



## **An Assessment of Live Well San Diego as a Model for the Jefferson County Health Alliance**

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### Observations on the Strengths of Live Well San Diego

- It offers a [compelling vision](#) for the region, anchored in Building Better Health, Living Safely and Thriving in 3 separate outcome areas.
  - Building Better Health: more tradition health related and public health issues of access to quality care, physical activity, healthy eating, and preventing tobacco and drug use
  - Living Safely--addresses crime, safety, injury and abuse and resilience to disasters and emergencies
  - Thriving--Built and Natural Environment, Enrichment; Prosperity, Economy and Education
    - Engaging: Building community awareness and connectivity
    - Connecting: Filling gaps and ensuring equal access to basic needs
    - Flourishing: Exceeding our basic needs
- Links to collective impact articles on the front page
- Recognized partners: While the steps to become a partner are not clearly outlined, it is clear that Live Well asks for formal partnership agreements with organizations and initiatives. This could provide JCHA with a useful example to follow.
  - Criteria
    - Influential: Leaders of change in their community, setting an example
    - Measuring Progress: Developing measurable objectives and using tools to track their progress
    - Going Above and Beyond: taking activities to the next level by implementing innovative programs, policies and practices that support healthy, safe and thriving communities
    - Forward thinking: Committed to sustainable change, supporting Live Well's ideals today and in the future
  - Partners contact Live Well in order to complete the steps to become a partner—it is not obvious what these steps entail just from the website
    - The website encourages the use of Best practices throughout and provides [toolkits](#) for businesses, schools, etc. on how they can support implementation of these best practices
- [Indicators](#)
  - Distinguishes between 5 areas of influence and 10 top indicators
    - Health
      - Life expectancy
      - Quality of life (sufficiently healthy to live independently)

- Knowledge
    - Education (% with at least a hs diploma)
  - Standard of Living
    - Unemployment rate
    - Income (% spending less than 1/3 on housing)
  - Community
    - Security (number of crimes per 100,000)
    - Physical environment (percent of days air quality is unhealthy)
    - Built environment (% of population living within 1/4 mile of a park or community space)
  - Social
    - Vulnerable population (% of population within less than or equal to of 200% of poverty experiencing food insecurity)
    - Community involvement (% who volunteer)
- Provides impressive trend lines of data, drillable, though not disaggregated
- Strategies
  - Provides back up literature on research, best practices, and a logic model behind each indicator
    - [E.g. Volunteerism](#)
      - "Research says. . .
      - Citations
      - Best Practices Are. . .
      - Logic Model
        - Actions We Take
        - Results We Seek
        - Population Outcomes
  - Includes "Expanded Indicators"
    - E.g. [Contributed to Charitable Organizations](#)
    - Adds additional depth to overarching indicators, and while not quite a performance measure of a particular strategy, it does allow for other types of feedback loops and assessments of progress to complement the macro-indicators
  - [Community Leadership Teams](#) and [Community Enrichment Plans](#)
    - The county is subdivided into smaller regions that are in turn coordinated by Community Leadership Teams that align and coordinate efforts within that region
    - These teams oversee the Community Enrichment Plans that align to both formal (e.g. CHP) and informal plans, linking up with the overall goals of health, safety, and thriving as part of the initiative
    - [Stephanie Escobar](#) (760-740-3044) coordinates the North San Diego County Leadership Team. It meets monthly.
    - A number of [community collaboratives](#) also align themselves with the CEP and provide an example of how the Jeffco Health Alliance might associate with many of the existing efforts in Jeffco.

## Overall Assessment:

- Judging from its website and accompanying social media accounts, Live Well San Diego is a truly impressive and comprehensive collective impact effort that appears to have both depth and breadth in its design and execution. It has all the hallmarks of an effective collaborative initiative: clear and elevating goals, shared measurement systems that track longitudinal data, coordinated strategies carried out by a diverse network of partners, consistent messaging and branding, and evidence of impact over time.
- The initiative offers clear pathways for engagement for organizations, coalitions, businesses, government agencies, and individual residents. These include serving on leadership teams, formalizing a partnership relationship, incorporating best practices into one's approach, and agreeing to measure progress.
- The website is sleek, well-designed, and informative. It presents clear and helpful information regarding Live Well, and is easy to navigate. It also includes a wealth of useful information, including background information on all aspects of the initiative, tool kits designed to help partners implement best practices, communication updates on the progress of various partners, and links to various aspects resources both inside and outside the Live Well umbrella.
- Live Well's use of indicators is truly impressive in terms of both the elegance of their high-level outcomes spread across 5 domains anchored to 10 key indicators, but also for the ease of access and navigation. The trend data is clear, and complemented by additional indicators utilized with strategy areas to highlight additional progress.
- In general, Live Well San Diego offers the Jefferson County Health Alliance a useful and compelling model to follow as JCHA builds out its own efforts. It is no wonder so many people in leadership positions within Jeffco have found it to be so compelling.
- The only cautions I might offer are the following:
  - In the evolving understanding of collective impact efforts, one might call Live Well San Diego a robust and mature "collective impact 2.0" initiative, using the language outlined by Liz Weaver and Mark Cabaj from the Tamarack Institute in their helpful monograph [\*Collective Impact 3.0: An Evolving Framework for Community Change\*](#).
  - Weaver and Cabaj note that at their best, CI 2.0 initiatives represent a highly effective version of community change within a **management paradigm**. This includes a rational approach to change, with linear logic models, typically top-down leadership structures, and highly professionalized approaches to mobilizing action teams within a given system such as health, education, or criminal justice. These can be highly effective and move the needle on important outcomes, as it appears that Live Well San Diego is doing.
  - What is typically missing from CI 2.0 initiatives is a true sense of community ownership and a willingness to think beyond the current systems, and as a result, a more organic capacity to adapt to true complexity and attract the interest and engagement of a truly diverse set of community partners--many of whom might be suspicious of, or even averse to, more traditional leadership structures and mainstream institutions.
  - Collective Impact 3.0 initiatives operate more from a **movement paradigm**, which focuses more on not just reforming systems but transforming them to address the underlying root causes of issues that may or may not be able to be addressed within systems as they are currently designed.
  - A key implication of this distinction, and which JCHA would be wise to consider, is how seriously the Alliance members take the notion of true resident and community ownership, how comfortable members are with the Alliance being an autonomous entity rather than associated with a single institutional entity like Jeffco Public Health or Jeffco Human

Services, and how much the Alliance aspires to reflect the full diversity of the community in its leadership, membership based, and priorities. We believe that so far, the interest and commitment from Steering Committee members has been aligned in that direction, but it is worth continuing to assess this intention as strategies are developed and the operational plan evolves.