



**LIVE WELL,
SAN
DIEGO!**

Live Well, San Diego!: Building Better Health

A Report on Year Two of a Ten-Year Initiative

Highlights and Accomplishments
October 30, 2012
County of San Diego





RON ROBERTS
CHAIRMAN, FOURTH DISTRICT
SAN DIEGO COUNTY BOARD OF SUPERVISORS

October 30, 2012

Dear San Diego County Residents:

Two years ago, the Board of Supervisors voted to adopt a comprehensive, innovative 10-year strategy on wellness, called *Live Well, San Diego!: Building Better Health*. This decision was sparked by the realization that San Diego County, like much of the nation, was facing a tidal wave of chronic disease and rising healthcare costs. In fact, three behaviors (lack of exercise, poor diet and tobacco use), lead to four diseases (cancer, heart disease, type 2 diabetes and lung disease), which result in more than 50 percent of all deaths in the region. We commonly refer to this alarming trend as, "3 – 4 – 50."

Our Board knew that without taking bold, deliberative action, the next generation of San Diegans would be in danger of living shorter, less healthy lives than the previous generation. Since launching *Building Better Health*, the County and its partners have been laying the groundwork for a healthier region. From countywide blood pressure screenings to joining forces with other local governments to create *Live Well* cities, we are working every day to reach community members and empower them to live more healthy lives.

Transforming the region is a major challenge, one that will require a sustained commitment by not only the County, but the entire San Diego community. I invite you to learn more about Initiative. The *2011-12 Live Well, San Diego!: Building Better Health Report* that follows is a great way to get started. I hope you will be inspired to join us in our efforts to achieve the vision of a healthy, safe and thriving San Diego County.

Sincerely,

A handwritten signature in black ink that reads "Ron Roberts". The signature is written in a cursive, flowing style.

RON ROBERTS
Chairman
San Diego County Board of Supervisors



County of San Diego

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October 22, 2012

Dear Residents of San Diego County,

On July 13, 2010, the County of San Diego Board of Supervisors adopted Building Better Health, the first component of *Live Well, San Diego!*, a 10-year strategy to improve the health and wellness of the region. The ultimate goal of *Live Well, San Diego!* is to achieve the vision of a healthy, safe and thriving San Diego County.

Two years in to this 10-year journey, achieving this vision has required that we go beyond what many would consider the typical scope of County government. We at the County have had to re-think our approach to our day-to-day work, and redefine the role the entire County enterprise plays as a steward of health. Our staff has incorporated the tenets of *Live Well, San Diego!: Building Better Health* into their procedures, and integrated them into key policies. They have stepped up to model healthy behaviors for their customers, as well bring healthy behaviors home to encourage and inspire their family and friends.

"Building Better Health" in the region is by nature a collective effort. Partnering with those beyond County walls has been essential for sustaining the momentum of *Live Well, San Diego!*. I have found that *Live Well, San Diego!* has become a common language that connects many different sectors—from government, to business, to schools, to the faith community—together toward a shared purpose. In fact, many of the most creative and innovative projects related to *Live Well, San Diego!: Building Better Health* have come directly from the community.

I am extraordinarily proud of the efforts of the entire County team and our many community partners during the second year of *Live Well, San Diego!: Building Better Health*. Together we have laid a strong foundation, and I look forward to our continued progress as we work together to achieve the vision of a healthier, safer, more thriving San Diego County.

Sincerely,

WALTER F. EKARD
Chief Administrative Officer

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INTRODUCTION

Two years ago, faced with the reality that more than half of San Diego County residents die of preventable chronic diseases, the San Diego County Board of Supervisors launched an ambitious effort to make a difference in the health and well-being in the region. What most people took away from this was three numbers: 3 – 4 – 50, shorthand for the behaviors and diseases that contribute to more than 50 percent of deaths. As people gravitated toward this simple message, it created a paradigm shift that has become a major thrust of *Live Well, San Diego!*.

Live Well, San Diego! is our roadmap for the future to achieve the vision of a safe, healthy and thriving county. It provides a shared agenda for collaboration and action because achieving this vision goes far beyond the scope of County government. *Live Well, San Diego!* has become the common thread that ties the work of public and private community organizations, providers, agencies and stakeholders together toward a shared purpose for the region. *Live Well, San Diego!* is more than health. The Building Better Health strategy, launched by the Board of Supervisors on July 13, 2010, is the first of three parts of *Live Well, San Diego!*. The second part of the initiative, otherwise known as “Living Safely,” was adopted by the Board of Supervisors on October 9, 2012, and focuses on supporting a comprehensive and coordinated approach to safety in local communities. To realize a community that is not only healthy and safe but also economically secure, a third part of this ambitious initiative, “Thriving,” will be rolled out in the future.

Live Well, San Diego! is more than a plan – it’s about action. This report captures accomplishments at the year 2 mark of this 10-year initiative, highlighting the considerable progress made and groundwork laid for more achievements to come.

At this two-year point, *Live Well, San Diego!* is building momentum and involving a growing number of partners across diverse sectors – including schools, businesses, military, law enforcement, tribal organizations, faith-based and community organizations and health providers. Funding from a variety of sources is being leveraged to bring about positive and powerful change for residents¹. In this report, local leaders share their perspectives of how systemic change is happening, and how these changes align with *Live Well, San Diego!*.

Together, the County and its partners throughout the region are successfully:

- Building a Better Service Delivery System. This means we operate in sync, unified in our efforts to support all residents to live well.
- Supporting Positive Healthy Choices. County residents are empowered with new resources to make healthy choices and take responsibility for their own health.
- Pursuing Policy changes for a Healthy Environment. Policy-making bodies from schools to local jurisdictions are removing barriers to healthy living, which is essential to making it easier for all residents at any age to engage in healthy behaviors.
- Improving the Culture within County Government. As an employer, the County of San Diego is making it easier for employees to lead healthier, more active lives. While this makes sense from a business perspec-

¹ Grants that are referenced in this report are described in the section, “Leveraging Funding for Greater Impact.”

tive, it is also the right thing to do.

The activities described in this report are of many different varieties, involve different partners and receive funding from different sources. But all of these activities align with the *Live Well, San Diego!* initiative. These activities engage a diverse group of stakeholders in which everyone, playing their unique part, makes powerful change possible.

Live Well, San Diego!

Building
Better
Health

Living
Safely

Thriving



GROWING THROUGH PARTNERSHIPS

Making meaningful change in a region as large and diverse as San Diego County demands innovation, a commitment to excellence, and meaningful partnerships across different sectors. The foundation of *Live Well, San Diego!* is made up of a number of strong partnerships, including:

- **Hospitals, community clinics, and other health providers** that make improvements to service delivery systems in order to reduce the impact of chronic disease and integrate physical health care, behavioral health and social services to address the comprehensive health of their patients.
- **Community-based organizations and providers** who design and deliver services in innovative ways to meet the unique needs of residents and neighborhoods.
- **Faith-based organizations** that know and enjoy the trust of their communities, and are thereby in a unique position to encourage healthy living and support healthy activities.
- **The business community** which recognizes the “healthy bottom line,” referring to the fact that healthy employees are essential for productivity and the company balance sheet, as well as important for a vital local economy.
- **Schools** that recognize how important health is to school performance and who look to creative solutions to help students and their families be healthy.
- **Law enforcement** which understands that improving communities so that residents feel safe to go outside, whether to be physically active or to socialize, not only improves health but also reduces isolation and contributes to safe neighborhoods.
- **The military and veterans organizations** which are key partners in serving military families and the large number of veterans in the region, including many returning from the conflicts in Iraq and Afghanistan.
- **Other local jurisdictions, including cities, tribal governments, and the San Diego Association of Governments (SANDAG)**, that make the kinds of policy and land use decisions that improve access to healthy foods and promote active living.
- **Residents** who are essential to identifying priority needs and driving any meaningful community change effort.
- **Every County department**, each of which plays a role in actively promoting the health of County employees and customers whom they serve.

Live Well, San Diego! is also building upon other coalitions and initiatives, some of which pre-date its July 2010 launch date and others which have followed as a reflection of growing momentum. All of these efforts (listed from oldest to newest) advance the same shared goal of a healthy, active San Diego County:

- **The Childhood Obesity Initiative (COI)** is a public/private partnership launched in January 2006, and facilitated by **Community Health Improvement Partners (CHIP)**. COI is a leader in this arena and has made many inroads through its Childhood Obesity Action Plan. Recently COI adopted the **5-2-1-0 Campaign** (five servings of fruits and vegetables, two hours or less recreational screen time, one hour or more of physical activity, zero sugary drinks daily) from the San Diego Healthy Weight Collaborative and the Collaborative’s efforts in Chula Vista (see below for more on the Collaborative).

- **The Nutrition Security Taskforce** is a coalition of public and community based organizations committed to increasing awareness and participation in CalFresh and other federally-funded nutrition programs. This Taskforce, which has a history of working to improve access to healthy foods for San Diego residents, has played a key role in helping implement the Nutrition Security Plan, adopted by the Board of Supervisors in 2009, to promote nutrition and health improvement, strengthen education and outreach, and simplify the eligibility process in the CalFresh program.
- **Let's Move! County Initiative** was launched by First Lady Michelle Obama. Building on the long history of combating childhood obesity, the Board of Supervisors took action in November 2010 to become the first official Let's Move! County. The Board's action directed the County's Department of Parks and Recreation and HHSA to work collaboratively, and a wide range of activities have since been undertaken.
- **The San Diego Healthy Weight Collaborative** was launched in September 2011 by the National Institute for Healthcare Quality and funded under the Affordable Care Act. San Diego was selected as one of 10 teams to model new approaches and test new ideas in order to develop a systems approach to addressing childhood obesity.

Charged with coalescing residents and partners around the *Live Well, San Diego!* initiative are teams within each of the HHSA regions that County staff help facilitate. These **Live Well Regional Leadership Teams** tie together the collective efforts of coalitions and stakeholder groups across the respective regions, and provide a central point for planning and prioritizing collaboration action. These teams have a different name depending upon the region—Building Better Health **East** County Leadership Team, **North Central** Live Well Leadership Team, **North** County Community Leadership Team, Healthy Communities **Central** Region Coalition, and Healthy Communities **South** Region Coalition. Focused efforts to advance the initiative began soon after the July 2010 launch of *Live Well, San Diego!*, although some of these regional leadership teams were active prior to July 2010.



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PROFILE: MAKING THE BUSINESS CASE FOR WELLNESS

Business owners and corporate leaders have a lot on their plates – from balancing the monthly service and sales targets to meeting customer and employee needs. Finding the time to focus on wellness in the workplace can be a tough sell.

With its focus on “the healthy bottom line,” and the business case for promoting employee wellness, *Live Well, San Diego!* has provided the right context for talking about health in the workplace.


“There is definitely a trend towards doing more in the way of wellness in the workplace,” said Zachary Schlagel, Manager, Government & Community Affairs at UC San Diego Health Sciences and Chair of the San Diego North Chamber of Commerce Health Committee. “I think the more we can incentivize healthy habits, a lot more businesses will be interested.”

Making it easier for business owners to learn about workplace health and wellness issues has been a focus of the North Chamber’s Health Committee. Last year the North Chamber launched a workplace wellness website with cost-effective tips to promote health that businesses submitted based on their own experiences. The North Chamber has also hosted workplace wellness events to inform and educate members.

In July, the North Chamber hosted a forum of panelists representing the perspectives of hospitals, consumers, insurance providers and physicians to discuss the United States Supreme Court’s decision on the health care reform law and possible impacts.

Looking ahead, the North Chamber Health Committee’s goal is to move from simply communicating about how health and wellness play a role in the workplace to empowering members into action. With so many possible changes to health care in the future, Schlagel said it is vital to keep businesses engaged.

“There are so many avenues to reach people – so many different tools to communicate,” he said. “But the question is how to motivate, and help the smaller businesses. We have a long way to go, but the interest is growing.”



“There is definitely a trend towards doing more in the way of wellness in the workplace.”

Zachary Schlagel



GAINING TRACTION AND MAKING PROGRESS

Profiles of Selected Projects

As a reflection of the many efforts across the County that align with *Live Well, San Diego!*, here is a sample of those projects that best illustrate our progress:

BUILDING A BETTER SERVICE DELIVERY SYSTEM

What is Building a Better Service Delivery System?

Building a better service delivery system is about improving the quality and efficiency of care and improving access to care. It is also about improving the system of care by integrating physical health, behavioral health and social services. Ultimately, the goal is to increase life expectancy and improve the quality of life for those residents with chronic conditions. Projects highlighted demonstrate progress toward a system that improves access, supports integrated care and empowers patients to take action to manage chronic disease and to improve their own health status.

HOW ARE WE MAKING IT HAPPEN?

By assisting people to self-manage chronic diseases

One of the most important ways is by improving the quality of care for those who have been hospitalized and have chronic conditions, such as arthritis, asthma, or cardiac conditions that must be managed. We are providing “care transitions,” referring to resources, tools and support so that clients can manage their own conditions. This not only prevents repeat hospitalizations, which is very costly, but leads to better outcomes all around. The **Beacon Care Transitions Intervention Program**, initiated in November 2011, serves over 1,000 chronically ill patients at three participating hospitals: Sharp Memorial, UCSD Hillcrest, and Scripps Mercy San Diego. Assisted by Transition Coaches whose job is to “coach, not do,” patients learn how to manage their conditions through medications and identify “red flags” that indicate the need for follow-up care. Patients are coached to establish a medication list and personal health record, either on paper or electronically, and to use an on-line library to learn more about their medical conditions. Health providers and social services work together to support patients as they learn to self-manage their health.

By integrating physical health, behavioral health and social services

Strengthening the connections between physical health and behavioral health services is critical to improving quality of care and health outcomes. In the past year, San Diego County expanded an innovative pilot program that uses a **paired provider model** where primary care and behavioral health providers are partnered to provide consultation and support. This care model, the first of its kind in the nation, improves the communication between health providers with the goal of providing coordinated, seamless care for patients who have both physical and mental health needs. There are currently more than 20 paired provider partnerships across the county. In addition, providers in all San Diego County Federally Qualified Health Clinics can consult with psychiatrists on behalf of clients to better understand how to manage and treat patients with behavioral health needs. In the rural communities of Pauma Valley, Ramona and Campo, behavioral health staff are stationed in primary care centers to provide easy access to behavioral health care.

By improving systems to enhance care coordination for foster children

Integration of care also makes sense for children with complex needs. The **Developmental Screening and Enhancement Program (DSEP)**, is a collaborative effort of the First 5 Commission and Child Welfare Services, with direct services provided by Rady Children’s Hospital. For young children in foster care, DSEP provides an array of services, including developmental and behavioral screenings and assessments, and linkage to care management and other services specific to the needs identified. Importantly, coaching and training is provided to caregivers and staff to enhance the quality of care. Results include Individual Care Plans tailored to the children’s unique needs and improved access to services. The collaborative program, started in 2009, was awarded three additional years of funding in June 2012 because of the benefits realized for these children.



“I’ve lost 25 pounds in the last 2 and 1/2 months. My goal is to be able to zip up my old navy flight jacket. What’s great about the CTI program is that it makes you aware of what YOU need to do to be healthy.”

*Donald Ryan
Veteran and retiree*

Fred Finch Wraparound for Foster Children is an example of how better coordination of care can help children in the foster care system and mitigate the trauma experienced by these children. The wraparound program is a collaboration effort between Child Welfare Services and Behavioral Health Services focusing on children and youth who reside in group homes. The goal is to transition youth from a residential group home placement to a family setting. The family receives comprehensive services, including behavioral health and linkages to community support. Key to the approach is assigning Parent and Youth Partners. Parent and Youth Partners are success stories in terms of their previous involvement in the child welfare or behavioral health systems and are also trained in how to work with these parents and children. Parent Partners coach the parent and advocate on their behalf. Youth Partners mentor the child and help “give voice” to the youth’s perspectives and interests. Simple, practical assistance is offered – such as assisting parents put together a family budget -- so that parents and children can make positive healthy choices for a better future. Because of its success, the program has been expanded to serve up to 315 youth.

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“Wraparound made all the difference to one teen who had been removed from his home back in 2008, the third removal due to neglect. Whereas this youth had experienced lots of instability, he recently graduated from high school with straight A’s and is now attending Grossmont College.”

*Jane Sweet
Senior Protective Services
Worker*

By improving systems of care across County programs

Community Corrections Partnership illustrates how the County is coming together to turn a crisis into an opportunity to improve service delivery. Because of ongoing budget problems at the State, responsibility for about 4,000 offenders is being shifted from the State to the county, a process referred to as AB 109 Public Safety Realignment. This population includes 2,000 post-release offenders who would have been supervised by State parole but who are now being supervised by Probation, and another 2,000 non-violent, non-serious, non-sexual offenders who are being shifted from custody in State prison to local jails. The Community Corrections Partnership (CCP) developed a coordinated response to this shift in responsibility. The CCP is chaired by the Chief Probation Officer, and includes leadership representatives from the Superior Court, the District Attorney's Office, the Public Defender, the Sheriff's Department, local law enforcement, County Office of Education, a community representative, the Chief Administrative Officer and the Health and Human Services Agency Director. The CCP designed a system for Post Release Offenders (PROs) which balances accountability with rehabilitation given the majority of PROs need substance abuse or mental health treatment. Probation officers refer offenders to a Behavioral Health Screening Team for screening and assessment, and if need is indicated, offenders are linked with community-based treatment services within the week. The offender can also apply for Medi-Cal or LIHP for health care, and referrals are made to occupational training.

By improving access to quality care

Many strides were achieved in improving access to care over this past year. The **Low Income Health Program (LIHP)**, implemented in July 2011, serves more than 30,000 eligible, low-income residents by providing access to a primary care provider. LIHP also advances integration of care by offering behavioral health care services, and also case management to connect enrollees to other services they need to recover and achieve better health. Ways in which residents can apply have been expanded to include on-line, mail, or walk-in services at one of the ten Family Resource Centers, in addition to applying at hospitals and primary care clinics. So that enrollees can obtain comprehensive care, network capacity was expanded to include additional primary care medical home sites. Specialty behavioral and medical care was also expanded. E-Consult, an electronic connection between clinics and specialty providers, provides quicker access to specialty care. There have been a number of health outcome improvements among LIHP enrollees who are diabetic, such as improvements in cholesterol levels, blood pressure and blood sugar.

"Because behavioral health issues are so common in this population, this approach is important to helping these offenders stay out of trouble and become self-sufficient."

*Karna Lau
Supervising Probation
Officer*

The **Courage to Call** program is an example of the collective effort of several San Diego organizations. Connecting veterans to services is critical given San Diego County has one of the largest populations of veterans and active duty military of any county in the country, with more troops returning each month. The County funds the Courage to Call program, through the Mental Health Services Act, to serve veterans, military, and their families. Through a partnership with Mental Health Systems, 2-1-1 San Diego, Veterans Village of San Diego, and Mental Health America of San Diego, the Courage to Call program provides a range of services, including peer guidance, information, and referrals. 2-1-1 San Diego staffs the Courage to Call 24/7 Peer Support Line with “Veteran Peer Line Specialists” who, as veterans themselves, are especially suited and trained to link individuals and families to prevention-oriented, social and behavioral resources and services. Courage to Call responded to more than 4,500 calls in FY 2011-12. The Courage to Call Outreach Team is comprised of Veteran Peer Outreach Specialists and Family Support Partners to provide individualized assistance with basic needs, income support and employment, health care, mental health and substance abuse services. The County and the Courage to Call program also support the Veterans Treatment Review Calendar, which provides treatment services in lieu of incarceration for eligible veterans.

The San Diego Veterans Coalition, which includes over 100 organizations working together, is committed to making the San Diego region a national model for comprehensive, integrated systems of community services for veterans. This Coalition reflects the commitment to collaboration among partner organizations serving veterans of San Diego that make innovative programs like Courage to Call possible.



By supporting residents' access to healthy foods and health care services

The number of CalFresh recipients increased by 8.5%, and is now more than 250,000, while currently more than 350,000 residents receive health care services through the Medi-Cal Program. **On-line pathways to access services** continue to expand. More than 22,000 applications for CalFresh and Medi-Cal were submitted electronically in FY 2011-12 through both the County Benefits CalWIN system and the One-e-App system, funded by a grant from Alliance Healthcare Foundation and supported by 2-1-1 San Diego and other community partners. **Video Interviewing** was implemented to improve access to services in rural areas and, through partnerships with community-based organizations, has expanded from 4 pilot sites to 12 sites. Video Interviewing has made it easier for 1,000 residents, mostly at-risk clients with transportation and other barriers, to get assessed for eligibility for public programs, while saving County travel costs. The new **Public Administrator/Public Guardian E-Referral System** is an example of using technology to improve access. This system makes it possible for residents to make referrals 24 hours a day, 7 days a week, in order to help protect the assets of vulnerable residents – those who die with no will, or who are not able to make decisions on their own behalf – from waste, loss or theft.

Building a Better Service Delivery System: Program or Initiative	Key Outcomes for FY 11-12 *Outcome data as of June 2012 unless otherwise indicated
Beacon Care Transitions Intervention Program (CTI)	278 chronically ill patients who are over the age of 18 and at high risk of hospital readmission were enrolled in the CTI program.
Paired Provider Model	More than 20 paired relationships between mental health and primary care providers at primary care clinics were established. In addition, all Federally Qualified Health Clinics have access to psychiatric consultation and support.
San Diego Healthy Developmental Services Program (DSEP)	95% (713 of 751) of young children in family reunification services had a protective services worker trained by DSEP; 94% (1,114 of 1,182) of eligible young children received DSEP screening; 99% (1,104 of 1,114) of young children screened received an Individual Care Plan tailored to his or her unique needs.
Fred Finch Wraparound for Foster Children	73% (162 of 223) of the youth enrolled in the intensive, wraparound program were in family-like settings. Since 2007, the rate of re-entry into a residential group home among all dependent children served through this program has been very low (only 2%).
Community Corrections Partnership	Over 1,300 Post Release Offenders (those parolees who, before AB 109 realignment, would have been supervised by the State) have been referred for behavioral health screenings. Over 400 have been provided treatment services.
Low Income Health Program	30,074 residents are currently enrolled in LIHP with access to both physical and behavioral health services and case management. Network capacity expanded to include more primary care medical home sites (from 51 to 57). Also, the number of specialty mental health and physical care providers has increased, as has access to consultations from specialty providers through E-Consult. The benchmark standards for three important outcomes for the diabetic population have either been met or exceeded – control of cholesterol (43% compared to the 35% standard); blood pressure (72% compared to the 60% standard); blood sugar (71% which meets the 71% standard). When an enrollee has been hospitalized for a mental health condition, a follow-up provider visit is made 71% of the time which greatly exceeds the 43% goal. Reflecting progress toward coordinated care through a medical home, virtually all (97%) enrollees who receive primary care are seen by their assigned community health clinic.
Courage to Call	Responded to 4,594 calls with an average wait time of only 37 seconds for calls to the Courage to Call program.
Access to CalFresh, Medi-Cal and Medi-Cal	Participation in CalFresh is at 250,542, including 145,904 kids and seniors, which represents an overall increase in participation of 8.5% in the last year. Participation in Medi-Cal is at 354,401, and this is about the same as the prior year. A total of 22,317 new applications were submitted through the Benefits CalWIN and One-e-App systems.
Video Interviewing	Video Interviewing is available at 12 sites and served 1,000 public assistance clients. Other benefits included \$20,000 in annual savings by reducing County costs associated with travel to out-stationed locations, eliminating steps in the CalFresh mail-in process and reducing costs associated with clients failing to show up for in-person interviews that were necessary prior to having video interviewing capability.
PA/PG E-Referral System	Through the E-Referral System, PA/PG has launched investigations for virtually every case (99%) within 2 business days.

PROFILE: CHANGE FOR THE COMMUNITY MADE BY THE COMMUNITY

“We’ve come a long way in how we look at health care,” according to Dr. Nora Faine, Medical Director, Molina Healthcare of California. It used to be all about programs and disease surveillance, she said. Today, it’s about how do we tackle “at a local level health issues that are global in nature.”

Dr. Faine speaks from experience—over 10 years working in a community health center in southeast San Diego, 12 years at Sharp Health Care and then recently joining Molina Healthcare of California. She knows the importance of providers’ ability to work with diverse populations, and connecting patients and residents with services to meet emotional, social and other needs.

“What’s new is this ascendance of a shared understanding that community health depends upon engaging everyone,” she said. “What you see out there is greater variety in the types of stakeholders who are coming to the table”, she observed.

San Diego County is playing its part to make this happen. Dr. Faine said, “The Board of Supervisors and County staff are embracing the role of improving health at the community level.” Increasing the visibility of County staff in the communities is helping. Live Well Regional Leadership Team meetings convened by the County offer opportunity for everyone to come together, identify needs and frame priorities.

Different stakeholders are stepping up. Businesses know they have a stake—workplace wellness is essential to their bottom-line and they need to prepare for changes to employee coverage with health care reform. Law enforcement is participating—they know that these community improvements help keep residents safe. Residents are just beginning to show up to these meetings, “not in great numbers, but more will participate as they gain trust and begin to see the difference these efforts are making.”

Communication and engagement are vitally important to success at the local level. “It’s the only way to get people to own it and see that they have a role in it,” said Dr. Faine.” Success also depends on being strategic—“a few early wins can energize early adopters and demonstrate to those who may be holding back that progress is possible.”

Looking forward, Dr. Faine said she’d like to see every resident in every community participating in some way—whether it’s a club starting up a community garden, a business owner who chooses to sell more fresh produce, a neighbor who organizes a walking group. “We can get there,” she said, “as long as we galvanize around the same message and a shared goal.”



“It’s about how do we tackle, at a local level, health issues that are global in nature.”

Dr. Nora Faine



SUPPORTING POSITIVE HEALTHY CHOICES

What is Supporting Positive Healthy Choices?

Everyone wants to be healthy. But the healthy choice is not always the easy choice. In San Diego County, innovation is key in supporting positive healthy choices. Because agriculture is an important part of the county's economy, promoting eating of fruits and vegetables is also a business development strategy. This is why, countywide, farmers' markets and community gardens are an important feature of our efforts to promote healthy choices. Also, in San Diego, promoting positive healthy choices and healthy living by looking for opportunities to connect residents across generations – from seniors to children.

How Are We Making It Happen?

By sharing information about healthy options

We are making it happen through big health events like **The Live Well, San Diego! Summit**, held on June 15, 2012, with an inter-generational theme of "Building a Healthy Community for All Ages." The summit attracted almost 3,000 people with workshops and classes encouraging young and older generations to share their talents by getting involved in helping to solve health and social problems facing our community. In the **Love Your Heart campaign**, held on Valentine's Day 2012, the County partnered with Kaiser Permanente and U.S. Healthworks to give free blood pressure screenings to 1,300 County employees and residents, raising awareness and referring those with above normal blood pressures to their doctor's offices or community clinics.

Participants learned that knowing your blood pressure is as important as knowing your blood sugar and cholesterol levels when it comes to a healthy heart.

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By encouraging healthy eating

The **More on the Menu (MOM)** program is an offshoot of Meals on the Move program, which provided hot meals to homebound seniors on Thanksgiving and Mother’s Day. MOM focuses on everyday nutrition, which is a significant problem for older clients even though they may be receiving home-delivered meals. Locally grown fruits and vegetables are delivered weekly to 200 homebound seniors across the county. This program serves dual benefits—helping seniors to be healthy while benefiting local agriculture. Last year, the **Gary and Mary West Foundation** matched donations dollar for dollar, up to \$50,000.

A number of programs encourage healthy eating while bringing additional benefits to participants and the community. For example, the **Fresh Fund Program** has helped support farmers markets by giving low-income families more purchasing power to buy healthy foods. The program, funded through the Healthy Works program up to March 2012, provided a \$20 match each month for produce purchases to individuals receiving CalFresh or other public assistance. Multiple farmers markets offered the “fresh fund” match in areas like City Heights, Golden Hill, Linda Vista, San Marcos and Southeast San Diego, where it can be harder to find affordable, fresh produce. **The Homeless Food Truck**, which is operated by the nonprofit **Dreams for Change**, provides low-cost, healthy meals to the homeless throughout downtown San Diego and accepts electronic benefits cards (EBT) as payment. Homeless and low-income residents can use their EBT to purchase their meals. CalFresh application assistance is also provided to those who are not already enrolled. The Homeless Food Truck also provides job development skills and micro-enterprise training to those who are interested in managing a similar food truck business.

Under the umbrella of the **Let’s Move! Campaign**, the County’s Department of Parks and Recreation, together with its partners, have conducted innovative programs to promote healthy eating, in addition to numerous activities promoting the value of physical activity. These include **Nutrition Education Celebration Dinners** where parents learn about healthy cooking as they enjoy meals prepared by their own children enrolled in Healthy Cooking Classes. **Healthy Living Series** workshops were also held throughout the county featuring topics such as nutritious menus on a budget, healthy holiday cooking and fun family fitness.



Alice Hall, who can no longer drive to the grocery store, says the delivery of extra produce through the MOM program, helps her control her Type 2 diabetes and live in her home longer. She adds “nice fresh tomatoes and zucchini” to the frozen meals she heats up, and steams apples in the microwave, adding cinnamon for dessert.

By advancing active living

Faith-based organizations are carrying messages about good health to the community. At **St. Stephen's Cathedral Church of God in Christ**, health messages were incorporated into the weekly service over a two month period. The Walkers and Runners Club (called the WAR Club) was formed. Currently, there are approximately 40 women of all ages that walk and run together—with a goal of 100 miles in 3 months. Some WAR members participate in 5 kilometer runs that are also fundraisers for the community. Cardio and strength training classes are offered 4 times a week at the church. St. Stephens is one of a number of churches that the **Network for a Healthy California** and the County, as part of the **Supplemental Nutrition Assistance Program-Education (SNAP-Ed)**, see as pivotal to reaching out to the community with messages about the importance of nutrition education and physical activities.

Many other partners are advancing active living in innovative ways. **Familias Sanas Y Activas** is a research program targeting the Latino community in South Region. Working with the San Diego Prevention Research Center and the City of Chula Vista, lay healthworkers, called “promotoras,” are recruited to become physical activity instructors. These instructors have taught over 35 free classes at 16 sites. The **San Diego Association of Governments (SANDAG)** sponsored a **Walk, Ride and Roll to School Campaign Challenge**, which helped parents connect and organize walking and biking groups at 22 schools representing nearly 15,000 students.



“Older and younger members of the church are becoming aware of the impact of poor health choices. Churches can help members combine physical healing with spiritual healing.”

*Wendy L. McKinney
Women's Dept. President
St. Stephen's*



Library Health and Fitness Programs are a vitally important way to get the *Live Well, San Diego!* message to residents. Libraries hold a unique prominence in many communities as a central place for residents to learn, grow and enjoy their neighbors. County libraries hosted more than 2,000 Health and Fitness programs this past year (175 a month), serving more than 45,000 residents. Some libraries even served as a site for conducting health screenings. For example, a Health Fair & Mammogram Clinic at the Lemon Grove Library drew 800 people—to whom mammograms, HIV tests, dental exams, glucose tests and massages were given. At the Library at Casa de Oro, Amanda Heller, the Branch Manager, and graduate of the Eureka! Leadership Institute, a State Library leadership program, was awarded funding to support a health and wellness program she called “Building Better Health.” This program included a 12-week health and wellness course which featured nutrition, exercise and healthy cooking classes. Health screenings and application assistance were also made available at the library.

By supporting healthy minds through healthy living

Several gardening projects go beyond encouraging healthy eating. The **Good of the Garden** project, in San Marcos, engages seniors and special needs children together in learning about gardening and healthy eating. This project uses photos to help the children learn and express their ideas and let seniors teach the tasks of gardening and its benefits in terms of nutrition and healthy eating. At the **East Mesa Juvenile Detention Facility**, youth near the end of their time in detention build planters, plant seeds, and maintain a garden located right on the grounds. They learn not only about gardening, they also learn good work habits, nutrition and even culinary skills while cooking meals using produce from the garden.

“Not only did participants lose weight and get fitter through the library’s health and wellness course, but it brought more foot traffic into the library— kids to the summer reading program and for free summer lunches, and more patrons to check out books.”

*Amanda Heller, Casa de Oro Library
Branch Manager*



The County's Department of Parks and Recreation coordinates over 150 different programs for physical activity and outdoor recreation, with 7,000 youth and 2,500 seniors participating last year alone. The **Outdoor Adventure Program** is one of these programs. The program engages youth in positive and healthy behaviors by providing an opportunity for teens to experience the great outdoors through outdoor adventure trips and activities all year round. This program is geared for at-risk teens from families with limited income, and San Pasqual Academy students. In fiscal year 2011-12, 39 trips were conducted, serving 430 youth. With partial funding from the Habitat Conservation Fund, and the help of numerous non-profit and outdoor organizations, teens can experience mountain biking, kayaking, hiking, backpacking, skiing/snowboarding, surfing, and rock climbing. Community service opportunities and environmental education are also part of the program, and kids even learn how to cook healthy foods over a campfire. The more youth are able to see themselves succeed in both mentally and physically challenging situations, the more they believe in their abilities to change or continue to grow in a positive direction.

To support mental health, the **It's Up to Us Campaign** has shown remarkable – and measurable – results. This campaign is a five-year, first-of-its-kind, mass media campaign designed to empower San Diegans to talk openly about mental illness, recognize symptoms, utilize local resources and seek help. The campaign aims to inspire wellness, reduce stigma and prevent suicide. After launching this campaign in September 2010 with an \$8.4 million grant, a follow-up study released in March 2012 showed that 88% of San Diegans recognized the "It's Up to Us" campaign advertisements, 43% had discussed them with someone else, and 70% agreed that the ads helped them recognize symptoms of mental health problems. Since the launch of the campaign, there have been more than 125,800 total visitors to the campaign website and approximately 1,000 additional calls per month to the Access & Crisis Line (the County's primary access point for receiving calls for mental health services) attributed to the campaign.



"The Outdoor Adventure is a great way to get kids connected. Once they get connected, they stay connected."

*Lakeside Teen Center Program
Coordinator Ryan Flickinger*

PROFILE: LITTLE THINGS MAKE A BIG DIFFERENCE

What does *Live Well, San Diego!* look like in action? City of Oceanside staffer John Lundblad can describe it in a word: Zumba.

“That’s something we would have never thought of,” Lundblad said in reference to the Latin dance/exercise program. “But we went to the community and asked what they would be interested in, and they told us Zumba. It has really taken off.”

More than 50 residents – mostly moms and some children – meet twice a week to get a dance workout in the Crown Heights neighborhood of Oceanside. The class has become so popular that it has outgrown its original home in the Crown Heights Resource Center and now meets at the Oceanside Senior Center. Recently organizers added nutrition classes to the program.

“It’s a great example of how we can live healthier without major investments,” Lundblad said. But there’s more going on in Oceanside with *Live Well, San Diego!* than Zumba. In May the Oceanside City Council issued a proclamation recognizing Live Well, San Diego! Day, and adopted the plan to serve as a guide to promote healthy living among its residents. It also launched the Healthy Oceanside Initiative.

Lundblad said one of the benefits of *Live Well, San Diego!* is it ties together work being done throughout Oceanside under the umbrella of healthy living. That includes grant funding to look at issues such as pedestrian and bicycle safety, where to add street lights in neighborhoods to increase safety, and working with neighborhood markets on promoting fruits and vegetables.

“I really like the concept,” Lundblad said. “It really puts the emphasis on positive networks.” And the networks Lundblad speaks of go well beyond the Oceanside city limits.

“We’re fortunate in North County that we have a strong sense of collaboration,” Lundblad said, citing the work being done under the leadership of North County Community Services to research food insecurity in the region as one example. The collective impact of local and regional efforts to support healthy living is beginning to make a difference for residents.

“There are a lot of positive things coming together,” he said. “Bit by bit we are making a difference.”



PURSING POLICY CHANGES FOR A HEALTHY ENVIRONMENT

What Does Pursuing Policy Changes for a Healthy Environment Mean?

Policy and environmental changes are important for making it easier for people to make positive healthy choices. These changes help create communities where it is easier to access healthy foods, engage in physical activity and live in tobacco- and, drug-free environments. However, making changes to policy, land use practices and zoning is never easy and requires a broad, forward-looking perspective. Schools and local jurisdictions are stepping up to the plate. This, coupled with federal funds for these policy and environmental change projects, is making it possible to have a real positive impact on neighborhoods across San Diego County.

HOW ARE WE MAKING IT HAPPEN?

Through the efforts of local jurisdictions

Major transformations are occurring within local jurisdictions across the county. **The cities of La Mesa, Chula Vista, Santee, San Diego, Escondido, Oceanside and Encinitas**, as well as the tribal governments of **Campo Band of Mission Indians and the La Jolla Band of Luiseno Indians**, are all engaged in major projects that will advance health in their communities. Several of these jurisdictions added language to planning documents calling for health and wellness in planning. All of these projects were part of the Healthy Communities Campaign, administered by the **San Diego Association of Governments**, with \$650,000 of Healthy Works monies. The County also contributed to these community improvements for health by amending language in its zoning ordinance to allow for community gardens, developing design guidelines for community gardens on public housing grounds and in parks, and delivering trainings in composting and food safety for community gardens to community members and school employees.

The impact that these policy changes can have is illustrated in southeast San Diego. The City of San Diego changed its policies to make it easier and less expensive to start community gardens in residential and commercial zones, and approved an ordinance that allows for expansion of farmers markets and urban agriculture. These policy changes enabled gardens to open throughout the city, including **Mt. Hope Community Garden**. This community garden is part of the **People's Produce Project**, an initiative of **Project New Village**, and also includes a farmers market. The People's Produce Project now serves as a "health hub" where residents can gather, take healthy cooking classes, and purchase nutritious, affordable foods



It's easier to make a city healthier if you "make it about and for ALL residents"
Blanca Brown



PROFILE: WELLNESS HUB TRANSFORMING LEMON GROVE

Blanca Brown, Lemon Grove School District Board Member, is seeing a transformation in her local schools, in her community, even in herself.

Brown was alarmed when she first learned about the childhood obesity problem at a National Association of Latino Elected Officials national conference in 2007. She did her own research and discovered that the childhood obesity problem in Lemon Grove was among the worst in the county. She knew she had to do something, not just as a Board Member but also as a grandmother.

"It's all about getting outside your own boundaries and dabbling in other people's business," she said. To bring about big community change, you have to be ready to go outside your comfort zone, something Brown said she learned through Resident Leadership Academy (RLA). Brown started by advocating for healthier breakfasts for kids in the classroom.

Now Brown and several of her fellow RLA graduates sit on a board for a \$1 million, 3-year, "HEAL Zone" grant, which is designing a 2-block Wellness Hub in downtown Lemon Grove. Funded by Kaiser Permanente, and administered by Community Health Improvement Partners, this HEAL Zone grant leverages another major investment, a school infrastructure project. Funded through a local proposition, the school infrastructure project created a new K-8 campus by combining an existing elementary and middle school.

What Brown and other local leaders realized was that the school project created an opportunity for the whole community. The land adjacent to and including the school will be transformed through the HEAL grant into the Wellness Hub. It will feature a park and public gathering area, and a city gym along with affordable housing and a transit plaza across the main street from the hub. The perimeter of the hub will be a walk and bike way. "The hub will give an entirely new look to downtown Lemon Grove, and create much needed open space for the public," she said. The Lemon Grove Library, is being relocated and redesigned within the hub. A Parks & Recreation Center that had been closed will re-open as a UCSD Student-Run Free Clinic, which Brown attributes to the vision of another local leader, George Gastil (City Council Member, former School District Board Member).

This is only possible, she said, because of all the partners—city officials, the school district, WalkSanDiego, Rady Children's Hospital, YMCA Childcare Resource Service, Kaiser Permanente Healthy Ones, the Lemon Grove Library, CHIP and the Childhood Obesity Initiative, NPLAN, Prevention Institute, the California Endowment and HHS. It was easier to sell the Wellness Hub because "we made it about and for ALL residents," said Brown. The Hub will lay

Through the efforts of the schools

Schools are transforming in significant ways to become healthier environments not only to promote learning, but also to lay the foundation for children to grow up to become healthy adults. Through the Healthy Works program, eight school districts have pioneered strategies to promote nutrition and physical activity in schools: **Chula Vista, Grossmont Union, San Ysidro, National, La Mesa-Spring Valley, San Diego Unified, Mountain Empire Unified and San Marcos Unified.** As liaison to the school districts, the **San Diego County Office of Education** played a pivotal role. Among the accomplishments of these districts are increasing healthy food options, revising snack menus, eliminating access to sugar-sweetened beverages, and introducing locally grown produce in school lunch programs. All of these districts increased to 50 percent the amount of time students were engaged in moderate to vigorous physical activity during their physical education period. In addition, each district completed intergenerational projects in which students worked with seniors to identify ways to make the schools and the surrounding neighborhoods healthier, presenting their findings to school administrators and elected officials.

San Diego Unified School District (SDUSD) has been a leader among school districts in the county in terms of its **Breakfast in the Classroom** program. Breakfast in the Classroom is a federally-assisted meal program administered by the Food and Nutrition Service. Through the Healthy Works program, efforts were made to encourage adoption of a model program in high-need areas of San Diego, increase participation and promote use of locally grown foods. This program was expanded to 11 additional schools in San Diego Unified, and was launched this past year in 4 new school districts – **National, Mountain Empire Unified, San Marcos Unified and San Ysidro.** **San Diego Unified** also added a **Farm-to-School** procurement component to their lunch program, which serves 72,000 lunches daily, bringing fresh, local produce (broccoli, Julian apples, organic spring salad mix, cilantro and oranges) to the schools. This includes a monthly “Harvest of the Month” campaign, featuring information and activities so that students learn about nutrition, healthy cooking and local agriculture.

LIVE WELL,
**SAN
DIEGO!**



Schools were also made healthier with a **lactation accommodation policy** that was developed with the California School Boards Association in collaboration with local County Healthy Works contractors; the University of California, San Diego; and the San Diego County Office of Education. This policy was subsequently adopted by four school districts within San Diego County and nearly half of all school districts in the state. Training and technical assistance was provided to help school districts implement lactation accommodations for breast feeding women who teach and work in the school system.

Through the efforts of the private sector

Engagement also means getting the private sector involved. Businesses recognize that controlling health care costs is critical to the financial bottom line of individual companies and the economic competitiveness of the region as a whole. This is also referred to as the “healthy bottom line.” Businesses also recognize that the health care industry offers economic opportunity. The importance of public and private partnerships to improve the delivery of health care services and achieve community-wide health goals was highlighted in a series of forums facilitated by **Microsoft** in San Diego, Miami and Chicago. The San Diego forum, held in June 2012, called attention to San Diego’s approach to improving health of residents through partnerships and innovative models of care.

Altogether, 14 businesses have either adopted a lactation accommodation policy or approval for such a policy is pending. County and contracted Healthy Works staff conducted outreach to businesses and provided training and on-site technical assistance to 25 worksites with over 40,000 employees. These employers vary in size and type of industry — Space and Naval War Systems Command (SPAWAR), University of San Diego, San Diego Regional Airport Authority and Price Charities, among others. These businesses recognize that accommodating their employees who are breastfeeding will result not only in improved health of the infants, but also contribute to the “healthy bottom line” because employees are more productive and there is less absenteeism. Engagement of businesses around lactation accommodation policies has also led to broader conversations about employee wellness.

Businesses across the county are collaborating to improve the health of not only their own employees but all residents. The East County Live Well Leadership Team and the **East County Chamber of Commerce** co-hosted two workshops that focused on the value of designing communities to encourage healthy activity and interaction, such as designating public areas to congregate in and sidewalks with shade trees and bike racks to encourage people to walk, bike and take public transit. The **San Diego North Chamber of Commerce** co-hosted a community forum, “Building Better Health: Achieving a Healthy Bottom Line.” The goal was to promote employee health and wellness to businesses throughout North County. This has led to greater collaboration between the County and the North County Chamber’s health committee.

Through the efforts of residents and local leaders

The most meaningful change is home grown, and starts in the community. Putting plans into action requires local leaders. Two major efforts were undertaken to train community members to take on leadership roles. As part of Healthy Works, community members receive training in how to make positive changes to the quality of life in their neighborhoods through **Resident Leadership Academies**, held in Oceanside, National City, Lemon Grove, and Southeast San Diego. About 50 community leaders graduated and are serving as agents of change for health.

With federal funding from the SNAP-Ed grant, the **Communities of Excellence in Nutrition, Physical Activity and Obesity Prevention (CX3)** program involves teams of 10 to 15 residents, assisted by County staff, who work in five high-need neighborhoods to recommend ways to improve access to healthy foods and make neighborhoods more pedestrian-friendly.

To support change at the most local level, all HHSAs have a health-driven planning effort underway. These efforts are coordinated by Live Well Regional Leadership Teams that leverage the networks of collaboration and partnership in each region. Using a community planning framework called MAPP, **Mobilizing for Action through Planning and Partnerships**, regions have been engaging residents and partners in designing creative, collaborative solutions to public health problems. The results of this work will be community health improvement plans that are tailored to each region. Also, San Diego County as a whole will have a stronger infrastructure for protecting the public's health and be better positioned to apply for national recognition and funding.

Making the connection between health and safety

There is growing recognition of the connection between health and safety — that efforts to make communities healthy also make communities safer. **Safe Routes to School** projects, a number of which have been undertaken across the county, focus on getting kids active and walking to school by making the walk safer. In the City of La Mesa, older adults are helping to walk kids to school and are getting exercise and a chance to visit with their peers and the kids at the same time. **Communities of Excellence (CX3)** teams are also making this connection. For example, a CX3 team led by youth delivered a presentation to the Escondido City Council with their observations about how sidewalk improvements and cleaning up trash and graffiti will encourage residents of their **North Inland Mission Park** neighborhood to walk to the grocery store for fresh produce because they will feel safer doing so.

South Region partnered with the Chula Vista Police Department and Chula Vista Park and Recreation to make **Harborside Park** more family-friendly by removing graffiti and trimming bushes and trees to promote visibility in the park and enhance safety. In addition, the **Broadway Heights Community Council**, which works to enrich the quality of life of the community, hosted a six-week chronic disease management workshop for neighborhood residents. To the council, the link between health and safety is self-evident. An exercise walking group was formed that not only gets neighbors active and improves relationships, but also helps neighbors keep an eye out for problems such as graffiti or vandalism.



PROFILE: SCHOOLS PLAYING AN “OLYMPIC” ROLE FOR A HEALTHIER CHULA VISTA

Work on the childhood obesity problem began in Chula Vista as far back as 1995. That’s when Sharon Hillidge, Resource Teacher for the Exercise the Dream program at Chula Vista Elementary School, opened her classroom for students at the Olympic Training Center. Here is where students came from all over the school district to learn about physical fitness and nutrition, and even get a chance to meet Olympic athletes.

Hillidge said momentum for health in the schools is really building. “More school districts are taking action,” she said, and she feels good about sharing what Chula Vista has learned.

Even if there is more progress to be made, Hillidge proudly shared how far everyone has come. She says that there are more locally grown fruit and vegetable choices in school meals, trans fats have been eliminated and sugar and salt content lowered.

She said “Some changes were really hard, like telling parents they couldn’t bring cupcakes into the classroom to celebrate their children’s birthdays,” she said. Currently, teachers celebrate children’s birthdays in healthier ways with games and activities. To convince parents and kids alike that chocolate milk should be replaced with low-fat milk, a campaign featuring Olympians with milk mustaches helped turn things around.

The Chula Vista Elementary School District’s (CVESD) Wellness Policy is a model nationally and has been adopted by all other elementary school districts in South Bay. It’s also important, according to Hillidge, to reach beyond the school grounds to parents and the community through cooking classes, healthy food budgeting and family fun.

It took a lot of collaboration to get this far. Hillidge was involved with the Healthy Eating Active Communities grant project back in 2005, funded by The California Endowment. The Live Well Regional Leadership Team is continuing this work. Hillidge has helped on Healthy Works-funded projects and is a key player on the San Diego Healthy Weight Collaborative, one of 10 community teams selected nationally to model innovative partnerships. The Childhood Obesity Initiative has played a major part in the 5-2-1-0 campaign being launched in the CVESD.

“We used to work in parallel because we didn’t know each other’s systems at first,” she said. But things have changed. Hillidge said now there is a “lot more trust, common ground, and creativity as we feed ideas off of each other.” She said that by learning about each other, “we can see how much more we can do together.”



“We used to work in parallel. Now there is more trust, common ground and creativity.”

Sharon Hillidge

IMPROVING THE CULTURE FROM WITHIN COUNTY GOVERNMENT

What is Improving the Culture Within?

Live Well, San Diego! is an initiative that recognizes that all County employees play a role in helping County residents live well. This is about improving understanding among employees about what it means to be healthy and what all County departments can do to support positive health outcomes. Furthermore, we want our employees to experience whatever health improvements we achieve as a region.

How Are We Making It Happen?

County employees have embraced *Live Well, San Diego!* as reflected by the high levels of participation in the Employee Wellness Program, as well as health and wellness activities organized through employee resource groups or informally by individual offices. The health of employees makes sense not only to reduce illness, but to increase productivity and lower costs. It makes sense because it is the right thing to do. Running clubs, weight watcher groups, “biggest loser” campaigns, salad bar lunches, marathon walking teams – even dancing – are all ways that County employees, either during lunch or after hours, are getting healthier.

All County employees were invited to participate in the **10,000 Steps Wellness Challenge**. This 12-week walking program challenged employees to walk 10,000 steps (roughly five miles) each day. Participants received free pedometers to count their steps and could track their progress on-line. Led by Chief Administrative Officer Walt Ekard, the program was a tremendous success with 4,125 employees participating, which is nearly a third of all County employees. Employee resource groups also play an important role in promoting healthy lifestyles among their members.

Here’s what all County Groups are doing to reach out to clients they serve to promote positive choices and to contribute to policy changes for a healthy San Diego:

The **Land Use and Environment Group (LUEG)** plays a lead role in getting County residents outside and active with the many programs in County’s parks. The Department of Parks and Recreation is instrumental to the **Let’s Move! Campaign**, through which a wide range of opportunities are provided to promote healthy living for children and families. LUEG also advances healthy policies - creating guidelines to promote community gardens and farmers markets and to ensure safe food practices, as well as park design guidelines to encourage diversity of activity.

The **Community Services Group (CSG)** helps get residents physically active through its popular Library Health and Fitness Program. Less well known are the housing department’s efforts to bring speakers and disseminate health information to 11,000 clients served through housing and rental assistance programs. Community gardens have been created at public housing sites and on the Edgemoor Health Campus. The Registrar of Voters included a *Live Well, San Diego!* awareness page in the County’s sample ballot, reaching 1.5 million residents.

The **Public Safety Group (PSG)** is providing enhanced behavioral health services for almost 1,000 high-risk, post-release offenders this past year as a result of State realignment. The Public Defender also refers clients to specialty courts (e.g. veterans, homeless) that address treatment needs.

The **Finance & General Government Group (FG3)** brings foundational support for employee wellness to County government. The Department of Human Resources conducts a lot of outreach and programming around health and safety. As part of its Employee Wellness Program, many employees participate in health events and challenges, and utilize a robust website to access health tips and tools.

Executives from **all County Groups** made their 2011 holiday project a health fair for students from the **Monarch School** for homeless children. Exhibits included lots of physical activity, such as balancing on pivot boards and kicking a soccer ball, and games to make learning about how-to-be-healthy fun.



PROFILE: EMPLOYEE RESOURCE GROUPS MAKE THE CONNECTION

Both the Filipino and Latino Associations have answered the call by bringing attention to health among their members, according to their respective presidents, Lita Santos, County of San Diego Filipino-American Employee Association (CSDFEA) and Amber Tarrac, San Diego County Latino Association (SDCLA).

“I ask everyone to make it their personal mission to be healthy,” says Santos. “It makes good business sense, but more importantly, it’s a personal investment.”

CSDFEA has sponsored 10 hiking events and 8 zumba classes, incorporates healthy activities and booths into its annual celebrations, and gets most of its members to participate in Countywide challenges, like the 10,000 Steps Wellness Challenge. Hiking is now the most popular activity.

“Fun family activities like bowling,” according to Tarrac, “are a great way to be active and have fun.” The association was creative by combining an opportunity for physical activity with another purpose. “This bowling event was also a scholarship fundraiser for SDCLA members,” Tarrac explained.

The two associations recently combined forces and co-sponsored a hike up Cowles Mountain. Up to 60 employees and community members hiked, along with family members and pets. “Once again,” said Santos, “this illustrates how these events are about more than just getting active; these activities provide an opportunity to bond with one another and strengthen the sense of community.”

Importantly, both employee associations see their role as bigger than promoting healthy lifestyles to their members. They see associations as having an important role and responsibility to bring messages of health and opportunities to get healthy, to their respective communities. They see the associations as a great vehicle for building better health and, said Santos, “strengthening the County’s ties with the diverse, vibrant communities of San Diego.”

“Employee Resource Groups are an important way to help employees bond with one another and strengthen our sense of community.”

*Lita Santos
CSDFEA President
Amber Tarrac
SDCLA President*

LEVERAGING FUNDING FOR GREATER IMPACT

Countywide dollars from important grants that advance *Live Well, San Diego!* have been leveraged to implement key initiatives. The *Live Well, San Diego!* initiative has positioned the County to receive federal and State grants. Also, helping to position the County for federal funding is the selection of San Diego as one of 17 communities to pioneer an effort to establish comprehensive local health information exchanges – creating the San Diego Beacon Community projects described below.

In addition to the major grants received by the County listed here, there are also a number of grants that have been given or received by County partners that serve to advance *Live Well, San Diego!* For example, **The California Endowment**, as well as local foundations, have a history of funding community health improvements. These grants are vitally important to furthering the *Live Well, San Diego!* initiative.

To Build a Better Service Delivery System, grants include:

\$681,000 in 2011-13 from the Office of the National Coordinator for Health Information Technology to the University of California San Diego. The County is a collaborative partner in the **San Diego Regional Healthcare Information Exchange**, also known as the San Diego Beacon Community, which is using health information technology to improve healthcare quality while lowering costs. The project advances the sharing of health information among multiple medical providers in the county, including hospitals, clinics, individual physicians, insurance providers, first responders, emergency medical services (EMS) and public health. The funding supports improved electronic laboratory reporting to public health, expansion of the local immunization registry and electronic exchange of EMS records.

\$747,230 in 2011-12 funding (from the same source as above) for the **Beacon Care Transitions Intervention Program**, which expands a care transitions pilot program with Sharp Memorial Hospital to include two more hospitals, UCSD Hillcrest and Scripps Mercy San Diego. This project, which started in November 2011 and will continue through March 2013, reduces avoidable readmissions by improving transition of care after hospital discharge. The program will improve care coordina-

FUTURE FUNDING

Future funding is anticipated for San Diego because of the leadership of the County and its partners in improving care for veterans as well as older adults and persons with disabilities:

Beginning December 2012, HHS will launch a federally funded **Veterans Directed Home and Community Based Services Program** through a partnership between the County and the Veterans Medical Center. High-risk veterans (120 total over 5 years) will be provided long-term support services to avoid hospitalizations.

To be launched in early 2013, **Community-based Care Transitions Program** is part of the Affordable Care Act. HHS is the lead agency working with Scripps, Sharp, Palomar, and the UCSD hospital systems (13 hospitals total) to reduce avoidable readmissions by improving transition of care after hospital discharge. This program calls for helping patients to better manage their chronic diseases in order to improve outcomes for over 21,000 Medicare beneficiaries each year.

Beginning June 2013, San Diego County health plans selected by the State will begin administering the **Dual Eligible Demonstration Project**, in conjunction with HHS's Aging & Independence Services, in which long term care services and supports and health care will be provided to beneficiaries who are eligible to both Medicare and Medi-Cal through a capitated managed care system.

tion, and include use of an electronic health record for over 1,000 chronically ill, underserved patients.

To Support Positive Healthy Choices, grants include:

\$700,000 in 2011-12 for the **Supplemental Nutrition Assistance Program-Education (SNAP-Ed)**, part of a total of \$12 million in federal funding through 2016. SNAP-Ed is a program of the Food and Nutrition Service, U.S. Department of Agriculture. This funding will support education and health promotion to empower CalFresh eligible recipients to select healthy foods and beverages while increasing physical activity. Through a multitude of partnerships, including senior citizen centers, low-income housing and shelters, community based organizations, Welfare-to-Work agencies and Headstart programs, about 3,000 CalFresh recipients have been reached in the first year, with a goal of reaching over 100,000 in the next four years. In addition, Snap-Ed funds five Communities of Excellence in Nutrition, Physical Activity and Obesity Prevention (CX3) neighborhood projects in which teams of residents assessed, prioritized and engaged their community in efforts to improve access to healthy foods and the walkability of neighborhoods. These projects were in the communities of Lincoln Park in Central Region, Old Town (within National City) in South Region, Bobier in North Coastal Region, Mission Park in North Inland, and El Cajon in East Region. The newest CX3 project is in Linda Vista in the North Central Region.

To Pursue Policy Changes for a Healthy Environment, grants include:

\$17.9 million in 2010-12 for **Healthy Works** (a federal Communities Putting Prevention to Work grant from the Centers for Disease Control and Prevention) to support the efforts of residents, businesses and community leaders to develop and implement policies, systems and environmental approaches to make healthy living easy, safe and affordable. Major achievements this year include the **San Diego Association of Government's (SANDAG's)** success in working with stakeholders to develop a draft health policy framework that incorporates public health considerations into regional planning. SANDAG developed and adopted the first Regional **Safe Routes to School (SRTS)** Strategic

LIVE WELL, SAN DIEGO!



Plan and administered 11 grants totaling \$341,000 which supported comprehensive SRTS planning. The **Healthy Communities Campaign**, also part of the Healthy Works grant, helped seven cities and two tribal governments address public health issues in land use and transportation plans to increase active living and access to healthy foods.

\$3 million in 2011-12 for the **Community Transformation Grant**, part of a total of \$15 million in federal funding over 5 years through 2016 from the Centers for Disease Control and Prevention. This grant helps communities implement projects proven to reduce chronic diseases by promoting healthy lifestyles, and targeting groups experiencing the greatest burden of chronic disease. The County received approval from the Centers for Disease Control and prevention for 23 Community Transformation Implementation Plans, which identify selected strategies, activities and milestones to address a wide range of issues – including tobacco-free living, active living and healthy eating. This also includes increased use of clinical and community preventive services, social and emotional wellness, healthy and safe physical environments, and increasing public awareness of key health issues.

\$350,000 in 2010-12 for the **National Public Health Improvement Initiative (NPHII)** through the Affordable Care Act, with \$800,000 in total funding promised through 2015. This five-year grant helps the County strengthen its public health infrastructure for improved health outcomes, including conducting a local public system assessment, and designing a framework to evaluate progress. NPHII funds have been used to train staff to help facilitate a community planning process underway in each of the regions, called **Mobilizing for Action through Planning and Partnerships** in order to identify priorities for action.

As an example of the community grants mentioned in the introduction, **Kaiser Permanente** awarded a **\$1 million** grant called the **Healthy Eating Active Living Zones (HEAL)** grant, beginning in 2012 over 4 years. This grant is administered by **Community Health Improvement Partners**, and will support the design and implementation of a two-block Wellness Hub in the heart of Lemon Grove. The focus this year was developing work plans and measures for this highly collaborative effort to promote active and healthy living and improve quality of life for all Lemon Grove and surrounding residents.



SUSTAINING A COLLECTIVE EFFORT

Are we making a difference? For the first three years, we are laying a foundation for long term improvement. As described in this report, different programs and projects have produced positive outcomes. However, at this early stage – two years into a ten year strategy – it is difficult to predict the total collective impact on community well-being. However, there are some encouraging signs. For example, the childhood obesity rate, while still unacceptably high at 34.5 percent, recently showed a greater decline locally than any other southern California county. Deaths by heart disease have also declined. These two indicators show what is possible when we work collectively toward a shared goal.

It is vitally important that together we sustain, and continue to build on the momentum for change. For this ambitious vision to be realized, the County is committed to a systematic approach. This means that we approach the challenge collaboratively, work effectively together to implement proven interventions, and monitor the results of our collective efforts.

The *Live Well, San Diego!* initiative engages a diverse group of stakeholders to contribute to overall success through their unique programs, services and resources. The County's role is to create the conditions in which everyone and all partners can contribute.

Sustaining this collective effort change requires that the County:

- Communicate the shared vision;
- Support the measurement of progress;
- Deploy County resources efficiently and effectively;
- Ensure successful deployment or implementation of County programs;
- Encourage ongoing learning and integration within the County system and across provider and partner networks.

In the year ahead, we look forward to building on the foundation that has been set. This includes finalizing the evaluation framework that will communicate in a tangible, meaningful way how the work that is happening throughout the region in support of *Live Well, San Diego!* is making progress towards the vision of safe, healthy and thriving communities. In addition, we look forward to the completion of the regional community health improvement plans and putting those plans into action. We are also working to create an infrastructure to exchange data and information across services and, ultimately, in partnership with the community. The ongoing development of the safety component, and subsequently the thriving component, of *Live Well, San Diego!* will lead to further integration of our efforts and will further establish the *Live Well, San Diego!* identity throughout the San Diego region.

All of this taken together will position us as a leader in facilitating community change and improvement. Through *Live Well, San Diego!*, we will be able to tell our story of how residents, partners and County government can bring about powerful change by working together.

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