



COMMUNITY HEALTH
IMPROVEMENT PARTNERS



changing lives
through
collaboration

ANNUAL REPORT 2011

MESSAGE FROM OUR PRESIDENT & CEO

What a year this has been! In November, 2010, CHIP reached a new milestone and became an independent 501(c)(3) nonprofit organization. The year flew by as we re-established operations, published *Charting the Course VI: A San Diego Community Health Needs Assessment*, and began working on the development of the Resident Leadership Academy, a new community engagement program of CHIP. We kicked off a strategic planning process in October and commissioned the *Case for Collaboration Handbook*, in which we document the CHIP Model of Collaboration. I want to say a special thank you to our community partners who supported us through the year of transition in 2011.

It was most gratifying for us that more than 260 people attended CHIP's first fundraising event, Crew Rendezvous, where we celebrated Outstanding Community Partners, our annual awards program. For those of you who were able to join us for the evening, I hope you had a great time. For those of you who missed it, don't worry, we'll be celebrating again in 2012 and would love for you to be there with us.

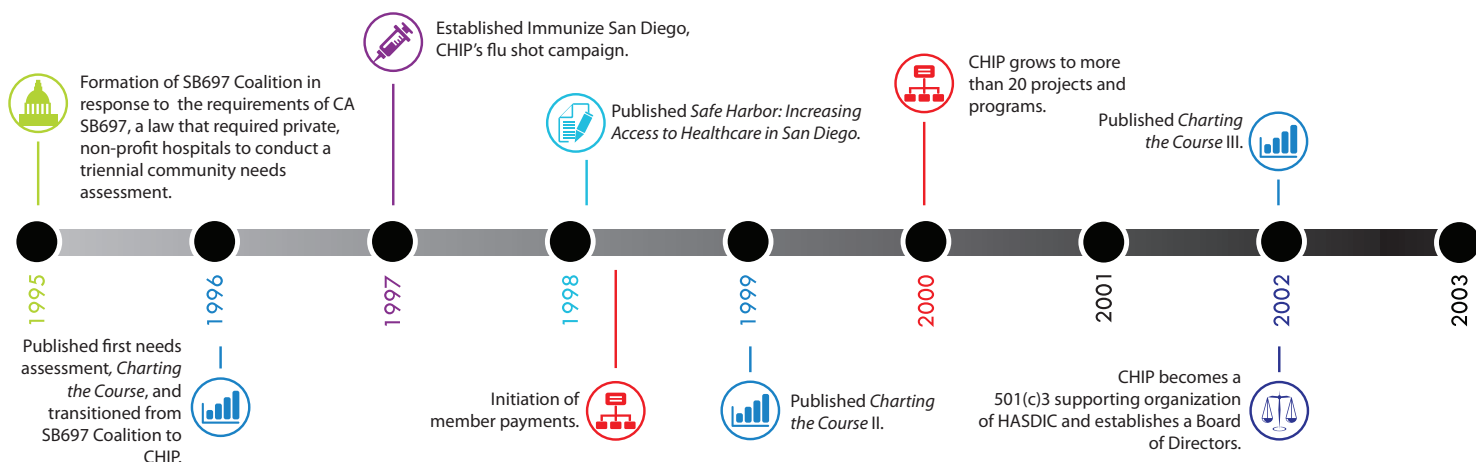


Time goes by so fast. Looking back, we are very proud of the work we have accomplished, yet there is so much more to do. Our achievements are attributed to our partners, board members, and enthusiastic staff, and I would like to express my sincere appreciation to all those who contribute to our work in the community. We could not do this without your support and commitment to our mission.

There is so much to acknowledge, celebrate, and look forward to in the coming years.

In good health,

Kristin Garrett



Vision: We envision communities where everyone achieves optimal health.

Mission: To assess and address priority health needs through collaboration.

Core Values: These seven core values guide us in our work.

Work Collaboratively. Complex community problems are best solved when people work together. CHIP drives successful outcomes by building multi-sector partnerships to create the most effective solutions to identified community health needs. We do this by providing a neutral and inclusive venue in which diverse partners work together to realize shared goals. Collaboration is core to our mission and is the essence of who we are.

Be Strategic and Smart. Health is in everything. We are strategic, thoughtful, and resourceful in the way we come together to create change and opportunities for better health in the communities we serve. At CHIP, we are forward thinking, knowledgeable, and smart about how we work to achieve our goals.

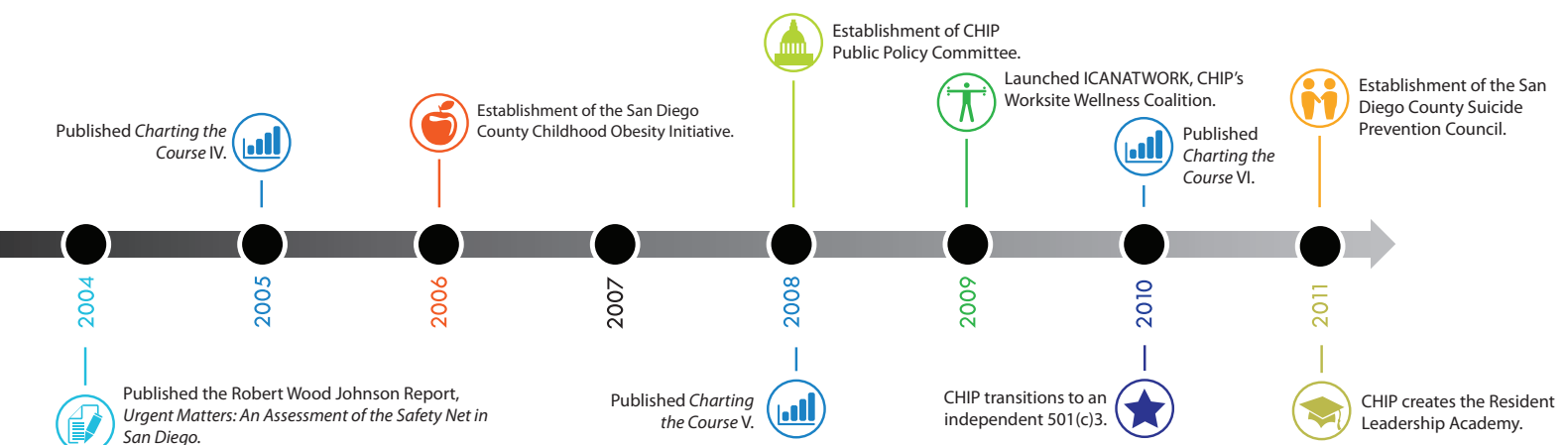
Be Innovative and Nimble. We believe in innovation with a purpose. We inspire bold thinking to tackle seemingly unsolvable health problems, and take risks as needed, but will also use well-established best practices when we know they will lead to the desired solution. We capitalize on change and view challenges from new angles to effectively meet the changing needs of our community. At CHIP, we are ready to respond and can modify our approach as environments, systems, and needs change. We are willing to take on different roles and learn new tools and techniques in order to best serve our community.

Exude Passion and Optimism. Our passion is contagious and drives the dedication of our partners. We are empowered with a can-do attitude and the freedom to think forward to bring vision to reality. We believe that we can make a change in the health of the community, and are compelled to do so.

Have Fun with Flair. We do our work with flair, generating fun and enthusiasm for the cause. CHIP believes that a positive and energetic culture leads to better outcomes. As the master collaborator, we create a welcoming team spirit that encourages the full participation of all our partners.

Promote Integrity. CHIP emphasizes integrity in every aspect of our business, resulting in an organization that is trusted. We treat our staff, partners, funders, and the community with esteem, value and respect.

Create Meaningful Impact. At CHIP, we strive toward accomplishing positive, measurable improvements to community health, when and where change is needed. We don't just get things done, we do things that are meaningful, measurable and valuable.





Since 1995, CHIP has conducted six county-wide triennial community health needs assessments (*Charting the Course*) which identifies the most critical healthcare issues, by region, then pulls together partners and resources to work on model projects that fill the gaps in the local healthcare system. The sixth iteration of *Charting the Course* was developed in 2010.

Charting the Course VI: A San Diego Community Health Needs Assessment provides the most currently available data and information about health issues identified by community stakeholders as being important to residents of San Diego County. The report aims to provide a resource for individuals, agencies and institutions to identify community health needs and concerns and to be the basis upon which community health programs and interventions can be targeted, developed and evaluated. The ultimate goal of the report is to empower the community to improve the health of its members.

Based on a comprehensive, year-long community prioritization process, the following health issues top the list: Access to health services; social determinants of health; weight status, nutrition and physical activity; injury and violence; and mental health.

Charting the Course VI was funded in part by Sharp Health Plan, Kaiser Permanente, Rady Children's Hospital, Scripps Health, Sharp HealthCare, Alliance Healthcare Foundation, The San Diego Foundation and Mental Health Systems. The executive summary and full report are available at www.sdchip.org.



2010-2011: A YEAR OF TRANSITION

CHIP was initially formed and organized in 1995, under the auspices of the Hospital Association of San Diego & Imperial Counties (HASD&IC) to meet the requirements of California Senate Bill 697, a law that requires private, non-profit hospitals to conduct a triennial needs assessment. With a specific task at hand, CHIP commenced with a volunteer board of directors and one part-time staff person to oversee the needs assessment process. This was a milestone event that marked the earliest beginnings of the formation of CHIP.

Since then, CHIP has grown to a staff of 15 with a \$2.5 million annual budget working on more than 20 programs and projects to improve the health of the community. Throughout our history, CHIP has tackled some of the most pressing issues facing our region (e.g., obesity; suicide; health literacy) and as such, our partnerships have grown to include community-based organizations, law enforcement, land use planners, community residents, business and others. CHIP has changed the definition of healthcare stakeholders with the recognition that health is a part of everything.

To better position our organization to meet the needs of the San Diego region, CHIP successfully transitioned in November 2010 to an independent 501(c)(3) organization. The transition was a major undertaking and included moving into new office space, electing a new board of directors and re-establishing primary operational activities necessary to moving forward. In 2011, we focused on building upon 15 years of organizational success to position CHIP for the next 15 years. This work included creation of human resources and accounting departments as well as strengthening fundraising activities to offset transition costs. Additionally, CHIP completed a strategic planning process which resulted in a new vision, mission and values for the organization. As we move toward the future, we are confident that CHIP is well positioned to serve the community, especially underserved populations, due in part to the commitment of our board, staff and community partners. This is an exciting time for CHIP, we are becoming what the visionaries hoped for: a true neutral convener of healthcare stakeholders working to make San Diego a healthier community.



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OUR PROGRAMS

SAN DIEGO COUNTY CHILDHOOD OBESITY INITIATIVE

The San Diego County Childhood Obesity Initiative (COI) is a public/private partnership whose mission is to reduce and prevent childhood obesity by creating healthy environments for all children and families through advocacy, education, policy development, and environmental change. The COI works collaboratively across hundreds of agencies and partners on multiple levels to address the root causes of childhood obesity and create healthier environments that increase the ability of children and families to engage in healthy eating and active living. Through the efforts of our many partners, COI has advanced significant policy development and environmental changes that are helping turn the tide on the obesity epidemic. In San Diego County, the prevalence of childhood overweight and obesity among school-age children decreased by 3.7 percent between 2005 and 2010.



SAN DIEGO COUNTY
**CHILDHOOD
OBESITY
INITIATIVE**

Working Together to Shape a Healthy Future
Facilitated by Community Health Improvement Partners

RESIDENT LEADERSHIP ACADEMY

CHIP developed the Resident Leadership Academy (RLA) curriculum and training. This 10-session, comprehensive training details how environments shape health outcomes and how community groups can advocate for healthy food access, improved public safety and increased physical activity opportunities in high-risk neighborhoods. In 2011, the RLA training series was successfully pilot-tested in four underserved communities of San Diego County (Oceanside, Southeastern San Diego, National City and Lemon Grove). The RLA graduated 51 community leaders who launched 13 neighborhood campaigns including: farmers' markets enhancements; circuit training equipment installation; traffic safety and walkability infrastructure improvements around school campuses and parks; and construction of a pocket farm/community garden.



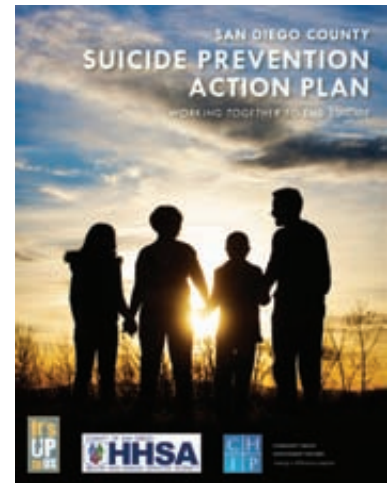
HEALTH LITERACY SAN DIEGO

Health Literacy San Diego (HLSD) is a joint effort of CHIP and the San Diego Council on Literacy. HLSD effectively bridges the health communication gap, increases the capacity of healthcare professionals to provide quality healthcare, and empowers patients to take control of their health and use the health system appropriately. Since January 2011, HLSD has worked with nearly 2,500 community members and healthcare professionals throughout the United States, including: training 663 healthcare professionals to use evidence-based tools and methods to improve communication and quality of care; teaching 95 community members about preventative health and appropriate healthcare access through English literacy lessons; and providing technical assistance and education to 1,665 community and healthcare professionals to improve access to care.



SUICIDE PREVENTION COUNCIL

In 2010, CHIP facilitated the development of the *San Diego County Suicide Prevention Action Plan*, the first of its kind for any county in the State of California. The plan was published in October 2011 after a year-long process with more than 200 stakeholders to develop local recommendations for suicide prevention. Stakeholders continue to work together through the San Diego Suicide Prevention Council by providing oversight, guidance and collective support to implement the recommendations made in the *Action Plan*. In 2011, more than 700 residents were trained in suicide prevention (QPR -Question, Persuade, Refer).



GIFT OF HEALTH

Gift of Health sponsors insurance premiums for medically and financially needy children in San Diego County. A working family's income in San Diego often does not support the high cost of living and rising medical costs, leaving many children without health insurance coverage. Gift of Health ensures that some of the most vulnerable children can access needed and quality healthcare, to provide them with the opportunity for preventative medical care, early diagnosis, and treatment of diseases. More than 90% of funds raised go directly to premium payments; all administrative and staff expenses to run the program are provided in kind by CHIP. Since its inception in 2004, Gift of Health has sponsored health insurance premiums for 298 children.



ICANATWORK

ICANATWORK is San Diego County's Worksite Wellness Coalition of 80+ business leaders, community stakeholders, and public health officials united by a common vision: that worksite wellness programs can improve population health and maximize the value of healthcare dollars. ICANATWORK raises awareness about the critical role the private sector must play in improving workforce health, and harmonizes worksite wellness efforts and community health-priorities. ICANATWORK coalition members believe all employers actively promote the health and well-being of their employees, resulting in a healthier, engaged, productive workforce, and vibrant, thriving communities.



DOCUMENTING THE CHIP MODEL OF COLLABORATION

CHIP is a powerhouse of projects built on a 16-year history of collaboration that was created by the unsung heroes of the early years. The growth and successful track record of CHIP is a true testament to the value of collaboration and proof that CHIP fills an important need in the region.

In today's environment of shrinking budgets and competition, optimizing talent and vision of collaborative partners is crucial to community health improvement, especially in underserved neighborhoods. CHIP solves adaptive problems, the kind of complex community problems where the solution is unknown and even if it were, no single entity has the resources or authority to bring about the necessary change.

In 2011, we documented our rich history of collaboration in the hope to share our model with communities struggling with how to bring a diverse group of stakeholders to the table and keep them there. The *CHIP Model of Collaboration Handbook* defines what collaboration is in the nonprofit sector and produces a CHIP Model of Collaboration based on our experience in the field.

We are hopeful that the CHIP Model of Collaboration will help other communities to build their capacity to address issues like access to care that cannot be solved by one health system or community based organization alone. At CHIP, we believe health is a part of everything and to improve health and solve complex community problems, we must work together. An executive summary of the *Handbook* is available at www.sdchip.org.

“Just as basic medical research can produce lifesaving medicines at the bedside, so can research on collaboration that tests new ways to leverage partnerships that will expedite more effective program delivery on the ground. There is every reason for us to believe that saving and improving lives is linked to the power of an effective collaboration.”

Carole Fish, Fish+Lewis Consulting



2011 EXECUTIVE PARTNER ORGANIZATIONS

2-1-1 San Diego
American Lung Association
Council of Community Clinics
County of San Diego, Health & Human
Services Agency
Kaiser Permanente
Mental Health Systems
Project Concern International

Rady Children's Hospital
San Diego County Medical Society
San Diego Hospice and Institute for Palliative Care
Scripps Health
Sharp Health Plan
UCSD Medical Center
UCSD School of Medicine
Vista Hill Foundation

2011 CHIP BOARD OF DIRECTORS

Stephen R. O'Kane
CHAIR

Chief Executive Officer
Council of Community Clinics

James Beaubeaux
Ex Officio Member

Executive Partners Committee Chair
Chief Operations Officer & Chief Financial Officer
San Diego County Medical Society

Susan Bantz

Chief Executive Officer
Children's Physicians Medical Group

Michael Bardin, APR

Senior Director, Public & Government Relations
Scripps Health

Michael Carr

Executive Director
SAY San Diego

Laura Cyphert

Senior Audit Manager
Moss Adams, LLP

Marcia Faller, PhD, RN

Chief Clinical Officer & Executive Vice President
AMN Healthcare

Ben Marcantonio

Southern Regional Director
San Diego Hospice and The Institute for Palliative
Medicine

Jack Monger

President
The Monger Company

Leslie Pels-Beck

Vice President & Chief Operations Officer
Sharp Health Plan

John Sansone

USD Law Professor

Chris Searles, MD

SECRETARY

Associate Clinical Professor
UCSD Department of Family and Preventive Medicine

2011 CHIP STAFF

JuliAnna Arnett

Melanie Cohn

Aron Fleck

Genevieve Fong

Kristin Garrett

Michael Johnson

Cheryl Moder

Yeni Palomino

Dana Richardson

Beth Ruland

Holly Salazar

Erica Salcuni

Katie Shultz

Tracey Stevens

Tyler Wagner

THANK YOU

2010 & 2011

Our success would not be possible without the support of our many generous donors.

\$100,000+

County of San Diego Health & Human Services Agency
Kaiser Permanente
Pfizer
The California Endowment
UCSD Healthcare

\$25,000+

Alliance Healthcare Foundation
City of Chula Vista
Scripps Health
Sharp Healthcare
Sharp Health Plan
The Parker Foundation
Tides Foundation

\$10,000+

County Supervisor Greg Cox
County Supervisor Ron Roberts
Molina Healthcare
Palomar Pomerado Health
Rady Children's Hospital
San Diego State University
Foundation
UCSD Medical Center

\$5,000+

Community Health Group
Tri-City Hospital
Whole Foods Market

\$2,500-\$5,000

2-I-I San Diego
AMN Healthcare
Council of Community Clinics
County Supervisor Pam Slater-Price
Mental Health Systems
Merck & Co, Inc.
Procopio, Cory, Hargreaves
Project Concern International
SDG&E
San Diego Hospice and Institute for Palliative Care
UCSD School of Medicine
Vista Hill Foundation

\$1,000-\$2,499

American Lung Association
Booz Allen Hamilton
Children's Physicians Medical Group
Diane Strum
Health Policy Source
Infotech Systems Management
John & Jennifer Sansone
Judy Garrett
Kim Cohn & Martha Bock
Michael & Cheryl Moder
Moss Adams, LLP
National University
Nicole Waddell CPA
San Diego County Medical Society
San Ysidro Health Center
Steve & Christine O'Kane
UCSD Medical Center
Union Bank

\$400-\$999

Ad Ease
Consumer Center for Health, Education & Advocacy
Kristin Garrett
Mental Health America
The Benfield Group

\$100+

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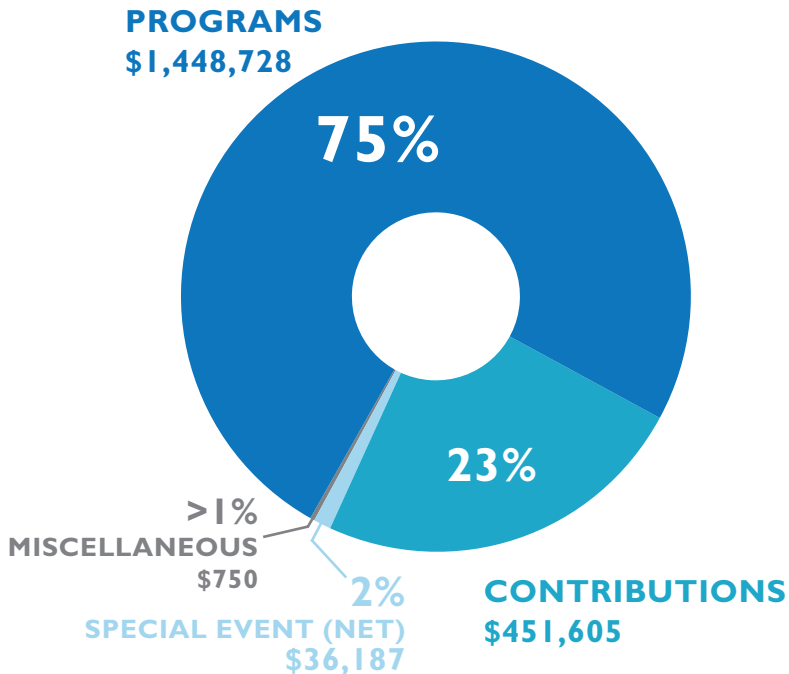
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Public Health Institute
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Rady Children's Hospital
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Rob Dean
Robert Greenamyre
Robert Hatch
Ruth Covell, MD
Stacey Smith
Stephen & Elizabeth Allman
T. Knox & Diane Bell
Vanessa Sincok Watkins

*if we have mistakenly overlooked your donation of \$100 or more, please contact us at info@sdchip.org.

FINANCIALS 2011*

REVENUE



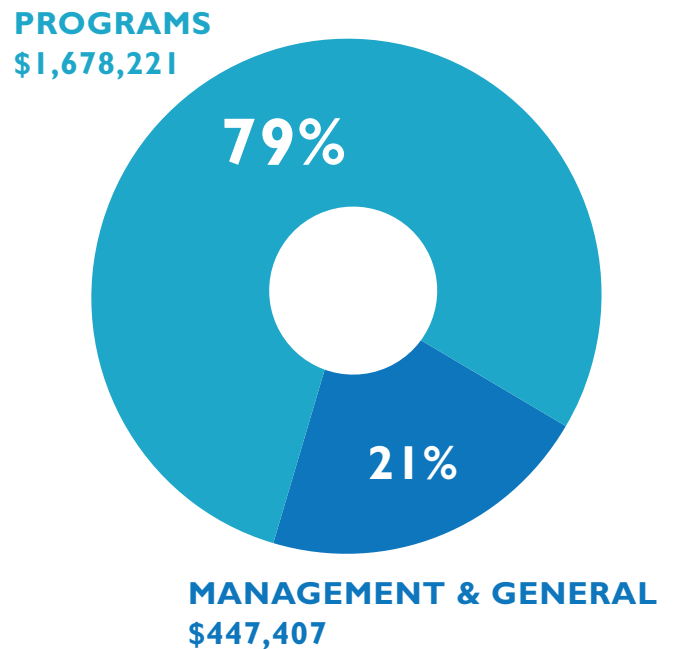
ASSETS

Cash	\$ 125,466
Other Current Assets	352,341
Fixed Assets	19,587
TOTAL ASSETS	\$ 497,394

LIABILITIES & NET ASSETS

Current Liabilities	\$ 222,099
Net Assets	275,295
TOTAL LIABILITIES & ASSETS	\$ 497,394

EXPENSES



REVENUE

Programs	\$ 1,448,728
Contributions	451,605
Special Event (Net)	36,187
Miscellaneous	750
TOTAL REVENUE	\$ 1,937,270

EXPENSES

Programs	\$ 1,678,221
Management & General	447,407
TOTAL EXPENSES	\$ 2,125,628

*Unaudited

In 2000, CHIP launched the **OUTSTANDING COMMUNITY PARTNER AWARDS** and has celebrated 12 classes to date. The awards epitomize those who go above and beyond to volunteer their time, contribute their ideas and expertise, and provide leadership. Our Outstanding Community Partners have molded CHIP into what it is today, a nationally recognized model of collaboration.

2000

George Scolari, *Community Health Group*
Diane Strum, *Kaiser Permanente*
Howard Taras, MD, *UCSD Pediatrics*

2001

Mike Bardin, *Scripps Health*
Ruth Covell, MD, *UCSD School of Medicine*
Nick Macchione, *County HHSA*
Beth Sise, *Scripps Health*

2002

Leslie Upledger Ray, *County HHSA*
Alan Smith, *County HHSA*
Linda Davis, *Alvarado Hospital*
Jennifer Danzig, *Project Concern International*

2003

Pat Faucher, *ReachOut Project*
Wendi Vierra, PhD, *Private Practitioner*
Gregory Zinser, *Vista Hill Foundation*
Penny Abell, *2-1-1 San Diego*

2004

Anthony Orlando, *Office of County Supervisor Ron Roberts*
Andrea Holmberg, *Sharp HealthCare*
Judith Yates, *Hospital Association of San Diego & Imperial Counties*
Rebekah Kramer, *Scripps Health*
Shannon Brown, *The Border Agency*

2005

Bud Beck, MD, *Scripps Health*
Rhonda Freeman, *County HHSA*
Mike Moder, *Moder Research & Communications*
Cheryl Moder, *Moder Research & Communications*

2006

Holly Shipp, *County HHSA*
Nancy Bowen, MD, *County HHSA*
Syvera Hardy & Carol Norman, *Black Nurses Association*
Dana Richardson, *Paradise Valley Hospital*

2007

Melissa Hayden Cook, *Sharp Health Plan*
Nick Yphantides, MD, *Private Practitioner*
Rob Dean, *Vista Hill Foundation*
Anette Blatt, *Scripps Health*
Tracy Delaney, *County HHSA*

2008

Kamal Muilenberg, *San Diegans for Healthcare Coverage*
Chris McFadden, *San Diego Council on Literacy*
Jose Cruz, *San Diego Council on Literacy*
Steve Escoboza, *Hospital Association of San Diego & Imperial Counties*
Wilma Wooten, MD, *County HHSA*
Christine Wood, MD, *Private Practitioner*
Ted Chan, MD, *UCSD Medical Center*

2009

Stephanie Gioia, *Office of County Supervisor Ron Roberts*
Brandon Walker, *Pfizer*
Phil Nader, MD, *UCSD Pediatrics*
Kristin Mueller, *Walk San Diego*
Christy Rosenberg, *Council of Community Clinics*
Katie Shultz, *Prize PR*

2010

Maria Lourdes Reyes, MD, *Project Concern International*
Steve O'Kane, *Council of Community Clinics*
Cheri Fidler, *Rady Children's Hospital*
Christine Lafontant, *San Diego County Dpt Parks & Recreation*
James Beaubeaux, *San Diego County Medical Society*
Jayson & Jordan Pace, *Community Volunteers*

2011

Chris Searles, MD, *UC San Diego Medical Center*
Nora Faine, MD, *Sharp Health Plan*
Susanne Boston, *County of San Diego HHSA*
Angela Carrillo, *Sharp Mesa Vista*
Scott Suckow, *Mental Health Systems*



In 2011, CHIP celebrated our 12th class of Outstanding Community Partners at our first CHIP fundraising event, Crew Rendezvous. Crew Rendezvous brought together 260 healthcare, business, non-profit and community leaders for an evening of celebration.



COMMUNITY HEALTH
IMPROVEMENT PARTNERS
making a difference together



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