

# Strategic Plan:

2017-2019



Working Together to Shape a Healthy Future  
*Facilitated by Community Health Improvement Partners*

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## Table of Contents

Executive Summary .....	2
Background .....	3
Who We Are .....	5
How We Work .....	7
What We Do .....	9
Supporting Documents .....	11

### *Context for the COI's 2017-2019 Strategic Plan*

With a history dating back to 2006, the San Diego County Childhood Obesity Initiative (COI) has been working to reduce and prevent childhood obesity in the region for more than a decade. Over time, the collaborative has grown and its activities have evolved to meet community needs and have an even greater impact.

From October 2016 to February 2017, the COI engaged in a strategic planning process to update its Strategic Plan and guide the collaborative efforts over the next three years. To do so, the COI contracted with NP Strategies to facilitate the planning process through regular meetings with the COI Leadership and Domain

Councils as well as a strategic planning retreat to revisit and revise core components of its Strategic Plan, including its vision, mission, values, guiding principles, goals, logic model, and other plan components. The group identified some important updates. This document includes the results from this process and composes the COI's 2017-2019 Strategic Plan.

## Executive Summary

### *Vision*

We envision healthy eating and active living resulting in optimal health and wellness for all children and families in the San Diego region.

### *Mission*

The San Diego County Childhood Obesity Initiative is a multi-sector coalition with the mission of reducing and preventing childhood obesity by advancing policy, systems, and environmental change through collective impact.

### *Purpose*

The San Diego County Childhood Obesity Initiative uses a collective impact model to:

- Coordinate and sustain county-wide efforts to prevent and reduce childhood obesity;
- Provide leadership and vision;
- Create, support, and mobilize partnerships;
- Provide outreach, advocacy, and education; and
- Assess and report on progress toward county-wide goals.

### *Goals*

1. Increase access to healthful foods and beverages in a culturally-appropriate manner.
2. Increase opportunities for safe physical activity in an inclusive and culturally-appropriate manner.
3. Create and improve social, economic, service, institutional, and built environments that support healthy eating and active living.
4. Promote operational excellence of the Initiative.

### *Values*

**Respect**—We show respect for each other and treat all as equal partners.

**Communication**—We communicate openly and maintain a safe environment to encourage honest dialogue.

**Collaboration**—We foster an environment of collaboration, not competition.

**Integrity**—We display integrity and professionalism.

**Commitment**—We are dedicated to the COI's work and make it a priority.

### *Guiding Principles*

- We demonstrate flexibility, optimism, creativity, and passion for our mission.
- We strive to be linguistically and culturally inclusive and appropriate.
- We believe in equal access to health and wellness for all.
- Our work is based on quality evidence and/or promising practices.
- We strive for our work to be data-driven and measurable.
- We freely share experiences and lessons learned.
- We value innovation and embrace the emergence of new ideas and approaches.
- We strive for our work to be meaningful, valuable, and sustainable.
- We operate with fiscal integrity.

## Background

### *COI History*

In October 2004, at the recommendation of County Supervisors Ron Roberts and Pam Slater-Price (member of the Board of Supervisors from 1993-2013), the San Diego County Board of Supervisors unanimously voted to support and fund the creation, coordination, and implementation of a countywide plan to end childhood obesity. This effort was intended to build on the work begun by the Coalition on Children and Weight San Diego. Community Health Improvement Partners (CHIP), a San Diego non-profit organization with the mission of advancing long-term solutions to priority health needs through collaboration and community engagement, assisted in coordination of the plan. County of San Diego Health and Human Services Agency (HHSA) staff and individuals from the private sector with expertise in the areas of healthcare, nutrition, and physical activity were invited to serve on a steering committee to guide the process.

The steering committee dedicated months to collecting and synthesizing diverse perspectives on the challenge of addressing childhood obesity. A rigorous literature review informed their process. The steering committee also sought the input of workgroups made up of experts from a variety of disciplines; held community conversations with residents from different neighborhoods, races/ethnicities, cultures, and backgrounds; and conducted interviews with key informants. Recognizing the necessity for a multidisciplinary, comprehensive approach to the problem, the steering committee identified seven key domains that have the most influence on policies and environments that support healthy choices and behavior change: government, healthcare, schools, childcare, community, media, and business. As the process unfolded, a diverse group of community members and partners from each domain joined the effort. In 2006, the steering committee released the first *Call to Action: San Diego County Childhood Obesity Action Plan (Action Plan)*. Immediately following publication of the *Action Plan* in 2006, the San Diego County Childhood Obesity Initiative (COI) was formed to engage community partners and ensure effective implementation of the strategies outlined in the plan across all domains. With core funding from the First 5 Commission of San Diego County and the County of San Diego HHSA, and subsequent capacity-building funding from The California Endowment and Kaiser Permanente, CHIP was engaged to facilitate the COI.

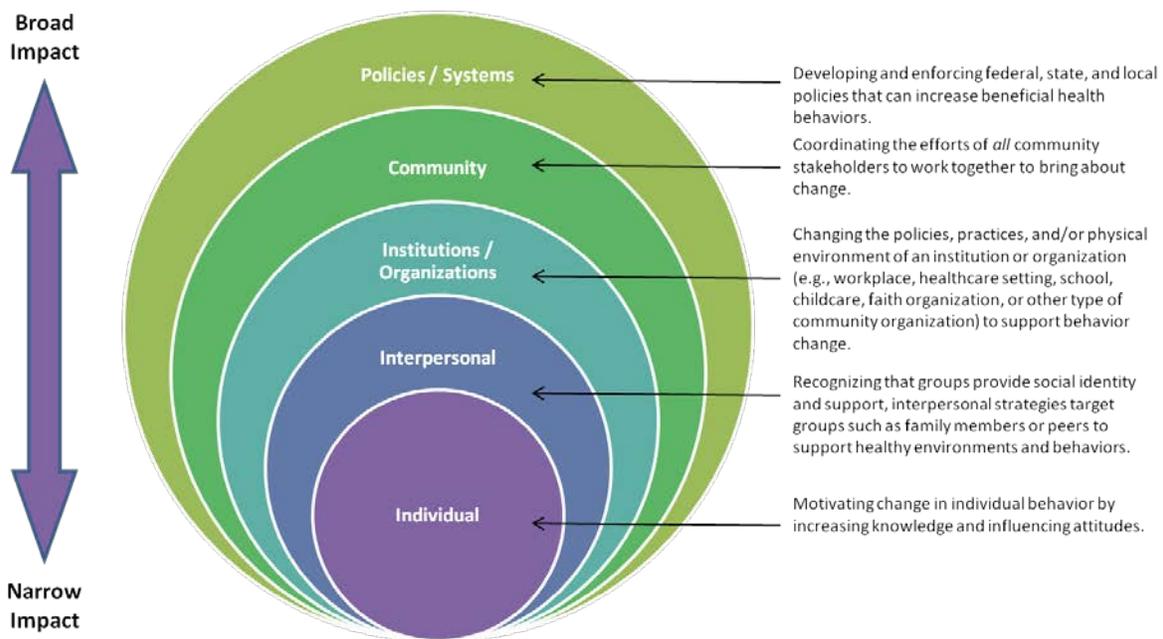
The COI was established as a public-private partnership, and this collaborative spirit has always guided our work. The COI was one of the pioneers of collective impact (before the term was even coined) and we continue to employ a collective impact model to conduct our work. By engaging agencies, institutions, organizations, neighborhoods, and individuals from multiple sectors to work together to combat childhood obesity, the COI leverages existing resources and promising practices and inspires new partners to join the cause. Our work is also part of San Diego County's broader plan to improve the health, safety and well-being of its residents, *Live Well San Diego*, and is connected to related national initiatives.

### *Socio-ecological Model*

The steering committee utilized a socio-ecological model of health promotion in the development of the COI. The socio-ecological model illustrates that health choices are affected by factors at the individual, interpersonal, organizational, community, and policy levels. At the core of the socio-ecological model is the concept that supportive environments and public policies strongly influence individuals to make healthy choices. Adequate access to affordable and nutritious food, infrastructure such as parks and playgrounds, active transportation options, and safe neighborhoods can make healthy living easier, particularly in under-resourced communities. While education can influence individual choices, addressing environmental barriers and community conditions creates systems-level change that impacts more people and may be

easier to sustain than individual interventions alone. For this reason, the first *Action Plan* (and subsequent revisions) emphasize policy, systems, and environmental (PSE) changes to reduce and prevent childhood obesity. In this way, the socio-ecological model guides the COI's work.

Figure 1: The Socio-ecological Model



### *The Impact of Childhood Obesity*

Childhood overweight and obesity is a significant and growing health concern that has reached epidemic levels. According to the Centers for Disease Control and Prevention, childhood obesity has more than doubled in children and quadrupled in adolescents in the past 30 years. Data from the California Department of Education's Physical Fitness Test shows that over one-third (34.2%) of all San Diego County fifth, seventh, and ninth grade children enrolled in public schools were overweight or obese in 2015, with 17.4% overweight and 16.8% obese. There is also inequitable distribution in terms of who is most impacted by childhood overweight and obesity. For example, the rate of Hispanic students affected by obesity (23.1%) in 2015 was almost 2.5 times higher than that of white students (8.9%). Similarly, the prevalence of economically disadvantaged students affected by obesity (23.0%) in 2015 was over twice than that of students who were not economically disadvantaged (10.0%).

Being overweight predisposes children to serious health problems, both immediately and in the future when children become adults. These health problems can include cardiovascular disease, diabetes, bone and joint problems, sleep apnea, social and psychological problems, Type 2 diabetes, heart disease, stroke, certain cancers, and osteoarthritis. The myriad of serious health issues caused by overweight and obesity also results in economic issues due to related healthcare costs and lost productivity.

The obesity epidemic is a complex public health issue with multiple causes; no single individual, agency, organization, business, or institution can solve this problem alone. Collaboration, teamwork, and resource sharing are required at every level to bring about change. The COI brings partners together to work

collectively toward our common vision of optimal health and wellness for all children and families in the San Diego region.

## **Who We Are**

The COI's vision, mission, values, guiding principles, and collective impact model define the core aspects of "who we are" as a collaborative and what we aim to accomplish.

### *Vision*

We envision healthy eating and active living resulting in optimal health and wellness for all children and families in the San Diego region.

### *Mission*

The San Diego County Childhood Obesity Initiative is a multi-sector coalition with the mission of reducing and preventing childhood obesity by advancing policy, systems, and environmental changes through collective impact.

### *Values (How we interact with each other as COI partners)*

**Respect**—We show respect for each other and treat all as equal partners.

**Communication**—We communicate openly and maintain a safe environment to encourage honest dialogue.

**Collaboration**—We foster an environment of collaboration, not competition.

**Integrity**—We display integrity and professionalism.

**Commitment**—We are dedicated to the COI's work and make it a priority.

### *Guiding Principles (How we do our work as a collaborative)*

- We demonstrate flexibility, optimism, creativity, and passion for our mission.
- We strive to be linguistically and culturally inclusive and appropriate.
- We believe in equal access to health and wellness for all.
- Our work is based on quality evidence and/or promising practices.
- We strive for our work to be data-driven and measurable.
- We freely share experiences and lessons learned.
- We value innovation and embrace the emergence of new ideas and approaches.
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- We operate with fiscal integrity.

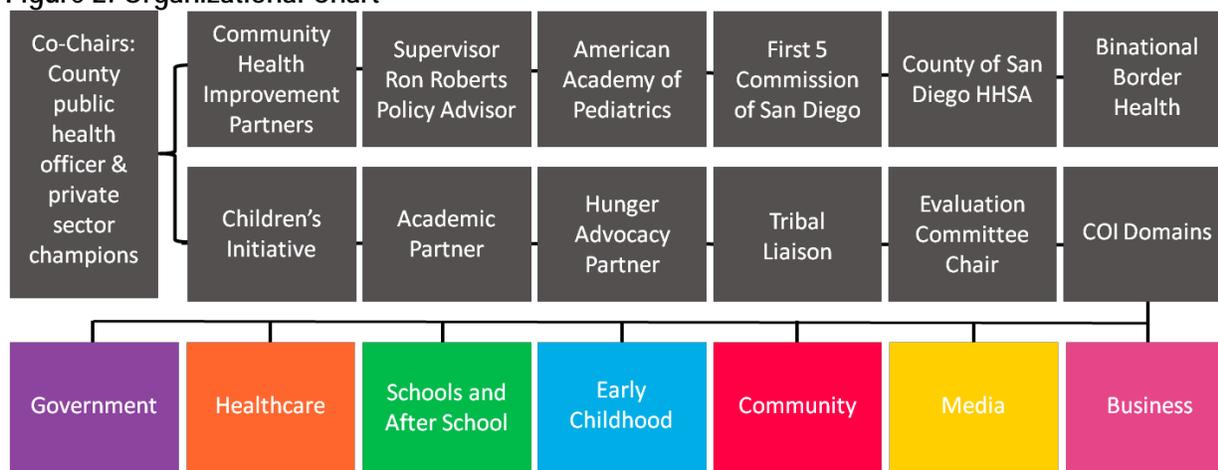
### *Organizational Structure*

The COI uses a collective impact model to engage hundreds of agencies, organizations, and individual community members from multiple sectors to work together to advance the primary goals of increasing access to healthy foods/beverages and opportunities for safe physical activity. To organize our work, the COI is guided by a Leadership Council comprised of members of the former *Action Plan* steering committee, volunteer "champions" from each domain, and other key stakeholders. Leadership Council co-chairs include representatives from the private sector and the County of San Diego public health officer

representing the public sector. The Leadership Council meets monthly to provide direction and guidance for the COI. An Executive Leadership Team meets on an ad-hoc basis and makes recommendations to the Leadership Council. Core funders (i.e. funders who provide general operating support for the COI in the amount of \$100,000 or more annually) are invited to serve on the Executive Leadership Team and Leadership Council. The COI is facilitated and guided by a backbone organization, Community Health Improvement Partners (CHIP), a San Diego non-profit organization.

The COI's organizational chart is included below and more information can be found in the COI Partnership Guidelines.

**Figure 2: Organizational Chart**



### ***Collective Impact***

Creating environments that support healthy eating and active living requires multiple organizations and sectors to coordinate their efforts and work together around clearly defined goals. No single organization can create large-scale, lasting social change alone. With this recognition, COI partners work together with a common understanding of the problem and a shared vision for change. The COI implements the five key elements of collective impact in the following manner:

- ***Common Agenda***—COI partners approach the problem of childhood obesity within the framework of PSE change; share the vision of healthy eating and active living in all places; and agree on the COI's goals.
- ***Mutually Reinforcing Activities***—With the *Action Plan* as a guide, COI partners implement identified strategies unique to their domains, as well as overarching strategies. All partners do what they do best with differentiated approaches, but do so in a collaborative and coordinated manner.
- ***Continuous Communication***—Consistent and open communication helps build trust and transparency. Communication is supported through regular meetings of the Leadership Council and domain workgroups, electronic newsletters, and social media.
- ***Shared Measurement***—COI's evaluation plan identifies three tiers of measurement: 1) overall childhood BMI; 2) community-level changes; and 3) specific activities of COI domain workgroups. Evaluation is supported by COI partners and local researchers, epidemiologists, and others with expertise and knowledge in this field. Evaluation activities are informed by an evaluation committee comprised of local researchers, academicians, and epidemiologists and are facilitated by CHIP.

- *Backbone Support*—CHIP serves as the backbone support organization for the COI. In this capacity, CHIP staff members conduct the following activities: provide strategic guidance; recruit, retain, and recognize partners; convene and facilitate partnerships; serve as a conduit between and among partners and the community to make strategic connections; provide technical assistance and support to partners; manage internal and external communications; facilitate and provide support for evaluation activities; provide education and advocacy to steward policy; and serve as resource managers to identify and facilitate funding to support COI goals and partners.

## How We Work

How the COI works to create and measure impact can be understood by our stated purpose, logic model, and evaluation activities.

### *Purpose*

The San Diego County Childhood Obesity Initiative uses a collective impact model to:

- Coordinate and sustain county-wide efforts to prevent and reduce childhood obesity;
- Provide leadership and vision;
- Create, mobilize, and support partnerships;
- Provide outreach, advocacy and education; and
- Assess and report on progress toward county-wide goals.

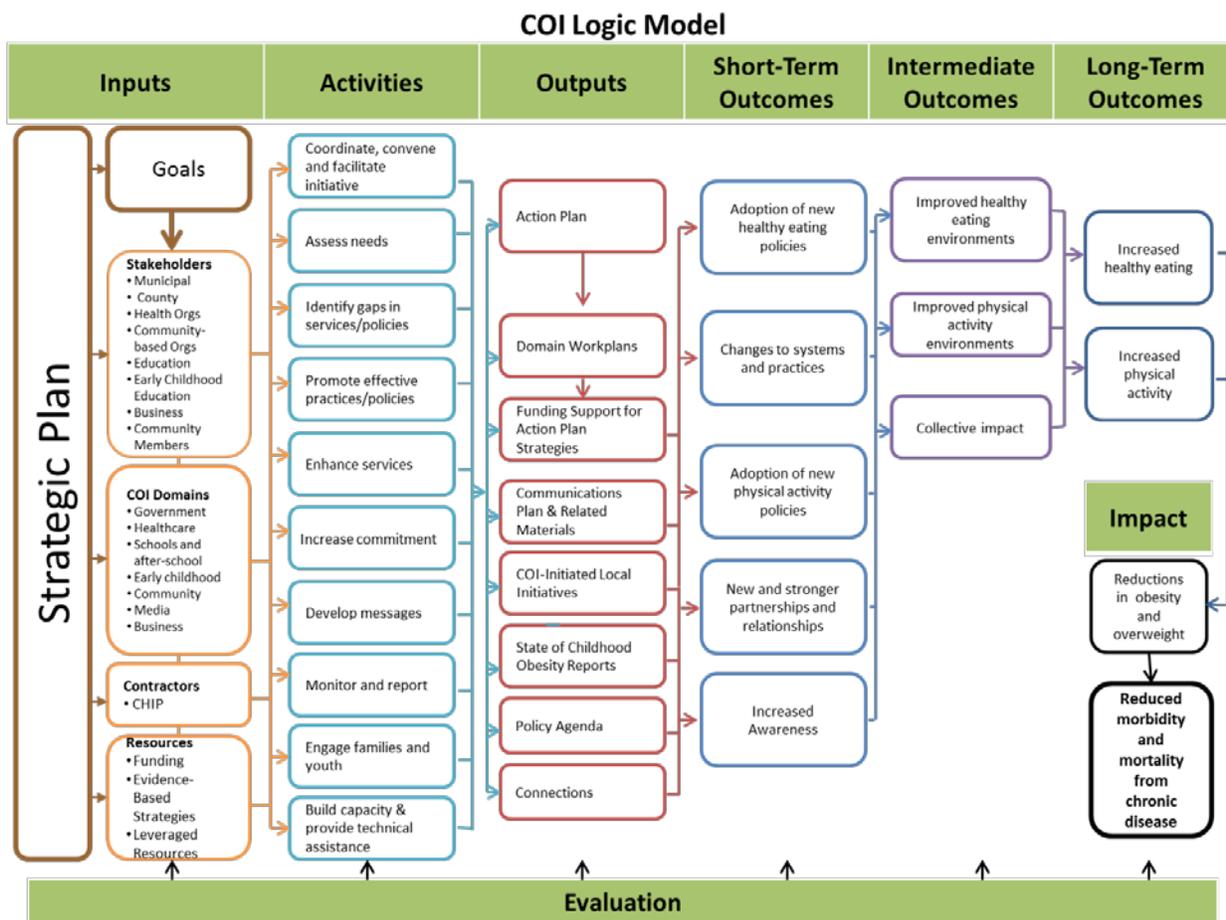
### *COI Domains*

The COI creates impact with the support of organizations and individuals working in the seven key domains that have the most influence on policies and environments that support healthy eating and active living: **government, healthcare, schools and after-school, early childhood, community, media, and business**. A description of each domain can be found in the *San Diego County Childhood Obesity Action Plan*. Domain-specific workgroups meet regularly and serve as mini think tanks to develop, leverage, and replicate best practices and to implement evidence-based strategic and promising practices identified in the *Action Plan*. Domain workgroups are responsible for developing domain-specific strategies to reduce and prevent childhood obesity, as well as activities to support those strategies. Domain workgroup activities are documented, tracked, and monitored through the use of workplans, which are updated regularly. Current and archived domain workplans are available on the COI website at [www.OurCommunityOurKids.org](http://www.OurCommunityOurKids.org).

### *COI Logic Model*

The COI's logic model outlines how the COI creates impact and, ultimately, reduces childhood overweight and obesity leading to reduced morbidity and mortality from chronic disease. The logic model outlines the COI's inputs, activities, outputs, and short-, intermediate-, and long-term outcomes. The logic model is used to guide the development of the *Action Plan*, domain workplans, and evaluation plan. It was updated as part of the 2017 strategic planning process to reflect areas where the COI has evolved and grown.

Figure 2: COI Logic Model



### How We Evaluate Success

In 2009 the COI developed an evaluation plan to guide the COI in evaluating our collective efforts. Ongoing evaluation provides useful feedback to help the COI refine and enhance our activities, assess changes in local PSE factors that can impact childhood obesity, and measure the prevalence of childhood overweight and obesity for program planning and benchmarking. The plan identifies evaluative efforts at three levels:

1. Prevalence of childhood overweight and obesity—review of data sources using body mass index (BMI), the most commonly used measure to determine overweight and obesity, used to track long-term outcomes.
2. Community indicators—baseline findings for policy and environmental changes implemented at the community level by a broad range of stakeholders, used to track short-term and intermediate outcomes.
3. COI domain workgroup activities—specific activities of COI domain workgroup partners, used to track implementation of COI strategies.

In 2017, the COI published our first *State of Childhood Obesity in San Diego County* report providing a benchmark by which the COI will measure progress over time. This report highlights baseline measures for the three levels of evaluation identified in the evaluation plan.

## What We Do

### Major Goals

The COI's four primary goals are aligned with the obesity prevention strategies outlined in the *Action Plan*:

1. Increase access to healthful foods and beverages in a culturally-appropriate manner.
2. Increase opportunities for safe physical activity in an inclusive and culturally-appropriate manner.
3. Create and improve social, economic, service, institutional, and built environments that support healthy eating and active living.
4. Promote operational excellence of the Initiative.

### Priority Strategies

The *Action Plan* identifies numerous obesity prevention strategies that support the COI's goals to improve healthy eating and active living. To enhance domain-specific strategies and encourage mutually reinforcing activities across domains, the Leadership Council in 2013 identified two priority strategies: 1) reducing access to and consumption of sugar-sweetened beverages, and 2) increasing safe routes to healthy and active places. COI domain workgroups are encouraged to plan and implement activities that support these priority strategies. The COI's priority strategies are also leveraged as part of the COI's policy agenda.

*Reducing Access to and Consumption of Sugar-Sweetened Beverages*—The health consequences of drinking soda and other sugar-sweetened beverages are well documented. Sugar-sweetened beverages (SSBs) are the primary source of added sugars in the American diet.<sup>i</sup> Although consumption has declined in recent years, the average American still consumes 150 calories of SSBs daily<sup>ii</sup> and 45 gallons of SSBs per year.<sup>iii</sup> A study by UCLA and Public Health Advocates (formerly California Center for Public Health Advocacy)<sup>iv</sup> found that in 2011-2012, 28 percent of children ages 2 to 11 and 61 percent of children ages 12 to 17 in San Diego County drank one or more SSB per day. Scientific evidence indicates a strong link between SSB consumption and obesity.<sup>v</sup> Children who drink at least one serving of SSBs per day have 55 percent increased odds of being overweight or obese when compared to children who rarely drink SSBs.<sup>vi</sup> Reducing access to and consumption of SSBs, while increasing availability of healthful beverages, is one of the most important actions that can be taken to improve community health.

*Increasing Safe Routes to Healthy and Active Places*—Regular physical activity in childhood and adolescence has many health benefits including improved strength and endurance, healthy bones and muscles, healthy weight, reduced anxiety and stress, and increased self-esteem, and may also improve blood pressure and cholesterol levels.<sup>vii</sup> The U.S. Department of Health and Human Services (USDHHS) recommends that young people ages 6 to 17 years participate in at least 60 minutes of physical activity daily.<sup>viii</sup> Despite these recommendations, a 2013 national study by the Centers for Disease Control and Prevention found that only 27.1 percent of high school students surveyed (including 17.7 percent of females and 36.6 percent of males) had participated in at least 60 minutes per day of physical activity on all seven days before the survey.<sup>ix</sup> Improving access to physical activity includes a supportive built environment and infrastructure, public safety, and safe routes that lead to destinations with amenities that support health. Although the USDHHS does not provide specific health recommendations for physical activity for children ages 0-5, experts recommend active play and other forms of physical activity for toddlers and pre-school children and agree that young children should engage in substantial amounts of physical activity on a daily basis.<sup>x,xi</sup>

## ***Health Equity***

COI partners share the core belief that all residents of San Diego County should have the opportunity to live a long, healthy life, regardless of their income, education, racial/ethnic background, or other factors. To deliver on this core belief, we strive to address children's and families' complex experiences, circumstances, histories, diversity, environments, resources, and cultures. It is important that health improvements are equitably shared among all children, especially those with the highest rates of overweight/obesity and the greatest barriers to good health.

Rates of childhood obesity are higher among some populations and in certain neighborhoods. Race/ethnicity, gender, age, geographic location (e.g., rural vs. urban), education, income, and disability have been linked to disparities in obesity prevalence.<sup>xii</sup> Therefore, many of the obesity prevention strategies recommended for COI domains address the social determinants of health that lead to health disparities. COI partners work to ensure that PSE changes that support health benefit all communities in the region, especially those experiencing health disparities. Examples include improving access to healthful, affordable food and beverages in areas with limited access or high density of fast food outlets, and improving infrastructure (e.g., parks, playgrounds, walking paths, bike paths, etc.) in areas with limited opportunities for safe outdoor physical activity.

## ***San Diego County Childhood Obesity Action Plan***

The *Action Plan* is a comprehensive document that guides the COI's work and provides recommendations that can impact childhood obesity in the region. It is one of the key outputs included in the COI's logic model. The first *Action Plan* was published in 2006. It was revised in 2007, 2010, and again in 2015.

The objectives of the *Action Plan* include:

- Build awareness about the problem of childhood obesity.
- Present obesity prevention strategies that serve as a guide for all agencies, institutions, and neighborhoods in San Diego County.
- Plant a seed and build momentum for action without being prescriptive.
- Connect those already working on this issue with new organizations and new sectors.
- Ensure that strategies emphasize PSE changes, not only individual and family efforts.
- Create a document that supports community partners in their obesity prevention efforts.

## ***COI Policy Agenda***

In 2017, the COI for the first time established a policy agenda for advancing high-level and broad impact policies, systems, or environmental changes at the local, countywide/regional, state, and/or federal levels. These policies support healthy food and beverage access, opportunities for safe physical activity, health equity, and improved social, economic, service, and built environments that support healthy eating and active living. The policy agenda also identifies key priorities for building the capacity of the COI and its partners to effectively advocate for policy changes. It will leverage the COI's two priority strategies: 1) Reducing access to and consumption of sugar-sweetened beverages, and 2) increasing safe routes to healthy and active places.

## **Supporting Documents**

- A. *Call to Action: San Diego County Childhood Obesity Action Plan (Revised 2015)*
- B. COI Partnership Guidelines
- C. COI Evaluation Plan
- D. Domain Workplans
- E. *State of Childhood Obesity Report*
- F. Strategy Map
- G. Policy Agenda

## Live Well San Diego



In 2010, the County Board of Supervisors adopted *Live Well San Diego*, a long-term plan to advance the health, safety, and well-being of the region's more than three million residents. Based upon a foundation of community involvement, *Live Well San Diego* includes three components: Building Better Health, adopted in July 2010; Living Safely, adopted in October 2012; and Thriving, adopted in October 2014.

*Live Well San Diego* involves everyone. Partners include cities; diverse businesses that include healthcare and technology; military and veterans' organizations; schools; and community and faith-based organizations. Most importantly, *Live Well San Diego* is about empowering residents to take positive actions for their own health, safety, and well-being—actions that also extend throughout neighborhoods, communities, and the county as a whole.

The COI is one of a number of public-private partnerships in place throughout the county and is helping to realize the vision of *Live Well San Diego* through collective impact.

## Community Health Improvement Partners



The COI is a program of Community Health Improvement Partners (CHIP), a San Diego non-profit organization with the mission of advancing long-term solutions to priority health needs through collaboration and community engagement. CHIP's well-documented model of collaboration is based on collective impact.

CHIP brings together diverse partners to develop a common understanding of complex community health problems and their root causes, and work collaboratively to create joint approaches to solving them. CHIP serves as the facilitator and "backbone" organization for the COI. In this role, CHIP staff members serve as mission leaders, conveners, and resource managers; assist in program and project implementation; provide communications and partner recognition; and oversee all operations of the COI.

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