2026

Questions

Moderator

Closing Remarks

Al Faber



Promising Practices from a Community of Excellence: Developing a Scorecard for Community Performance Excellence

communities of *excellence* ²⁰²⁶_{TM}



Stephanie Norling

Executive Director, Communities of Excellence 2026

Kim Halfhill

Founder & Principal Consultant, KH Consulting

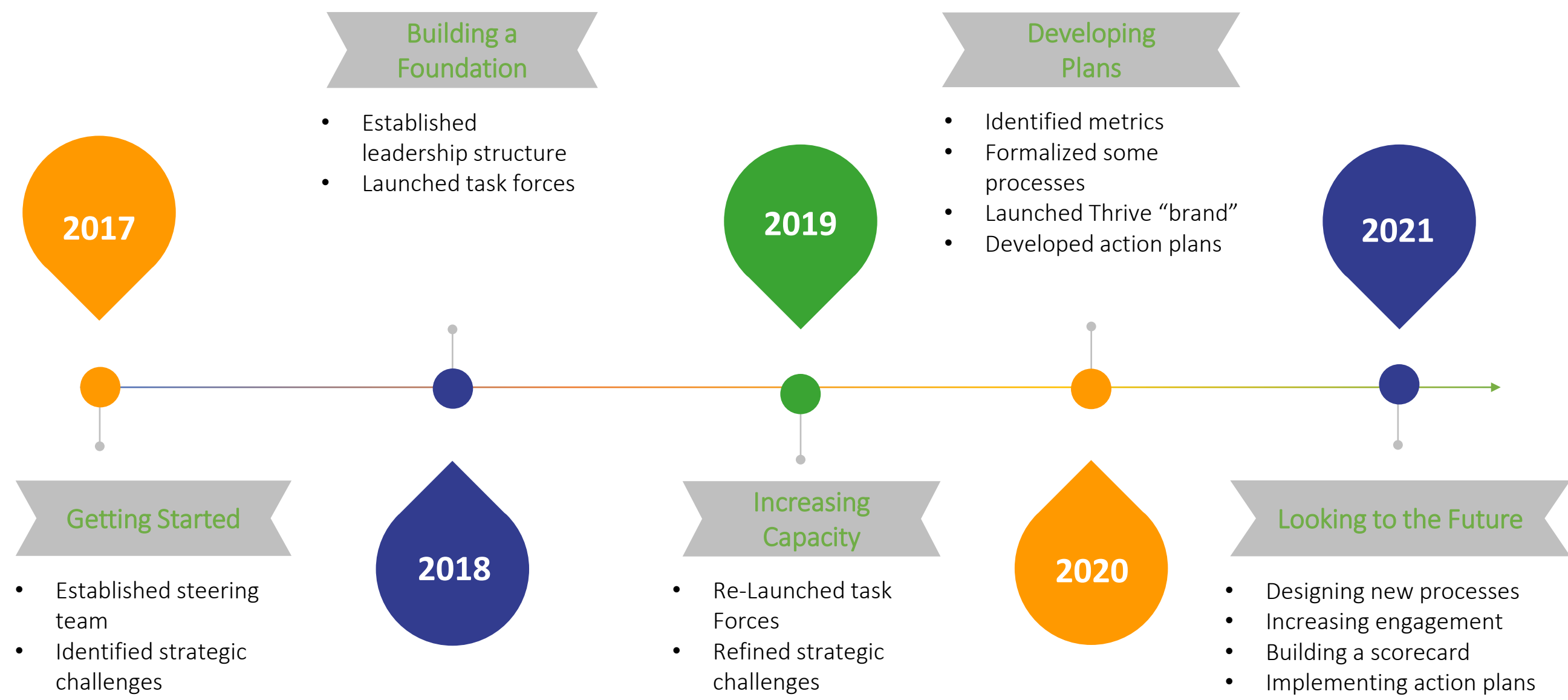
Excelsior Springs, Missouri



Why Communities of Excellence?

- Bring more perspectives to the table
- Not “us vs. them”
- Establish shared responsibility for community decisions
- Foster a culture of informed decision-making

Our Communities of Excellence Journey



2017

Getting Started

- Established steering team
- Identified strategic challenges

Building a Foundation

- Established leadership structure
- Launched task forces

2019

Increasing Capacity

- Re-Launched task Forces
- Refined strategic challenges

Developing Plans

- Identified metrics
- Formalized some processes
- Launched Thrive “brand”
- Developed action plans

2020

Looking to the Future

- Designing new processes
- Increasing engagement
- Building a scorecard
- Implementing action plans

2021

Strategic Planning Process



Understanding Our Current Story

- Resident and stakeholder engagement
 - Survey
 - Community Forum
- Secondary Data



Defining the Problem

- The Economy
- Healthcare
- Community Engagement
- Housing

Life expectancy is
8.3 years less
than nearby zip codes



Social Determinants of Health



Source: CDC.gov

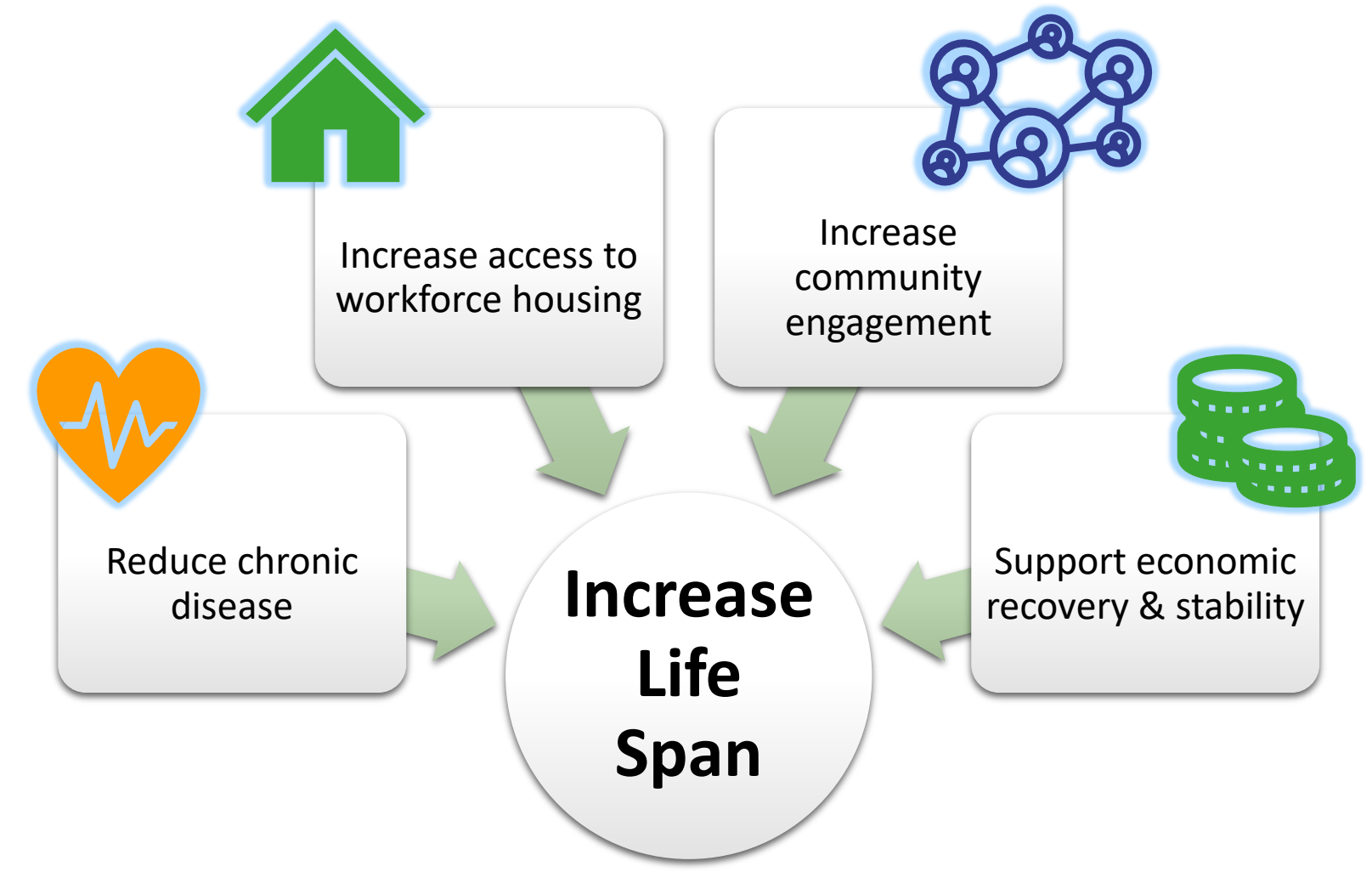
Our Priorities

Mission

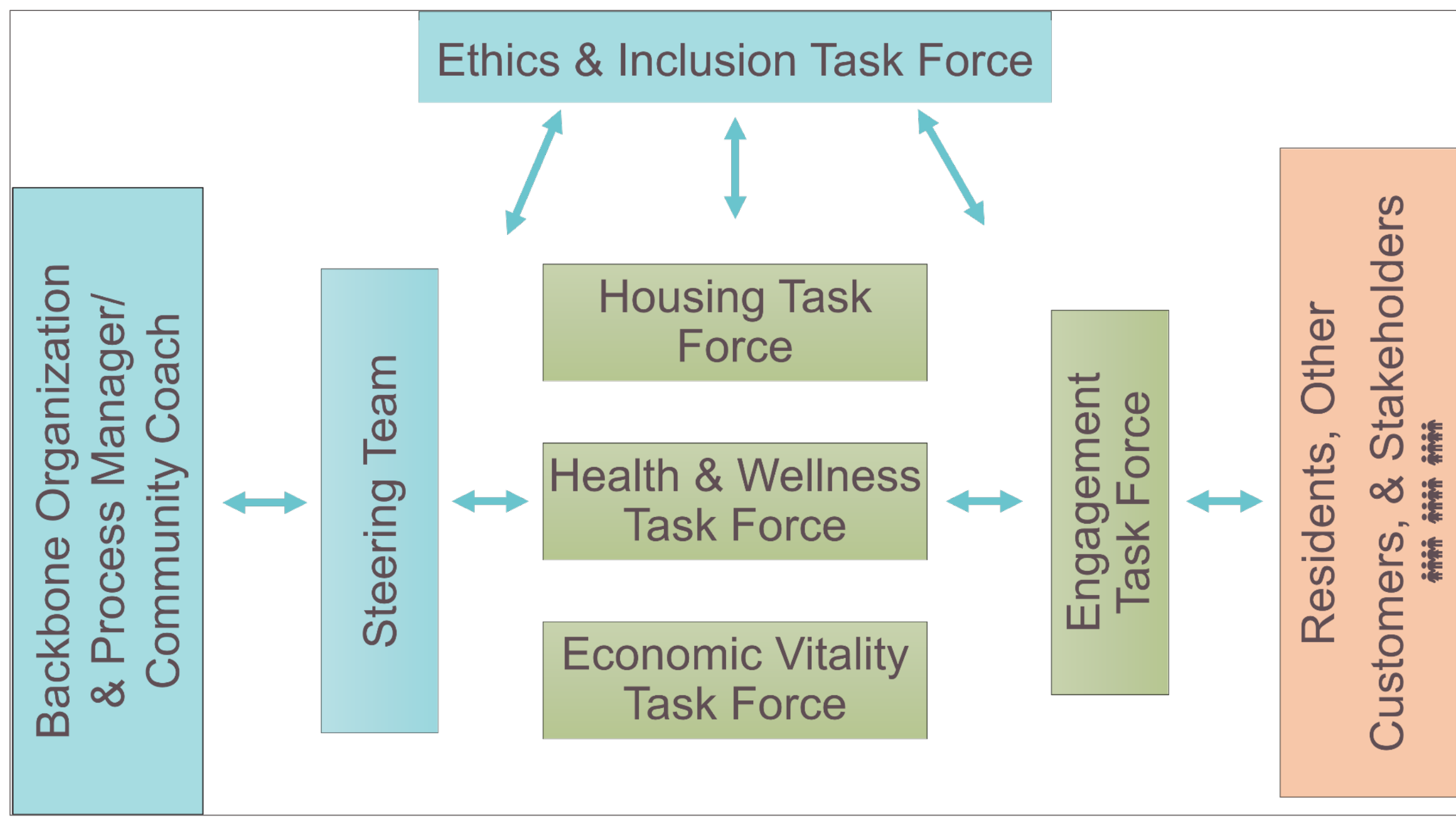
Working in harmony to create a thriving, sustainable community for all generations

Vision

To become your favorite place to live, work, learn, and play



Our Leadership System



Cross Sector Engagement





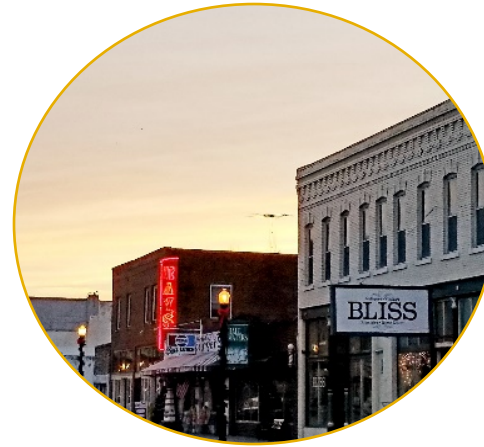
Health & Wellness

- Hospital
- Physician
- Parks & Rec
- County Health Department
- Senior Center
- Prevention



Housing

- Insurance
- Housing Authority
- Finance/Mortgage
- Real Estate
- Historic Preservation
- Nonprofit
- School Board
- City Government & Council
- School District



Economic Vitality

- City Government & Council
- Business Owners
- Mainstreet America (DEP)
- Tourism/Hospitality
- Manufacturing
- Banking
- Chamber of Commerce
- School District



Engagement

- School District
- Communications Specialist
- Resident
- Baldrige Expert
- City Council



Ethics & Inclusion

- Students
- Educator
- Public Safety
- Residents
- HR Experts
- Attorney
- Diverse Perspectives





How can we best utilize cross sector data to improve local determinants of health and eventually increase life expectancy in Excelsior Springs?

Funded by About Data Across Sectors for Health, with support from the Robert Wood Johnson Foundation

Where We Started

Measure/Indicator
Rate of obesity diagnoses
Rate of chronic disease diagnoses
Percentage of the population that experienced food insecurity
Number of workforce houses entering market each year (new construction or rehab)
Percentage of low-income residents' cost-burdened by housing
Number of FTE employees within the city
Percentage of adults with HS diploma

Inventory of Community Scorecards

9 communities

- Ranging from rural to metropolitan

169 individual indicators

- Most frequent occurrences: HS graduation rate, unemployment, life expectancy, median household income, obesity, and violent crime rates

31 Subcategories

- Largest subcategories: disease and education

9 Broad domains

- Largest category: health and economic vitality

Additional Research

- Reviewed select scorecards of communities across the county
- WIN Measures
- Healthy People 2030
- Community Indicators Consortium

Literature Review

Community and stakeholder participation in determining indicators is important

Literature Review

Several guiding principles for selecting indicators are cited across multiple sources.

- Indicators must measure meaningful dimensions of community life
- They must be available at the community level (Census tract)
- They must be credible and reliable over time; consistent frequency of updates
- They must be comparable

Literature Review

It is important to design a scorecard with a purpose in mind so that data can be used to both spark and measure change and guide policy discussions. Data must be relevant to community work.

Literature Review

Most community-based scorecards rely heavily on Census data. However, secondary data sources may not be timely enough to drive change. Locally collected data may be required to provide real-time insights.

Literature Review

Reporting data across five categories or domains appears to be a “magic” number for scorecards.

Literature Review

There is a delicate balance between using metrics that are easily attainable and metrics that require in-depth user-analysis (complex vs. accessible). Communities with advanced data collection and analysis capacity benefit from sophisticated statistical analysis.

A Definition for Community Indicators

“Community indicators are a system of measures designed, developed, and analyzed by community members to provide neighborhood level information for community-building and policymaking.”

Ramos & Jones, 2005

Source: Borders, Edwards

Criteria for Choosing Top Level Indicators

- Available at the neighborhood level (Census tract)
- Connects to other indicators
- Measure meaningful dimensions of community life, universal to all communities
- Must be derived from a credible data source
- Updates must be at consistent intervals
- Must be comparable at the local, state, and national level

Identifying Domains

Health: Includes both health outcomes and behaviors

EXAMPLES: Life expectancy, Obesity, Chronic Disease Rates

Economic Vitality: Relates to infrastructure and health outcomes

EXAMPLES: Median Income, Workforce Participation

Built Environment and Infrastructure: Relates to economic vitality, health behaviors, and health outcomes

EXAMPLES: Broadband Access, Public Transportation Usage

Education: Relates to economic vitality, quality of life, and health outcomes

EXAMPLES: Educational Attainment, ELA/Reading Proficiency, HS Graduation Rates

Natural Environment: Relates to quality of life and health outcomes

EXAMPLES: Pollution, Access to nature

Identifying Domains

Public Safety: Includes perception of safety and safety conditions; relates to economic vitality, education, and health

EXAMPLES: Crime Rates, Injury Fatalities

Equity: Measures related to ensuring equal access to opportunities and outcomes; relates to every other domain

EXAMPLES: Income Inequality

Quality of Life: Broad indicators to measure the overall quality of life within a community; Relates to every other domain

EXAMPLES: Access to..., Poverty, Outlook, Civic Engagement

Housing: Related to both health outcomes and health care costs; affordable housing also impacts a community's ability to support economic growth

EXAMPLES: Cost Burdened by Housing, Suboptimal Housing

A Work in Progress

DOMAIN	METRIC	SOURCE
Quality of life	Life expectancy	National Vital Statistics Reports
Health	Rate of chronic disease diagnosis	Missouri Health Atlas
Housing	Substandard housing	ACS/Census data
Economic Vitality	Median household income	ACS/Census data
Education	HS graduation rate	Missouri Department of Elementary and Secondary Education

Next Steps for Excelsior Springs

- Finalize domains and top-level indicators; begin working on additional indicators for each domain
- Data literacy
- Figure how we store and present data to community
- Systematic process for data collection
- Refine approach to using; data informed decision making, etc.....

Next Steps for COE 2026

- Review feedback from COE 2026 communities at the Fall Conference
- Finalize domains and top-level indicators; begin working on additional indicators for each domain
- Present final scorecard template with instructions for use
- Seek grant opportunities to support future work and development of a tool kit and workbook

Contact Us

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Panelist Questions and Discussion



Stephanie Norling
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Kim Halfhill
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Communities of Excellence National Learning Collaborative



Al Faber
President & CEO
Baldrige Foundation
(Moderator)



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- Project Management - \$157
- Data Analytics - \$199

What People are Saying...



"I appreciated the opportunity to take the Yellow Belt Course online and at a pace that was appropriate for me given my full-time work and family."

Melanie Powell
Director of Business Development and Marketing for Memorial Hospital and Health Care Center



"The case studies with actual healthcare examples helped me relate the content to real world scenarios that healthcare professionals face on a daily basis. The tools were organized in a way that helped me understand and build on my knowledge. I enjoyed the content and believe the course will make me more effective ..."

Todd Jordan PA-C, MBA
Director, Vascular Center of Excellence
CAMC Health Systems, Inc



The Baldrige Yellow Belt class is thought provoking, educational, relevant to the healthcare setting and a true investment in the future of healthcare."

Roxanne M. Williams, MSN, RN, CHC, CPHQ
Director of Corporate Quality, Associate & Patient Safety at Blanchard Valley Health System

View Our Entire Course Catalog Here:

<https://www.baldrigeinstitute.org/online-training>



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