SAN DIEGO HUMAN PROGRESS AND HUMAN SERVICES 2035 SCENARIO WORKSHOP REPORT

INTRODUCTION

What will human progress, human need and human services be in San Diego in 2035? What implications does that have for shared community goals, and what modifications or recommendations may be needed over the years? What implications does it have for today's strategies for public and private human service providers and community partners?

On April 13th, the San Diego County Health and Human Services Agency (HHSA) hosted a "scenario workshop" to discuss these questions and "step into" the alternative futures represented by the four scenarios. Participants were from HHSA and Live Well San Diego partners. The scenarios had been developed by more than 50 HHSA and community leaders in November, using the Institute for Alternative Futures' framework for its national project on the future of human services.

The San Diego Human Progress and Human Services 2035 Scenarios offer a tool for the local human services community to explore opportunities and threats, to imagine preferred futures, bound uncertainty and to assess the implications of these futures for *Live Well San Diego's* goals and strategies.

As San Diego was chosen to be one of 8 state and local efforts of the Human Progress and Human Services 2035 project, it was clear that the *Live Well San Diego* vision was a powerful and unique asset for the community. As a widely-shared set of goals promoting wellness and thriving, supported by the County Commissioners and a wide and growing set of Partners actively implementing the vision, *Live Well San Diego* is creating a better future. This presented in this Human Services 2035 effort. In expectable Scenario 1, the vision of success increased in achieving future employment, child care, behavioral health and other wellness and thriving goals for San Diegans. In the challenging Scenario 2 *Live Well San Diego* made the County more resilient and the human service losses were less severe. In Scenario 3 and 4, the visionary scenarios, *Live Well San Diego* enhanced the attainment of wellness and thriving. *Live Well San Diego*, as the County's commitment to creating a thriving future, is one of its most important assets.

These San Diego scenarios and Scenario Workshop are a part of the Human Progress and Human Services 2035 project, supported by The Kresge Foundation. This report identifies highlights from the Scenario Workshop, including key recommendations, scenario likelihood and preferability, and next steps and feedback.

NICK MACCHIONE'S INTRODUCTION - "MOCKERY LANE IS A GREAT PLACE TO BE"

Nick Macchione, Deputy Chief Administrative Officer and Director, Health and Human Services Agency County of San Diego, opened the Workshop offering thanks, encouragement and inspiration.

> *"Live Well San Diego was born out of coming together for the purpose of building capacity. Live Well was a collective vision and collective action for collective impact. And dreaming created the journey of Live Well San Diego. It required us to think of the wildest possibilities, some of which has happened. And this visioning is extraordinarily important, because it's about people's lives.*

> *I know we are living in the present, thinking in the future. I was really excited about this and about today. This is my community – where my family, my children, my wife live. This is our home. This is about investing in our own home. So, in that first scenario it's remarkable in terms of where we are with Live Well San Diego. For some communities, the future desired state (the fourth) is probably where we are in our first scenario. But we're not settling for that. And so, we have to think about our community and the responsibility we have to ourselves and the nation. We are doing this together with our peers.*

> *What does that fourth scenario look like? To get there, we have to lean into discomfort. Perhaps dealing with your own biases and your own beliefs – we have to dream big. Because if we don't, we will miss something significant. And there are some people that could not do that, or they chose not. That's okay. It's perfectly okay going down mockery lane. I know we did something right when we are all seeing the same things but doing what others are not, maybe at the cost of mockery at the present for the betterment of the future. Mockery lane is a great place to be. That means you are testing all boundaries. And that's what today is about, it's about finalizing the amazing work we've done in the four scenarios.*

> *Thank you for being here, thank you for being a leader in all that you do because that's collective is what is making the difference today in the lives of San Diegans - with real results. And we will look for the future continuation of our work for the multi-generations of San Diegans; work we know will have to happen in our community."*

Macchione's remarks recalled the development of *Live Well San Diego* and shared community vision. This is reflected in the Thrive Plan which connects the built and natural environment, enrichment and prosperity, economy and education to the vision of "cultivating opportunities for all people and communities to grow, connect, and enjoy the highest quality of life".

IMPLICATIONS AND RECOMMENDATIONS

Participants listened to four scenarios, then reviewed their assigned scenarios. Working in their scenario teams, participants identified how well *Live Well San Diego* goals were achieved and whether LWSD goals or strategies should be adjusted, and what short term and long-term recommendations they would make in their scenario. The details of

the reports from each Scenario Team are given in Appendix A.   Each team presented their results.   Participants identified "robust" recommendations. These were observed in two or more scenarios and represent high priority strategies or avenues in pursuing San Diego's shared goals. These include:

- Public private partnerships
  - San Diego human service providers should work towards leveraging additional partnerships for increased collaboration and outcomes
- Multi-dimensional approaches
  - Develop strategies that link workforce, housing, health, children and youth around the goal of development
  - Adapt a holistic view of forces and policies that shape the lives of the underserved
- San Diego as a thriving community is better positioned to identify a problem and create solutions where needed
  - This is a tool to fill opportunity gaps
- Involve many disciplines at the table – engineers, public health scientists, others - to work on 'big data' issues
- Be at the front end of design and finance policy
  - Consider how communities are shaped by challenges and how protecting family life is critical for a thriving community
- Focus Upstream – policy changes to allow for change, and be prepared to respond to change
- Engage everybody in the workforce
  - Engage and empower disconnected workers and opportunity youth to be retrained and reskilled, for all work, including the gig economy
- As work schedules evolve, there may be more at-home presence with children and elders. San Diego should work to leverage this and develop creative and positive options as work/contribution are restructured
- Be very progressive and aggressive about innovative affordable housing
  - Pair conversations around housing with social and tech changes and policy changes, moving away from language that may have negative associations
  - Have Live Well San Diego to serve as a community connector, leading conversations, bringing together action pieces across diverse players
- Strengthen the expectations of Live Well partners to capitalize on partnerships
  - Tap into existing resources, looking holistically at opportunities – and thinking big
- Connection of people is a key value, and San Diego should maintain and enhance connection
  - Support connection that empowers communities to provide more for themselves

LIKELIHOOD AND PREFERABILITY OF THE SCENARIOS

The workshop participants were asked to consider both the likelihood and the preferability of each scenario. After each scenario was presented, a poll was conducted and results were revealed in the afternoon. Each participant judged the four scenarios' likelihood and preferability with a value from 0 to 100; 0 represented not likely or not preferable at all, and 100 represented complete likelihood or preferability. The scenarios were not to be considered as mutually exclusive sets, so the sum of values in each column could exceed 100. Presented in the table below are the average values.

Scenario	Likelihood	Preferability

Scenario 1: Work in Progress	74	61
Scenario 2: Troubled Times	54	8
Scenario 3: Living Well	57	83
Scenario 4: Thrive	57	87

The participants found Scenario 1 to be relatively likely and the most likely of the four, which reflects the intended construction of this expectable scenario; however, Scenario 1 is not the most preferable. The challenging Scenario 2 was considered less likely than Scenario 3 or 4, which may speak to the resiliency and shared vision of San Diego in reducing challenges. Scenarios 3 and 4 were clearly more preferable and also thought to be fairly likely (nearly 60%).   In comparing these San Diego results with the other six state and local communities who have voted on their Human Services 2035 scenarios, generally those others have thought their challenging Scenario 2 to be *more* likely than 3 or 4.

One lesson from looking at these results is the risk of reinforcing a suboptimal future.   Scenario 1 represents the type of forecasts that are often used in strategic planning, particularly in assessing the opportunities and threats the community faces (the O & T of a classic SWOT analysis).   But Scenario 1 is not as preferable as either Scenario 3 or 4. Communities are at risk of building their plans in reaction to the most likely future. San Diego, much more than other communities because of its shared *Live Well San Diego* vision, is better positioned to create its preferred future, rather than a suboptimal future.

NEXT STEPS FOR THRIVING

To conclude the session, participants identified "Next Steps" for partnerships and actions, as well as their feedback on the Scenario Workshop.   Their answers are given in Appendix B.   Highlights of these next steps suggestions include actions in the following areas:

Workforce and Education Development

- San Diego human services, broadly, must produce and support the needed workforce for the future economy and increase communication with employers. This might include creating pilots with employers to test new models of creating needed new jobs and expanding the workforce.
- Human services should enhance its partnerships with school districts in the city and county to promote equity
- Further strengthen expectations of recognized Live Well San Diego Partners and engage and enlist partners on how they can be involved in meeting common goals. Identify and achieve common goals for broader collective impact.

Technology as a Tool for Engagement and Services

- Increase citizen engagement and activism through technology and access to open data
- Create the position of "Code for America Fellow" to best positon HHSA to use data and technology applications
  - Expand the technology/data access to experienced organizations via a secure internet, possibly with managed care coordination. Through this data sharing, Medical records can follow the client across the system
- HHSA should work with the Dept. of Commerce National Institute for Standards in technology and develop technical standards to implement privacy and confidentiality regulations; develop standards that are written in an affirmative manner to move forward with info sharing
- HHSA should consider how to utilize smart watches, smart speakers, and other small wearable/home devices to improve data analysis and connecting families to the right resources

Service Delivery Opportunities

- The emphasis on "outcomes" and "value-based purchasing" that is gaining currency in human services, as it has in health care for several years now, will require a significant shift in our "standard operating procedures" to monitor and impact outcomes and be ready to use "predictive analytics".
  - Identify and provide resources that are dedicated to these pursuits
- Use virtual modeling techniques to try various interventions to determine return on investment before implementation
- Live Well San Diego to identify the number of coworkers who use multiple services then create service delivery opportunities
  - The implementation of ConnectWellSD (CWSD) will help significantly but must include training to examine cohorts of clients over time, rather than focus only on working with individual clients

Housing
- Expand use of 3D printing and ADUs
- Work with home loan/mortgage partners and land use partners to discuss how housing changes will assume changes to mortgages, lot sizes, etc.
  - Work with these partners to better create communities of wellness

Engage the Community for a Changing Future

- Identify dependencies—i.e. unemployment in one sector/industry created by advances and policy changes in another; for example, 3D housing is positive for cost of living but has a negative for construction industry, and self-driving cars are positive for economy and environment but will bring a loss in driving jobs

- o San Diego human service leaders, and other partners, must be aware, anticipate these future changes and be tactful around these dependencies
- Align human resources, policies and workforce laws with the need for flexibility to better serve changing needs of populations
  - o These must be aligned to promote access to and use of abundance advances in housing, transportation and energy, and workforce/self-sufficiency behaviors

Alexis Munoz, Executive Assistant to the Agency Director, concluded the Workshop by thanking participants for their time and great work. She expressed the passion she and Nick Macchione share for the future of health and human services, and what a delight it was to look forward and see where San Diego is headed – both in expectable and in visionary futures. She expressed the importance of thinking and planning heading, considering challenges and as yet untapped opportunities. Alexis shared that the conclusion of the Workshop was in no way the end of a process, but rather just another step towards building the future of San Diego.

After the 4 scenarios were presented, participants joined teams focused on one of the four scenarios. They explored their scenario, considered how successful Live Well San Diego strategies and goals would be in their scenario, and developed short term and long-term recommendations.

Representatives from each scenario group shared the following findings with the full group:

SCENARIO 1: WORK IN PROGRESS

Implications for Human Service Success/Live Well San Diego Achievement in your scenario:

- More active community engagement
- Retraining of workforce
  - o Develop and train a team of specialists
  - o As more work shifts to the 'gig' economy, fewer people may receive benefits from their employer; many will try to transition from 40-hour work week in one job to multiple gigs that add to 40 hours per week
    - o Though benefits and retirement savings will be at risk for gig workers
- Natural Environment
  - o Education at early age
  - o Community Gardens expanded
- 3D printing for housing
  - o Urgent need to offer this as a housing solution
- Little separation of government across Federal, State and County/City lines

Short term recommendations

- Targeted care coordination (Cross sector work)
- Uber-like services to increase transportation
- Plans for committees to identify areas of opportunities
- Build our environment to be disaster resilient
- Encourage more telecommuting / Virtual Meetings to use technology for connectivity
- Housing
  - o Make changes to home loans to be more equitable
  - o Expand use of 3D printing and ADUs

New recommendations focused on the 2020s and beyond

- Integrated Services
  - o Screening for early indicators of need so services are obtained earlier
  - o Multiple services by the same individuals

- - Develop more transportation options – including those similar to Uber - to ensure services are being met
  - Develop path between Government Employment and Higher Education
    - Recruit and keep talent in local employment
  - Look at individuals as their "Whole-Self"
    - Holistic person care in all settings, such as work, in the community, provided by law enforcement, and others
  - Accelerate stigma reduction around receiving services
  - Ensure the built environment is safer and more sustainable

SCENARIO 2: TROUBLED TIMES

Implications for Human Service Success/Live Well San Diego Achievement in your scenario

- Potential to organize social services in a model that reflects the structure/evolution of the health care system- this new model should address redundancy, and lack of an appropriately structured social services system
- Intergenerational poverty must be interrupted at family, school and community levels
  - Our current services are individual-focused but will need to shift to communal interventions. A potential starting point strategy is "hot spotting"
- Further integrate and increase availability of data to serve communities
- Reframe our thinking and shift culture regarding job loss (esp. to robots or technology) and educational pursuits
  - HHSA must engage education and employers to capitalize on these changes to develop a workforce pipeline that meets needs. There is a critical nexus between education and employers and a necessary re-thinking of how to meet the needs of workers and the workforce. This may not require a four-year degree
- We will need a reevaluation of how to strengthen and protect families and communities. At present, there is not enough investment in early childhood services

Short term recommendations

- Prevent economic recession
  - Produce and support the needed workforce and increase communication with employers. Create pilots with employers to test new models engaging employers in creating needed new jobs and expanding the workforce. Expanded public-private partnerships and full investment.
  - SD Workforce Partnership, Chamber, Educational Institutions and elected officials should all be involved
- Ideologically, we need to move towards areas of agreement and policy middle ground, coming together to address challenges
- Establish greater partnerships with school districts in the cities and county. This is critical for making changes in the communities and promoting equity. Further strengthen our expectations of recognized Live Well San Diego Partners and engage and enlist partners on how they can be involved in meeting common goals. Identify and achieve common goals for broader collective impact.

- To leverage public resources better in challenging times, we need to expand our expectations of the private sector (ex. The expectations of Molina using reserves to financing housing)
    - State and County governments involved

New recommendations focused on the 2020s and beyond

- Follow the example of Port Covington/Under Armor model from Baltimore for development in San Diego. Nurture additional public-private partnerships as we address mitigations for climate change and job development
- Impacts of immigration must be infused throughout all recommendations
    - Provide education to immigrants similar to Canada's model. And provide education and opportunities for cultural exchange and interaction to non-immigrant populations with immigrants to better understand the unique challenges of immigrants
    - We must prepare for the reintegration of the populations that have been driven "underground" under our current federal administration

SCENARIO 3: LIVING WELL

Implications for Human Service Success/Live Well San Diego Achievement in your scenario

- All Live Well San Diego areas are likely to be successful, particularly in housing, transportation and built environment goals
- Focus areas must improve cultural awareness of how services are delivered
- Decreased criminal justice involvement and decreased homelessness
- Flourishing of civic life with greater community involvement from enhanced opportunities for civic engagement and community well-being

Short term recommendations

- Start building the IT infrastructure for improved interoperability across systems and better partnership between County and San Diego IT firms (including Qualcomm and Teradata)
- Begin to develop policies that support data sharing while still protecting privacy and confidentiality
    - This will involve lobbying at the Federal level for data sharing
- Provide more training to support technology jobs – inter-professional jobs; software engineers with social workers and clinicians, public health staff, etc.
- Provide the community exposure to how technology might be positively used
- County government to host opportunities for communities to discuss data use and predictive analytics information
    - Allow citizen's review of how we use the data and these tools to ensure positive use
- Re-train County workforce to be prepared to use technology
- Work with home loan/mortgage partners and land use partners to discuss how housing changes will assume changes to mortgages, lot sizes, etc.
    - Work with these partners to better create communities of wellness

- Develop strategies to keep community connections as use of technology increases
  - Be aware of, and mitigate, potential harmful effect of virtual reality on children and their social connections

New recommendations focused on the 2020s and beyond

- Conduct futuring exercise with other leaders in different fields - University leaders, technology leaders, etc.
- Mobilize maturing generations to drive community efforts toward innovation
- Host futuring discussions with middle school and high school age youth – learn from their ideas to start driving our planning
- Align funding streams and priorities to sustain progress
  - Utilize funding to support integration and flexibility; tactfully combining flexibility and accountability
- Government shift to truly being part of the community team, rather than controlling community
- Universal wireless access made available to all
- Understand universal design
  - Apply concepts to health and well-being concepts; develop design systems that can be supportive of people with all abilities and disabilities
- What does Living Well mean for dying well?
  - Prepare for changes to end of life care as healthcare advances improve
- Conduct research in a more intersectoral ways
  - Research models to shift from focusing narrowly on one area of determinant of health, as we fund and prioritize research to be conducted in more intersectoral ways
- Update planning and zoning regulations to allow for increased density

SCENARIO 4: THRIVE

Implications for Human Service Success/Live Well San Diego Achievement in your scenario

- Focus on opportunity youth, increasing engagement of youth 16- 24 in relation to education and employment
- Align K-12, adult education, postsecondary and training/retraining to regional economic development
- Adapt inclusionary policies for housing, work and self sufficiency
- Identify dependencies—i.e. unemployment in one sector/industry created by advances and policy changes in another; 3D housing positive for cost of living, negative for construction industry; self-driving cars positive for economy and environment, negative for driving jobs
  - Be aware and tactful around these dependencies
- Address income inequality by charging social impact fees in growing industries to fund retraining dislocated workforce
- Invest in community 'promotoras', community health workers and resident leaders
- Prepare educators, students and 4-year institutions for new and emerging economies and engagement approaches (ensure a balance of virtual and face to face skill sets to support both)

Short term recommendations

- Attitudinal shifts are necessary to ensure and facilitate fact-based messaging for new policies
- Accelerate dialogue to find common ground, reduce polarity
    - Identify and reinforce common and shared values
- Identify, mine and harness data to tell objective stories which can develop support to solve problems, once the baseline of the problem is established
- Prepare the broader San Diego community for a visionary future
- Consider continued need for connection, despite new technology and virtual tools – these should be used to feed the basic human need for relationship
- Acknowledge that resources will continue to be needed to make and maintain gains—i.e. sustained effort to keep caseloads down, to keep corrections census low, to keep kids in homes
    - Shift from crisis-driven safety net to a thriving network focused on sustaining positive outcomes
- Align human resources, policies and workforce laws with the need for flexibility to better serve changing needs of populations
    - These must be aligned with abundance advances in housing, transportation and energy, and workforce/self-sufficiency behaviors

New recommendations focused on the 2020s and beyond

- K-12, community college, 4-year institutions and workforce development should align with long term goals of region's economic development efforts, supported by robust and strategic transportation and housing goals
- Develop and pursue the Live Well San Diego "moon shot" goal – ex: no homeless by 2035, no opportunity youth by 2035

San Diego Human Progress and Human Services 2035
April 13th Scenario Workshop Next Steps and Feedback

Next Steps

1. **Following today's scenario workshop, what ideas do you see in terms of an integrated public and private health and human services continuum in the County of San Diego?**

   - I think there is power in coordinated data sharing that links family members, enabling providers to coordinate care and leverage resources to support family units.
   - Increased opportunities for workforce development by way of establishing public/private partnerships with employers; particularly, serving San Diego youth
   - We need to start now preparing hearts and minds for the future we want to see in a non-polarizing fashion
   - Create opportunities for cross-sectional conversations similar to regional leadership teams – bring private sector partners to the table
   - Lots of great ideas – increased need and support for engaging youth, working with schools and stronger partnerships with employers
   - Cross sectional services, education staff on many items
   - Multi-dimensional, holographic approach toward solving community and residential needs
   - To continue building upon the Live Well partnerships as arenas to bring cross sector services and support their further integration
   - Interdisciplinary efforts across economy, housing, education, etc.
   - HHSA needs to start with a more holistic view of various efforts currently underway in Behavioral Health Services and better coordinate them, which in turn can help our community partners do the same. Specific examples:
     - Project One for All (POFA) and the Whole Person Wellness (WPW) Pilot, both of which are addressed to the population that is homeless or at risk of homelessness and has serious mental illness (among other conditions)
     - Drug Medi-Cal Organized Delivery System (ODS) now in final planning for a July 1, 2018 start.
     - Planning for a Behavioral Health Services "continuum of care" that was started several years ago but has stalled. Emergency Departments in the many acute hospitals in San Diego are crowded with patients many of whom have Serious Mental Illness and/or Substance Use Disorders, but the community has inadequate treatment resources where these patients can be referred. The lack of low-income housing contributes to this problem.

- As the APHSA-Alliance for Strong Families National Imperative Report highlights, the human services "ecosystem" currently includes multiple community-based organizations operating in siloes. 211-San Diego in the last year absorbed and has significantly enhanced a Community Information Exchange (CIE). This technology solution shows considerable promise of bringing more "structure" and connection from a client-centered perspective. 211-San Diego is a strong partner with HHSA, and the CIE is a key part of the infrastructure for the WPW Pilot and several initiatives addressing homelessness.
- The major "integrated health care delivery systems"—Kaiser, Scripps, Sharp, and UC San Diego Health—that dominate the health care system in San Diego are not strong partners in *LSWD,* and not for lack of trying on the part of HHSA. An effort to create an "Accountable Community for Health" in which HHSA is actively participating shows some promise of strengthening relationships with the health systems.

a. **How should your ideas shape the County of San Diego's work and delivery of services for local residents?**
- The County should consider the multi-generational impacts of services. For example, providing child care can enable parents to work, improve economic security and impact elder children's ability to be successful in school.
- Help us to refine and add granularity to the Thriving Strategy Agenda
- Collaboration creates unique opportunities of delivering services in many different ways
- SD has a great opportunity to evolve relationships with schools and employers to further LWSD goals and also to reevaluate and perhaps co-create new and/or improved goals
- One stop services – "Live well centers"
- Better meaningful results, less unemployment, less homeless, more opportunity, more equity and social justice
- For the improvement and ease of access to all residents in San Diego county
- Make it less cumbersome for residents to access services
- Forward looking efforts like Live Well include community partners and regularly checking in on existing goals and collaboratively setting future goals
- I think we should look as far upstream as we can and impact policy changes that are outside HHS for impact people's needs for services. These would take a lot of time – I think we could do it

2. What opportunities do you believe exist to create new partnerships and shared work?
- There is an opportunity to change the narrative around the role of private employers in our community. They can help to support workforce development, social solutions, and community development and we need to make the business case for them to engage.

- Expand outreach and relationships with school districts to support LWSD focus and future planning and vision.
- 4 year institutions and business sector could be engaged to help paint the picture of the future, all sectors help define the path forward
- under LWSD vision the opportunities to create partners are endless. Partnerships then can create shared goals and action steps
- New partnerships – schools
- First, we need to educate what we can offer, then learn where we can partner
- Meeting communities where they are
- In all sectors of region opportunities exist to develop goals
- I think there is a lot of opportunity but I am not sure who
- "Strengthen expectations of LWSD Partners," a concept that emerged during my table's discussion. Our partners come from virtually every sector depicted on the Thriving Strategic Framework, but right now "each functions in its own lane", as Dale often describes it. I think we need to provide more focused opportunities for cross-partner engagement in specific initiatives. A good example is the current Whole Person Wellness (WPW) Pilot focused on better serving high-cost/high-use Medi-Cal beneficiaries who are homeless or at risk of homelessness and is part of the Medi-Cal 2020 Section 1115 Waiver
- I think we need to be working more closely with our University partners and technology partners. We have strong partners in both of these sectors in San Diego. Our universities need to help shape the education of future human services staff to be prepared for the anticipated changes with technology and automation. Additionally, our technology partners need to develop a better understanding of human services and how to utilize technology to support our work.

3. What opportunities do you believe exist that will build on existing partnerships and shared work?
- Further support of schools and their innovative initiatives.
- Continuing to build expectations, accountability and outcomes of Live Well Partners
- ACF leadership changes Live Well advances
- TANF reauthorization
- Federal budget BOS race
- Existing partnerships – private industry, church and faith groups
- Using framework guidelines such as Baldridge and applying to community model where partners can work together rand focus on same goals and vision
- Identify the GAPS in services and coordinate to bring them to the community

- Re-inventing "self" organizations to meet the demands of communities in need
- Through current and prospective partners to come together in meeting the needs and bringing the Live Well vision to fruition for all residents
- Collaborative good setting that includes other sectors of economy
- The growing realization both nationally and in California that Medicaid can be a vehicle for addressing Social Determinants of Health and the many "pilot efforts" under this umbrella provide multiple opportunities, many of which are already underway. The challenge right now is that they often overlap and are not being sufficiently "orchestrated" by HHSA.
- We need to start having discussions about the future and what to anticipate with more of our partners. We will need the community to understand how we are using data, data sharing, and integrated systems to help them so that community members are not afraid of this type of integration.

a. **How should these partnerships shape the County of San Diego's work and delivery of services for local residents?**

- On-site services for students and families
- Better service delivery to create efficiency and effectiveness of Country services
- Leverage opportunities to advance the vision and create better systems and choices for residents long term
- Create different, unique ways of delivering services to reach more people
- They will assist our community to be safe and thriving
- Shared responsibility, shared social capitol and shared social justice
- Opportunity for feedback so that more will participate and have buy in

4. The scenarios forecast significant impacts of data and technology on our work, including automated eligibility processing; more comprehensive family needs/resource analysis; predictive analytics anticipating/preventing problems; cognitive computing apps doing counseling and case management. What other data and technology applications do you see in the years ahead for the County of San Diego?

- 3D printing
- Citizen engagement and activism through technology and access to open data
- Using modeling techniques to "try" various interventions to determine ROI before implementation
- With LWSD we may be able to identify the number of coworkers who use multiple services then create service delivery opportunities

- Medical record that follows the client across the system
- Expanding the technology/data access to experienced organizations via a secure internet, possibly with managed care coordination
- Updated demographic data and analysis
- Advances in transportation technology and construction materials
- We need to work with the Dept. of Commerce National Institute for Standards in technology and develop technical standards to implement privacy and confidentiality regulations. We need standards that are written in an affirmative way to really move forward with info sharing
- I would start at a more basic place. Right now, at least in many parts of HHSA, we are not yet using data effectively to look at the population served by a program, to understand "subgroups" that are receiving services from more than one program, and to take a longitudinal view and understand outcomes and their causes. The Office of Business Intelligence (OBI) has developed terrific dashboards, but we aren't drilling down to understand the characteristics and "dynamics" of clients being served and the impacts of our services. The emphasis on "outcomes" and "value-based purchasing" that is gaining currency in human services, as it has in health care for several years now, will require a significant shift in our "standard operating procedures" to monitor and impact outcomes, not to mention be ready to use "predictive analytics".
- The implementation of ConnectWellSD (CWSD) should help significantly, but training to examine cohorts of clients over time, not just how to work at the individual client level, will be required.
- We need to consider how we can utilize smart watches, smart speakers, and other small wearable/home devices that can help us improve our data analysis and connecting families to the right resources

a. **How do we get ready to use these changes appropriately and effectively?**
- Research, planning, partnership
- Hack a thon
- Code for America Fellow
- Direct resources that are actually dedicated to these pursuits and not expected to just squeeze it in
- Train staff who will promote the services
- Training of workforce
- Have targeted discussions – led by LWSD with community organizations/ partners that have buy in
- Academic research and create incubators to encourage early adapters
- Build on the training that CWSD is already doing for managers and staff.

- Significantly enhance the analytic tools that OBI currently has to use and link the analysts in OBI with the program people to impact program performance.
- Send cross-functional/program teams, including both analysts and "program people," on site visits to organizations recognized as leaders in this realm.

Workshop Feedback

1. **What were the most meaningful things you learned from the County of San Diego 2035 Scenarios or experienced at the workshop?**

- Opportunities to forecast and plan for further work within our organizations and communities
- Possibilities of how to respond to different futures scenarios – be prepared in every scenario by planning and strategizing ahead
- Good to understand priorities and trends in other areas. Spurred a lot of thought.
- Scenarios were well penned. As a participant, I could visualize them
- What is possible
- What is real today that is similar to the tech and what is possible
- The organization and facilitation were great
- How you framed at the first session was helpful and the activities led were great
- Potential for positive outcomes in construction development (lower costs) in scenarios 3 and 4
- The expertise of people at the workshop generated such insightful cause and effective relationships – I learned a lot
- Clem's comments about SWOT analysis in traditional strategic planning defining "likely". Instead look at "preferable." Alternative future scenarios make it possible to consider what *might* be created. Don't reinforce a suboptimal future.
- Aspirations = vision. Vision is a reality you are striving to create. *LWSD* is one of the most significant aspirations in the country. We sort of know this, but it was presented in a particularly impactful way on Friday.
- It was very beneficial to have our partners with us. They bring a different perspective and can share what they are doing to help prepare for the future. The synergy from having different lenses and perspectives helped us think more broadly about the scenarios.

2. **In what ways may your learning or insights from the scenario process affect:**
a) **How you monitor the environment, the forces, shaping your organization?**

- Seek ongoing opportunities to research best practice locally, nationally and internationally

- Thinking ahead of impacts rather than just focus on present
- Several great ideas were shared that I will consider further
- Workforce who have to join the gig economy
- Continue pushing looking and moving forward
- Innovative practices that create solutions
- Helps me think different and understand the now, foreseeable future and the vision for future
- Monitoring of horizon new developments
- I already scan broadly across the economy, health, population health, human services; federal, state, and local policy and politics; major foundations, especially Robert Wood Johnson Foundation, The California Endowment, and the California Health Care Foundation; "think tanks" like Brookings, The Commonwealth Fund; and national organizations, especially APHSA, APHA, and National Association of Counties. I will continue to do so.

b) **The strategies or tactics you pursue?**

- Establishing a think tank
- Expand my vision and try to anticipate things more – look at different possibilities for impact
- Will love to share this process with my staff
- Staying engaged and informed of the workforce we hire
- Changing minds
- Building relationships
- To truly think innovatively – have big dreams and goals rather than what is now

c) **Your communications and relationships with partners in the community?**

- Promote greater collaboration
- Understand the value of partnerships and always look for opportunity to improve and build new partners
- Provided a good opportunity to connect with a few key partners in a deeper way
- Continue to use our advisory groups to inform our collect community input
- Continue valuing these expertise and support to achieve the Live Well vision

3. **What did you like most about today's workshop?**

- Dialogue, dreaming, networking
- Discussion, different points of partners view
- Seeing Nick's excitement over this made me inspired to participate
- Thought provoking

- Learning how 3D printing has changed the housing environment

- The opportunity to define meaningful success

- The opportunity to provide feedback to the current strategy plan and help shape the Live Well vision

- Positive outlook

- The discussion after the reporting out

- The slides did an excellent job of distilling the scenarios, and it was very helpful to have them ahead of time.

- The opportunity to "make lemonade out of lemons" with the terrific people at my table! Shelly was an excellent facilitator. Sara from the Workforce Partnership brought a perspective and experience regarding how to reframe the way we think about "jobs" that was very valuable, and Alice Kennedy from Child Welfare Services had much to contribute regarding youth and various strategies for bringing resources together in the community. We are going to get together for lunch in a few weeks to continue our mutual "learning".

- I liked that we really got to live in one of the scenarios and test out what that might be like in a few years. I also appreciated learning about the 3D printed home. That was fascinating and made me think in a whole new way about other ways we might utilize 3D printing.

4. **For today's workshop, what improvements would you suggest for future Human Services scenario workshops?**

- None

- Invite staff to see it from the perspective of those who continue to do the work out in the field

- It might be interesting to give you a common set of personas that we use to model out each future scenario. Alexis and I talked about a set of personas I used in developing connect Well SD and how it might be helpful if HHSA used common personas across all programs when considering impacts of policy on program changes. Or, on a bigger scale, this kind of strategic work.

- I thought today was excellent. Having assigned facilitators really assured productive conversation. I expect that participants had been assigned to tables to assure a mix of interests, experience, and perspective, and at least as evidenced by my table, that worked well. The pacing was great, as was ending at 1:30 rather than later in the afternoon.

Other comments

Please share any other comments you have regarding this project, including any other impact this effort has had or may have on your work.

- I truly enjoyed the session today and feel very privileged to be part of this process

- I really wish that we could have land use partners in this conversation; especially, PDS and DPR