



Chazdon Evaluation Consulting

# Ripple Effects of the San Diego County Childhood Obesity Initiative



HEALTHY HABITS FOR HEALTHY COMMUNITIES

Nationally proven from a well-documented program that originated in Maine, "5210 Every Day!" promotes four practices that can be adopted daily by children and parents to improve overall health and avoid obesity:

- 5** or more servings of fruits & vegetables
- 2** hours or less recreational screen time\*
- 1** hour or more of physical activity
- 0** sugary beverages, drink more water

\*Keep TV/Computer out of the bedrooms. No screen time under the age of 2.



Scott Chazdon, PhD  
Chazdon Evaluation Consulting

June 2024



SAN DIEGO COUNTY  
**CHILDHOOD  
OBESITY  
INITIATIVE**

Working Together to Shape a Healthy Future  
Facilitated by UC San Diego Center for Community Health

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## ACRONYMS

ACRONYMS	DESCRIPTION
ACTRI	Altman Clinical Translational Research Institute
AHA	American Heart Association
BMI	Body Mass Index
CC	Community Council
CCH	Center for Community Health
CHIP	Community Health Improvement Partners
CIAPM	California Initiative for the Advancement of Precision Medicine
COI	Childhood Obesity Initiative
COLCH	Comité Latino Organizador de City Heights
EBT	Electronic Benefit Transfer
Global ARC	Global Action Research Center
HHS	Health and Human Services Agency
OMH	Office of Minority Health
PI	Principal Investigator
PSE	Policy, systems, and environmental change
REM	Ripple Effects Mapping
SANDAG	San Diego Association of Governments
SNAP	Supplemental Nutrition Assistance Program
UCSD	University of California San Diego
USDA	United States Department of Agriculture

## EXECUTIVE SUMMARY

The San Diego County Childhood Obesity Initiative (COI) is a public-private, multi-sector partnership bringing together over 400 partners to reduce and prevent childhood obesity through a collective impact model since 2006. Over the years, the COI has developed an infrastructure that includes active domain workgroups; engagement of volunteer chairs in each domain; engagement of new and existing partners; organizational and project evaluation; and domain council meetings, at which domain chairs share their work and identify cross-domain collaborative opportunities. The University of California, San Diego (UCSD) Altman Clinical and Translational Research Institute's (ACTRI) Center for Community Health (CCH) became the facilitating organization of the COI in October 2019.

The COI continues to engage new and non-traditional partners to join the cause, bringing a wide range of viewpoints to the table and extending our impact. The COI Community Council (CC), established in 2022, represents diverse voices and centers community power within COI. It comprises a multicultural and multiethnic group of trusted leaders which bring their lived experiences and the community's knowledge and perspective into the COI.

In the spring of 2024, members of the COI backbone team engaged the author, an evaluation consultant, to conduct a Ripple Effects Mapping (REM) evaluation of the COI. REM is an evaluation method that engages program participants to retrospectively and visually map the chain of effects resulting from a program or complex collaboration.

A total of 33 participants reflected together on the impacts of the COI through two REM sessions, one with members of the COI's Community Council, the other with members of the COI's core Leadership Council and Domain Council, chairs of its seven domain workgroups. During the sessions, participants interviewed each other, sharing stories and insights, and generating themes about the impacts of the Initiative.

### **Inductive analysis**

When the qualitative data from both sessions were combined, the following four overarching themes emerged from the discussions. Two of these themes were more about *what* the COI has accomplished:

***Building connections to spread resources and opportunities.*** Participants in the REM process consistently emphasized the power of networking, and the connections built among organizations and sectors in the community. These networks increased the efficiency and effectiveness of organizational efforts, attracted supporters and resources, and helped increase the focus, sustainability, and capabilities of partner individuals and organizations.

***Leveraging efforts across communities and sectors for practice and policy change.*** The COI is leveraging community and cross-energy for practice and policy change. Community Council members have engaged in advocacy efforts, testified before elected officials, presented at national meetings, and worked on various policy initiatives to address social determinants of health, such as expanding access to healthy food options and advocating for better resources for underserved populations.

The other two themes were more about *how* the COI is making an impact:

***Centering community voice and priorities to strengthen equity and impact.*** Through creation of the Community Council, the COI took a major turn toward centering the voices of community members in the overall direction of the Initiative. In both REM sessions, participants shared the powerful impacts that Community Council members have made through engagement in community outreach, activism, and grassroots initiatives to drive positive change, improve living conditions, and advocate for the needs of marginalized populations.

***Energizing the work with a culture of learning, generosity and reciprocity.*** Community Council members emphasized the enthusiasm and sense of shared learning that has been promoted by the COI through its structure of domain workgroups and the Community Council. In the Leadership and Domain Councils discussion, participants noted the collaborative nature of the effort and credited much of this collaborative energy to the UCSD backbone team.

Towards the end of each Ripple Effects Mapping session, participants discussed challenges they encountered in their work with the COI. Leadership and Domain Council members focused their discussion on time challenges and maintaining momentum, along with a discussion of emerging ideas for the COI. The Community Council discussion highlighted the challenge of intercultural communication, some of which the COI has managed effectively. Community Council members also spoke about their long-term hopes for the COI and the continuing challenge of bringing community voices to the forefront of policy decision making.

### **Deductive analysis**

A quantitative analysis of the findings from the REM data through the lens of policy, systems, and environmental (PSE) change found that the biggest impacts of the COI to date have been around environmental change. Environmental changes are defined by the California Department of Public Health in the PSE Playbook (2015) as “directly altering the physical, economic, social, or messaging environment, resulting in a new level of access or opportunity for the target population.” Over one third (36.2%) of all the reported effects in the mapping sessions were evidence of this type of environmental change about healthful foods and beverages and about one fifth (20.5%) of the reported effects were evidence of environmental change around safe physical activity.

The quantitative analysis also included a review of the operational excellence of the COI, through the lens of the Collective Impact 3.0 framework, a tool for understanding community change efforts. Here the analysis team found evidence of all five aspects of strong collective impact infrastructure, and the coding identified especially strong evidence of two of the categories, with nearly half of all reported effects in the areas of “shared aspiration” (45.9%) and “authentic and inclusive community engagement” (45.4%).

While the themes generated directly from the qualitative data provide a holistic overview of the impacts of the COI, the quantitative analysis documented the strongest areas of PSE change and operational excellence to date. Due to the strong presence of all the elements of a collective impact infrastructure, systems and policy changes will likely increase in the future as the COI’s influence continues to spread in San Diego County and beyond.

## BACKGROUND

The San Diego County Childhood Obesity Initiative is a public-private, multi-sector partnership bringing together over 400 partners to reduce and prevent childhood obesity through a collective impact model. In October 2004, the San Diego County Board of Supervisors voted unanimously to support and fund the creation, coordination and implementation of a county-wide plan to end childhood obesity. This effort expanded upon the work of the Coalition on Children and Weight San Diego, a grassroots organization dedicated to the prevention of childhood obesity supported by Community Health Improvement Partners (CHIP), County of San Diego Health and Human Services Agency (HHS) staff, and other partners.

After a year-long process guided by a steering committee comprised of public and private stakeholders, the Call to Action: San Diego County Childhood Obesity Action Plan (Action Plan) was published in January 2006 and has since been revised in 2010, [2015](#), 2020. The Action Plan emphasizes policy and environmental changes with the recognition that it is easier for individuals to make healthy choices to reduce and prevent childhood obesity when the physical and social environment in which they live supports these choices. The Action Plan provides strategy recommendations in the seven most influential domains (i.e., sectors) in creating healthy environments:

- Business
- Community
- Early Childhood
- Government
- Healthcare
- Media
- Schools and After-school

*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.*

Immediately following publication of the Action Plan, the San Diego County Childhood Obesity Initiative as formed to engage community partners and assure effective implementation of the strategies outlined in the plan. With core funding from the First 5 Commission of San Diego County and the County of San Diego HHS, and additional capacity building funding from The California Endowment, CHIP was engaged to facilitate the COI from 2006 to 2019. In the fall of 2019, the UCSD Altman Clinical and Translational Research Institute's Center for Community Health (CCH) became the facilitating organization.

The COI was established as a public-private partnership and this collaborative spirit continues to guide its work. The COI is guided by a Leadership Council comprised of representatives from each of the seven domains as well as other key partners from San Diego County. Over the years, the COI has developed an infrastructure that includes active domain workgroups; engagement of volunteer leaders or chairs in each domain; engagement of new and existing partners; organizational and project evaluation; and domain council meetings, at which domain chairs

share their work and identify cross-domain collaborative opportunities. By engaging agencies, institutions, organizations, neighborhoods, and individuals to work together to combat childhood obesity, the COI is leveraging existing resources and promising practices.

The COI continues to engage new and non-traditional partners to join the cause, bringing a wide range of viewpoints to the table and extending our impact. The COI Community Council established in 2022, represents diverse voices and centers community power within COI. It comprises a multicultural and multiethnic group of trusted leaders which bring their lived experiences and the community's knowledge and perspective into the COI. The purpose of the CC is to share power with COI organizational members to co-create a policy agenda that centers community strengths and assets in solving systematic problems in communities experiencing health disparities. The goal is to develop systems and policies that are just, equitable, and humane that respect the dignity of communities.

The four goals of the COI are to:

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 the social, economic, service, and built environments that support healthy eating and active living; and
4. Promote operational excellence of the Initiative.

In the spring of 2024, members of the core COI staff team from CCH engaged Scott Chazdon, PhD, an evaluation consultant, to conduct a Ripple Effects Mapping evaluation of the COI. REM is an evaluation method that engages program participants to retrospectively and visually map the chain of effects resulting from a program or complex collaboration.

This report presents the findings of this REM process.

## METHODS: THE RIPPLE EFFECT MAPPING PROCESS

Ripple Effects Mapping is an evaluation method that engages a range of program participants to retrospectively and visually map the chain of effects resulting from a program or complex collaboration. The REM process combines elements of Appreciative Inquiry<sup>1</sup>, mind mapping, group interviewing, and qualitative data analysis. More information about the process is available at <https://publishing.lib.umn.edu/publication/a-field-guide-to-ripple-effects-mapping/>.

Two Ripple Effects Mapping sessions were held on June 5<sup>th</sup> and 6<sup>th</sup>, 2024. The author facilitated both REM sessions. The first session, held in the evening of June 5 at the Southeastern Live Well Center, focused on the efforts and impacts of the CC. Staff invited CC members and encouraged CC members to bring a guest – a friend or family member who was in a position to observe their activities as a council member. Sixteen (16) people participated in the session. Because some of the CC members are native Spanish speakers, COI provided interpretation for this session so that all invitees could participate fully. At the beginning of the session, participants interviewed each other in pairs using the following appreciative inquiry-based questions (the questions also were translated into Spanish). These questions were developed by COI staff and Dr. Chazdon and refer to the timeframe of 2019 to the present. The questions are as follows:

- What are you most proud of as a Community Council member? Please share a story about a highlight, achievement, or success you had as a Community Council member within the Childhood Obesity Initiative. What actions led to this achievement? What did this achievement lead to?
- Please share a story about new or deepened connections with others (individuals, communities, organizations, educational institutions, government, philanthropic) you made as a result of your involvement with the Community Council? What did these connections lead to?
- Please share a story about unexpected things that have happened as a result of your involvement with the Community Council?
- Please share any examples of ways that the Community Council is helping people in your community live more healthy lives?

Invited guests were asked a slightly different set of questions:

- Thinking about the Community Council member who invited you here today, please share a story about any highlights, achievements, or successes you have observed that have resulted from their involvement.
- Please share a story about ways you've seen the Community Council member make new or deepened connections with others (individuals, communities, organizations, educational institutions, government, philanthropic). What did these connections lead to?"

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<sup>1</sup> Appreciative Inquiry is a strengths-based organizational development process, increasingly used in evaluation, that involves the art and practice of asking questions that build on the successful, effective and energizing experiences of those involved with a program. For an overview see [https://www.betterevaluation.org/en/plan/approach/appreciative\\_inquiry](https://www.betterevaluation.org/en/plan/approach/appreciative_inquiry)

- Please share a story about unexpected things that you have seen happen as a result of the Community Council member's involvement in the Childhood Obesity Initiative.
- Please share any examples of ways that the Community Council member is helping people in your community live more healthy lives.

The second session, held mid-day on June 6<sup>th</sup> at the San Diego County Office of Education, focused on the efforts and impacts of the Leadership and Domain Councils. Seventeen (17) people participated. At this session, attendees interviewed each other with the following questions:

- Please share a story about a highlight, achievement, or success you had as a Leadership or Domain Council member within the Childhood Obesity Initiative. What actions led to this achievement? What did this achievement lead to?
- Please share a story about new or deepened connections with others (individuals, communities, organizations, educational institutions, government, philanthropic) you made as a result of your involvement with the Leadership or Domain Council. What did these connections lead to?
- Please share a story about unexpected things that have happened as a result of your involvement with the Leadership or Domain Council.
- Please share any examples of ways that this collaborative is helping San Diegans live more healthy lives. After the interviews in both sessions, participants reported what they had heard. These reflections were captured using a mind mapping software program, which participants could view projected onto a screen. Participants also wrote their interview responses on the back of the session agenda; these sheets were collected at the end of the meeting to ensure that no interview data would be lost.

The facilitator led a discussion of core themes for the distinct types of reported program effects, asking follow-up questions to get more detail on the effects and how the program activities had influenced these effects.

After the session, all the items from the interviews were added and the author organized the mind map around the themes that had emerged during the sessions. In addition, participants who were unable to attend the live sessions were invited to respond to the interview questions on their own.

### **Inductive analysis – generating themes from the interviews**

Ripple Effects Mapping is a qualitative evaluation process. During the process, the facilitators work with participants to generate themes, and often sub-themes, from the data shared during the interview process. The themes in Table 1 emerged during the REM process. The core themes of the Community Council discussion, as would be expected, were focused on the work that Community Council members were doing in their communities. Themes from the Leadership and Domain Councils focused more on the culture and cross-sector energy of the Initiative. To create an overarching framework of themes from both sessions and to make it easier to consume the range of themes that emerged, the author created overarching themes from both

**Table 1. Themes from each REM session**

Community Council	Leadership and Domain Councils
Deepening community bonds to spread the word and provide resources	Spreading knowledge, resources, and opportunities across domains and communities
Creating momentum one family at a time towards achieving our goals	Building connections that lead to new opportunities
Building energy and enthusiasm based on a sense of shared responsibility and purpose	Creating and supporting a culture of learning, generosity and reciprocity
Strengthening confidence, knowledge and leadership skills of Community Council members	Centering community voice and priorities to strengthen equity and impact
Advocating for policy change in San Diego County and beyond	Leveraging the work of the domains to affect change and cultivate momentum
	Collaborating nimbly within and across domains

**Table 2. Overarching themes from both sessions**

Community Council	Leadership and Domain Councils	Overarching Themes
Creating momentum one family at a time towards achieving our goals	Spreading knowledge, resources, and opportunities across domains and communities AND Building connections that lead to new opportunities	Building connections to spread resources and opportunities (what)
Deepening community bonds to spread the word and provide resources AND Strengthening confidence, knowledge and leadership skills of Community Council members	Centering community voice and priorities to strengthen equity and impact	Centering community voice and priorities to strengthen equity and impact (how)
Advocating for policy change in San Diego County and beyond	Leveraging the work of the domains to affect change and cultivate momentum AND collaborating nimbly within and across domains	Leveraging efforts across communities and sectors for practice and policy change (what)
Building energy and enthusiasm based on a sense of shared responsibility and purpose	Creating and supporting a culture of learning, generosity and reciprocity	Energizing the work with a culture of inclusion, learning, generosity and reciprocity (how)

sessions, as seen in Table 2. The themes overlap to some extent, but they each express a core insight about the success of this Initiative. Two of these themes, “Building connections to spread resources and opportunities” and “Leveraging efforts across communities and sectors for practice and policy change” are more about *what* the COI has accomplished, while the other two themes, “Centering community voice and priorities to strengthen equity and impact” and “Energizing the work with a culture of learning, generosity, and reciprocity” are more about *how* the COI is making an impact.

Toward the end of the Ripple Effects Mapping sessions, the facilitator asked participants to discuss challenges they encountered in their work with the COI. In contrast to the Appreciative Inquiry questions that began the process, this question was intended to draw out ways participating in the COI was challenging or ways the Initiative may need to be improved. As a result, a final theme, “Challenges and ideas for moving forward,” was added to the maps.

### **Deductive analysis – coding the data with relevant frameworks**

The themes discussed above were generated directly from the interview responses in an inductive manner. Another way of exploring the results from Ripple Effects Mapping is to analyze the responses using a more deductive approach, with a pre-existing framework about the intended results of the COI. This approach allows the evaluator to “test” the findings according to a relevant theory or framework.

Through consultation with the author, the full COI staff team decided to use a modified version of COI’s core goals to code the data from the Ripple Effects Maps. The core goals of the COI are to:

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 the social, economic, service, and built environments that support healthy eating and active living; and
4. Promote operational excellence of the Initiative.

A coding team of Lan Nguyễn, Shana Wright and the author modified these goals to build in sub-themes of policy, systems, and environmental (PSE) change around the first two goals and to build in sub-themes around collective impact for the fourth goal. By using sub-themes related to PSE, the team felt that coding for the third goal was redundant.

The coding team then consulted literature on PSE change and the Collective Impact literature to shape working definitions for each of the coding categories and sub-categories. For definitions of policy, systems, and environmental change, the team chose the definitions in the *PSE Playbook Implementing Policy, Systems, & Environmental Change in Our Communities*, written by the University of California, San Francisco and sponsored by the California Department of Public

Health (CDPH).<sup>2</sup> For working definitions of collective impact, we consulted *Collective Impact 3.0: An Evolving Framework for Community Change* from the Tamarack Institute, an update to the original Collective Impact Framework.<sup>3</sup> Table 3 on the next page displays the working definitions and the sources of these definitions:

Once the Ripple Effects maps were reviewed by core program staff, the coding team exported the maps into a Google spreadsheet; then they reviewed each reported item to determine whether any of them provided was evidence of any of the coding categories.

As the coding team reviewed the data, they consulted the definitions of each of these types of change and all three coders needed to agree that a given “ripple” or story thread was evidence of a specific type of change. Coded effects were often identified under more than one category because many of the comments touched on multiple areas.

The following section provides narrative detail with relevant quotes from session participants for each of the four overarching themes. Images of each section of the Ripple Effects Maps can be found in Appendices A and B. After the discussion of the core inductive themes generated during the process, we present the results of the quantitative analysis based on the coding of the data.

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<sup>2</sup> University of California, San Francisco, PSE Playbook: Implementing Policy, System, & Environmental Change in Our Communities, Version 2.0. 2018. Retrieved from [https://www.cdph.ca.gov/Programs/CCDPHP/DCDIC/NEOPB/CDPH%20Document%20Library/RES\\_ChampPovFellPSEPlaybook.pdf](https://www.cdph.ca.gov/Programs/CCDPHP/DCDIC/NEOPB/CDPH%20Document%20Library/RES_ChampPovFellPSEPlaybook.pdf)

<sup>3</sup> Cabaj, M. and Weaver, L. *Collective Impact 3.0: An Evolving Framework for Community Change*. Tamarack Institute, 2016. Retrieved from <https://www.tamarackcommunity.ca/articles/collective-impact-3.0-an-evolving-framework-for-community-change>

**Table 3. Coding categories and working definitions**

COI Goals	Coding sub-categories	Working definitions
Increase access to healthful foods and beverages in a culturally appropriate manner.	Policy	Creation or alteration of a formal written statement of a government, business, or nonprofit that results in a new organizational position, decision, action, rule, or regulation.
	System	Informal and ongoing change in organizational practices and procedures that results in a new, voluntary way of doing business.
	Environment	Directly alters the physical, economic, social, or messaging environment, resulting in a new level of access or opportunity for the target population
Increase opportunities for safe physical activity in an inclusive and culturally appropriate manner.	Policy	Creation or alteration of a formal written statement of a government, business, or nonprofit that results in a new organizational position, decision, action, rule, or regulation.
	System	Informal and ongoing change in organizational practices and procedures that results in a new, voluntary way of doing business.
	Environment	Directly alters the physical, economic, social, or messaging environment, resulting in a new level of access or opportunity for the target population
Promote operational excellence of the Initiative.	Shared aspiration	Collaboration based on shared and ambitious community values.
	Authentic and inclusive community engagement	Those impacted by an issue should participate fully in attempts to address an issue – “nothing about us without us.”
	High-leverage and loose/tight working relationships	Realistic assessment of where local actors have the knowledge, networks, and resources to make a difference. A focus on high-leverage strategies, and permission to participants to work as loosely or as tightly as the situation requires.
	Container for change	The success of the next generation of collective impact initiatives depends on the ability of backbone teams to create the strong containers for change that support participants to dig deep when tackling stubborn social challenges.
	Strategic learning	A robust learning and evaluation environment to identify and change the dynamic and complex systems that underlie social problems.

## FINDINGS ORGANIZED BY THEME

### Building connections to spread resources and opportunities

A major theme in both the Community Council and Leadership and Domain Team discussions was the power of networking and the connections built among organizations and sectors in the community. In a popular handbook on the power of social networks, Plastrik and Taylor (2006)<sup>4</sup> write that “in practical terms, networks can boost efficiency and effectiveness, attract supporters and resources, and help increase focus, sustainability, and capabilities. They transform one’s capacity to act” (p. 23).

There were many examples of this efficiency and effectiveness of COI networking. In the Community Council discussion, participants highlighted how their networking activities are adding up: A member who has long been active in her community commented that through the COI *she has enjoyed meeting new people and has been exposed to new ways of thinking. Doing activities like the walking audit – an assessment of street safety - of the community was unexpected. She has learned that little by little we are improving the community - like grains of sand.* Some of the Council members have been able to present at Congress in Washington, DC. One of these members commented: *For me this is a victory to be able to share testimony, share our stories with decision makers. For me this is adding up.*

*A Council member noted how she is reaching one family at a time with the message about healthy living.*

In the Leadership and Domain Council discussion, many participants shared how much they had learned and how many connections they had made as a result of the COI. A participant noted that *it's hard to walk away from a meeting without learning about something new.*

A group member expressed appreciation for learning about what the different COI domains are doing and also learning about the different sectors in which there are programs and gaps. She added that *we can't move forward without knowing what's already being done.*

A COI staff participant described how connecting with a CC member affiliated with Family Health Centers of San Diego was critical in helping to flesh out how to use Streetwyze, a local web-based platform, to gather stories from community members: *As we got to know one another more, we invited him to get more involved in the COI, which included him taking part in thinking through the formation of the CC. This eventually led to him being one of the Tri-Chairs of the CC and being the PI for the community-led granting project arm of the \$5 million American Heart Association (AHA) proposal and subsequent [award](#).*

Another participant noted how being a part of the COI had deepened relationships between the community health clinic where she worked, local County government, Leah's Pantry, and the Kitchenistas. She noted how *all partners are filling in the gaps* and that because of these

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<sup>4</sup> Plastrik, P., & Taylor, M. (2006). *Net gains: A handbook for network builders seeking social change. Innovation Network for Communities*. Retrieved from [https://soaz.info/network\\_handbook.pdf](https://soaz.info/network_handbook.pdf)

strengthened relationships, they have collaboratively organized additional workshops and training opportunities focusing on nutrition in early childhood, combining dietary health and reduction of sugar-sweetened beverages, as well as workshops and training opportunities for physicians on food diversity. This group member summarized that the COI is ***creating great bi-directional relationships between clinics and communities in this work.***

In the CC discussion, participants highlighted how their networking activities are adding up, facilitating increased promotion and awareness of local food resources and services. For example, one participant talked about how the networking opportunities provided through the COI helped increase local awareness about the [SUN Bucks program](#), the USDA's new, permanent summer electronic benefit transfer (EBT) program available to families with eligible school-aged children.<sup>5</sup>

*This gave me the opportunity to let community members and business in an underserved zip code know what services are available to them such as nutrition education, school partnerships, parent workshops, the Live Well bus, community garden support, etc.*

***We sent information about SUN Bucks program eligibility and benefits] to at least seven schools - that's like 5,000 people. Many people are affected by the information we send. With the SUN Bucks flyers, sometimes people ask for extras to give to their friends.*** Some CC members shared how through participating in the CC, they were able to present at Congress in Washington, DC. One of these members commented: ***For me this is a victory to be able to share testimony, share our stories with decision makers. For me this is adding up.***

A group member shared ***I have been able to meet and connect with other COI members and non-members who are actively engaging the community and collecting information on their needs. There are also other businesses and services that I have learned about through the COI meetings, and I have been able to share these health and wellness services to others in my network.***

A CC member who had collaborated with the COI Business Domain also described how she now knows about the various ethnic business chambers that exist across the county. Her collaborations with COI Business Domain partners helped strengthen her connections with the County's Live Well @ Work team and their work assisting small businesses in becoming healthier workplaces by adopting policy, systems, and environmental changes through the recent Business Leadership Academy.

Participating in the COI and CC attracted support and resources, including funding for local programs impacting child and family health and well-being. A participant shared that though connections with the COI her organization, COLCH (Comité Latino Organizador de City Heights) was able to get a program called Niños Campeones (Champion Kids) off the ground with a mini-grant from the COI. ***This opened the door to the program getting recognition by***

<sup>5</sup> <https://www.fns.usda.gov/summer/sunbucks>

*American Heart Association San Diego. We want to do what we want children in our community to do. The program has been going for three years.*

The CC provided opportunities for community members to influence decision-making in alignment with community priorities. As an example, the COI began training partners to [conduct walk audits](#) to inform development of the San Diego Association of Governments (SANDAG) Vision Zero Action Plan, a plan to eliminate traffic fatalities and reduce severe injuries. Findings from these walk audits were then given to SANDAG to facilitate incorporating community voice and perspectives into their planning and decisions moving forward to impact neighborhood safety.

*The connections make us more aware of the need because people from different domains and County departments are coming together, people from nutrition department, CalAIM, and more. This informs us of what is being done, what still needs to be done and that is what we need to know before we start anything.*

## **Centering community voice and priorities to strengthen equity and impact**

Through creation of the Community Council, the COI took a major turn toward centering the voices of community members in the overall direction of the initiative, as outlined in the 2020 Strategic Planning Retreat. In both REM sessions, participants shared the powerful impacts that CC members have made through engagement in community outreach, activism, and grassroots initiatives to drive positive change, improve living conditions, and advocate for the needs of marginalized populations. There were two sub-themes in the group discussions about centering community voice, a focus on the formation of the CC as well as a discussion of the significance of the CC's work to date.

During one of the sessions, COI staff shared the challenging history of launching the CC. This effort took several years of development including:

- COI strategic planning in 2020,
- the rapid response team formed to get out pandemic [EBT funding to communities](#),
- the Community Domain's leadership and support,
- the partnership with the YMCA to help fund the initial set of activities,
- the partnership with Global ARC to lead the workshops and facilitate the community members in creating their own shared governance model,
- receiving grant funding from the Office of Minority Health (#CPIMP221344) to provide training and support to the CC,

- [receiving several different grants](#), including from the California Initiative for the Advancement of Precision Medicine, the one OMH grant already mentioned, and a third OMH grant (1CPIMP211287-01-00), to gather 8,000 stories on a web-based platform called Streetwyze, from 1,500 San Diegans living in historically underserved communities, which helped to crystalize a policy agenda for the CC.

*I'm very proud that the COI has recognized and honored the lived experiences of community members and centered the voice of the community in their plans and decisions. . . today we can say that the CC is a strong group of community leaders, that are not afraid to speak up and understand the power they have within COI and beyond. Their experiences and deep connection with the communities they live in and serve, allow COI to have a greater effect on their actions and policy recommendations.*

This led to the formal formation of the [CC](#) in July 2022, the formal adoption of the CC's priority areas as guiding priority areas for the COI in 2023, and for robust action and change, including the American Heart Association grant, which will build a formalized structure for a Community-Council led granting program for local community-based organizations to support their work and efforts in community-driven research.

As stated by one participant, *as a member of the community domain, we always wanted to engage community, but struggled with opportunities to bring in residents and members with lived experience to have a voice. This is one of the greatest accomplishments. . . It was a shift in the backbone leadership; so when UCSD came in, they were very passionate about this movement; they had experience in it, and really led the way.*

Another participant shared a similar thought that the creation of the CC *led to a visionary change in the COI overall, from people living in the community that we are trying to target and support; allowing for confirmation that we are doing it right and best practices for reaching the unreachable. Integration of the CC and community voice into the work has had a huge ripple effect on all our domains and an equity effect to make sure we are on the right track.*

Beyond reflection on the accomplishment of creating the CC, session participants, including CC members themselves, described the significance of their work.

*The community has a voice in not only understanding, but interpreting a statewide program (SUN Bucks) and translated it into the voice of the community. The council is using words and languages that resonate with community members for their own communities.*

A CC member noted that the CC *opened doors to see how the health and education system is managed. Also, for my children and for other people who don't understand the system and are afraid to speak. I do it for them.* Another CC member described how she has always been involved with her children's school, and recently went back to volunteer after her daughter graduated. She conducted a walk audit in her community to bring the message on what the community needs and increasing access to the community center. As a result of participating in neighborhood walk audits, she became known in her community. Subsequently, other community members began coming to her to ask about other activities, such as the SUN Bucks program and *she is making sure resources and information are passed to the right people who would benefit from the program.* A CC

member added that he is *most proud of being elected as one of the Tri-Chairs. Rare for him as a person of color to be in a leadership position in San Diego.*

A staff member highlighted the value of the CC this way: *There is a lot of potential in having a CC! It's great for COI to have the talent that is within the CC, and it is delightfully engaging to hear their thoughts and experiences whenever we are in the same space. They are coming at childhood obesity from a different angle, and it's great to hear when they are shaking it up a bit. They hold such a diverse set of opinions that are needed to guide the work within the COI.*

An agency partner shared: *By working with the CC, I have been able to have a closer relationship with different community leaders. People that might go unnoticed on the street, but when you have the chance to get to know them more closely and listen to their stories, their dreams and their struggles, you discover the wonder of human beings they are and their immense capacity to give and contribute to build a more just society for all. I learn so much from them every day.*

*While the work is not done, the COI now has community voice at the table and is working towards sharing power with community leaders*

Several participants in both sessions highlighted that the COI has been able to compensate CC members for their time. This practice is rare and strongly communicates to CC members that their time is valuable. A participant noted that *one achievement was acknowledging that as CC members, we deserve compensation for our time. We've always fought for that.*

A session participant summarized the importance of the CC this way: *I feel it integrates the community with the experts. I feel proud that some of our community members are part of this because it tells me we are integrating families who share real life experiences to improve the community. I see the effort with the whole trying to work to improve health of future generations. The collective effort I see from the COI group leads to these achievements.*

## Leveraging efforts across communities and sectors for practice and policy change

A core theme in both the Community Council and Leadership and Domain Team discussions was the ways the COI is leveraging community and cross-energy for practice and policy change.. CC, Leadership Council and Domain Council members have engaged in advocacy efforts, [testified before elected officials](#), presented at national meetings, and worked on various policy initiatives to address social determinants of health, such as expanding access to healthy food options and advocating for better resources for underserved populations. There were two sub-themes in the group discussions about policy and practice change impacts of the COI: 1) examples of advocacy and policy change and 2) examples of practice change.

*All of the sudden I am in Washington, DC talking to Congressmen! I'm on call now for the American Heart Association San Diego and Nourish CA.*

The creation of the CC was key in harnessing the energy of community leaders, giving them a platform for advocacy. A CC member shared with pride the story of how his advocacy work brought them to the California state legislature to expand the [Food4All campaign](#). In partnership with Nourish CA! COI has

focused on Food4All as one of their policy agenda items since 2022 to expand CalFresh benefits to those who are currently ineligible due to their immigration status. With support from Nourish CA!, CC members have participated in meetings with elected officials, provided testimonials, participated in trainings, and submitted an op-ed to the San Diego Union Tribune. These efforts have contributed to CalFresh benefits being provided for those 55 and older regardless of immigration status. However, the work is not over as the focus continues to expand the benefits to all age groups.

A CC member described how the COI has given her the [opportunity to provide public testimony](#): *This means a lot to me because I love the people, especially advocating for people with no voice. I've talked to county and federal elected officials to advocate for food for children to improve their health. The ¡Más Fresco! Plus program helped me. We don't always win but if we can continue to work towards goals we can get some victories.*

Through the Californians for Less Soda campaign, COI and the Public Health Institute, CA4Health engaged community leaders and COI partners in efforts to restore local control to tax sugar-sweetened beverages. Community leaders were engaged in Resident Action and Advocacy for Health (REAH) trainings to prepare and support engagement in advocacy efforts. Over 50 community residents participated to learn about the social determinants of health, health impacts of sugary beverage consumption, advocacy efforts, and storytelling to prepare for meetings with elected officials. Community leaders met with 12 elected officials to share their stories, support for local control to tax sugary beverages, and what revenue would mean for their communities. Additional efforts included [presentations](#), an [op-ed](#), El Susto documentary [screening and panel discussion](#), and workgroup meetings.

Another example of advocacy and policy change relates to the [¡Más Fresco! Plus](#) program, a partnership between UC San Diego Center for Community Health, San Diego County Health and

Human Services Agency, San Diego farmers, grocery stores and community-based organizations across San Diego County. Community members who enroll in ¡Más Fresco! Plus receive a box of farm-fresh fruits and vegetables from local San Diego farms delivered to their homes. The program strives to increase access to and consumption of healthy foods, among community members who are experiencing health disparities, including food insecurity and diet related chronic disease. CC members [successfully advocated for the extension of the program](#).

There has been cross collaboration amongst the Leadership Council COI domains as well as CC members to advocate for change in a variety of contexts. One example is the Government Domain's collaboration with the San Diego Association of Governments (SANDAG) to incorporate feedback from COI partners into their revised Vision Zero Action Plan. In response, the Government Domain mobilized their expertise, provided

*Ultimately, the COI's collaboration with SANDAG exemplifies the strength of community-driven initiatives in creating environments that enable children and families to develop lifelong healthy habits.*

training and resources, and people power to engage COI partners and CC members in conducting walk audits. SANDAG provided a list of their Safety Focus Network areas highlighting the areas with the highest incidents of traffic injuries and fatalities to cross reference with the walk audits. The partnership has continued to grow and expand as COI is facilitating connections with elected officials and partners to bring forward issues identified in the walk audits. The opportunity to incorporate this critical community input was incorporated into SANDAG's [Vision Zero Action Plan](#).

Examples of practice change involved the work of the COI Domain work groups. The Business Domain has had success working with regional Chambers of Commerce to close gaps in underserved communities and purchase exercise equipment for small business owners and their families, people who may otherwise not have access to exercise equipment.

Members of the Healthcare Domain reported a broad range of practice changes from their work. Participants reported how the Healthcare Domain is bringing a trauma-informed lens to obesity and nutrition education, while the Leadership Council incorporated addressing adverse childhood experiences into the 2020 strategic plan. To operationalize this, the Healthcare Domain created a [Beyond BMI workshop](#) in which they invited experts to speak about trauma-informed nutrition education and provide resources for healthcare providers to share with their families. This led to an institutional change within Rady Children's Hospital to include the training and resources on their intranet so it is available as a resource for all healthcare providers. The conference led to the Healthcare Domain expanding to include additional trainings in the future such as Child Nutrition and trauma-informed breastfeeding.

The Media Domain worked to pilot the 5210+ messaging campaign in multiple settings including primary care, public health, community-based programs, YMCA, schools, and afterschool programs. This led to the adaptation of the messaging campaign across multiple sectors of the community. It was well accepted in our focus groups/pilots and adapted in multiple settings. This successful campaign also led to the messaging taken up across the border in

schools in Mexico and a recent adaptation and campaign refresh, [5210+](#), to include sleep as a critical component.

## **Energizing the work with a culture of inclusion, learning, generosity and reciprocity**

While most of the conversation in both REM sessions was about *what* the COI has accomplished, a major component of both discussions was about *how* the COI is operating. In the CC session, participants emphasized the enthusiasm and sense of shared learning that has been promoted by the COI through its structure of Domain workgroups and the CC. In the Leadership and Domain Councils discussion, participants noted the collaborative nature of the effort and gave credit for much of this collaborative energy to the UCSD backbone team.

*There is a posture of learning and openness that is part of the COI. This drives the spreading of knowledge - as assumption that there is much we can learn from each other.*

CC members highlighted the sense of shared responsibility for community-based health efforts. One participant noted *I just realized that we share immigrant experiences - we love to fight for people who don't have healthy eating habits*. Another CC member commented that he has *made connections with like-minded people - all the players in the CC have a similar interest in reaching out and helping others - this has made a difference in reaching out to the community but also in a level of personal satisfaction*.

A CC member shared that a highlight of his involvement was being nominated to be a Tri-Chair of the CC. He described the Council as so many faces and diverse personalities . . . *building something to motivate all of us and recognizing the beauty in all of us*. He noted that through his connections to other CC members he has *become aware of new organizations, new people and new places, he has improved his Spanish and developed more ideas for improving outreach*.

Another CC member shared: *I have come to know new colleagues, know what they do in their area. I feel integrated, that I am part of the CC. I have remained since the moment I was invited, and I have been active. This led to me knowing more about the educational, health, and government system in the USA*.

Participants credited the UCSD staff team with developing a culture of trust and generosity in their facilitation of the COI. The COI collaborative creates a space for community members and public health professionals to connect and share needs, resources, and opportunities for health and community improvement. As noted by one participant, *if you have a backbone agency that is generous, then it's much easier to take this energy into the*

*This has been an intentional choice of the backbone agency. All partner work is elevated and visible. It is collective work together. This is why people keep coming to the table.*

*domain councils and community.* Another group member added that *COI has implicit trust - trust that we're all working towards similar goals. I don't ever feel like someone is going to take my idea and run with it.* This trust leads to a sense of collaboration, not competition. A participant summed this up by sharing *if a grant opportunity arises, domains work together.*

One example of the results of this collaborative energy in the COI was a deepened connection with the YMCA and the Global Action Research Center (ARC). The YMCA had already been working to center community voice within their work and has been a great thought partner during this process. The Global ARC had been a leader in community engagement work for decades and has helped shepherd this process including leading the initial strategic planning sessions with the interim CC, providing capacity building trainings for the CC, and helping to provide support and guidance. These connections led to the Office of Minority Health grant application and award, and since then the groups have applied for additional grant funding through the American Heart Association to continue and build upon the CC's work. The AHA grant involved the CC in the process of developing the grant proposal, outlining the budget and even having the CC tri-chairs be Co-PIs. These connections are shifting the way community has traditionally been involved and engaged to a more community centric approach.

A participant expressed the importance of the COI's efforts this way: *The COI is like a hive - the hive is there but the bees may change. There is continuity to the work, institutional knowledge, especially as a result of members who have been part of this for a long time.*

## **Challenges and ideas for moving forward**

Towards the end of each Ripple Effects Mapping session, participants discussed challenges they encountered in their work with the COI. Leadership and Domain Council members focused their discussion on time challenges and maintaining momentum, along with a discussion of emerging ideas for the COI.

The biggest time challenges were around making time for meetings to keep the work moving forward. A participant shared that *the times of our meetings make it challenging for school and after-school providers to attend.* A participant suggested a need to narrow things down to fewer meetings and more time for engagement. A group member commented that leadership meetings are always at the same time as internal meetings she has to attend for her job and that *sometimes COI hasn't aligned with my job description.* Another participant shared that *more funding for more staff time might mean we could do more! More with social media for example and continuing to compensate CC members.*

The CC discussion also highlighted time challenges. A CC member noted that *one meeting per month is sometimes insufficient. We have a two-hour meeting and the first hour is a presentation, and then we only have one hour for all our business. Maybe we need more meetings to address all our issues.* Another member shared: *One meeting per month to create change is not enough. Time is always against those of us who are in marginalized communities because we are already behind. We need to speed up the process.*

Leadership and Domain Council members also expressed concern about maintaining momentum and avoiding burnout in the COI. During COVID, the teams began to have virtual meetings, but this often meant that participants were multi-tasking during the meetings and were not as engaged. A group member shared that *as a [Schools & After-School] domain Tri-Chair, I don't know all the people as well. People may have their cameras turned off. Some people have become more observers than participants.*

*People in this collaborative are busy and can get burned out. Time scarcity, attention scarcity. Sometimes I have a difficult time prioritizing. Many people are putting out fires and this work tends to be longer term.*

Participants described the balancing act between short-term and long-term accomplishments, noting that *there's a lifetime to people's participation, and sometimes we have to accept this.* Another group member shared that to maintain the Initiative for the long-term, *there has to be something in it for all the stakeholders. We choose to be here because we have something to contribute.*

Leadership and Domain Council members also identified some ideas for the future direction of the COI. A group member noted that Orange County is doing work on childhood obesity and wondered about a regional effort with other counties in Southern California. A participant encouraged the group to continue its focus on an equity lens and mapping, noting that *we have definitely made a shift in not just looking at obesity prevention, but also looking at it from an equity lens from access and land use and neighborhood level environments, going deeper into the root causes of obesity.* Another participant emphasized the continued need to reframe a “medical diet” to a “healthy diet,” and suggested that it would be helpful to make a list of items to donate to food pantries that support a healthy diet.

A more global thought from the Leadership and Domain Council discussion was to be more flexible about the COI’s ultimate goals, perhaps focusing on the whole child instead of just on obesity. A participant shared that *even the name of the Initiative is a challenge.*

The CC discussion highlighted the challenge of intercultural communication, some of which the COI has managed effectively. A participant shared that *COI is providing translation which makes it more welcoming, but it would be great if other languages were included and other backgrounds and cultures because we all see health as different.*

*We need to come up with our own dreams. We need to go beyond being just community workers, we need to not just convey things to the county but to also have an impact on how policy is made at the county. We need to convey how things are different within our own cultures*

CC members also spoke about their long-term hopes for the COI and the continuing challenge of bringing community voices to the forefront of policy decision making: *It was a challenge to set up the CC, to be able to compensate members. It has taken several years. I need this to be*

*long-term. When they do research, what happens after the study is done? Is there someone that comes back and figures out what to do next? I want people to see what our children live through. Mental health is impacting everything. This was my concept of the CC - to actually go out and walk our streets. There are parents who don't understand the bureaucratic wording that is used by government agencies. We would love government agencies to come. I want the CC to be part of the community. The politicians work for us, but unless we come together it won't happen.*

## ANALYZING THE MAPS WITH RELEVANT FRAMEWORKS

The themes discussed above were generated directly from the interview responses in an inductive manner. As noted earlier, another way of exploring the results from Ripple Effects Mapping is to analyze the responses using a more deductive approach, with a pre-existing framework about the intended results of the COI. This approach allows the evaluator to “test” the findings according to a relevant theory or framework.

The COI staff team decided to use a modified version of COI’s core goals to code the data from the Ripple Effects Maps. The core goals of the COI are to:

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

Since Ripple Effects Mapping is primarily a qualitative evaluation method, it is important to offer some caveats for interpretation of the data. The key insight to be gained from this coding is to discover the relative proportions in which the intended impacts of the COI appeared in the REM data. The coding results give a quick overview of the strongest ways in which the COI is having an impact, as well as some insight about impact pathways that were not reflectively as clear in these very open-ended discussions. Combining the two sessions, the coding team counted a total of 185 distinct effects. Of these 185 distinct effects, the relative proportions of each impact category are instructive.

The results of this coding for both REM sessions combined are shown in Table 4 on the next page. Separate tables showing the coding results from the two REM sessions can be found in Appendix C.

**Increasing access to healthful foods and beverages in a culturally appropriate manner.** The dominant type of change in relation to this goal was environmental, followed by systems changes and policy changes. These environmental changes are defined as “directly altering the physical, economic, social, or messaging environment, resulting in a new level of access or opportunity for the target population. Over one third (36.2%) of all the reported effects in the mapping sessions were evidence of this type of environmental change about healthful foods and beverages.

**Increase opportunities for safe physical activity in an inclusive and culturally appropriate manner.** Again, the dominant type of PSE change was environmental but the numbers of counted effects in all three areas of PSE change were lower than they were for the access to healthful foods goal. About one fifth (20.5%) of all the reported effects were coded as evidence of environmental change to increase safe physical activity.

**Promote operational excellence of the Initiative.** Using the five categories of the Collective Impact 3.0 framework, the coding team found evidence of all five aspects of strong collective impact infrastructure. The coding team identified especially strong evidence for two of the categories, with nearly half of all reported effects in the areas of “shared aspiration” (45.9%) and “authentic and inclusive community engagement” (45.4%).

This coding process illustrated that the biggest impacts of the COI to date have been around environmental change, both for healthful eating and for physical activity, with some evidence of activities leading to systems and policy changes as well. Due to the strong presence of all the elements of a Collective Impact infrastructure, systems and policy changes will likely increase in the future as the COI’s influence continues to spread in San Diego County and beyond.

**Table 4. Coding results from the combined REM sessions**

COI Goals	Coding subcategories	Number of counted effects	Percent of counted effects (out of 185 total)	Examples
Increase access to healthful foods and beverages in a culturally-appropriate manner.	Policy change	14	7.6%	<i>Food4All – In partnership with Nourish California, COI has focused on Food4All as one of their policy agenda items since 2022 to expand CalFresh benefits to those who are currently ineligible due to their immigration status.</i>
	System change	27	14.6%	<i>Partner organizations are creating great bi-directional relationships between health clinics and communities in this work.</i>
	Environmental change	67	36.2%	<i>The involvement of the Media Domain through the process of revamping the 5210+ campaign has been very helpful in making sure the campaign is able to improve its messaging and ultimately its impact.</i>
Increase opportunities for safe physical activity in an inclusive and culturally-appropriate manner.	Policy change	7	3.8%	<i>Collaboration with the SD Association of Governments (SANDAG) to pinpoint the most dangerous roadways near schools, parks, health centers, etc. in the county, work with COI partners to document road safety concerns by conducting walk audits, and inform the SANDAG’s Vision Zero Action Plan. COI connected community members with their local decision makers to advocate for changes.</i>
	System change	16	8.6%	<i>Advocating for funding for the Mas Fresco programs and CA fruit and veggie EBT pilots. These programs engaged over 50,000 individuals in four counties in Southern CA. Over \$10 million has been given to the community in the form of nutrition incentives.</i>
	Environmental change	38	20.5%	<i>Advocacy for better parks and green spaces – Much of this is happening through the walk audits that have taken place this year, and some CC members have also participated in advocacy with their respective community groups outside of COI.</i>
Promote operational excellence of the Initiative.	Shared aspiration	85	45.9%	<i>The ability to collaborate across domains - Schools &amp; After-School domain worked with the Early Childhood domain to coordinate an after-school supper program. Even though this all started before 2020, the ripple effects are still happening so that more kids are getting better nutrition.</i>
	Authentic and inclusive community engagement	84	45.4%	<i>Involvement of CC members in domain workgroup meetings - Expressing what our communities experience and being involved in the subcommittees has helped me open my mind, learn more and bring that knowledge to my community.</i>
	High-leverage and loose/tight working relationships	53	28.6%	<i>Collaboration with SANDAG. COI has been able to co-host events with them, contribute data to their Vision Zero Action Plan, and have applied to co-present at the San Diego Live Well Advance with them.</i>
	Container for change	27	14.6%	<i>The COI is like a hive - the hive is consistent while the bees may change. There is continuity to the work, institutional knowledge, especially as a result of members who have been part of COI for a long time.</i>
	Strategic learning	27	14.6%	<i>Now that the FitnessGram is no longer collecting BMI data, how will COI measure impact and what other sources of data are out there? Within a month, we had a conversation with leaders throughout the county to discuss and brainstorm other opportunities. These conversations were not happening in other places. COI was the only place these conversations were happening across sectors.</i>

## SUMMARY AND KEY TAKEAWAYS

The COI was formed to engage community partners and assure effective implementation of efforts to change policy, systems, and environments to reduce and prevent childhood obesity in San Diego County. This Ripple Effects Mapping evaluation focused on the work of the Domain and Leadership Councils and the CC of the San Diego County COI. A total of 33 participants reflected together on the impacts of the COI through two sessions, sharing stories and insights, and generating themes about the impacts of the Initiative. When the qualitative data from both sessions were combined, the following four overarching themes emerged from the discussions:

**Building connections to spread resources and opportunities.** The first major theme in both the CC and Leadership and Domain Council discussions was the power of networking and the connections built among organizations and sectors in the community. These networks increased the efficiency and effectiveness of organizational efforts, attracted supporters and resources, and helped increase the focus, sustainability, and capabilities of partner individuals and organizations.

**Centering community voice and priorities to strengthen equity and impact.** Through creation of the CC, the COI took a major turn toward centering the voices of community members in the overall direction of the Initiative. In both REM sessions, participants shared the powerful impacts that CC members have made through engagement in community outreach, activism, and grassroots initiatives to drive positive change, improve living conditions, and advocate for the needs of marginalized populations.

**Leveraging efforts across communities and sectors for practice and policy change.** The COI is leveraging community and cross-energy for practice and policy change. CC members have engaged in advocacy efforts, testified before elected officials, presented at national meetings, and worked on various policy initiatives to address social determinants of health, such as expanding access to healthy food options and advocating for better resources for underserved populations.

**Energizing the work with a culture of learning, generosity and reciprocity.** While most of the conversation in both REM sessions was about *what* the COI has accomplished, a major component of both discussions was about *how* the COI is operating. CC members emphasized the enthusiasm and sense of shared learning that has been promoted by the COI through its structure of domain workgroups and the CC. In the Leadership and Domain Councils discussion, participants noted the collaborative nature of the effort and credited much of this collaborative energy to the UCSD backbone team.

Towards the end of each Ripple Effects Mapping session, participants discussed challenges they encountered in their work with the COI. Leadership and Domain Council members focused their discussion on time challenges and maintaining momentum, along with a discussion of emerging ideas for the COI. The CC discussion highlighted the challenge of intercultural communication, some of which the COI has managed effectively. CC members also spoke about their long-term hopes for the COI and the continuing challenge of bringing community voices to the forefront of policy decision making.

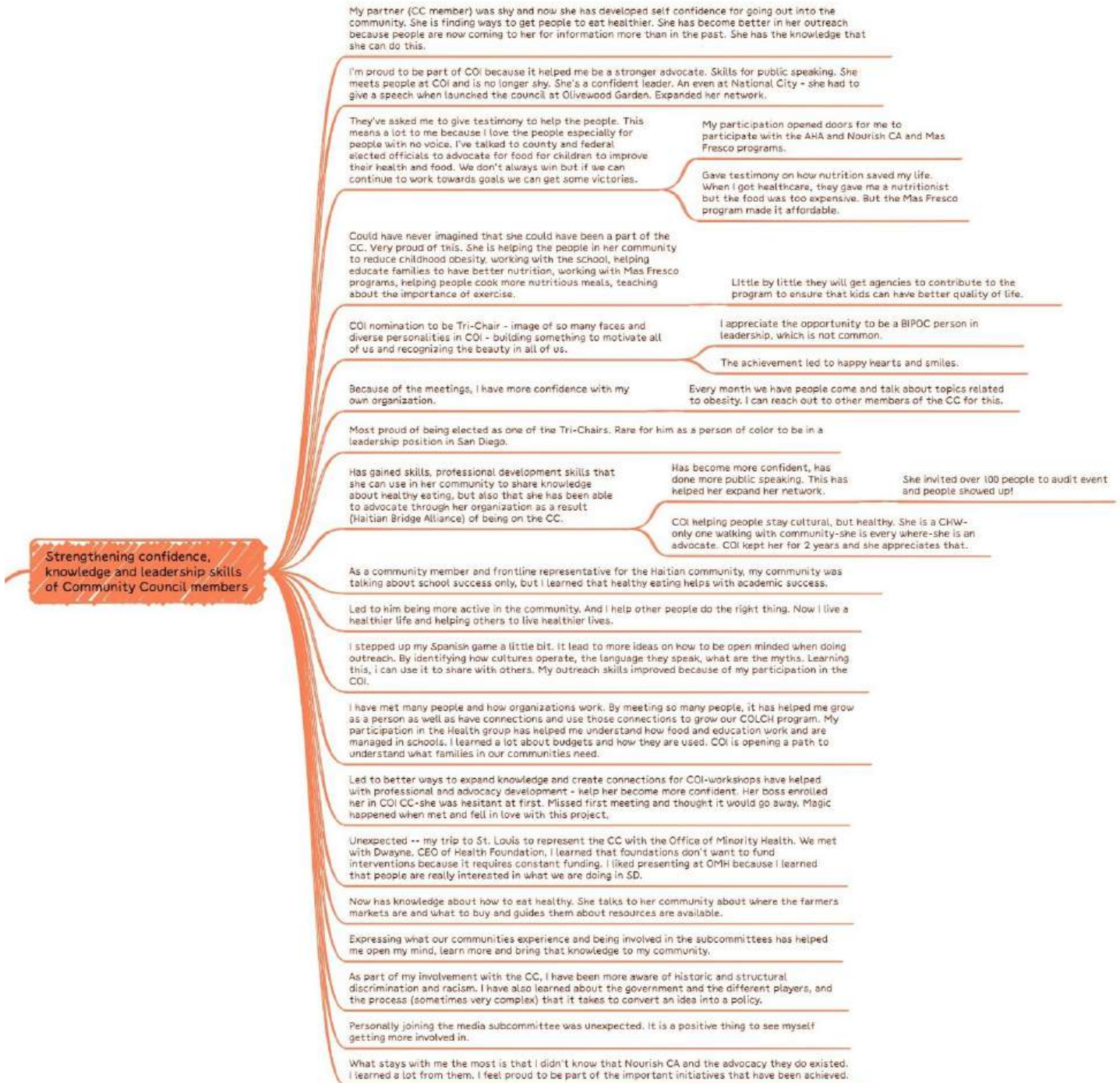
An analysis of the findings from the REM data through the lens of policy, systems, and environmental change found that the biggest impacts of the COI to date have been around environmental change. These environmental changes are defined as “directly altering the physical, economic, social, or messaging environment, resulting in a new level of access or opportunity for the target population. Over one third (36.2%) of all the reported effects in the mapping sessions were evidence of this type of environmental change about healthful foods and beverages and about one fifth (20.5%) of the reported effects were evidence of environmental change around safe physical activity.

The analysis also included a review of the operational excellence of the COI, through the lens of the Collective Impact 3.0 framework, a tool for understanding community change efforts. Here the coding team found evidence of all five aspects of strong collective impact infrastructure, and the coding identified especially strong evidence of two of the categories, with nearly half of all reported effects in the areas of “shared aspiration” (45.9%) and “authentic and inclusive community engagement” (45.4%).

While the themes generated directly from the qualitative data provide a holistic overview of the impacts of the COI, the quantitative analysis process documented the strongest areas of PSE change and operational excellence to date. The biggest impacts of the COI to date have been around environmental change, both for healthful eating and for physical activity, with evidence of activities leading to systems and policy changes. Due to the strong presence of all the elements of a collective impact infrastructure, systems and policy changes will likely increase in the future as the COI’s influence continues to spread in San Diego County and beyond.

# APPENDIX A – Sections of the Community Council ripple effects map

## Strengthening confidence, knowledge and leadership skills of Community Council members



# Building energy and enthusiasm based on a sense of shared responsibility and purpose

I just realized that we share immigrant experiences - we love to fight for people who don't have healthy eating habits. Has learned this through COI.

Learned about CC member's passion for this work - this rose to the top for me.

COI nomination to be Tri-Chair - image of so many faces and diverse personalities in COI - building something to motivate all of us and recognizing the beauty in all of us. Reaching out to CC members, organizations, new people and new places. Improved his Spanish and developed more ideas for improving outreach.

Trip to St. Louis to represent council fo minorities opened doors. Represented San Diego outside of San Diego.

CC member is passionate to eat healthier and get exercise. Explaining the importance of exercise to Sun Bucks parents (summer program for kids out of school). She is a motivation to all of us.

Made connections with like-minded people - all the players in the CC have a similar interest in reaching out and helping others - this has made a different in reaching out to the community but also in a level of personal satisfaction

I was limited in my ability to participate - I couldn't Zoom on my computer because it was too old. The help and support I got from CC members helped me enhance my skills and talents to help build a better world, to help the people in my community advance through health, food, and housing security. Alone I was not able to do as much. As a group, I'm able to do a lot more and it's really gratifying.

For myself and fellow Tri-Chairs, the trip to St. Louis helped us build a strong relationship amongst ourselves. This was part of the grant from the Office of Minority Health. They presented on the work we had been doing at this national meeting. One member was a member of a tribal community and he shared information that was passed on to other CC members.

Reaching out to additional CC members which exposed me to individuals and institutions and organizations that I didn't even know about. By connecting to the CC it opened me up to parts of San Diego that I didn't know about.

There has been deepened connections with the YMCA and Global ARC. The YMCA has also been working to center community voice within their work and has been a great thought partner during this process. The Global ARC has been a leader in community engagement work for decades and has helped shepherd this process including leading the initial strategic planning sessions with the interim CC, providing capacity building trainings for the CC, and helping to provide support and guidance.

These connections led to the Office of Minority Health grant application and award, and since then the groups have applied for additional grant funding through the American Heart Association to continue and build upon the CC work. The AHA grant involved the CC in the process of developing the grant proposal, outlining the budget and even having the CC tri-chairs be Co-PIs. These connections are shifting the way community has traditionally been involved and engaged to a more community-centric approach.

The connections and resources - the CC and the work they are doing gives you networks. Also a sense of inclusion and connection with the partners in the CC.

I have come to know new colleagues, know what they do in their area. I feel integrated, that I am part of the CC. I have remained since the moment I was invited and I have been active.

This led to me knowing more about the educational, health, and government system in the USA.

Building energy and enthusiasm based on a sense of shared responsibility and purpose

# Creating momentum one family at a time towards achieving our goals

We don't always win big, but we can achieve small victories by working together.

She has been part of the CC from the outset - for over three years and is very proud of being one of the pioneers in the CC. She had a different idea of what the CC was going to be. She thought the activities and things to do would be different. She has been adapting to the activities of CC and is now more comfortable and happy to be part of the team. She thought initially that actions would be taken immediately to do advocacy, research, contacting programs in the community - she wanted to hit the ground running and the process has been different.

She is very grounded in community with many relationships built - but she has enjoyed meeting new people and has been exposed to new ways of thinking. Doing activities like the walking audit of the community was unexpected. She has learned that little by little we are improving the community - like grains of sand.

We started small, got the CC together, developed more trainings, meeting with kitchenistas, making connections more now.

Many of the members here have been able to present at Congress, go to Washington. For me this is a victory to be able to share testimony, share our stories with decision makers. For me this is adding up.

We send information to at least seven schools - that's like 5000 people. Many people are affected by the information we send.

With Sun Bucks flyers, sometimes people ask for extras to give to their friends.

We were creators of a program called Ninos Campeones, we got a grant to get project off ground. This opened the door to the program getting recognition by American Heart Association. We want to do what we want children in our community to do. Program has been going for three years.

Major achievement - the COI has been existence for 19 years. The Community CC was not there for most of this time. Now it is at the center of COI.

If our goal is universal security in food, housing and health and we achieved EBT for undocumented people over 55, that's a big victory.

She is a promotora - she connects COI with her work - creates awareness about COI CC with many partners. Connections with chairwoman Vargas, RLAs networks, council member Rachel in Chula Vista, school Harborside Elementary parents, many individuals.

I have been developing deepening relationships with several of the community council members, particularly Earl Felisme. Earl and I met via his job at Family Health Centers of San Diego. He joined the CIAPM-funded project mentioned earlier and was critical in helping to flesh out how to use Streetwyze to gather stories from communities.

As we got to know one another more, we invited him to get more involved in the SDCOI, which included him taking part in thinking through the formation of the Community Council. This eventually led to him being one of the Tri-Chairs of the SDCOI and being the PI for the community-led project arm of the \$5 million AHA proposal currently under review.

Reaching one family at a time with the message about healthy living.

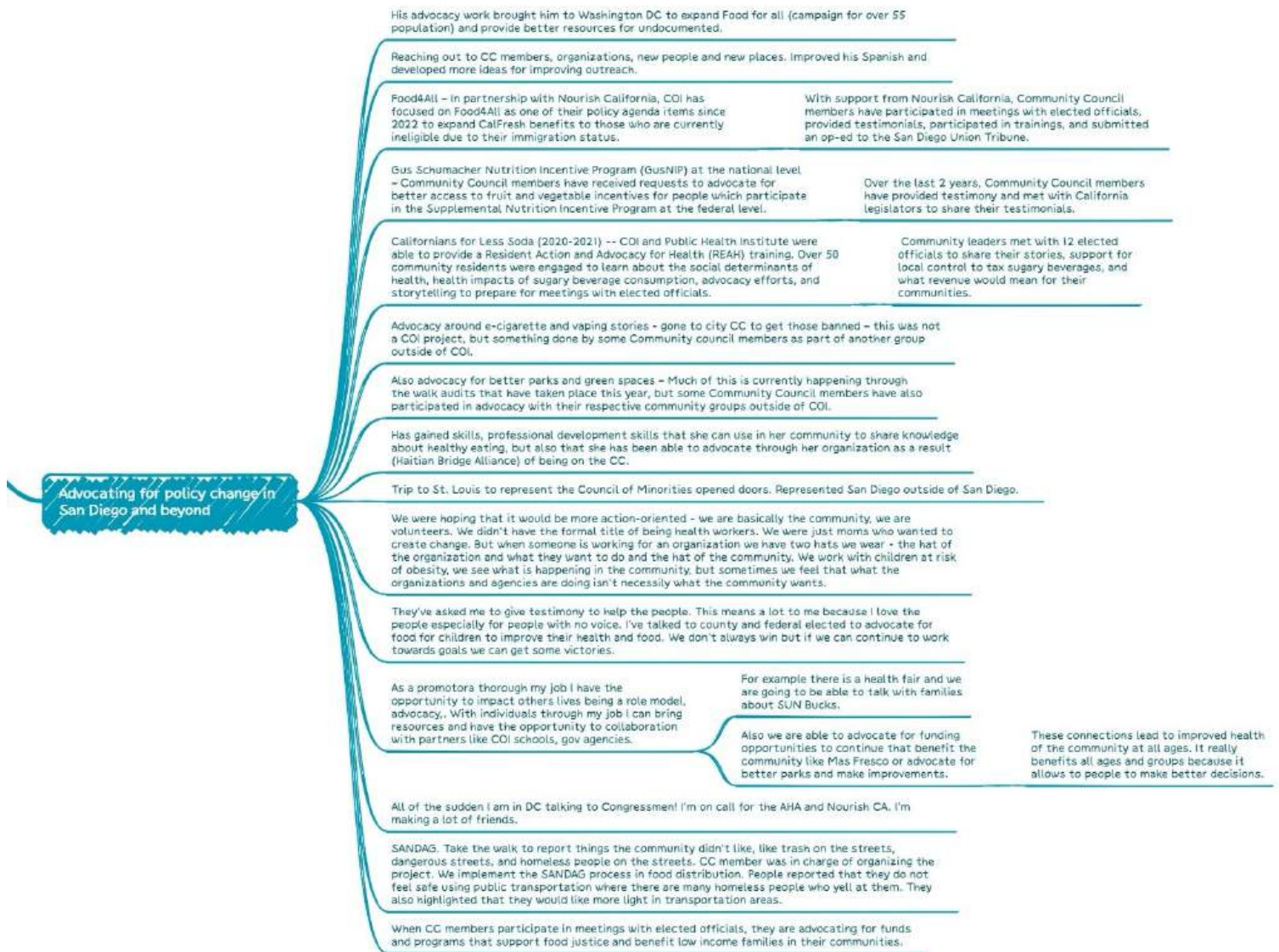
Encouraging myself and others to eat better. Now that I know better, I have to do better.

Part of the Youth Voices, so my role was advocating for more youth to be part of the organization. One of my former youth is now part of the Youth Council.

Every day I drive to work and there is a lady that I see at work and I give her a ride. She works at the daycare center and she is connected to the daycare centers and high schools in Hispanic community. I share what we do at COI and she broadcasts it to her network.

Creating momentum one family at a time towards achieving our goals

# Advocating for policy change in San Diego and beyond



# Deepening community bonds to spread the word and provide resources (top)

I'm very proud that the COI has recognized and honored the lived experiences of community members and centered the voice of the community in their plans and decisions. This was possible because of the vision and persistence of the UCSB/CCH backbone leaders, and their willingness to really hear the community and work with the community. It has been a long process (over 3 years), that required a lot of patience and perseverance, but today we can say that the CC is a strong group of community leaders, that are not afraid to speak up and understand the power they have within COI and beyond. Their experiences and deep connection with the communities they live in and serve allow COI to have a greater effect on their actions and policy recommendations.

Most proud of being there when the community council was born. Seeing the discussions that led to the creation of the community council. Watching it being created, based on the goals they had. Achieving all the goals we set up. Really proud to see it through.

Seed funding for the Community Council was received from the UCSB School of Public Health and the YMCA to support the development of the CC, compensation, and staff time. Additionally, the UCSB CCH team applied for and was awarded a 3-year (\$500k/yr) Office of Minority Health (OMH) grant to support the continuation of the CC. This funding has allowed the backbone team to expand our team to include an additional 2.0 staff time, supported compensation for CC members and allowed for subcontracts with key partners (YMCA & Global ARC). In addition, the COI has updated their organizational structure to include the CC at the center moving the COI towards community-centered priorities and policy agenda and CC members are involved in each of the seven domain workgroups and have seats on the Leadership Council, Domain Council, and Executive Leadership Team.

We were hoping that it would be more action-oriented - we are basically the community, we are volunteers. We didn't have the formal title of being health workers. We were just moms who wanted to create change. But when someone is working for an organization we have two hats we wear - the hat of the organization and what they want to do and the hat of the community. We work with children at risk of obesity, we see what is happening in the community, but sometimes we feel that what the organizations and agencies are doing isn't necessarily what the community wants.

When we shifted to center the community, we received much support from the backbone team.

This effort took several years of development including the strategy planning of the SDOCI in 2020, the rapid response team formed to get out pandemic EBT funding to communities, the partnership with the YMCA to help fund the initial set of activities, the partnership with Global ARC to lead the workshops and facilitate the community members in creating their own shared governance model, receiving grant funding from the Office of Minority Health to providing training and support to the Community Council, receiving several different grants, including from the California Initiative for the Advancement of Precision Medicine, the one OMH grant already mentioned, and a third OMH grant, to fund conducting a Streetwise audit of communities to gather 8,000 stories from 1,500 San Diegans living in historically underserved communities, which helped to crystallize a policy agenda for the Community Council.

I am most proud, personally, of the formation of the community council and how it's been building up towards community-centered and community-prioritized actions and impact.

One achievement was acknowledging that as community CCs, we deserve compensation for our time. We've always fought for that.

It is an achievement that they have allowed a community council to exist. I am proud to be part of the first members.

I think streetwise was really good. I know people really enjoyed being part of it. It is going to be really meaningful and help my community. It has been a great experience, I like how Liliana and Shana meet people where they are at, and help community members support their community. The stipends we offer community members also go a long way.

Empowering the community members to express their opinions about their neighborhoods, through activities such as the data collection via Streetwise, or the walk audits. Also by sharing information and services that exist and how to access it, like SUN Bucks and Mas Fresco.

The CC members are trusted liaisons in their community. One example is the SUN Bucks campaign. They are sharing information and resources with their communities about the new summer EBT program that is launching this year in order to support families with additional funds to purchase food over the summer months when students are out of school.

When CC members participate in meetings with elected officials, they are advocating for funds and programs that support food justice and benefit low income families in their communities.

By working with the Community Council I have been able to have a closer relationship with different community leaders. People that might go unnoticed on the street, but when you have the chance to get to know them more closely and listen to their stories, their dreams and their struggles, you discover the wonder of human beings they are and their immense capacity to give and contribute to build a more just society for all.

I learn so much from them every day.

Because of the community council, we connected OliveWood Gardens to our High School program. We connected and implemented with our youth organization in ways they could come to our program and teach the youth about their programs.

Then we are the role model for our kids so if we are getting educated and eating healthy then our kids are too. Her being part of this group is giving up a better understanding of our health.

She (CC member) is advocating. We just started a garden in a facility and we are going to get nutrition classes for adults and children. She is our role model, she is pumping us up.

Mas Fresco program, CC member is always very involved with the families and connects with them to keep an eye on their achievements.

She's always bringing up the SUN Bucks and how people can qualify to get more money to get more fruits and veggies. She is having us do outreach in our 7 schools and at food distributions to get food and she has us go to city council meetings to talk about improving parks. Kids and adults are dying because they aren't eating healthy and CC member is here to educate us and give us resources.

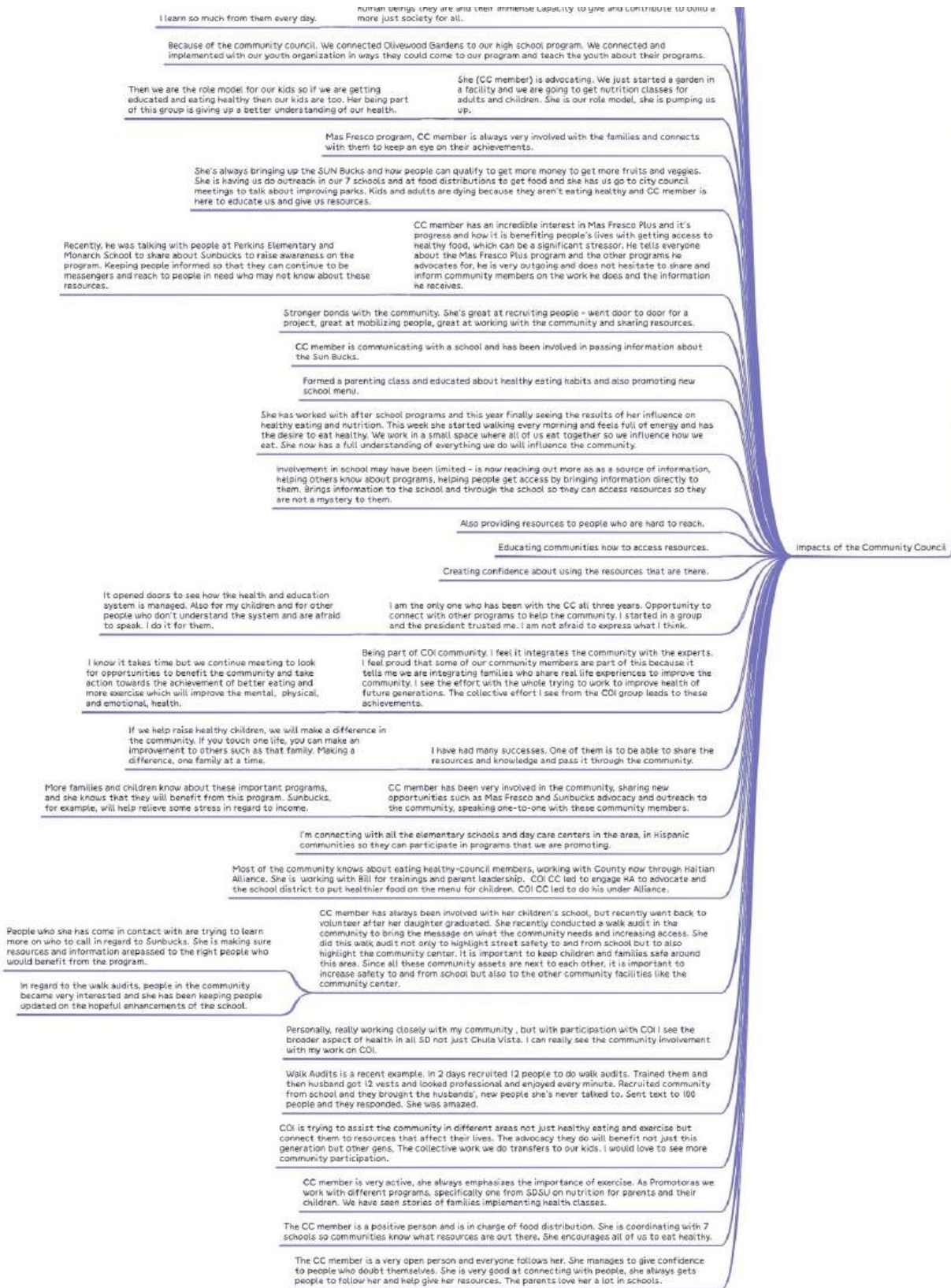
Recently, he was talking with people at Perkins Elementary and Monarch School to share about Sunbucks to raise awareness on the program. Keeping people informed so that they can continue to be messengers and reach to people in need who may not know about these resources.

CC member has an incredible interest in Mas Fresco Plus and it's progress and how it is benefiting people's lives with getting access to healthy food, which can be a significant stressor. He tells everyone about the Mas Fresco Plus program and the other programs he advocates for, he is very outgoing and does not hesitate to share and inform community members on the work he does and the information he receives.

Formation of the Community Council

Deepening community bonds to spread the word and provide resources

# Deepening community bonds to spread the word and provide resources (bottom)



Deepening community bonds to spread the word and provide resources

## Challenges moving forward

I didn't know COI was developed so long ago. I like the structure that we take language into consideration. I do not want this atmosphere to change. I would like to make sure it continues like this where we are free to share ideas, be comfortable in this space. We could add new languages, cultures, meet in person when possible.

For the CC, one of the barriers is language, and the CC provides interpretation. In spite of language differences, we've been able to make connections and this is available to those who are not English speakers. So this doesn't become a barrier.

COI is providing translation which makes it more welcoming, but it would be great if other languages were included and other backgrounds and cultures because we all see health as different. See how we can get on the same page.

There is a challenge that Liliana has done an amazing job - she understands research and the community - and she is retiring.

To be recognized by the supervisors at the city council for the work that we are doing.

Time has been a challenge - one meeting per month is sometimes insufficient. We have a two hour meeting and the first hour is a presentation, and then we only have one hour for all our business. Maybe we need more meetings to address all our issues.

We need to come up with our own dreams. We need to go beyond being just community workers, we need to not just convey things to the county but to also have an impact on how policy is made at the county. We need to convey how things are different within our own cultures. One meeting per month to create change is not enough. Time is always against those of us who are in marginalized communities because we are already behind. We need to speed up the process.

It was a challenge to set up the CC, to be able to compensate members. It has taken several years.

I need this be long-term. When they do research, what happens after the study is done? Is there someone that comes back and figures out what to do next? I want people to see what our children live through. Mental health is impacting everything. This was my concept of the CC - to actually go out and walk our streets. There are parents who don't understand the bureaucratic wording that is used by government agencies. We would love government agencies to come. I want the CC to be part of the community. The politicians work for us, but unless we come together it won't happen.

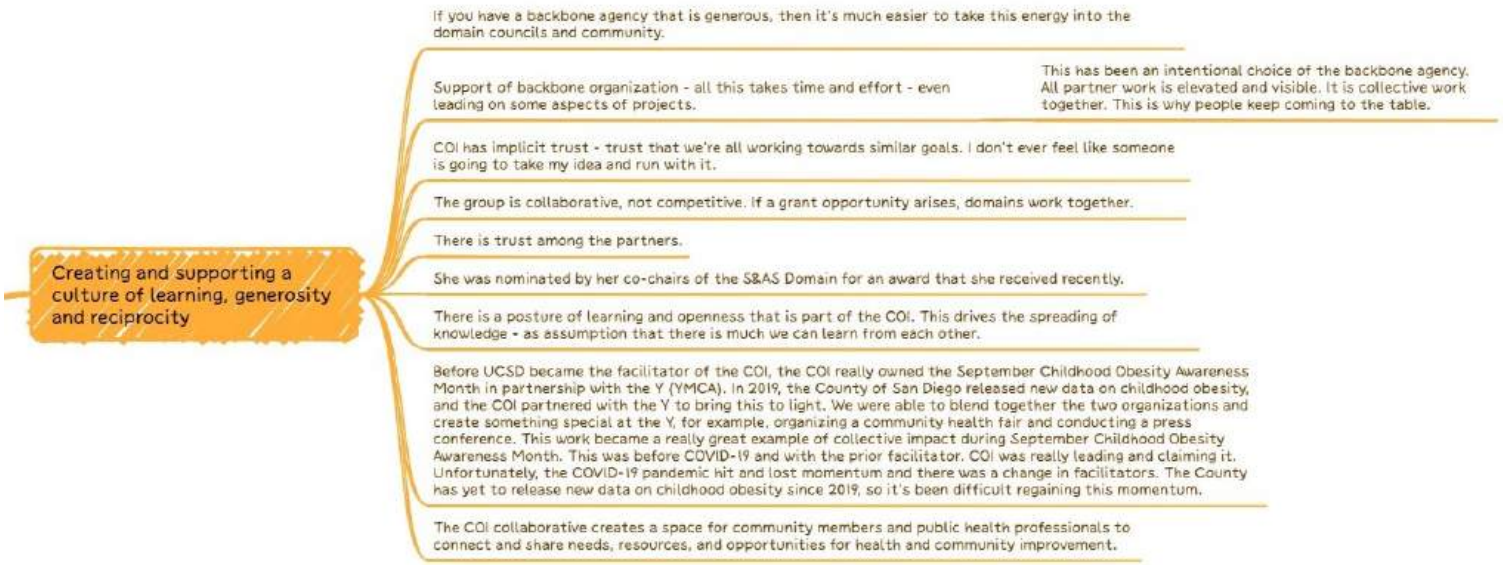
Challenges moving forward

# APPENDIX B – Sections of the Leadership and Domain Council map

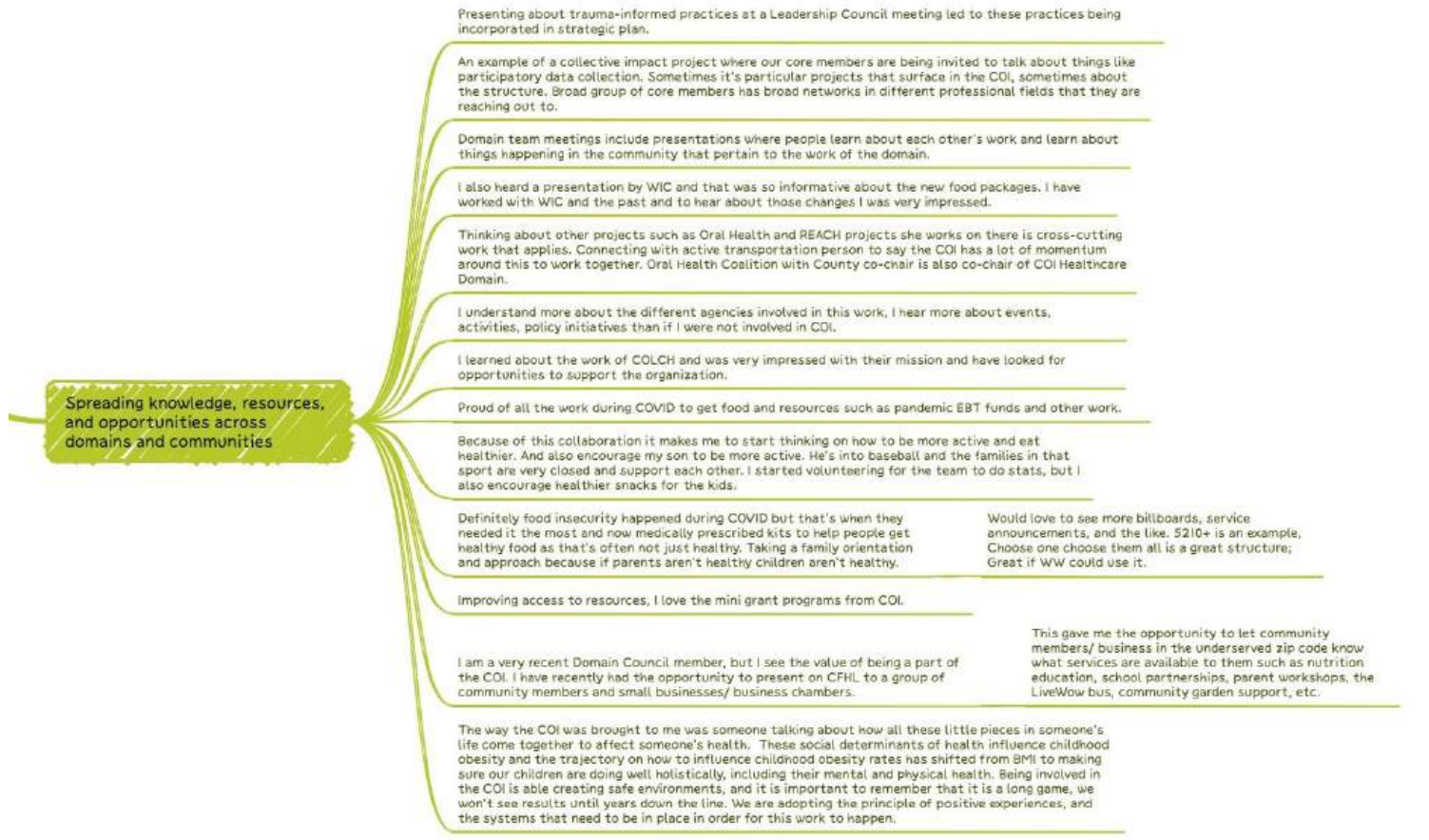
## Building connections that lead to new opportunities



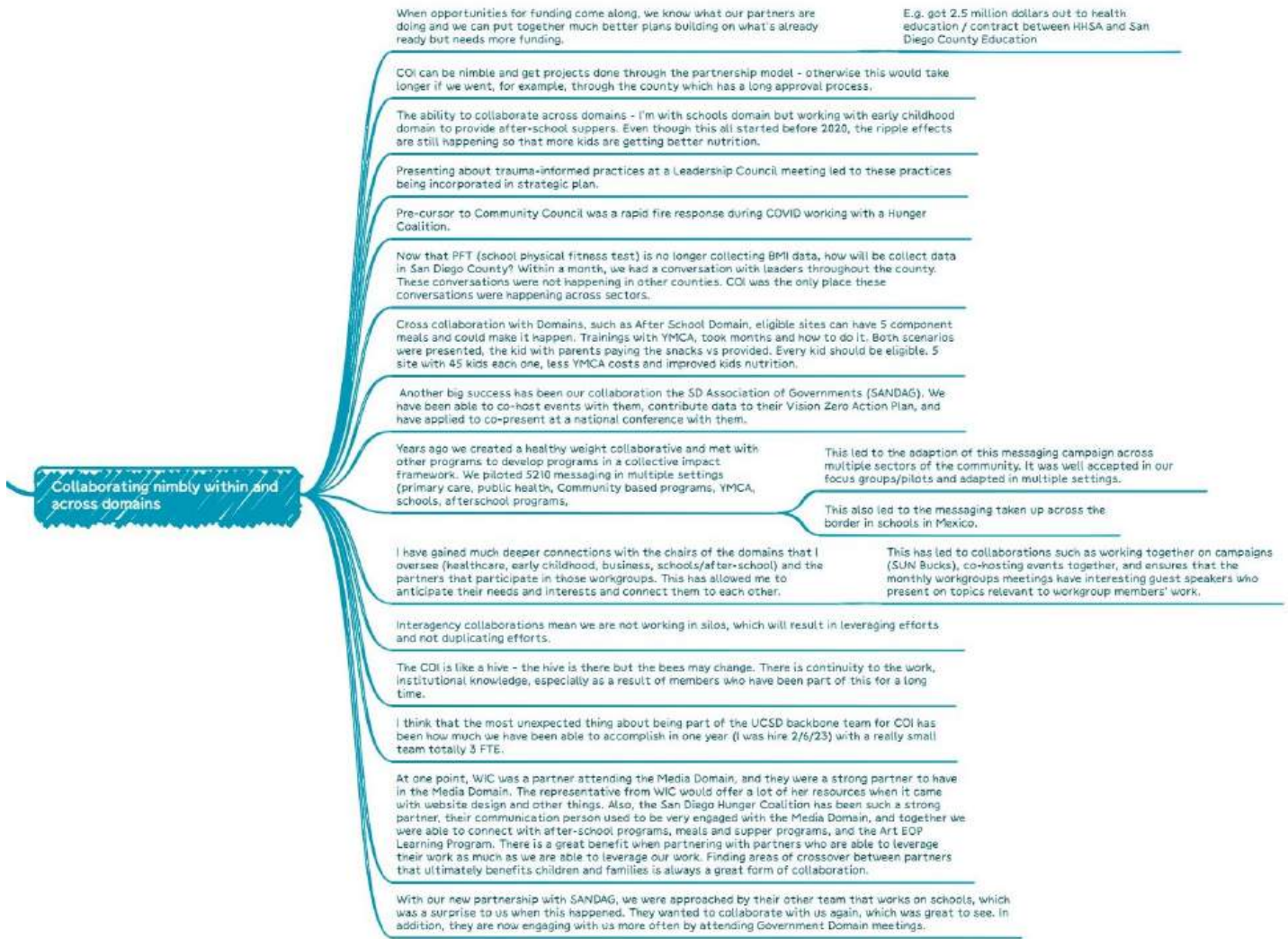
# Creating and supporting a culture of learning, generosity and reciprocity



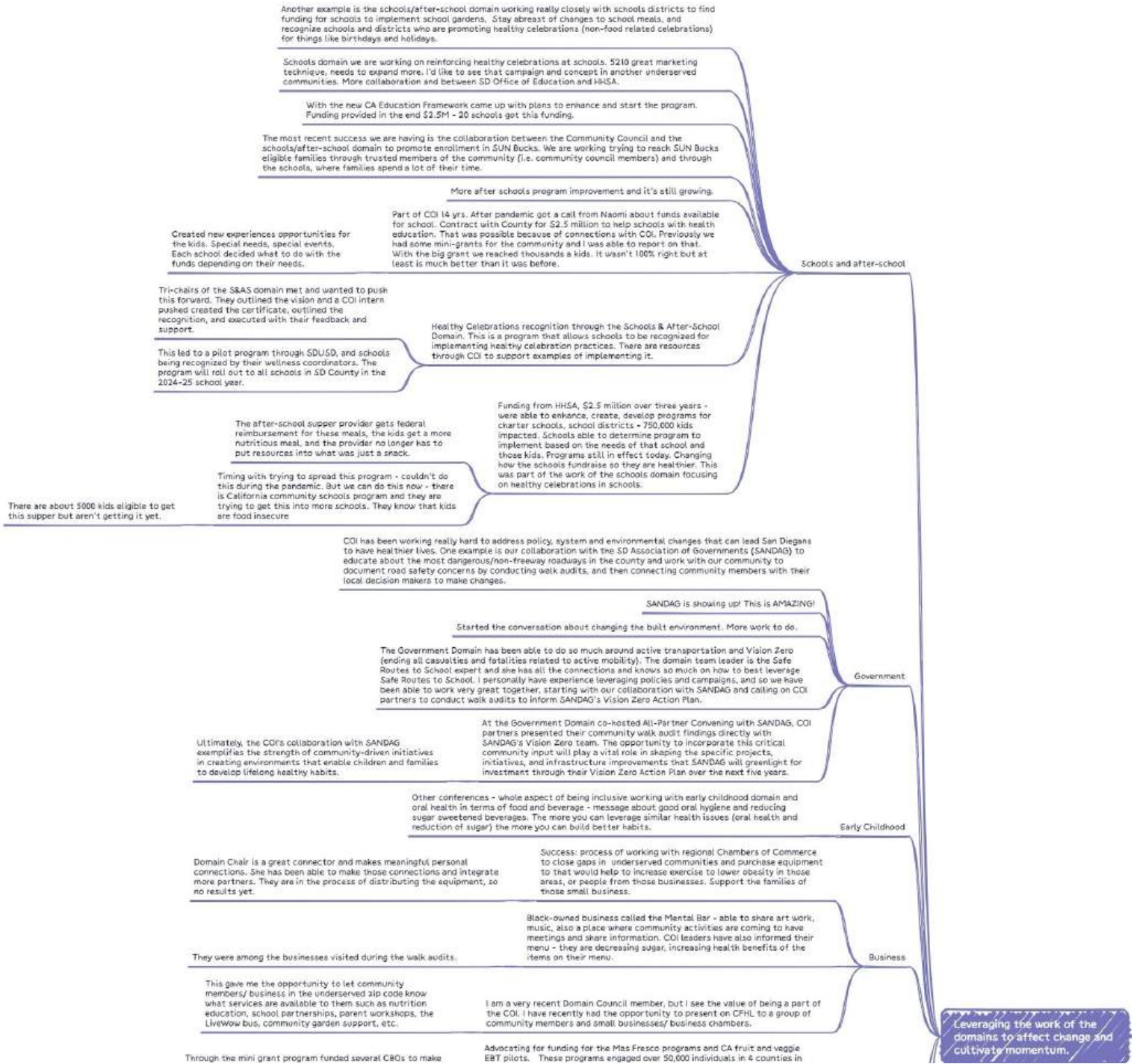
# Spreading knowledge, resources and opportunities across domains and communities



# Collaborating nimbly within and across domains



# Leveraging the work of the domains to affect change and cultivate momentum (top)



# Leveraging the work of the domains to affect change and cultivate momentum (bottom)

Leveraging the work of the domains to affect change and cultivate momentum.

Health care

Media

What services are available to them such as nutrition education, school partnerships, parent workshops, the LiveWOW bus, community garden support, etc.

I am a very recent Domain Council member, but I see the value of being a part of the COI. I have recently had the opportunity to present on CFHL to a group of community members and small businesses/business chambers.

Through the mini grant program funded several CBOs to make changes in their communities, Niños Campeones physical activity program with Colch is one example.

Advocating for funding for the Mas Fresco programs and CA fruit and veggie EBT pilots. These programs engaged over 50,000 individuals in 4 counties in southern CA. Over 10 million have been given to community in the form of nutrition incentives.

This led to collaboration on grants like a prescription nutrition incentive program that was awarded by USDA a few ago.

Renegaged the San Diego hunger coalition and collaborated with CSPI and SPUR (besides NOURISH CA) in state and national advocacy. Advocacy for Mas Fresco Plus. This is the first nutrition security program that supports undocumented and refugees /those that don't participate in federal programs. We also connected bank with circulate and SANDIAG - leading to focus on physical activity. Established a partnership with the American Academy of Pediatrics-AAP, and engaged new health clinics like Alliance Healthcare, family health centers of San Diego, visita community clinic.

The achievements led to publications, listing council members as Co-PIs, building trust, supporting COI members by regranting funds, co-leadership with YMCA and Global Arc on the community council, being able to compensate the community council, integrate research into COI through the ACES grant, new partner recruitment. Also supported small CBOs with fund development and helped COLCH create Niños Campeones.

Secured 12 million in grants to advance COI mission and it's partners. Grants focus were ACES and obesity, APHA to support community garden, OMH to establish the community council and OMH to advance health literacy. Also secured funding from blue shield of CA and Alliance healthcare foundations.

Holistically, bringing trauma informed nutrition as acknowledgment to COI. Adding nutrition within a strategic planning where trauma informed came up. Readiness without her there, gave voice, specially after COVID. Right timing for implementing. Inviting her to present, incorporating the strategic plan. Trauma informed Nutrition Practice in the Domain.

Inspired clinical partners to connect with community resources for care navigation to support what we do at the hospital.

Beyond BMI conference - At the time the Leadership Council had a strategic plan for trauma informed programming for school aged kids. Health domain created this conference where we invited community members to speak about trauma-informed information, not being punitive but supportive. Creating positive experiences through food. Food is not the enemy. Conference integrated many community partners and clinical partners.

Conference led to Health Domain adding topics like shame, nutrition, expanding the frame. Next: Trauma informed breastfeeding. The ripples are spreading, deeper connections.

This led to a very successful conference and from my organization that attended, they were able to bolster our case management and enhanced case management could direct people to resources that they didn't know before (at Rady Children's Hospital).

Developing and administering a few key conferences; The first one was beyond BMI, reading community collaboration for overall children's health; With that, we stayed on track with the strategic objectives of trauma-informed care; What we did was use our year of planning to vet speakers. With that, we drew in a number of resources to provide support, it was happening just before COVID, but then during COVID, we switched to virtually and getting access to services and it ended up turning out really well.

The true organization and vision of what we wanted to accomplish and being really thoughtful on who we wanted to include and bandwidth this. Drawing in our great stakeholders.

Expanding work with lactation, partnering with public health and others to implement additional grant funded programs that enhance lactation efforts

Domain team leader has a lot of expertise with promoting our work on social media and shares with the workgroup a lot of resources on how the COI can promote themselves better on social media. She also gives a lot of insight on how to stand out when it comes to promotional material and branding.

She has also been a great connector as well and is always finding an opportunity to foster a collaboration with other organizations. In particular with the revamping of the 5210+ campaign. Her expertise has been very helpful in guiding us towards a final product that best resembles a product that will be used by community members.

This led to the adaption of this messaging campaign across multiple sectors of the community. It was well accepted in our focus groups/pilots and adapted in multiple settings.

Years ago we created a healthy weight collaborative and met with other programs to develop programs in a collective impact framework. We piloted 5210 messaging in multiple settings (primary care, public health, Community based programs, YMCA, schools, afterschool programs).

This also led to the messaging taken up across the border in schools in Mexico.

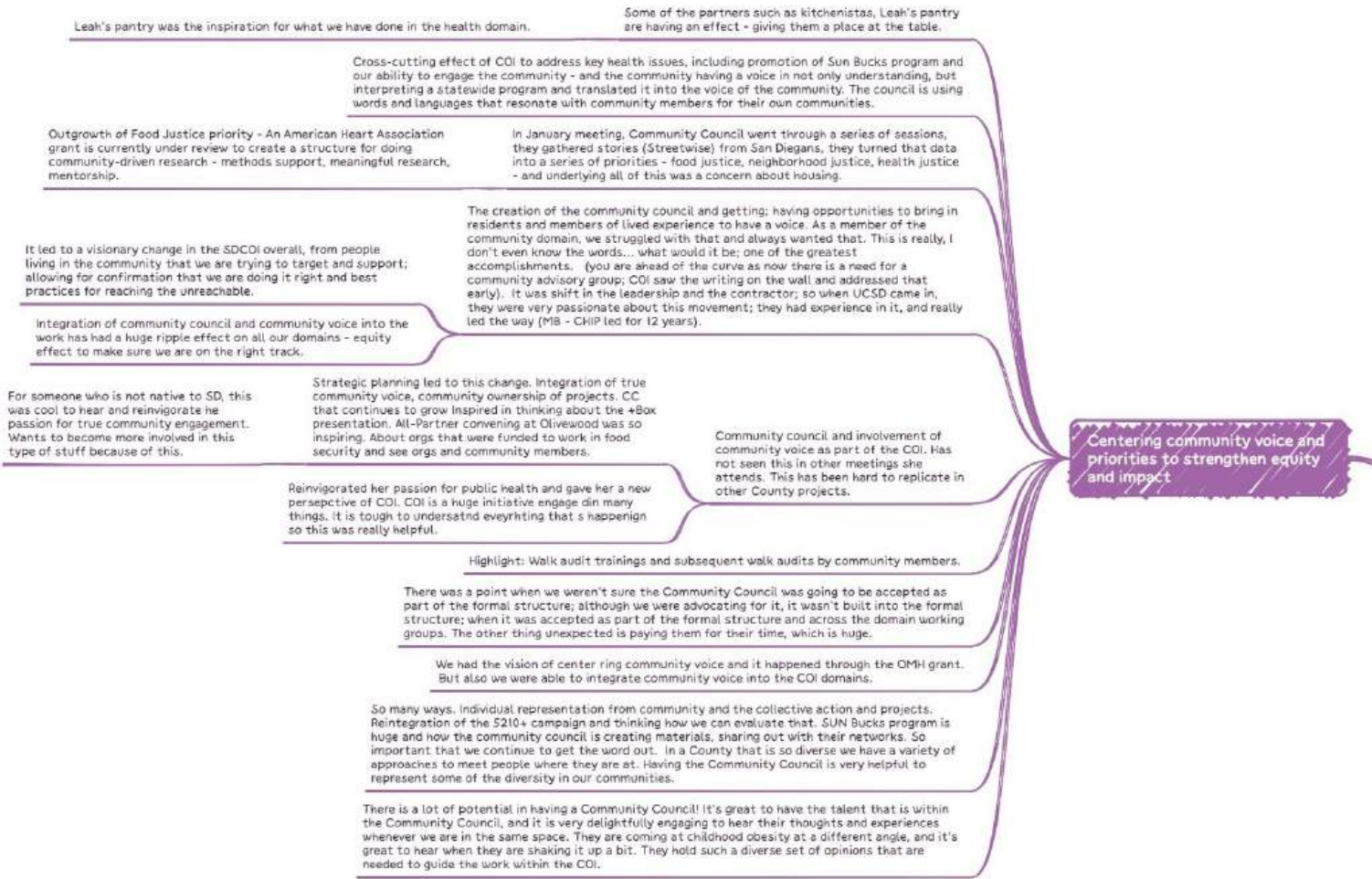
5210 great marketing technique, needs to expand more. I'd like to see that campaign and concept in another underserved communities.

At one point, WIC was a partner attending the Media Domain, and they were a strong partner to have in the Media Domain. The representative from WIC would offer a lot of her resources when it came with website design and other things. Also, the San Diego Hunger Coalition has been such a strong partner, their communication person used to be very engaged with the Media Domain, and together we were able to connect with after-school programs, meals and supper programs, and the Art EOP Learning Program. There is a great benefit when partnering with partners who are able to leverage their work as much as we are able to leverage our work. Finding areas of crossover between partners that ultimately benefits children and families is always a great form of collaboration.

It is great to see that the Media Domain has been redesigning the 5210+ campaign and evolving with the community's needs. COVID-19 did a number on us, and we need to shift on how we are doing things and really listen to the community and give them what they are asking for.

The involvement of the Media Domain through the process of revamping the 5210+ campaign has been very helpful and making sure the campaign is able to improve its messaging and ultimately its impact. The updated campaign materials will be disseminated through COI partners and will be reached by many families across the County of San Diego. Ultimately, the campaign hopes to promote and encourage health behaviors for children and families.

# Centering community voice and priorities to strengthen equity and impact



# Challenges and ideas for moving forward

People in this collaborative are busy and can get burned out. Time scarcity, attention scarcity. Sometimes I have a difficult time prioritizing. Many people are putting out fires and this work tends to be longer term.



## APPENDIX C – Coding results tables from each REM session

### Community Council

COI Goals	Coding subcategories	# of counted effects	Percent of counted effects (out of 94 total)
Increase access to healthful foods and beverages in a culturally appropriate manner.	Policy change	12	12.8%
	System change	7	7.4%
	Environmental change	31	33.0%
Increase opportunities for safe physical activity in an inclusive and culturally appropriate manner.	Policy change	2	2.1%
	System change	1	1.1%
	Environmental change	16	17.0%
Promote operational excellence of the Initiative.	Shared aspiration	32	34.0%
	Authentic and inclusive community engagement	56	59.6%
	High-leverage and loose/tight working relationships	22	23.4%
	Container for change	10	10.6%
	Strategic learning	8	8.5%

### Leadership and Domain Council

COI Goals	Coding subcategories	# of counted effects	Percent of counted effects (out of 91 total)
Increase access to healthful foods and beverages in a culturally appropriate manner.	Policy change	2	2.2%
	System change	20	22.0%
	Environmental change	36	39.6%
Increase opportunities for safe physical activity in an inclusive and culturally appropriate manner.	Policy change	5	5.5%
	System change	15	16.5%
	Environmental change	22	24.2%
Promote operational excellence of the Initiative.	Shared aspiration	53	58.2%
	Authentic and inclusive community engagement	28	30.8%
	High-leverage and loose/tight working relationships	31	34.1%
	Container for change	17	18.7%
	Strategic learning	19	20.9%

## APPENDIX D: Glossary

<b>Term</b>	<b>Definition</b>
<a href="#"><u>5210 Campaign</u></a>	A public health messaging campaign promoting five fruits and vegetables, two hours or less of screen time, one hour or more of physical activity, and zero sugary drinks, which has been adapted for various contexts including schools in Mexico.
<a href="#"><u>American Heart Association (AHA)</u></a>	The nation’s oldest and largest voluntary organization dedicated to fighting heart disease and stroke. There are local chapters along with the national organization.
CA4Health	A coalition led by the Public Health Institute that focuses on local control over sugary beverage taxes and engages community leaders in advocacy.
<a href="#"><u>CalFresh</u></a>	Known federally as Supplemental Nutrition Assistance Program, SNAP, is a mandated program overseen by the state and operated by counties to provide monthly food benefits to low-income Californian.
<a href="#"><u>California Initiative for the Advancement of Precision Medicine (CIAPM)</u></a>	CIAPM) was launched in 2015 to support collaborative research and foster partnerships between the state, researchers, patients, communities, and industry to further the aims of this new approach to health and medicine.
Coalition on Children and Weight San Diego	A grassroots organization dedicated to preventing childhood obesity, which contributed to the formation of the COI.
<a href="#"><u>Collective impact</u></a>	An approach where multiple organizations work together with a shared agenda, common measures, and continuous communication to solve complex social problems. The model is in the <a href="#"><u>third version</u></a>
<a href="#"><u>Community Council (CC)</u></a>	A multicultural and multiethnic group of trusted leaders which bring their lived experiences and the community’s knowledge and perspective into the COI. <a href="#">Learn more here.</a>
Community Health Improvement Partners (CHIP)	An organization that supported the COI from 2006 to 2019, focusing on improving community health through partnerships and initiatives
<a href="#"><u>County of San Diego Health and Human Services Agency (HHSA)</u></a>	A county agency involved in supporting and implementing health and human services programs, including childhood obesity prevention.
Domain Council	The chairs for each COI Domain workgroup
Domain workgroups	Key sectors identified as critical for creating healthy environments: Government, Healthcare, Schools and After-school, Early Childhood, Community, Media, and Business.
<a href="#"><u>Food4All Campaign</u></a>	A campaign led by Nourish California and supported by the COI to expand CalFresh benefits to individuals regardless of their immigration status.
<a href="#"><u>Global Action Research Center (Global ARC)</u></a>	Founded in 2009, The Global Action Research Center is a social change organization that works to connect grassroots

<b>Term</b>	<b>Definition</b>
	organizing to policy makers and researchers by helping people find their voices in the decision-making and dialogue around their communities.
<a href="#"><u>Leadership Council</u></a>	The chairs for each COI Domain workgroup plus additional leaders in evaluation, academia, and public health. Learn more here
Más Fresco! Program	A community initiative providing fresh produce to improve access to healthy foods and address food insecurity
<a href="#"><u>Nourish California</u></a>	A non-profit organization that focuses on policy change for food, health, and well-being of Californians. They are a partner organization working with the COI to expand access to healthy food options through policy advocacy and community engagement.
<a href="#"><u>Office of Minority Health</u></a>	A federal office that provided grant funding to support training and development for the Community Council.
Resident Action and Advocacy for Health (REAH)	Training program that prepares community leaders to engage in health advocacy and policy change efforts.
<a href="#"><u>San Diego County Childhood Obesity Initiative (COI)</u></a>	A public-private partnership aiming to reduce and prevent childhood obesity through a collective impact model. Established with over 400 partners to address child health county-wide.
<a href="#"><u>San Diego Association of Governments (SANDAG)</u></a>	Regional agency collaborating with the COI to integrate community feedback into transportation planning and safety initiatives, including the <a href="#"><u>Vision Zero Action Plan</u></a> .
<a href="#"><u>Streetwyze</u></a>	A web-based platform where people can share place-based stories. The platform was used to collect 8,000 stories from 1,500 San Diegans to inform and shape policy agendas, specifically conducted in historically underserved communities.
<a href="#"><u>SUN Bucks</u></a> (Summer EBT)	Starting 2024, you can buy more food for your child with California’s Summer-EBT program, SUN Bucks. SUN Bucks provides \$40 per month for food for June, July and August (\$120 total) and works just like CalFresh.
<a href="#"><u>The California Endowment</u></a>	A statewide foundation that provides funding for health promotion supporting Californians.
<a href="#"><u>Vision Zero Action Plan</u></a>	A plan developed by SANDAG aimed at eliminating traffic-related injuries and fatalities, incorporating feedback from community walk audits.
<a href="#"><u>YMCA of San Diego County</u></a>	A nonprofit with a mission to nurture a healthy spirit, mind, and body so all can thrive while honoring our faith-based heritage. The COI partners with the Community Wellbeing & Belonging Division on numerous programs.