



CUMULATIVE REPORT [2014 to 2020]

Live Healthy Miami Gardens: Six Years of Impact in the City of Miami Gardens

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LHMG partnered with St. Thomas University to host a **Mental Wellness Forum** in 2018 to demystify and normalize mental wellness. The event was attended by nearly 200 people. Its recorded version was viewed over 1,300 times on social media.

Introduction

Live Healthy Miami Gardens took flight in 2014 as a Collective Impact Initiative backed by dozens of partner organizations to drive citywide changes that measurably improve the health of people who live, work and play in the City of Miami Gardens.

Miami Gardens is the largest majority-Black City in Florida and the third largest City in Miami-Dade County. Its population of 113,085 is 72% Black and 27% Hispanic. Largely due to its demographic and economic profile, Miami Gardens is also one of Florida's largest concentrations of health risks and chronic disease.

Against this backdrop, the City of Miami Gardens created Live Healthy Miami Gardens (LHMG) in 2014 to serve as a concerted, communitywide approach to improving health outcomes in the 20-square miles that make-up Miami Gardens. Data show pervasive health disparities there. For example, 2012 data that fueled LHMG's creation show eight times more diabetes cases per square mile than for Miami-Dade County as a whole.

With research indicating that where we live has dramatic health effects, LHMG founders saw the need to help residents themselves promote health. Thus, the City began building partnerships to grow local leaders' capacity to collectively plan and lead

strategies to make Miami Gardens a healthier place to live, work, and play.

Following a highly competitive process, Miami Gardens was one of two communities selected in late 2013 by the Health Foundation of South Florida (HFSF) for funding to establish a Healthy Community Partnership. HFSF's investment took the form of a \$3.75 million grant over six years that enabled the City of Miami Gardens to serve as the primary convener, communicator, coordinator, and capacity-builder for LHMG.

Over the years, LHMG leveraged the support of HFSF to win national funding to sustain the initiative as a community-driven movement. The expansion of our work has been made possible by funding from Simply Healthcare, National League of Cities, and a five-year, \$3.46 million grant from Centers for Disease Control and Prevention (awarded in 2018).

This Year 6 Report is a cumulative reflection of the LHMG journey, from birth to present. Its purpose is to capture the history of LHMG's impact toward its goals and to memorialize the challenges met and lessons learned as a tool for other collective impact practitioners.

Miami Gardens staff members and City residents attend the Mayor's Fitness Challenge Yoga Kick-Off Event, held in 2018.



In This Report

SPECIAL THANKS



This Report, and all other work by Live Healthy Miami Gardens, was made possible by the founding investment of Health Foundation of South Florida.

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PAGES

- 3** Where We Work & Why: Snapshot of the City of Miami Gardens
- 4** LHMG Health Impact Program & Partner Locations
- 5** Year 1 (2014-2015): Infrastructure & Leadership
- 9** Year 2 (2015-2016): Start-Up & Early Successes
- 11** Year 3 (2016-2017): Full-Scale Implementation
- 13** Year 4 (2017-2018): Evaluation, Communication & Growth
- 15** Year 5 (2018-2019): Sustainability & Scale
- 17** Year 6 (2019-2020): Continuity & Expansion
- 19** LHMG Impact Dashboard 2014-2020
- 20** LHMG Programs & Initiatives 2014-2020
- 22** Biggest Challenges & Lessons Learned
- 24** LHMG Stakeholders 2014-2020
- 28** Key Processes

Where We Work & Why: Snapshot of the City of Miami Gardens

The City of Miami Gardens was incorporated in 2003 out of a quest for self-determination that unfolded as a six-year citizen advocacy campaign to form a new municipality in north Miami-Dade County where residents had grown increasingly concerned about declining quality of life.

At the time, escalating crime was at the heart of residents' angst, coupled with the perception that County leaders neglected economic development in the area. Over the years, as advancement efforts bore fruit, City leaders turned their attention to social conditions, especially in the wake of the Great Recession (2007-2009). This included a passionate call for more emphasis on health.

By 2012, all available health data showed that, compared with other parts of the surrounding county and state, Miami Gardens was plagued with higher burden and death rates from several diseases. The City was also home to a bevy of risk factors, including higher levels of juvenile crime, school failure, and families in poverty.

Examples of Health Disparities in Miami Gardens [2012 Data]

	<i>Miami Gardens</i>	<i>Miami-Dade County</i>
Death Rates		
Diabetes Deaths	32.6	25.3
Stroke Deaths	38.5	33.9
ER Visit & Hospitalization Rates		
ER Visits-Diabetes	35	21.7
Hospitalization-Heart Failure	57.4	40.9
Cancer Diagnoses - Late Stage (% of Cases)		
Colorectal Cancer	66%	61%
Breast Cancer	48%	39%
Cervical Cancer	64%	53%

Community organizations began to push for change in local governments' approach to public health and the increasing awareness of the Social Determinants of Health that drive disparities.

In 2012 and onward, several groups contributed to advocacy, research and planning to address the challenges. For example, the 2012 Miami Gardens Needs Assessment by the Community Crusade

Against Drugs used the Communities That Care model and survey data from thousands of youth and adults in Miami Gardens.

These early efforts were harnessed into the idea of a Collective Impact Initiative christened as Live Healthy Miami Gardens (LHMG) in 2013 and launched in 2014, thanks to the support of Health Foundation of South Florida (HFSF).

A multi-year investment by HFSF enabled the emerging LHMG to create a comprehensive dashboard of data that ultimately led local leaders to focus on actions in five Health Impact Areas (see page 5) which became the subject of a Community Action Plan created in 2015. Since then, LHMG has connected tens of thousands of City residents to resources designed to improve health outcomes.

Unique City; Innovative Approach

The City of Miami Gardens is unique, not only in its origins, but in its demographics and strategic location as a gateway community, situated along the northern boundary of Miami-Dade County as an east-west bridge between the cities of Opa-locka and Aventura.

Miami Gardens is one of the few cities in Florida that has adopted Collective Impact strategies such as LHMG to tackle problems that cannot be solved by organizations working in silos. This is thanks to the leadership of the City Manager's Office, Miami Gardens' City Council and Mayor Oliver Gilbert, who was elected in 2012 as the second mayor in the City's history.



Mayor Oliver Gilbert was a champion of LHMG's work and a vocal advocate for improving health outcomes in the City of Miami Gardens.

LHMG Health Impact Program & Partner Locations

By the end of Year 6, LHMG had helped develop and fund **43 programs** to positively impact the health behaviors of people who live and work in the City of Miami Gardens.

Through the support of our funders, LHMG leaders have so far sub-granted nearly **\$2.8 million (\$2,793,203)** to these programs.

In addition, the LHMG Host Council and Sub-Councils have spearheaded and supported **16 policy change and capacity-building initiatives** with local leaders, along with **\$687,757** invested in LHMG's "backbone" operations through its Host Agency, the City of Miami Gardens.

This map is a partial reflection of the touch points where LHMG offered residents access to health programs and resources. LHMG's consumer-facing programs have operated at over **100 locations**, including parks, pools, recreation centers, schools, after-school sites, employers, houses of worship, hospitals, service providers, and restaurants.

The map also partly captures advances made by the City through its development of new **Master Mobility** and **Complete Streets** plans. These efforts led to the redesign of walking trails and the new design of sidewalks, bike lanes, and way finding signs, all to promote active lifestyles by City residents.

Not mapped above, but equally significant was the added tree canopy achieved through multiple phases that planted 490 trees in all.



LHMG Program Sites MAP LEGEND

Worksite Wellness	★
Wellness Recovery Action Plan (WRAP)	★
Breastfeeding Program	●
Cooking Matters	◆
Mental Health/Substance Abuse Screening	◆
Mobile Farmers Market	◆
Healthy Out of School Time (HOST)	■
Community Clinical Linkages	●
Community Partners	◆
Faith & Wellness Program	●
School Partners	★
Healthy Corner Store Partners	●
Healthy Restaurant Partners	●
Bike Lanes	—
Way Finding Signs	★
Walking Paths	—
Multi-Use Paths	—

Year 1 - 2014-2015

Infrastructure & Leadership

Following an 18-month planning process kicked off in July 2014, LHMG was born as a place-based, multidisciplinary, multi-sector initiative, guided by a five-year plan, unveiled in July 2015 and launched in September of that year, to reduce health disparities in the City of Miami Gardens.

The overarching goal was and is to produce fundamental communitywide changes that improve the health and quality of life of City residents.

During Year 1, LHMG made significant progress in creating an organizational infrastructure to impact the health and wellness landscape in Miami Gardens. Much was accomplished and much was learned.



Activating Community Leadership

From the outset, LHMG's founders understood that multi-sector collaboration was critical. Beginning in June 2014, LHMG established a partnership with Miami Gardens stakeholders aimed at developing resident leadership and strengthening the community's capacity to collectively plan and carryout strategies for a healthier City. Over a nine-month period, LHMG recruited nearly 100 cross-sector stakeholders who served on LHMG's emerging leadership teams, which included the following.

■ **Host Agency:** The City of Miami Gardens has served as the **Host Agency** of LHMG from its inception. Within the Collective Impact framework, the City functioned as the initiative's "backbone organization," fulfilling the roles of primary convener, communicator, coordinator, and capacity-builder. The City achieved cross-departmental representation with stakeholders that included Directors of City departments whose work is relevant to LHMG goals, including the City Manager's Office, Public Affairs, Parks & Recreation, Community Development, Public Works, the Police Department, and Grants Administration.

■ **Host Council:** A 17-member **Host Council** became LHMG's planning and decision-making body. Its founding members ensured broad, multi-agency and resident representation in the initiative. The Host Council was and is made-up of leaders across sectors who were strategically selected based on their demonstrated passion for health; technical expertise; strong community ties; ability to help lead the development and implementation of a Community Action Plan (CAP); and willingness to actively participate in policy determination and evaluation. As examples of its work, the Host Council was responsible for selecting LHMG's targeted Health Impact Areas (HIAs) after rigorous data analysis and prioritization; leading recruitment and retention strategies for citywide involvement; acting as ambassadors and advocates to help problem-solve; and reviewing progress and risks to recommend resolutions.

■ **Sub-Councils:** Five **Sub-Councils** were formed as work groups to recommend strategies for the five Health Impact Areas selected as the focus of LHMG. The Sub-Councils were comprised of City residents and stakeholders with keen interest and expertise in each of the Health Impact Areas:

- Alcohol, Tobacco & Other Drugs (ATOD)
- Mental Health
- Nutrition
- Physical Activity
- Primary Healthcare

During LHMG's start-up and implementation phases, Sub-Councils lent oversight and support for funded strategies. Each had an assigned Host Council member for continuity between the Sub-Councils and Host Council. In Year 1, the Sub-Councils recruited 68 members representing 11 sectors.

■ **Committees:** Five Committees were formed to support the overall mission of LHMG including:

1. **Communications & Special Events:** To guide and advance marketing; build brand awareness; and lend input to the promotions of LHMG events, programs, and services.
2. **Data & Evaluation:** To conduct data analysis; create data agendas; fill data gaps; and help lead evaluation activities.
3. **Finance & Sustainability:** To develop and implement plans to help LHMG sustain its work as a community-driven initiative.

4. **Governance:** To develop and maintain the Host Council's governance structure, as well as policies and procedures for LHMG on the whole.
5. **Nomination:** To develop recruitment and retention strategies and related processes to sustain diversity and vibrancy in leadership.

■ **Advisory Council:** The LHMG Advisory Council was designed to engage community stakeholders who had a keen interest in LHMG's success and valuable skills to contribute, but who did not have sufficient time to devote to Host Council membership. Advisory Council members served as champions, contributing to efforts to raise awareness and resources and to engage the community. In Year 1, the Council met quarterly and was made-up of 27 members who represented residents, non-profit, business, health, government, higher education, law, and law enforcement.

Year 1 Founding Leadership Teams

Host Agency	Lead Funder
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Host Council (18 Member Organizations Represented)

3 Resident Leaders • Alliance for Aging • Center for Family & Child Enrichment • City of Miami Gardens, City Council • Holy Family Episcopal Church • Institute for Child & Family Health • Jessie Trice Community Health System • Miami Dade County Health Department • Miami Gardens Police Department • Miami Gardens Substance Abuse Coalition • Miami Gardens Young Adults Progressive Committee • North Dade Youth & Family Coalition • Simply Healthcare • St. Thomas University • Trinity Church • WMBM AM 1490

Sub-Councils	Committees
<ul style="list-style-type: none"> Alcohol, Tobacco & Other Drugs (ATOD) Mental Health Nutrition Physical Activity Primary Healthcare 	<ul style="list-style-type: none"> Communications & Specials Events Data & Evaluation Finance & Sustainability Governance Nomination

Advisory Council	Implementation Partners
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(27 Members)
Champions of awareness & resource raising

(46 Organizations)
Implementation partners & sub-grantees

Planning, Building Capacity & Deciding Targeted Impact Areas

Year 1 of LHMGM was devoted to planning and capacity-building, guided by the principles that **shared vision** among the stakeholders was vital to long-term impact; and that in order for local leaders to meaningfully engage, they first needed the capacity to do so. Early leaders focused on **four priorities**.

1. Acclimating Leaders

In Year 1, LHMGM worked diligently to engage residents and other leaders in training, policy scans and needs analysis, in order to capture their vision, cultivate ownership in LHMGM, and create leadership opportunities.

2. Building Infrastructure

Well thought-out policies and procedures set a clear expectation and standard for LHMGM. The Host Council formed a Governance Committee in 2014 to develop a leadership structure and work with LHMGM's Program Director to draft a Governance Policies & Procedures Manual, which was approved by the Host Council in early 2015. The Committee also helped the Host Council develop Vision, Mission, and Value statements to guide LHMGM's work.

3. Analyzing Data to Select Impact Areas

HFSF contracted the Health Council of South Florida (HCSF) to help the community plan and prioritize needs, and integrate existing data on the health of City residents. Together, HCSF and HFSF built a comprehensive data report, capturing the latest data, by race, ethnicity and gender, to understand the relative health of various groups and to capture trends influencing the health of residents.

In August 2014, the Host Council formed a Data & Evaluation Committee to identify and fill data gaps, and create a seamless process of selecting impact areas. The Committee spearheaded a Community Check-In process of surveys and focus groups, held throughout the City, that engaged 603 residents.

Countless hours were spent pouring over data that included university studies, supplemental reports,



Harnessing community input was a core strategy for LHMGM through charrettes (such as the above), surveys, focus groups, and environmental scans.

and data from the Community Check-Ins on residents' health, exercise habits, medical care and healthy food access, and suggestions for improving health in the City. The Committee offered ranked recommendations to the Host Council, which ultimately selected five Health Impact Areas (HIAs):

- Alcohol, Tobacco and Other Drugs (ATOD)
- Mental Health
- Nutrition
- Physical Activity
- Primary Healthcare

4. Action Plan Development Process

In late 2014, with HIAs chosen, LHMGM began to develop a comprehensive Community Action Plan (CAP) as a roadmap for assessing, planning, and implementing Policy, Systems and Environmental (PSE) and Programmatic strategies to measurably improve the long-term health and quality of life of City residents. LHMGM concluded its planning phase with completion of the CAP in June 2015, followed by the launch of a Request for Proposal process in August 2015 to fund implementation activities.

See page 28 for details on the CAP development process and the acclimation of local leaders to new frameworks for planning, action, and evaluation.

A LOOK BACK

Foundation Blocks for Long-Term Success

LHMG achieved a “good beginning” that proved enduring in the sustained energy and enthusiasm of stakeholders. The group achieved a momentum that overcame obstacles. Stakeholder feedback credits the following as indispensable foundations.

Flexibility in LHMG’s DNA

- Flexibility afforded to the Host Agency by the lead funder (HFSF) to seamlessly coordinate groups and take advantage of spontaneous, organic innovations and to respond flexibly to the needs of diverse stakeholders

Strong Backbone Leadership

- Skilled, experienced leadership recruited to the Host Agency including a Program Director who was task-oriented, personable, and equipped to coach, mentor, and build the capacity of Host Council members in areas such as modeling effective communication and collaboration
- The full commitment of the Host Agency (City of Miami Gardens) to modeling the HFSF Healthy Community Partnership framework, as well as hospitality and professionalism in conducting meetings, and leveraging its resources so that LHMG had all it needed to adequately function

Collective Impact Building Blocks

- Shared vision crafted by members, reinforcing the belief that LHMG’s purpose was clear and achievable
- A shared measurement plan decided through a comprehensive approach to selecting Health Impact Areas
- Mutually reinforcing activities undertaken, including development of a yearlong calendar to sustain stakeholder collaboration
- Continuous communications initiated and moderated to build a foundation of strong working relationships among Host Agency, Host Council and Sub-Council members

Authentic Engagement

- A large, diverse stakeholder network built by the Host Agency and Program Director (100 people), including members of the Host Agency, Host Council, Committees and Sub-Councils, with multicultural diversity, age diversity that prioritized the engagement of youth in data

collection, and sector diversity (from the non-profit, faith-based, government, business, and law enforcement communities)

- High level of trust established in Host Agency’s ability to do the work and trust established within and across groups
- High levels of Host Agency participation sustained, engendering confidence that the City would serve as a committed resource
- “Community Voice” formalized via surveys and check-ins and benchmarks for authentic engagement included in the planning process
- Collaboration modeled in the strong working relationship between the Program Director and Host Council Co-Chairs
- Productivity achieved through efficient meetings that gave participants a sense that their time was well spent

Solid Planning Framework

- Comprehensive and inclusive Community Action Plan (CAP) developed
- PSE (Policy, Systems & Environmental) dynamics factored into LHMG’s process (a first for a community-led initiative in the City)
- RBA (Results-Based Accountability) model used as an operations strategy to emphasize cause and effect between policies, programs and impact
- Taboo topics destigmatized and branding issues tackled related to substance abuse and mental health issues



By grappling with difficult topics, Miami Gardens is shifting public discourse, from a sole focus on law enforcement to a public health perspective in responding to community needs.

Year 2 - 2015-2016

Start-Up & Early Successes

Below are many of the 100+ volunteers who supported LHMG's SHADE Project, which seeded 150 trees along a walking path in 2015. The project was one of three done in collaboration with the City Public Works Department and Keep Miami Gardens Beautiful to increase the tree canopy in the City.



LHMG entered Year 2 with a wealth of insight and a foundation for growth. Major achievements were directly and indirectly attributable to the competency and commitment of the Host Agency, Host Council and Sub-Council stakeholders.

In addition, Year 2 successes would not have been possible without the guidance and support of our lead funder (HFSF), along with an Evaluation Team led by QQ Consultants, and technical assistance consultants, Deitre Epps and Catalyt Miami.

Following a June 2015 Kick-Off that welcomed 21 partner organizations and 300 residents, LHMG made a first round of sub-grants in Year 2, which launched strategies prioritized in the CAP. These early investments positioned LHMG as a catalyst for connecting City residents and an eclectic mix of health experts to work collaboratively for impact.

Leadership Teams Expanded

- Host Council and Sub-Council members continued to demonstrate commitment to the initiative; an additional 25 members joined Sub-Councils in Year 2.
- LHMG started conducting Co-Design calls with Host Council and Sub-Council Co-Chairs to build their capacity to lead and manage effective meetings.

- LHMG integrated its work with two existing coalitions, the Miami Dade Tobacco Free Workgroup and the Miami Coalition for a Safe & Drug Free Community, ensuring one unified community vision for ATOD efforts.

Priority Programs Kicked-Off

- LHMG conducted its first round of grantmaking, awarding implementation grants of \$210,000 to fund six projects focused on Physical Activity, Nutrition, and Mental Health. The Host Council also solidified a partnership with Florida Department of Health which provided funding to support the implementation of the ATOD Sub-Council's **SWAT (Students Working Against Tobacco)** initiative at middle and high schools in Miami Gardens (including \$1,000 stipends for participating schools). **SWAT Clubs** were implemented in two schools and with one community organization (The Resource Room) to train students as advocates for policy change to reduce teen ATOD use. SWAT is a statewide organization working to mobilize, educate and equip Florida youth to revolt against and de-glamorize Big Tobacco; its aim is to change social norms associated with tobacco and to make tobacco less desirable, acceptable and accessible.

- LHMGM was awarded a \$10,000 **Complete Streets** grant by Neat Streets Miami to increase the tree canopy in Miami Gardens. In Year 2, LHMGM's Physical Activity Sub-Council recruited over 100 volunteers who planted **150 shade trees** along a walking path in Miami Gardens. The work continued in Year 4, ultimately recruiting a total of 200 youth and adult volunteers who planted a total of **340 shade trees** near bike and walking trails, and at transit stops to promote increased public transit use and physical activity. The Complete Streets project also installed wayfinding signs throughout the City, touting the benefits of walking and biking.
- With the support of the Nutrition Sub-Council and FLIPANY, LHMGM trained over 1,000 residents in **Cooking Demonstrations and Classes** to increase food knowledge and promote healthy cooking and eating.
- LHMGM developed and piloted a **Worksite Wellness Program** that supported three Miami Gardens employers to adopt worksite wellness policies and practices, resulting in more than 2,062 employees enrolling in activities to support healthy living. The program also introduced **Lunch & Learns**; a **Walking Group Pilot** project; and a draft **Health and Wellness Policy** as a template that local employers could adopt.
- LHMGM kicked off the **Healthy Out of School Time (HOST)** Program, in partnership with Concerned African Women and the Alliance for a Healthier Generation, to improve the health of school-aged children in Miami Gardens. During this first year in operation, HOST worked with 21 after school sites in the City, to help them adopt national Healthy Eating & Physical Activity (HEPA) Standards for the 2,053 children enrolled in their programs.



Linda Lott of Jessie Trice Community Health System performing health screenings during a health & wellness event in Miami Gardens.

Planning While Doing

- In Year 2, the Host Council and LHMGM staff developed a **Resident Engagement Plan** to grow community awareness of and engagement and ownership in LHMGM goals.
- The ATOD Sub-Council conducted a **Policy Scan** to identify opportunities to strengthen the City's ability to restrict the point-of-sale marketing of alcohol and alcohol sales in high-risk areas.
- The LHMGM staff, working with University of Florida completed a **Feasibility Study** to assess the readiness of 50 faith-based organizations in Miami Gardens to participate in a healthy lifestyle intervention.

Data Discoveries

- Each Sub-Council selected **Key Indicators** to track and measure LHMGM achievements. The ATOD Sub-Council was able to build upon the expansive work of key partner - the Miami Gardens Drug Free Coalition (MGDFC), which not only aligned its federally-funded work with LHMGM as a foundation for our ATOD programming; MGDFC also provided a repository of data that has shaped major advances in the City's alcohol and tobacco landscape. MGDFC contributions included a Needs Assessment involving surveys among 4,500 students in four middle schools using the industry-standard Communities That Care (CTC) protocols.
- LHMGM leaders were invited to present at two national conferences: *Measuring What Counts: Harnessing Data to Improve Miami's Communities*, by the Federal Reserve Bank of Atlanta and the Greater Miami Chamber; and Florida Philanthropic Network's *Embark Conference*, which convenes forward-thinking leaders committed to radically improving the nonprofit and philanthropic sectors.

"Cohesion and collegiality were very important to us. The Host Council conducted stakeholder satisfaction surveys in Year 2, and we were extremely pleased that nearly 100% of involved stakeholders reported working well together and feeling trust for the process."

-Thamara Labrousse, Program Director

Communications

In Year 2, the LHMGM staff and Host Agency heightened the priority of **communications and outreach**, completing a website and a set of brochures about the initiative as basic public relations tools.

Year 3 - 2016-2017

Full-Scale Implementation



Above is a graduating class of trainees from Meet Me Mondays under the LHMGM Cooking Matters Program to help Miami Gardens residents learn healthy cooking techniques as well as to affordably shop for healthy foods. The program was carried out in partnership with FLIPANY and four other community organizations.

While Years 1 and 2 focused on building capacity, infrastructure, and multi-sector partnerships, Year 3 was devoted to full-scale implementation of LHMGM's funded strategies and design of an evaluation framework to measure results around two models – the Collective Impact framework adopted by our lead funder, HFSF, as part of its Healthy Community Partnership model; and the Theory of Aligned Contributions as a guiding premise for population-level change. Please see page 28 for details on the frameworks that gave shape to LHMGM's work processes and strategies.

Leaders & Staff Evolve

- LHMGM expanded skill-building work among Host Council and Sub-Council Co-Chairs via coaching. Co-Chairs were aided with monthly Co-Design calls to help them develop and facilitate results-based meetings. High attendance levels for the Co-Design calls signaled Co-Chairs' desire to build skills such as team decision making.
- Host Council and Sub-Council meetings sustained strong attendance, and new partners joined in.

Year 3 evaluations showed 78% of members attending meetings consistently.

- LHMGM added a new full-time Administrative Assistant, which enabled the Host Agency to double staff presence at LHMGM events and strengthen community engagement.
- LHMGM revved up social media outreach in Year 3, with daily Facebook posts to increase resident awareness and engagement.

Priority Programs Go Live

- LHMGM made a second round of 13 sub-grants, totaling \$472,470 to initiatives in the five targeted Health Impact Areas.
- LHMGM implemented the national evidence-based **Cooking Matters Program** to help city residents learn the benefits of healthy eating, and gain hands-on experience making healthy meals and shopping on a budget. In partnership with FLIPANY, LHMGM trained and supported four non-profits - YWCA Miami, Center for Family & Child Enrichment, Jessie Trice Community Health

System, and The Resource Room, to engage 400 family members in the project. Families learned to shop for and cook healthy meals as part of the **Share Our Strengths No Kid Hungry** campaign. During grocery store tours, participants learned to read food labels, compare unit prices, find whole grain foods, and affordably buy produce.

- A **Mental Health First Aid (MHFA)** Program, in partnership with Fresh Start of Miami-Dade, grew the capacity of 403 stakeholders to better serve mental health needs in the City. The program trained community service providers, residents, law enforcement and first responders to identify and support at-risk residents.



Dr. Steven Marcus, CEO of the Health Foundation of South Florida, speaks to a local reporter during LHMGM Week.

- LHMGM launched the **Take Your Loved One to the Doctor (TYLOD)** campaign to raise awareness and inspire action through media and grassroots outreach activities. In this first year, the campaign garnered 500,000 media impressions and collected 333 resident pledges to visit a doctor. The goal of the TYLOD Campaign is to inspire the community to be proactive with their health and increase the possibility of early diagnosis when the chance of successful treatment is better. Many people wait until there is an emergency before they go see a doctor. The Campaign highlights the importance of prevention and early detection and encourages individuals to seek regular health care.



Miami Gardens stakeholders conducting a Walking Audit to help identify and prioritize transit stops in the City that lacked shade.

- In Year 3, LHMGM partnered with the **Mayor's Fitness Challenge** for the first time. The project was created in 2012 by then newly elected Mayor Oliver Gilbert. In 2016, LHMGM organized health screenings and nutritional consultations as an integrated component. The theme was "Know Your Numbers," to encourage residents to track their blood pressure, glucose levels, heart rate and other vitals. The LHMGM team also worked with City leaders to expand outreach and enrollment of residents in physical fitness activities.

Data Discoveries

- LHMGM sponsored and supported several research initiatives in 2016, providing a basis for data-driven policy decisions and program planning:
 - A Miami Gardens Bike & Pedestrian Plan Review that lent inputs to the **City's Master Mobility Plan**;
 - **Alcohol Policy Research** by the ATOD Sub-Council in partnership with Sparks Initiative;
 - **Research on Care Behavior**, by St. Thomas University, investigated psychological reasons for medical delay and avoidance that shaped the TYLOD Campaign; and
 - A **Faith-Based Intervention Feasibility Study** that paved the way for the Faith & Wellness Project in Year 5, with 10 local churches.
- The ATOD Sub-Council collected baseline data for selected indicators of youth substance abuse (e.g., % of high school students who smoked cigarettes in the past 30 days; and % of middle and high school students reporting drinking alcohol in the past 30 days) from two middle schools, one high school, and one K-9 center in Miami Gardens.

Year 4 - 2017-2018

Evaluation, Communications & Growth



Above are participants in an Aquafit Class at Betty T. Ferguson Recreational Complex, sponsored as part of the successful Mayor's Fitness Challenge. Over the three years when LHMGM supported the annual Challenge, 1,700 City stakeholders participated in workout sessions and other activities to improve their physical health.

Year 4 focused on evaluation and communications, while continuing expansion of planned programs. Also in Year 4, LHMGM became more focused on Policy, Systems & Environment (PSE) strategies to further its goals. Among its advances, LHMGM's Local Evaluation Team created a **PSE Dashboard** to monitor key performance indicators of progress.

Leadership Renewed

■ In Year 3, LHMGM leadership teams experienced a series of communications breakdowns. To stave off a loss of momentum, strengthening internal communications became a major focus of Year 4. LHMGM's Program Director worked to improve communication between the Host Council and Sub-Councils. New efforts included joint meetings

between the two bodies, and the development of a **Shared Accountability Process** to help the Host Council and Sub-Councils jointly monitor the progress of LHMGM funded projects.

New & Continued Programming

■ LHMGM worked collaboratively with Miami Gardens Mayor Oliver Gilbert to activate two additional rounds of the **Mayor's Fitness Challenge** geared toward increasing physical activity, promoting healthy eating and building health awareness. This special project began in Year 3 of LHMGM's plan and continued through Year 6, engaging 1,700 people in Aquafit, Yoga, Zumba, Bootcamp, Walking, and Healthy Cooking Classes and Demonstrations.



Two Miami Gardens residents enjoying the festivities during LHMGM Week in August 2017.

- In Year 4, diverse stakeholders worked together to host a **Live Healthy Miami Gardens Week**, which included a series of in-person and virtual events to grow LHMGM's brand presence in the community. LHMGM Week focused on activating the five Health Impact Areas; encouraging resident action; and increasing access to health and wellness services and activities.
- LHMGM worked with Fresh-Start of Miami Dade to build the capacity of six community-based agencies to host **Self-Help & Peer Support Groups** for people coping with emotional stress, using the **Wellness Recovery Action Plan (WRAP)** model, a globally recognized practice to help participants develop higher levels of wellness, awareness, and empowerment. In Phase 1 of the project, partners hosted 66 people from five agencies to complete eight weekly sessions to learn the model. In Phase 2, participating agencies identified 10 trainees who completed a five-day, 40-hour training that earned them WRAP Facilitator Certification.

New Infrastructure

LHMGM's Communications Committee created and launched a strategic communications campaign, with concise, accessible branding and strategies that earned coverage by print, TV, digital, and radio outlets across South Florida. Analysis by Urban Market Analytics estimates that LHMGM outreach helped generate over 2 million media impressions. The Committee's work in Year 4 created new tools, including:

- A **Communications Plan** to guide a cohesive brand-building campaign;

- A **Stakeholder Communications Guide** of turnkey brand instructions for partners, grantees and Sub-Councils; and
- A **Media Kit** to introduce external stakeholders to the LHMGM initiative and brand. The Kit contained fact sheets for each of the five LHMGM Health Impact Areas (the sample below is from the LHMGM Mental Health fact sheet).

Data Discoveries

The ATOD Sub-Council had several major data discoveries in Year 4. In partnership with Sparks Initiative and FHEED, the Sub-Council mapped Part 1 and 2 crimes and their proximity to alcohol sales outlets to illustrate the cause-and-effect relationship between the two. The group also conducted environmental scans, visiting alcohol retailers in the City to implement the best-practice "4 Ps" method which evaluates alcohol retail practices against questions that relate to alcohol "Prices, Products, Promotions, and Places," all of which are associated with the nature and extent of alcohol-related problems in local communities. The ATOD Sub-Council's research provided the building blocks for LHMGM to publish a Data Book on the Alcohol Retail Landscape of Miami Gardens in Year 6, funded in part by a grant awarded to the Miami Gardens Substance Abuse Coalition through SAMHSA (Substance Abuse and Mental Health Services Administration). The Data Book was created in partnership with The Resource Room as fiscal home of the Miami Gardens Drug Free Coalition.

HFSF engaged Nadashi Marketing to create rack cards for each of the five LHMGM Health Impact Areas (HIAs). Below is collateral created to educate City residents on mental health care.

MAKING MENTAL HEALTH STRIDES.

We are making strides to improve the mental health and well-being of Miami Gardens residents by offering support such as:

- To connect Miami Gardens' residents in need of mental health services to a single System of Care (SOC) to help resolve social and behavioral health needs.
- Training for Miami Gardens' residents, service providers, law enforcement and other first responders in Mental Health First Aid to help aid in identification and support for at risk residents.
- Peer to peer support systems to help develop coping strategies and accountability.

GET INVOLVED - SIGN UP!
LIVEHEALTHYMIAMIgardens.com

ONE COMMUNITY. STRIVING FOR MENTAL WELLNESS TOGETHER.

To completely achieve a healthy lifestyle, you must include the care and attention to a healthy mind and spirit. Managing stress, spiritual wellness and addressing mental illness are just as important to your health as nutrition and fitness. Live Healthy Miami Gardens provides access to tools and resources for total wellness -- including Mental Health First Aid training, stress management tactics, self-care practices, and addresses the stigma associated with mental illness and therapy.

Sign-up to receive notifications and stay up-to-date. Live Healthy Miami Gardens is committed to providing our community with information about resources, education opportunities and medical options.

Year 5 - 2018-2019

Sustainability & Scale

The focus of Year 5 was to leverage existing resources to gain added support, while scaling current projects and beginning long-term planning through revision of LHMG's original Community Action Plan (CAP). The Host Council developed a **Sustainability Plan** as a roadmap for LHMG to achieve its long-term goals. Against that plan, LHMG pursued and won three new funding sources.

- LHMG secured \$14,375 from the Anthem Foundation to support the Mayor's Fitness Challenge.
- LHMG leveraged HFSF funding to secure \$125,000 for the CHAMPS Project which came with 18-months of technical assistance by the National League of Cities. The funds enabled the City to integrate a communications campaign with program strategies to raise awareness of food security and reduce hunger in Miami Gardens.
- With the support of HFSF, LHMG secured a five-year \$692,588 annual grant from the Centers for Disease Control and Prevention's (CDC) Racial & Ethnic Approaches to Community Health (REACH) Program. The goal of REACH is to measurably reduce chronic disease cases and deaths by a) increasing resident access to preventive and primary care, b) increasing supply of and demand for healthy foods, and c) transforming built and social environments for improved physical activity levels and nutrition quality. LHMG began implementation of the REACH project in September 2018.

ATOD Sub-Council Successes

- The ATOD Sub-Council trained 23 students in **Lead & Seed**, an intervention for middle and high school youth to grow knowledge and problem-solving skills for preventing and reducing ATOD use. The effort equipped students to co-develop plans to reduce ATOD use in their schools and communities, with LHMG providing follow-on support to help them implement their plans.
- The Sub-Council launched a **Policy Project** to advocate for policy changes that strengthen and enforce existing ATOD Laws and Codes.

- The Resource Room worked with the ATOD Sub-Council to help build the capacity of five agencies in **Photovoice**, a methodology that documents tobacco marketing, promotion, and impact across the community and uses photos and associated narrative to educate the public and affect Policy, Systems, and Environmental (PSE) changes and community perceptions. The project also trained 12 youth in the Photovoice methodology.



ATOD Sub-Council Co-Chair Chuck Ridley presents the findings of policy research and environmental scans to identify strategies to reduce teen substance use and abuse.

In-School & After-School Programs

- By Year 5, the **Healthy Out of School Time** Project begun in Year 2, had recruited 30 after-school program sites (an increase of 10 sites over the original 20), all working to improve the activity levels and nutritional content of the 3,032 children and teens enrolled in their programs in 2018-19.
- LHMG collaborated with Miami Dade County Public Schools and The Education Fund to craft healthy eating and wellness policies in City schools. This included expanding the **Universal Free Breakfast Program** across 25 schools so that more children start their day with a healthy meal.
- The Education Fund also helped establish three fully operational **Food Forests** at elementary schools in the City, creating school-centered ecosystems. Students and parents have so far

harvested 5,000 bags of fresh produce. Teachers use the forests to conduct 500 weekly learning activities. School cafeterias utilize the produce harvested in their recipes; and 33 parents have been trained as health advocates.



Above, young scholars who helped to harvest fresh produce from the Food Forest at Lake Stevens Elementary School.

Planning & Policy Change

- LHMGM engaged FLIPANY to conduct a **Feasibility Study** to identify restaurants and analyze their readiness to participate in a project to adopt healthy menu options.
- LHMGM staff and the Host Council worked with the City Manager and City Council to pass a citywide **Healthy Food Ordinance**, sponsored by then Vice Mayor Felicia Robinson, to promote healthy food at all City events, and to offer healthy snacks and meals at all City facilities.
- Working in collaboration with Urban Health Partnerships, LHMGM completed a series of projects to support active lifestyles for Miami Gardens residents. These included modifying the City's **Comprehensive Development Master Plan (CDMP)** to incorporate best practices for physical activity and food access. Plan changes promote a healthy food system with policies to support food access, urban agriculture, and healthy food sales by restaurants and retailers. The changes also promote physical activity with built environment improvements to make active living safer and more convenient and enjoyable (e.g., improved pedestrian facilities). Separately, LHMGM created a **Master Mobility Plan** that lays out a vision of projects to promote walking,

bicycling, and other physical activity. The project also developed a **Safe Routes to School (SRTS) Plan** to create safer school environments and to promote walking and biking to school.

- LHMGM and City leaders partnered with Kimley-Horn to create a **Streetscape Master Plan** to guide physical improvements that improve pedestrian safety and connectivity in the City.

Family & Communitywide Programs

- LHMGM kicked-off a **Mobile Farmer's Market**, at three locations stocked by local growers and vendors, to increase purchasing and consumption of fruits and vegetables by City residents.
- In partnership with Jessie Trice Community Health System (JTCHS), LHMGM created the **Breast-feeding TouchPoint Program** that engaged 72 women in training and support and conducted a community assessment to better understand the landscape of breastfeeding support and referral services at local birthing hospitals (Jackson Health Systems, Northshore Hospital, Hialeah Hospital and Memorial Hospital). The team subsequently crafted an infant feeding policy that set breastfeeding and human milk as a standard for infant nutrition, using guidance from the American Academy of Pediatrics. Twelve individuals have become Certified Breastfeeding Specialists (CBS) and also completed a general education course. These individuals include members of the JTCHS clinical team, OB/GYN and Pediatrics providers, and the REACH Breastfeeding project manager.
- LHMGM engaged University of Miami to complete a **Needs Assessment and Feasibility Study** on training primary health care providers to screen for and link patients to mental health and substance abuse services identified through screenings such as the SBIRT (Screening, Brief Intervention, and Referral to Treatment) and other evidence-based screening tools.
- LHMGM partnered with St. Thomas University to host a **Mental Wellness Forum** to demystify and normalize mental wellness. It was attended by over 200 people and viewed 1,300 times on social media.
- LHMGM engaged St. Thomas University to conduct a research project to **assess reasons for medical delay and avoidance** by City residents (ages 30-64) and to identify empirically-based interventions to reduce avoidance behaviors and improve health literacy.

Year 6 - 2019-2020

Continuity & Seamless Expansion

Consolidation and continuity were key themes in Year 6, given the impending end of the six-year Healthy Community Partnership grant by Health Foundation of South Florida. Year 6 was also the most expansive yet, in program implementation, as stakeholders representing dozens of organizations collaborated on consumer-facing and systems-change efforts.

LHMG's Sub-Councils implemented a total of 21 projects in Year 6, targeting change in diverse settings, such as after-school sites, convenience stores, community and faith-based organizations, restaurants, and the halls of government. Eight projects were funded by HFSF, eight by the CDC REACH grant, four by the CHAMPS grant, and one by Anthem Foundation.

Leadership Teams Consolidated

- The Host Council took the decision to merge the Physical Activity and Nutrition Sub-Councils to support their natural alignment. The Host Council also merged the Primary Healthcare and Mental Health Sub-Councils to reflect the growing trend to holistic approaches to mental & physical health.
- In addition, the Host Council and Sub-Councils re-set targeted goals with new "North Stars" for each of LHMG's Health Impact Areas. Theories of Change were affirmed and amended as well. The work entailed quantitative goal setting for outputs and population level outcomes for each strategy in LHMG's Community Action Plan. Prior to this effort, goals and outcomes were limited to the project level.

New & Expanded Programming

- Building on the Feasibility Study completed in Year 5, the Physical Activity & Nutrition Sub-Council commenced the **Faith and Wellness Project** to increase the capacity of 10 of the City's faith-based organizations to improve health promotion efforts through the adoption of Policy, Systems, and Environmental (PSE) changes.
- The **Mobile Farmer's Market** added **Cooking Demonstrations** by Common Threads to its lineup, hosting 16 demos in the spring and summer of 2019. The Market made 56 stops for the season

with 471 purchases and 201 unique customers benefiting from greater access to healthy foods.

- LHMG kicked-off a **Healthy Corner Store Project** in collaboration with Florida Impact to End Hunger to increase healthy food offerings at local stores. As part of the project, retailers participate in voucher programs and EBT (electronic benefit transfer) and can tap into a newly established network of Independent EBT retailers to share best practices around healthy food retail. The project developed a Group Purchasing model to improve distribution systems for small retailers working to stock healthier inventory. Stores were invited to join the Fresh Access Bucks program, allowing SNAP users to double the value of SNAP dollars. The project also completed design of the Florida Healthy Retail website aimed at ending food deserts by stocking corner stores with fresh, healthy food (www.floridahealthyretail.org).



Sam Hopwood of Florida Impact to End Hunger, hangs signage to promote healthy produce at a corner store in Miami Gardens.

- Working with Urban Health Partnerships, LHMG activated the **Safe Routes to School (SRTS) Plan** created in Year 5, by hiring and training three Community Advocates to serve as bike and walk champions and help four schools implement SRTS programs.

- Spearheaded by the University of Miami, LHMG launched an **SBIRT Implementation** project to build the capacity of five community agencies to implement SBIRT in ways that are sustainable, and that ultimately lead to improved health and wellness for residents. SBIRT (Screening, Brief Intervention, and Referral Intervention & Referral to Treatment) is an evidenced-based practice used to identify, reduce and prevent abuse and dependence on alcohol and illicit drugs.
- LHMG recruited 10 Miami Gardens restaurants to the new **Healthy Restaurant Project**, created in partnership with FLIPANY. Nutritionists worked one-on-one with owners and chefs to craft new menu items or modify existing dishes. Revamped menus emphasize meals with lower salt content, fewer calories, less fat and more colorful fruits and veggies. The project also trained staff members and designed materials to educate diners.



Master Chef Ashley Mincey of FLIPANY (left) works with staff at Sub City to practice preparation of new healthy menu items.

- Working initially with Catalyst Miami and later with Trinity Church Peacemakers Family Center, LHMG created a **Community Clinical Linkages (CCL) Program** to promote the use of available services by groups at risk for or managing chronic disease. The project helped residents increase access to primary healthcare and navigation services; improve their health literacy; and increase their participation in Diabetes Management, physical activities and healthy nutrition programs.
- LHMG fielded **The CHAMPS Project**, a citywide, Mayor-led anti-hunger campaign to raise awareness of food insecurity and inspire resident action to access available resources. The effort helped change the narrative around hunger as a common, collective challenge, rather than a personal problem. It also converted a traditional food pantry to a **Client Choice** pantry to reduce waste and improve the client experience. The

project enrolled 436 residents in the SNAP (Supplemental Nutrition Assistance Program) and 33 residents in the **WIC** (Women, Infants and Children) Program, while growing access to healthier foods. The team increased the number of **Summer Breakspot Program** sites by four and sponsors by three; and helped more children access the **Afterschool Meal Program** by recruiting three additional host parks.

Raising Awareness

- The LHMG **Take Your Loved One to the Doctor** Campaign secured pledges from 409 residents to visit a doctor and 398 people pledged to take a loved one (family member or friend) to the doctor for an annual check-up.
- LHMG produced three **Facebook Live** series on topics related to COVID-19, Staying Active and Healthy over the Summer, and Breastfeeding. The series included 28 episodes that generated a total of 14,627 views.
- The LHMG Host Agency and staff launched a **LHMG Health Series on Miami Gardens Radio** to increase awareness of the initiative and provide health resources to residents. Topics covered by the series included Nutrition and Healthy Eating; Food Systems; the Healthy Restaurant Project; and Community Clinical Linkages (CCL).



LHMG stakeholders poised for an interview on City of Miami Gardens Radio, with show host Marcia Samuel, far right.

Data Discoveries

- LHMG completed a **Diabetes Survey** to better understand residents' needs and assess their diabetes-related health concerns in collaboration with QQ Research Consultants and Jessie Trice Community Health System. A total of 113 people completed the survey. Results were used to develop the CCL Program to promote the use of locally available programs to help Diabetics or Pre-Diabetics to better manage their health.

LHMG Impact Dashboard (2014 to 2020)



BUILT ENVIRONMENT ENHANCED

- 490 Shade trees planted for more walkable & bikeable trails and to provide shade at public transportation stops
- 100 Wayfinding signs installed for more walkable neighborhoods

EXPANDED ACCESS, AWARENESS & CARE CAPACITY

- 1,140 Adults pledging to Take a Loved One or Selves to the Doctor
- 66 Residents trained in WRAP Peer Support
- 10 Local leaders certified as WRAP Facilitators
- 12 Youth from 5 agencies trained in Photovoice
- 12 Individuals who became Certified Breastfeeding Specialist (CBS)
- 23 Youth activated in community scans to ID alcohol retail hotspots
- 403 Residents, police, providers trained in Mental Health First Aid
- 5 Organizations increased their capacity to implement SBIRT
- 5,000 Bags of fresh produce harvested from school gardens
- 28 Facebook Live episodes & forums hosted
- 14,627 Views of Facebook Live educational forums & dialogues

RESIDENTS ACTIVATED TO SUPPORT BETTER HEALTH

- 5,216 Residents surveyed to better understand health burdens & needs
- 415 Children accessing healthy after school snacks
- 1,250 Children eating a nutritious breakfast at school
- 1,050 Children learning urban agriculture through Food Forests
- 6,274 Children improving activity/nutrition standards in afterschool sites
- 3,000 Children walking & biking on Safe Routes to School
- 33 Parents learning urban agriculture
- 1,000 Parents learning healthy cooking & shopping
- 1,700 Adults who joined Mayor's Fitness Challenge workouts
- 2,062 Workers who participated in worksite wellness program activities
- 471 Patrons of Mobile Farmer's Market
- 466 Residents enrolled in SNAP & WIC
- 436 Parents, children & family members trained in Cooking Matters
- 72 Mothers trained & supported in breastfeeding
- 80 Residents newly connected to primary healthcare services

BUSINESS & COMMUNITY SECTORS PARTNERING

- 77 Organizations contributing to LHMG implementation
- 191 Stakeholders activated in leadership of LHMG initiatives
- 3 Local healthcare providers supporting care access initiatives
- 10 Restaurants that renewed their menus with healthier options
- 6 Stores that adopted healthy food & beverage inventory
- 10 Houses of worship that launched/grew health access programs
- 31 Schools enhancing physical activity and nutrition programs

POLICY CHANGES ENACTED & RESEARCH COMPLETED

- 5 Public policy changes enacted to improve health outcomes
- 4 Comprehensive Plans created to increase mobility (walkability and bikability) options and safety in Miami Gardens
- 9 Research projects that improved the data landscape

LHMG Health Impact Programs & Initiatives (2014 to 2020)

LHMG leveraged the capacity of residents, business owners and community organizations to affect change. The LHMG Host Council has so far made 71 sub-grants (61 during Year 1 through 6) to move the needle of progress in the initiative’s Health Impact Areas. A first round of grants was made in 2015; the most recent round was decided in September 2020.

Through the combined efforts of LHMG partners, the initiative has improved quality of life and access to health resources for tens of thousands of people who live and work in the City of Miami Gardens.

LHMG Funder Partners

Our work and impact was made possible by the following funders (the symbols to the right of their

name are used in the table below to indicate the programs, projects and initiatives funded through their investments).

LEGEND

- The Health Foundation of South Florida ●
- Centers for Disease Control and Prevention ■
- National League of Cities ★
- Simply Healthcare/Anthem ◆
- Partners for Places □
- Neat Streets Miami & Miami Foundation ▲
- SAMHSA * (Aligned Funding*)

*Miami Gardens Drug Free Coalition supported LHMG with aligned investments, using funding from the Substance Abuse & Mental Health Services Administration (SAMSHA), to support the work of the LHMG ATOD Sub-Council.

Years - 2014 to 2020								
TRAINING & CAPACITY BUILDING	Impact Area	Partner/Grantee	1	2	3	4	5	6
Results-Based Accountability Training ●	ALL	Catalyst Miami	✓					
PSE Training ●	ALL	ChangeLab	✓					
Building Results-Based Accountability ●	ALL	Clear Impact	✓	✓		✓		
Evaluation Services ■ ●	ALL	QQ Consultants	✓	✓	✓		✓	✓
Communications Support ●	Comms	Nadashi Marketing			✓			
Grant Writing 101 Training ●	ALL	Raymond Consulting		✓	✓	✓	✓	
Meeting Facilitation & Coaching ●	ALL	Catalyst Miami		✓		✓	✓	
Communications Support ●	Comms	Sonshine					✓	
Grant Writing 101 Training ●	ALL	FIU Metropolitan Ctr					✓	
PSE & CAP Technical Assistance ●	ALL	UHP					✓	
Communications TYLOD ●	Comms	MD Marketing					✓	✓
POLICY & PLAN DEVELOPMENT	Impact Area	Partner/Grantee	1	2	3	4	5	6
Review of Bike/Pedestrian Plan ●	PA	UHP			✓			
Alcohol Policy Support ● ★	ATOD	MGSAC			✓			
Legal Research on ATOD ●	ATOD	Sparks Initiatives			✓	✓	✓	
Policy Scan for CDMP ●	PA	ChangeLab				✓		
Policy Scan for Wellness Policy ●	NUTRI.	ChangeLab					✓	
Support for Ordinance Development ●	PA	ChangeLab					✓	
Streetscape Master Plan ■	PA	Kimley-Horn					✓	
Master Mobility Plan ●	PA	UHP					✓	
Geographic Information Systems Mapping ●	ATOD	FHEED, LLC					✓	
Data Book: Alcohol Retail Landscape ★	ATOD	Power Broker						✓
HEALTH IMPACT PROGRAMS	Impact Area	Partner/Grantee	1	2	3	4	5	6
SHADE Project Phase 1 ● □ ▲	PA	County Parks & Rec.	✓					
Mental Health First Aid Training ●	MH	Fresh Start of MDC		✓				
Cooking Matters Classes/Demonstrations ●	NUTRI.	FLIPANY		✓				
Cooking Matters - Train the Trainer ●	NUTRI.	FLIPANY		✓				

HEALTH IMPACT PROGRAMS	Impact Area	Partner/Grantee	Years - 2014 to 2020					
			1	2	3	4	5	6
Research on Care Behavior	PHC	St. Thomas University			✓			
Healthy Schools in the Gardens	NUTRI.	The Education Fund			✓			
Faith-Based Intervention Feasibility Study	PA	FIU Foundation			✓			
Wellness Recovery Action Plan Project	MH	Fresh Start of MDC			✓			
Worksite Wellness Project	PA & NUTRI.	FLIPANY/CMG			✓			
SHADE Project Phase 2	PA	County Parks & Rec.			✓			
Healthy Out of School Time	PA & NUTRI.	AHG/CAW			✓	✓	✓	✓
Radio Advertisements for LHMGM	Comms	WMBM			✓	✓	✓	
Mayor's Fitness Challenge	PA & NUTRI.	CMG				✓	✓	✓
TYLOD	PHC	MD Marketing				✓	✓	✓
Evaluation Services	ALL	University of Miami				✓	✓	✓
Mayor's Fitness Challenge	Comms	MD Marketing				✓		
Healthy Restaurant Feasibility Study	NUTRI.	FLIPANY				✓		
Wayfinding Project	PA	UHP				✓		
SBIRT Readiness Assessment	MH	University of Miami				✓		
CHAMPS Anti-Hunger Project	NUTRI.	CMG					✓	✓
Cooking Demonstrations	NUTRI.	Common Threads					✓	✓
Healthy Corner Stores Project	NUTRI.	FIEH					✓	✓
Breastfeeding Project	PHC	JTCHS					✓	✓
Diabetes Survey Project	PHC	QQ Consultants					✓	✓
SBIRT Implementation	MH	University of Miami					✓	✓
Mobile Farmers Market	NUTRI.	Urban Oasis Project					✓	✓
Safe Routes to School Plan	PA	UHP					✓	
CHAMPS SNAP & WIC Enrollment	NUTRI.	Catalyst Miami					✓	
Community Clinical Linkages	PHC	Catalyst Miami					✓	
Healthy Restaurant Implementation	NUTRI.	FLIPANY					✓	
Wellness Recovery Action Plan (peer)	MH	Fresh Start of MDC					✓	
Faith & Wellness Project	PA	Trinity					✓	
Safe Routes to School Implementation	PA	UHP						✓
Nutrition Fact Sheet	Comms	Power Broker						✓
Content-Rich Website Revamp	Comms	The Mosaic Group						✓
Community Clinical Linkages	PHC	Trinity						✓
Food Ordinance Implementation	NUTRI.	ChangeLab & FLIPANY						✓

Organization & Program Name Abbreviations

- AHG = Alliance for a Healthier Generation
- CAW = Concerned African Women
- CDMP = Comprehensive Development Master Plan
- CMG = City of Miami Gardens
- FIEH = Florida Impact to End Hunger
- MGSAC = Miami Gardens Substance Abuse Coalition
- NBB = New Birth Broadcasting WMBM (1490 AM)
- SBIRT = Screening, Brief Intervention, and Referral to Treatment
- Sonshine = Sonshine Communications
- Trinity = Trinity Church/Peacemakers Family Center
- UHP = Urban Health Partnerships, Inc.
- TYLOD = Take Your Loved One to the Doctor

- YVP = Youth Violence Prevention Coalition

Health Impact Area Abbreviations

- ALL = All 5 Health Impact Areas
- ATOD = Alcohol, Tobacco & Other Drugs
- MH = Mental Health
- NUTRI. = Nutrition
- PA = Physical Activity
- PHC = Primary Healthcare

Other Impact Area Abbreviation

- Comms = Communications

Biggest Challenges & Lessons Learned



"We learned so much in the first six years. Some of our biggest lessons were that making impactful change takes time; that conflict can be healthy when handled well; and most importantly, that focused, collaborative, and sustained work can move the needle for our communities."

Meeting People Where They Are

It was vital to build shared understanding *before* venturing into implementation, particularly as the RBA, PSE and Collective Impact frameworks were new to stakeholders. Some concepts felt abstract and failed to resonate. Related challenges were the time it took to fully engage in the frameworks, which was especially demanding for people who held multiple roles with LHMGM, and the imbalance in trainings carried out with LHMGM teams. The Host Council received more training early-on, while Sub-Council members missed out on important topics such as the Social Determinants of Health. This made it hard to ensure everyone had the same foundational training and information.



It is vital to sync trainings and engage as many stakeholders in training as possible.

Authentic Relationships Were Key

A linchpin of success was LHMGM's selection of a Program Director who, together with other staff, helped activate strong relationships. LHMGM took a high touch approach to stakeholder engagement. "If you missed a meeting, you were missed and you

could expect a call from our team to check on you," says Program Associate Tracy Joseph. "Key facets of our culture were experienced, caring staff and constant communication," says Program Director, Thamara Labrousse. "This, in turn, helped LHMGM get off the ground with projects and processes that might otherwise have been bogged down."

She attributes success to the strength of the LHMGM backbone organization. "Our team had the capacity and history with the community to get a running start. It's harder to have to simultaneously build the initiative while building new relationships." LHMGM also trained staff to be rigorous in relationship management and communications. Evaluations of Years 1 and 2 show the strength of communication by the Host Agency as invaluable.



Effective, consistent communication with all stakeholders has to be a major focus.

Data Gaps

It is critical to decide, early on, the metrics guiding the work as a baseline against which to gauge progress. LHMGM discovered in Year 1 that most available health data are not specific to Miami

Gardens, forcing us to rely on county, state, and national data to paint a picture of needs in Miami Gardens. With the exception of the ATOD Sub-Council, the Sub-Councils did not have the capacity to collect baseline data, making it impossible to measure progress. By Year 4, LHMG created data collection processes for all funded projects.



Build your metrics baseline early and confirm the availability of data to track the outcomes of your work.

Sustaining Momentum While Building

Looking back, some original implementation timelines were too aggressive. It took longer than anticipated to launch funded strategies. Questions of how to operationalize strategies and who would manage moving parts were unanswered in the first two years and it remained unclear how unfunded strategies would be enacted. Part of the challenge was the time needed to engage large systems (e.g., school system) where decision-making is layered, and the time needed for multi-month grant-making process. In Year 2, the Host Council built implementation plans for each element of work.



When learning and doing are concurrent, added time is needed.

Techniques for Resident Empowerment

Research suggests that continued engagement of leaders is often a challenge for Collective Impact. LHMG experienced this. Participation waned in Year 4, as partners displayed varying levels of urgency and accountability. LHMG succeeded in sustaining broad resident engagement but it took a constant focus to do so. LHMG deployed strategies such as intentional efforts to involve and elevate the voices of young people, and surveying residents to hear and harness the community voice.



Focus on enriching stakeholders' sense of ownership and achievement; this is key to sustaining their engagement.

Communications Challenges

Internal communication between Sub-Councils and the Host Council was a challenge, due in part to limited time in meetings for Sub-Councils to share their progress. Similarly, Sub-Councils did not have adequate time to share with each other. Over time, LHMG streamlined cross-team communications (e.g., Sub-Council recaps at Host Council meetings). LHMG also learned that external communications

needed to be a more consistently-funded priority. A lot was achieved in Years 3 through 6 that was not communicated with the public.



Strong communications can accelerate impact. Plan consistent investments. Look for in-kind services that offset costs.

The Balance: Leading & Listening

Healthy tensions and hard questions arose around the need for the Host Agency and Host Council to make timely decisions, while sufficiently heeding the community voice in those decisions. The issue manifested during the grantmaking process. LHMG worked to balance Host Council input on funded strategies, while engaging community stakeholders on how best to impact health.



Collective Impact Initiatives involving sub-grants should position diverse community stakeholders in a decision-making capacity.

Governance Issues

LHMG grantmaking carefully avoided possible conflicts of interest as Host Council members reviewed grant proposals by agencies they represented. Their involvement was vital to authentic collaboration, which led LHMG to establish an inclusive grantmaking process that also steered clear of conflict-of-interest risks. Separately, it became clear in Year 2 that leadership teams needed an onboarding process for newcomers to receive a full orientation to connect to the initiative's vision. Some leaders favored a cut-off time for new recruits (e.g., 3rd month of the year) to allow for shared culture and vision to take root.



Invest time early in setting the building blocks for integration and alignment.

Financial Sustainability

Throughout the six-year journey, it was an ever-present need to focus on funding sources other than HFSF to sustain the work beyond 2020. The need became more pressing in Year 2 when the City lost its grant writer (whose time was in-kind to LHMG). LHMG responded with various approaches such as engaging key leaders in grant writing; and cultivating social capital within our stakeholder network to garner more resources and buy-in.



Have a plan for sustainability from day one, and keep resource development top of mind throughout your work.

LHMG Stakeholders (2014 to 2020)

The following is a list of the over 200 people who contributed their time, talent, and treasure to help lead the LHMG vision. Some served as representatives of the LHMG Host Agency (the City of Miami Gardens), while dozens of others volunteered to serve on the Host Council, Sub-Councils, Committees and/or with project-specific teams supported by LHMG. In addition, hundreds of individuals volunteered to help carryout special projects by LHMG and its partners.

LEGEND:

HA = Host Agency

HC = Host Council

SC = Sub-Council

CMT= Committee

Other = Consultant, Evaluator, or Funder

* = LHMG Leadership/Co-Chair



LHMG honored Lindsay Corrales of the Health Foundation of South Florida in 2020 for her contributions, as a liaison for our lead funder, and an invaluable champion for collaboration.

People & Organizations that Helped Lead LHMG

- **Abraham Hollist**, Optimal Health Medical Center, 2018-present, SC
- **Aisha Bute**, City of Miami Gardens, 2016-2018, HA & CMT
- **Alexandria Matos**, City of Miami Gardens, 2016-present, HA & CMT
- **Alexandria Douglas**, Strategic Partners, 2014-2016, Other
- **Alexis Carter**, Miami Gardens Substance Abuse Coalition, 2019-present, SC
- **Amanda Lahiere**, QQ Consultants, 2019-present, Other
- **Amy Gough**, FLIPANY, 2016-present, SC
- **Anamarie Garces**, Urban Health Partnerships, 2018-2019, Other
- **Andranique Grace**, City of Miami Gardens, 2016-2018, CMT
- **Andrea Botero**, University of Miami, 2017-2020, Other
- **Andrea Fletcher**, Trinity Church, 2019-present, SC
- **Angela Bailey**, Urban Reflections, 2015-2016, SC & CMT
- **Anike Sakariyawo**, S.E.E.K Foundation, 2017-present, SC
- **Ann-Karen Weller**, Florida Department of Health, 2014-present, HC
- **Annie Louis**, Fresh Start, 2018-2019, SC
- **Arleen Lambert**, Early Childhood Link, 2015-present, SC
- **Arley Lozano-Cantu**, Urban Health Partnerships, 2019-present, SC
- **Art Friedrich**, Urban Oasis Project, 2017-present, SC
- **Aundray Adams**, The Children's Trust, 2016-present, HC
- **Barbara Howard***, Miami Gardens Resident, 2017-present, SC & CMT
- **Bill Amodeo***, All Star Media Solutions, 2016-present, SC
- **Brandy Jackson**, City of Miami Gardens, 2016-2017, CMT
- **Brenda Machin**, Citrus Health Network, 2018-present, SC
- **Carlos Austin***, Miami Gardens Police, 2014-2018, HC, SC & CMT
- **Chantelle Sookman**, Urban Oasis Project, 2018-present, SC
- **Cheretha Ferguson***, Simply Healthcare, 2014-present, HC, SC & CMT
- **Cheryl Coleman**, Miami Gardens Resident, 2018-present, HC
- **Cheryl Lorie**, Florida Department of Health - WIC, 2020-present, SC
- **Christopher Smith**, Miami Gardens Resident, 2015-2018, CMT
- **Christy Taylor**, University of Miami, 2015-2017, CMT

People & Organizations that Helped Lead LHMG

- **Chuck Ridley***, Miami Gardens Substance Abuse Coalition, 2014-present, HC, SC & CMT
- **Claudell Joseph**, City of Miami Gardens, 2016-2018, CMT
- **Daphenie Joseph**, Trinity Church, 2018-present, SC
- **Darian Martin**, City of Miami Gardens, 2014-2017, HA
- **Dario Baez**, Magellan Complete Care, 2015-2017, SC
- **David Spivey**, Gang Alternative Miami, 2020-present, SC
- **David Williams, Jr.**, City of Miami Gardens City Council (former), 2014-2020, HC & SC
- **Deborah George**, Jessie Trice Community Health System, 2014-present, HC, SC & CMT
- **Debra Toomer**, AM 1490 WMBM, 2014-present, HC & SC
- **Deitre Epps**, Clear Impact, 2014-2016, Other
- **Delores Dunn**, Center for Family & Child Enrichment, 2014-present, HC
- **Denese Williams**, City of Miami Gardens, 2014-2016, HA, SC & CMT
- **Donata Joseph***, Adding Doses of Hope Daily Foundation, 2015-2017, SC & CMT
- **Doretha Nicholson**, Center for Family & Child Enrichment, 2016-2019, SC
- **Dottie Johnson**, Portrait of Empowerment, 2014-present, SC
- **Ebony Harris**, Urban Health Partnerships, 2020-present, SC
- **Ebony Jackson**, The Resource Room, 2014-present, SC & CMT
- **Eddie Recinos**, The Education Fund, 2015-2018, SC
- **Eric Piner**, Miami Gardens Resident, 2015-2017, SC
- **Eriko Robinson**, Florida Department of Health-WIC, 2020-present, SC
- **Fabian Thurston***, Jessie Trice Community Health System, 2015-present, SC & CMT
- **Fernanda Kuchkarian**, Health Foundation of South Florida, 2017-present, Other
- **Felicia Robinson**, City of Miami Gardens City Council (former), 2014-present, HC, SC & CMT
- **Flora Johnson**, Miami Gardens Resident, 2014-present, SC
- **Gabrielle K. Magnanti**, Florida National Guard, 2019-present, SC
- **Gardimyr Pierre**, City of Miami Gardens, 2016-2017, CMT
- **Gwendolyn McDuffie**, City of Miami Gardens, 2015-present, SC
- **Heather Gomez-Bendana**, FIU - College of Medicine, 2016-2018, SC
- **Herman McClean**, Miami Gardens Resident, 2018-present, SC
- **Horace Ward***, Holy Family Episcopal Church, 2014-present, HC, SC & CMT
- **Ingrid Moss**, FIU - College of Medicine, 2016-present, SC
- **Irene Taylor-Wooten**, Miami Gardens Resident, 2014-2016, CMT
- **Islamiyat Nancy Adebisi**, Florida Department of Health, 2014-present, HC, SC & CMT
- **Janet Pereyra**, Federation of Families, 2014-2016, SC
- **Janis Sanders**, Miami Gardens Resident, 2015-present, SC
- **Jason Ferguson**, JCP Printing, 2015-2018, SC
- **Jason Gilliam-Alexander**, Miami Gardens Resident & Florida Memorial University, 2014-present, SC
- **Jean Amaya**, City of Miami Gardens, 2016-2017, Other
- **Jean Logan**, Strategic Partners, 2014-2016, Other
- **Jeannie Necessary***, Common Threads, 2015-2019, SC & CMT
- **Jeffrey Pickens**, St. Thomas University, 2014-2016, CMT
- **Jessica Romagosa**, Youth Move Miami, 2016-2018, SC
- **Joan Bispott**, City of Miami Gardens, 2014-present, HA
- **Jocelyn Lawrence**, Jessie Trice Community Health System, 2018-present, SC
- **Jodi Grace***, St. Thomas University, 2014-present, HC, SC & CMT
- **Jordana Lorenzo**, Alliance for a Healthier Generation, 2019-present, SC
- **Joseph Nargiso**, Miami Gardens Police, 2014-2016, HC
- **Jose Gonzales**, Gang Alternative Miami, 2017-2019, SC
- **Joshua Dorbu**, FIU - College of Medicine, 2016-2018, SC
- **Julia Sanchez***, Alliance for a Healthier Generation, 2015-2019, SC & CMT
- **Kamalah Fletcher**, Catalyst Miami, 2014-2016, Other
- **Kareem J. Coney**, Florida Memorial University, 2015-2018, CMT

People & Organizations that Helped Lead LHMG

- **Karen Brent**, City of Miami Gardens, 2016-2017, CMT
- **Karen Clarke**, City of Miami Gardens, 2016-2019, HA, SC & CMT
- **Karla Gottlieb**, Opa-Locka CDC, 2016-2019, SC
- **Ketia Harris***, Jessie Trice Community Health System, 2018-present, SC & CMT
- **Khadija Williams**, Khadija's Wholistic Fit, 2014-2016, SC
- **Khalid Mirza**, UHI Community Care Clinic, 2017-present, SC
- **Kristen Hollist***, Optimal Health Medical Center, 2018-present, SC & CMT
- **Kristine Perez-Carrion**, FLIPANY, 2016-2019, SC
- **Lacy Boyles**, American Heart Association, 2020-present, SC
- **Lamora Pace**, Center for Family & Child Enrichment, 2016-2018, SC
- **Lana Chehabeddine**, FLIPANY, 2020-present, SC
- **Lance Jackson***, Center for Family & Child Enrichment, 2017-present, SC & CMT
- **Lashara Bostic**, City of Miami Gardens, 2016-2017, CMT
- **Latoria Wright**, City of Miami Gardens, 2016-2017, CMT
- **Laura Powell**, Nutrition Smart, 2015-2016, SC
- **Laurent Saint-Louis**, Health Foundation of South Florida, 2017-2019, Other
- **Laurie Fucini-Joy**, Urban Health Partnerships, 2017-present, SC & CMT
- **Laurin Yoder**, City of Miami Gardens, 2014-2017, HA, SC & CMT
- **Lenora Yates**, Miami Dade College, 2014-2016, CMT
- **Lillie Q. Odom**, City of Miami Gardens City Council, 2018-2020, HC
- **Linda Bass**, City of Miami Gardens, 2016-2018, CMT
- **Linda Freeman**, Trinity Church, 2014-present, HC & CMT
- **Linda Holloway***, Miami Gardens Resident, 2015-present, SC & CMT
- **Lindsay Corrales**, Health Foundation of South Florida, 2014-2020, Other
- **Lisa Jones**, Florida Community Health Worker Coalition, 2016-2017, SC
- **Lisa Tamburello**, Citrus Health Network, 2018-present, SC & CMT
- **Lonnie Lawrence**, Miami Gardens Resident, 2015-present, SC, CMT
- **Luvernice Croskey**, Miami Gardens Resident, 2014-2016, CMT
- **Lynn Labrousse**, Offices of Dr. Lynn Labrousse, 2016-present, SC & CMT
- **Magalie Castor**, City of Miami Gardens, 2015-2017, CMT
- **Maite Mena**, University of Miami, 2017-2019, SC
- **Manuel Oliva**, Florida National Guard, 2019-present, SC
- **Matthew Jean**, Beach Stone Counseling, 2018-present, SC
- **Marcela Gutierrez**, QQ Consultants, 2014-2016, Other
- **Margo Fernandez-Burgos**, University of Miami, 2017-2020, SC & CMT
- **Marilyn Nava**, City of Miami Gardens, 2014-2018, HA
- **Marsha Jenakovich**, Alliance for Aging, 2014-2017, HC, SC & CMT
- **Martine Charles**, Alliance for Aging, 2018-present, HC
- **Max Orezza**, St. Thomas University, 2019-present, SC
- **Meg Garza**, Center for Family & Child Enrichment, 2017-present, SC
- **Melissa Dunn**, MD Marketing Network, 2017-present, SC & Other
- **Melissa Gutierrez**, University of Miami, 2019-present, SC
- **Michael Nozile**, Gang Alternative Miami, 2016-present, SC
- **Michael Quesada**, City of Miami Gardens, 2016-2017, CMT
- **Michael Sparks**, Sparks Initiatives, 2017-present, Other
- **Michelle Brown**, Kaliah Communications, 2014-2016, SC
- **Michelle Johnson***, Concerned African Women, 2015-present, SC & CMT
- **Michelle Kirwan**, Center for Family & Child Enrichment, 2016-present, SC & CMT
- **Michelle Powell**, Powell Health Solutions, 2015-present, SC
- **Michele Sweeting**, New Horizons Community Health Center, 2016-present, SC
- **Mirta R. Rodriguez**, City of Miami Gardens, 2014-2017, HA
- **Monica Dawkins**, University of Florida/MDC, 2016-2020, SC
- **Mykita Chery-Prime***, Miami Gardens Resident, 2016-present, HC, SC & CMT
- **Nadyne Floyd Grubbs**, Miami Dade County Public Schools, 2015-2020, SC

People & Organizations that Helped Lead LHMG

- **Nakeischea Smith**, City of Miami Gardens, 2017-present, CMT
- **Natalie Piner**, The Miami Herald Media Company, 2014-2016, SC
- **Natasha Thomas**, Thomas Basketball Academy, 2017-2018, SC
- **Nettie Davis**, God's Amazing Grace Outreach Ministries, 2017-2019, SC
- **Nina Thompkins**, Catalyst Miami, 2017-2019, SC
- **Octavia Kearney**, Because I am Beautiful , 2015-2017, CMT
- **Oliver Gilbert**, City of Miami Gardens City Council, 2014-2020, LHMG Champion
- **Pam Ford**, South Florida Behavioral Health Network, 2015-2016, SC
- **Pascale D. Auguste**, Health Education Prevention & Promotion, 2016-present, SC
- **Paschell Wilson**, FLIPANY, 2016-2018, SC
- **Patricia Dufane**, Common Threads, 2019-present, SC
- **Patrick Bayard**, Gang Alternative Miami, 2020-present, SC
- **Paulette Murphy**, City of Miami Gardens, 2019-present, HA
- **Peter Wood**, Health Foundation of South Florida, 2014-2018, Other
- **Phillip Tavernier**, Miami Gardens Resident, 2015-2017, SC
- **Quintina Haynes**, City of Miami Gardens, 2019-present, HA
- **Rachel A. Biderman**, University of Florida, 2017-present, SC
- **Rachel TaalibDeen***, North Dade Youth & Family Coalition, 2014-2016, HC, SC & CMT
- **Robin Starks**, Miami Gardens Police, 2018-present, SC
- **Rose Shin***, FLIPANY, 2017-present, SC
- **Ruth Thomas**, City of Miami Gardens, 2018-2019, HA
- **Ryan Treffers**, Treffers Research, 2017-present, Other
- **Samuel Hopwood**, Florida Impact to End Hunger, 2017-present, SC & CMT
- **Sandra McQueen Baker**, Fresh Start, 2016-present, SC
- **Sandra Ruiz**, City of Miami Gardens, 2016-2017, CMT
- **Sandra Williams**, QQ Consultants, 2014-present, Other
- **Santiago Bunce**, Catalyst Miami, 2014-2019, Other
- **Shardy Sobers**, City of Miami Gardens, 2018-present, HA
- **Sheila Gerald**, Florida Department of Business & Professional Regulation, 2018-present, SC
- **Scot Evans**, University of Miami, 2017-2020, Other
- **Silvia Smith-Torres**, His House Children's Home, 2016-present, HC
- **Sophia Lacroix**, FIU - College of Medicine, 2015-present, SC & CMT
- **Stacey Kesten**, Collaborators Consulting Groups, 2017-2019, SC
- **Steven Marcus**, Health Foundation of South Florida, 2014-present, Other
- **Suecia Mendez-Padilla**, Sunshine Health, 2020-present, SC
- **Teara Jackson**, Urban Health Partnerships, 2020-present, SC
- **Ted Hutchison**, Feeding South Florida, 2015-2017, SC
- **Terri Galindo**, Institute for Children & Family Health, 2014-2018, HC, SC & CMT
- **Thamara Labrousse**, City of Miami Gardens, 2014-present, HA
- **Tiffany Brown**, Law Offices of Tiffany Brown, 2017-2018, SC
- **Tom Ruiz**, City of Miami Gardens, 2016-present, CMT
- **Tony Vasquez**, 24- Hour Fitness, 2018-present, SC
- **Tracy Joseph**, City of Miami Gardens, 2017-present, HA
- **Tracy-Ann Anthony**, City of Miami Gardens, 2019-present, HA
- **Tranika Dufresne**, The Resource Room, 2018 present, SC & CMT
- **Ula Zucker-Williams**, Miami Gardens Chamber of Commerce, 2014-2016, HC
- **Valencia Morris**, Florida Department of Health, 2016-2018, HC, SC & CMT
- **Vanessa Delarosa**, FLIPANY, 2016-2019, SC
- **Vernita Nelson**, City of Miami Gardens, 2014-present, HA
- **Veronica Lambert**, Miami Gardens Police, 2017-present, SC
- **Vidal Garcia**, City of Miami Gardens, 2018-present, SC
- **Virginia Harvin**, Miami Gardens Resident, 2014-present, HC, SC & CMT
- **Yolanda Kennedy***, Concerned African Women, 2017-present, SC
- **Zippora Hayes**, FIU - College of Medicine, 2019-present, SC

KEY PROCESSES

Activating Leadership, Building Capacity & Adopting New Frameworks for Change

LHMG's founders were intentional in shepherding three processes that are widely credited for the initiative's ability to sustain its forward march.

Training Leaders in New Approaches

A guiding principle for LHMG was that in order for community stakeholders to engage and contribute in meaningful ways, they first needed the capacity to do so. In Year 1, LHMG worked diligently to build stakeholders' capacity to lead the way by engaging them in planning and policy determination; and by cultivating their "ownership" in the initiative.

LHMG helped build the capacity of stakeholders through training, role modeling, mentoring and creating opportunities for leadership.

LHMG's staff and Host Council worked with HFSF to offer trainings on the major change strategies that would undergird the initiative. These include RBA (Results-Based Accountability), Turn the Curve Thinking, PSE (Policies, Systems & Environmental) change, Social Determinants of Health, Evaluation, and the Collective Impact model.

Over time, dozens of stakeholders became active in leadership. During Year 1, the LHMG Program Director led most Host Council and Sub-Council meetings. Later, as emerging leaders solidified the vision, LHMG teams began to operate more rhythmically and independently. The Host Council and Sub-Councils elected Co-Chairs who were trained to lead effective, data-driven meetings with shared accountability for results.

Selecting Health Impact Areas

Five Health Impact Areas were selected after a rigorous data collection and analysis process. HFSF contracted the Health Council of South Florida

(HCSF) to aid the community in planning and prioritizing needs, and to integrate existing data on health issues impacting Miami Gardens residents. HCSF worked with HFSF staff to build a comprehensive data document, based on the latest available data. Comparisons by gender, race, and ethnicity were provided (where available) to determine the relative health of various groups. The report also offered a view of key trends influencing the health of Miami Gardens residents.

In August 2014, the Host Council formed a Data & Evaluation Committee to identify data gaps and gather data to fill gaps. The group worked tirelessly to create a seamless process of selecting Health Impact Areas. To ensure community input, LHMG conducted a "Community Check-In" process via surveys and focus groups held throughout Miami Gardens that engaged 603 residents in all.

Countless hours were spent pouring over data that included university studies, supplemental reports, and data from the Community Check-In process, which captured data on residents' health, exercise habits, medical care access, healthy food access, transportation, community assets, and top barriers and suggestions for improving health in the City.

The Data & Evaluation Committee ranked Impact Areas and provided recommendations to the Host Council, which ultimately selected LHMG's five Health Impact Areas:

- Alcohol, Tobacco and Other Drugs (ATOD)
- Healthy Eating and Improved Nutrition
- Mental Health
- Primary Healthcare
- Physical Activity

Process for Selecting LHMG's Health Impact Areas



KEY PROCESSES (CONT'D)

Community Action Plan Development

In November 2014, with Health Impact Areas (HIAs) selected, LHMGM began to identify strategies to support the HIAs and design the Community Action Plan (CAP). LHMGM concluded its planning phase with the completion of the CAP in June 2015, then initiated a request for proposals (RFP) process in August 2015 to fund implementation activities.

Developed by the Host Agency and approved by the Host Council, the CAP provided a roadmap for assessing, planning, and deploying Policy, Systems and Environmental (PSE) and Programmatic strategies to measurably improve the long-term health and quality of life for people who live and work in Miami Gardens.

Results-based accountability (RBA) was selected as a framework to help the Host Council prioritize impact areas and develop strategies for the CAP. Additionally, LHMGM engaged an outside facilitator, well-versed in the RBA process, to promote the swift movement, shared decisioning and collaboration needed to select impact areas and devise the CAP.

The CAP became a living document that could be revised over the years in response to new needs and opportunities. Based on recommendations from the five Sub-Councils, the Host Council met with all participants in June 2015 to rank priorities. Twelve strategies were ranked and submitted to the HFSF with recommendations for phasing implementation based on operations capacity.

The expected outcomes of the data gathering and analysis and CAP development processes were

enhanced community partnerships to address priorities, and improved policy design and decision-making, by providing information and potential solutions to the most important health issues faced by residents in Miami Gardens. This furthered the mission of the City by reaching deep into the communities served to better understand and address the issues of those in need.

Evaluation Frameworks

By the end of Year 3, LHMGM had cemented its action strategies and evaluation framework, which would measure results around two models for community-wide change:

1. **The Collective Impact Framework** adopted by HFSF posits that complex social problems can be solved with through the commitment of cross-sector partners to a shared vision that is supported by five building blocks: a common agenda, a shared measurement approach, mutually reinforcing activities, continuous communication, and a backbone organization to operationalize the vision.

2. **The Theory of Aligned Contributions** posits that population level change is most likely to occur if a group of multi-sector leaders not only respond to a call to action, but also take aligned actions to scale for a result. They must be driven by a shared sense of urgency to a single measurable result for which they are willing to hold themselves publicly accountable. The theory also posits that in order to move from talk to action in collective impact, leaders must have a basic set of skills.

The CAP Development Process



Learn More:
<https://livehealthymiamigardens.com/>

