

2010- 2011



Live Well, San Diego! Building Better Health



Highlights and Accomplishments
County of San Diego
November 8, 2011



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Dear Residents of San Diego County,

On July 13, 2010, the County Board of Supervisors took a bold and innovative leap forward in the area of health policy by adopting a 10-year strategy agenda to improve the health of our region. Called "Building Better Health," this strategy agenda is the first component of the "Live Well, San Diego!" initiative. The other two components, safety and economic stability, are currently being developed.

We are faced with the reality that the people in our county, including our own workforce, are battling chronic disease like never before. From the 3-4-50 concept, we know that three behaviors: lack of exercise, poor diet and tobacco use, lead to four diseases: cancer, heart disease, type 2 diabetes and lung disease, that lead to over 50% of all deaths. If we can help change these behaviors, we can change that fatal outcome.

What started as a project in the public health arena has become a sustained County-wide transformation. I am proud to say every group has incorporated this concept into their procedures and the policies they bring to the Board of Supervisors. We are actively pursuing **health in all policies**; ranging from transportation to parks to libraries. We are educating the community on ways to be healthy and we continue to look for innovative and cost-effective ways to create easy access to our services and programs for those that need them.

Our County Team is also a priority. Healthy employees are essential to any organization, both for their personal well-being and to have the most productive and engaged workforce possible. In concert with all department heads our Human Resources department is encouraging each employee of the County of San Diego to use every tool available to Build Better Health for themselves and their families.

The first year of "Building Better Health" has been full of innovation and milestones that are captured in this report, but the best part of this journey is what lies at the end of the road. Today we are giving families the tools to raise healthy children, and creating environments that encourage healthy living. In ten years we will be able to look back on the changes we made, and how they improved the lives of those we serve. I am extremely proud of the efforts of the entire County Team and our many community partners this first year, and look forward to many successful partnerships in the years to come.

Sincerely,

Walt Ekard
Chief Administrative Officer

EXECUTIVE SUMMARY

On July 13, 2010, the County of San Diego Board of Supervisors adopted “*Building Better Health.*” This highly innovative 10-year health strategy agenda aims to improve the health and well-being of county residents through four key pillars: 1) Building a Better Service Delivery System, 2) Supporting Positive Healthy Choices, 3) Pursuing Policy and Environmental Changes, and 4) Improving the Culture from Within County Government.

There have been many exciting accomplishments in the first year of this plan. The most promising aspect is that *Building Better Health* (BBH) is just the beginning of a larger initiative we call *Live Well, San Diego!* This three-part plan will set the direction to achieve the County’s vision for healthy, safe, and thriving communities. The information in this report reflects efforts in the first year of this 10-year plan.

At the Board’s direction, the entire County team has spent the first year creating and continuing innovative programs and activities that support the goals of *Live Well, San Diego!: Building Better Health.* The County has enlisted the help of the



broader community, including private partners and other public entities. What began with the 3-4-50 concept -- three behaviors lead to four diseases that account for more than 50 percent of deaths -- has become a wide-ranging initiative that includes all County departments and many community stakeholders in a variety of programs. As we set out to improve the health of our residents, we looked to:

- Reduce the impact of chronic disease, across the entire lifespan, both on quality of life and its economic toll
- Address the shortened life expectancy for the seriously and chronically mentally ill, which is 25 years less
- Improve the coordination of care for high-need, high-cost residents who frequently use emergency services

We have adopted strategies that will have an impact on improving the health of residents, including prevention activities like healthy eating and physical exercise, implementing a campaign that reduces mental health stigma, and coordinating health care in and out of a hospital setting. The strategies that we have implemented align with the four pillars in the plan – Building a Better Service Delivery System, Supporting Positive Healthy Choices, Pursuing Policy and Environmental Changes, and Improving the Culture from Within County Government. However, it is critical to note that the County did not do this alone. Community engagement was and will continue to be at the center of these efforts.

Building a Better Service Delivery System is essential to a healthier community. Integration of physical health, behavioral health and social services is a key component to building a service delivery system that improves quality of care and is responsive to the needs of customers. Access to the right care at the right time is critical to achieving and maintaining the health of an individual. A few examples illustrating strides made towards building a better service delivery system are:

- Primary care clinics and community stakeholders began integrating physical and mental healthcare for indigent adults through a new program called the Low Income Health Program (LIHP). By increasing the coordination of services, access to healthcare has been improved and we have made gains in physical health outcomes.
- The Health and Human Services Agency (HHS) partnered with Sharp Healthcare to pilot the Care Transitions Intervention Program at Sharp Memorial Hospital. Care Transitions uses coaching interventions to empower chronically ill adults to take an active role in their own healthcare after they are discharged from the hospital. In the first 10 months, 138 patients were enrolled in the program and hospital readmission rates for enrollees dropped to 2.3% from 12.6%.
- *Live Well, San Diego!: Building Better Health* is not just about nutrition and exercise, but also about addressing overall health. The \$8.4 million *It's Up to Us* campaign is working to reduce the stigma of mental illness, as well as increase education and prevention efforts. Media venues include bus ads, television spots, websites and other approaches to encourage San Diegans to talk openly about mental illness, to recognize symptoms, and to seek help.



Supervisor Ron Roberts, Steven Scanlaub, Christopher Oneal Access and Crisis Line, Angela Carrillo from Sharp Mesa Vista, and Nick Macchione, Health and Human Services Agency Director at the It's Up to Us campaign kick-off.

Supporting Positive Healthy Choices is about enabling our community to make the healthy choice the right choice. Because the healthy choice is not always the easy choice, it is critical to remove barriers to making the right choice. Healthy eating starts with having access to fresh fruits and vegetables. Also, physical activity begins with having parks where people can have fun and exercise. A few major examples that illustrate this follow:

- Eligible residents are now applying for CalFresh (food stamps) over the phone 24 hours a day, 7 days a week through a one-stop-shop approach that resulted from a partnership

between 2-1-1 San Diego, the community, and the County. This effort, along with other outreach initiatives, has yielded an enrollment of over 50,000 children and seniors in the CalFresh program, surpassing a goal outlined in the Board of Supervisor's Nutrition Security Plan.

- Schools in National City implemented a Breakfast in the Classroom program where kids receive a free, healthy breakfast every day. This ensures children are ready to learn, are missing less time from the classroom and are being put on a pathway to academic success.

- The County's Parks and Recreation Department is expanding opportunities for fun and physical activity by providing 107 health-related events and classes, including a wide variety of environmental education and teen programs for 5,644 youth, and promoted community health and well-being by providing 62 adult health-related events, classes and activities serving at least 779 older adults throughout the San Diego region. Intergenerational and family



Supervisor Dianne Jacob along with residents at the opening of the Jess Martin Park improvements

Saturday Workouts in the Park were held in Spring Valley. El Monte Park in Lakeside opened a two-mile trail designed for horseback riders, hikers and bicyclists, and Valley Center also offers hiking trails. In partnership with Caltrans, the Sweetwater Regional Park underwent extensive improvements, opening 50 previously unused acres and adding new resources for San Diego residents, other facilities include a new preserve and arena soccer facility in Ramona, and exercise circuit in Julian. This means that opportunities for physical activity were expanded in all parts of the County.

- HHSA and County Libraries jointly provide several exciting programs, like teaming up to reach vulnerable populations by supplying healthcare and healthy living information into the community. Libraries also host health and fitness programs and classes: last year 1,960 events were held and 28,500 residents of all ages attended. Examples of these events include Silver Age Yoga, Tai Chi, Kids Fitness, Weight Loss & Detoxification, Wii Move, Preschool Yoga, and Fit N Fun After-School.

Pursuing Policy and Environmental Changes is an effort to incorporate health in all policies. By looking at areas such as transportation and planning through a health lens, we are able to create sustainable change in our region that supports healthy living. A few examples that illustrate this follow:

- Communities Putting Prevention to Work, and known as Healthy Works, is a countywide system and environmental change effort to promote wellness and address obesity. Key areas of focus include farmers markets, community gardens, bike-to-school-and-work programs, school exercise and nutrition programs, and improvements involving land use and transportation. Representatives from many County departments and the community lead Healthy Works.
- The Fresh Fund program matches up to \$20 dollars each month for produce purchases at farmers markets for individuals receiving Women, Infants and Children (WIC), Supplemental Security Income (SSI), and CalFresh benefits. This gives families more purchasing power to buy healthy foods.
- The County's Housing & Community Development (HCD) department is integrating health concepts into its programs and activities, including promoting healthier environments through a new no-smoking policy at its four public housing sites in Chula Vista, as well as encouraging development of community gardens.
- The City of La Mesa's "Ready...Set...Live Well" strategic plan targets community wellness and emphasizes walking, biking, and healthy eating, often through collaboration with the County, schools and other agencies. This is supported by funds from the California Endowment and Kaiser Permanente.
- Residents are supporting active transportation as evidenced in May's Bike to Work Day and Month, sponsored by San Diego Association of Governments (SANDAG), the County, and more than 30 community partners. There were more than 50 organizations that participated and 6,000 San Diegans who rode almost 84,000 miles.
- As part of the Healthy Works Program, HHS established four Resident Leadership Academies (RLAs) to empower residents to improve the quality of life in neighborhoods and promote physical activity and healthy food choices. The RLAs, which are located in Oceanside, National City, Lemon Grove and Southeast San Diego, used a curriculum developed by Community Health Improvement Partners (CHIP) to guide their efforts.
- To continue pursuing important policy objectives and goals, the community is coming together through leadership groups and forums to share ideas and identify opportunities to build better health in local neighborhoods. These have included the Healthy Communities Central Region Coalition and Community Advisory Board, the East County Leadership Advisory Group, the Healthy Communities South Region Coalition, and North Coastal and Inland community forums.

Improving the Culture from Within County Government is all about our County Team. A healthier County workforce is a more productive workforce, and in turn enables our employees to better serve all those who use our County services.

- The Department of Human Resources (DHR) has introduced an Employee Wellness website that provides valuable health, nutrition, fitness, and mental well-being tips. Employees can access everything from information on flu shots to employee assistance and employee support groups.
- DHR's Lunch and Learn program brings employees together on their lunch breaks to explore health topics relevant to themselves and their families. Lunch and Learn Programs occur throughout the county and cover topics such as coronary heart disease, child obesity and smoking cessation.
- Employees are also supporting community health activities like the San Diego Chargers' Philip Rivers Celebrity Walk and Fun Run, where 60 County staff helped to raise funds for local foster care and adoption organizations through the Rivers of Hope Foundation.

This first year of *Building Better Health* sets the pace for change the County is undertaking over the next 10 years. This change is ambitious and transformational. It improves systems that people rely on and it supports policies that help people make the right choice and inspires a culture from within that values health. Because of the magnitude of what we are undertaking, the journey requires innovation, commitment to excellence, and meaningful partnerships that improve the health of our community. Working together, we can realize our shared vision.

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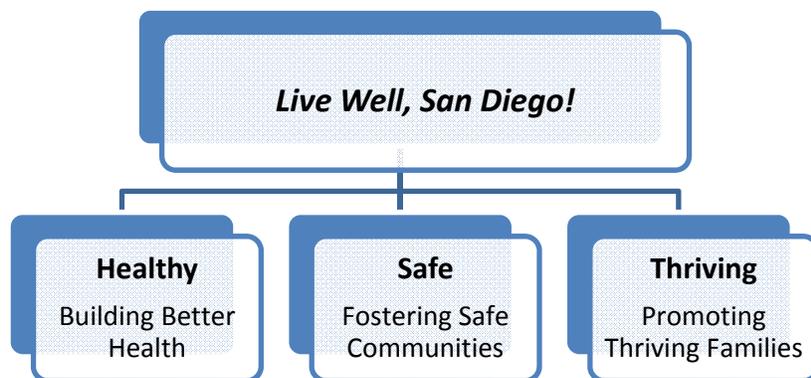
OUR JOURNEY

The path to *Live Well, San Diego!: Building Better Health* began in 2008 with a challenge by the County Chief Administrative Officer, Walt Ekard, to the newly hired Health and Human Services Agency Director, Nick Macchione: How do we help San Diego become a safer, healthier and thriving region for more than 3 million residents? In 2008 the Agency Director extended the challenge to all 5,500 Agency employees. After two years of planning, the Board of Supervisors adopted this 10-year plan that engages not only the entire Health and Human Services Agency but all 42 County departments and 16,495 employees, as well as HHS contractors, partners and regional community leaders.

Leadership

Without leadership, a change of this magnitude could not occur. Effective leadership requires the engagement of the entire workforce and a vision for the future. *Live Well, San Diego!* is an ambitious initiative that seeks to improve the health of residents and will evaluate and measure the success of strategies. This initiative provides the context for communicating how the County supports health.

This is not an initiative only supported by the traditional health programs, but includes all County departments – from public works to social services to libraries to parks and recreation to housing – everyone plays a role in building better health for the entire San Diego region. From the initial stages of planning, employees have been part of developing, creating and implementing *Building Better Health*. County executives have led regional forums throughout the county to not only engage the community to take action, but to also ensure transparency and accountability to the residents we serve.



Tracking our progress is integral to our communication and accountability efforts throughout the organization to maintain focus and priority. *Live Well, San Diego!* covers three key areas that tie directly to the County’s vision for Healthy, Safe and Thriving communities. To ensure we can accomplish this vision, we set out on a journey to identify strategies for each of the tenants – **Healthy**, **Safe** and **Thriving**. This report

updates our progress on our strategy for *Building Better Health*. County leadership – from the elected officials to front line staff – calls for establishing a framework for performance that strives to achieve a community where residents are healthy, safe and thriving. This County’s leadership recognizes its responsibility, not only as service providers, but as residents of this

region. As stewards of taxpayer dollars, we recognize our responsibility to ensure that the funds entrusted to us are used to meet the needs of the community, in this instance Building Better Health.

Strategic Planning

As the lead entity for *Live Well, San Diego!*, this reflects the most robust and inclusive planning process the Health and Human Services Agency (HHS) has ever undertaken. This process started with a series of futuring and innovation forums where national experts came together to both educate and challenge our assumptions and thinking. Several hundred employees in HHS and related County departments attended these sessions. The County then took a thoughtful review of the health status for our region, which indicated three key issues:

- impact of chronic disease along the entire life span of our residents, both on quality of life and its economic toll;
- shortened life expectancy by 25 years for the chronically mentally ill; and
- misuse of emergency care for high-need, high-cost residents who frequently use emergency services due to their lack of coordinated health care.

The fact that we are all working together toward a common goal of improving health is one of the strategic advantages. As a funder of services, a provider of care, policy maker through the Board of Supervisors, and most importantly, a convener of public and private resources throughout the San Diego region, we are exercising our core competency of regional leadership and meaningful partnership with both the public and private sectors, including the military and faith communities.

To meet the challenge before us, we organized our response around four key pillars: Building a Better Service Delivery System; Supporting Positive Healthy Choices; Pursuing Policy and Environmental Changes; and Improving the Culture from Within County Government. These four pillars became the strategies for *Live Well, San Diego!: Building Better Health*. In support of these strategies, goals

Live Well, San Diego!: Building Better Health	
Strategies	Goals
Building a Better Service Delivery System	<ul style="list-style-type: none"> • Provide quality and efficient care • Improve access to quality care • Improve systems
Supporting Positive Healthy Choices	<ul style="list-style-type: none"> • Encourage healthy eating • Advance active living • Support tobacco and drug free lives
Pursuing Policy and Environmental Changes	<ul style="list-style-type: none"> • Promote access to healthy foods • Call for active communities • Favor tobacco-and, drug-free and healthy environments
Improving the Culture from Within County Government	<ul style="list-style-type: none"> • Increase employee knowledge about health • Promote employee wellness • Implement policies and practices for employee health

were developed by teams of staff from many County departments with input from community stakeholders, and organized into short-term, mid-term and long-term timeframes.

With the adoption of our *Live Well, San Diego!* initiative, our strategies and goals were converted into action plans that range from making changes internally to creating a call to action to business leaders, community organizations and individuals. For instance, the call to action challenged businesses in the region to see how they impact the health of the community both as employers and as members of the community. For individuals, the goals within this initiative are aimed at making it easier for people to make the right choice, the healthy choice. As providers of services, community-based organizations are key in facilitating health prevention activities and messages, streamlining and improving access to services, or providing coordinated care and treatment. Together, this action plan provides the direction to influence key metrics toward improving the health of the county.

This extensive planning process, which included community partners, has positioned the County to leverage resources and bring grant dollars to the region to help advance our strategies and put into practice our innovative approaches.

Customer Focus

San Diego County has over 3 million residents living in 18 incorporated cities and 17 unincorporated communities that reflect great diversity in ethnicity, socio-economic status and age. The county is both urban and rural, and has more Indian reservations than any other county in the United States. It is also home to the largest Naval fleet in the world, and one-third of county residents are connected to the military in some fashion. Military bases in San Diego include Navy facilities, Marine Corps bases and Coast Guard stations. To address this diversity, the Health and Human Services Agency divided its service-delivery system into regions so that services can be tailored to meet each region’s unique needs. This plan recognizes that a one-size-fits-all approach will not accomplish meaningful change. It is necessary that our strategies constantly adapt to the changing face of the people we serve. That means that our strategies – whether they are prevention messages, avenues to accessing services, or the actual delivery of care –

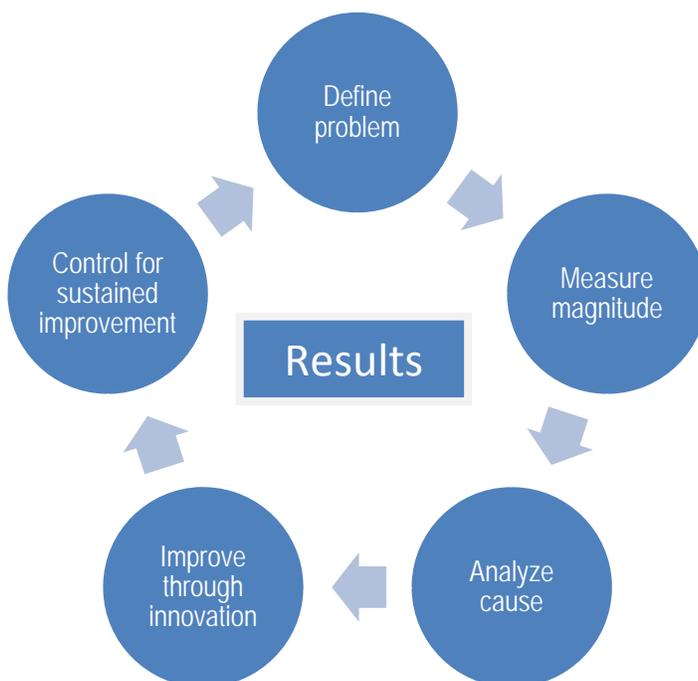
LEVERAGING FUNDS IN THE REGION	
FUNDS	AMOUNT
Beacon Communities	\$1.7 million
Bridges to Employment in HealthCare	\$25 million
Communities Putting Prevention to Work	\$17.9 million
Community Nutrition Expansion Project	\$700,000
Community Transformation Grant	\$15.3 million
Low Income Health Program	\$50 million
Public Health Infrastructure Grant	\$350,000
SNAP Participation Grant	\$900,000
<i>This is only a sampling of funds leveraged into the community to help advance Live Well, San Diego! Building Better Health. Funds are multi-year amounts.</i>	

have to respond to the unique make-up of the community. This demands regional leadership and continuous, ongoing customer engagement.

Good government comes as a result of being in tune with the needs and interests of the residents we serve. The County will not succeed in becoming a region that is healthy, safe and thriving without engaging and involving community partners, businesses, and employees. Our plan was designed with great ideas and insights that came from the community and are essential to achieving systemic change. Success demands collaboration, co-investment and shared knowledge and responsibility. This is achieved by listening to the voice of our community, whether it is through formal advisory board meetings, regional forums, electronic surveys or web-based meetings. Our community engagement process allows us to evaluate satisfaction, gauge dissatisfaction and make course corrections as necessary. We encourage the community to adopt this initiative as their own, and as such we provide materials and presentations as needed so they, too, can share this message.

Measurement

This initiative has been informed from the beginning by using health data to support the need for this community-wide call to action. Two reports published in support of this effort – *3-4-50: Chronic Disease in San Diego County* and *The Economic Burden of Chronic Disease in San Diego County* – provide a benchmark for improvements in health in the region. This data also enables us to make fact-based decisions on how to tailor actions by community, and gives a comparison between San Diego County, the state and the nation. Using this comparison, we can identify where best practices may exist.



How will we know if the *Live Well, San Diego!: Building Better Health* initiative is achieving its purpose, and how will we communicate that to the public? We will build on our County-wide practice of using performance data to monitor progress and improve performance. This includes aligning existing performance measures and identifying new measures that monitor and track key goals and strategies.

As mentioned earlier, we have a diverse make-up in this county. Our priority is to not only track indicators at a regional level, but

at the community level as well. Because this is a shared effort, our focus will be on performance data that is actionable, and helps show a clear link between problem, action and results.

The majority of our strategies were built upon evidence-based practices that provide a wealth of data and information for analysis and comparison. We will continue to be a data-driven, outcome-focused organization, and the creation of an integrated data hub will be integral to decision-making and identification of successful initiatives.

Workforce Focus

In order to effect change of this magnitude, we need a healthy, safe and supportive work environment where the opinion of the workforce matters. It provides opportunities for continuous learning and growth. The policies and benefits reflect the goals we are trying to achieve. In other words, we are walking the talk. To this end, we offer training strategies such as Lean Six Sigma, project management, and leadership development. Through these strategies not only are we building for the future, but we are also implementing process improvements for the organization that expand our capacity to meet our *Live Well, San Diego! Building Better Health* goals.

From the beginning, employees understood that they play a role in supporting health. As we have progressed in implementing the *Live Well, San Diego!* initiative, the important role that staff play has been reinforced. To support this empowerment, we provide an environment where decision-making can be decentralized and decisions are made as close to the front line as possible. In this way we are encouraging an engaged workforce that looks beyond the silos of programs or offices. These efforts to engage employees have resulted in a shared commitment to strong customer service, and empowerment to bring forward ideas for improvement and innovation. This, in turn, encourages integrated approaches that better meet the needs of clients and the community, and furthers the County's strategic advantage.

In addition, County leadership understood that to walk to the talk, we had to make it easier for our own employees to make healthy choices in a healthy work environment. Not only is this beneficial to employees, but it also supports a "healthy bottom line." A healthy bottom line refers to an organization's attention to creating a healthy workplace to reduce the costs associated with the poor health of their employees. This includes increasing employees' knowledge about what it means to be healthy, and what all County departments do to support healthy outcomes.

Operations Focus

The County has built a culture of designing work systems that meet customer needs. We place business practices like process reengineering, innovation, continuous improvement, and focus on customer needs at the forefront of our operational design. Our efforts to build a better system will result in quality and efficient care that is accessible and outcome-driven. The goal is that people served will not just receive care, but will be given the tools they need to manage their health. San Diego County has a long history of a public-private partnership where together we capitalize on the strengths of each entity and the ability to best meet customers' needs. The

goal is to have a seamless system that delivers the right care to the right people for the right results.

Results

This initiative was developed in order to make San Diego a healthier community. The goal is to:

- reduce the impact of chronic disease across the entire life span of our residents, both on quality of life and its economic toll;
- increase the life expectancy for the seriously mentally ill; and
- improve the quality and coordination of care for high-cost, high-need individuals.

This is a 10-year plan and results will take time to realize. We are developing a comprehensive evaluation plan that will capture the progress in terms of the health and well-being of the region as well as gauge progress across the lifespan. The development of an integrated data center will facilitate the ability to assess the impact of our efforts and allow us to make corrections along the way.

Accomplishments

While *Live Well, San Diego!: Building Better Health* is a 10-year plan, the region has worked together to start on the journey of implementation. We have already realized significant accomplishments such as leveraging additional dollars for the region, integrating services, opening additional pathways to care, and expanding prevention efforts in partnership with both traditional and non-traditional health entities. Following, we will describe the accomplishments we have achieved this year that include our efforts to engage the community and the many activities to supporting each of our strategies.

COMMUNITY ENGAGEMENT

How do you make meaningful change that impacts the way of life for individuals in a community as large and diverse as San Diego County? San Diego County covers 4,261 square miles and is nearly the size of the state of Connecticut, with an elevation that goes from sea level to 6,500 feet. The county includes beaches, valleys, deserts, and mountains. With more than 3 million residents, the county is comprised of 18 cities and 17 unincorporated communities. It borders Mexico to the South, Orange and Riverside Counties to the North, the agricultural communities of Imperial County to the East, and the Pacific Ocean to the west. Its population is ethnically and racially diverse. In fact, a third or nearly 1 million county residents speak a language other than English at home.

For *Live Well, San Diego!: Building Better Health* to be successful we need to ensure that the entire region is engaged and understands the role that they play in improving health for themselves and for the community. To address this diversity, the Health and Human Services Agency divided its service delivery system into regions so that services can be tailored to meet each region’s unique needs. This approach also gives us an opportunity to host quarterly forums that bring business, public entities, schools, and community members within a region to focus on their needs and identify gaps and resources so together we can design and implement actions that improve each community. Since each community is unique the structure and focus of each forum is distinct. Examples of the regional forums are:

- **Central Region**

More than 40 distinct community based-organizations, schools, health agencies, and government partners come together regularly to form an advisory group that focuses on *Live Well, San Diego!: Building Better Health* in the Central Region. By engaging residents and others through four (4) regional forums, three high-priority areas of focus were identified:

- 1) Access to Health (physical health, mental health, substance abuse treatment, and access to healthy food for all)
- 2) Better Built Environments (urban gardens, crime-free multi-housing units, and walkable communities)
- 3) Improved Safety (safer streets, safe schools, preventing violence and promoting peace)

Population Characteristics (2010 Census)		
	2010	Percent of Total
Hispanic	991,348	32%
Non-Hispanic	2,103,965	68%
• White	1,500,047	48%
• Black	146,600	5%
• American Indian	14,098	< 1%
• Asian	328,058	11%
• Hawaiian & Pacific Islander	13,504	< 1%
• Other	6,715	< 1%
• Two or More Races	94,943	3%
All Ethnic Groups	3,095,313	100%

- **East/North Central Regions**

East Region formed the East County Leadership Advisory Group, which has generated an overwhelming response and interest from the community. The group has focused on three primary activities:

- 1) Establishing and deploying a speaker's bureau to build community engagement.
- 2) Mapping neighborhood assets and health statistics to identify and promote existing resources and highlight areas of need.
- 3) Defining and implementing healthy community competitions.

This group created a Building Better Health East County Facebook site where residents can find links to resources and articles as well as post upcoming events on a calendar.

- **North Coastal and North Inland Regions**

Multiple forums co-hosted with North County Lifeline include engagement of schools, health agencies, community-based organizations, cities, several County departments, and local residents. Each forum is organized around one of the four strategies of *Building Better Health*. Expanding support for the mentally ill, enhancing communication among partners, and leveraging funding for the region have been areas of interest.

- **South Region**

With a long standing and strong tradition of collaborative partnerships, key partners in the sectors of health, education, government, and neighborhood are taking a unique approach to obesity and chronic disease prevention in the South Bay. Studies have shown that adult residents in the South Region have some of the highest rates of coronary heart disease in the county, are less likely to engage in moderate physical activity, and are less likely to consume the recommended daily amount of fruits and vegetables. By gathering obesity-related data on Chula Vista students and mapping the rates of childhood obesity, community partners began to identify the "high-risk" corridors and clusters that also showed areas of poor neighborhood conditions and crime. Using this information, partners are engaging key leaders and residents to promote policy changes that improve the built environment and systems of care.

In addition to the regional forums, county-wide meetings are also held to address particular topic areas, such as:

- **Military Connection**

HHSa is partnering with the Navy Southwest Region and Medical Center to explore ways of increased collaboration to address the health challenges that face military families. Tobacco use, obesity prevention, mental health awareness, and immunization information are among the priority areas for joint action.

- **Resident Leadership Academy**

Four San Diego communities have developed Resident Leadership Academies, with the goal of empowering people to make positive changes at the neighborhood level and increase the

quality of life for residents. The four pilot communities are Oceanside, National City, Lemon Grove and Southeast San Diego.

- **Behavioral and Physical Health Regional Collaboratives**
Hospitals, community health centers, and County representatives are holding bi-monthly meetings throughout the region to share information and increase integration. Topics discussed include walk-in services at specialty mental health clinics and information about services provided by community health centers.
- **Provider Advisory Board**
Mental health and primary care providers convened an advisory board to address local issues related to physical and mental health integration. They are developing strategies for future integration to enhance the quality of care for patients while improving behavioral and physical health outcomes.
- **Annual Integration Summit**
In June 2010, more than 180 members of San Diego's mental health, substance abuse and primary care communities came together for the first annual Primary Care and Behavioral Health Integration Summit. The forum focused on sharing innovative and practical strategies to implement service delivery systems in a way that meets the multi-faceted needs of clients. The second Annual Integration Summit was held in September 2011 and continued this important discussion.
- **Drug Abuse Intervention Summit**
Dozens of local, state and federal officials gathered for a summit to learn about the County's successful Screening, Brief Intervention, and Referral to Treatment (SBIRT) program. The event highlighted the targeted approach in which health educators use a 15-minute encounter with patients in the emergency room or trauma center as a teachable moment.
- **Children's System of Care Conference**
Approximately 275 mental health professionals sharpened their treatment skills during the tenth Annual Children's System of Care Conference focusing on integration and quality of care.
- **Somali Health Fair**
Public Health Nurses spoke at the Somali Family Service of San Diego third annual Health Fair, which had 300 attendees. Topics included the importance of immunizations, culturally tailored mental health information, refugee trauma, and services that can help people address these issues.

- **Meet The Pharmacist Event**
More than 275 seniors participated in the East and South Region’s “Meet the Pharmacist Day” events. The pharmacists reviewed prescription and over-the-counter medications, herbal supplements and vitamins, and provided participants with written information to share with their doctors or neighborhood pharmacist. Attendees also received health screenings for depression, blood pressure and glucose levels.
- **Legislative Breakfast Series**
The Childhood Obesity Initiative held a biannual legislative breakfast for elected officials and their staff to promote discussion of policies that support healthy eating and active living.
- **Parenting Conference**
HHSa’s Commission on Children, Youth and Families held its parenting conference titled "Positive Parenting in a Changing World" focused on a variety of topics for caregivers to enhance their skills and effectively support and engage their children. Many of the sessions focused on healthy development, nutrition and safety. The keynote address on nutrition and health for families was delivered as participants received a nutritious lunch. The conference was attended by 300 residents.
- **Nutrition Security Task Force**
HHSa hosts monthly Nutrition Security Task Force meetings and collaborates with several community based organizations on approaches to increase CalFresh participation. Activities include advancing the County’s Nutrition Security Plan by developing common messaging about the CalFresh Program, and coordinating promotion and outreach efforts between community-based organizations and HHSa Family Resource Centers.
- **Prescription Drug Abuse Summit**
HHSa in partnership with the Prescription Drug Task Force of San Diego County, and the Drug Enforcement Agency, San Diego Field Division, offered a summit to educate residents and various interest groups on the issues with prescription drug abuse. Participants spent the afternoon developing regional plans to prevent this growing problem.

I. BUILDING A BETTER SERVICE DELIVERY SYSTEM

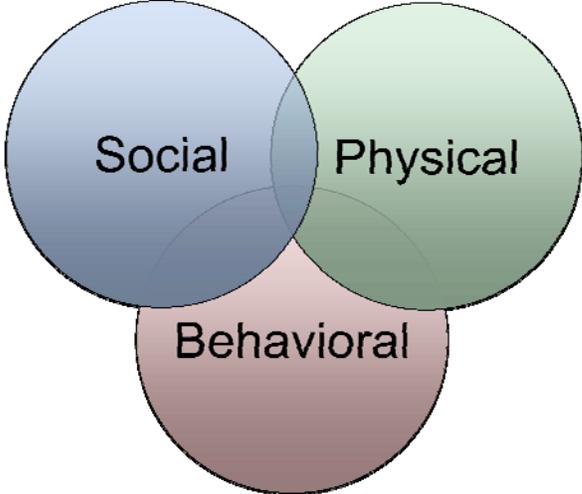
To make a difference in life expectancy and improve the quality of life for those struggling with serious or chronic conditions demands building a better service delivery system. While it will take time to transform the system, we are making meaningful gains in achieving this strategy through the following goals:

- Providing quality and efficient care
- Improving access to quality care
- Improving systems

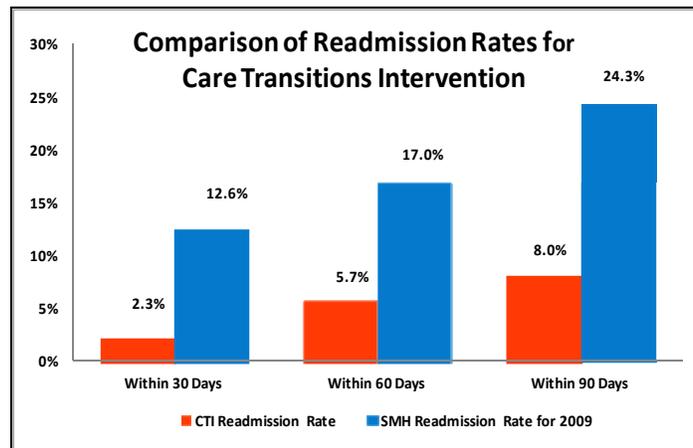
Following are example of the progress made in the first year of this plan:

Provide Quality and Efficient Care

Is about integrating physical health, behavioral health, and social services, and working to reduce the stigma associated with seeking mental health and substance-abuse treatment. It's about helping people to self-manage chronic disease.

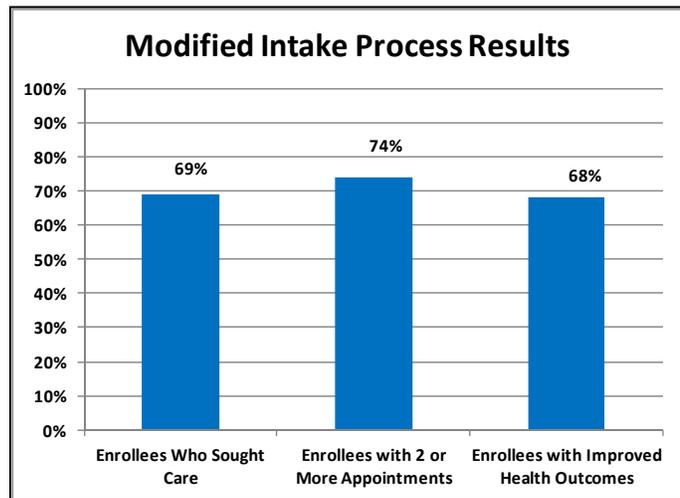
- In collaboration with Sharp Rees-Stealy, U.S. Naval Medical Center, Vista Hill Smartcare, Elder Multicultural Access and Support Services (EMASS), and various residential and community centers, HHSA launched a **chronic disease self-management program**. Through behavioral management and personal goal setting, this program helps adults who have arthritis, depression, heart disease, diabetes, and chronic obstructive pulmonary disease (COPD) manage their health. In the first year 232 adults completed the program and understand how to manage their health.
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- The diagram consists of three overlapping circles. The top-left circle is blue and labeled 'Social'. The top-right circle is green and labeled 'Physical'. The bottom circle is reddish-brown and labeled 'Behavioral'. All three circles overlap in a central area.
- The **Low Income Health Program (LIHP)** makes it possible for low-income residents to access expanded services such as physical and behavioral healthcare. LIHP leverages federal funding, expands coverage, improves coordination, and increases the quality of care for eligible low-income adults ages 19-64. As part of the County Medical Services redesign eligible clients are enrolled in LIHP and have a medical home assigned to them. As of August 2011, approximately 13,000 individuals were enrolled in the LIHP program.
 - The **divert veterans from incarceration** program assists veterans with post-traumatic stress disorder, traumatic brain injury, substance abuse, or any mental health challenge due to military service. To date 16 veterans have entered treatment.

- Mental health clinics are partnering with physical health clinics around the county to better **coordinate care** and ultimately improve health outcomes. To date 23 mental health clinics have been paired to integrate services with 19 community clinics, which will lead to better quality of care for patients.
- Sharp Memorial Hospital and HHSA piloted an evidence-based **Care Transitions Intervention (CTI)** program, which uses “coaching interventions” to empower adults to assert an active role in their own healthcare upon discharge from the hospital. In the first 10 months, 138 patients enrolled in the program. Participation resulted in a reduction of the 30-day readmission rate to 2.3%, as compared to a 12.6% readmission rate.



- HHSA has partnered with First 5 San Diego to provide onsite children’s **Healthy Developmental Services** at women’s treatment programs. These services are important because children of substance-abusing parents are at high risk for developmental delays and are often the victims of neglect. This project will serve up to 160 children between the ages of 0 to 5.
- **Project 25** is a 3-year pilot program that addresses chronic homelessness in the community, and focuses on 25 clients who consume a large percentage of public resources. HHSA, local agencies, St. Vincent de Paul and United Way of San Diego County identified 25 high-priority individuals to be served in the program, which provides housing and mental health services and establishes a patient-centered care home.
- The **Fred Finch Dual Diagnosis Day Program** expanded its mental and physical health services for children who have complex needs and require complex services. The expanded program offers new approaches to improve health outcomes by using playground and park equipment with creative structures aimed at fitness and sensory integration. Children also use wellness notebooks to track their progress. This program serves 31 children.
- More San Diego residents know where to go for mental health assistance and how to recognize the warning signs of suicide. This is attributed, in part, to the \$8.4 million **It's Up to Us** media campaign, launched in September 2010 to raise awareness, reduce stigma, and encourage people to seek help for mental illness.

- A **peer-to-peer education** program was implemented to assist adults with serious mental illness establish and maintain wellness and recovery. A team of three trained mentors provide education based on their personal experiences in living with mental illness. From September 2010 to May 2011, 139 individuals participated in the program, and 90 of them have graduated.
- A pilot program **integrating mental health and physical health** was conducted in East County to determine if mental health patients with severe or chronic health conditions would access physical healthcare and realize improvements in health. Of participants in the modified intake process, 69% accessed primary healthcare services and 74% of them utilized services two or more times. As a result, 68% improved on one or more identified physical health outcomes.



- HHSA received a \$325,000 grant from Substance Abuse and Mental Health Services Administration to establish the **Adult Drug Court Enhanced Program** which provides intensive case management, mental health services and support services to drug court participants in the central region of the county.

Improve Access to Quality Care

Is about maximizing funding and enrollment in federal and State programs to facilitate access to services, implementing technologies that create efficiencies in screening, referral and service delivery.

- Pathways to access services were expanded through an online system called **Benefits CalWIN**. Residents can now apply for health coverage and nutrition assistance, submit income reports, and annual re-certification reports from the privacy of their own homes. As of July 2011 over 21,000 applications were received electronically.
- The **Nurse Family Partnership** (NFP) program increases access to services by expanding the number of nurses countywide to assist first time, low-income pregnant women to make healthy choices. During the past year, the County made 5,813 home visits to 873 individuals. This effort resulted in a 29% reduction in maternal smoking during pregnancy, 96% of mothers initiating breastfeeding, and 93% of babies born at a healthy weight.

- HHS, Probation and the California Department of Corrections and Rehabilitation partnered to provide timely approval of **Medi-Cal benefits to juvenile detainees and incapacitated inmates** prior to their release to ensure access to medical services.
- A **discount prescription drug program** was launched that allows residents to receive an estimated annual savings of 35-40% on prescription drug services. Users may also obtain discounts on imaging, dental, hearing and vision exams, and lab tests. More than 12,000 discount prescription claims have been processed over 4 months, resulting in savings in excess of \$350,000.
- The **Screening, Brief Intervention, and Referral to Treatment (SBIRT)** tool that can be used at emergency rooms, primary care clinics and other health venues provides a quick screening to assess alcohol and drug use. Through a grant from the Indian Gaming Local Community Benefit Committee, this tool has been expanded to screen for problem gambling within the Psychiatric Hospital so that a referral to assistance can be made.
- **Urgent and Walk-in Services** in outpatient mental health centers provide just in time access to mental health evaluation and psychiatric assessments for persons with mental health needs. The clinics have reduced the average wait time for a mental health assessment to two days. In Fiscal Year 2010 the clinics screened approximately 14,000 individuals.
- Residents can apply for CalFresh and Medi-Cal 24 hours a day, 7 days a week through the **One-e-App** project. Through a grant from the Alliance Healthcare Foundation and with support from 2-1-1 San Diego and community partners, more than 3,300 electronic applications have been received since the program started.
- **2-1-1 San Diego** call specialists began providing additional support to social service clients by enhancing the capability of the ACCESS Customer Service Center. By providing general information about public assistance case status and assisting with minor service requests, 2-1-1 has improved customer access to services. As many as 77,000 calls were handled by 2-1-1 from December 2010 through July 2011.
- **Healthcare Navigation Program** is one of three national pilots where 2-1-1 San Diego assists callers to “navigate” the healthcare system. The goal is to be a single access point for information and referrals to connect vulnerable populations to health services so they receive integrated healthcare in a timely and efficient manner.



- HHSa partnered with San Diegans for Healthcare Coverage to get a grant from the **Blue Shield of California Foundation**. The purpose of the grant was to develop a primary care medical home model integrating mental health and to work with clinics to assess and enhance capacities.
- In partnership with the Internal Revenue Service, United Way of San Diego, local colleges and universities, American Association for Retired Persons (AARP) and community volunteers, free tax preparation services and screening for CalFresh was provided so low-income residents could take advantage of the **Earned Income Tax Credit (EITC)** and increase their food budget through **CalFresh benefits**. In 2011, 43,177 federal and state returns were filed bringing in over \$25 million in refunds and over 1,700 families were screened for CalFresh, of which 62.7% were referred to the CalFresh program.
- To improve access to Medi-Cal and CalFresh HHSa in partnership with multiple community-based organizations implemented **video interviewing** for rural North County residents. This program has resulted in 464 residents obtaining benefits, reducing up to 90 miles of travel round trip for both customers and employees, and realizing \$15,000 in annual savings. This program was nationally recognized through a Digital Government Achievement Award and has been expanded to other regions and programs throughout the county.

Improve Systems

Is about refining programs to improve cost efficiencies, coordination and quality of care.

- Access to the mental health system was improved by responding to community feedback to shift hours of the **Peer2Peer Family and Youth Support and Referral Service Lines**. This resulted in a 30% increase in calls to the Youth Talkline and a 19% increase to the Family Supportline.
- The San Diego Workforce Partnership and HHSa are working together to help public assistance recipients and other low-income adults learn skills for health-related professions. This program, **Bridges to Employment**, was made possible through a \$25 million grant awarded to San Diego Workforce Partnership. The program is expected to train 2,550 individuals over a 5 year period. To date, 515 CalWORKs and low-income adults have been enrolled and 330 have completed the program.
- HHSa is deploying an **electronic health record system** for mental health to improve continuity of care for patients. When fully implemented this system will support an increased quality of care, safety, and privacy requirements, and will offer a single integrated resource across the provider network for client tracking, reporting, billing and managed care function. Approximately 65,000 records are captured in the system.
- Funded by First 5 Commission **KidSTART** brings together a multi-disciplinary team of physical and mental health professionals and school district representatives to ensure that

children ages 0 to 5 with significant developmental, social, emotional and physical health problems receive coordinated and comprehensive assessments, referrals and treatment. In Fiscal Year 2010-11, 163 children received developmental services and 220 received mental health services.

- San Diego County's Department of **Housing & Community Development (HCD)** is providing information to residents on a wide variety of health related topics, including food assistance through CalFresh. Because stable housing promotes good health, HCD is assisting homeless families as they transition, thus reducing recidivism of family homelessness.
- The **Mental Health Services Housing** Program is a multi-faceted approach that provides integrated mental health services, substance abuse services, intensive case management, supported employment and housing services to over 1,000 individuals who have been homeless and have a serious mental illness. As of September 2011, 95% of enrolled clients received supportive housing.
- The **In-Home Supportive Services** program was strengthened by several activities to improve quality and integrity. Some of these efforts included beginning an actuarial analysis of healthcare and social services integration for long-term care. Conducting face-to-face provider enrollment, background checks for providers, and unannounced home visits. These efforts contributed to reduced fraud in the system.

II. SUPPORTING POSITIVE HEALTHY CHOICES

Everybody wants to be healthy. But the healthy choice is not always the easy choice. Our social responsibility is to support residents in leading healthy lives by providing information that empowers them to make the right choice.

- Encourage healthy eating
- Advance active living
- Support tobacco and drug free lives

Following are examples of the progress made in the first year of this plan:

Encourage Healthy Eating

Is about increasing availability of fresh fruits and vegetables, promoting nutrition, and participating in CalFresh.

- **Enrollment in the CalFresh program**, as of September 2011, exceeded 239,000, an overall increase of nearly 86% since March 2009. A variety of strategies and community partnerships contributed to this success. Some highlights include:
 - Partnered with San Diego Unified School District, San Diego Hunger Coalition, and San Diego Food Bank in outreach to 20 local schools, 13 of which conducted CalFresh screenings and completed applications.
 - Partnered with community based organizations so that residents can apply for CalFresh from organization sites.
 - Partnered with other County departments, community partners, and contractors so that they now provide nutrition tips and CalFresh information to their customers in order to link them to CalFresh.
- **Farmers markets** in San Diego began accepting Electronic Benefits Transfer (EBT) cards for purchasing fresh produce, making it easier for residents to purchase locally grown fresh fruits and vegetables. As of August 2011, there were 11 markets throughout the San Diego region accepting EBT.
- **Cooking and horticulture classes** were offered to 16 teens in County Probation programs. These teens learned about healthy cooking from two local chefs. Youth are also developing job skills through a Regional Occupational Program that provides



hands-on lessons about horticulture. The course is designed to develop interest in gardening and provide future job skills for juveniles.

- HHSa and its partners launched the **Healthy Works media campaign**, funded by the Communities Putting Prevention to Work (CPPW) grant, which is aimed at preventing obesity and promoting healthy eating and active lifestyles. Media included television and radio ads, a web site, social media messages, and other strategies. San Diego County's CPPW campaign was the first launched across the nation.

- HHSa along with the Gary and Mary West Foundation launched a fund raising event for the **More On the Menu (Mom)** program. The Gary and Mary West Foundation will match each donation dollar for dollar up to \$50,000 in support of the program, which will provide a bag of fresh, locally-grown produce each week to older adults and disabled home-delivered meal clients.



Nick Macchione, Director, Health and Human Services Agency, Erin Spiewak, Executive Director, Gary and Mary West Foundation, Pam Smith, Director Aging & Independence Services, HHSa, and County of San Diego Supervisor Bill Horn.

- Seven schools, representing five school districts, are participating in the **Breakfast in the Classroom** program, where 2,000 students receive a free healthy breakfast every day. This program ensures that children are ready to learn, are missing less time in the classroom and are being put on the pathway for academic success.
- Two local youth treatment centers, New Alternatives and San Diego Center for Children, implemented **Healthier Bodies and Minds**, a program that includes a number of health and wellness activities and shifts the culture to incorporate wellness into daily living. The focus is to help the children eat better, gain better control over their behavior and improve their overall health.
- **Text4Baby** is the first free, health text messaging service in the U.S. targeting expectant and new parents. The goal is to improve birth outcomes and support parents by providing accurate, text-length health information and resources in a format that is personal and timely. First 5 San Diego provides support to the project and has printed 50,000 Text4Baby/Building Better Health flyers. Outreach efforts resulted in over 1,600 new enrollees. *** Cuts across multiple goals within this strategy.*

- More than 400 foster youth and their caregivers attended a **health fair** this past spring and learned about nutrition and the importance of daily movement and exercise. Several local chefs demonstrated the preparation of healthy meals and snacks, including a chef who is a former foster youth. *** Cuts across multiple goals within this strategy.*
- HHSa is partnering with the California Restaurant Association to implement a **Restaurant Meals Program** for seniors, disabled and homeless individuals and families who may not have the ability or facilities to prepare their own food. The program would allow the use of CalFresh benefits at qualified restaurants, giving clients the ability to purchase hot meals. Restaurants are encouraged to offer low-cost healthy options.
- To **promote healthy eating among mental health clients**, County and contracted psychiatrists advise on nutrition as needed. Also, 13 mental health clubhouses offered 576 “Healthy Choice” classes on physical health topics with over 1,200 attendees, and offer memberships to fitness clubs. The first annual wellness workshop was held for mental health clients to promote nutrition and exercise.
- The First 5 San Diego’s **“Good Start” Oral Health** media campaign promoted the importance of oral health care for both pregnant women and young children. The campaign resulted in over a 1,200% increase in referrals to First 5’s Oral Health Initiative Services.
- HHSa worked with the **First United Methodist Church’s Bethlehem Food Pantry** to provide 50 bags of food and health information for the holiday season.
- HealthLink North County, Saint Vincent de Paul, Network for a Healthy California, Feeding America, and HHSa sponsored a **Community Food Distribution** event benefitting 1,500 low-income children and their families. Approximately 10,000 pounds of fresh food and vegetables and 400 turkeys were distributed.

Advance Active Living

Is about promoting opportunities to increase active and meaningful living, including improving avenues for physical activity.

- Callaway Golf provided an opportunity for 30 **foster youth to take up golf**. The foster youth, ranging in age between 5- and 12-years-old, received basic golf instruction and a set of clubs from Callaway. By participating in a sport, the children can find self-esteem and a healthier lifestyle.
- Through a partnership with United Way of San Diego and the non-profit Promises2Kids more than 80 foster youth participated in **Camp Connect** San Diego. This four day camp gave foster youth siblings who were unable to be placed in the same household an opportunity to strengthen their family bonds, while participating in physical activity. This camp enhanced both their mental and physical well-being.

- HHSA and Challenged Athletes Foundation showcased activities and **sports options for children with disabilities** who are part of the California Children Services program. The children and their families received information about various sports activities and the children participated in sports activities such as hand bicycling.
- Business, law enforcement, college, and other organizations partnered in the **Teens Go Green** campaign to provide teens information about sustainable living through hands-on experience. Participants learn gardening basics and enjoy and respect nature. Teens also gain a sense of confidence, accomplishment and pride through their work and get exercise.
- To improve the physical and mental health of veterans, the County’s Department of Animal Services and Rancho Coastal Humane Society (RCHS) have joined with **Pets for Patriots** to help veterans and service members adopt pets that will provide companionship. An additional benefit is physical activity gained by walking with their pet.
- San Diego is a **Let’s Move!** county—one of the first in the nation. The campaign targets four areas: 1) helping parents make healthy family choices, 2) creating healthy schools, 3) providing access to healthy and affordable food, and 4) promoting physical activity. This national campaign is consistent with *Live Well, San Diego!: Building Better Health*.
- To engage students and parents to walk and bike to school and around the community, the Imperial Beach community (Walk San Diego, City of Imperial Beach, South Bay Union School District, Sweetwater Union High School District, Casa Familiar) kicked off the **IB Let’s Move Together project**. By engaging and empowering local residents, the city plans to identify hazards, reduce traffic congestion, address pedestrian improvements, improve safety and enhance the environment.
- The Lemon Grove library conducted a two-month **“Inclusion Fusion” Summer Camp** for teens with disabilities. Throughout the summer, participants enjoyed programs such as wheelchair fitness, fencing and painting.
- The Department of Environmental Health (DEH) partnered with Safekids for an **April Pools Day** event at the Coronado Aquatic Center. April Pools Day was held at various municipal pools throughout the months of April and May, and promoted safety with physical activity. Safe swimming and swimming pool awareness are critical to reducing childhood drowning incidents.
- County libraries hosted 1,960 **free fitness classes and health workshops** at more than 33 community branches and two bookmobiles, making it convenient and affordable for families and seniors to make healthier choices. More than 28,500 residents of all ages attended. *** Cuts across multiple goals within this strategy.*

- The County’s Department of Parks and Recreation partnered with Julian Elementary and Middle Schools and Communities Against Substance Abuse (CASA) to create **healthy living opportunities** for youth and families in the backcountry of San Diego. Students, teachers, family and friends took a five-mile hike through Santa Ysabel East Preserve focusing on how native tribal people used the land’s flora and fauna for physical, medical, and nutritional needs.
- HHSa hosted “**Vital Aging: Keeping in Step with Your Health**” event at Liberty Station in Point Loma, with a simulcast of the event to the Carlsbad Senior Center. More than 1,000 people attended at Liberty Station and 350 from the Carlsbad Senior Center had an opportunity to enjoy presentations and workshops on Silver Age Yoga, Chair Dancing, Tai-Chi, Silver Sneakers and Feeling Fit. They also participated in guided walks to learn about the benefits of purchasing local produce and to get tips on how to start a backyard garden.
- The **County’s Department of Parks and Recreation** made improvements to parks and trails, and held several events that promoted physical activity. Below are a few highlights.

- Increased the level of activity for kids living in Spring Valley by expanding the Recreation Rx Program. In addition to medical providers, social workers can now prescribe recreation programs to children. With a prescription, the fee for recreational activities is reduced because of funding provided through HHSa’s Commission on Children, Youth and Families’ Sign of Support program.

Recreation Rx
Spring Valley

Name: _____ Prescribed by: _____ please print legibly or stamp

This prescription is valid for one session of any age-appropriate activity* on the Spring Valley Recreation Guide with this symbol

For: Kids 5-9	Teens 10-17	All: 5-17
Spring Valley Community Center 8735 Jamacha Blvd. 619.479.1832	Spring Valley Community Center 8735 Jamacha Blvd. 619.479.1832	Spring Valley Gymnasium 838 Kempton St. 619.667.6833
\$5 Co-pay: Activities Include <input type="checkbox"/> Holiday Camps <input type="checkbox"/> Dance Classes <input type="checkbox"/> Gymnastics <input type="checkbox"/> Tennis <input type="checkbox"/> KP Kids <input type="checkbox"/> Seasonal Activities	\$5 Co-pay: Activities Include <input type="checkbox"/> Dance Class <input type="checkbox"/> Tennis <input type="checkbox"/> Seasonal Activities	\$5 Co-pay: Activities Include <input type="checkbox"/> Sports Leagues (Basketball, Flag Football, Cheer) <input type="checkbox"/> Sports Camps <input type="checkbox"/> Sports Clinics

*Activities may vary by season Please bring Rx with you to register

Prescription date: _____ Valid for 1 month from this date

PARKS AND RECREATION
COUNTY OF SAN DIEGO
www.sdparks.org

- Provided trail maintenance, patrols, park cleanup, service projects, historic tours, park hosts, and interpretive hikes through 3,427 youth and adults volunteer. This accounted for 94,893 hours of volunteering saving approximately \$1.9 million annually.
- Opened a two-mile trail designed for horseback riders, hikers and bicyclists and a staging area at El Monte Park in Lakeside.
- Connected 125 youth at the Great American Backyard Campout event where they learned how to cook healthy meals outdoors and engage in sports activities, arts and crafts, and night hiking.
- Opened an American with Disabilities Act compliant cabin at Guajome Regional Park to promote outdoor experiences for people with disabilities.

- Hosted the annual “It’s How We Live!” event in the Spring Valley and Lakeside communities, with 2,800 people attending. A one-mile Family Fun Walk was added at the start of the event in Spring Valley, and residents participated in health screenings and a variety of physical activities in both events.
- Improved trails through the work of over 300 volunteers of all ages who served more than 1,000 hours.
- Opened the Ramona Grasslands Preserve and its first 4-mile figure-eight loop trail for hikers, bikers and equestrians and a staging area.
- Improved and opened 50 acres at the Sweetwater Regional Park, in partnership with Caltrans, featuring 63 new campsites, a campground amphitheatre, a playground with a children’s climbing wall, a splash park, improved trails, and a 13 station exercise circuit.
- Offered Saturday Workouts at parks to provide a unique intergenerational opportunity for older adults and children to exercise together and build relationships. To date 266 have participated.

Support Tobacco and Drug-Free Lives

Is about smoking cessation, and supporting drug-free lives.

- Housing and Community Development is creating healthier environments by adopting a **no-smoking policy** at its four public housing sites in Chula Vista, as well as encouraging development of community gardens.
- Free **Start Smart** classes for teens and parents were provided at Sheriff’s stations with the goal of reducing traffic collisions, injuries, fatalities and driving under the influence arrests for this underage population. HHSA, the Sheriff’s Department, local schools, and alcohol and drug prevention community partners collaborated on this effort.
- Risk to children from substance-abusing parents is being addressed by training alcohol and drug treatment providers on the **Incredible Years** curriculum. The goals of the curriculum, which is funded by First 5 San Diego, are to reduce violence, drug abuse and delinquency in later years, which supports a drug-free life.

III. PURSUING POLICY AND ENVIRONMENTAL CHANGES

Part of being able to make healthy choices is to make it easier for people to engage in healthy behaviors. Removing barriers to healthy living includes pursuing policies and environmental changes that make it easier for people to access healthy foods, engage in physical activity, and live in tobacco-and, drug-free healthy environments. We will achieve this strategy through the following goals:

- Promoting access to healthy foods
- Calling for active communities
- Favoring tobacco-and, drug-free and healthy environments

Because of the leadership and foresight of County executives in developing *Live Well, San Diego: Building Better Health*, HHSA was well positioned to build upon its partnerships with the community to apply for the Communities Putting Prevention to Work (CPPW) grant (funded by the American Recovery and Reinvestment Act of 2009). The County was successful and received \$17.9 million to advance and evaluate policies and environmental changes for a healthier community. We call this Healthy Works and the majority of the accomplishments noted below were made in partnership with the County's Land Use and Environment Group, University of California San Diego, SANDAG, San Diego County Office of Education, Community Health Improvement Partners, and San Diego State University, along with numerous community-based partners.

Promoting Access to Healthy Foods

Is about promoting healthy eating and nutrition in all policies.

- Opened the People's Produce Project Certified **Farmers Market** to make fresh and locally grown produce accessible to the southeastern San Diego community.
- Established the **Fresh Fund Program** at multiple farmers markets in high-need areas like City Heights, Golden Hill, Linda Vista, San Marcos, and Southeast San Diego. The program matches up to \$20 dollars each month for produce purchases for individuals using Women Infant and Children benefits, Supplemental Security Income, and CalFresh. Over 5,000 San Diego residents, with total purchases of more than \$110,000, utilize this program.
- Opened five Regional Garden Education Centers (located in City Heights, Encinitas, National City, South San Diego, and Spring Valley), which serve as community-based hubs that offer **garden education** for community residents. *** Cuts across multiple goals within this strategy.*
- Implemented and developed policies for **nutrition and physical education** in preschools, elementary, and secondary schools in San Marcos, La Mesa-Spring Valley, Mountain Empire, San Ysidro, National Elementary, Chula Vista Elementary, Grossmont and San Diego Unified school districts. *** Cuts across multiple goals within this strategy.*

- Added a **Farm-to-School** procurement component to the San Diego Unified School District lunch program, which serves 72,000 lunches daily. Through a partnership with local farmers, fresh produce was delivered to schools, and features local produce in its **Harvest of the Month** program specifically:
 - 8,750 pounds of broccoli,
 - 5,600 pounds of Julian apples,
 - 1 ton of organic spring salad mix,
 - 400 bunches of cilantro, and
 - 48,000 pounds of oranges.
- Four school sites are partnering with a community or government agency to conduct a pilot project to develop and sustain a **joint use garden** that can be used by both the school and the community. The four school sites, community or government agencies are the City of La Mesa and Helix High School, San Carlos United Methodist Church and Springall Academy; Harmonium after-school program and La Mirada Elementary School, and Bayside Community Center and Montgomery Middle School. A large component of the pilot project is to develop a project and garden sustainability plan.
- Preschool kids are receiving fresh local produce via **Farm-to-Preschool** programs. Approximately 3,500 children have been reached through Neighborhood House Association’s Head Start programs and 700 through North County Community Services.
- Hospital systems share best practices, identify opportunities, and encourage innovations that support a healthy and sustainable food system within the healthcare setting. Eighteen hospital representatives from around the county are involved in the **Nutrition in Healthcare Leadership Team**.

Calling for Active Communities

Is about creating safe routes to schools, and incorporating physical activity in all policies.

- Promoted **public health considerations in planning**, active transportation and safe routes to school projects by awarding \$1.04 million in grant funding, through SANDAG, to local agencies, tribal governments, community programs and school districts as follows:
 - Nine Healthy Community Planning grants were awarded.
 - Three Active Community Transportation grants were awarded.
 - Six Safe Routes to School (SRTS) Capacity Building and Planning grants and six SRTS Education, Encouragement, and Enforcement grants were awarded.

- Coordinated the development of a countywide **Safe Routes to School (SRTS)** Strategic Plan, through SANDAG, to make it easier and safer for children to walk to school, and organized an ongoing countywide SRTS Coalition.
- SANDAG made improvements to the **Bayshore Bikeway**, a bicycle route around San Diego Bay. Approximately 13 miles of bicycle paths are currently available for use with plans to develop more pathways.
- Supported **Bike to Work Day and Month**, in which 50 organizations participated and resulted in 6,000 people riding almost 84,000 miles in May 2011.



Supervisor Greg Cox at the Bayshore bikeway.

- The **Healthy Communities Campaign**, funded by Healthy Works, consists of two pass-through grant programs to promote public health considerations in community planning and active transportation. Nearly \$700,000 was awarded in 11 grants to local agencies and tribal organizations. The grants support these jurisdictions in making systems, policy, and environmental changes leading to active communities with access to healthy foods.
- Worked with the federal General Services Administration and San Ysidro community on the benefits of **incorporating health into community planning**. San Ysidro is the home of the busiest international border crossing in the world and is undertaking a planning process for redeveloping the port of entry.
- Provided **Get Moving!** training to more than half of San Diego's 42 school districts to increase physical activity in their before- and after-school programs.
- Through the Childhood Obesity Initiative (COI), technical assistance is provided on how to **integrate obesity prevention into General Plan** updates. Jurisdictions participating include City of Encinitas, City of Escondido, City of San Diego, City of San Marcos, and County of San Diego.
- In coordination with the community of Ramona, the County's Department of Planning and Land Use (DPLU) received a comprehensive grant to create "custom" codes and develop guidelines to improve Ramona's Main Street, making it more **pedestrian friendly** while retaining its unique character.

- The County Department of Public Works promoted **walkability** by improving and creating trails, sidewalks, drainage systems, gutters, pedestrian bridge and ramps, concrete curbs, a retaining wall and a traffic signal in the communities of Bonita, Casa de Oro, and Rancho Santa Fe.
- The County’s Housing and Community Development and South Bay Community Services, implemented a **vegetable gardening project** for senior residents of Towncentre Manor in Chula Vista. The project includes preparing gardening space close to walkways for seniors whose walkers cannot reach the garden, and assisting seniors with gardening activities.
- To encourage use of parks, **Operation Safe Playground** brings together multiple law enforcement agencies to target sex offenders that prey on children in and around parks. Recent efforts resulted in 14 re-arrests of probation violators and one new arrest for federal child pornography violations.

Favoring Tobacco-and, Drug-Free and Healthy Environments

Is about supporting smoke and drug-free environments, and supporting policies that promote general health in the community.

- The Sheriff's Department placed **Prescription Drug Drop Boxes** in 22 Sheriff's facilities to address the growing problem of prescription drug abuse by providing a safe resource for disposal of unused or expired prescription drugs.
- Over 10,000 pounds of unused medications were collected on two **“Take Back Day”** events in the past year. This event is a partnership with the Sheriff, federal Drug Enforcement Agency, the San Diego District Attorney’s Office, and HHSA.



Sheriff Gore and Supervisor Pam Slater-Price with community members at a Prescription Take Back Day

- The **Youth Engagement and Action for Health (YEAH!)** program is a community empowerment project that promotes neighborhood improvements to enhance access to healthy foods and opportunities for physical activity. An estimated 140 community members have attended YEAH!
- Completed draft framework for integrating public health goals into the **2050 Regional Transportation Plan and Regional Comprehensive Plan.**

- Established **Advisory Boards and Committees** to oversee school and community garden interventions and workplace lactation policies.
- With funding from the California Department of Transportation, HHSA, SANDAG, and Walk San Diego worked to improve **health equity** in City Heights. A report was issued on how to integrate public health into regional, local and community processes, and a residents guide addressing environmental and health disparities was also released. As a result, improvements were made to Teralta Park and Colina del Sol Park that make residents feel safer exercising.
- San Diego Unified School District's (SDUSD) Board of Education adopted a resolution encouraging **supportive work environments for employees who breastfeed**.
- The California School Boards Association (CSBA) adopted a statewide **model breastfeeding policy**, based on the work done by the County and SDUSD, to ensure that local education agencies are aware of legal requirements pertaining to lactation accommodation.
- **Wellness Councils** in San Marcos, La Mesa-Spring Valley, Mountain Empire, San Ysidro, National Elementary, and San Diego Unified school districts supported enhancement and implementation of wellness policies.
- The City of La Mesa developed a strategic plan called "**Ready...Set...Live Well**" aimed at community wellness that emphasizes walking, biking, and healthy eating. Several of their wellness programs are the result of collaboration with the County, local schools and other community agencies. *** Cuts across multiple goals within this strategy.*
- HHSA, in partnership with Community Health Improvement Partners (CHIP), has developed the San Diego County **Suicide Prevention Action Plan: Working Together to Prevent Suicide**. In San Diego County, suicide is the second leading cause of non-natural death, claiming the lives of roughly one San Diegan a day. Suicide also carries an economic toll, which in California is estimated to be as high as \$4.2 billion per year.

IV. IMPROVING THE CULTURE FROM WITHIN COUNTY GOVERNMENT

Employees all play a role in the health of the region. To achieve the vision, we must improve the culture from within – we must walk the talk. In other words, we must support our employees to be healthy and then, in turn, they can become champions for health in the community. We will do this by:

- Increasing employee knowledge about health
- Promoting employee wellness
- Implementing policies and practices for employee health

Following are examples of the progress made in the first year of this plan:

Increase Employee Knowledge about Health

Is about increasing employee knowledge about how the County contributes to health and engaging employees on the importance of health.

- County Public Health staff facilitate an employee **lunchtime support group** to discuss diabetes and its impacts. Participants are given information about managing their disease and becoming healthier overall.
- Employees share **motivational secrets** for a healthier lifestyle, including good eating habits, losing weight and exercising. Some group members voluntarily “weigh in” with a public health nurse on a monthly basis. Members also enjoy free exercise classes, hula dancing and sharing healthy recipes.
- HHSA staff participates in a healthy-eating **Salad Club** in which they enjoy different salads, while enjoying the camaraderie of workers. About 12-15 people participate each day and have achieved weight loss and lowered blood pressure.
- A course on **Building Cultural Competence to Encourage Healthy Nutrition** was offered to staff so that they could explore cultural values that surround eating habits and food choices to better equip participants to communicate *Live Well, San Diego!: Building Better Health* effectively to customers.

Promote Employee Wellness

Is about providing healthy nutrition options to employees, and promoting the importance of physical activity.

- The **annual wellness fair** offered free prevention screenings, health education information, and healthy snacks to all employees, with 1,730 staff participating.
- **Lunchtime classes** were offered to all HHSA employees and covered a wide range of topics including Quitting Smoking, Safe Bicycle Commuting, and Discovering Amazing Bicycle

Routes in San Diego County. These classes are intended to promote lifestyle changes that promote health.

- A **Lunch and Learn program** brought county employees together on their lunch breaks to explore relevant health topics. Eleven programs were held during the past year, reaching some 250 employees. Examples of topics included coronary heart disease, child obesity, and smoking cessation.

- County employees, like many San Diego residents, are also involved in a variety of activities that **give back to those in need** and the community at large. Specifically employees are taking part in charity walks, such as:
 - 37 employees participated in the AIDS Walk & Run San Diego
 - 21 employees participated in the San Diego National Alliance on Mental Illness Walk
 - 60 employees participated in the Philip Rivers' Celebrity Walk and Fun Run



HHSAs Team 3-4-50 with San Diego Chargers Quarterback Phillip Rivers at the Philip Rivers' celebrity walk and fun run.

- The County hosted a **children's wellness fair** for employees and the public, providing opportunities for health screenings in an atmosphere of family fun. Healthcare professionals offered parents important health information and answered questions. They assessed and screened 350 children.
- Employees engaged in **weight loss competitions** to inspire and support each other. A total of 1,309 pounds were lost.
- The County **Hit the Road** with the wellness prevention and **Know Your Numbers** message. Since the program's inception in 2010, 900 employees participated in health screenings at various County sites. People were screened for blood sugar, cholesterol, blood pressure, and Body Mass Index (BMI).
- Through the **San Pasqual Academy Dragon Organics Program** County staff can order bi-monthly boxes of fresh, organic produce that is delivered to them at work. Foster youth at the Academy participate in this educational business program by planting, weeding and harvesting the crops, which are then sold to employees as well as local restaurants and grocery stores.
- To encourage employees to walk during their workday breaks, the County's Department of Parks and Recreation, in collaboration with California State Parks, created a **Take a Hike**

brochure outlining six walking routes near work sites, including mileage and the degree of difficulty.

- The County has enhanced its **employee wellness** communications by:
 - In-Site web page features a video message from the Chief Administrative Officer highlighting the importance of Building Better Health within the County team.
 - Monthly eBlasts are distributed to employees to encourage healthy behaviors.
 - A new Employee SharePoint Wellness website provides valuable health, nutrition, fitness tips, and other information.



Implement Policies and Practices for Employee Health

Is about implementing tobacco-and, drug-free policies, expanding availability of healthy food options, and promoting physical activity.

- The Department of General Services is in contract negotiations with the new vendor to operate the **County Operation Center's Cafeteria (COC)**. The County gave strong preference to proposals that included a variety of "Healthy Choice" options and procuring locally grown and/or produced products when feasible. This provides diners with an array of fresh fruits, vegetables and other foods that are nutrient dense, high in fiber and protein, and low in simple carbohydrates and fat. Posting the ingredient and nutrition information will educate consumers and encourage healthy eating. The COC Cafeteria will be built to LEED Platinum standards and will make strides to become "Green Certified" by using china and stainless steel cutlery, recycling and finding new ways to reduce our carbon footprint on the COC Campus.
- Housing and Community Development provides **healthier snacks and drinks** at their community meetings and staff events, including fresh fruit, 100-Calorie snack packs, water, and juice.
- Two employee resource groups, the **County of San Diego Filipino Employee Association (CSDFEA)** and the **San Diego County Latino Association (SDCLA)**, have embraced the Building Better Health initiative.
 - CSDFEA partnered with Filipino community organizations to promote exercise and healthy living. Additionally, they conducted dancing classes for employees and community members and sponsored nature hikes for families.

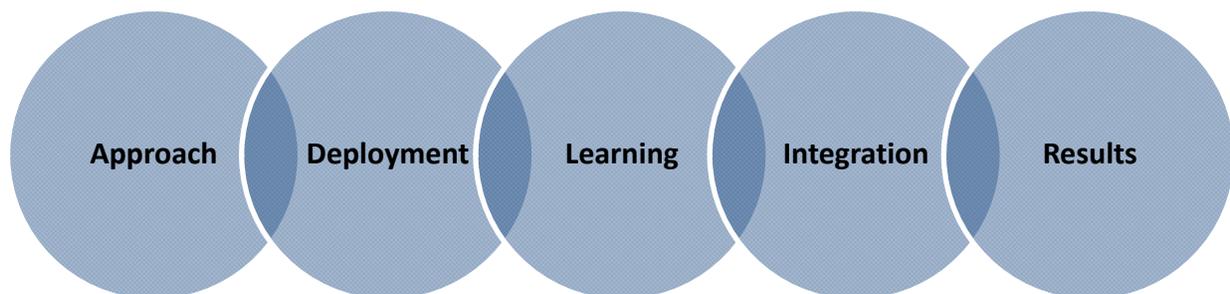
- SDCLA partnered with the County to provide health screening and information at community fairs and celebrations. The associations also lead by example providing healthy snacks and refreshments at their respective events.

These two employee resource groups have committed to include Building Better Health as a centerpiece of their 2012-2013 strategic plans by reaching out to underserved populations in the community and within their respective employee memberships.

NEXT STEPS

The path to Building Better Health will require the continued commitment to transform services. It will require leadership, a sustained focus on customer needs, ongoing engagement of the workforce and discipline in managing operations efficiently. Most important is maintaining commitment to the community to achieve real results that resonate with everyone from community leaders, to providers, to County staff, and to residents.

The *Live Well, San Diego!* initiative provides a systematic approach to realizing a better San Diego community. This means that we must do more than set goals and make a plan, we must also follow through. We have established an architecture that transforms ideas into a powerful form of continuous improvement and commitment to results. Through this approach, we will have well-designed systems and processes that are deployed consistently across the organization with built-in learning at all levels and that are connected logically with each other and integrated. All of this together, forces us to look holistically at our most important activities with results always in mind.



The County is looking at results in a new way. A framework is being developed to evaluate achievement of this vision of a county that is healthy, safe and thriving. Unlike many other evaluation efforts, this framework will capture the degree to which this initiative contributes to success across the life span – from kids to seniors – with indicators that reflect the degree to which our residents are healthy, safe and thriving. The evaluation framework will be centered on five domains – Knowledge, Social, Community, Health, and Standard of Living. All are components of good health. Our programs, services and activities will also be measured based on what research says are important actions that lead to change.

Another mark of the evaluation framework's unique nature is that it will be designed with the voice of the community in mind. The County will continue to seek input from various health-related citizen advisory boards to build this framework so that the indicators are robust and meaningful, and also so that the framework is flexible and relevant for the entire region. The evaluation framework will become a tool to help determine community strengths and challenges, and empower every resident to participate in building better health for themselves and their neighborhoods.

The County will continue to capitalize on its core competency of regional leadership and meaningful partnerships. Consequently, efforts to engage the community will continue to be a high priority. Efforts are already underway to build on the foundation set by the Communities Putting Prevention to Work, Healthy Works grant. Recently, HHSA received three grants that support efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease healthcare costs. These awards are:

- Community Transformation Grant (\$15.3 million)
- Community Nutrition Expansion Project (\$700,000)
- SNAP Participation Grant (\$900,000)

Not only will this help us deepen our partnerships across different sectors and jurisdictions but develop meaningful solutions that are successfully implemented and bring results to the community.

The County will capitalize on its strategic advantage by continuing to nurture innovation and apply technology. A number of innovation initiatives are already underway. For example, the Beacon Collaborative will support the development of a regional health information exchange to improve medical care and outcomes, reduce costs, and empower patients to become active in managing their own healthcare. With \$15.3 million in federal funding, this is a collaborative effort involving the County, hospitals, clinics, emergency responders, and the veteran's health care system. San Diego is one of only 17 communities across the country selected to lead the nation in advancing healthcare information technology. Related to this effort, the County is exploring how to integrate data across multiple programs and services. This cutting-edge effort to make data available across programs and services will facilitate stronger data analysis and lead to optimal care.

Looking beyond Building Better Health, HHSA is embarking on realizing all tenants of the County's vision – fostering safe communities and promoting thriving families. True operational excellence means that the organization is always learning, and takes action based on data and customer needs. How is this done? It is done through continuously looking at ways to improve its system using practices such as Lean Six Sigma, refinement and innovation. It is all about the community coming together to work as one in order to provide the right care to the right people for the right results. It is about banding together and becoming a community of one to ensure that all residents are healthy, safe and thriving.

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