Bay-Lakes Council
Unit Health Index
Highlights of Year-End 2022 Analysis
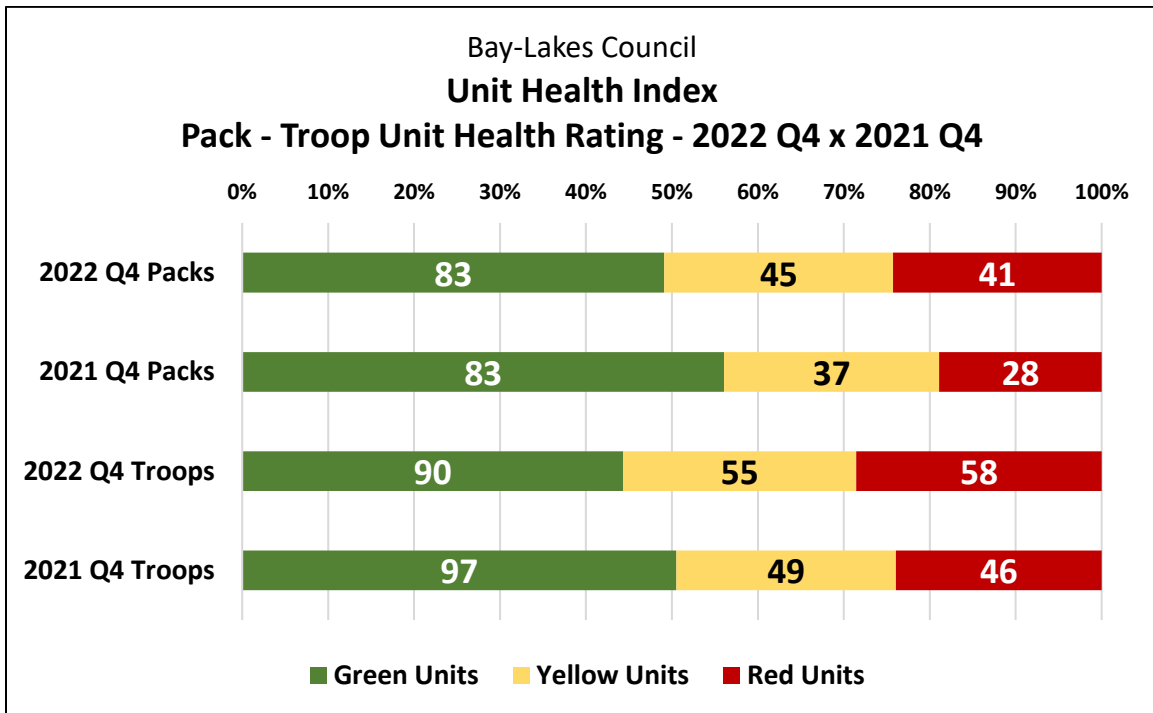February 10, 2023

The Unit Health Index is a tool whose primary purpose is to help commissioners measure unit health. But the tool has other uses. Because it is based on objective criteria and calculates a health rating for every unit, it also allows broader unit health comparisons by multiple criteria, such as program, district, or unit health rating. As the council creates a history of Unit Health Index results, it also enables the analysis of trends over time.

This narrative highlights the key trends identified from analyzing year-end 2022 ratings. Because the Unit Health Index is not as reliable measuring health for older youth program units (crews / ships / posts) due to their unique characteristics, the analysis only looks at results for packs and troops.

Main Themes

The top line is the same for both packs and troops: while there were year-over-year increases in the number of individual health indicator categories showing improvement, the council's overall unit health profile for units shifted to less healthy. In both programs, declines in Red Unit health profiles offset improvements in Green Unit health profiles to pull overall council averages down.

- Overall, almost all Green Units' health profile improved in 2022 over 2021
- Most Yellow Units' health profile improved slightly in 2022 over 2021
- Almost all Red Units' health profile decreased, and in some categories significantly so, in 2022 over 2021

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Unit Health Index
Pack - Troop Unit Health Rating - 2022 Q4 x 2021 Q4

	Green Units	Yellow Units	Red Units
2022 Q4 Packs	83	45	41
2021 Q4 Packs	83	37	28
2022 Q4 Troops	90	55	58
2021 Q4 Troops	97	49	46

2022 to 2021 Year-End
Comparison of % Packs Answering Yes to Unit Health Index Questions
By Overall Unit Health Index Rating

	All Packs	Green Packs	Yellow Packs	Red Packs
CM Trained	↓ (red)	↑ (green)	● (yellow)	↓ (red)
Attend Summer Camp	↑ (green)	↑ (green)	↓ (red)	↑ (green)
Rank Advancement Last 6 Months	↑ (green)	↑ (green)	↑ (green)	↓ (red)
Year-Over-Year Membership Gain	↑ (green)	↑ (green)	↑ (green)	↓ (red)
10+ Cubs in Pack	↓ (red)	↑ (green)	↑ (green)	↓ (red)

2022 to 2021 Year-End
Comparison of % Troops Answering Yes to Unit Health Index Questions
By Overall Unit Health Index Rating

	All Troops	Green Troops	Yellow Troops	Red Troops
SM Trained	↓ (red)	↑ (green)	↑ (green)	↓ (red)
Attend Summer Camp	↓ (red)	↑ (green)	↑ (green)	↓ (red)
Rank Advancement Last 6 Months	↓ (red)	↑ (green)	↑ (green)	↓ (red)
Year-Over-Year Membership Gain	↑ (green)	↑ (green)	↓ (red)	↓ (red)
10+ Scouts in Troop	↓ (red)	↑ (green)	↑ (green)	↓ (red)

Key:
Green Up Arrow: % Units Answering Yes Increased in 2022 over 2021
Yellow Circle: % Units Answering Yes even for 2022 to 2021
Red Down Arrow: % Units Answering Yes Decreased in 2022 over 2021

Performance Differentiation by Unit Health Rating

Analysis of Unit Health Index rating details lets you differentiate unit health several ways, which helps identify trends and opportunities for focus. Below are two views of that differentiation for packs and troops.

Unit Health Index Rating by Index Question
The Unit Health Index is made up of five indicators, each of which can be answered "yes" or "no." Breaking out the overall health rating of units that answered "yes" to a question and contrasting them with the units that answered "no" gives a helpful view to understand which are desired healthy outcomes and where undesirable trends are that warrant a focused follow up.

To interpret the graphs:
- Each of the index questions is paired to break out the number of units that answered "yes" to a question contrasted with the number of units that answered "no" to the question.
- The bar for each detail shows the number of Green Units, Yellow Units, and Red Units in each question's results.
- For example:
    - In the Pack's Index Question, the first pairing is whether or not the pack has a trained Cubmaster.
        - For packs with a Trained Cubmaster, 59 (just over 70% of all packs with trained Cubmasters) are Green Packs; 17 (about 20% of all packs with trained Cubmasters) are Yellow Packs; and 7 (just under 10% of all packs with trained Cubmasters) are Red Packs.
        - For packs with an Untrained Cubmaster, 24 (about 25% of all packs with trained Cubmasters) are Green Packs; 28 (about 35% of all packs with trained Cubmasters) are Yellow Packs; and 34 (almost 40% of all packs with trained Cubmasters) are Red Packs

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Unit Health Index
Pack Unit Health Index Ratings by Index Question
2022 Q4 Data

Question	Green Packs	Yellow Packs	Red Packs
Cubmaster Trained	59	17	7
Cubmaster Not Trained	24	28	34
Attend Summer Camp 2022	81	31	14
Not Attend Summer Camp 2022	2	14	27
Rank Advancements in Last 6 Months	69	16	2
No Rank Advancements in Last 6 Months	14	29	39
Year-Over-Year Membership Gain	71	29	10
No Year-Over-Year Membership Gain	12	6	31
10 + Cubs in Pack	83	42	30
< 10 Cubs in Pack		3	11

■ Green Packs ■ Yellow Packs ■ Red Packs
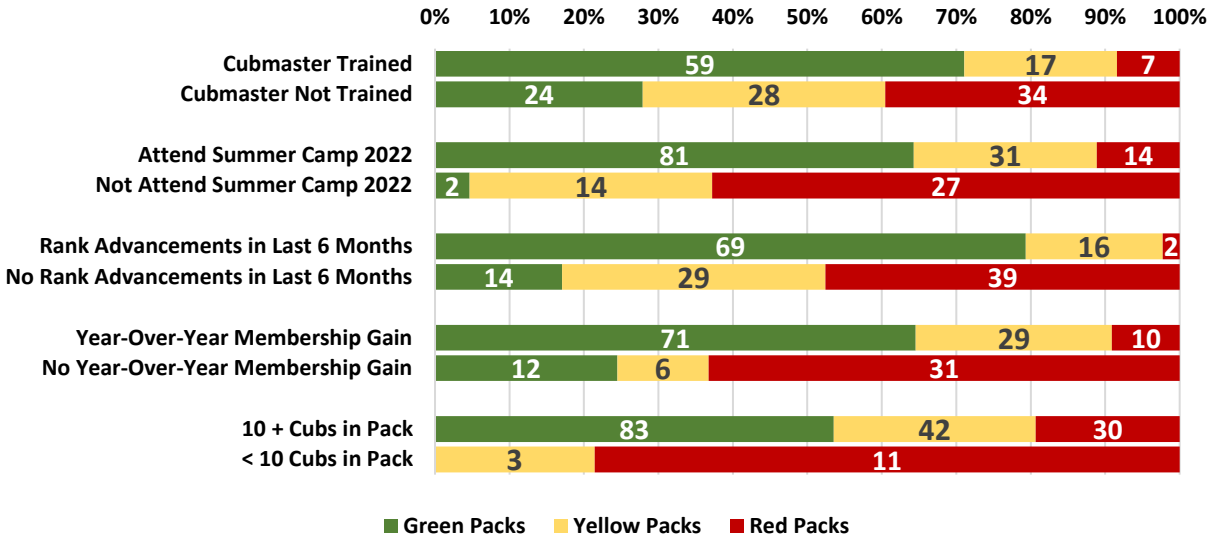
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Unit Health Index
Troop Unit Health Index Ratings by Index Question
2022 Q4 Data

Question	Green Troops	Yellow Troops	Red Troops
Scoutmaster Trained	77	25	15
Scoutmaster Not Trained	13	30	43
Attend Summer Camp 2022	88	53	34
Not Attend Summer Camp 2022	2	2	24
Rank Advancements in Last 6 Months	89	40	22
No Rank Advancements in Last 6 Months	1	30	36
Year-Over-Year Membership Gain	49	14	12
No Year-Over-Year Membership Gain	41	82	46
10+ Scouts in Troop	86	33	5
< 10 Scouts in Troop	4	22	53

■ Green Troops ■ Yellow Troops ■ Red Troops

Another way to differentiate health performance is to look at the percentage of units that answered "yes" to each of the index questions and separate them by unit health index rating. The following two graphs do that for packs and troops.

To interpret the graphs:
- Each unit health index question is broken out separately. The percentage of all units is represented by the blue bar. The percentage of Green, Yellow, and Red units is represented by the appropriately colored bar.
- For example:
    - For the Scoutmaster Trained question for the Troop Index Question, the following splits were revealed by the number of troops answering the question "yes":
        - 57.6% of all troops (blue bar)
        - 85.6% of Green Troops (green bar)
        - 45.5% of Yellow Troops (yellow bar)
        - 25.9% of Red Troops (red bar)

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Unit Health Index - Q4 2022
Pack Unit Health Ratings by Index Question

Cubmaster Trained
- 49.1%
- 71.1%
- 37.8%
- 17.1%

Pack at Summer Camp 2022
- 74.6%
- 97.6%
- 68.9%
- 34.1%

Rank Advancement in Last 6 Months
- 51.5%
- 83.1%
- 35.6%
- 4.9%

Year-Over-Year Membership Gain
- 65.1%
- 85.5%
- 64.4%
- 24.4%

10+ Cubs in Pack
- 91.7%
- 100.0%
- 93.3%
- 73.2%

■ All Packs   ■ Green Packs   ■ Yellow Packs   ■ Red Packs
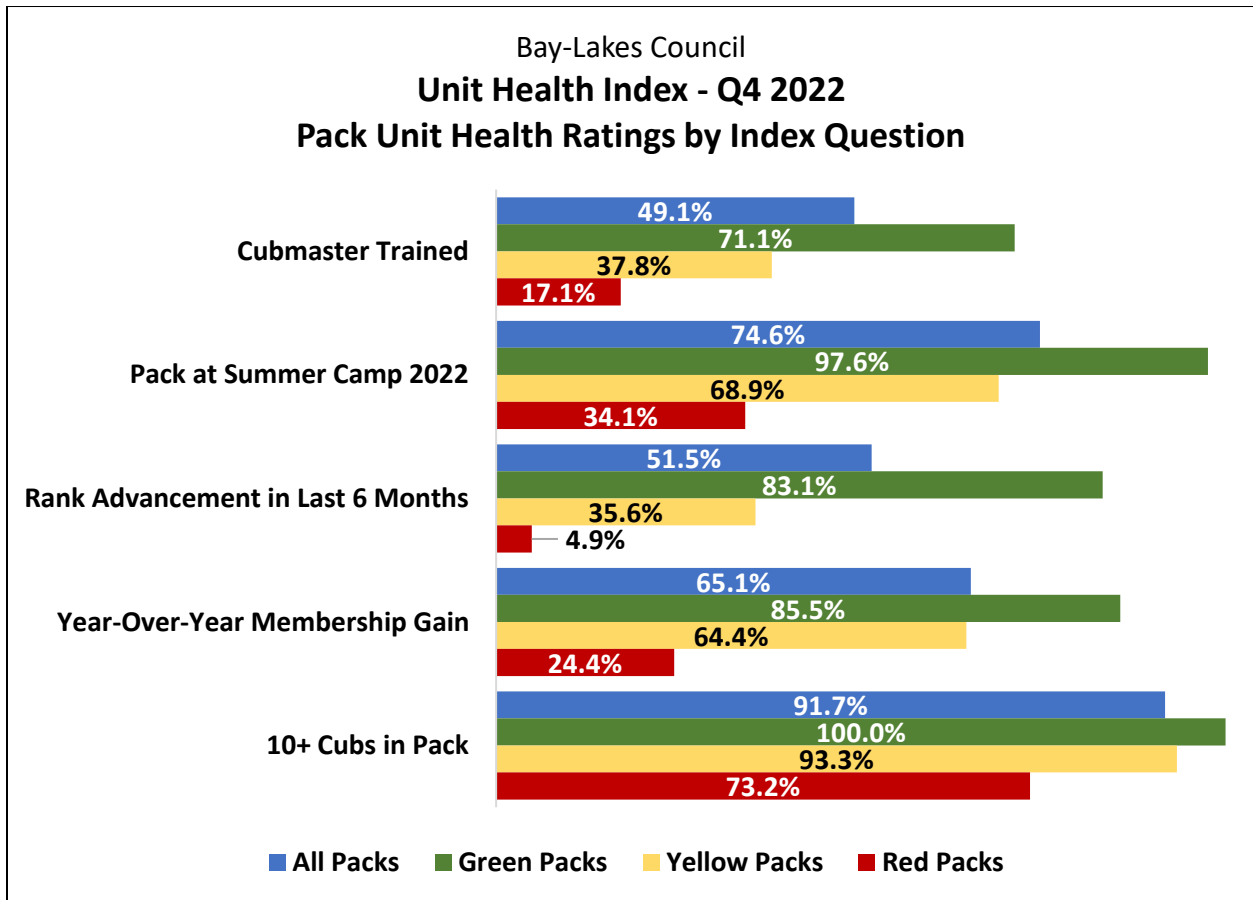
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Unit Health Index - Q4 2022
Troop Unit Health Rating by Index Question

Scoutmaster Trained
57.6%
85.6%
45.5%
25.9%

Troop at Summer Camp 2022
86.2%
97.8%
96.4%
58.6%

Rank Advancement in Last 6 Months
74.4%
98.9%
72.7%
37.9%

Year-Over-Year Membership Gain
36.9%
54.4%
25.5%
20.7%

10+ Scouts in Troop
61.1%
95.6%
60.0%
8.6%

■ All Troops ■ Green Troops ■ Yellow Troops ■ Red Troops
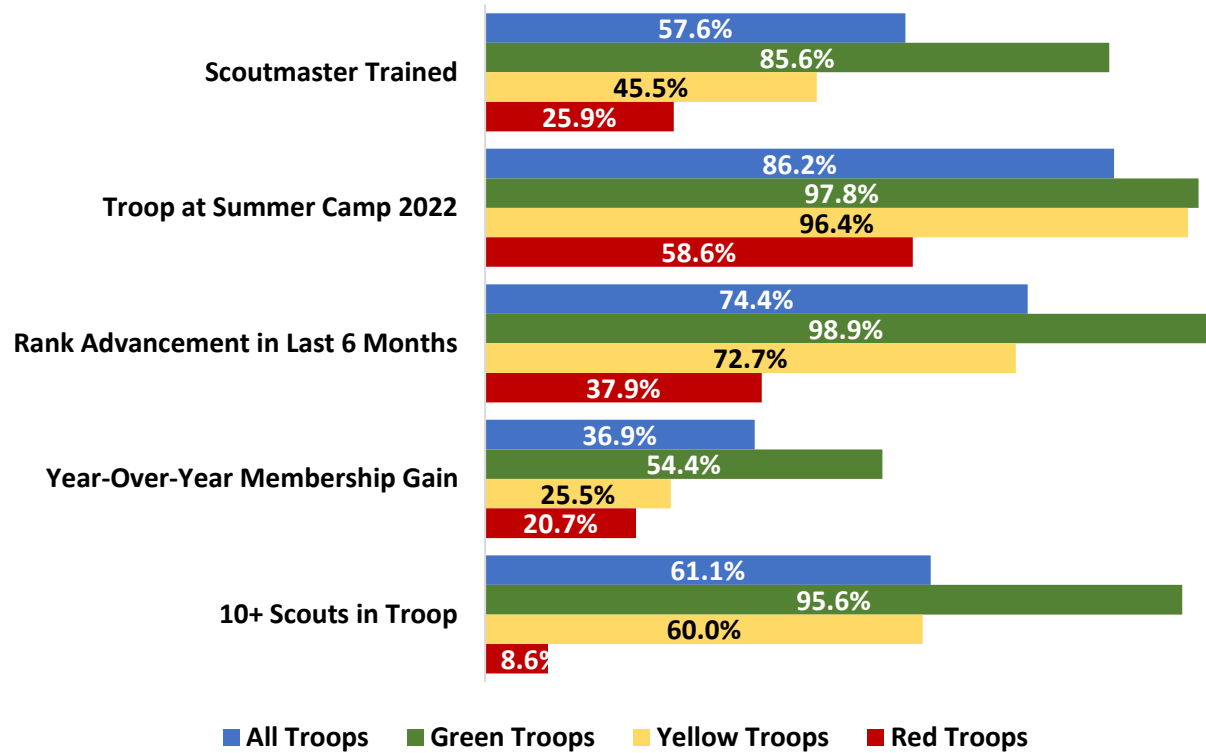
Recruiting and Membership Deep Dive

While not directly a part of the Unit Health Index, some important insights were revealed with a deep-dive into unit membership and the results of the council's fall recruiting campaign.

The council achieved incredible results with its fall 2022 recruiting campaign, with final results growing total membership to over 9,000 youth – exceeding the council's three year growth goal in a single year! Those results were achieved because of a lot of hard work by both volunteers and the professional team.

Analysis of the details of year-end year-over-year membership changes for packs and troops revealed:
- Every district had an increase in total membership
- Every district had an increase in total Cub Scout membership
- Every district had a decrease in total Scouts BSA membership

Cub Scout Membership Changes
The 2022 growth in Cub Scout membership, while impressive, was very skewed in its distribution by both pack and Unit Health Index rating:
- 19 packs (11.2% of council's total) had 50% of the net gain in Cub membership
- The top 19 recruiting packs gained a net of 59 registered leaders, an average of about 3 per pack

- The remaining 150 packs netted a gain of 134 leaders – an average of less than 1 per pack
- Despite a net year-over-gain of 1264 Cub Scouts, one-third (34.9%) of packs had a year-over-year membership loss
- Green Packs netted 85.5% of the council's growth in Cub Scouts and increased their average pack membership by 12.9 Cubs
- Red Packs netted a loss of 4.0% of the council's Cub Scout membership and saw their average pack membership drop by 1.2 Cubs

2022 Year-Over-Year Cub Scout Membership Changes
By Unit Health Index Rating

	Total Packs		Net YOY Membership Change		Avg YOY Change / Pack	Packs w/Gain	
	#	%	#	%		#	%
Green Packs	83	49.1%	1067	84.4%	12.9	71	85.5%
Yellow Packs	45	26.6%	247	19.5%	5.5	29	64.4%
Red Packs	41	24.3%	-50	-4.0%	-1.2	10	24.4%
Bay-Lakes Council	169	100.0%	1264	100.0%	7.5	110	65.1%

Scouts BSA Membership Changes
As in Cub Scouting, 2022 Scouts BSA membership changes were heavily skewed:
- Only slightly more than half (54.4%) of the council's Green Troops had year-over-year net increases in Scouts BSA membership. Average Green Troop membership was essentially even for 2022, with an increase of only 0.6 scouts per troop.
- Only one-quarter (25.5%) of the council's Yellow Troops and one-fifth (20.7%) of the council's Red Troops had year-over-year net increases in Scouts BSA membership. Average membership per troop for both Yellow Troops and Red Troops declined for 2022 over 2021.
- Only one-sixth of troops (16.8%) had year-over-year net increases of 3 or more scouts per troop.

2022 Year-Over-Year Scouts BSA Membership Changes
By Unit Health Index Rating

	Total Troops		Net YOY Membership Change		Avg YOY Change / Troop	Troops w/Gain	
	#	%	#	%		#	%
Green Troops	90	44.3%	52	--	0.6	49	54.4%
Yellow Troops	55	27.1%	-132	--	-2.4	14	25.5%
Red Troops	58	28.6%	-98	--	-1.7	12	20.7%
Bay-Lakes Council	203	100.0%	-178	--	-0.9	75	36.9%

Dropped Unit Analysis

A question commonly asked about the Unit Health Index is its ability to predict which units will drop. While the model is not precise enough to predict which individual units are likely to drop, two years of data reveal that for both packs and troops, Red Units are most at risk to drop.

Comparing recharter results for 2021 (actual results) and 2022 (January forecast), the analysis shows that Unit Health Index ratings are reliable predictors on overall potential to not recharter for both packs and troops:

- 100% of Green Units recharter
- 90%+ of Yellow Units recharter
- Only 75 – 80% of Red Units recharter

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Unit Health Index
Pack - Troop 2021 - 2022 Recharter Rate

Packs - 2022 Q4 (Forecast)
Green 100.0%, Yellow 97.8%, Red 82.9%

Packs - 2021 Q4 (Actual)
Green 100.0%, Yellow 92.9%, Red 76.3%

Troops - 2022 Q4 (Forecast)
Green 100.0%, Yellow 90.9%, Red 75.9%

Troops - 2021 Q4 (Actual)
Green 100.0%, Yellow 98.0%, Red 82.1%

Green Units | Yellow Units | Red Units
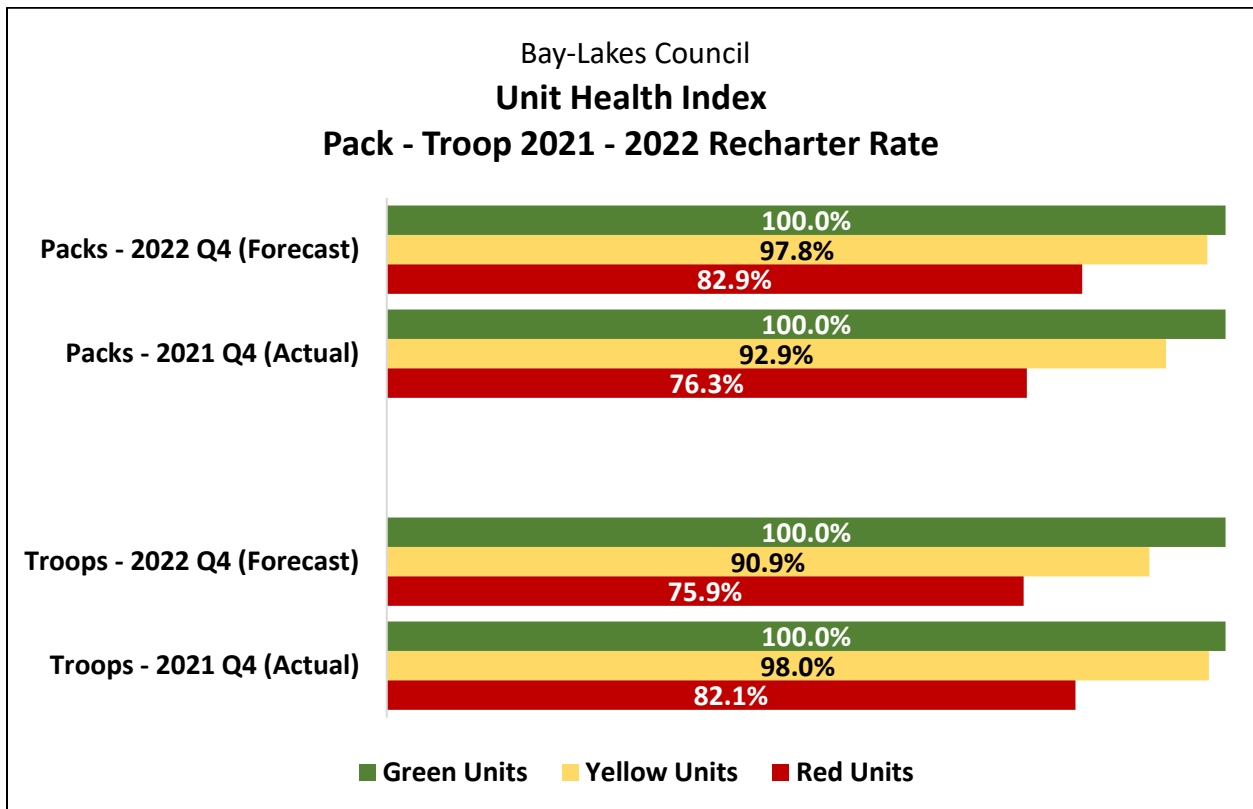
Conclusions

The council's 2022 Cub Scout recruiting gains are a significant accomplishment and an important step in returning packs to health following multiple years of negative COVID impact. Unfortunately, the gains were disproportionately made by Green Packs, with Red Packs losing ground and continuing to be much more at risk to not recharter.

The story is similar with the council's Scouts BSA troops. 2022's Cub Scout recruiting gains will take a couple of years to reach troops, due to the fact that many of the newly recruited Cubs were Lions and

Tigers. Following the loss of two Cub Scout "recruiting classes", Green Troops essentially stayed even on membership and realized small gains on unit health indicators. Many Red Troops lost significant ground and continue to be at risk to not recharter.

For More Information

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