



**LIVE WELL
CENTER FOR
INNOVATION &
LEADERSHIP**



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STRATEGIC ROADMAP: 2024-2027
*Co-Creating a High Impact Academic
Health and Human Services
Department for the San Diego Region*



VISION

The Live Well Center for Innovation and Leadership is a national model of excellence in academic-practice partnership within a San Diego region that is healthy, equitable, safe, and thriving.

MISSION

To strengthen the partnership between academia and health and human services practice through integrated education, research, workforce development, and service that advances equity in San Diego County.



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VALUES

Collaboration | Community | Equity | Excellence | Results

GUIDING PRINCIPLES

- Collaborate with shared accountability and power among partners.
- Center community in decision-making and priorities.
- Prioritize equity and inclusion.
- Pursue excellence and foster a culture of innovation.
- Deliver measurable results while ensuring long-term viability and positive impact.



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DIVERSITY, EQUITY, AND INCLUSION STATEMENT

We are committed to advancing diversity, equity, inclusion, and anti-racism within academia and health and human services. We recognize that academic and government systems are historically influenced by racist and exclusionary policies, practices, and ideas. We believe every person regardless of background, identity, age or ability has a right to equitably access inclusive academic and practice-based learning, employment, and service opportunities. As a result, we seek to co-create collaborations where each person feels they belong and has power, voice, and agency.



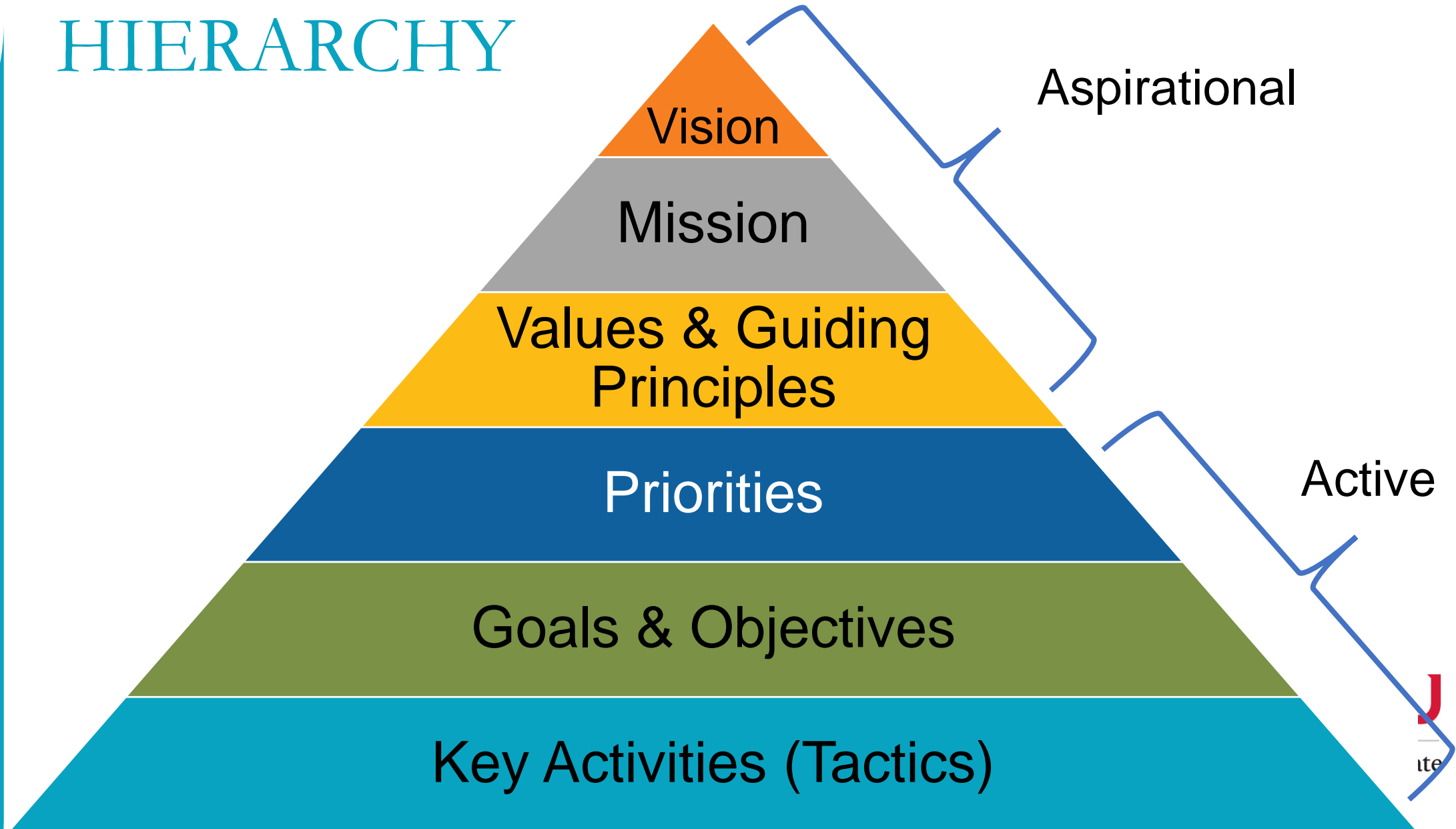
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STRATEGIC PLAN TERMINOLOGY & HIERARCHY





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STRATEGIC ROADMAP FRAMEWORK



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LWCIL STRUCTURE

Steering Committee

Co-chaired by HHS Deputy CAO and CHHS Dean
HHS Department Directors & CHHS School + Center Directors

People Success

Research & Data
Excellence

Service to
Community

LWCIL STRUCTURE

Steering Committee

Co-chaired by Dr. Kimberly Giardina, HHS Deputy CAO and Dr. Amy Bonomi, CHHS Dean
HHS Department Directors & CHHS School + Center Directors

People Success

Co-chaired by Jennifer Bransford-Koons, Director Aging & Independence and Dr. Jong Won Min, Director and Professor, School of Social Work

Research &
Data
Excellence

Service to
Community

Student Field
Experiences
Workgroup

Workforce
Development
Workgroup

Student/Graduate
Outreach &
Recruitment
Workgroup

High School &
Community
College Outreach
Workgroup



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LWCIL PEOPLE SUCCESS

Student Field Experiences Workgroup

- Assess what already exists, needs, and challenges across agencies and schools
- Identify opportunities to support, scale or innovate
- Develop coordinated recruitment, onboarding, and support

Workforce Development Workgroup

- Launch group with representatives from both partners
- Assess what already exists across departments and schools
- Share respective workforce development goals
- Identify shared workforce development agenda/priorities

Student/Graduate Outreach & Recruitment Workgroup

- Establish an Annual Student Outreach and Workforce Recruitment Plan between HHSA and SDSU including Health & Human Services Careers Day(s) and co-branded recruitment campaign



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LWCIL PEOPLE SUCCESS

High School &
Community College
Outreach
Workgroup

- Assess current outreach efforts related to community colleges and high schools.
- Defined shared goals for high school and community college recruitment and engagement.



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People
Success

Research & Data Excellence

Service to
Community

Advancing Equity
Research
Workgroup

Catalyzing
Collaboration &
Knowledge
Sharing
Workgroup

Joint Research
Policy & Practice
Workgroup

R&D EXCELLENCE WORKGROUP STRUCTURE



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Advancing Equity Research Workgroup

- Develop shared health equity research and data publication agenda
- Identify and pursue 3-5 health equity-focused research opportunities
- Inventory and share current research, data sets, and research/data priorities

Joint Research Policy & Practice Workgroup

- Inventory and share current/recent collaborative research and co-publication between partners
- Create policies and procedures for research and data sharing across partners including field guidebook
- Develop research MOA communications plan

Catalyzing Collaboration & Knowledge Sharing Workgroup

- Develop and maintain Pilot Virtual Research Connection Hub
- Integrate academia and practice into existing knowledge sharing opportunities
- Launch a “Catalyzing Health Equity Research Symposium” for bi-directional knowledge exchange and collaboration
- Establish a Graduate Summer Research program

LWCIL STRUCTURE

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HHS Department Directors & CHHS School + Center Directors

People
Success

Research &
Data
Excellence

Service to Community

Academic-Practice-
Community
Framework for Impact
Workgroup

Homelessness
Prevention/ Housing
Stability & Aging
Population Pilot

SERVICE TO COMMUNITY WORKGROUP STRUCTURE

Academic-Practice- Community Framework for Impact Workgroup

- Develop framework for assessing community needs and opportunities
- Identify existing structures for academic-practice-community collaboration in service to community priorities
- Pilot integrated project aligned with health disparities / health equity

Homelessness Prevention/ Housing Stability & Aging Population Pilot

- Frame community issue and LWCIL's commitment to address area of need
- Define collaborative project including research and service
- Measure progress and impact of pilot on policy and practice



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LWCIL PRIORITIES

PRIORITY #1

PEOPLE SUCCESS: BUILD A DIVERSE, COMPETENT, AND ENGAGED HEALTH AND HUMAN SERVICES WORKFORCE.

PRIORITY #2

RESEARCH AND DATA EXCELLENCE: INFORM AND IMPROVE ACADEMIA, POLICY, AND PRACTICE WITH RIGOROUS AND RELEVANT RESEARCH.

PRIORITY #3

SERVICE TO COMMUNITY: INTEGRATE ACADEMIA, PRACTICE, AND COMMUNITY TO ADVANCE EQUITY AND ELIMINATE HEALTH DISPARITIES.

PRIORITY #4

LEADERSHIP AND SUSTAINABILITY: CREATE A NATIONALLY RECOGNIZED ACADEMIC-PRACTICE MODEL WITH INNOVATIVE LEADERSHIP COMMITTED TO IMPROVING ACADEMIA, POLICY, AND PRACTICE.

PRIORITY #1: PEOPLE SUCCESS

Build a diverse, competent, and engaged health and human services workforce.

Goal 1.1: Establish and coordinate systems to ensure diverse students are aware of and prepared for careers in health and human services.

Goal 1.2: Cultivate a workforce pipeline of diverse and competent students, graduates, and alumni who understand career opportunities and enter health and human service careers.

Goal 1.3: Attract, retain, and develop a diverse, competent, and engaged health and human services workforce.

Goal 1.4: Facilitate equitable opportunities for academia and health and human services practice to actively share knowledge and information, and build capacity in education, research, workforce development, and service.



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PRIORITY #1: PEOPLE SUCCESS

Build a diverse, competent, and engaged health and human services workforce.

Goal 1.1: Establish and coordinate systems to ensure diverse students are aware of and prepared for careers in health and human services.

Strategic Objectives

- 1.1a. Maintain a student-focused Memorandum of Agreement (MOA).
- 1.1b. Increase the awareness of diverse students about health and human services careers.
- 1.1c. Provide equitable access to enhanced and expanded practice-based experiences at all levels of HHSA.
- 1.1d. Engage high school and community college students in health and human services careers and higher education pathways.
- 1.1e. Increase funding and align available resources to support student awareness building and equitable access to practice-based experience programs.
- 1.1f. Improve the transition of diverse students from practice-based experiences to careers within HHSA, and the health and human services field.



PRIORITY #1: PEOPLE SUCCESS

Build a diverse, competent, and engaged health and human services workforce.

Goal 1.2: Cultivate a workforce pipeline of diverse and competent students, graduates, and alumni who understand career opportunities and enter health and human service careers.

Strategic Objectives

- 1.2a. Formalize and coordinate efforts to educate and engage diverse students, graduates, and alumni in health and human services careers.
- 1.2b. Expand culturally matched support and mentorship of students, graduates, and alumni in service to career exploration, entry, and growth.
- 1.2c. Facilitate the successful entry of diverse graduating students and alumni into health and human services careers.
- 1.2d. Establish a system to track, monitor, and report conversion of diverse students, graduates, and alumni into health and human service careers.



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PRIORITY #1: PEOPLE SUCCESS

Build a diverse, competent, and engaged health and human services workforce.

Goal 1.3: Attract, retain, and develop a diverse, competent, and engaged health and human services workforce.

Strategic Objectives

- 1.3a. Enhance the skills and competencies of the SDSU/HHSA workforce supervising and supporting students in practice-based experiences.
- 1.3b. Improve the competencies and retention of HHSA's workforce with aligned and expanded degree, credential, and continuing education credit opportunities.
- 1.3c. Engage community partners to promote and attract diverse populations to health and human services careers.
- 1.3d. Establish a system to track, monitor, and report diversity of the health and human services workforce as well as the development and retention of a diverse workforce within HHSA.

PRIORITY #1: PEOPLE SUCCESS

Build a diverse, competent, and engaged health and human services workforce.

Goal 1.4: Facilitate equitable opportunities for academia and health and human services practitioners to actively share knowledge and information, and build capacity in education, research, workforce development, and service.

Strategic Objectives

- 1.4a: Support existing and create new forums and structures for academic-practice knowledge and information sharing and integration in support of people success.
- 1.4b: Enhance the capacity of faculty and relevancy of curriculum to prepare students for entry into health and human services careers.



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PRIORITY #2: RESEARCH AND DATA EXCELLENCE

Inform and improve academia, policy, and practice with rigorous and relevant research.

Goal 2.1: Create policies to ensure research and data sharing consistency, coordination, and innovation.

Goal 2.2: Formalize and systematize processes and procedures to facilitate and catalyze research and data sharing.

Goal 2.3: Co-produce rigorous research and high-quality publications that inform and improve academia, policy, and practice.



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PRIORITY #2: RESEARCH AND DATA EXCELLENCE

Inform and improve academia, policy, and practice with rigorous and relevant research.

Goal 2.1: Create policies to ensure research and data sharing consistency, coordination, and innovation.

Strategic Objectives

- 2.1a: Facilitate shared understanding of respective research and data sharing processes and procedures.
- 2.1b: Create a system for identifying and prioritizing opportunities for academia-practice research and data sharing collaboration.



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PRIORITY #2: RESEARCH AND DATA EXCELLENCE

Inform and improve academia, policy, and practice with rigorous and relevant research.

Goal 2.2: Formalize and systematize processes and procedures to facilitate and catalyze research and data sharing.

Strategic Objectives

- 2.2a: Establish a research-focused Memorandum of Agreement (MOA).
- 2.2b: Protect the rights and welfare of individuals by formalizing an Institutional Review Board (IRB) resource relationship.
- 2.2c: Create and communicate clear procedures for sharing data between schools, departments, and partners.
- 2.2d: Convene partners to support knowledge exchange and collaborative research innovation.



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PRIORITY #2: RESEARCH AND DATA EXCELLENCE

Inform and improve academia, policy, and practice with rigorous and relevant research.

Goal 2.3: Co-produce rigorous research and high-quality publications that inform and improve academia, policy, and practice.

Strategic Objectives

- 2.3a: Create policies and procedures for co-research, co-publishing, and co-presenting.
- 2.3b: Elevate regional and national awareness of equity and operational performance through data publications including case studies, white papers, and reports.
- 2.3c: Build capacity and align resources to support research and data excellence.
- 2.3d: Establish systems to track and report co-production, policy influence, rigorous academia-practice improvement, and data-driven decision making.



PRIORITY #3: SERVICE TO COMMUNITY

Integrate academia, practice, and community in service to advancing equity and eliminating health disparities.

Goal 3.1: Utilize equity-focused data and community-defined assets and needs to inform collaborative priorities and decision-making.

Goal 3.2: Maximize and develop organizational and community structures to facilitate the integration of academia, practice, and community.

Goal 3.3: Evaluate and share impact to inform and improve practice, service delivery, and community outcomes.



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PRIORITY #3: SERVICE TO COMMUNITY

Integrate academia, practice, and community in service to advancing equity and eliminating health disparities.

Goal 3.1: Utilize equity-focused data and community-defined assets and needs to inform collaborative priorities and decision-making.

Strategic Objectives:

- 3.1a: Establish a process for monitoring data and community needs for emerging issues and opportunities for integrated impact.
- 3.1b: Foster a culture of data- and community-informed decision-making supported by accessible, relevant data systems.
- 3.1c: Build academic, practice, and community partner capacity to use data to set priorities, educate constituents, and measure impact.

PRIORITY #3: SERVICE TO COMMUNITY

Integrate academia, practice, and community in service to advancing equity and eliminating health disparities.

Goal 3.2: Maximize existing and develop new organizational and community structures to facilitate the integration of academia, practice, and community.

Strategic Objectives

- 3.2a: Create a replicable framework for assessing opportunities, aligning resources for integration, and innovating.
- 3.2b: Elevate equity-aligned collaboration between HHSA and SDSU.
- 3.2c: Leverage current organizational and community structures for increased integration.
- 3.2d: Develop an Academic-Practice Pilot focused on Homelessness Prevention.



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PRIORITY #3: SERVICE TO COMMUNITY

Integrate academia, practice, and community to advance equity and eliminate health disparities.

Goal 3.3: Evaluate impact to inform and improve practice, service delivery, and community outcomes.

Strategic Objectives

- 3.3a: Collaborate across subcommittees and partners to engage expertise and align knowledge exchange and academia-practice improvement efforts.
- 3.3b: Capitalize on current systems and structures for informing and improving policy, practice, service, and community outcomes.
- 3.3d: Establish systems to track and report impact of academic-practice-community integration activity.



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PRIORITY #4: LEADERSHIP & SUSTAINABILITY

Create a nationally recognized academic-practice model with innovative leadership committed to improving academia, policy, and practice.

Goal 4.1: Build academic-practice model infrastructure to support shared leadership, collaboration, and accountability.

Goal 4.2: Develop, align, and enhance resources and capacity to support operations, integration, and impact.

Goal 4.3: Leverage collective knowledge, leadership, relationships, and infrastructures to improve academia, policy and practice.



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PRIORITY #4: LEADERSHIP & SUSTAINABILITY

Create a nationally recognized academic-practice model with innovative leadership committed to improving academia, policy, and practice.

Goal 4.1: Build academic-practice model infrastructure to support shared leadership, collaboration, and accountability.

Strategic Objectives

- 4.1a: Construct operating procedures including decision making, partner representation, roles and responsibilities, and conflict resolution.
- 4.1b: Create policies and procedures for the development and management of subcommittees and workgroups.
- 4.1c: Establish baseline measures of success and develop systems for monitoring and reporting progress and results.



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PRIORITY #4: LEADERSHIP & SUSTAINABILITY

Create a nationally recognized academic-practice model with innovative leadership committed to improving academia, policy, and practice.

Goal 4.2: Develop, align, and enhance capacity and resources to support operations, integration, and impact.

Strategic Objectives

4.2a: Define capacity needs and identify short- and long-term opportunities within and across partners for ongoing support and academic-practice integration.

4.2b: Align, attract, and diversify funding sources for capacity, integration, and impact.



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PRIORITY #4: LEADERSHIP & SUSTAINABILITY

Create a nationally recognized academic-practice model with innovative leadership committed to improving academia, policy, and practice.

Goal 4.3: Leverage collective knowledge, leadership, relationships, and infrastructures to improve academia, policy, and practice.

Strategic Objectives

- 4.3a: Increase awareness, understanding, and support for LWCIL among national and local leaders, partners, and communities.
- 4.3b: Catalyze collaboration and innovation between partners and with community.
- 4.3c: Promote education, workforce, and health equity.



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MEASURES OF SUCCESS

PEOPLE

% Increase / # of formal integrated partnership opportunities including advisory boards, practitioners in residence, scholars in residence (TEP)
 % Increase / # of internships across HHSA
 % Increase / # interns/graduates who transition to full-time employment
 Alignment of education/staff/community demographics
 % Increase / # of faculty engaged in HHSA projects
 % Increase / # of HHSA staff engaged in CHHS classes/research

RESEARCH & DATA

% Increase / # completed inventories and assessments
 % Increase / # co-research collaboration (publications/abstracts)
 # research exchanges and % Increase / # of participants
 % Increase / # of community-based research projects

Overarching Research MOA
 Solidified IRB Resource
 Completed Guidance Document
 Completed Logic Model

Informing/improving evidence-based practice and academia



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MEASURES OF SUCCESS

SERVICE	Leadership & Sustainability
<p>% Increase / # of active opportunities</p> <p>% Increase / # of community members involved</p> <p>% Increase / # of community partners involved</p> <p>Data used to inform decision-making / policy</p> <p>Responsiveness to emerging/urgent equity priorities</p>	<p>Partnership charter completed and adopted</p> <p>Replicable framework for managing and monitoring subcommittees in place</p> <p>Baseline measures set, monitored and reported</p> <p>Project coordinator position updated to meet AHHD needs</p> <p># of joint positions across partners</p> <p>Increase in \$ to support capacity / priorities</p>
<p>Impact on equity / Population improvements</p> <p>Quality of academia-practice integration</p>	<p>Increased public awareness of priorities</p> <p>Policy change / practice & academia improvement</p>
<p>Model/framework for assessing, responding and innovating</p>	<p>Annual report produced</p> <p>Online presence evolved and expanded to support priority area goals</p>

