

# SAN DIEGO COUNTY SITE VISIT SLIDES

Please see the following presentation slides shared by the San Diego County Live Well team at the Oceanside Site Visit on Friday, August 11, 2023:

1. Organizational Overview, County of San Diego (pages 2-29)  
Presentation by Natalia Bravo, Chief of Staff, Chief Administrative Office
2. Health and Human Services Agency Overview (pages 30-44)  
Presentation by Patty Kay Danon, Chief Operations Officer
3. Live Well San Diego: A Shared Vision (pages 45-58)  
Presentation by Carey Riccitelli, Director, Office of Strategy & Innovation
4. The Power of Numbers: Data Integration at HHSA (pages 59-67)  
Presentation by Craig Sturak, Chief, Office of Strategy and Innovation and Ricardo Gutierrez, Manager, Office of Business Intelligence
5. Office of Equity & Racial Justice Overview (pages 68-88)  
Presentation by Andrew Strong, Director
6. Department of Homeless Solutions & Equitable Communities Overview (pages 89-95)  
Presentation by Brigit Cooper, Acting Deputy Director
7. Housing and Community Development Services Overview (pages 96-101)  
Presentation by David Estrella, Director
8. Behavioral Health Services: Re-Imagining Service Delivery (pages 102-118)  
Presentation by Aurora Kiviat, Assistant Director of Departmental Operations
9. Child and Family Well-Being (119-142)  
Presentation by Laura Krzywicki, Deputy Director, Child and Family Well-Being, and Alethea Arguilez, Executive Director, First 5 San Diego
10. County of San Diego Speakers Biographies and Contact Information (143-150)

# Organizational Overview

## COUNTY OF SAN DIEGO

SANDIEGOCOUNTY.GOV

**Natalia Bravo, Chief of Staff, Chief Administrative Office**

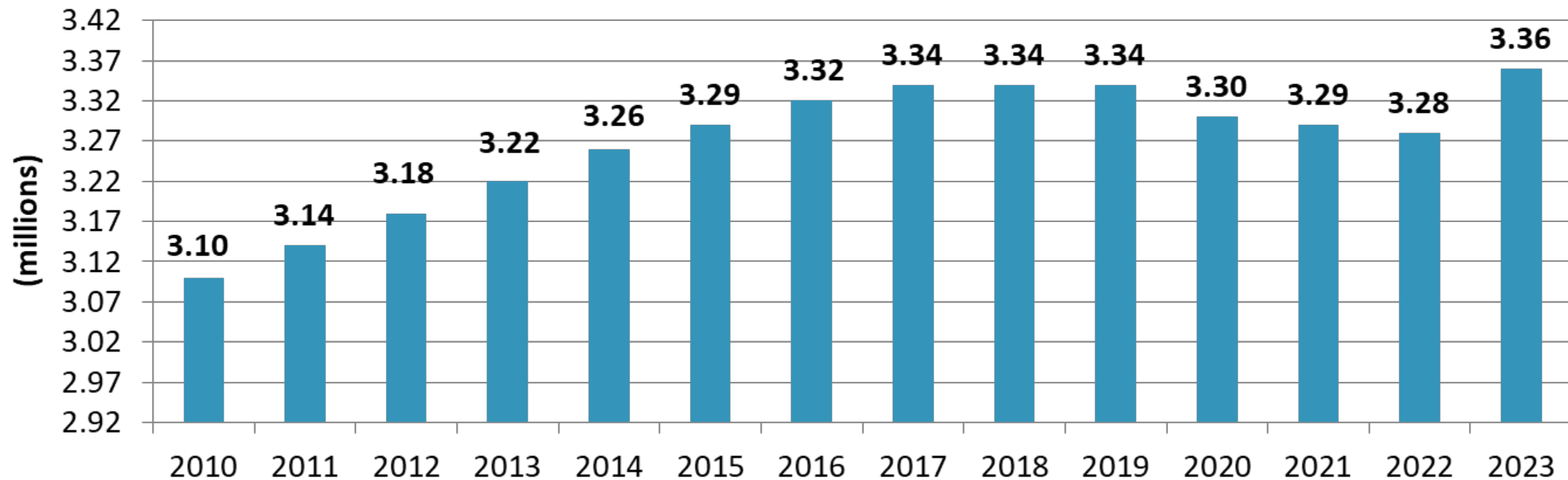
[Natalia.Bravo@sdcounty.ca.gov](mailto:Natalia.Bravo@sdcounty.ca.gov)



# County of San Diego

San Diego County's population has grown 8.54% between 2010 and 2023 and has averaged 3.3 million residents over the past 5 years.\*

## San Diego County Population



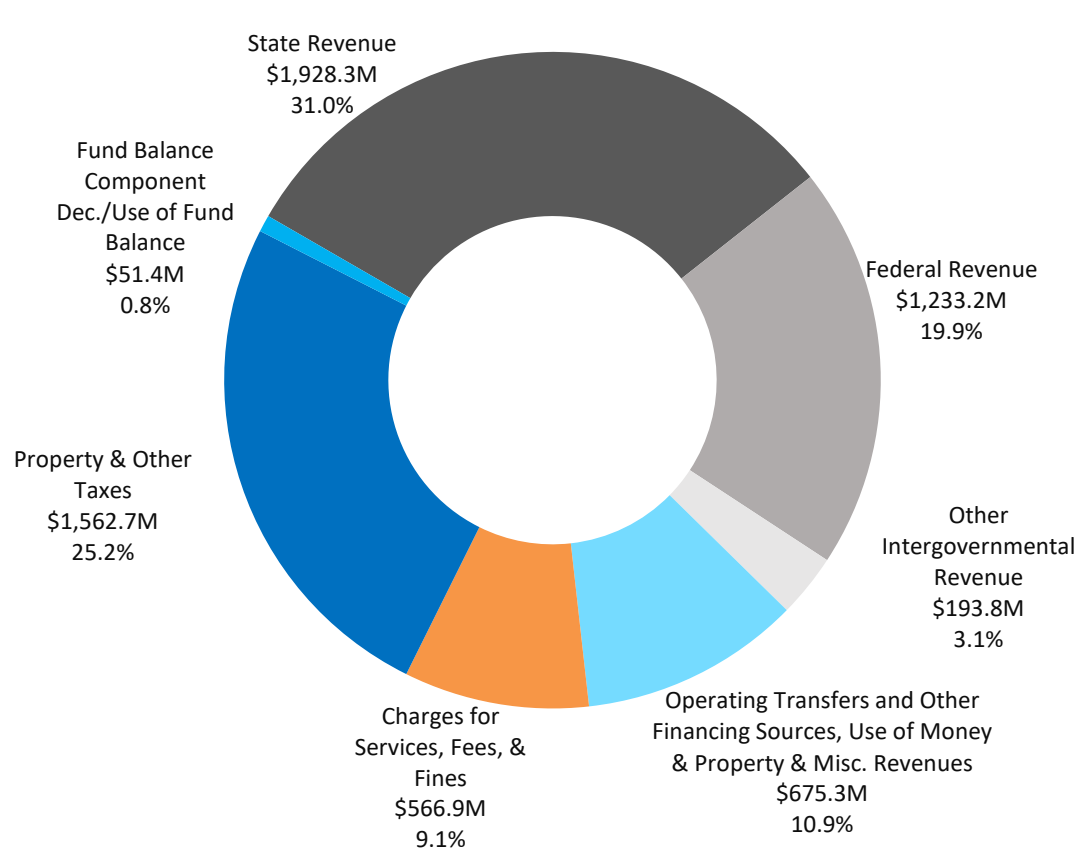
Notes: Data for 2010 and 2020 are official census counts. Other years are estimates

Source: \*U.S. Census Bureau

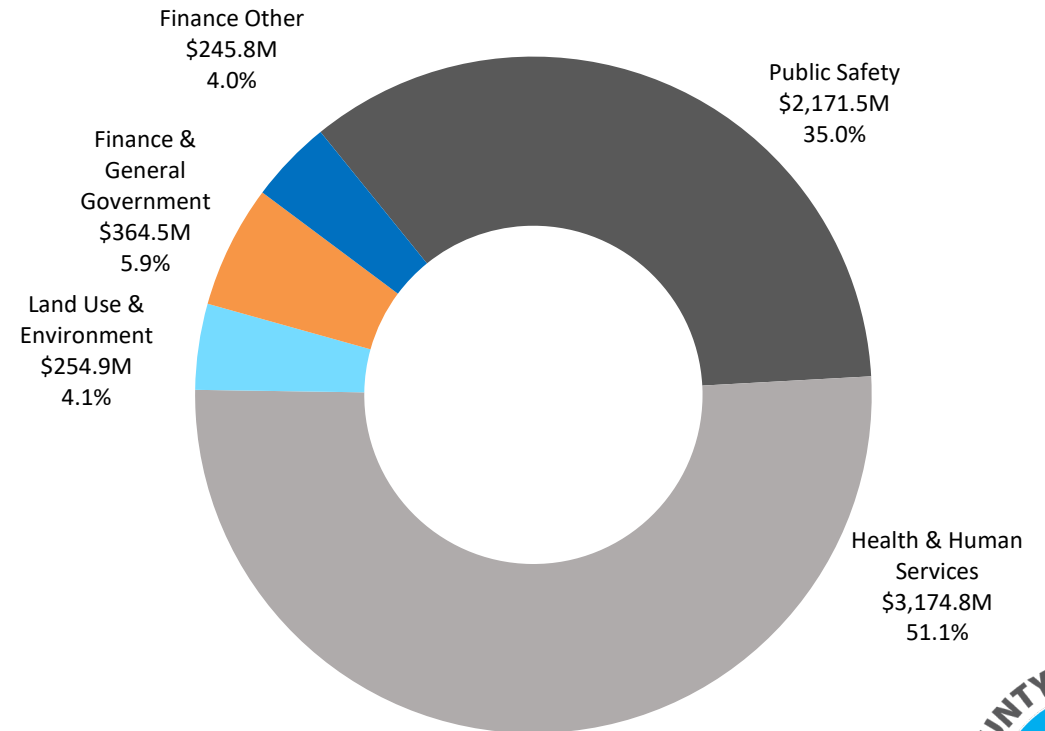


# FY 2023-24 Adopted Operational Plan: General Fund

## General Fund Financing Sources



## General Fund Appropriations by Group/Agency



# Board of Supervisors



Nora Vargas  
District 1



Joel Anderson  
District 2



Terra Lawson-Remer  
District 3



Vacant  
District 4



Jim Desmond  
District 5

# Board Initiatives

**Uplifting Boys & Men of Color**

**Mental Crisis Response Teams**

**Cannabis Equity**

**Regional Decarbonization**

**Prevailing Wage**

**Housing Blueprint**

**Immigrant Affairs**

**Community Choice Energy**

**Placement of Sexually Violent Predators**

**Diversity, Equity & Inclusion**

**Labor Standards**

**Language Access**



## Board of Supervisors

- Sets policy direction for the County

## Chief Administrative Officer

- Operationalizes Board policy direction



# Chief Administrative Officer



Helen N. Robbins-Meyer  
Chief Administrative Officer



Michael Vu  
Assistant Chief Administrative Officer



# Vision & Mission

## Vision

- A just, sustainable, and resilient future for all

## Mission

- Strengthen our communities with innovative, inclusive, and data-driven services through a skilled and supported workforce



# Values

## Integrity

Earn the public's trust through honest and fair behavior, exhibiting the courage to do the right thing for the right reason, and dedicating ourselves to the highest standards of ethical conduct.

## Equity

Apply an equity lens to appropriately design programs and services so that underserved communities have equitable opportunities. Using data driven metrics, lived experiences and the voices of our community we weave equity through all policies and programs.

## Access

Build trust with the residents we serve through transparent communication and neighborhood engagement that is accessible in the languages, facilities and methods that meet their needs.

## Belonging

Foster a sense of belonging, not just inclusion, for the people we serve and for the employees of the County who provide those services on a daily basis.

## Excellence

Ensure exceptional service delivery to our customers by practicing fiscal prudence, encouraging innovation and leveraging best practices that promote continuous improvement to build strong, vibrant communities.

## Sustainability

Secure the future of our region, by placing sustainability at the forefront of our operations deeply embedded into our culture. Dedicate ourselves to meeting our residents' current resource needs without compromising our ability to meet the needs of generations to come.

# General Management System



# 5 Components of the GMS

- **Strategic Planning** – a five-year plan to detail what we are doing and where we are going for the community and our employees.
- **Operational Planning** – a two-year plan for prioritizing and allocating resources, both financial dollars and staff time
- **Evaluation and Accountability** – consistent, data-driven analysis of programs and services
- **Collaboration** – working together across County departments to serve the community with the most effective, efficient, and accessible services.
- **Employee Investment and Engagement** – working to engage and inspire our workforce, attract and retain talent to our organization, and highlight the meaningful contributions of our County team.



# Strategic Initiatives

# Sustainability



## Economy

- Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
- Create policies to reduce and eliminate poverty, promoting economic sustainability for all.

## Climate

- Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.

## Environment

- Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
- Cultivate a natural environment for residents, visitors and future generations to enjoy.

## Resiliency

- Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.

# Equity



## Health

- Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
- Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.

## Housing

- Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.

## Economic Opportunity

- Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
- Advance opportunities for economic growth and development to all individuals and the community.

# Empower



## Workforce

- Invest in our workplace and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.

## Transparency and Accountability

- Maintain program and fiscal integrity through reports, disclosures, and audits.

## Innovation

- Foster new idea and the implementation of proven best practices to achieve organizational excellence.



# Community



## Engagement

- Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.

## Safety

- Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.

## Quality of Life

- Create proactive communication that is accessible and transparent.

Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.

## Partnership

- Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.

# Justice



## Safety

- Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
- Focus efforts to reduce disparities and disproportionality across the justice system.

## Restorative

- Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.

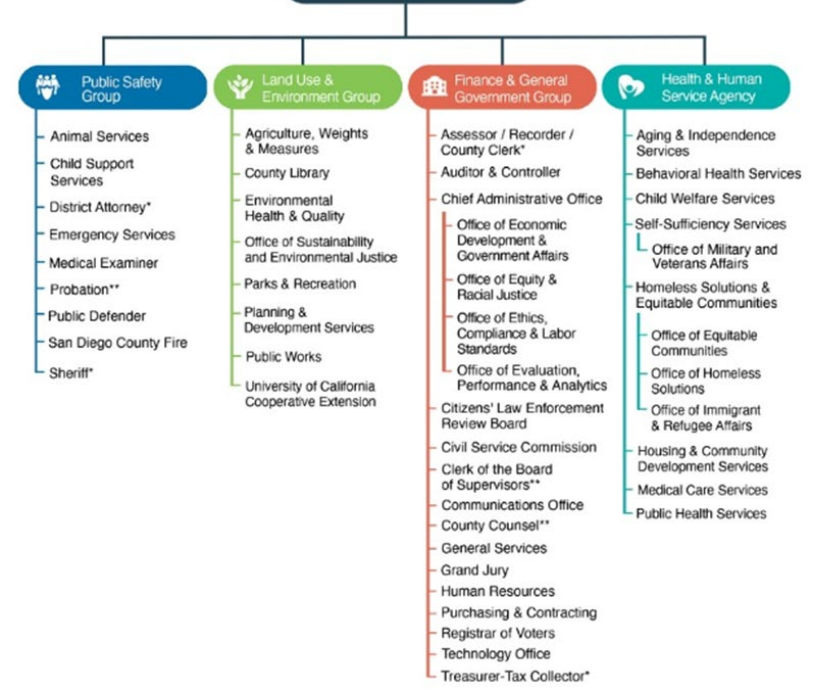
## Environmental

- Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.
- Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.

# Organizational Structure



## County of San Diego Organizational Chart



# Deputy Chief Administrative Officers



**Sarah Aghassi**  
Land Use &  
Environment Group



**Holly Porter**  
Public Safety Group



**Ebony Shelton**  
CFO/ Finance &  
General  
Government Group

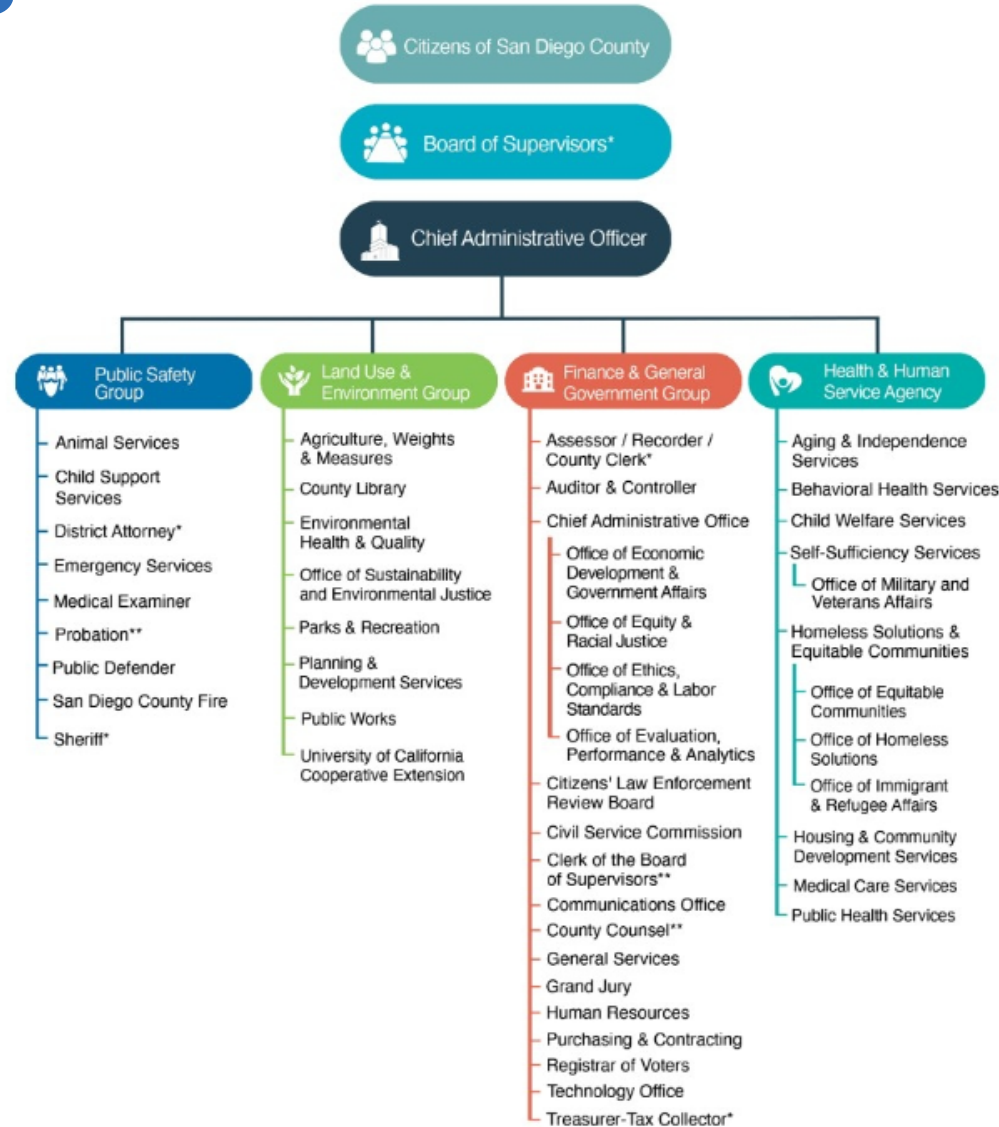


**Dr. Eric McDonald**  
Health and Human  
Services Agency

# Organizational Changes



## County of San Diego Organizational Chart



Office of Sustainability and Environmental Justice

Chief Administrative Office

- Office of Economic Development & Government Affairs
- Office of Equity & Racial Justice
- Office of Ethics, Compliance & Labor Standards
- Office of Evaluation, Performance & Analytics

Homeless Solutions & Equitable Communities

- Office of Equitable Communities
- Office of Homeless Solutions
- Office of Immigrant & Refugee Affairs

# CAO Offices

Economic Development &  
Government Affairs

Equity and Racial Justice

Ethics, Compliance and Labor  
Standards Enforcement

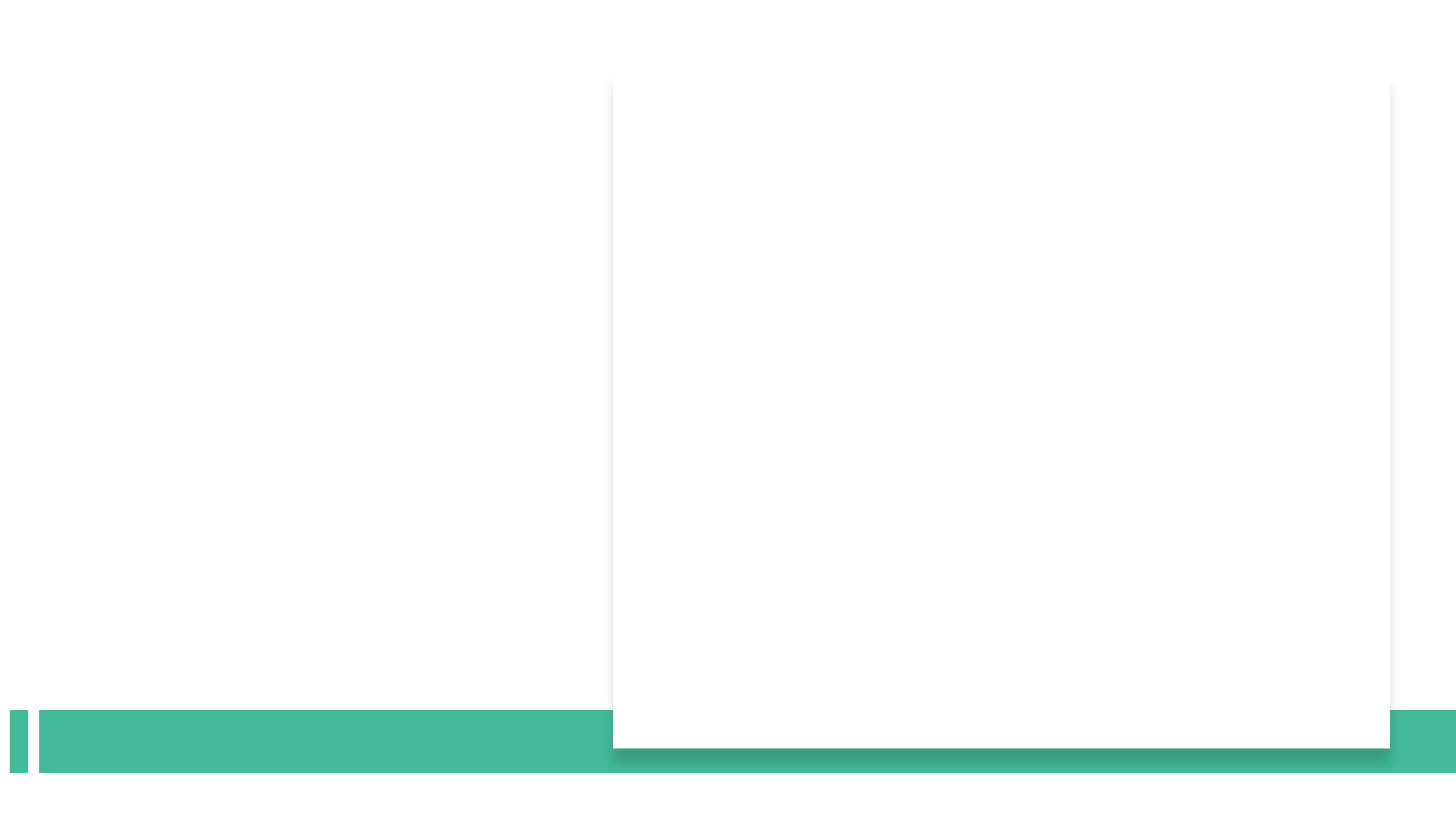
Evaluation, Performance &  
Analytics



# Office of Economic Development & Government Affairs (EDGA)

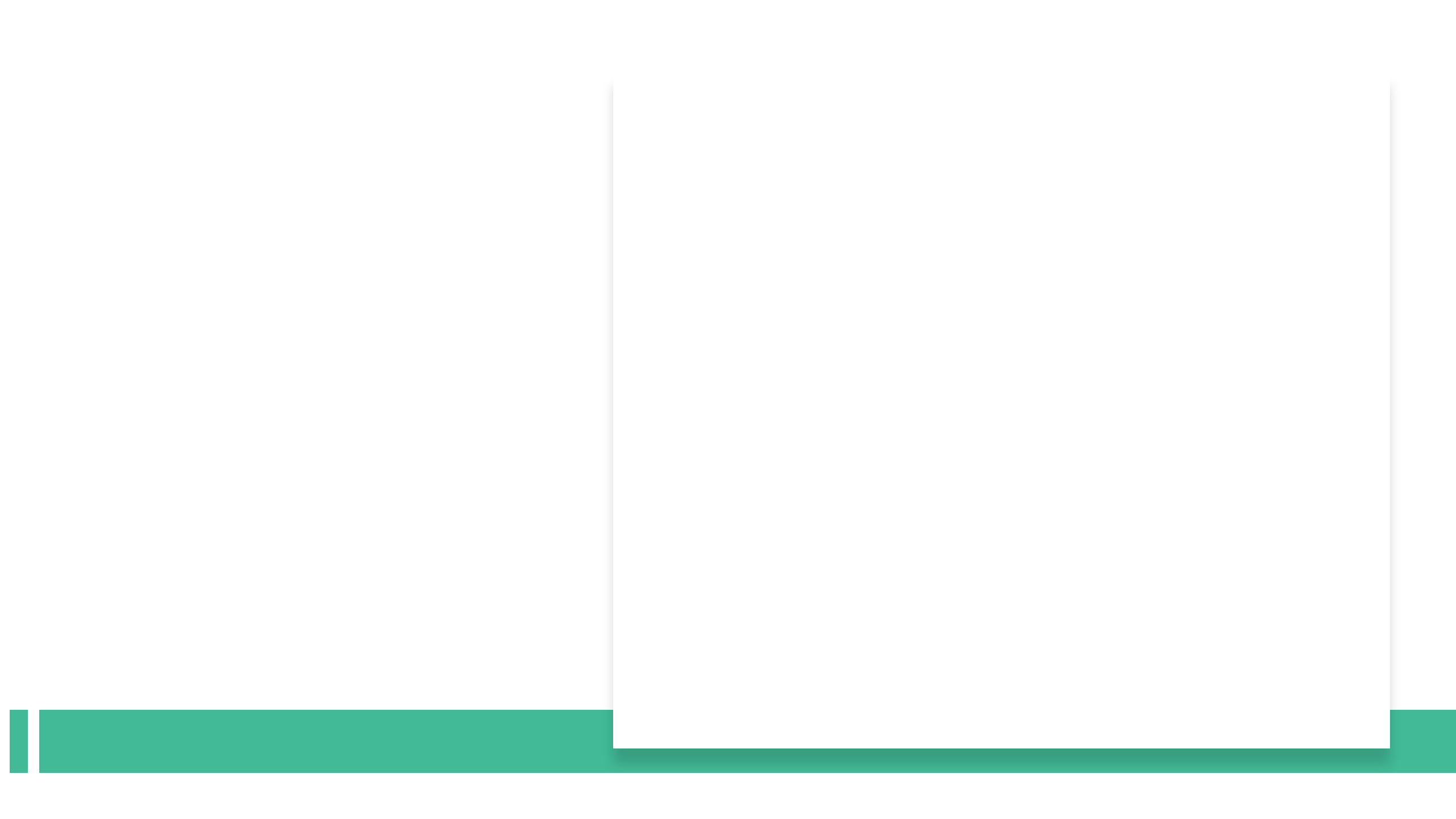
The Office of Economic Development and Government Affairs (EDGA) is responsible for maintaining the Board of Supervisors' Legislative Program; creating and implementing a vibrant economic development strategy by expanding the County's role in Arts and Culture; administering a Grants Office and updating and implementing the County's Strategic Plan and governance documents.











# Office of Evaluation, Performance & Analytics

## Vision

- Informing County governance to make the best possible decisions to improve the lives of people in San Diego County.

## Mission

- The Office of Evaluation, Performance and Analytics integrates evidence-building capabilities to inform policy, budget, and operational decisions for the betterment of the San Diego county region.

# OEPA OVERVIEW

# Thank You!

SANDIEGOCOUNTY.GOV

**Natalia Bravo, Chief of Staff, Chief Administrative Office**

**[Natalia.Bravo@sdcounty.ca.gov](mailto:Natalia.Bravo@sdcounty.ca.gov)**



# Health and Human Services Agency Overview: Los Angeles County Innovation Exchange

Eric C. McDonald, MD, Interim Agency Director  
Patty Kay Danon, Chief Operations Officer

August 11, 2023



# Outline

- HHSA Overview
- History
- Agency Promise
- Budget
- Cross-Threading



# HHSA Overview

The Health and Human Services Agency is an integrated agency with a robust service network. Its many programs are designed to help all 3.3 million San Diego County residents live well.

## VISION

A region that is building better health, living safely, and thriving to advance a just, sustainable, and resilient future for all.

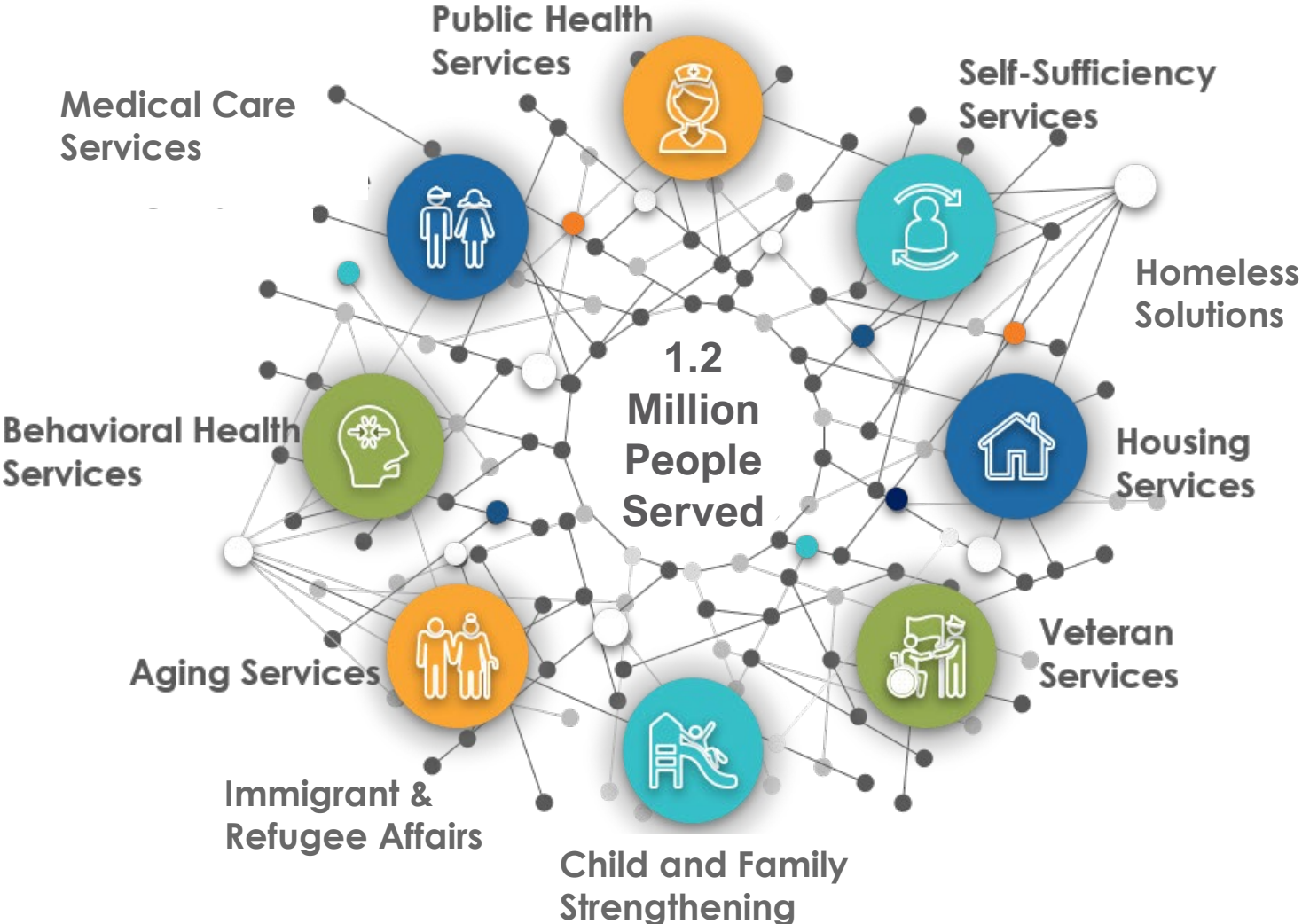
## MISSION

To make people's lives healthier, safer, and self-sufficient by delivering essential services in San Diego County.

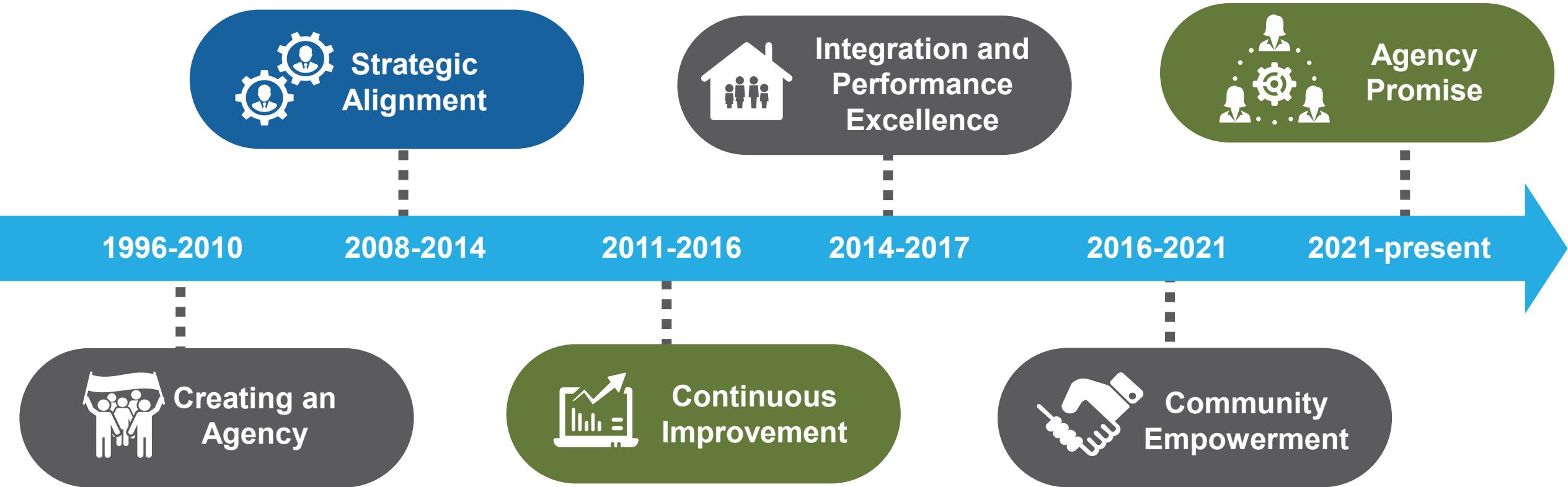




# HHSA Overview



# HHSA History



# Agency Promise



## Sustainability

Promote a resilient economy, climate, environment, and region for all.



## Workforce

Engaged employees that feel valued, have a sense of belonging and are motivated to work together toward one vision.



## Community Engagement

Strengthen and invigorate communities with opportunities to grow, connect, and thrive.



## Equity

Equitable access to better health, safety, and opportunities to thrive that enhance well-being.



## Service Delivery Coordination

Integrated performance excellence framework that delivers ever-improving value and contributes to the Agency's ongoing success.



## Systems & Technology

Innovative information systems with enhanced technical infrastructure and data sharing capabilities.

# Operationalizing the Agency Promise



**\$3.2B** Budget

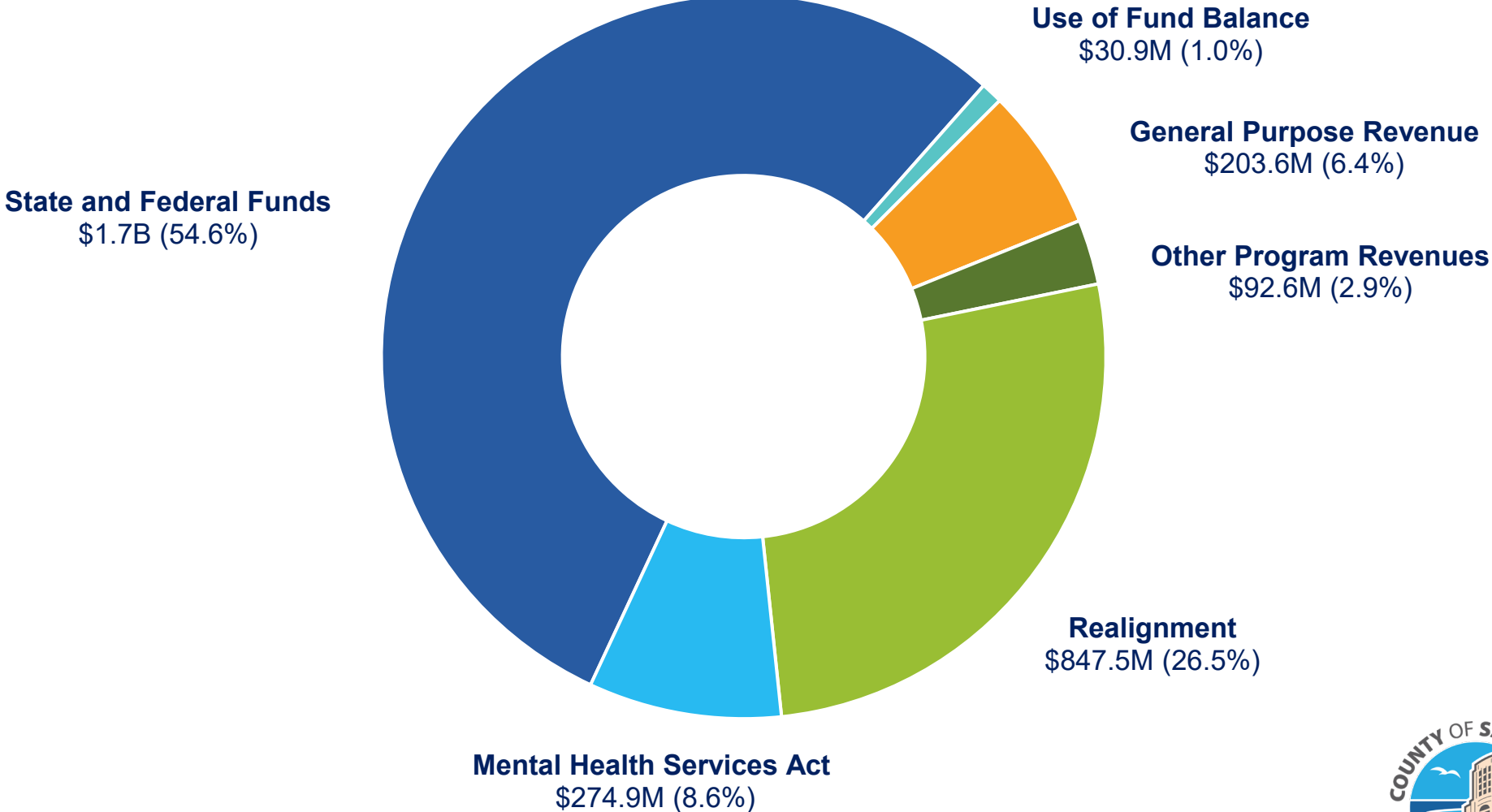
**350+** Contracted Service Providers

**8,233.5** Budgeted Staff

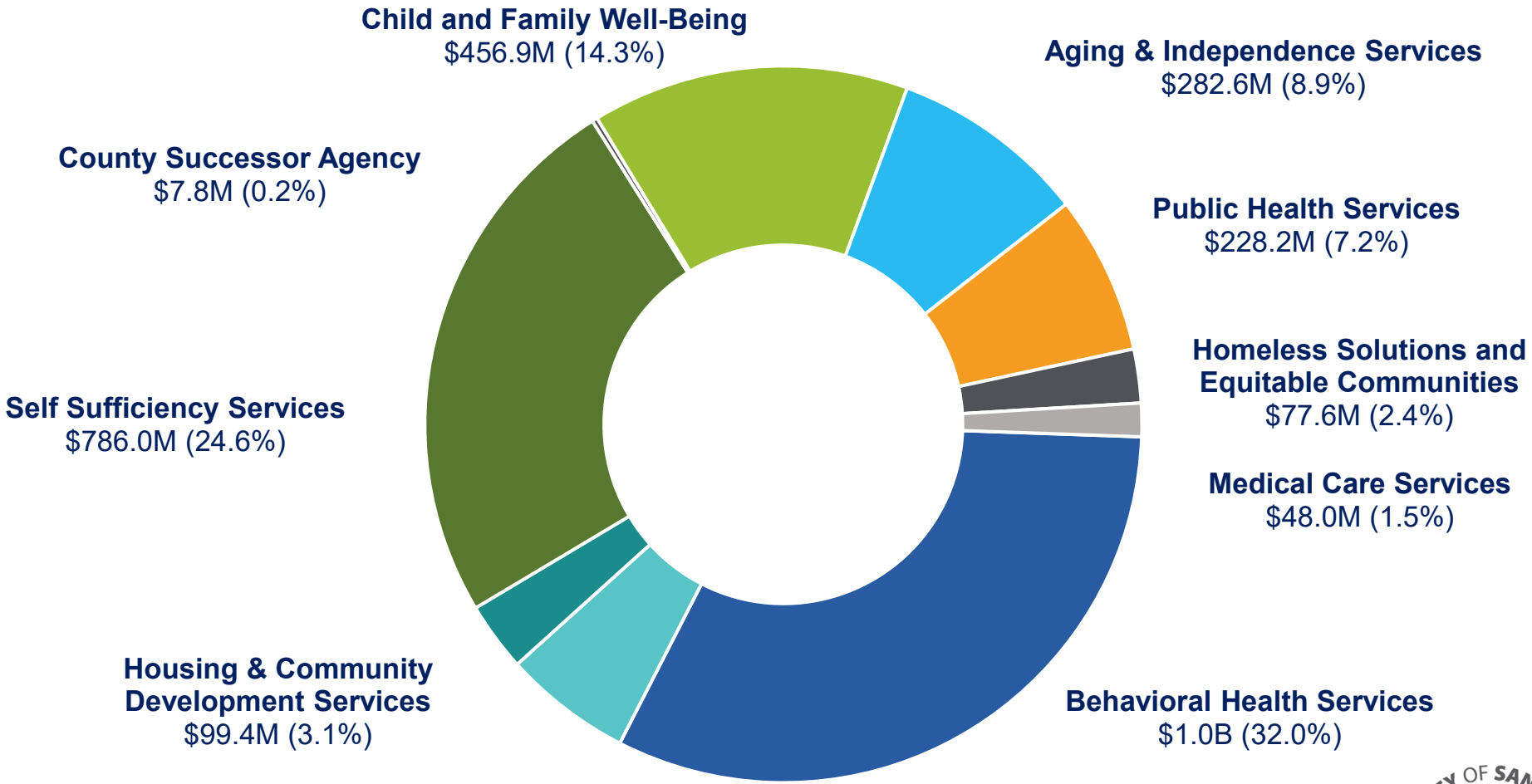
**160+** Advisory Boards



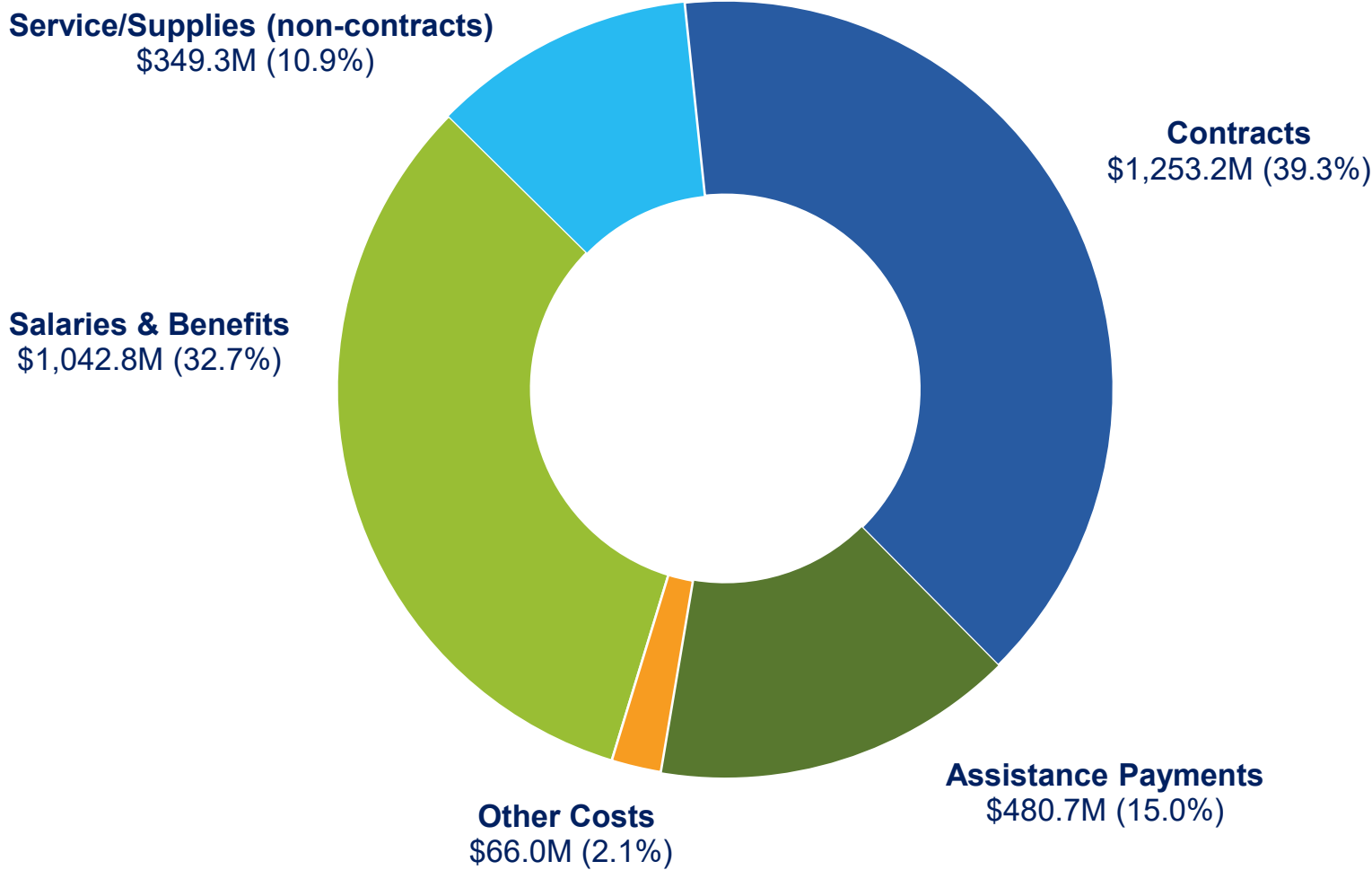
# HHSA Revenues



# HHSA Budget



# HHSA Budget



# Contracts



Department	Number of Contracts	Total Value for Current FY
Aging and Independence Services	59	\$21,189,765.57
Behavioral Health Services	347	\$759,735,934.27
Child Welfare Services*	79	\$66,393,389.82
Homeless Solutions and Equitable Communities	39	\$41,438,646.34
Housing and Community Development Services	61	\$18,343,259.08
Medical Care Services	17	\$5,811,364.74
Office of Strategy and Innovation	6	\$1,456,044.00
Public Health Services	143	\$65,978,804.30
Self-Sufficiency Services	38	\$88,776,999.00
Support Divisions	17	\$20,305,859.20

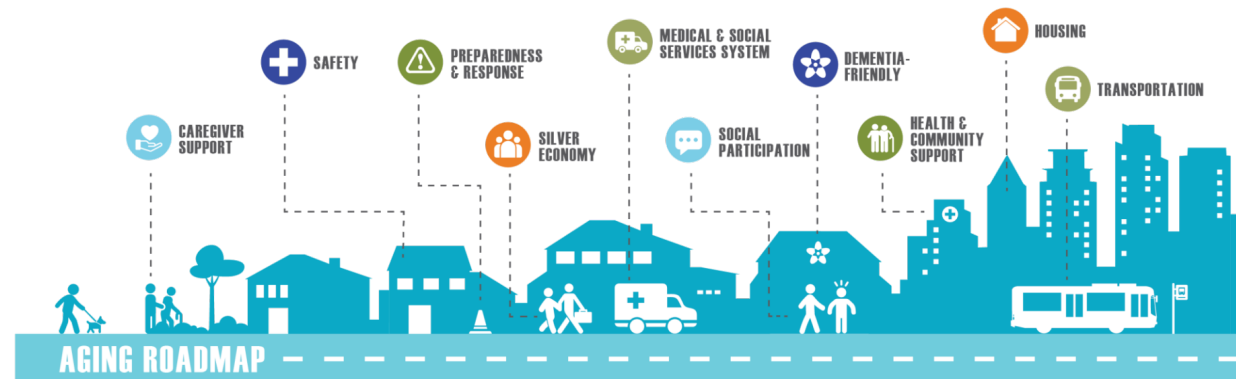
\*Child Welfare Services has transitioned to the Child and Family-Well Being Department



# Cross-Threading



- Framework for Ending Homelessness
  - Homeless Cabinet
- Aging Roadmap
- Behavioral Health Continuum of Care
- Childcare Blueprint
- Future Generations Council
- Enterprise-wide
  - Sustainability and Climate Action Plans
- Specific Positions
  - Chief Nursing Officer, Geriatric Officer, Pediatric Officer, Dental Officer



# Examples

- Agency Executive Office and Central Administrative Support
- Monthly Executive Team meetings
- Monthly Operations Report
- Operational Plan Scorecard
- Dashboards and Reports
- Community Engagement Committee
- Communications Meetings



# Thank You



# Priorities



**Meeting Safety Net Demands**



**Strengthening Children & Families, Supporting Seniors & Vulnerable Adults**



**Homelessness & Affordable Housing**



**Behavioral Health and Public Health Service Delivery**



# *Live Well San Diego:* A Shared Vision

Carey Riccitelli, MPH

Director, Office of Strategy & Innovation

Health and Human Services Agency

County of San Diego, CA



# WE KNOW ...

## 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](http://www.who.int/dietphysicalactivity/media/en/gsf_general.pdf) (Accessed September 22, 2011).

2 3Four50, [www.3four50.com](http://www.3four50.com) (Accessed September 22, 2011).



# OUR VISION

Shared vision for change



**LIVE WELL**  
SAN DIEGO

Building  
Better  
Health

Living  
Safely

Thriving



# COLLECTIVE IMPACT

## The 5 New Conditions of Collective Impact



Source: [Collective Impact 3.0 | An Evolving Framework for Community Change](#)





# ONGOING ENGAGEMENT

## LWSD



Business



Community-based Orgs



Education



Faith-based Orgs



Youth

UPDATES

COLLABORATION

EVENTS

Functional  
Threading &  
Universal  
Support

SECTOR LEADS  
MTG

RESOURCE HUB

DATA/EVAL

## HHSA

Childcare Services – First 5



Health Professionals - MCSD



Homeless Sector – OHS



Long-Term Care - PHS



Military and Veterans – OMVA



Older Adults & Disability – AIS



# ACTION FRAMEWORK



# MEASURING IMPACT



## HEALTH

Enjoying good health and expecting to live a full life

Life Expectancy

80.6

Average number of years a baby born today is expected to live.

Quality of Life

94.9%

Percent of Population Sufficiently Healthy to Live Independently.



## KNOWLEDGE

Learning throughout the lifespan

Education

88.0%

Percent of population ages  $\geq 25$  with at least a HS diploma or Equivalent.



## STANDARD OF LIVING

Having enough resources for a quality life

Unemployment Rate

7.3%

Percent of the total labor force that is unemployed.

Income

58.0%

Percent of population spending  $< 1/3$  of household income on housing.



## COMMUNITY

Living in a clean and safe neighborhood

Security

1830.5

Number of crimes per 100,000 people, reported to law enforcement.

Physical Environment

13.4%

Percent of days air quality rated as unhealthy for sensitive populations.

Built Environment

62.0%

Percent of population living within 1/4 mile of a park or community space.



## SOCIAL

Helping each other to live well

Vulnerable Populations

29.7%

Percent of population within  $\leq 200\%$  of poverty line who've experienced food insecurity.

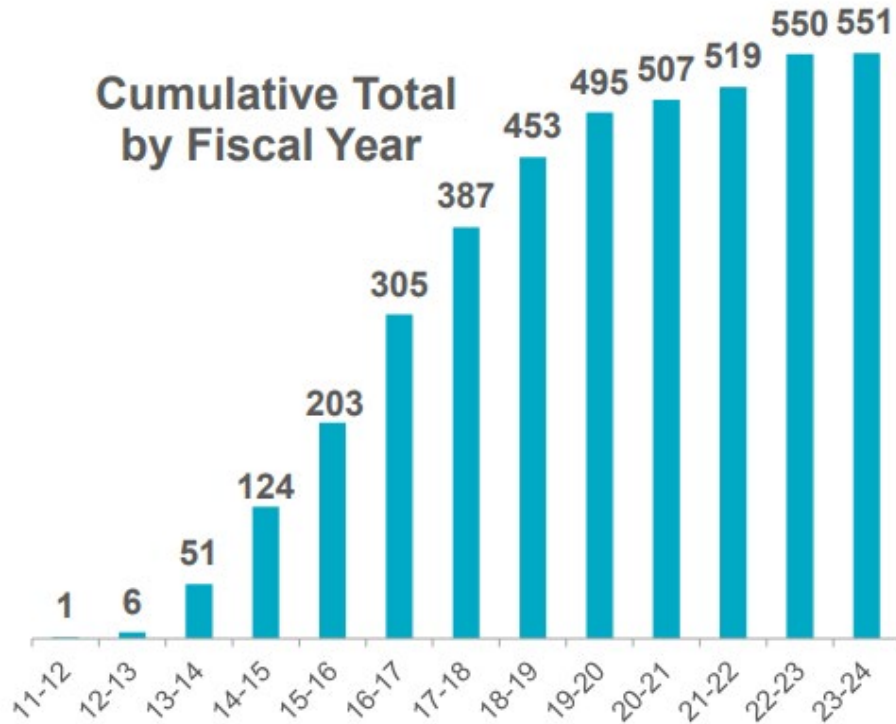
Community Involvement

25.5%

Percent of population who volunteer.



# RECOGNIZED PARTNERS

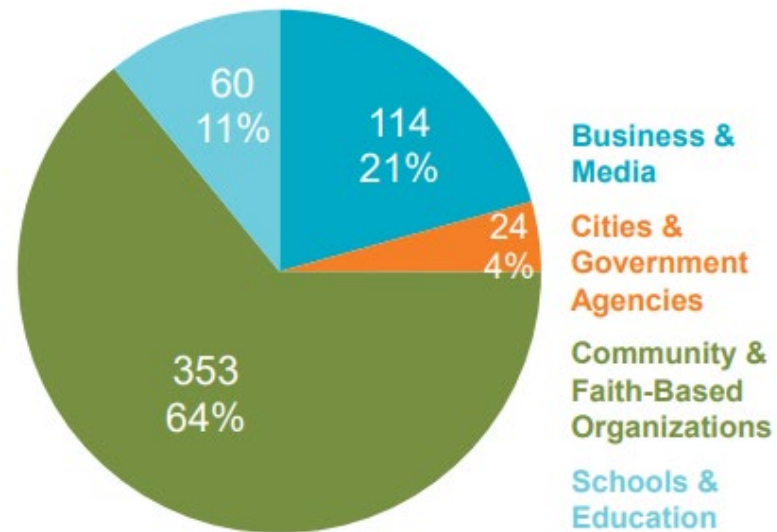


**16 Cities and Unincorporated County Areas:**  
over 3.3 million Residents

**39 School Districts - 495,000+ Students**

**551**  
**Recognized Partners**  
Includes 4 International Partners  
as of 08/07/2023

**Partners by Sector**



Total Current Partners: 539



# JUST SOME OF OUR PARTNERS...



# LIVE WELL ON WHEELS (LIVE WoW)

What is  
Live  
WoW?

- Two vehicles that bring County services directly to community members
- Available for request by community organization and internal County departments

Website: [LiveWellSD.org/livewow](http://LiveWellSD.org/livewow)

Twitter: [@LiveWoWBus](https://twitter.com/LiveWoWBus)



# LIVE WELL CENTERS: ENGAGING COMMUNITIES, ENHANCING SERVICES

North Coastal Live Well Health Center



North Inland Live Well Center



North Coastal Live Well Center



# North Coastal Live Well Center

- Aging and Independence Services
- Bureau of Public Assistance Investigations
- Child Welfare Services Rady's
- Community Services for Families
- Department of Homeless Solutions and Equitable Communities
- EQUUS
- Health Care Options
- North County Coastal Career Center
- North County Lifeline
- Office of Military and Veteran Affairs
- Public Health
- Self-Sufficiency Services
- Social Security Advocacy





# 2022 LWSD ANNUAL IMPACT



# THANK YOU!

Visit our website at: [livewellsd.org](http://livewellsd.org)

## Join us!

Sunday, 9/17: **Live Well 5k & 1 Mile Fun Run**

Wednesday, 11/1: **Live Well Advance Conference**

The screenshot shows the Live Well San Diego website homepage. At the top, the logo for "LIVE WELL SAN DIEGO" is displayed, along with navigation links for "About", "Events", and "I Want To...", and a search icon. The main banner features a large photograph of a conference hall with a stage and audience. A central text box reads "Together, we can do more." and "Through collective impact, the vision aligns efforts to create a region that is Building Better Health, Living Safely, and Thriving." with a "LEARN MORE" button. Below the banner is a row of five circular icons representing different focus areas: "Love Your Heart", "5K & Fitness", "Check Your Mood", "Live Well Advance", and "Live Well at Home". The bottom section is divided into three columns: "Organizations" (with a "VIEW MORE" button), "Individuals" (with a "VIEW MORE" button), and "Recognized Partners" (with a "VIEW MORE" button). A URL "http://www.livewellsd.org/about" is visible in the bottom left corner.

# THE POWER OF NUMBERS

DATA INTEGRATION AT THE HEALTH AND HUMAN SERVICE AGENCY

Craig Sturak, Chief, Office of Strategy and Innovation

Ricardo Gutierrez, Manager, Office of Business Intelligence



# OFFICE OF STRATEGY & INNOVATION

## WHO WE ARE

- Equity & Strategic Partnerships
- Media & Communications
- Live Well San Diego Support Team
- Office of Business Intelligence
- Strategy and Legislative Affairs

## OUR CORE COMPETENCIES

- Drive Strategy
- Make Data Actionable
- Communicate and Collaborate



# OFFICE OF BUSINESS INTELLIGENCE

## OBI TEAM

- Manager and Assistant Manager
- Six Data and Research Analysts
- Two Program Specialists
- Three Geographic Information Systems (GIS) Analysts
- One Epidemiologist

## WHAT WE DO

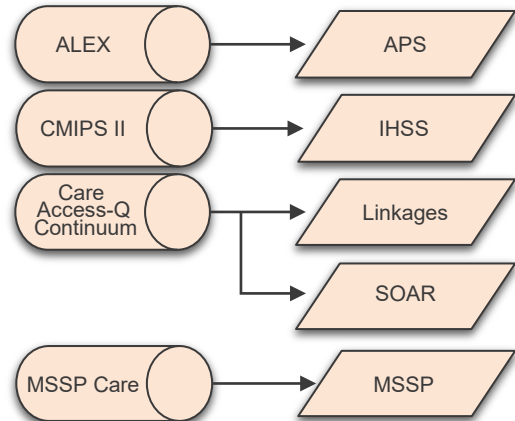
- Data Analysis, Visualization and Reporting
- GIS/Geospatial Analysis
- Project Management/Process Improvement



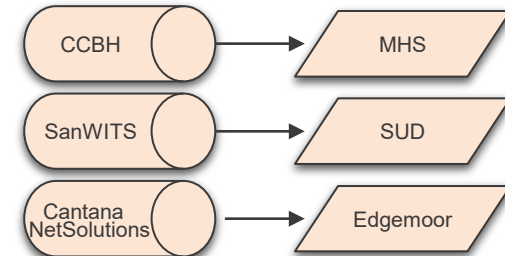
# DATA INTEGRATION

## CUSTOMER RECORD LINKAGE

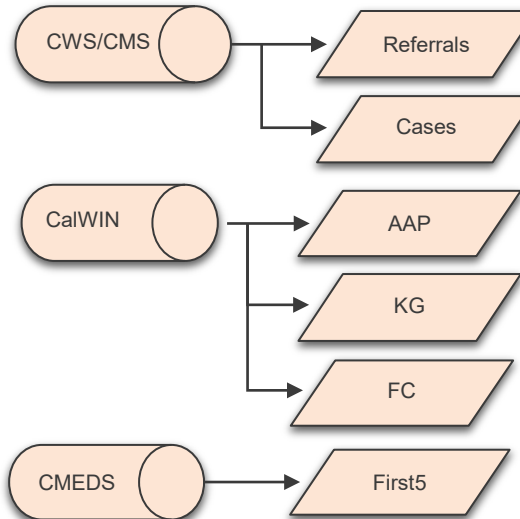
### Aging & Independence Services



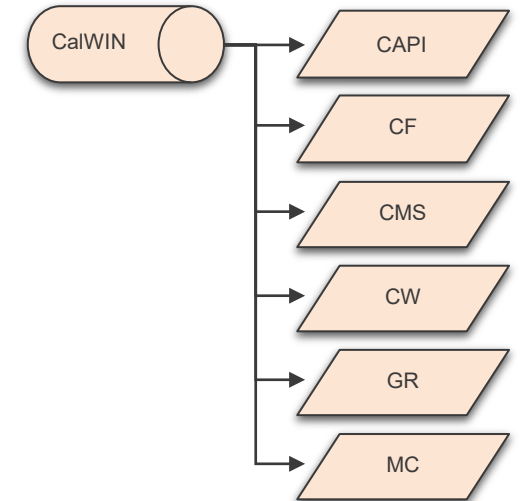
### Behavioral Health Services



### Child & Family Well-Being



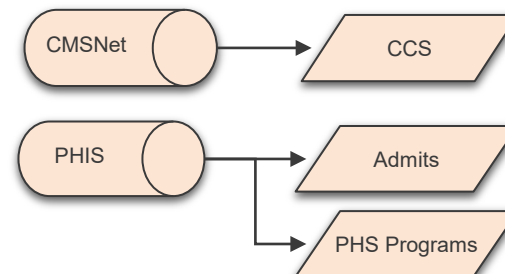
### Self-Sufficiency Services



### Housing & Community Development Services



### Public Health Services



### Office of Military and Veterans Affairs



# DATA INTEGRATION

## DASHBOARDS

### HHSA Customers Dashboard: Fiscal Year 2020-21

#### HHSA Customers Dashboard: Fiscal Year 2020-21

##### Geographic Information

San Diego County	Central Region	East Region	North Central Region	North Coastal Region	North Inland Region	South Region
1,117,723 Customers	228,445 Customers	198,223 Customers	126,933 Customers	135,604 Customers	173,378 Customers	217,987 Customers

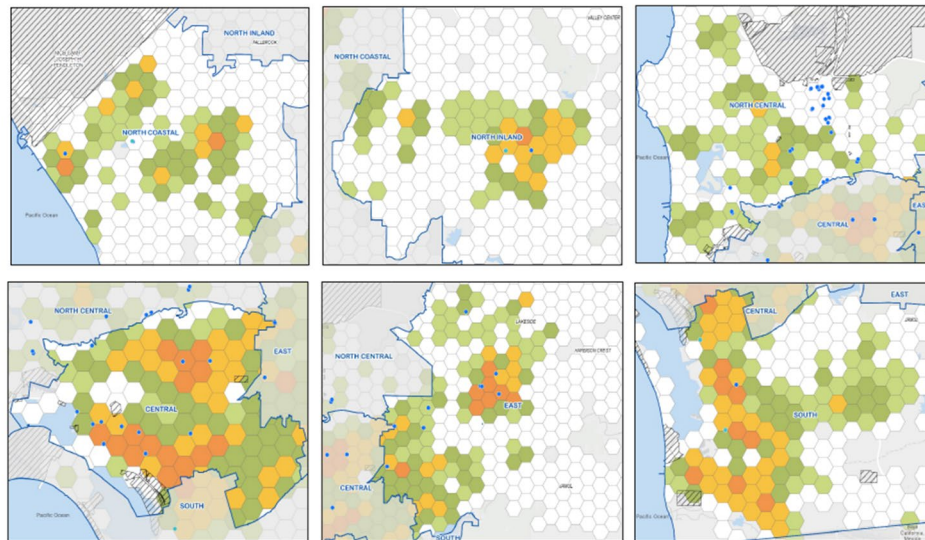
San Diego County areas with the highest customer density by HHSA region

**HHSA Customers Density Map**

- HHSA Live Well Center
- HHSA Facilities
- HHSA Regions
- Municipalities
- ▨ Military Area

**Number of HHSA Customers per 1/2 Mile**

- 1 - 500
- 501 - 1,000
- 1,001 - 2,000
- 2,001 - 4,000
- 4,001 - 12,406

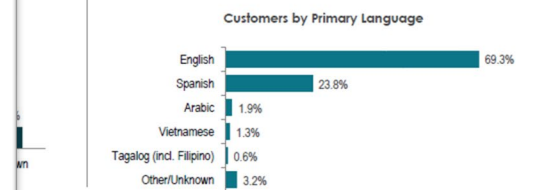
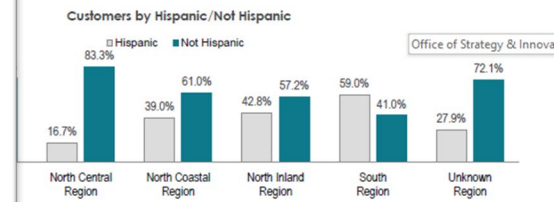
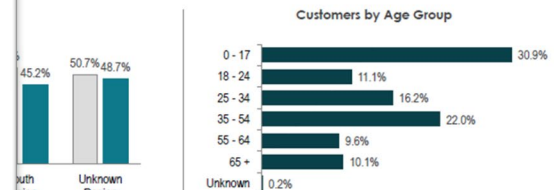


Note: Source: HHSA Unique Customers by Program, FY 2020-2021 (OBI File)

### CalFresh Customer Programs & Income

Total Current CalFresh    CF Customers with    CF Customers with

MINORS (< 18) 44,835 Customers 30.9%	SENIORS (65+) 112,783 Customers 10.1%	FOREIGN BORN 273,364 Customers 24.5%	HISPANIC 434,262 Customers 38.9%
--------------------------------------------	---------------------------------------------	--------------------------------------------	----------------------------------------



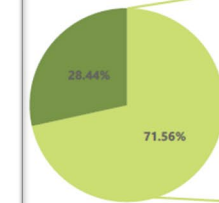
Total CF Households

205,849

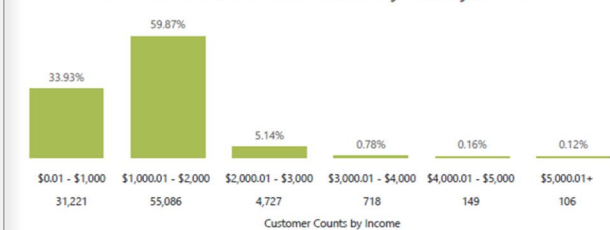
Households with Income (Self Reported)

146,050

#### Income by Household

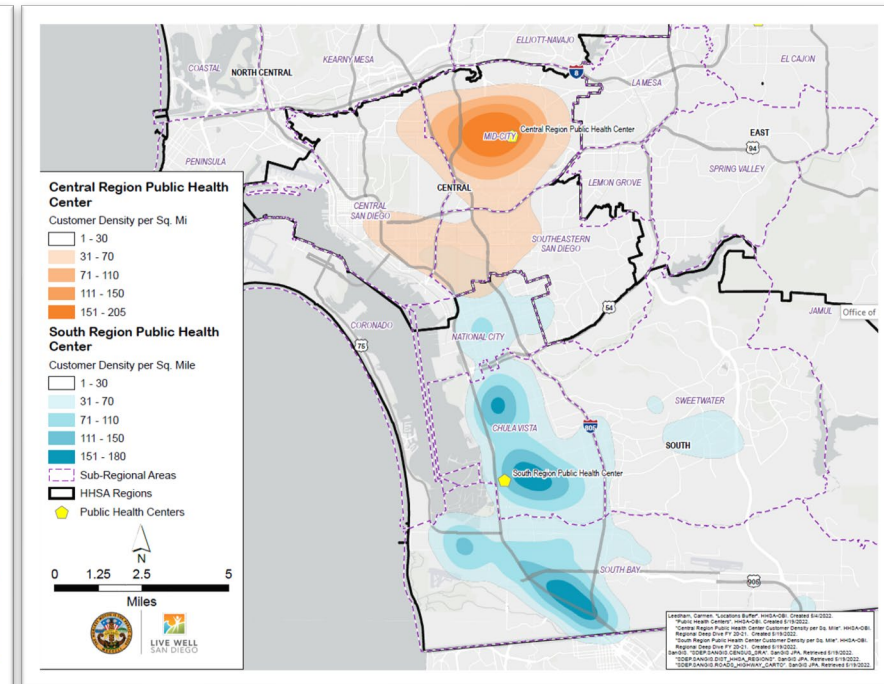
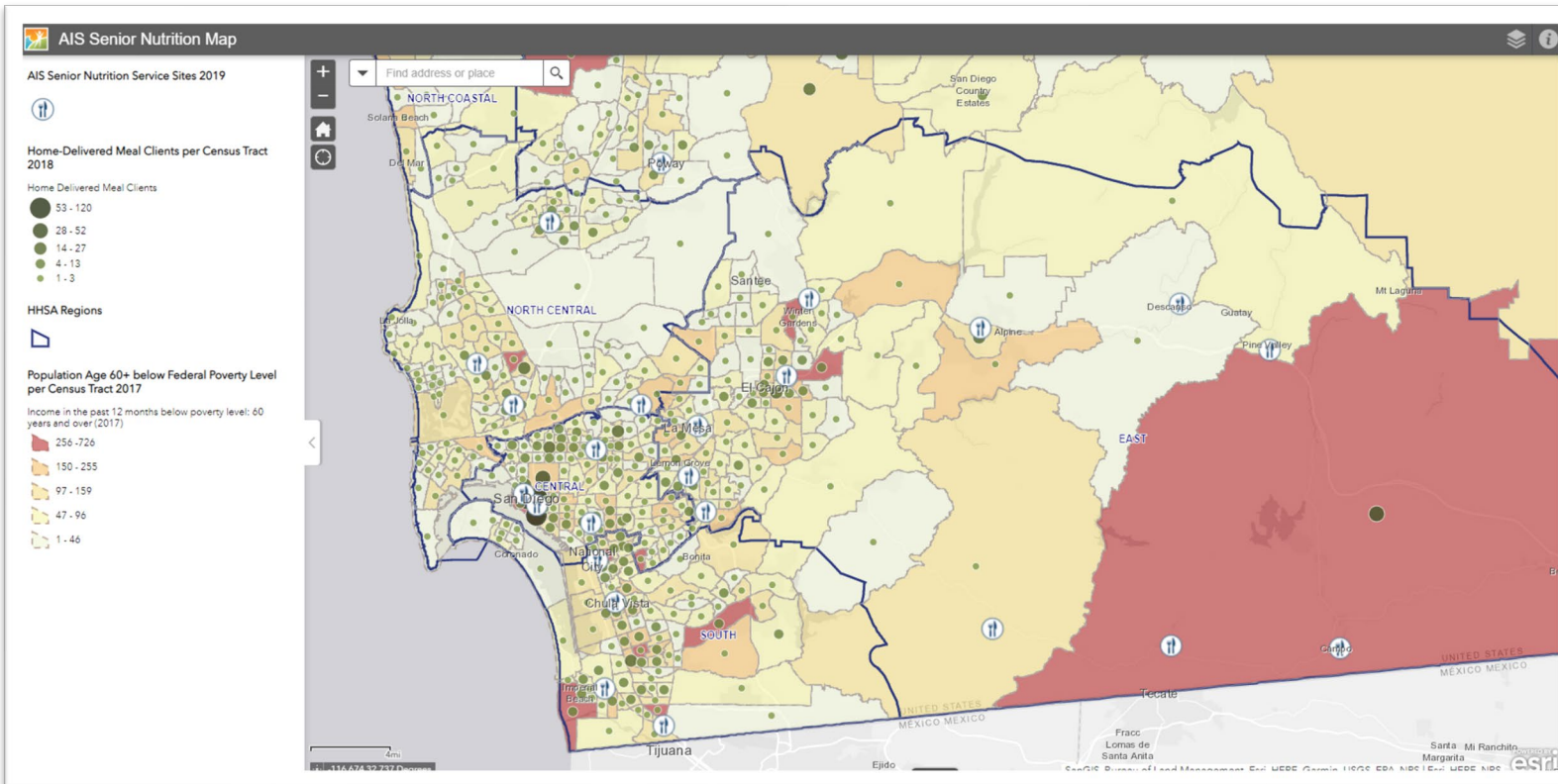


#### Households with Unearned Income by Monthly Amount



# DATA INTEGRATION

## GIS MAPPING/VISUALIZATION





# DATA INTEGRATION

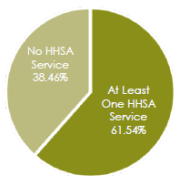
## DATA SHARING AGREEMENTS

### Probation Combined Population Dashboard December 2019

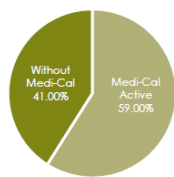


Total Unique Probation Combined Population as of December 15, 2019: 11,175 Individuals (8,847 Males and 2,328 Females)

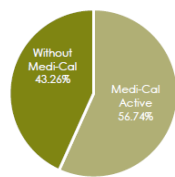
Combined Population Received HHSA Services in FY18-19



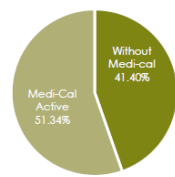
Combined Probation Population with Medi-Cal



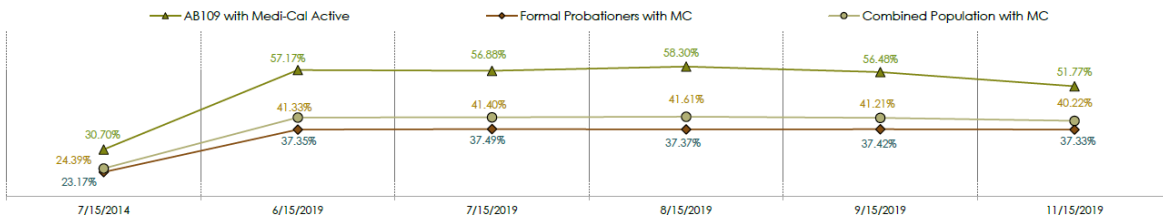
AB-109 Population with Medi-Cal



Formal Probationers with Medi-Cal



Probation Population with Medi-Cal Active-Trend Data



Probation Population with Medi-Cal Active - Trend Data

Type	7/15/2014			6/15/2019			7/15/2019			8/15/2019			9/15/2019			11/15/2019			12/15/2019			
	Count	Type %	Count	Type %	Count	Type %	Count	Type %	Count	Type %	Count	Type %	Count	Type %	Count	Type %	Count	Type %	Count	Type %		
AB109 with Medi-Cal Active	691	30.70%	1,274	57.17%	1,273	56.88%	1,307	58.30%	1,250	56.48%	1,158	51.77%	1,242	56.74%	1,242	56.74%	1,242	56.74%	1,242	56.74%	1,242	56.74%
Formal Probationers with MC	2,700	23.17%	3,319	37.35%	3,318	37.49%	3,299	37.37%	3,338	37.42%	3,335	37.33%	3,340	37.17%	3,340	37.17%	3,340	37.17%	3,340	37.17%	3,340	37.17%
Combined Population with MC	3,391	24.39%	4,593	41.33%	4,591	41.40%	4,604	41.61%	4,588	41.21%	4,493	40.22%	4,582	41.00%	4,582	41.00%	4,582	41.00%	4,582	41.00%	4,582	41.00%
Type	Count		Count	Count Change	Count	Count Change	Count	Count Change	Count	Count Change	Count	Count Change	Count	Count Change	Count	Count Change	Count	Count Change	Count	Count Change	Count	Count Change
Total AB109 Population	2,251		2,232	-19	2,238	6	2,242	4	2,213	-29	2,237	24	2,189	-48	2,189	-48	2,189	-48	2,189	-48	2,189	-48
Total Formal Probationers	11,652		8,887	-2,765	8,851	-36	8,827	-24	8,921	94	8,933	12	8,986	53	8,986	53	8,986	53	8,986	53	8,986	53
Total Combined Population	13,903		11,119	-2,784	11,089	-30	11,069	-20	11,134	65	11,170	36	11,175	5	11,175	5	11,175	5	11,175	5	11,175	5

### PROJECT ONE FOR ALL

Reporting Period: February 2016 thru January 2023



5,381  
People Outreached  
(BHS outreach efforts)

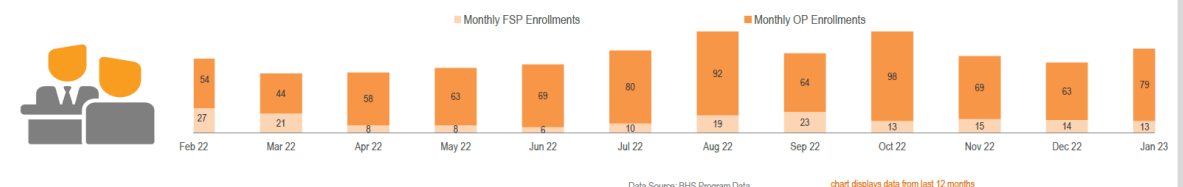


6,437  
People Received Treatment  
(Outpatient or Full Service Partnership Program)

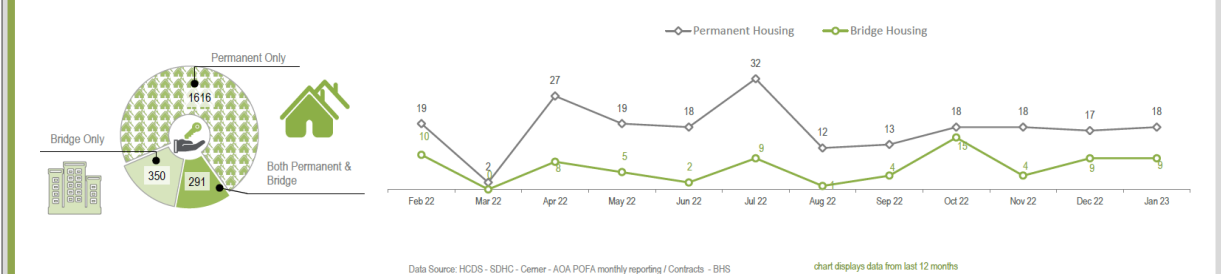


2,257  
Homeless People were Housed with Treatment  
(Bridge or permanent housing)

TREATMENT SERVICES 6,437 people have received treatment through the Outpatient or Full Service Partnership Program since POFA inception



HOUSING RESOURCES 2,257 homeless people off the streets have been housed since POFA inception



Icons used in the dashboard are made by Freepik from www.flaticon.com  
Produced by Office of Business Intelligence For Official Use Only Monday, March 27, 2023



# OFFICE OF STRATEGY & INNOVATION

## KEY CONSIDERATIONS

- Shared organizational vision across leadership
- Team make-up needs a balance of skill sets
- Close working relationship with Counsel and Compliance
- Data governance with representatives across the enterprise
- "InterOptimability"



# Q&A





COUNTY OF SAN DIEGO

# Office of Equity & Racial Justice

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Andrew Strong

(He/Him)

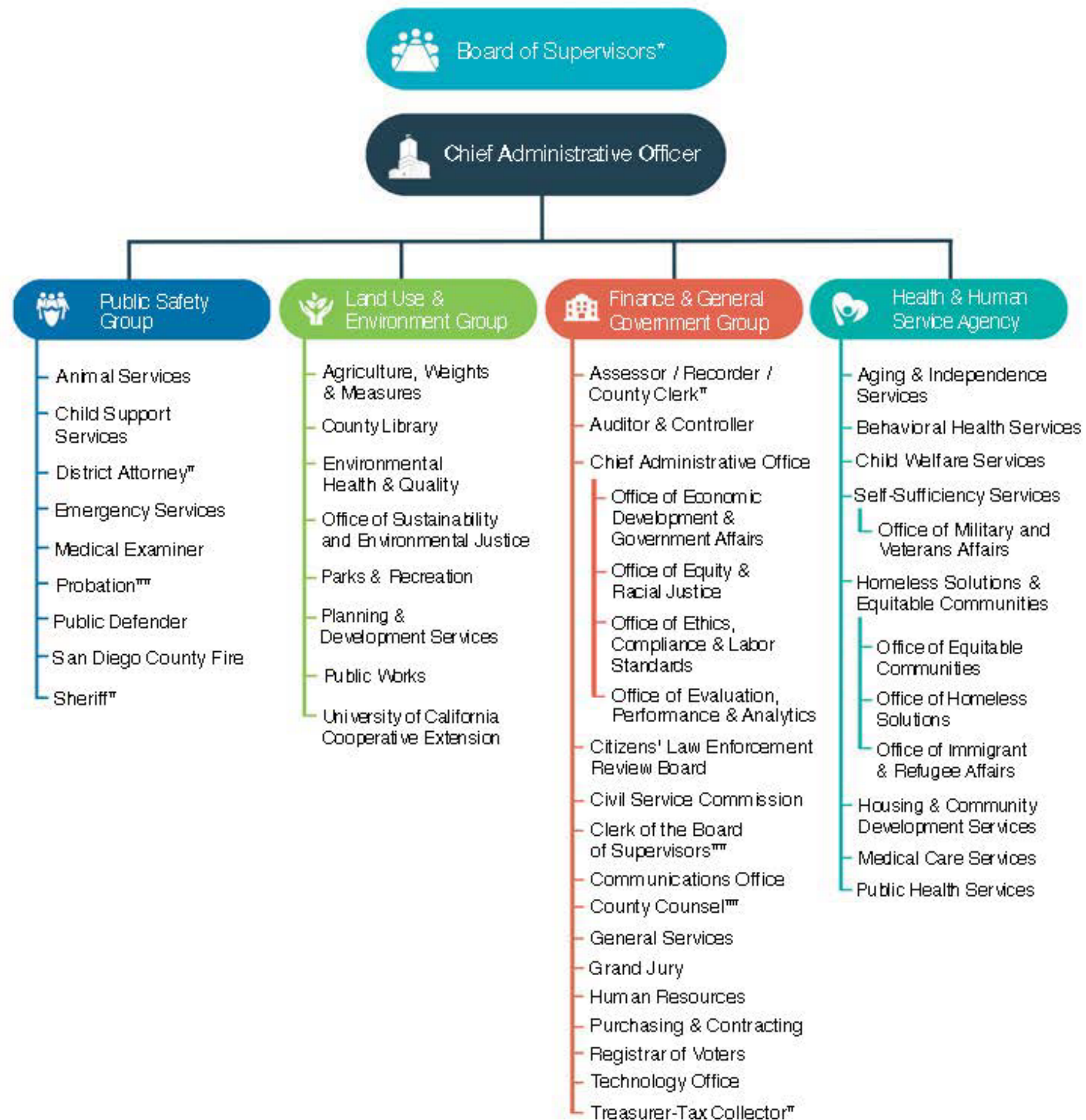
# OFFICE OF EQUITY & RACIAL JUSTICE

JUNE 2020

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Established by the Board of Supervisors to identify and address systemic bias and disparities through the lens of racial justice.

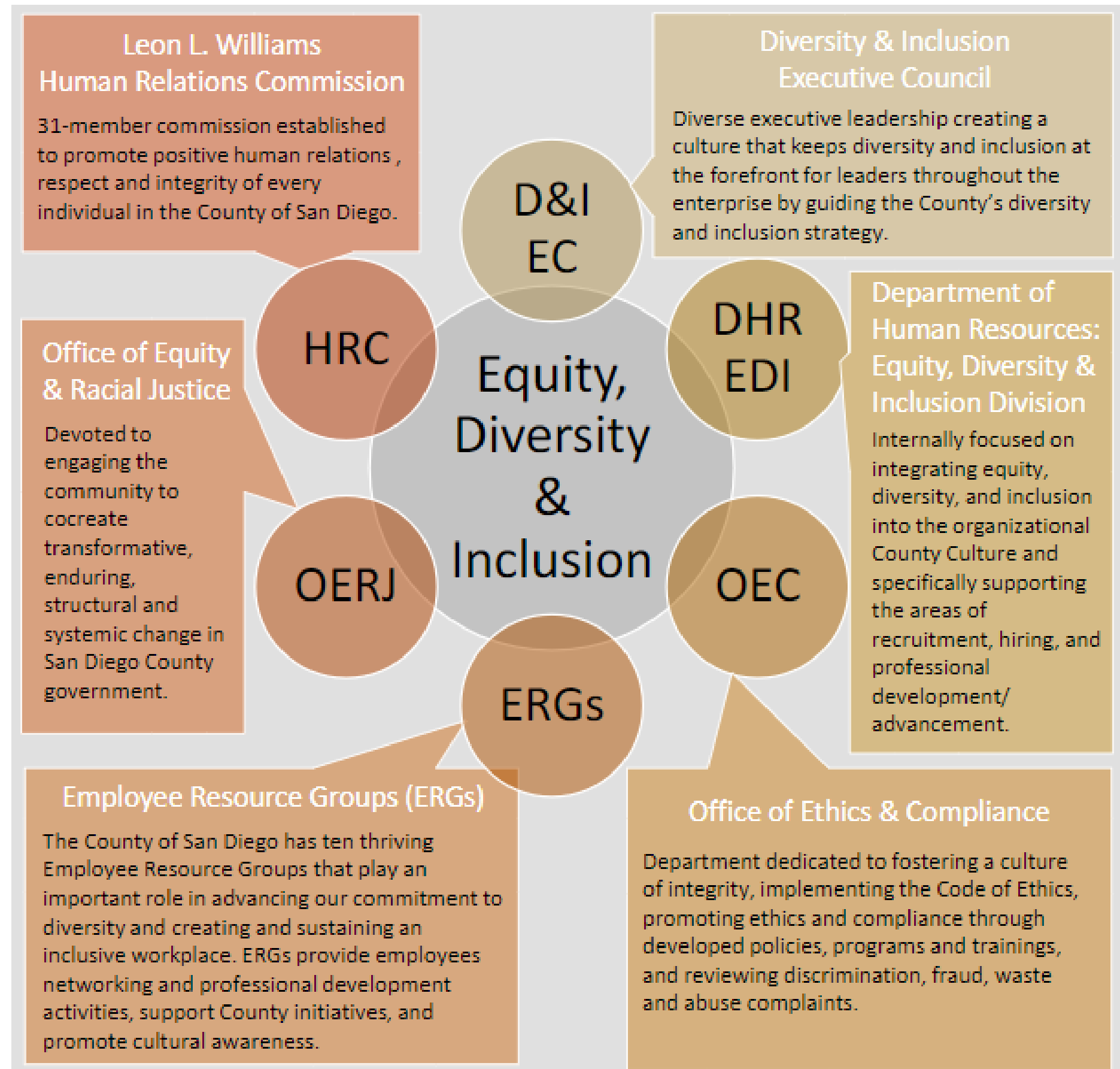




\*Elected Officials

\*\*Reports to the Board of Supervisors

# COUNTY D&I PARTNERSHIP MODEL





## OUR MISSION

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OERJ partners with the community to **co-create** transformative, enduring, **structural and systemic change** in San Diego County government.

We bridge County of San Diego departments and community voices to **design bold policies and practices to advance equity**.

We champion **belonging** for all and **advocate** for people suffering from structural and systemic racism and exclusion.



# GARE THEORY OF CHANGE

## 1. VISUALIZING

- Articulate a clear racial equity vision that every department can engage with

## 2. NORMALIZING

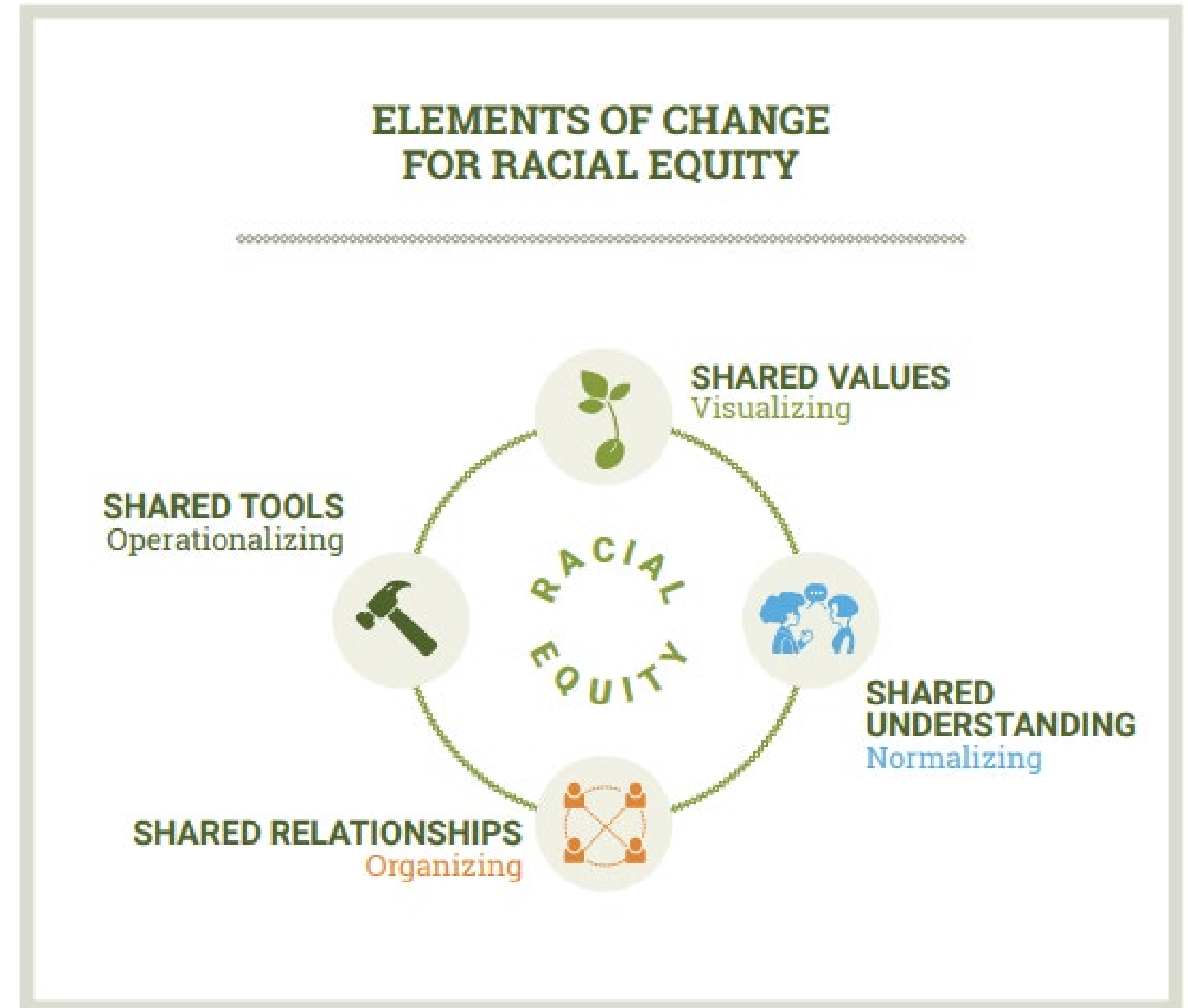
- Continue conversations about race and develop a common analysis of systemic drivers of inequity

## 3. ORGANIZING

- Build capacity for change through internal, external, and cross-agency networks

## 4. OPERATIONALIZING

- Use a systematic process and racial equity tools to create data-driven goals and action plans



# DECLARING RACISM A PUBLIC HEALTH CRISIS



Board of Supervisors Resolution  
on January 12, 2021 (BL-08)

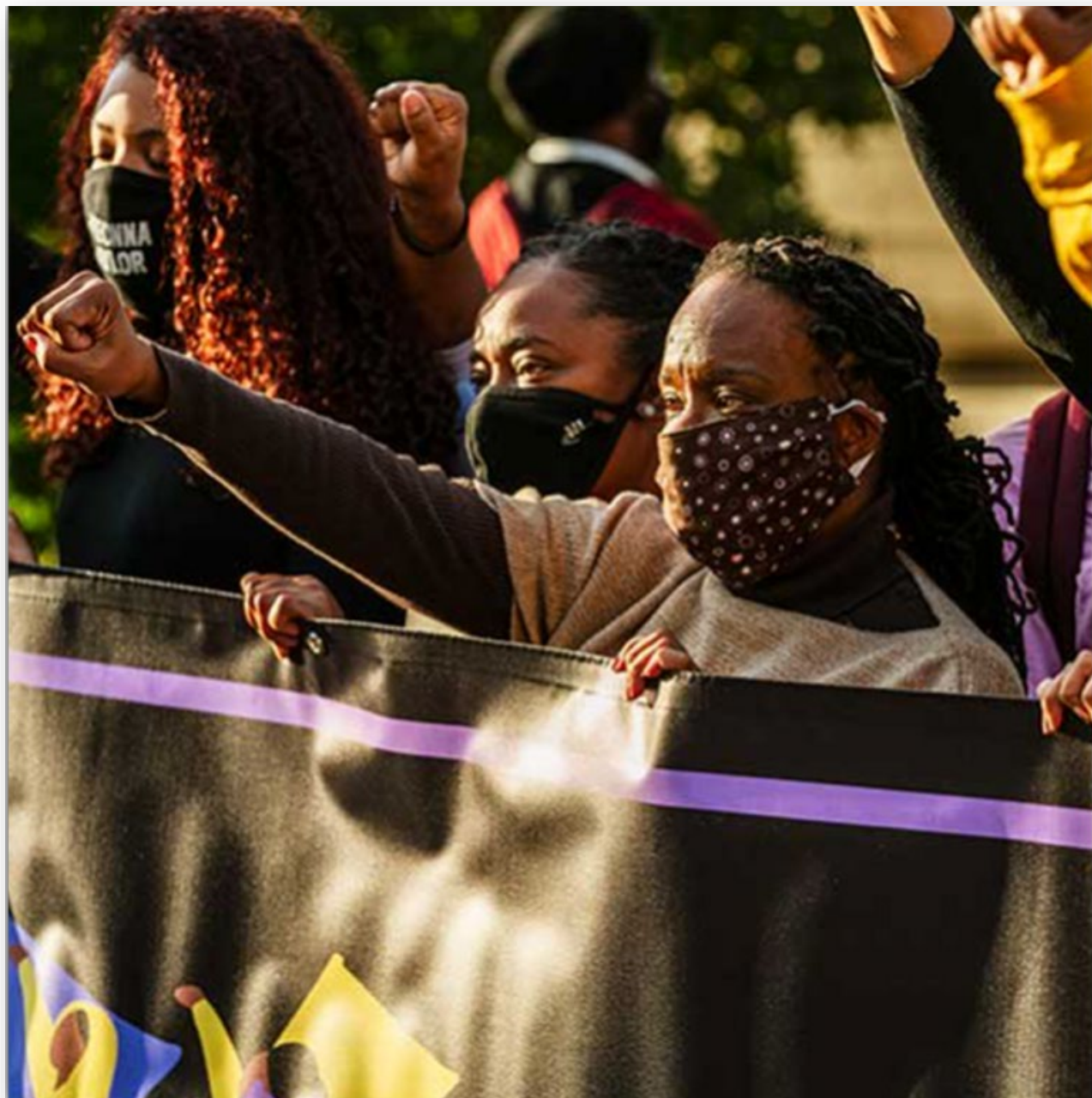
Acknowledge systemic racism and  
health disparities in San Diego County

Integrate Equity and Belonging  
into County's Mission, Vision,  
Values & Strategic Plan

Equity Impact Statements  
included in all Board Letters  
as of June 2021

Enhance community input and  
data collection for County  
programs and policies

# PROGRAMS & INITIATIVES



---

Socially Equitable Cannabis

---

Partner & Strategy Circle

---

Intersectional Gender Equity

---

Uplifting Boys & Men of Color

---

Equity Impact Grants

# EQUITY TOOLS

EQUITY IMPACT  
STATEMENT

**Included in every Board Letter  
starting in June 2021**

BUDGET EQUITY  
QUESTIONNAIRE

**Incorporated into Op Plan  
starting in FY 22-23**

EQUITY  
INDICATORS

**Launching in September 2023**



# Equity Impact Report & Indicators



COUNTY OF SAN DIEGO

**Office of Equity  
& Racial Justice**



# Equity Indicators Project Team

## **County Office of Equity & Racial Justice**

- **Mica Miragliotta**, Management Fellow
- **Samuel Tsoi**, Equity Impact Manager

## **County Office of Evaluation, Performance, and Analytics**

- **Dr. Haruna Feldman**, Chief Data Officer
- **Cassandra Ott**, Performance Branch Manager
- **Chieko Seto**, Group Program Manager
- *Data Governance Committee*

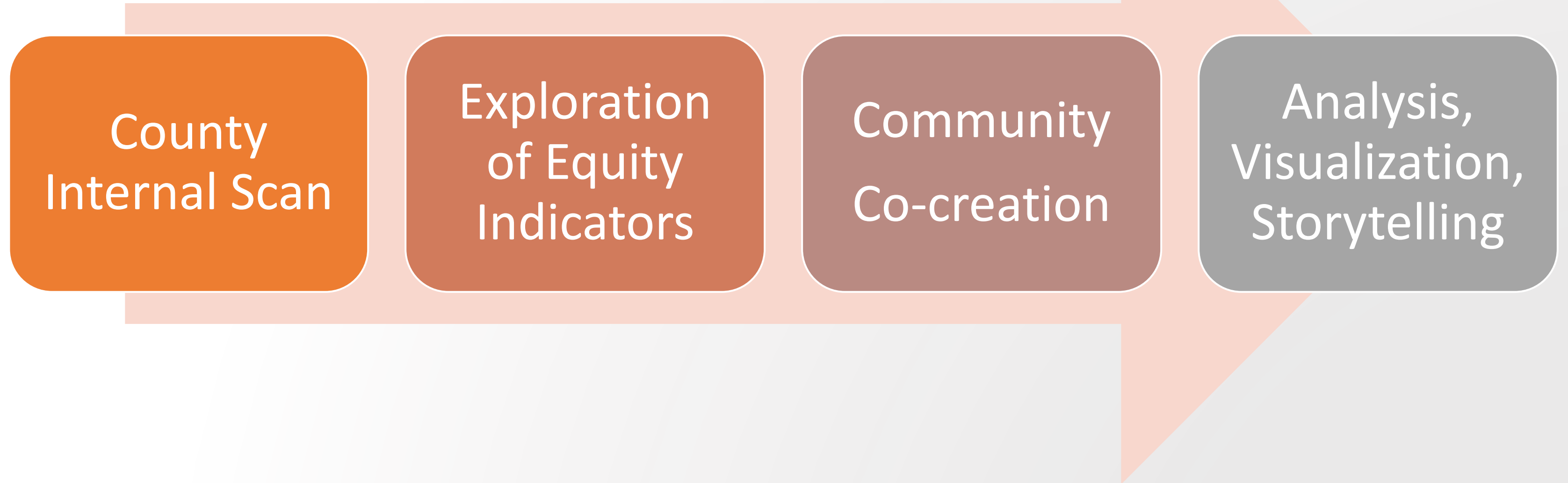
## **San Diego Regional Policy Innovation Center**

- **Dr. Karen Boyd**, Economist
- **Dr. Daniel Enemark**, Chief Economist
- **Gabriela Gonzalez**, Economic Analyst
- **Dr. Alicia Jurek**, Economist

## **Data Governance Committee**

- **Group & Department Data Leads from across the Enterprise**

# Process



- Surveyed other cities and counties and equity indicators
- Community listening sessions throughout Fall 2021 + stakeholder focus groups (120+)

# Equity Impact Report components

Disaggregated Data on Life Outcomes

Regional / National Comparison

History

Data Visualizations

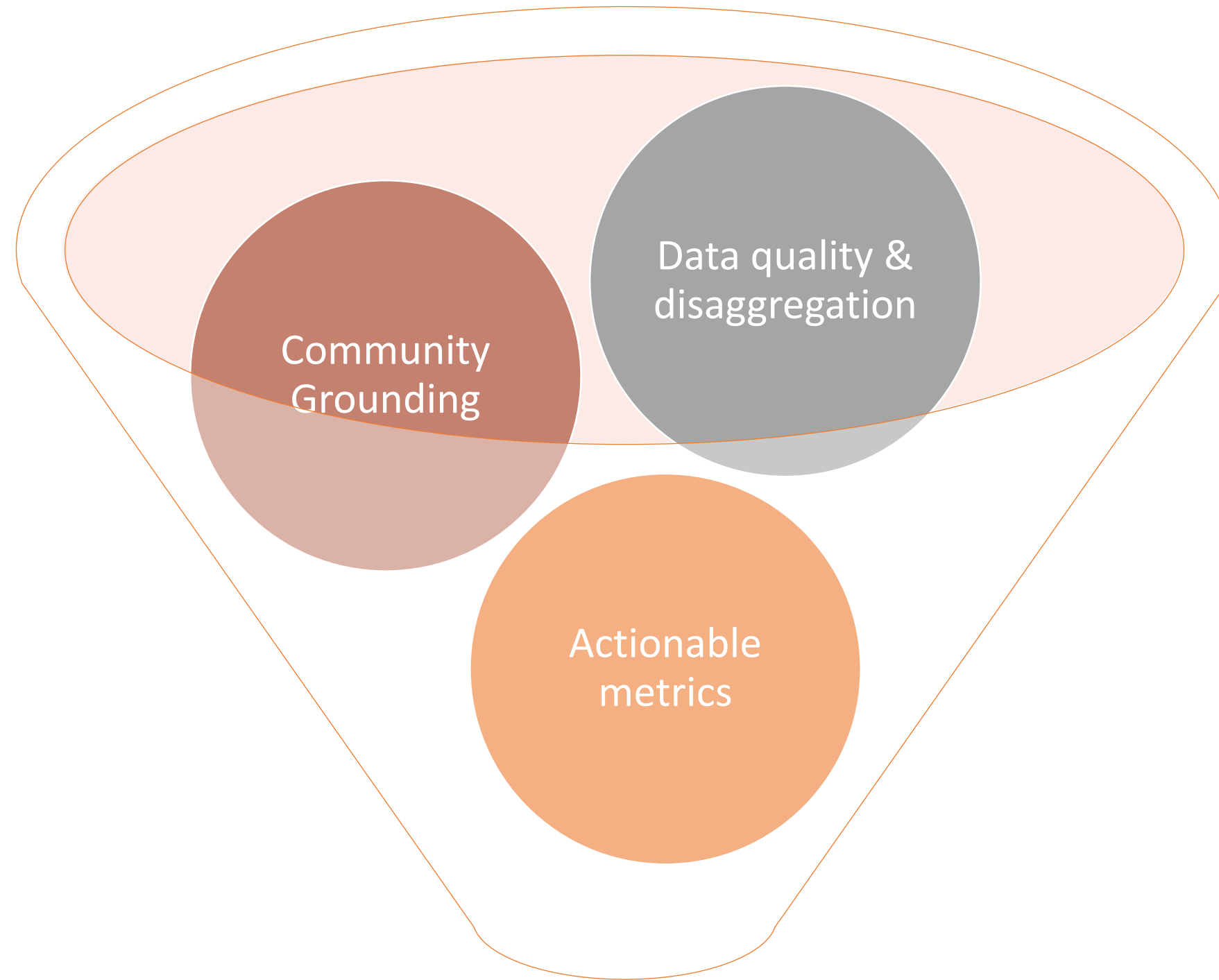
Narratives

Current initiatives  
& Goal-setting



**120+ indicators in following areas:**

- Early Childhood
- Education
- Employment / Income
- Transportation / mobility
- Community development
- Housing
- Safety
- Health & Human Services
- Food systems
- Natural & built environment
- Belonging, civics, social cohesion
- Law & justice



36 priority  
**Equity Indicators**  
across 10 themes

**Tools / Methods:**

- Community listening sessions
- Comparative analysis of other jurisdictions
- Expertise / national studies
- Alignment with County priorities / functions
- Development of Theory of Change
- Thematic analysis
- Applicability to goal-setting, policymaking, strategic planning, program evaluation

# 36 Indicators Across 10 Themes



**Early Childhood**



**Health**



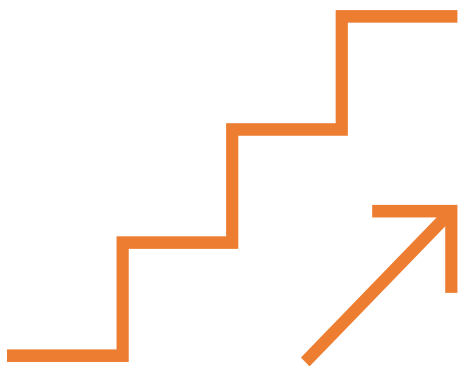
**Crime & the Legal System**



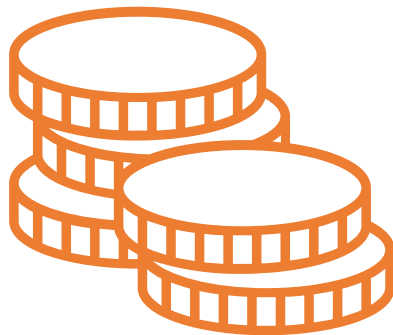
**Food System**



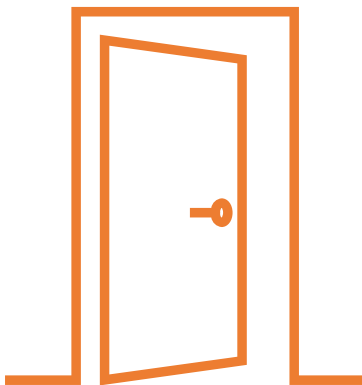
**Parks & Nature**



**Education**



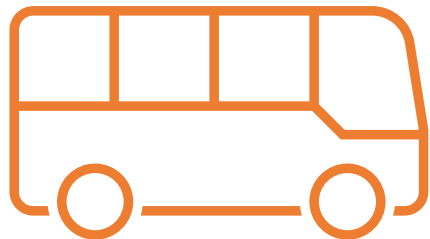
**Jobs & Finances**



**Housing**



**Community & Civic Life**



**Transportation & Infrastructure**

# Web Pages

## Equity in San Diego County

### Overview

In January 2021, the County of San Diego Board of Supervisors passed a resolution declaring racism a public health crisis. The Board of Supervisors proposed measures to ensure that in making decisions, the County is promoting health equity, basing decisions on equity data, and engaging our communities in a participatory process. The goal is to create a County culture of equity, belonging, and racial justice.

To reach that goal, the [Office of Equity and Racial Justice \(OERJ\)](#) collaborated across County departments and incorporated community feedback to create an equity impact report for San Diego County following the [targeted universalism](#) framework. The first baseline was published in [MONTH] 2022 and the report will be updated annually each Fall.

### Vision

- Improve the health and well-being of all individuals in San Diego County
- Create a County culture of equity, belonging, and racial justice
- Provide clear, user-friendly, and actionable measurements to guide the County of San Diego and regional stakeholders towards the progress of closing disparities between groups and elevating outcomes for the general population

### Equity Indicators

40 indicators were selected across 11 "themes", or categories, based on review of research, data availability, work completed by other jurisdictions, and stakeholder input. Click on the tiles below to learn more about the indicators within each theme.

Health

Jobs & Finances

Education

One indicator: urban heat index.

Four indicators: health insurance, health professionals, life expectancy, and low birth weight births. [Read More](#)

Four indicators: poverty rate, self-sufficiency wage, employment to population, and share of households with debt in collections. [Read More](#)

Five indicators: English language arts proficiency, high school graduates, percentage of 3-4 year olds enrolled in school, student... [Read More](#)

### Community & Civic Life

Three indicators: homeownership, business ownership, and internet access. [Read More](#)

### Early Childhood

Three indicators: share of children in family arrangements, number of public school children who are homeless, and adverse... [Read More](#)

### Food System

Two indicators: food security and grocery access. [Read More](#)

### Transportation & Infrastructure

Transportation and housing is important because ... 4 indicators were selected in this domain. [Read More](#)

### Housing

Two indicators: cost burdened households and homelessness. [Read More](#)

### Crime & the Legal System

Public safety is critical because ... 2 indicators were selected. [Read More](#)

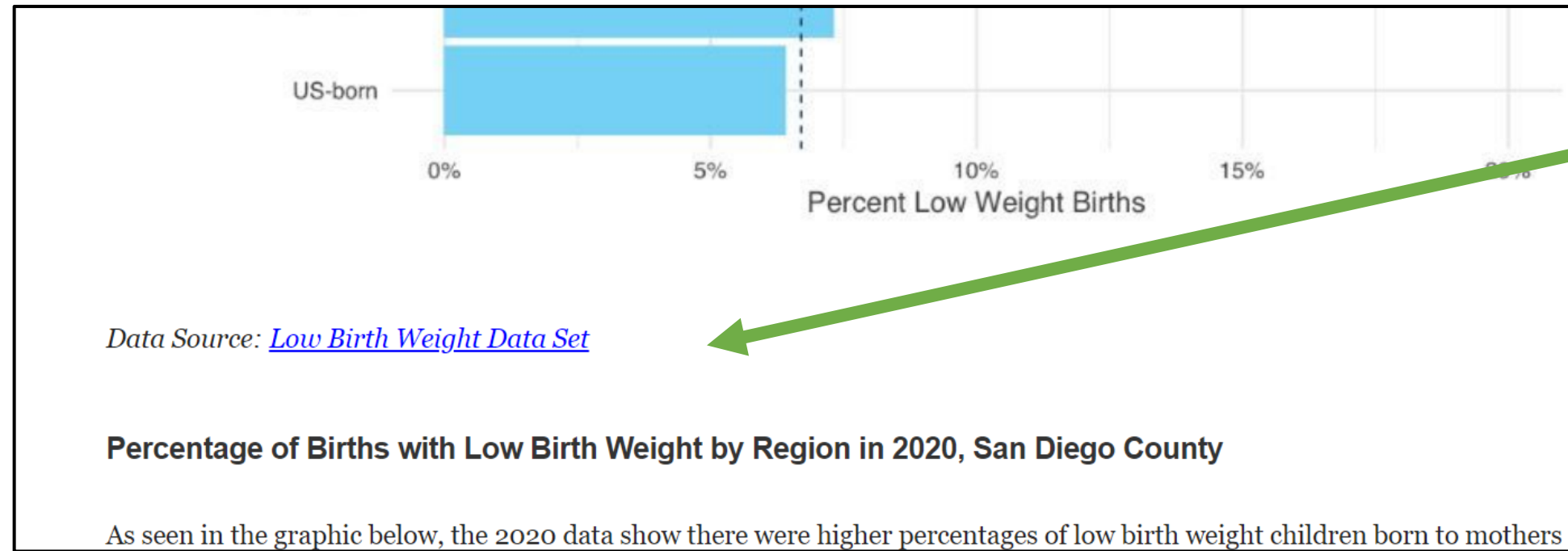
### Parks & Nature

Updated August 31, 2022

Contact: [OERJ@sdcounty.ca.gov](mailto:OERJ@sdcounty.ca.gov)

*Design, content, and data are preliminary and may change for the final report.*

# Source Data



Stories will contain links to downloadable data

- County Open Data Portal
- Other publicly accessible websites

San Diego County

Home Data Catalog Getting Started Categories About Developers SanDiegoCounty.gov

Search

287 Results filtered by View Types > Datasets x Clear All Sort by Recently Updated

Dataset Name	Category	Updated	Views
Building Inspections	Housing and Infrastructure	December 6, 2022	613
Pool Facilities	Health	December 6, 2022	651

Some datasets can also be found in the Data Catalog of the County Open Data Portal

*Design, content, and data are preliminary and may change for the final report.*

# Share of Low Birthweight

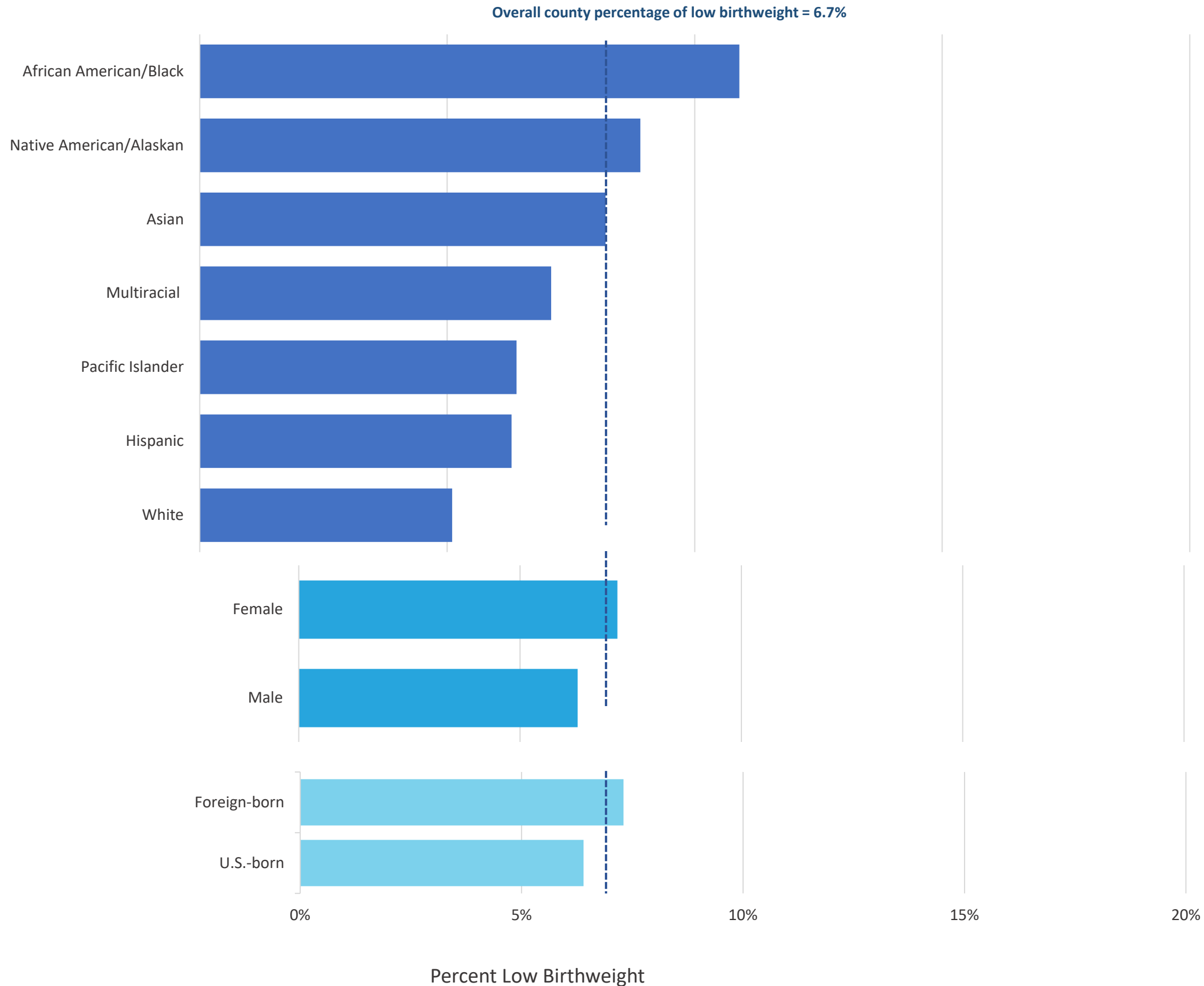
- **Low birthweight (LBW): birthweight of less than 2,500 grams.** LBW is a significant public health problem and indicator of maternal and fetal health, and a predictor of infant mortality, stunting, and adult-onset chronic conditions.<sup>1</sup>
- **8.2% of infants born in the US weighed less than 2,500 grams** in 2020.<sup>2</sup>
- In San Diego County, 6.7% of infants had low birthweight. **10.9% of babies born to Black/African-American mothers had low birthweight**, about twice the percentage as babies born to White mothers (5.1%).<sup>3</sup>

1. Blencowe, H., Krusevec, J., et. al. (2019). National, regional, and worldwide estimates of low birthweight in 2015, with trends from 2000: a systematic analysis. The Lancet Global Health, Volume 7 (Issue 7) , pages e849-e860. [https://doi.org/10.1016/S2214-109X\(18\)30565-5](https://doi.org/10.1016/S2214-109X(18)30565-5)

2. CDC, Births and Natality | FastStats. (2022, May 16). <https://www.cdc.gov/nchs/fastats/births.htm>

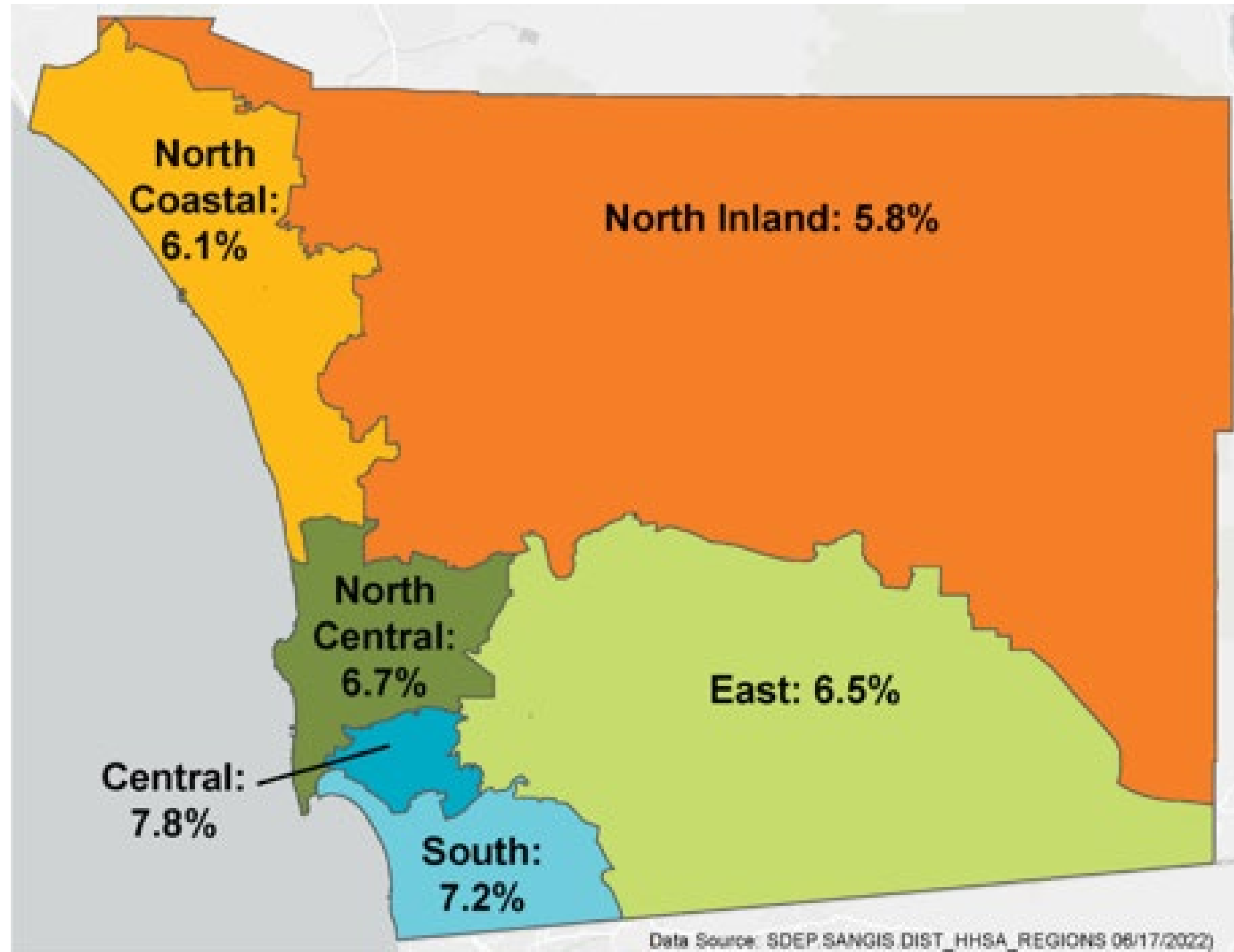
3. County of San Diego, Public Health Services, Maternal, Child, and Family Health Services. [https://www.sandiegocounty.gov/content/sdc/hhsa/programs/phs/maternal\\_child\\_family\\_health\\_services/MCFHSstatistics.html](https://www.sandiegocounty.gov/content/sdc/hhsa/programs/phs/maternal_child_family_health_services/MCFHSstatistics.html)

# Percentage of Births with LBW by Race/Ethnicity of Mother, Gender of Infant, Nativity of Mother in 2020, San Diego County Residents



Source: State of California, Department of Public Health, Center for Health Statistics and Informatics, California Comprehensive Birth Files.  
Prepared by: County of San Diego, Health and Human Services Agency, Public Health Services, Maternal, Child and Family Health Services.  
*Data are preliminary and final report may reflect updated data.*

# Percentage of Births with LBW by Region of Mother in 2020, San Diego County



Source: State of California, Department of Public Health, Center for Health Statistics and Informatics, California Comprehensive Birth Files.  
Prepared by: County of San Diego, Health and Human Services Agency, Public Health Services, Maternal, Child and Family Health Services.  
*Data are preliminary and final report may reflect updated data.*

THANK YOU

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Andrew Strong

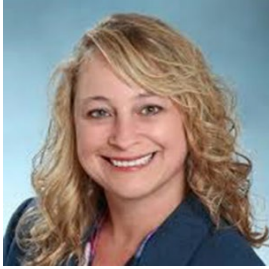
[Andrew.strong@sdcounty.ca.gov](mailto:Andrew.strong@sdcounty.ca.gov)





# Department of Homeless Solutions & Equitable Communities





# Department of Homeless Solutions and Equitable Communities

Barbara Jiménez,  
Community Operations Officer



## Office of Homeless Solutions

Dijana Beck, Director



## Office of Equitable Communities

Jennifer Bransford-Koons, Director



## Office of Immigrant and Refugee Affairs

Lucero Chavez Basilio,  
Director



**HSEC  
Administration**  
Liberty Donnelly  
Deputy Director

**Department Focus:** *To achieve better coordination of existing and new County homeless and equitable community efforts and serve as a central point of collaboration for outside partners to ensure equity among all San Diegans and reduce homelessness in the region.*



LIVE WELL  
SAN DIEGO

# Framework For Ending Homelessness

## KEY DRIVERS



## STRATEGIC DOMAINS

	<b>ROOT CAUSE AND UPSTREAM PREVENTION</b>	<ul style="list-style-type: none"> <li>■ Employment programs and income supports</li> <li>■ Access to basic social services</li> <li>■ Community empowerment activities</li> </ul>
	<b>DIVERSION AND MITIGATION</b>	<ul style="list-style-type: none"> <li>■ Short-term rent and housing search assistance</li> <li>■ Mediation and legal assistance</li> <li>■ Creating alternatives to incarceration</li> </ul>
	<b>SERVICES, TREATMENT AND OUTREACH</b>	<ul style="list-style-type: none"> <li>■ Street outreach and harm reduction</li> <li>■ Clinical and social support services</li> <li>■ Housing service coordination</li> </ul>
	<b>EMERGENCY/INTERIM HOUSING AND RESOURCES</b>	<ul style="list-style-type: none"> <li>■ Assessment and coordination sites</li> <li>■ Housing navigation and transitional housing</li> <li>■ Housing vouchers</li> </ul>
	<b>PERMANENT HOUSING AND SUPPORT</b>	<ul style="list-style-type: none"> <li>■ Affordable, subsidized housing</li> <li>■ Ongoing physical and behavioral health support</li> <li>■ Linkages to healthcare</li> </ul>



LIVE WELL  
SAN DIEGO

# Framework Collaborative Work



- Framework enterprise-wide workgroup
- Monthly Framework Program Inventory
- Annual Framework Program index
- Quarterly Framework Reports



LIVE WELL  
SAN DIEGO

# Homelessness Solutions and Prevention Action Plan



- ❑ Action Plan is the advancement of Framework efforts into measurable priorities and outcomes
- ❑ Action Plan is developed around Framework's key drivers and strategic domains
- ❑ Action Plan will be finalized in Fall 2023 and measurable priorities and outcomes will be presented via dashboard on HSEC webpage



# Realizing the Action Plan – Case Use

## Action Plan Measurable Outcomes:

- Develop/Provide a Housing First person-centered training curriculum for non-HSEC-OHS staff to help identify homelessness risks.
- Streamline referral processes from non-outreach County staff, using HSEC outreach application.

## Case Use Summary:

- Park Rangers, Librarians and Community Health Workers have completed the new person-centered training to assist PEH, as well as training for utilizing the Homeless Outreach Application.
- Staff engage with PEH and enter information into Homeless Outreach App.
- Outreach App generates a referral to HSEC-OHS.
- HSEC-OHS connects with PEH and begins case management services.



LIVE WELL  
SAN DIEGO

**Thank you!!**

**[Brigit.Cooper@sdcounty.ca.gov](mailto:Brigit.Cooper@sdcounty.ca.gov)**



# Housing and Community Development Services

David Estrella, Director







### Housing and Community Development Services

- Affordable Housing Development
- Federal Entitlement Grants
  - Community Development Block Grant
  - Emergency Solutions Grant
  - HOME Investment Partnerships
  - Housing Opportunities for People with HIV/AIDS

### Housing Authority of the County of San Diego

- Housing Choice Voucher (Section 8) Program
  - Veterans Affairs Supportive Housing
  - Project Based Vouchers
- Public Housing



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SAN DIEGO

# Framework For Ending Homelessness

## KEY DRIVERS



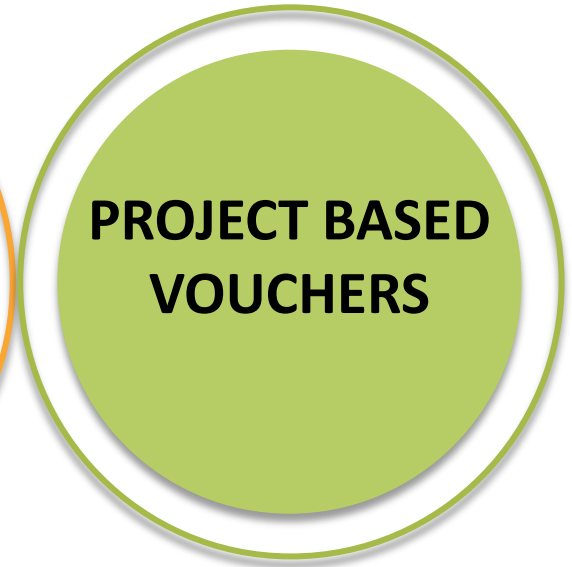
## STRATEGIC DOMAINS

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LIVE WELL  
SAN DIEGO

# Key Affordable Housing Efforts



# Recent Accomplishments



- 4,312 Affordable Housing Units
- 7 Excess County sites awarded
- 4 Excess County sites declared surplus (not awarded / in process)
  - Market Street, Oceanview, East Valley Parkway, University
- 51 Total Developments (excludes 4 Excess sites not awarded / in process)
- \$233.6 Million Invested All County Sources
- 385 Project Based Vouchers



**Thank you!!**

**[David.Estrella@sdcounty.ca.gov](mailto:David.Estrella@sdcounty.ca.gov)**





County of San Diego  
Health and Human Services Agency

# **Behavioral Health Services Re-Imagining Service Delivery**

Aurora Kiviat, Assistant Director of Departmental Operations, Behavioral Health  
Services

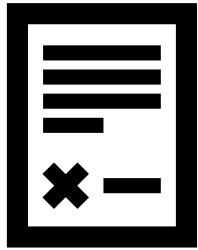
August 11, 2023

# BEHAVIORAL HEALTH SERVICES OVERVIEW

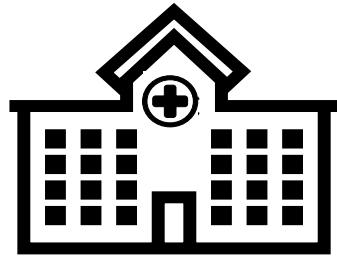


## Impact & Scope of Services

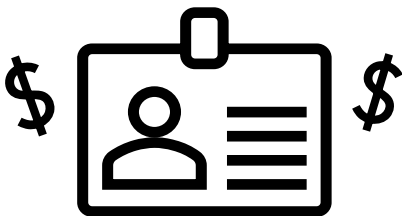
- BHS serves an average of **105,000 individuals annually** across the system of care
- Coordinated system of care with **over 300 service providers**
- **County-operated** programs, including adult outpatient and case management services, adult and children's forensics services, and San Diego County Psychiatric Hospital and Edgemoor DP Skilled Nursing Facility



CONTRACTOR



DIRECT SERVICES



HEALTH PLAN



PUBLIC HEALTH

# SYSTEM TRANSFORMATION



## From a Crisis Model to Preventative and Continuous Care Model

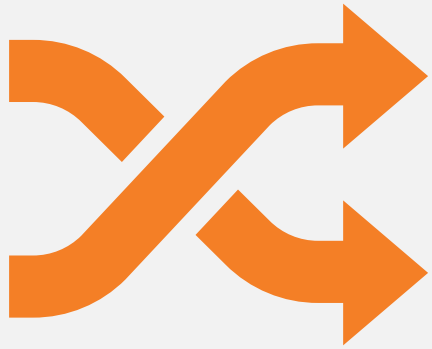




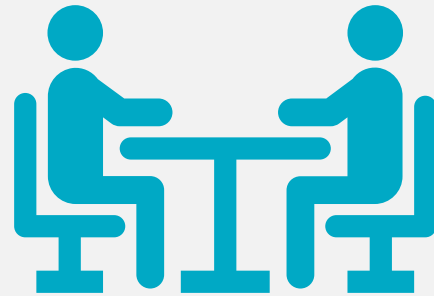
# KEY SERVICE DOMAINS



LIVE WELL  
SAN DIEGO



**CRISIS AND  
DIVERSIONARY  
SERVICES**



**INPATIENT HUBS  
AND CARE  
COORDINATION**



**RESIDENTIAL  
AND LONG-TERM  
CARE**

# REGIONALLY DISTRIBUTED SERVICES



Updated 5/10/23  
Map locations are approximate

-  Crisis & Diversionary Services
-  Hubs & Care Coordination
-  Long Term Care
-  Preventive Services



**N. Coastal LW Health Center CSU**  
Currently operational

**Vista Knoll SNF**  
Currently operational

**Casa Pacifica Transitional Residential**  
Currently operational

**Tri-City Psychiatric Health Facility**  
Spring 2024

**North Coastal MCRT**  
Currently operational

**Rady Children's Hub**  
2028

**Central Region MCRT**  
Currently operational

**Central Region Hub at Alvarado**  
TBD

**SDCPH EPU**  
Currently operational

**C-HRT/Safe Havens**  
Currently operational

**Children's ESU**  
Currently operational

**Paradise Valley Bayview CSU**  
Currently operational

**South Region MCRT**  
Currently operational

**Crestwood Fallbrook MHRC**  
Currently operational

**N. Coastal Community-Based CSU**  
Currently operational

**N. Inland Region MCRT**  
Currently operational

**Palomar CSU**  
Currently operational

**Lakeside SNF/STP**  
Currently operational

**Edgemoor Acute Psychiatric Unit**  
Mid-2025

**East Region Community-Based Care Facility**  
TBD

**East Region CSU and RBC**  
Mid-2025

**Central Region Community-Based Care Facility**  
TBD

**Crestwood San Diego MHRC**  
Currently operational

**Crestwood San Diego MHRC**  
Currently operational

**East Region MCRT**  
Currently operational

**School-Based Services**  
Planning currently underway

**PERT**  
Currently operational

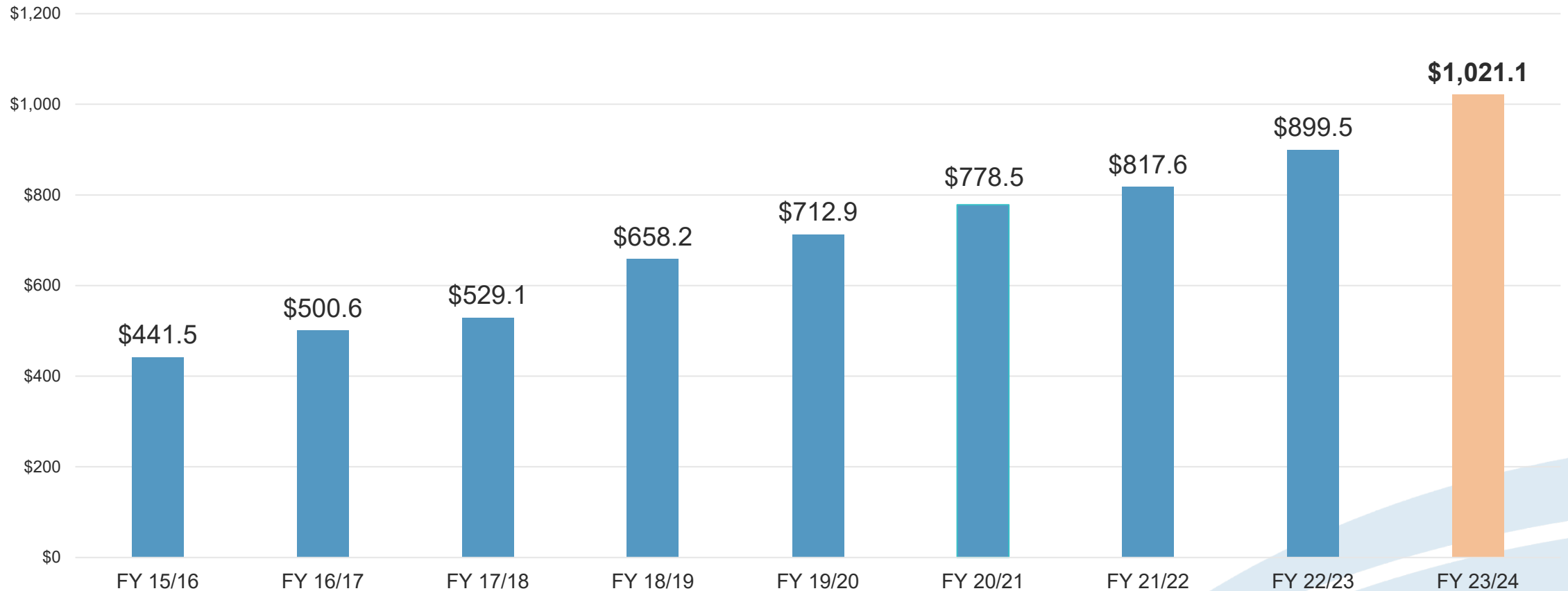
**Changing Options ARF**  
Currently operational

**Alpine Special Treatment Center**  
Currently operational

# BHS BUDGET GROWTH



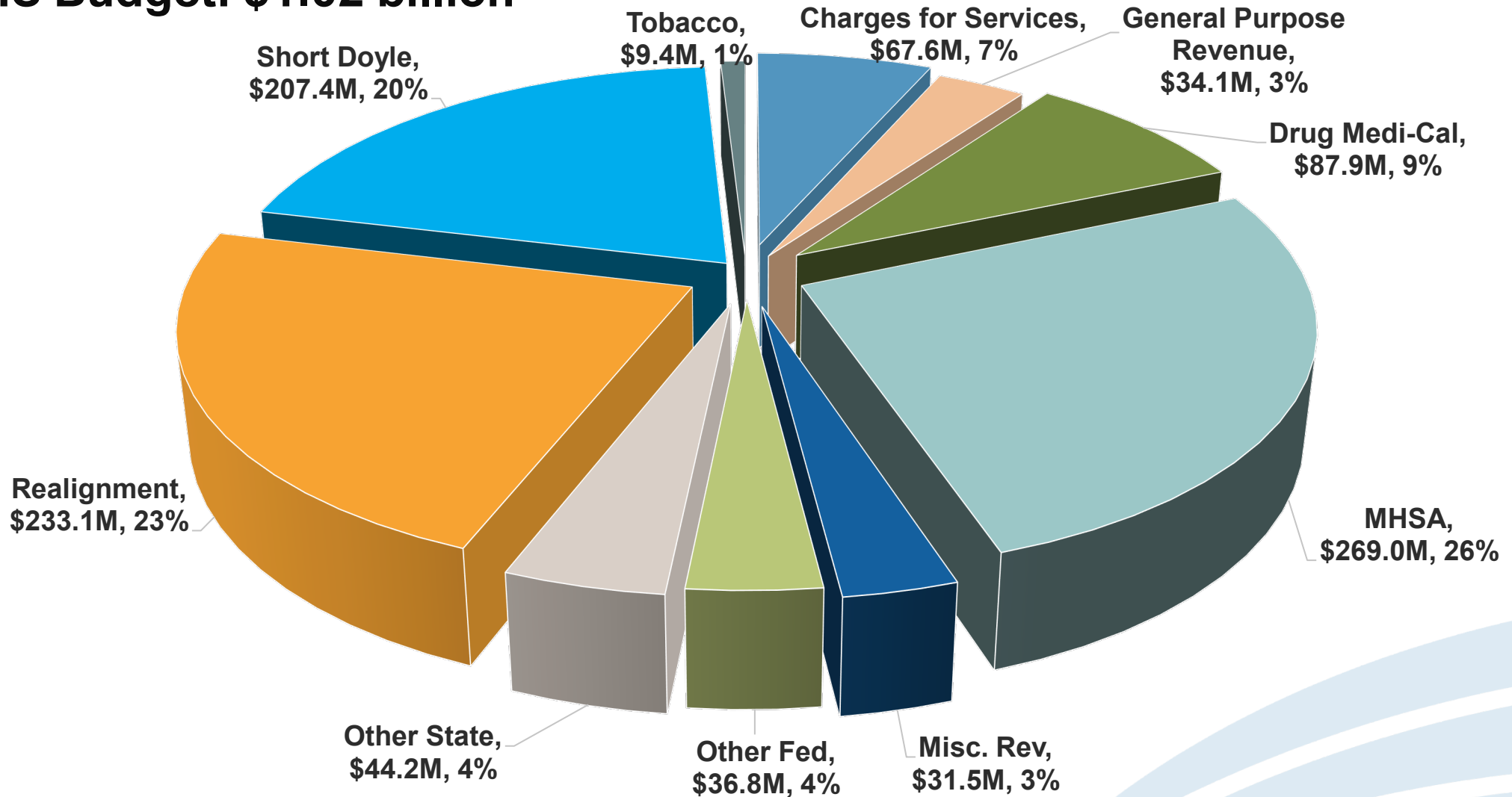
## BHS Budget (\$ in millions)



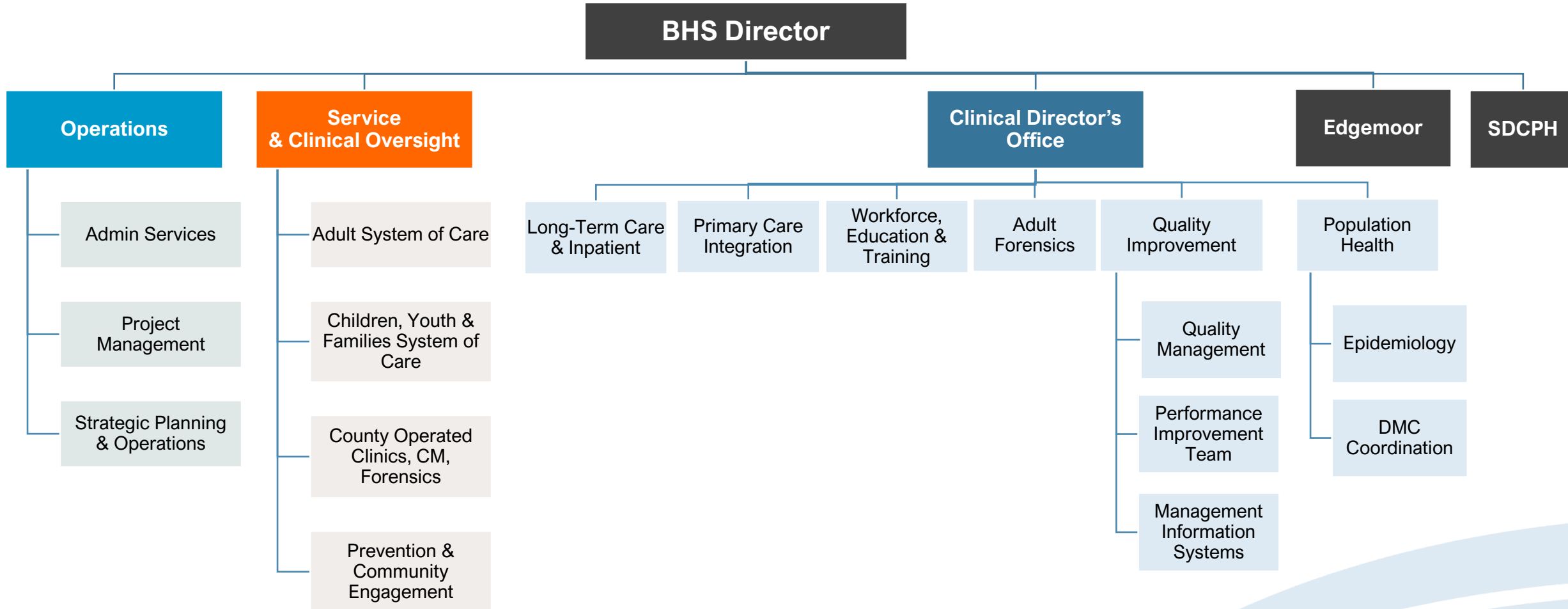
# FY 2023-2024 BHS REVENUE SOURCES



**Total BHS Budget: \$1.02 billion**



# BHS REORGANIZATION – PREVIOUS ORGANIZATIONAL STRUCTURE



# BHS REORGANIZATION – NEW ORGANIZATIONAL STRUCTURE



**BHS Director**

**Operations**  
Chief Operations Officer

**Programs & Services**  
Chief Program Officer

**Population Health**  
Chief Population Health Officer

**Healthcare Oversight**  
Chief Medical Officer

**Strategy & Finance**  
Chief Strategy & Finance Officer

**Edgemoor**  
DPSNF

**SDCPH**

- Contract Support / In-Depth Invoice Review
- Health Plan Operations
- Business Operations

- Prevention & Early Intervention
- Crisis, ACT, Case Mgmt, & Care Coordination
- Homelessness & Housing
- Outpatient Services 1
- Outpatient Services 2
- Prevention & Support Services
- Juvenile Forensic Services
- Residential, Inpatient & Long-Term Care
- Public Conservator & CARE Team

- Epidemiology
- Quality Improvement
- Harm Reduction Coordination
- Prevention & Healthcare Integration

- Adult Forensics / Long-Term Care / Inpatient Care

- Communication & Engagement
- Budget & Fiscal
- Finance, Strategy & Grants
- Data Science

# MOBILE CRISIS RESPONSE TEAMS



- Mobile Crisis Response Teams (MCRT) are a non-law enforcement, clinical response to behavioral health crises
- The response team includes one licensed clinician, one peer support specialist, and one case manager
- Teams provide assessments, de-escalation, and connect individuals to services



# MOBILE CRISIS RESPONSE TEAMS



## MCRT REFERRALS

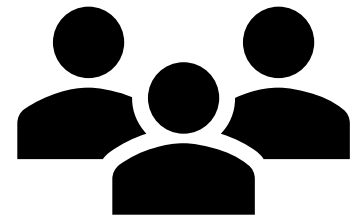
- The MCRT service is a response option for behavioral crises
- Dispatched through calls made to the Access & Crisis Line and via the 11 participating law enforcement jurisdiction's 911 and non-emergency lines



**Community calls to ACL or emergency services**



**Triage by ACL or emergency services dispatch**



**Dispatch of appropriate response team**



# CRISIS STABILIZATION UNITS



- Crisis Stabilization Units (CSUs) provide 24/7 crisis stabilization services in a hospital- or community-based, recovery-oriented setting
- Services include crisis prevention, assessment, evaluation, medication support services, therapy, and peer support
- Population served: individuals with serious mental illness, experiencing a psychiatric emergency



*Client recliners at the Oceanside CSU*

## San Diego Access & Crisis Line (ACL) 1-888-724-7240

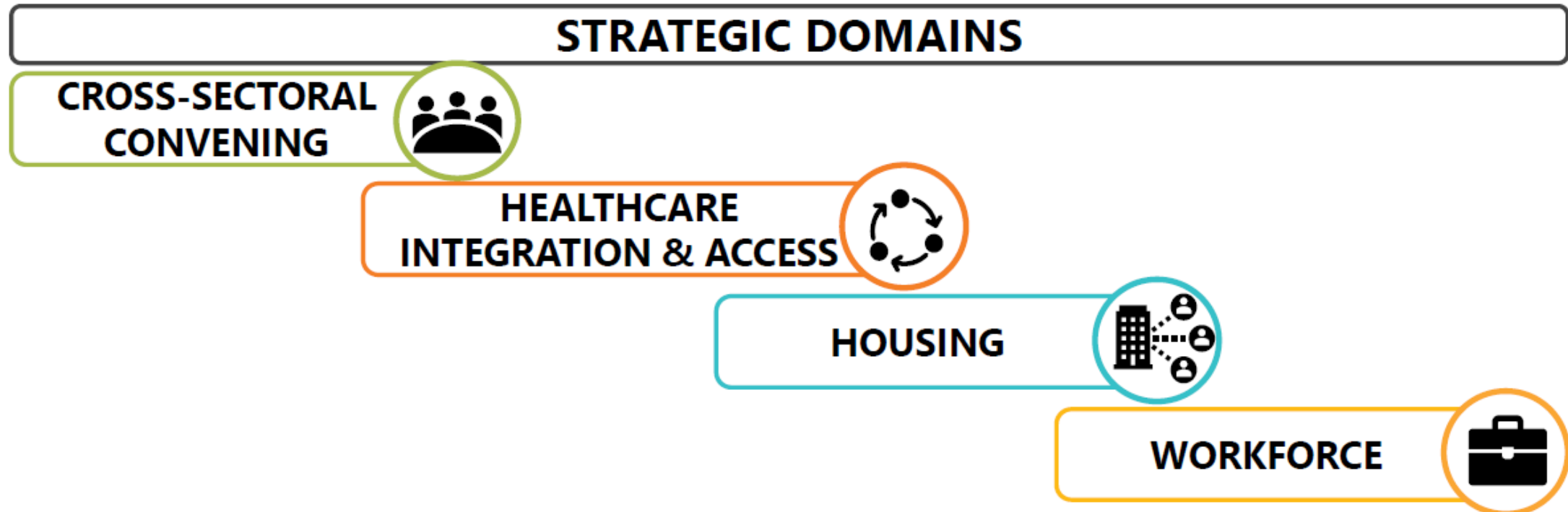


- Support and resources from trained clinicians on all behavioral health, mental health, and substance use topics
- Available 24/7 in over 200 different languages
- Resource for accessing general behavioral health services and addressing behavioral health crisis situations
- Calls to 988 are connected to the ACL as part of the national network of crisis call centers

# HARM REDUCTION EFFORTS



- The **County Harm Reduction Strategy** is based on a multidisciplinary evidence base with systematic efforts concentrated in four strategic domains
- Focus areas are built on a roadmap of short-, mid- and long-term tactics



# PUBLIC MESSAGING CAMPAIGNS



## Mobile Crisis Response Teams

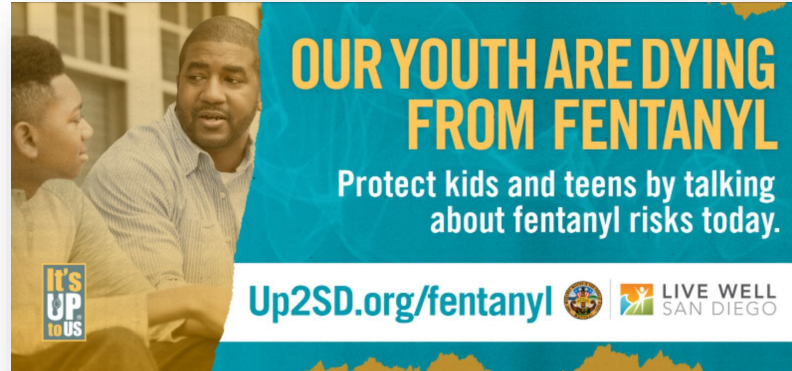


## It's Up to Us



## OUR YOUTH ARE DYING FROM FENTANYL

Protect kids and teens by talking about fentanyl risks today.



## Illicit Fentanyl Awareness

## Help save lives. Carry naloxone.

Having naloxone, an opioid overdose-reversing medication, can help prevent overdose deaths. Know where to get it and how to use it.



Scan here for more information and naloxone locations



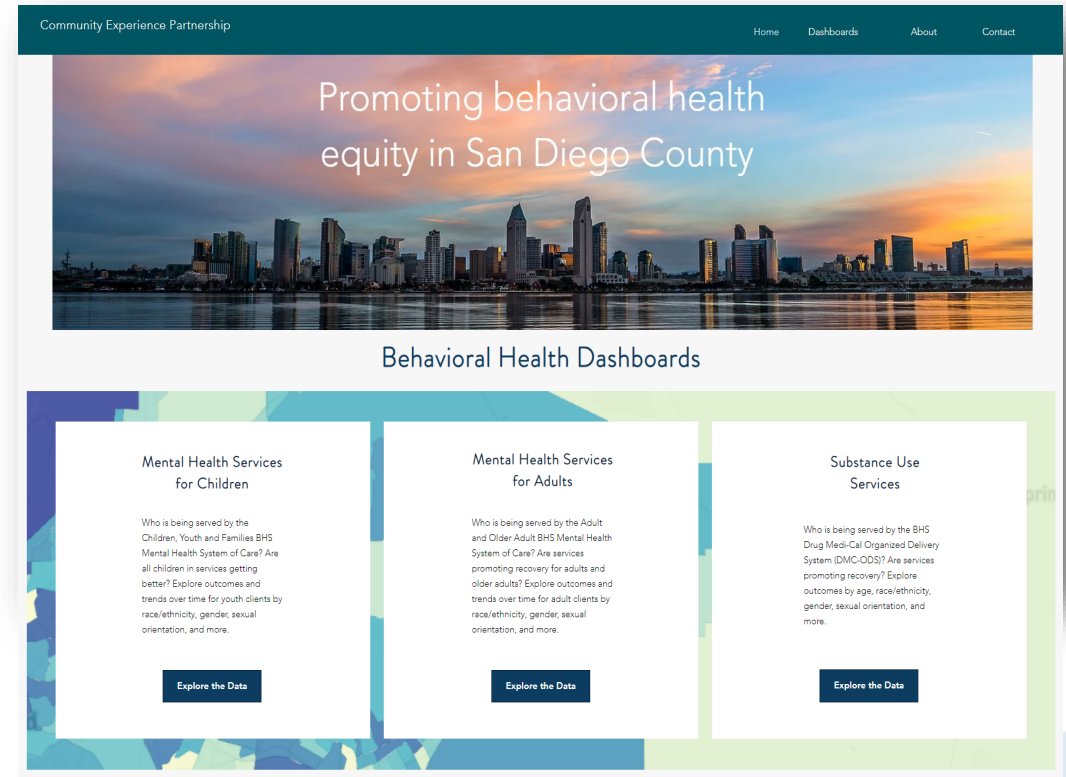
## Naloxone Distribution

## Youth & Teen Resources

# ON THE HORIZON



- **Community Experience Partnership**
  - Joint initiative between County of San Diego BHS and UC San Diego
  - Achieving health equity through the integration of data and community engagement
- **Optimal Care Pathways Model**
  - Systemwide transformation by prioritizing the individual needs of clients and offering new pathways for clinically effective care in the least restrictive environment.
- **CARE Court**
  - Connects a person struggling with untreated mental illness – and often also substance use challenges – with a court-ordered Care Plan for up to 24 months.
- **Justice-Involved Populations Collaboration**





# Thank You

## **Aurora Kiviat**

Assistant Director of Departmental Operations  
Chief Operations Officer  
Behavioral Health Services  
Health and Human Services Agency  
County of San Diego

# Child and Family Well-Being



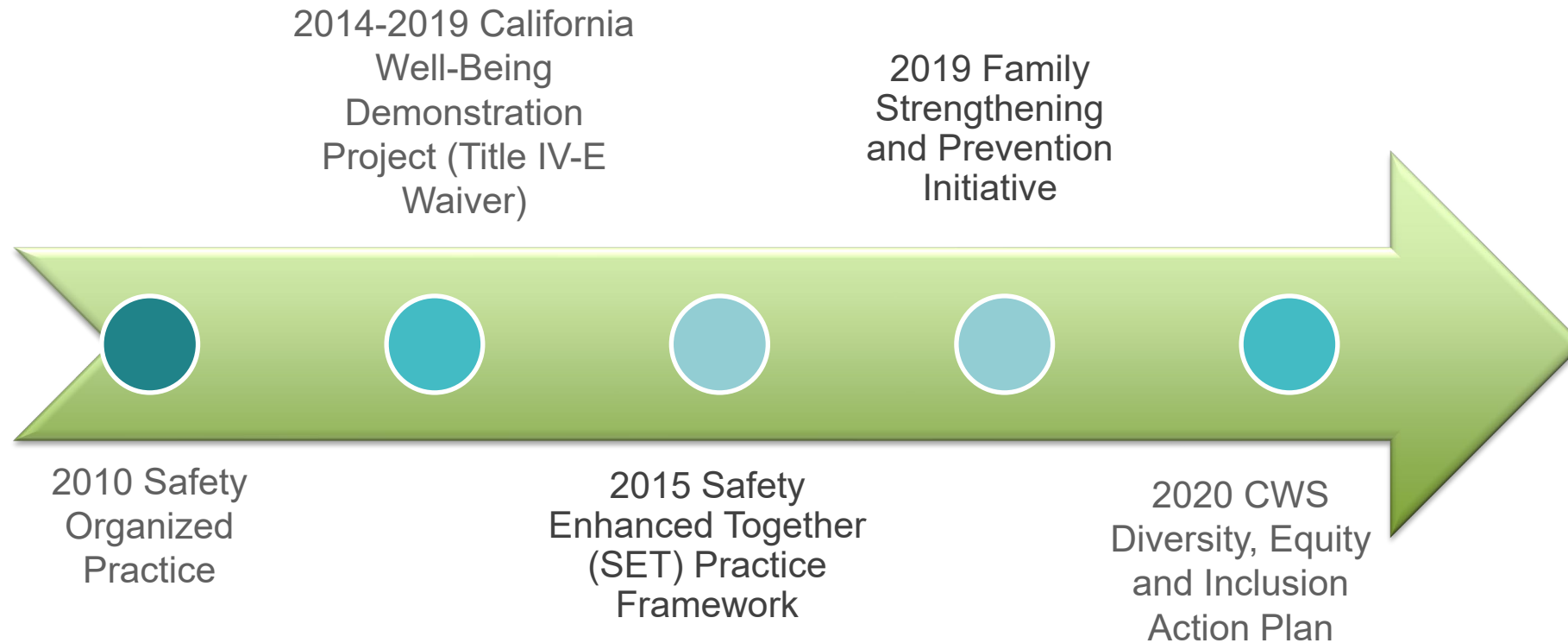
Los Angeles County  
Innovation Exchange

August 11, 2023





# CFWB Journey – Practice Shift Timelines





# CWS Family Strengthening Efforts

FFPSA

FSPI

DEI

CFSAB

SPA

Workforce  
Development

Partner in  
Prevention

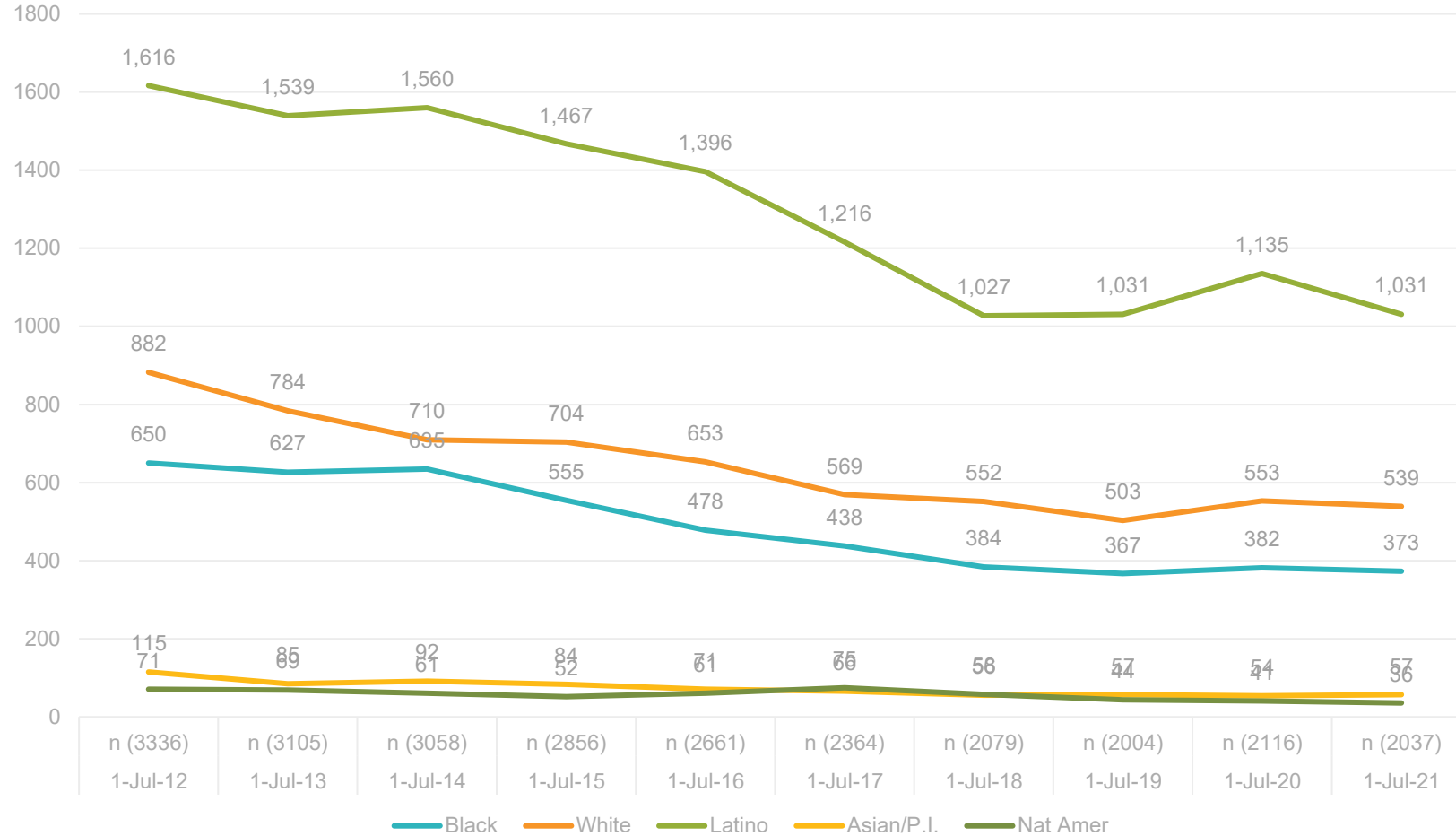
Placement  
Integration

FASE

# Outcome



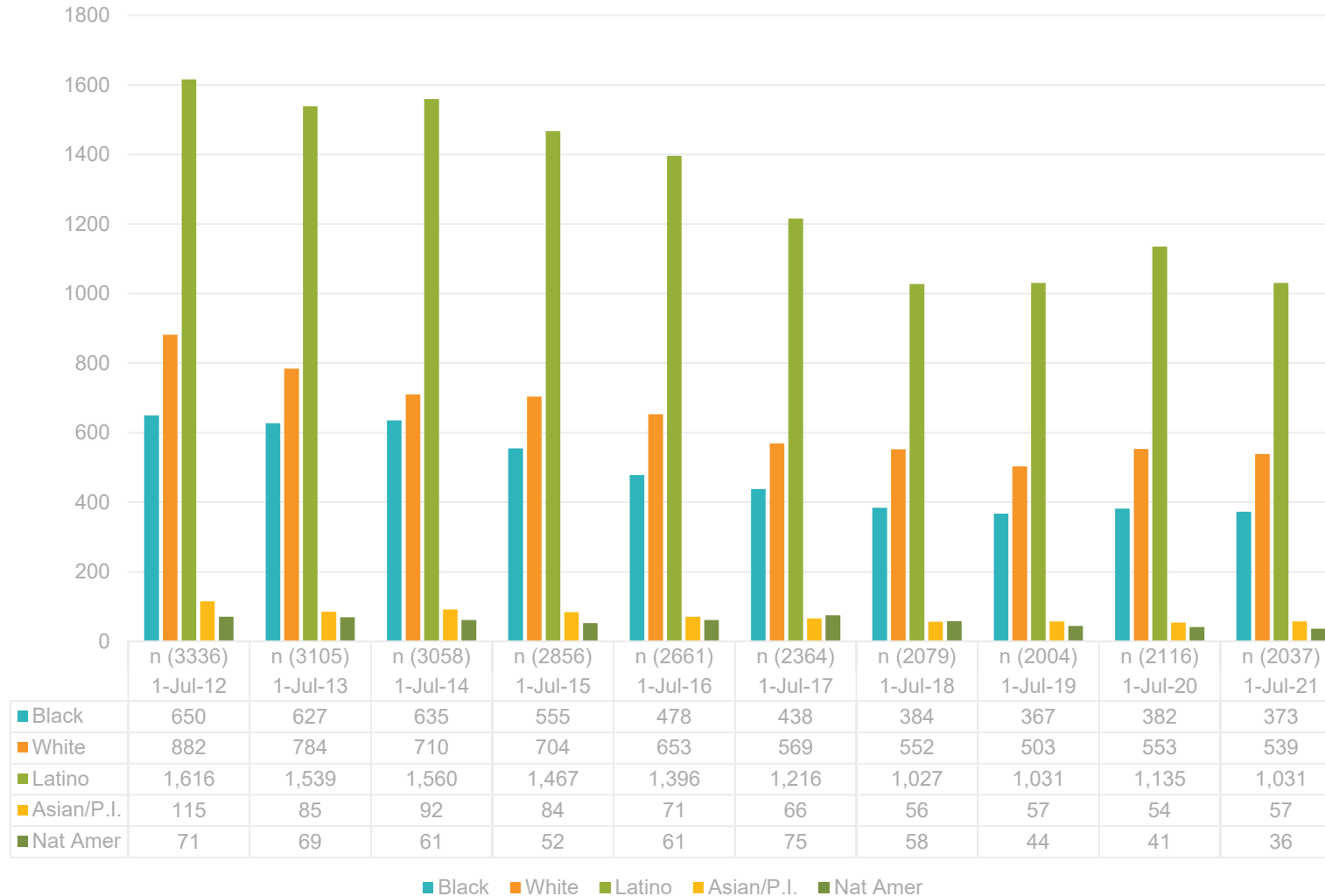
Number of Children in Care (0-17 years)



# Outcome



Number of Children in Care (0-17 years)





# First 5 --- San Diego



# WHO IS FIRST 5?

- First 5 San Diego is the region's primary organization for promoting the health and well-being of children during the most critical years of development – from the prenatal stage through age 5.
- First 5 San Diego and other First 5 Commissions are funded through the Prop 10 Tobacco Tax Initiative



# WHO DO WE SERVE?

- Countywide outreach to pregnant individuals, children birth to 5 years and their families
- Services are focused in the following areas:  
***Health, Learning, Family & Community***

## HEALTH



Promote each child's healthy physical, social and emotional development.

## FAMILY



Strengthen each family's ability to provide nurturing, safe and stable environments. Parents and primary caregivers are a child's first and best teachers.

## LEARNING



Support each child's development of communication, problem-solving, physical, social-emotional and behavioral abilities, building on their natural readiness to learn.

## COMMUNITY



Build each community's capacity to sustain healthy social relationships and support families and children.



# FIRST 5 IMPACT 2021-2022



INVESTED OVER

*\$30 million*

in direct services for young children and their families

SERVED MORE THAN

*44,000*

children, parents, caregivers and providers

PARTNERS LEVERAGED

*\$4.6 million*

in cash and in-kind support from public and private entities



# FIRST 5 PROGRAMS

<b>Healthy Development Services</b>	<b>Maternity Housing Program</b>
<b>KidSTART</b>	<b>Learn Well Initiative</b>
<b>First 5 First Steps</b>	<b>2-1-1 Information and Referral</b>
<b>Oral Health Initiative</b>	<b>Childhood Injury Prevention Program</b>
<b>Mi Escuelita</b>	<b>Kit For New Parents</b>



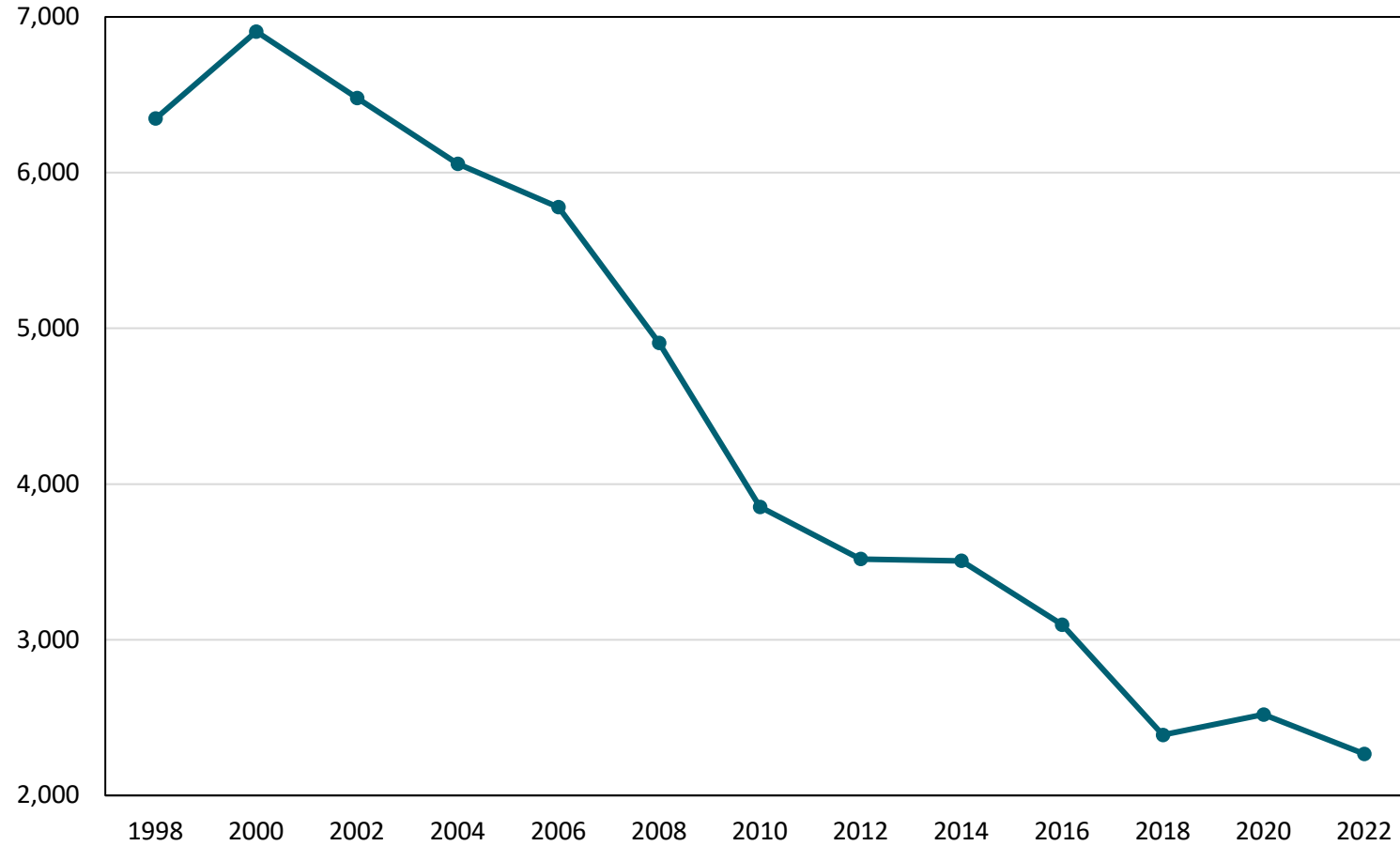


# TRANSFORMATION



# CHILD AND FAMILY WELL-BEING

## Youth in Foster Care



# DRIVERS FOR FAMILY STRENGTHENING AND NEW STRUCTURE



# FAMILY STRENGTHENING FOCUS

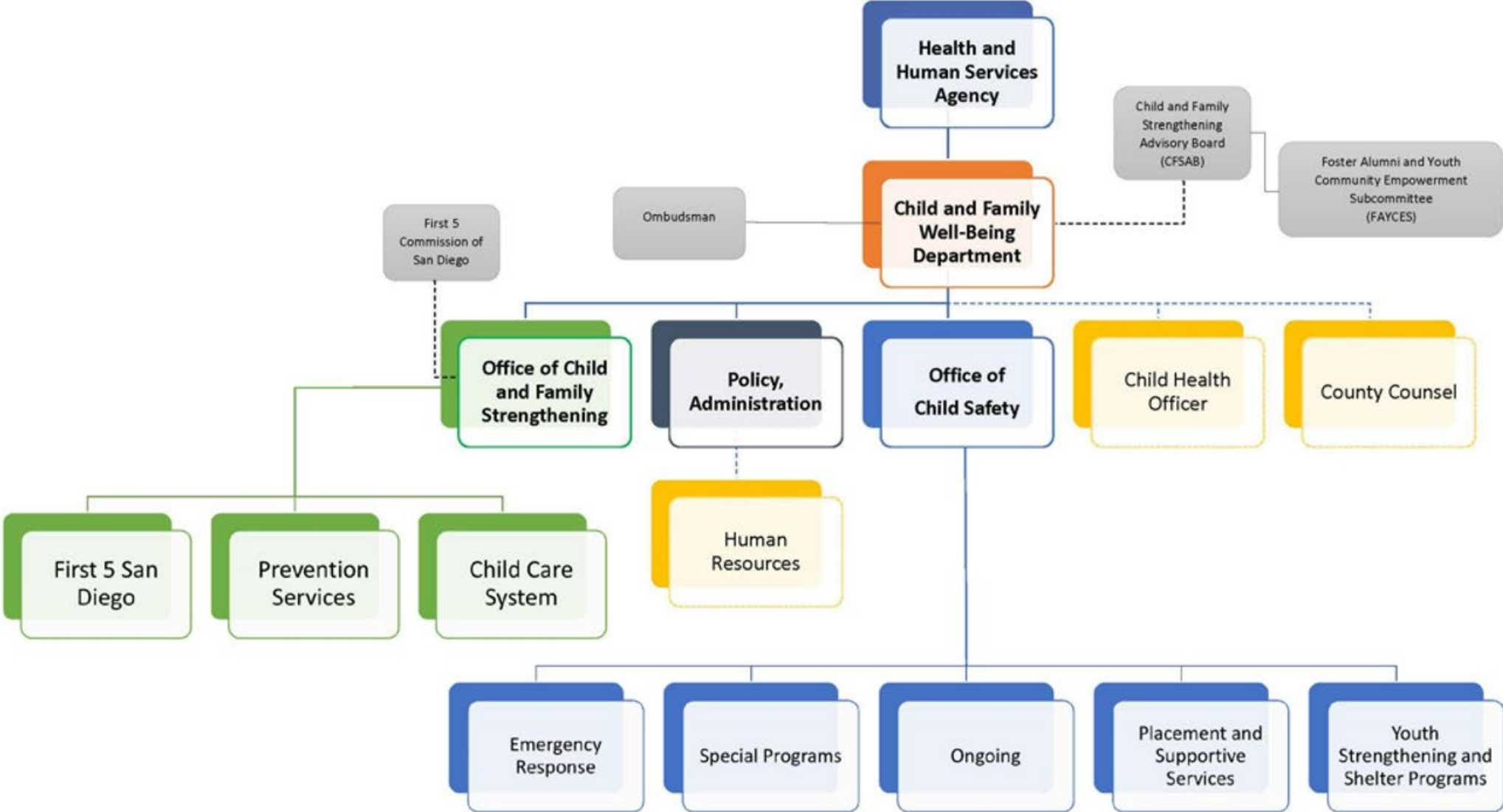


# Community Engagement

- Information sessions held with:
  - Child and Family Well-Being Staff
  - Lived Experts
  - Community Organizations
  - Community Members



# CHILD AND FAMILY WELL-BEING DEPARTMENT





# ORGANIZATIONAL STRUCTURE





# CHILD CARE SYSTEMS

The Child Care System within the CFWB department will focus on improving regional needs for the early care and education system by integrating existing and new efforts including-

- the Child Care and Development Planning Council Advisory Board
- ARPA funded initiatives – Workforce Investment Program and the Shared Services Alliance
- Childcare Blueprint





# Community Response Guide



## BRINGING THE BEST OF DECISION SUPPORT TO THE REPORTING DECISION



Consistency



Accuracy



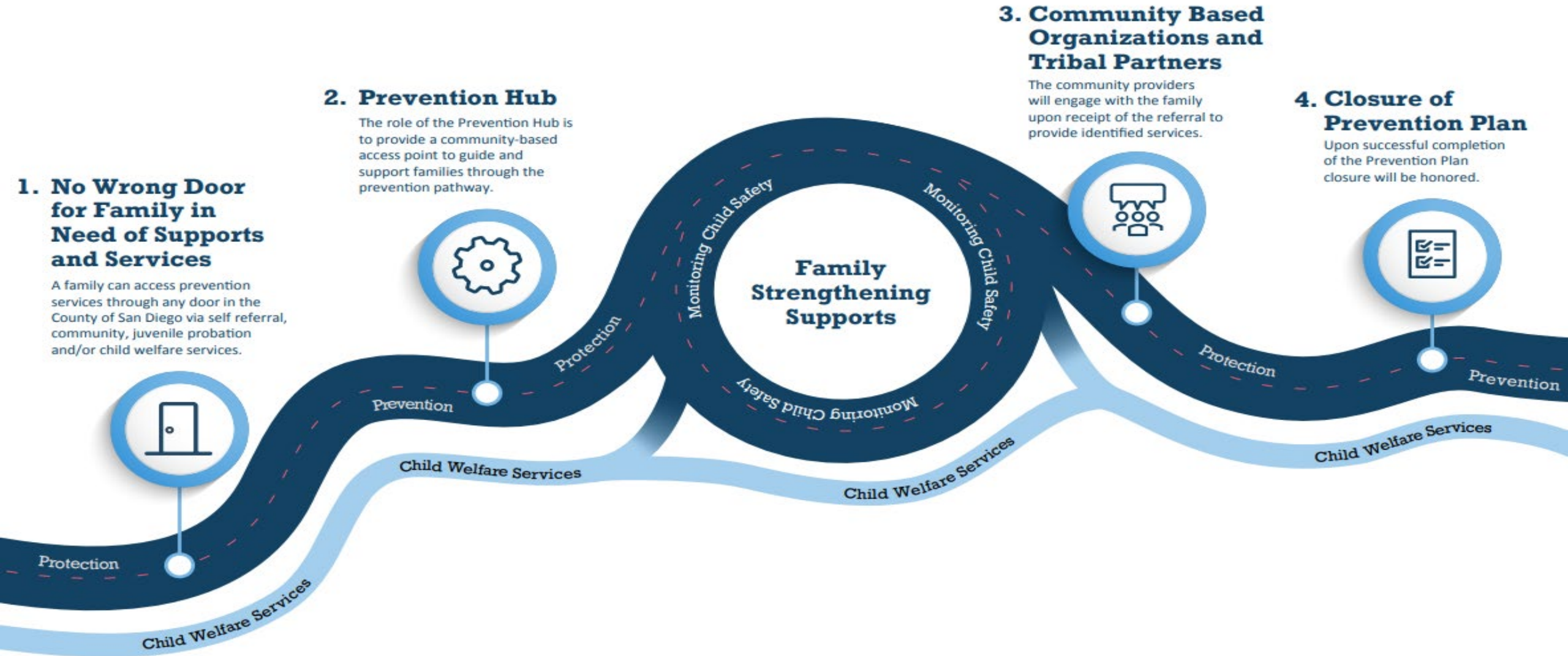
Equity



Utility

EVIDENT  
CHANGE

# PREVENTION HUB PATHWAY



# Next Steps



Continue engaging staff and all community stakeholders in the implementation and impact of the new department

Evaluate progress of Child and Family Well-Being Department to ensure family strengthening and thriving families





# INTENDED OUTCOMES

## Short-Term

- Increased collaboration and communication among agencies and community-based organizations to ensure families have equitable access to a continuum of prevention and strengthening services
- Reduced number of individuals on wait lists for services
- Improved protective capacity of parents
- Increased awareness of new processes to receive prevention services
- Increased number of families accessing preventative services

## Long-Term

- Decreased rates of disproportionality and disparities
- Improved health and well-being equity outcomes for children, youth and families
- Increased family strength, resilience and sustainability
- Reduced child maltreatment, entry into foster care, and unnecessary Child Abuse hotline calls
- Enhanced sustainability of funding and programming for prevention services

# QUESTIONS?





# *Families Thrive in Connected Communities*

**THANK YOU**

**SANDIEGOCOUNTY.GOV**



## Dr. Eric McDonald

### Interim Director of the Health and Human Services Agency

Dr. Eric C. McDonald is the Interim Agency Director of the County of San Diego Health and Human Services Agency (HHSA). Following a distinguished 24-year career practicing emergency medicine in the U.S. Navy, Eric joined the county government in 2010 as a deputy public health officer. Driven by his passion for advancing health and well-being for all San Diegans, in 2015 he became the medical director of HHSA's Epidemiology and Immunization Services Branch. He was responsible for overseeing countywide efforts to prevent, monitor, and treat infectious disease. Eric also launched the Medical Care Services Department in 2021 as the Agency's Chief Medical Officer in order to ensure San Diego County is home to America's premier local wellness delivery system.

As Interim Agency Director, Eric oversees a \$3.1 billion organization with nearly 8,000 employees who deliver essential services to make people's lives healthier, safer, and self-sufficient.

Eric earned a Bachelor of Arts in economics and chemistry from Williams College and received his Doctor of Medicine (MD) degree from the Uniformed Services University of the Health Sciences. He completed residency programs in Emergency Medicine at Naval Medical Center, San Diego and in Preventive Medicine and Public Health at the University of California, San Diego. Eric's 24 years of active duty in the United States Navy includes two tours in Iraq with Marine units from Camp Pendleton. After retiring from the military, Eric earned his Master of Public Health degree from San Diego State University. He has lived in the Mission Hills neighborhood in San Diego with his husband, Brian, since 1998.

[Eric.McDonald@sdcounty.ca.gov](mailto:Eric.McDonald@sdcounty.ca.gov)



## Alethea Arguilez

Executive Director | First 5 Commission of San Diego

Alethea Arguilez, M.A. is the Executive Director of First 5 San Diego, the region's primary organization for promoting the health and well-being of children 0-5 years of age and their families. Alethea has dedicated the past 20 years to the field of early childhood education, starting her journey in the field as an infant and toddler Master Teacher. Her early experience was working to create and support pathways for families experiencing adversity in achieving self-sufficiency through direct services which helped form the foundation for her work.

She is presently serving in various Early Care and Education boards: County of San Diego, Child and Family Strengthening Advisory Board; San Diego State University, College of Education Dean's Advisory Board; Partners in Prevention Leadership Committee; Alliance Healthcare Foundation Board; Children's First Collective; San Diego Child Care Planning Council and the First 5 Association's Chair of the Public Policy Committee.

Alethea is a native San Diegan, wife, and mother of two daughters, Isabelle and Gabrielle and fur babies Enzo and Luca. She holds a Master's degree in Nonprofit Leadership Management from the University of San Diego School of Leadership and Education Sciences and a Bachelor's degree in Child and Family Development from San Diego State University.

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## Alberto Banuelos, Ph.D.

Assistant Director | Self-Sufficiency Services

Dr. Alberto Banuelos is the Assistant Director of Self-Sufficiency Services for the County of San Diego, Health and Human Services Agency. In his role, Alberto assists the Director oversee the daily operations of a variety of programs including CalFresh, Medi-Cal, CalWORKs, and is currently leading the department's migration efforts to California's single eligibility system CalSAWS. Alberto has 24 years of experience in the human services field. In addition to San Diego County, Alberto has worked for the County of Tulare and California State Association of Counties (CSAC). He has a Ph.D. in Public Policy and Administration.

[Alberto.Banuelos@sdcounty.ca.gov](mailto:Alberto.Banuelos@sdcounty.ca.gov)





## Natalia Bravo

Chief of Staff | Chief Administrative Office

Natalia Bravo currently serves as the Chief of Staff to the Chief Administrative Officer for the County of San Diego. In her role, Natalia is responsible for developing policy and managing specialized and sensitive projects both across the county enterprise and in collaboration with outside agencies. Natalia co-chairs the Strategic Advisory, Evaluation and Guidance Group which serves to ensure alignment of strategic initiatives and other guidance documents for the County. She also serves as the Executive Advisor to the County D&I Executive Council where she works with a multi-departmental team to guide the County's diversity and inclusion strategy. She joined the County in 2012 and has held several different positions since.

Natalia is the product of a binational and bicultural upbringing and was a US Fulbright Fellow in Mexico City. After that fellowship, she served as the Chief of Staff and Director of Public Policy to Mexico's Undersecretary of Labor in the Labor Development Office at the Ministry of Labor and Social Welfare. Natalia holds a B.A. Degree in Political Science from the University of North Texas and a M.A. Degree in Public Administration and Public Policy from the Instituto Tecnológico de Estudios Superiores de Monterrey.

Natalia is a proud mother, wife and daughter who, when she isn't working toward the public good, enjoys reading and traveling to rainy places.

[Natalia.Bravo@sdcounty.ca.gov](mailto:Natalia.Bravo@sdcounty.ca.gov)



## Brigit Cooper

Acting Deputy Director | Department of Homeless Solutions and Equitable Communities

Brigit Cooper has 22 years with the County of San Diego working in a variety of programs, with over 10 years of experience in managing day-to-day operations. She is currently a Chief, Agency Operations in the Department of Homeless Solutions and Equitable Communities (HSEC), overseeing the Service & Operations Branch of the Office of Homeless Solutions (OHS). Brigit has been with HSEC since its inception and was instrumental in standing up the new department, building the team, establishing internal/external relationships to coordinate homeless services county-wide, and supporting the County's Framework for Ending Homelessness. She has led her team in the operationalization of the Housing Disability Advocacy Program (HDAP), Regional Homeless Assistance Program (RHAP), Homeless Court referral process, as well as been involved in the planning teams for multiple OHS projects and programs. She co-chairs the South Region Homeless Alliance and participates in the Central and South Region's Homeless Workgroups.

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## Patty Kay Danon

Chief Operations Officer | Health and Human Services Agency

Patty Kay Danon has over 26 years of policy and executive experience at the County of San Diego. Ms. Danon served in multiple leadership roles within an elected official's office where she guided complex legislative agendas and acted as liaison with federal, State and local elected officials. Ms. Danon began her career in policy and political strategy in 1997, working with local political consulting and public affairs agencies. She went on to spend nearly a decade in key leadership positions in the office of San Diego County Supervisor Greg Cox including Deputy Chief of Staff. She first joined the Health and Human Services Agency in 2004 starting in Child Welfare Services as a Deputy in response to the COVID-19 pandemic in March 2022. In July 2021, she was promoted to Chief Operations Officer.

Ms. Danon holds a Masters of Business Administration with a specialization in Health Services Administration from San Diego State University. She received her Bachelor of Science degree in Business Administration from the University of Kansas. She also enjoys spending time with her teenage son and daughter and cheering them on at baseball and lacrosse games along with traveling, paddleboarding, and hiking. In addition, their two dogs keep everyone busy!

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## Assmaa Elayyat

Chief of Agency Operations | Self-Sufficiency Services

Assmaa is a Chief with the Health & Human Services Agency's Self-Sufficiency Services Department who has worked in the Health & Human Services field for the past 16 years. In her role, Assmaa oversees program and policy for the County's public assistance programs and closely works with the County's executive leadership team to ensure that San Diego County's Live Well vision is carried over into the design and implementation of public assistance programs to help build safe, healthy, and thriving communities. Prior to joining San Diego County, Assmaa worked for the County Welfare Directors Association where she represented all 58 Health & Human Services County departments in her advocacy work before various stakeholders and state entities including the California Health & Human Services Agency, California State Legislature, and the Governor's Office. Assmaa also previously worked for Riverside County's Department of Public Social Services where she gained knowledge in several public assistance programs and operations. Assmaa has a B.S. degree in Business Administration from the University of California Riverside and holds a Master of Public Administration from California State University San Bernardino.

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## David Estrella

### Director | Housing and Community Development Services

David Estrella joined the County of San Diego in 2002. He is currently the Director of Housing and Community Development Services (HCDS) in the Health and Human Services Agency. He oversees funding for the development of permanent affordable housing, community improvement projects and the Housing Choice Voucher program, which provides rental subsidies for approximately 11,000 families. Under his direction, HCDS has invested \$205M and made eight (8) County excess sites available for development, which will result in the creation of 3,990 affordable housing units in 45 developments across the region. These investments leveraged nearly \$1.8B in federal, state, local and private sources.

David was the first Director of the Office of Integrative Services in the County's Health and Human Services Agency. Integrative Services was created to functionally thread housing solutions throughout the various Health and Human Services Agency service departments. Prior to joining the County of San Diego, David worked for LISC AmeriCorps, the Fair Housing Council of San Diego and the Legal Aid Society of San Diego.

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## Aurora Kiviat

### Assistant Director of Departmental Operations | Behavioral Health Services

Aurora Kiviat serves on HHSA's Behavioral Health Services team as Assistant Director, Departmental Operations and Chief Operations Officer. She previously served as Deputy Director, Departmental Operations of HHSA's Medical Care Services Division, where she led efforts to support timely, quality, and evidence-based medical care services in San Diego County's communities.

Aurora got her start at the County of San Diego in 2010 as a Legislative Policy Advisor in the Office of Strategy and Intergovernmental Affairs. She then joined HHSA's Agency Executive Office team, first as a CAO Staff Officer and later as Manager of Strategy and Policy. Prior to her County service, Aurora worked for the Massachusetts General Hospital, where she led an international telehealth program and was part of a clinical research team developing treatments for HIV/AIDS. She has also worked as a consultant for Operation Access, a non-profit agency in San Francisco that provides specialty care to the uninsured and underserved.

Aurora holds a Bachelor of Science degree from Cornell University, where she double majored in Biological Sciences and Development Sociology, and a Master of Public Policy from the Goldman School of Public Policy at UC Berkeley.

[Aurora.Kiviat@sdcounty.ca.gov](mailto:Aurora.Kiviat@sdcounty.ca.gov)



## Laura Krzywicki

Deputy Director | Child and Family Well-Being

Ms. Laura Krzywicki began her career in Child Welfare Services (CWS) in 2000. Ms. Krzywicki is currently the Deputy Director in Policy and Program Support overseeing the Continuous Quality Improvement, Initial and Advanced Training, System Improvement Plan and policy development and special projects/initiatives. Her areas of expertise include safety and risk assessment, leadership development, Continuous Quality Improvement, classroom training and coaching. She has supported the implementation of Safety Organized Practice, the Integrated Core Practice Model, and the California Well Being Project. She has a passion for improving practice in Child Welfare work and values community partnerships so that we are truly strengthening families.

[Laura.Krzywicki@sdcounty.ca.gov](mailto:Laura.Krzywicki@sdcounty.ca.gov)



## Carey Riccitelli

Director | Office of Strategy and Innovation

Carey Riccitelli serves as the Director of Strategy and Innovation for the County of San Diego Health and Human Services Agency. In this role, she leads Agency-wide programs and efforts including strategy and legislative analysis, data and analytics, communications, and *Live Well San Diego*, a population health vision for a healthy, safe and thriving region. Ms. Riccitelli has worked for the County for over 25 years, with expertise in strength-based management/team building, cross-sector collaboration/ collective impact, and achieving challenging and complex goal-driven outcomes. She is a graduate of San Diego State University, holding a master's degree in Public Health, with an emphasis in community health.

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## Andrew Strong

Director | Office of Equity and Racial Justice

Andrew is the County's Director of the Office of Equity and Racial Justice. His office works to identify and eradicate systemic bias and racism while co-creating, with the community, a culture of equity and belonging within the County of San Diego.

Prior to this role, he was the Chief of Staff to the Chief Administrative Officer of the County of San Diego. He's held several leadership positions in County government including in Human Resources, the Finance & General Government Group Executive Office as a CAO Staff Officer; and Chief of Departmental Operations for the Department of Planning & Development Services.

Mr. Strong also served in the United States Navy as a Hospital Corpsman before joining the County of San Diego in 2007. Mr. Strong earned a Bachelor of Arts degree in Workforce Education and Development from Southern Illinois University and Master of Arts degree in Human Resource Management from National University.

[Andrew.Strong@sdcounty.ca.gov](mailto:Andrew.Strong@sdcounty.ca.gov)



## Craig Sturak

Operations Chief | Office of Strategy and Innovation

Craig Sturak is the Operations Chief for the Health and Human Services Agency's Office of Strategy and Innovation. In this role he helps manage the Agency's strategic and operational planning processes, legislative program development, data and business intelligence services, communications and oversight of *Live Well San Diego*, a regional vision for healthy, safe and thriving communities. He has been with HHSA since 2002, and in prior positions worked in media relations, strategic planning and in public health. Prior to joining HHSA, Craig worked in healthcare communications for a hospital network in Massachusetts, and was also a reporter for several San Diego-area newspapers. Craig is a San Diego native and has a journalism degree from Point Loma Nazarene University.

[Craig.Sturak@sdcounty.ca.gov](mailto:Craig.Sturak@sdcounty.ca.gov)



## Dr. Wilma Wooten

### Public Health Officer | Public Health Services

Wilma J. Wooten, M.D., M.P.H. is the Public Health Officer of Public Health Services in the County of San Diego Health and Human Services Agency. She received both professional degrees from the University of North Carolina, Chapel Hill, followed by the completion of residency training at the Georgetown/Providence Hospital Family Practice Residency Program in Washington, DC. In 1989, she completed the joint San Diego State University (SDSU), Graduate School of Public Health (GSPH)/University of California San Diego (UCSD) Preventive Medicine Residency, with an emphasis in Sports Medicine. Dr. Wooten practiced medicine as a faculty member in the UCSD Department of Family and Preventive Medicine from 1990 to 2001. She remains a UCSD volunteer Associate Clinical Professor and is an Adjunct Professor at SDSU/GSPH. She has been with the County of San Diego Health and Human Services Agency since 2001, initially as the Deputy Health Officer and now serves as the Public Health Officer since February 2007. She has a strong interest in health disparities and health equity. Dr. Wooten is a past Board member and past president (2011-13), of the California Conference of Local Health Officers (CCLHO); current Board member and past President (2013-15), of the Health Officers Association of California (HOAC); past member of the Advisory Committee to the Director of the Centers for Disease Control and Prevention (CDC) (2015-2019); and past Board member (2009-2011), of the National Association of County and City Health Officials. Dr. Wooten is a current member of the Big Cities Health Coalition (2014 – present) and previously served as Chair (2021) and is a current Board member of the Public Health Accreditation Board (PHAB) of Directors (2011-present), and Chair (2022).

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