



POLICY LESSONS FROM SAN DIEGO: THE LIVE WELL SAN DIEGO JOURNEY

Nick Macchione, Director
Health & Human Services Agency

*April 18, 2017
Building Strong Brains, Tennessee ACES Initiative*



SAN DIEGO COUNTY



San Diego County is:

Diverse

Urban

Suburban

Rural

Agricultural

Source: [County of San Diego. \(n.d.\)](#)

Geographically Unique

Military Base

Ocean

Desert and Mountains

Mexico

Source: [County of San Diego. \(n.d.\)](#)

Over 3.3 million residents

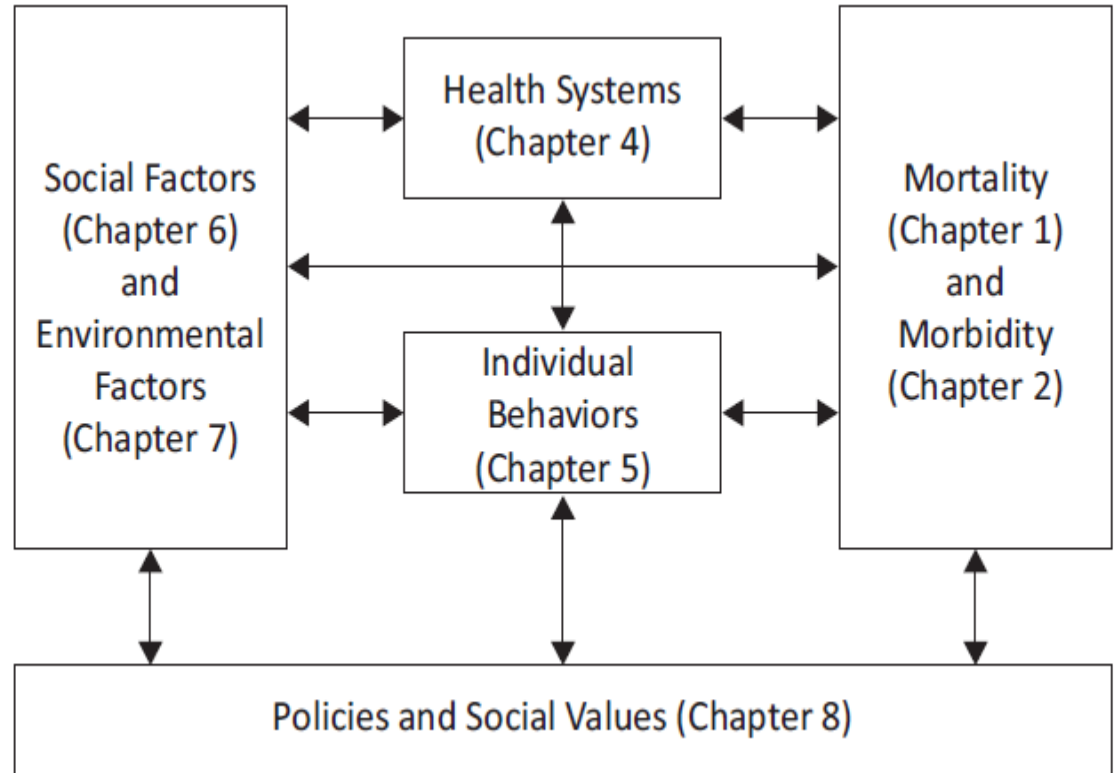
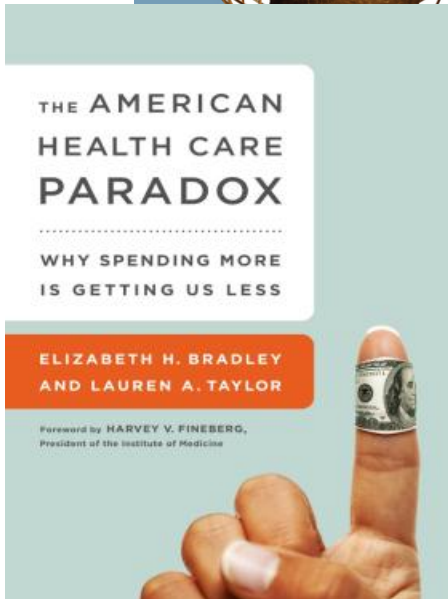
Large

4,200 square miles, about the same size as Connecticut

Source: [U.S. Census Bureau](#)



WHY US? WHY NOW?





We know....

...that three numbers affect us all: **3-4-50.**



PROBLEM FACING US ALL



Lack of Exercise



Poor Diet



Smoking

OUTCOME



THAT THREE NUMBERS AFFECT US ALL:



1 World Health Organization (WHO). "The Global Strategy on Diet, Physical Activity and Health."
http://www.who.int/dietphysicalactivity/media/en/gsf_general.pdf (Accessed September 22, 2011).
2 3Four50, www.3four50.com (Accessed September 22, 2011).



*The Economic Burden
of Chronic Disease in
San Diego County*



OCTOBER 2010

**ECONOMIC
IMPACT:
\$4.6 BILLION IN
SAN DIEGO
COUNTY**

We know....



LIVE WELL
SAN DIEGO

...that we must strive for a Healthy Bottomline for both our residents and our local economy.

Figure 3. National Health Expenditures as Percentage of GDP, 2000-2017



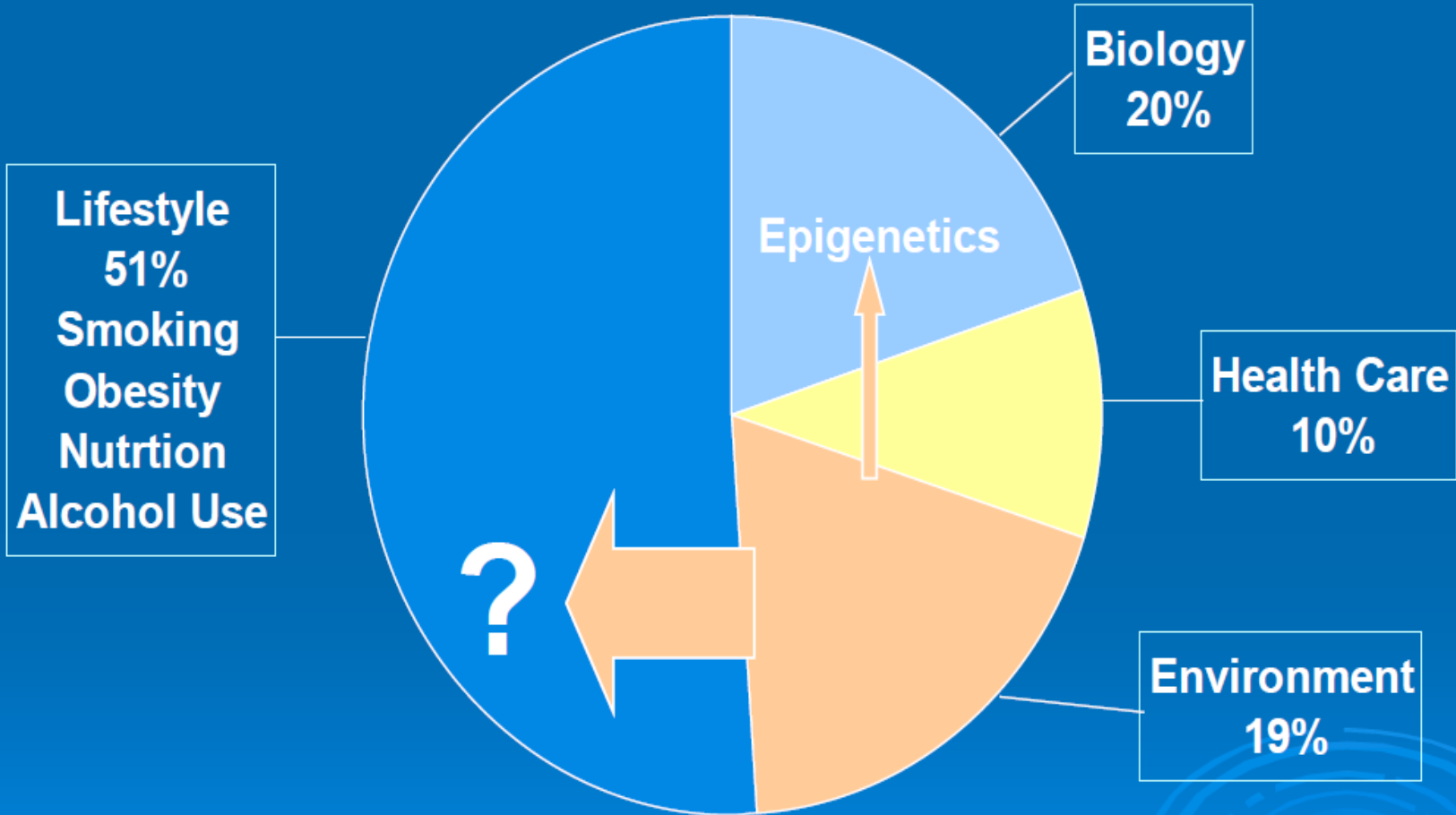
Note: Data for 2007-2017 is projected

SOURCE: S. Keehan, et al. "Health Spending Projections Through 2017: The Baby-Boom Generation Is Coming to Medicare," *Health Affairs*, February 2008, w145-w155

THE
COMMONWEALTH
FUND

Actual Causes of Death

A bridge between genotype and phenotype— a phenomenon that changes the final outcome of a locus or chromosome without changing the underlying DNA sequence



Source: McGinnis, J.M and Foege, W.H. (1993). "Actual Causes of Death in the United States,"
Journal of the American Medical Association.

Aaron D. Goldberg, C. David Allis, and Emily Bernstein, Laboratory of Chromatin Biology, The Rockefeller University, New York, NY 10021, USA



We know....

...that the environment plays a crucial role in wellness.



*Where we Live, Learn, Work, Play and Pray matters.
....Place Matters a lot!*

Place Matters: Zip Code vs Genetic Code



health happens here 

www.calendow.org



A photograph of a building's wooden frame, showing a window with a large, jagged hole in the glass. The structure is made of light-colored wood, and the background is a clear blue sky. The image is used as a background for a text overlay.

We know....

...that in the presence of trauma, one cannot achieve health, wellness and prosperity.

WELLNESS IS BIGGER THAN JUST HEALTH....



OUR VISION



LIVE WELL
SAN DIEGO

Building
Better
Health

Living Safely

Thriving



Approved
July 2010



Access to quality care



Increased physical activity



Healthy eating



Stop tobacco use



Approved
October
2012



Residents are ***protected***
from crime and abuse



Neighborhoods are ***safe***
to live, work and play



Communities are ***resilient***
to disaster and emergencies



Approved
October
2014



Built and Natural Environment

- Transportation
- Built Environment & Neighborhoods
- Natural Environment
- Housing



Enrichment

- Civic Life
- Community Activities



Prosperity, Economy & Education






- Workforce/Education
- Economic Development

OUR FRAMEWORK



MEASURING RESULTS



Areas of Influence	Definition	Top 10 Indicators
 HEALTH	Enjoying good health and expecting to live a full life	<ul style="list-style-type: none"> • Life Expectancy • Quality of Life
 KNOWLEDGE	Learning throughout the lifespan	<ul style="list-style-type: none"> • Education
 STANDARD OF LIVING	Having enough resources for a quality life	<ul style="list-style-type: none"> • Unemployment Rate • Income
 COMMUNITY	Living in a clean, safe home & neighborhood	<ul style="list-style-type: none"> • Security • Physical Environment • Built Environment
 SOCIAL	Helping each other to live well	<ul style="list-style-type: none"> • Vulnerable Population • Community Involvement

STRATEGIC ALIGNMENT



LIVE WELL
SAN DIEGO



CITIES & GOVERNMENTS



BUSINESS & MEDIA



COMMUNITY & FAITH-BASED
ORGANIZATIONS



SCHOOLS & EDUCATION

ALIGNING STRATEGIES ACROSS ALL SECTORS



FG3
FINANCE & GENERAL GOVERNMENT GROUP



A landscape photograph featuring a gravel path with a bright yellow center line that recedes into the distance. In the background, there are dark, snow-capped mountains under a bright blue sky filled with large, white, fluffy clouds. The overall scene is bright and open.

WHAT THE *FUTURE* HOLDS...

“The biggest scale that you can get
requires the simplest idea...
And you achieve this by connecting
with people.”

- Bono, U2

OUR PARTNERS



- Over 270 Recognized Live Well Partners
- Taking action in their respective “lanes”—across multiple sectors
 - Changing policies, systems, and environments for residents
 - Conducting activities that impact outcomes
- Collaborating and sharing knowledge with, learning from, County and other partners





UNDERSTANDING TRAUMA
Where Health Meets Safety

Our starting point....



Common View	Trauma Informed View
Views negative behavior solely as clients' choice.	Views clients as wanting to do well but possibly 1) lacking the necessary skills to get their needs met or 2) having developed misunderstood patterns of behavior in response to challenges.
Characterizes clients' challenges in negative language (acting out, uncontrollable, manipulative, defiant). Communicates an expectation of failure.	Characterizes clients' challenges in constructive language (in need of emotional regulation, coping and or calming strategies or skills).
Utilizes an authoritarian approach.	Uses a collaborative and integrative approach.

A photograph of a family of three playing in a park. A woman on the left, wearing a white cardigan and a patterned top, holds the hand of a young boy in the center. The boy is wearing a plaid shirt and dark pants, and is laughing with his arms raised. A man on the right, wearing a white button-down shirt and dark pants, holds the other hand of the boy. They are standing on a grassy area with trees in the background.

TRUAMA INFORMED SYSTEMS INTEGRATION



KEY CHARACTERISTICS:

System

- A balance between competence and kindness across policies, practice, language, environment, and inclusion of client partners.

Services

- Services are collaborative, integrated and person-centered.

Workforce

- The workforce leadership and ALL levels of staff recognizes the need for wellness (e.g., self-care strategies infused in professional and personal activities goals and outcomes).

JOURNEY TO BECOMING A TRAUMA INFORMED SYSTEM



2010:
Futuring
Session for
Living
Safely
component
of *Live
Well San
Diego*

2012: BHS
conducts
assessment
of TI
competenci
es among
Agency staff
and
contractors

2015: Agency
policy signed;
Programs
conducts initial
scan towards
becoming a TI
system



2011: CWS
begins TI
initiative to
improve
services for
children
and
families
served

2014:
Agency
commits to
becoming a
TI system in
order to build
a better
service
delivery
system

TI = Trauma Informed



TRAUMA INFORMED SYSTEM INTEGRATION (TISI) TEAM



TISI TEAM

Purpose - The Team reviews and approves tools and materials to support implementation of department Trauma Informed Action Plans.

Members - Each department has a representative on the TISI Team.

Trauma Informed System Integration:
Building a Better Service Delivery System
Improving the Culture Within



TRAUMA INFORMED SYSTEM PRINCIPLES

- Understanding trauma and its impact to individuals, staff and the community
- Promoting safety
- Ensuring cultural competence and responsiveness
- Supporting consumer control, choice and independence
- Sharing power and governance such as including staff and clients in the review and creation of policies and procedures
- Integrating services along the continuum of care
- Believing that establishing safe, authentic and positive relationships can be healing
- Understanding that recovery is possible for everyone



TRAUMA INFORMED SERVICE CHARACTERISTICS

Minimizes risk of re-traumatizing individuals and/or families

Services are characterized by being:

- Recovery/Resiliency oriented
- Integrated, and
- Ecologically sound



PROCEDURES

Each region and division will develop and implement an annual action plan applicable to their respective programs and services that support the HHSA trauma informed systems approach. To every extent possible, actions shall be integrated with

- *Live Well San Diego*
- HEART Customer Service Initiative
- Diversity and Inclusion
- County Strategic Plan AND Annual Operating Budget



PROCEDURES - CONTINUED

Each region and division shall:

- Conduct and/or review annual scan to identify targets or goals
- Identify priority objectives for implementation in the fiscal year
- Develop an action plan to achieve the identified objectives
- Report progress of objectives to the Agency Director annually, specifically, fulfillment and maintenance of this policy

A photograph of two children sitting together outdoors. On the left is a young girl with reddish-brown hair and freckles, wearing a dark blue long-sleeved shirt with a grey textured panel on the chest. On the right is a young boy with short dark hair, wearing a white t-shirt. The girl has her arm around the boy's shoulder. They are both looking towards the camera with slight smiles. The background is a bright, out-of-focus outdoor setting with greenery and a light sky. A teal horizontal bar is overlaid across the middle of the image, containing the text.

WHAT WE'VE DONE

POLICY: SAFETY ENHANCED TOGETHER TOGETHER FRAMEWORK



Vision:
*Every
Child
Grows Up
Safe and
Nurtured*



PRACTICE: OVERVIEW TRAININGS



Program Divisions

- Aging & Independence Services
- Behavioral Health Services
- Eligibility Operations
- Child Welfare Services
- Public Health Services

Regions

- Central & South
- East & North Central
- North Coastal & North Inland

Admin Support Divisions

- Agency Contract Support
- Executive Office
- Financial Services Support Division
- Human Resources
- Office of Strategy & Innovation

**HHSA
Customer
Service
Ambassadors
(H.E.A.R.T.)**



CUSTOMER SERVICE

COMMITMENT

We commit to using a positive approach to provide customers with a positive experience.

HELPFULNESS

Going out of our way to find answers.

EXPERTISE

Being knowledgeable.

ATTENTIVENESS

Being ready to meet your needs.

RESPECT

Treating you with dignity and courtesy.

TIMELINESS

Being efficient with your time.

POSITIVE = **POSITIVE**
APPROACH = **EXPERIENCE**

TRAUMA INFORMED SYSTEMS AND THE COUNTY'S HEART INITIATIVE



Helpful

- We are careful not to re-traumatize our customers as we provide assistance.
 - We believe that "Recovery is Possible," both in addiction and mental health treatment.
 - We encourage our customers to "Live Well."
-

Expertise

- We ensure that all competencies and policies are accessible to staff.
 - We are creating an action plan for Trauma Informed response throughout BHS.
-

Attentive

- We give our non-threatening availability to our customers at all times.
 - We use active listening to work with others' strengths and goals
-

Respect

- We demonstrate inclusiveness and cultural sensitivity.
 - We create a respectful workplace and service provider atmosphere.
 - We show interest in others' needs.
-

Timeliness

- We are responsive and timely with services.
- We make being on time a priority to show respect for others.

LANGUAGE: MATERIALS REVIEW



LIVE WELL SAN DIEGO MATERIALS



Building Better Health

Overview:

The first component of the Live Well San Diego vision, *Building Better Health*, was adopted by the San Diego County Board of Supervisors in 2010. This component aims to improve the health of all residents and support healthy choices through access to quality care, physical activity, healthy eating, and preventing tobacco and other drug use. The County of San Diego and its partners collaborate regularly, each contributing in unique ways to advance the shared vision and make a greater impact on the health of the 3.2 million residents living in the region.

Throughout the nation and locally, three behaviors – poor nutrition, lack of physical activity, and tobacco use – contribute to four diseases: cancer, heart disease and stroke, type 2 diabetes and lung disease. These diseases result in over 50 percent of deaths in San Diego County. Improving health habits can lead to a better quality of life and result in significant savings to taxpayers.

Key Components:



- Who We Serve – Individuals, Families, and Communities
- Focus Areas – Access to Quality Care, Increased Physical Activity, Support Healthy Eating, Stop Tobacco Use
- Timeline – Ongoing implementation measured by identifying specific objectives/goals and linking outcomes to the Live Well San Diego Top 10 Indicators
- Where – Throughout San Diego County, working collaboratively with stakeholders and community partners
- How We Achieve Our Goals – Strategies and corresponding implementation actions provide direction; Four Strategic Approaches provide framework

Themes:

The *Building Better Health* component serves as a blueprint for improving community health and quality of life over the long term. Our region is *Building Better Health* when we:



Live Well San Diego Building Better Health Strategic Agenda Version 02/2014



Living Safely

Overview:

Live Well San Diego is the County of San Diego's vision of a region that is *Building Better Health*, *Living Safely* and *Thriving*. In 2010, the County launched the first component of *Live Well San Diego* with a health strategy called *Building Better Health*. It provides a framework for how the County will integrate services and, in some cases, change the way services are delivered over the long term to achieve a healthy San Diego County.

The second phase, *Living Safely*, addresses both the community's perception of overall safety in San Diego as well as the actual incidence of crime, injury and abuse. This plan is intended to facilitate cooperation and collaboration with public agencies and private sector partners as they develop and align regional policies and programs. *Living Safely* also communicates a shared policy approach to making communities safer, to ensure that we are traveling in the same direction, in a coordinated approach, toward the same vision.




Key Components:

- Who We Serve – Individuals, Families, and Communities
- Focus Areas – Preparedness, Prevention, Protection, Accountability, and Rehabilitation
- Timeline – Ten-year effort to develop new ways to enhance our safety strategies
- Where – Throughout San Diego County, working collaboratively with law enforcement, public agencies and community partners
- How We Achieve Our Goals – Strategies and corresponding implementation actions provide direction; Four Strategic Approaches provide framework



Outcomes:

The *Living Safely* component focuses on achieving three key outcomes to keep San Diego County one of the safest communities in the nation.

To this end, we are committed to a San Diego region where:



Live Well San Diego Living Safely Strategic Agenda Version 02/2014



Thriving

Overview:

The *Thriving* strategy encompasses a broad range of areas that are interconnected and foundational to the quality-of-life for everyone in the region. The final component of *Live Well San Diego*, *Thriving* requires a high degree of partnership between government, stakeholders and the community to work together in effective and creative ways to achieve success. *Thriving* focuses on cultivating opportunities for all people and communities to grow, connect, and enjoy the highest quality of life.

The *Thriving* plan outlines a multi-year strategy focusing on the Built and Natural Environment, Enrichment and Prosperity, Economy and Education. Within these broad focus areas, the County and community stakeholders have developed goals and strategies to work on improving transportation, built environment and neighborhoods, housing, natural environment, civic life, community activities, workforce and economic development.




The *Thriving* plan promotes stronger collaboration and coordination throughout the region among all stakeholders. It embodies a stakeholder-driven approach from start to finish including planning, prioritizing and implementing. Implementation requires leadership, participation and action from all sectors of the community including public, private, philanthropic, and non-profit organizations.

Key Components:

- Who We Serve – Individuals, Families, and Communities
- Focus Areas – Built and Natural Environment, Enrichment, Prosperity, Economy and Education
- Timeline – Ongoing implementation measured by identifying specific objectives/goals and linking outcomes to the Live Well San Diego Top 10 Indicators
- Where – Throughout San Diego County, working collaboratively with stakeholders and community partners
- How We Achieve Our Goals – Strategies and corresponding implementation actions provide direction; Four Strategic Approaches provide framework

Themes:

The *Thriving* component focuses on cultivating opportunities for all people and communities to grow, connect, and enjoy the highest quality of life. Our region is *Thriving* when we are:



Live Well San Diego Thriving Strategic Agenda Version 02/2014



ENGAGEMENT: CULTURAL BROKERS



ENVIRONMENT: FACILITIES WALK-THROUGHS



EXAMPLES OF HHS TRAUMA INFORMED PRACTICES



POLICY

- Developed Safety Enhanced Together (SET) practice framework to strengthen families

PRACTICE

- Integrated Trauma Informed Principles with Customer Services initiative HEART and HR threat assessment trainings and practice

LANGUAGE

- Included expectation that Behavioral Health Services contractors apply trauma lenses to all facets of their services

CLIENT/STAFF ENGAGEMENT

- Obtain community feedback for Cultural Broker (a trauma informed program to reduce the number of African American children who are over-represented in CWS)

ENVIRONMENT

- Conducted assessment of new/existing facilities to promote a sense of well-being



WHERE WE ARE GOING



TRAUMA 101 TRAINING FOR ALL 6,200+ STAFF



Principles of Trauma Informed Systems

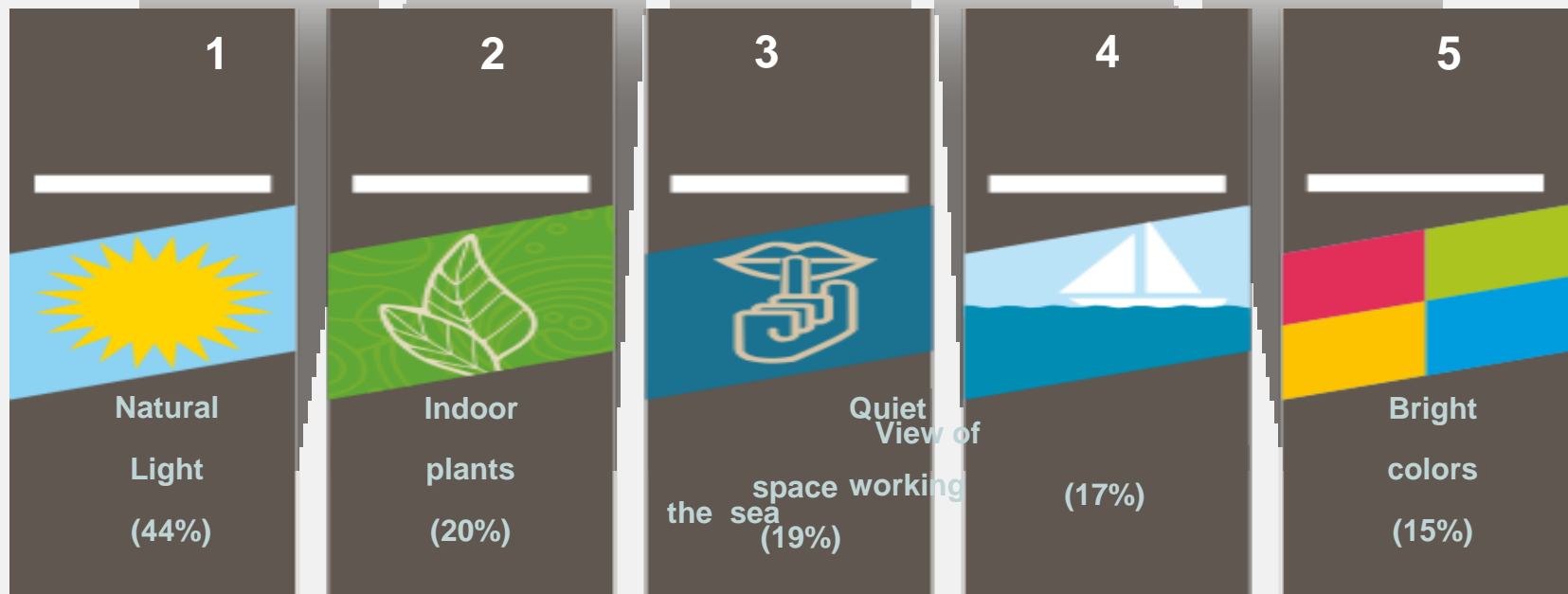
- Understand trauma and its impact
- Promote safety
- Ensure cultural competence
- Support consumer control, choice and autonomy
- Share power and governance
- Integrate care
- Healing happens in relationships
- Recovery is possible



FACILITIES CHECKLIST



Top five elements most wanted in the office



LIVE WELL COMMUNITIES



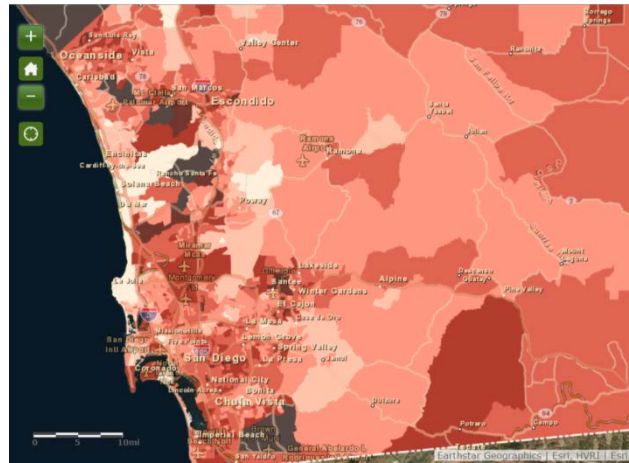
Address inequities, disparities and disproportionality by focusing on key interventions that will:

- Engage residents
- Strengthen services
- Serve for results



eq·ui·ty

"equity of treatment"



dis·par·i·ty



dis·pro·por·tion



- Community Led (Resident Leadership Academies)
- Community informed, 2-gen data-driven
- Enterprise-wide/ Cross-Sectors
- Strengths based, results focused



LIVE WELL COMMUNITIES

#HealthiestCitiesChallenge

FAITH-DRIVEN POLICIES AND COMMUNITY CHANGE



- Partnering with faith-based organizations
- Mission is to develop and implement sustainable wellness programs and policies
- Activities:
 - Healthy food/drink policies
 - Joint-use agreements for physical fitness
 - Walking clubs and Safe Routes to School
 - Intergenerational support for families in need



RESILIENCE FILM SCREENING



Live Well San Diego Advance
November 3, 2016

RESILIENCE

THE BIOLOGY OF STRESS & THE SCIENCE OF HOPE

Program: Growing Resilience in our Communities to Heal Trauma

In partnership with . . .



www.kpjrfilms.co/resilience

About the Film

"We tend to the world of mental health from the world of physical health. But the body doesn't do that. The body is only one."
— Dr. Victor Carrion, Stanford University

RESILIENCE: THE BIOLOGY OF STRESS AND THE SCIENCE OF HOPE uses beautiful animation and compelling characters to explore the science and the solutions of stress and resilience. The film follows pioneering individuals who looked at the ACEs (or Acute Childhood Experiences) research and the emerging science of Toxic Stress and asked, *Why are we waiting?* Each took this new information and used it in new ways. The film chronicles the promising beginnings of a national movement to prevent childhood trauma, treat Toxic Stress, and greatly improve the health of future generations.

What are ACEs?

ACEs, or Adverse Childhood Experiences, are traumatic experiences that can have a profound effect on a child's developing brain and body with lasting impacts on a person's health throughout her or his lifespan. There are ten recognized ACEs, which fall into three types – abuse, neglect, and household dysfunction.

The three types of ACEs include

ABUSE	NEGLECT	HOUSEHOLD DYSFUNCTION	
Physical	Physical	Mental Illness	Incarcerated Relative
Emotional	Emotional	Mother treated violently	Substance Abuse
Sexual		Divorce	

Types of Adverse Childhood Experiences Image courtesy of the Robert Wood Johnson Foundation

ORGANIZATIONS IMPLEMENTING TRAUMA INFORMED PRACTICES



**NATIONAL
CONFLICT
RESOLUTION
CENTER™**



SAN DIEGO COUNTY
OFFICE OF EDUCATION



INTEGRATION ACROSS INITIATIVES AND SECTORS



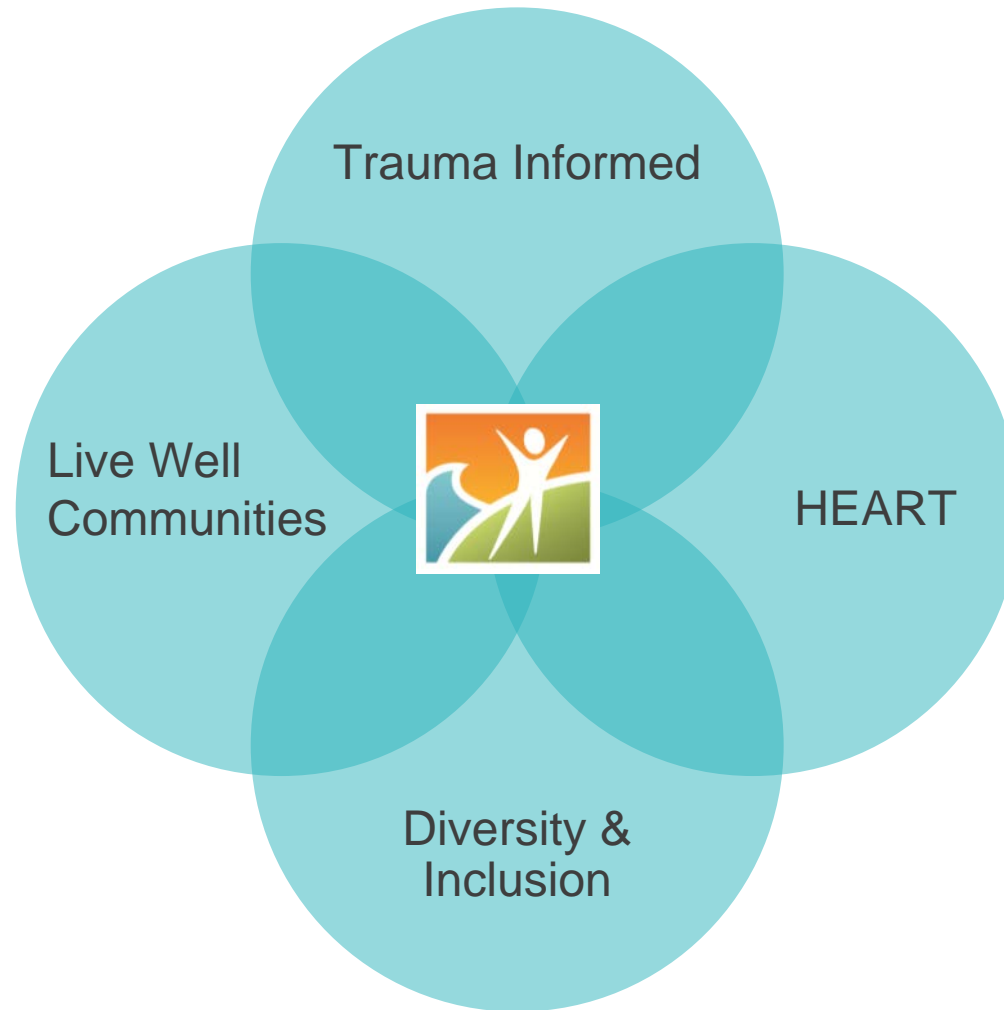
LIVE WELL
SAN DIEGO



COMMUNITY & FAITH-BASED
ORGANIZATIONS



SCHOOLS & EDUCATION



BUSINESS & MEDIA



CITIES & GOVERNMENTS

QUIET OPTIMISM



Policy makers, staff, providers, community leaders/advocates, customers and media are becoming more **engaged** and **committed to becoming trauma informed**

Relationships are expanding and being built on **trust** and **hope**

Shifting from a position of regulatory dominance to more collaboration and even **integrative/generative approaches**

Data sharing & technology have become **effective enablers for improving knowledge for action in reducing trauma**

QUIET OPTIMISM



LIVE WELL
SAN DIEGO

Winnable battles on chronic health and safety conditions are showing improvements with **meaningful results**

Realistic learning system approach with celebrating successes and growing from setbacks

Public is beginning to believe and engage in discussions and action to improving wellness and eliminating disparities



Our Call to Action for Longer Lives, Better Health

*“Answers are the easy part,
Questions raise the doubt.”*

- Jimmy Buffett

Thank you! LIVE WELL Tennessee!



Visit LiveWellSD.org



Search

HEALTHY, SAFE AND THRIVING COMMUNITIES IN SAN DIEGO COUNTY

ABOUT | NEWS | CALENDAR | PARTNERS | START LIVING WELL | MAKE AN IMPACT | JOIN US

LIVE WELL SAN DIEGO YEAR 4 ANNUAL REPORT

SUMMARY OF COLLECTIVE EFFORT AND COLLECTIVE IMPACT FOR...

DOWNLOAD REPORT

LIVE WELL SAN DIEGO YEAR 4 ANNUAL REPORT 2013-2014



HEALTHY
SAFE
THRIVING



INDIVIDUALS & FAMILIES



CURRENT & NEW PARTNERS



POLICY EXPERTS