



# HEALTHTrust

Let's make Silicon Valley the healthiest region in America!

## The time is ripe for Disruption

The Health Trust launches Disruptive Innovation project to find new ways to address health needs in Silicon Valley



In the past three years, Sacred Heart Community Service has gone from serving 24,000 people a year to serving 57,000 while its local government funding has been cut by \$1 million. EHC Lifebuilders is seeing more homeless people lining up for beds at its Silicon Valley shelters and is scrambling to feed them all with fewer government dollars.

And at The Health Trust, the **Meals On Wheels** program is serving fewer meals this year after the City of San Jose cut its support by \$100,000.

What will the future bring?

“Nonprofits have a choice,” says Health Trust CEO Frederick J. Ferrer. “While our clients’ needs

Prof. Clay Christensen, right, is interviewed by Health Trust Vice President of Programs Paul Hepfer.

are rising, government funding will continue to fall. While we must keep chasing the same dwindling government dollars, we must also develop completely new service models that are cheaper and serve even more people.”

To help local agencies develop those new models, Ferrer turned to Harvard Business School Professor Clay Christensen and his theory of Disruptive Innovation. The Health Trust is funding a year-long effort to support nonprofits to develop and pursue ideas that will disrupt the way services are provided.

“I believe that Dr. Christensen’s

See **DISRUPTIVE INNOVATION**, page 8



## Spring brings rain and new gardens

Even a cloudburst couldn’t dampen the spirits of more than two dozen volunteers who gathered to commemorate Cesar Chavez’s birthday by building a garden at Fairwood Elementary School in Sunnyvale. There to help break ground for the new garden was Chavez’s sister, Rita Chavez-Medina, pictured here with Health Trust CEO Frederick J. Ferrer. **TH**

## Inside

**DINING OUT FOR LIFE**  
THURSDAY, APRIL 23, 2011 • DINE OUT • FIGHT AIDS

Dining Out For Life is coming April 26 - Details on Page 7

# Healthy Living

## Health Trust launches The Campaign for Healthy Food San Jose

### Attend a community meeting to show your support

One day soon, putting fresh, healthy fruits and vegetables on the table will be more convenient and affordable for thousands of San Jose residents, thanks to a new campaign led by The Health Trust.

In partnership with the City of San Jose, Working Partnerships USA, Pacific Coast Farmers' Market Association and FIRST 5 Santa Clara County, The Health Trust has kicked off **The Campaign for Healthy Food San Jose**. The goal of the Campaign is to change city policies to make it easier to grow fruits and vegetables in neighborhood gardens and to open farmers' markets, especially in low-income areas of the city.

The Campaign is supported by a \$350,000 grant to The Health Trust from the Santa Clara County Department of Public Health, part of a Centers for Disease Control's Putting Prevention to Work grant.

**"This campaign employs exactly the right approach at the right time."**


**Sam Liccardo**  
Councilmember, City of San Jose

So far, the Campaign is off to a healthy start. In January, the San Jose City Council voted to include Neighborhood Agriculture as a permitted use in all residential zoning districts. In February, the City Council adopted the Campaign's recommendation to make healthy food access one of the top ten priority issues it will address this year. And the Santa Clara County Board of Supervisors approved

one of the strongest set of comprehensive nutrition standards in the country for food and beverages provided at the county or sold at county facilities.

In April, The Health Trust and its partners will hold a series of community meetings throughout San Jose to build local support for farmers' markets, community gardens and mobile produce vending carts.

"This campaign employs exactly the right approach at the right time, building on the policy work already underway through our recently approved general plan, and leveraging the federal money we already have to prevent obesity," Councilmember Sam Liccardo said. "Most importantly, this is the right thing to do—for ourselves and our children."

Want to learn more? Attend a community meeting to find out how you can help The Campaign for Healthy Food San Jose bring more farmers' markets, community gardens and mobile produce vendors to San Jose. For more information, contact Amy Jacopi at Amyj@healthtrust.org or visit [www.healthtrust.org/CampaignforHealthyFoodSanJose](http://www.healthtrust.org/CampaignforHealthyFoodSanJose). 

## From the Big Fresh Carts Silicon and vegetables

An idea that started in the coming to the suburban have proven to be a novel families can't afford health

Building on the success funded Karp Resources, on Green Carts, to study

On March 27, Karen Kar present the findings of the of *The Apple Pushers*, and

The film details how this gives residents of low-income stocked corner markets started in the mobile vending

"Obviously, San Jose isn't program would have to be we should not have families

The new program will be to award \$500,000 in grants fresh, whole produce in the be working with the City of produce vending feasibility

For more information about JamieS@healthtrust.org.

## Health Trust grants



to eat a healthier diet with downstairs and go shopping

When Wilder learned about **Places** grant opportunities

"I think it will be a real moment that we care about them

## Apple to a corner near you

### Silicon Valley will bring fruits and vegetables to local neighborhoods

The bustling boroughs of New York City may soon be on the streets of Silicon Valley. Mobile produce vending carts are the best way to deliver fresh produce to neighborhoods where people can't buy it close to their homes.

As part of the NYC Green Carts initiative, The Health Trust hired Karen Karp as the consultant that advises Mayor Michael Bloomberg on the possibility of adapting the model to Silicon Valley.

Karp, president of Karp Resources, came to San Jose to conduct her study. And the community was treated to a showing of an award-winning documentary about NYC Green Carts.

The entrepreneurial approach serves two purposes: It provides some neighborhoods alternatives to high priced, poorly stocked grocery stores while offering immigrant entrepreneurs a chance to get started in vending business.

"It's not Brooklyn," said San Jose Councilmember Xavier Campos, "so the model can't be adapted. But in a place that once grew produce for the entire state, there are families who can't afford to eat fresh fruits and vegetables."

The project is called **Fresh Carts Silicon Valley**. This fall, The Health Trust plans to launch the program at agencies that can recruit, train and support vendors to sell produce in targeted low-income areas. In the meantime, The Health Trust will work with the City of San Jose to develop a permitting system that will make mobile vending safe, efficient and viable.

For more information about *Fresh Carts Silicon Valley*, contact Jamie Staub at

THI



**Above:** Consultant Karen Karp explains the Fresh Cart Silicon Valley project at The Health Trust Food Basket. **Below:** Karen Karp is joined at the showing of *The Apple Pushers* by, from left, Paul Hepfer of The Health Trust, Nell Newman of Newman's Own Organics, Emily Sandusky of Karp Resources, and Frederick J. Ferrer of The Health Trust.



## Grant opens the way for farmers' market at Valley Medical Center



VMC Foundation Executive Director Chris Wilder had a vision for a farmers' market at Valley Medical Center.

"Can't you just see it?" he said. "A doctor treating a patient for diabetes could say, 'You need

more fruits and vegetables. So let's go shopping.' How cool would that be?"

With The Health Trust's **Creating Healthy Communities** grant, he saw a way to make that vision a reality.

"It's a morale booster," he said. "It will remind patients to eat healthy."

The \$150,000 Creating Healthy Places grant will help VMC Foundation get the necessary policies passed to open a farmers' market on the hospital campus. In addition, the goal of the project is to have county policies and procedures in place that would allow farmers' markets to operate on other public properties and to share lessons learned with county providers and community stakeholders.

"We don't just want to make it possible to open a market," Wilder said. "We want to make it easy."

Wilder hopes to have the market up and running in a year. And he plans to be one of the market's most loyal customers.

"Hey, I'm a vegan, so bring on the vegetables!" THI



# Healthy Aging

Health Trust grant to Family Caregiver Alliance will help identify local caregiver needs, recommend policy changes

**E**ach day across the United States, more than 65 million people are caring for chronically ill, disabled or aging family members, neighbors and friends. Their efforts make it possible for loved ones to continue to live in their homes. And if you put a price tag on the value of the caregiving services that family members provide free of charge, it would be about \$375 billion a year.

## Caregivers Count on Your Support

- Caregivers report higher levels of engagement in poor health behaviors.
- Obesity rates, smoking and binge drinking are higher among caregivers than non-caregivers.
- Middle-age caregivers are at greatest risk for high blood pressure, diabetes and heart disease.

## Funding for caregivers is at risk!

Governor Jerry Brown's budget proposes elimination of \$2.9 million in state funding for Caregiver Resource Centers in California. To voice your support for caregivers, call or email the governor and your local legislators. Or go to [www.caregiver.org](http://www.caregiver.org) to find out more and sign a petition.


In Santa Clara County, more than 283,000 residents provide regular care or assistance to an adult who is disabled or ill. But beyond the numbers, little is known about these caregivers – whether they are also raising children, working outside the home, providing full- or part-time care. How much stress are they under, and what kind of support do they need?

The Health Trust's approach to health challenges is to gather data that help the community understand the issues and develop strategies for addressing them. In the case of caregivers, The Health Trust is funding a study that will profile the population of caregivers in Santa Clara County, find out who they are and what they need to better care for their aging loved ones – and for themselves.

For the study, The Health Trust turned to the Family Caregiver Alliance, an organization that is internationally recognized for its pioneering work to support family and informal caregivers. With a \$20,000 grant from The Health Trust, the Alliance is embarking on a year-long project, **Informal Caregivers: Blueprint for Action in Santa Clara County**. The project

will include two reports: a policy brief on informal caregivers in the county with direction on planning issues for current and future caregivers, and a report on successful efforts locally and across the country to educate and support current and prospective informal caregivers.

The Health Trust will build upon the Alliance's data and recommendations, incorporating them into its **Healthy Aging Initiative** work to advance policies that help older adults maintain independence.

Family Caregiver Alliance and its National Center on Caregiving have extensive expertise, data resources and experience in the research and preparation of caregiver studies and serve on the front line of national and state advocacy on behalf of family caregivers. For caregiving advice, fact sheets, research reports, discussion groups, and other resources, go to [www.caregiver.org](http://www.caregiver.org) or call 800.445.8106. 

## Santa Clara County caregivers gather for education, moral support at annual Caregivers Count! conference




Helping caregivers ease their stress and deliver better care to their loved ones was the focus of the third annual **Caregivers Count!** conference on March 17 at the Sunnyvale Senior Center, hosted by the Aging Services Collaborative of Santa Clara County.

More than 130 people came to hear experts speak on topics including Self-Care and Stress Management, Legal Issues, End of Life and Palliative Care and

Navigating Community Resources. Presentations were translated into four languages to best meet the needs of the large and diverse audience.

“This conference is really about providing caregivers with information and resources, but it is also about letting them know they are not alone in the challenges they face,” said Lori Andersen, Director of Health Aging for The Health Trust and staff support for the Aging Services Collaborative.

“Family and friends provide 80 percent of the care that helps older adults remain independent in the community, but that comes at a substantial cost to the caregivers themselves.”

A recording of the conference in English is available at [www.agingervicescollaborative.org](http://www.agingervicescollaborative.org). 

Sessions at the Caregivers Count! Conference were held in English, Spanish, Mandarin Chinese and Vietnamese.



photos courtesy of Hospice of the Valley

## Need assistance? You really need a SPA

**Senior Peer Advocates** (SPAs) are trained volunteers in Santa Clara County who connect seniors with agencies that can help them, whether they need a ride to the doctor, a safe place to live, or help accessing Social Security benefits. The SPA program was launched by The Health Trust and its partners, including the Aging Services Collaborative and the Center on Healthy Aging in Multicultural Populations at San Jose State University. It is funded through a grant from the Council on Aging Silicon Valley.

You can arrange to meet with a Senior Peer Advocate or sign up to become one by contacting one of these partner sites:

- John XXIII Senior Center  
408.282.8600
- Eastside Neighborhood Center  
408.251.0215
- Seven Trees Community Center  
408.794.1690
- Mayfair Community Center  
408.794.1060
- City of Sunnyvale Senior Center  
408.730.7367
- Community Service Agency of Mountain View and Los Altos  
650.968.0836
- India Community Center, Milpitas  
408.934.1130
- Self-Help for the Elderly  
408.961.7076
- Centennial Recreation Senior Center, Morgan Hill  
408.782.1284

**AWE  
some  
FILM FESTIVAL**  
\*AGING WITH EXCELLENCE

## An AWE\*some Day of Film and Festivity

The Aging Services Collaborative of Santa Clara County invites you to attend the second annual **AWE\*some Film Festival** (\*Aging with Excellence), a full-day of films that celebrate positive aging. Filmmakers will present and an intergenerational panel will discuss how film can celebrate the positive aspects of aging, while innovative films such

as *Surfing for Life* and *Young@Heart* will showcase some awesome older adults in action.

The AWE\*some Film Festival will be held on Saturday, April 28, from 9 a.m. to 4 p.m. at Good Samaritan Hospital Auditorium, 2425 Samaritan Drive in San Jose. The \$10 admission price includes a box lunch. Registration is required. To register, call 888.724.2362.

# The new faces of HIV

## AIDS Services helps clients manage chronic illness

**W**hen Mark Molina looks 20 years down the road, he sees his life filled with family and friends, good food and meaningful work. His dreams include marriage, a successful catering business, perhaps working in a hospice and volunteering for causes related to HIV/AIDS.

“I’m adamant about pursuing my life’s goals – working, going to school,” he said. “I won’t let my HIV status define who I am or take anything away from me.”

There was a time when someone like Mark, a 37-year-old HIV-positive client of **The Health Trust AIDS Services**, didn’t dare imagine a long and full life. Carrying the virus that causes AIDS meant being ostracized and sentenced to a premature death.

But with advances in research and treatment, HIV has evolved from a certain death sentence into a chronic disease that can be managed. The Health Trust AIDS Services, the largest provider of non-medical HIV/AIDS services in Santa Clara County, has evolved, too. Increasingly, the focus is on helping clients living with HIV acquire the skills they need to work and be independent.

“When I started here we had more nurses than benefits specialists on staff,” said Anna Hemmerle, director of The Health Trust AIDS Services. “Our clients were primarily gay, white men and they often lived only a few months after they came to us.”

Today, she says, The Health Trust’s 800 clients include women, Latinos and African Americans, gay and straight.

Clients like Julie, a single mother with a 7-year-old daughter. Julie was infected with HIV when she was raped as a teenager and didn’t find out until years later when she was married and expecting a child.

“I thought I was going to die very quickly,” she recalled. “I wasn’t concerned about my dying, but about my child.” Fortunately, Julie’s doctor treated her with antivirals and AZT throughout her pregnancy. Her daughter never acquired the virus and doesn’t even know her mother is HIV-positive. Her marriage eventually broke up.

The Health Trust helps Julie with her rent. She takes medication and fights chronic fatigue while taking college classes and trying to keep up with her bubbly, bright-eyed little girl. She shops at **The Health Trust’s Food Basket** and attends AIDS Services support groups.



Julie isn’t ready to share the truth about her HIV status with her young daughter.




Mark Molina is working to overcome the stigma of HIV by going public with his condition.

“When you are HIV-positive, it’s so important to have a place where you can let down your hair and be yourself,” she said. “Most of us can’t do that outside.”

While the stigma associated with HIV keeps Julie from sharing her status, Mark takes the opposite view. He wants to fight the stigma by going public.

“I want to open this up,” he said. “HIV is not a gay thing; it is a human thing. The Health Trust has helped me learn how to identify with my reality and pursue my life, which is HIV prevention and awareness. I have taken those resources, and they have put me in a position to grow.”

For more information about The Health Trust AIDS Services or to make a donation, go to [www.healthtrust.org](http://www.healthtrust.org). 



*An invitation to a dinner party unlike any other*

*Dear Silicon Valley resident,  
You are cordially invited to  
join thousands of your neighbors  
at the fourth annual*



# DINING OUT FOR LIFE

**On Thursday, April 26**

This year more than 40 restaurants throughout Silicon Valley are donating a portion of each check to The Health Trust AIDS Services, the largest non-medical program in Silicon Valley for individuals with HIV/AIDS. The Health Trust provides housing assistance, food, education, case management and social activities for more than 800 low-income clients each year.

So make your plans today. Gather your friends, make a reservation and dine out to fight AIDS.

The Health Trust welcomes the new and returning restaurants joining us for 2012 Dining Out For Life:

**Campbell** • Capers Eat and Drink • Hobee's California Restaurant • Mama Mia's • Pacific Catch Fresh Fish Grill • Sonoma Chicken Coop • **Cupertino** • Amici's East Coast Pizzeria • Park Place Restaurant • **Los Altos** • Maltby's Restaurant and Tavern • Oregano's Wood-Fired Pizza • **Los Gatos** • Hobee's California Restaurant • Nick's On Main • Viva! Neighborhood Eatery • **Menlo Park** • Amici's East Coast Pizzeria • **Mountain View** • Amici's East Coast Pizzeria • Fiesta Del Mar • Fiesta Del Mar Too • Morocco's Restaurant • Vive Sol • **Palo Alto** • Celia's Mexican Restaurant • Cibo Restaurant and Bar • SliderBar Café • **Redwood Shores** • Amici's East Coast Pizzeria • **San Jose** • Amici's East Coast Pizzeria • Arcadia Modern American Steakhouse • Chacho's • Habana Cuba • Las Cazuelas • Loft Bar & Bistro • Los Pinitos Restaurant • Mmoon Restaurant • Morocco's Restaurant • Old Wagon Saloon and Grill • Paolo's Restaurant • Sonoma Chicken Coop - San Pedro • Sonoma Chicken Coop - Skyport • Splash Video Bar • Time Delicatessen • **San Mateo** • Amici's East Coast Pizzeria • **Saratoga** • The Basin • Casa de Cobre • Plumed Horse • **Sunnyvale** • Bistro Mozart • Faultline Brewing Company • Hobee's California Restaurant

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# Healthy Communities

## Disruptive Innovation

continued from Page 1

theory is just the catalyst we need to jump start the creative process in Silicon Valley,” Ferrer said. “We need new ideas – not simply more efficient, cost-effective ways to implement the old ideas.”

According to Christensen, a disruptive innovation is one that transforms an existing market or sector – or creates a new one – by introducing simplicity, convenience, accessibility, and affordability, where before the product or service was complicated, expensive and inaccessible. Examples include getting a flu shot at the mall instead of a doctor’s office or taking a class online.

The Health Trust kicked off this effort in January with a Disruptive Innovation Summit for more than 100 local nonprofit, government and education leaders at the Mexican Heritage Plaza in San Jose. Dr. Christensen spent the morning explaining his theory. In the afternoon, he and his colleagues from Innosight Institute challenged the participants to apply the theory to their organizations or sectors.


Following the summit, The Health Trust invited

nonprofits to apply for grants to support disruptive innovations of their own.

“We are looking for projects that will impact the social determinants of health and are really disruptive, not just new ways of doing the same thing better,” said Paul Hepfer, Health Trust vice president of programs. “This is new to people, and we need to help them grasp it, but we’re really excited about the possibilities.”

For Poncho Guevara, executive director of Sacred Heart Community Service, disruptive innovation couldn’t come too soon.

“Since the summit, we have been asking ourselves: How can we do things differently? Because in these economic conditions, with cuts that probably are going to be permanent, we simply can’t afford to continue business as usual.”

To request more information about The Health Trust’s Disruptive Innovation project, send an email to [di@healthtrust.org](mailto:di@healthtrust.org). 

## What is Disruptive Innovation?

In their 2008 bestseller, *The Innovator’s Prescription*, Clay Christensen and co-authors Jason Hwang M.D. and Jerome H. Grossman M.D. apply Disruptive Innovation Theory to the nation’s health care system, describing a process by which a product or service takes root initially in simple applications and then is upgraded and improved until it eventually displaces established competitors.

An innovation is disruptive if:

- It is introduced by an “outside” organization.
- It targets an underserved or entirely new market.
- Its initial products may be inferior to existing products but are “good enough,” and simpler than the status quo.
- It is less expensive than traditional or current products.
- It may be powered by technology.

Examples: Cell phones, discount airlines, teeth whitening strips, flu shots at pharmacies



## Historic vote moves county closer to fluoridated water

The Health Trust's **Children's Dental Center of Sunnyvale** was the scene of a festive reception in January, as the oral health community celebrated a major victory: The Santa Clara Valley Water District board had voted unanimously in November to fluoridate its system, bringing the benefits of fluoride closer to reality for all residents of Santa Clara County.

Following the board vote, Health Trust officials met with the Water District staff to prepare for the first meeting of the District's ad hoc fluoridation committee, which was held in March. The goal is to form a public-private partnership to implement the board's new policy.

District staff hopes to have a cost estimate for the project by June. Meanwhile, The Health Trust is developing a potential funding strategy.

"I feel that we and the staff are on the same page and have clear direction to move forward," said Health Trust CEO Frederick J. Ferrer. "At our next meeting, my hope is that we will be ready to adopt a funding strategy." [TUTT](#)



**Above:** Martin Entwistle, right, of the Palo Alto Medical Foundation explains his work group's approach to disruptive innovation at the Health Trust Summit. **At left:** Dr. Charles Bullock of San Jose State University, left, with Dr. Clay Christensen.



Santa Clara County Executive Jeff Smith, top left, brought a team from the county to learn about disruptive innovation.



**Above:** Fluoride campaign leaders Santa Clara County Health Officer Dr. Marty Fenstersheib, left, and Supervisor Liz Kniss, right, celebrate with Marjorie Stocks of the California Dental Association.



**Left:** Members of People Acting in Community Together are leading the grassroots effort to bring fluoride to Santa Clara County.

# Thank You!

## Corporate Volunteers in Action



### Corporate Volunteer Groups (2011-2012)



KAISER PERMANENTE



Google employees enjoyed the sunshine and their volunteer work at The Health Trust's Produce Mobile.




### Community Partner Spotlight: Google

Employees of Silicon Valley corporate giant Google dedicated more than 65 hours to serving low-income East San Jose families this spring, volunteering at The Health Trust's **Produce Mobile** and **Food Basket** on two different occasions.

In November, volunteers packed and distributed 20,000 pounds of food to 400 families. In January, the Googlers made a repeat appearance, this time packing 120 bags of groceries for low-income and elderly individuals in need of grocery home delivery. Volunteers also shared some of their technical skills, connecting new monitors and a printer in the computer lab at the **The Health Trust Family Resource Center** in San Jose and organizing educational materials.

And in March, they helped install new sprinklers for a school garden and redesigned a resource room at the Family Resource Center in Sunnyvale. The Health Trust is glad to have Google on our team.

If your company is interested in becoming a Health Trust Community Partner, contact Leif Christiansen at [leifc@healthtrust.org](mailto:leifc@healthtrust.org). 



## In brief


### Local philanthropists extend Challenge Gift to support Healthy Aging in Silicon Valley

The Health Trust is delighted to announce the recent commitment of a Challenge Gift by Silicon Valley residents Judy and George Marcus in support of establishing a Circle of Donors for our **Healthy Aging Initiative**.

The Healthy Aging Initiative of The Health Trust works to ensure that older adults spend more years in good health and engaged as vital members of our community.

The Health Trust aims to raise \$50,000 by the end of June. The Marcuses' Challenge Gift of \$25,000 will raise the visibility of critical community needs in the area of aging and allow The Health Trust to engage a broad base of donors and stakeholders committed to supporting a community where older adults age with dignity, independence and at home, as much as possible.

We would especially like to thank our initial investors in this campaign: Nancy Handel, Jennifer and Phil DiNapoli, Burt and Barbara Foundation, Cindy Ruby and Silicon Valley Law Group.

Please help us meet our challenge by contributing to our Healthy Aging Initiative. Contact Vandana Pant at [vandanap@healthtrust.org](mailto:vandanap@healthtrust.org) or 408.879.8426. To make a donation online, go to [www.healthtrust.org/donate](http://www.healthtrust.org/donate) and choose "Healthy Aging" from the menu. 

### Three community leaders join The Health Trust's Board of Trustees

The Health Trust's Board of Trustees has elected three new members, each with an outstanding record of service and leadership in the community:

**Charles Bullock Ph.D.**, dean of the College of Applied Sciences and Arts at San Jose State University.



**Michael Celio, J.D.**, a partner with the San Francisco law firm Kecker & Van Nest LLP.

**Emily Lam, M.P.P.**, Senior Director of Health Care and Federal Issues for the Silicon Valley Leadership Group.



### The Health Trust takes home top honors as one of Bay Area's healthiest employers

This year, The Silicon Valley Business Journal recognized The Health Trust as one of the Bay Area's healthiest employers, acknowledging the nonprofit's unflagging commitment to employee health and wellness.




While working to make Silicon Valley the healthiest region in America, The Health Trust also has lived by the manta "talk the talk and walk the walk," literally supporting its employees' engagement in group walk teams and a variety of other onsite health and wellness programs. In addition to providing a corporate fitness membership and onsite classes, The Health Trust also offers employees health coaching, regular deliveries of fresh produce, free flu shots and a variety of other health and wellness programming. 

### Santa Clara County partnering with Destination: Home to house 100 most vulnerable homeless people

Thanks to a new Santa Clara County pilot project, 100 chronically homeless individuals and families have new hope for permanent housing and much welcomed support. The county housing subsidy program, which begins in April, is part of the Housing 1000 campaign, which is led by **Destination: Home**.

Santa Clara County is currently working to identify the chronically homeless individuals and families who are the highest users of county services. They will be referred for housing placement through Housing 1000, Valley Healthcare for the Homeless, the county Mental Health Department, and other county departments. The project aims to stabilize lives and reduce the public burden of chronic homelessness.

Destination: Home, a program of The Health Trust, is a public-private partnership working to end homelessness in Silicon Valley. It is leading the Housing 1000 campaign, a partnership of local organizations committed to permanently housing 1,000 of our county's most vulnerable homeless residents. For more information, visit [www.housing1000sv.org](http://www.housing1000sv.org). 



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## LETTER FROM THE CEO

# Changing the way we change our community

**A**s people across the nation recently observed Cesar Chavez's birthday by dedicating the day to community service, I was reminded of his famous words:

*“Once social change begins, it cannot be reversed. You cannot un-educate the person that has learned to read. You cannot humiliate the person who feels pride. You cannot oppress the people who are not afraid anymore.”*

As I look at the current work of The Health Trust, I am struck by the parallels to Chavez's words. Our goal is to advance the wellness of all people in Silicon Valley, but to reach that goal we must go beyond programs, grants and services. We must create real, lasting change that challenges our assumptions about power and the use of power to improve or inhibit good health.

The Health Trust's newest project, **Fresh Carts Silicon Valley**, described on Page 3, underscores my point. It is based on New York City's successful mobile produce vendor program.

Over the past four years, we have addressed the public health obesity crisis with several strategies: grants to support farm and garden projects such as Veggjelution and La Mesa Verde. **Silicon Valley Health Corps**, which has grown thousands of pounds of produce and provided garden-based education to hundreds of kids. Advocacy that led San Jose to include in its general plan the strongest health element of any city in America.

Our efforts have had a positive impact. But as long as The Health Trust and our partners provide the resources and run the programs, we are not tapping into the resources of the community to create social change. That's why I love *Fresh Carts Silicon Valley*. It takes an enterprise approach to the public health obesity crisis. Our goal is twofold: When neighborhood



Health Trust CEO Frederick J. Ferrer invoked Cesar Chavez's vision at the Disruptive Innovation Summit in January.

residents can buy their own mobile produce vending carts and sell fruits and vegetables in their community, we will make healthy food affordable and available in low-income areas and create business opportunities for residents, including recent immigrants, returning vets and newly housed homeless people. We will help people pursue the American dream while solving a perplexing health challenge.

I think Cesar would be happy to see *Fresh Carts* in the East San Jose neighborhood where he grew up, owned and run by the people who live there. This promises to be a social change that we would never want to reverse. 