

County of San Diego: 2021 CSAC Challenge Awards Executive Summary

TITLE OF THIS ENTRY: Operationalizing a Sector-specific Approach During a Pandemic

OVERVIEW: The County of San Diego leveraged the collective impact framework of the Live Well San Diego vision to communicate with and mobilize thousands of stakeholders throughout the region.

CHALLENGE: On March 13, 2020, the County of San Diego activated its Emergency Operations Center (EOC) in response to the COVID-19 pandemic. One of the components of the EOC is the Education and Outreach Branch, charged with ensuring that timely and accurate information goes out to stakeholders in the region. With 3.3 million San Diego County residents and ever-changing COVID-19 guidance about testing, physical distancing, masking, and vaccines, it was essential to ensure a varied approach to this effort, while also acting quickly. The County's *Live Well San Diego* vision focuses on working together with regional partners to plan and implement innovative projects to increase collective impact across the region. The existing structure of the vision was essential to the response because it allowed the County to leverage the nearly 500 *Live Well San Diego* Partners, across four sectors, who were already committed to the vision of a healthy, safe, and thriving region.

SOLUTION: The County has instituted a sector model to disseminate topic-specific information to thousands of stakeholders at critical points during the pandemic. The four original sectors (business, government, schools, and non-profit organizations) were expanded to nine sectors and 13 sub-sectors during the activation: business, community and faith-based organizations (rural, youth), education (early care, K-12, institutions of higher education), government (city managers, binational leaders, legislators, tribal nations), healthcare (clinical, dental), homeless, long-term care and residential facilities, military and veterans, older adults and disability service providers. The County virtually communicates sector-specific information through live video telebriefings, e-blasts, e-mails to a sector-managed distribution list, sector webpages, FAQs, and community presentations.

INNOVATION: To effectively communicate varied and changing guidance to diverse stakeholders, the County utilized a sector model. Experts and executives across the enterprise were redirected to lead sector efforts. Within each sector, County executives and managers served as sector leads or co-leads to manage a team of medical subject-matter experts, reopening experts, and sector staff. Sector teams identified

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needs of their stakeholders and developed tools, communication materials, and answered organization-specific questions about COVID-19 topics. This innovative work was conducted completely virtual in an effort to promote and maintain health and safety during the pandemic.

RESULTS: From March 2020 through July 2021, the sectors have conducted over 650 live telebriefings with nearly 75,000 views total, completed 280 presentations with 10,545 attendees, and sent nearly 1,500 e-blasts to more than 18,800 recipients. The sector model gave stakeholders access to real-time information and resources from experts in the County, which helped facilitate increased trust and partnerships with stakeholders in the region. The sector-specific approach also allowed teams to focus on vulnerable populations in their sector. Examples include: the education sector developed a robust relationship with the San Diego County Office of Education to form a countywide approach and enhanced services to support schools in re-opening safely; the older adults sector aided the older adult and disabled population in bridging barriers to accessing meals, groceries and medicine by providing outreach and education on the County's various food assistance options, and developing instructional how-to videos on how to use online resources to order food delivery; the rural sector worked with local fire departments and County testing and vaccination staff to ensure that these sites were available in San Diego County's rural communities.

REPLICABILITY: The sector model has proven to be an effective tool in creating community partnerships and serving vulnerable populations and thus will be integrated into the ongoing community outreach strategy of the County. Developing ongoing partnerships and continuous communication channels with a variety of sectors in a region, is a best practice that can be instituted in other jurisdictions. It allows entities to cross-thread between organizations and contribute to collective impact toward a shared vision.

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ADDITIONAL MATERIALS: [Presentation](#); [Community Sector Support](#)