Welcome

6th Bi-Annual Staff Engagement Town Hall

January 27, 2022

Creating a workplace that works for all of us
What’s your Top Strength?
What's your top Strength?
• Opening remarks from Josh Adler, Chief Clinical Officer (5 minutes)

• Engagement at UCSF (5 minutes)

• Pillars of the Anti-Racism Initiative (5 minutes)

• Organization-wide Action Plan and Progress Panel (40 minutes)

• Community Collaboration and Next Steps (15 minutes)

• Closing remarks from Chancellor Hawgood (5 minutes)
Opening Remarks

- **Josh Adler**, Chief Clinical Officer
Engagement at UCSF
How we measure engagement

**GROWTH**
- Q12. This last year, I have had opportunities at work to learn and grow.
- Q11. In the last six months, someone at work has talked to me about my progress.

**TEAMWORK**
- Q10. I have a best friend at work.
- Q09. My coworkers are committed to doing quality work.
- Q08. The mission or purpose of my company makes me feel my job is important.
- Q07. At work, my opinions seem to count.

**INDIVIDUAL**
- Q06. There is someone at work who encourages my development.
- Q05. My supervisor, or someone at work, seems to care about me as a person.
- Q04. In the last 7 days, I’ve received recognition or praise for doing good work.
- Q03. At work, I have the opportunity to do what I do best every day.

**BASIC NEEDS**
- Q02. I have the materials and equipment I need to do my work right.
- Q01. I know what is expected of me at work.

The items were chosen specifically based on their link back to business and clinical outcomes.
Historical look at our progress

Engagement has remained stable over time

The GrandMean score of 3.92 is now at the 45th Percentile of the Gallup database.

Q12 GRANDMEAN OVER TIME

Note:
Bar Graph is Health and Campus Combined 2011-2021. Percentiles based on Gallup’s Q12 Overall Company-Level Database per respective year.
Line graph is Health, Campus & BCH Oakland Combined 2017 - 2021.
Distinct “layers” remain visible

UCSF environment fosters engagement for those in the “core” more than for those in the “periphery.”
Our action plan - goals

Leverage strengths and support organization by…

Building roadmaps for staff
To help people navigate their way around the system and find their path to success.

Helping more managers to serve as advocates
By creating greater urgency and accountability around the ‘people management’ component of the manager role.

Identifying and addressing unconscious bias
By increasing awareness among leaders and managers and creating greater visibility around actions/opportunities.

Created Belonging Index to measure progress and hold ourselves accountable
How we measure “belonging”

The Belonging Index = 10 questions

2021 Overall Belonging Index = 3.80

**Engagement**

Q04. Recognition
Find information and resources that I need to be effective

Q05. Care
Manager is a strong advocate for our unit and department

Q07. Opinions
Manager consistently helps me progress in my role

Q12. Learn and Grow
A clear **roadmap** that helps employees navigate UCSF’s complex structure

**Roadmap**

Have a clearly defined path for development and growth

**Manager Advocate**

Strong **support** and **advocacy** from managers to drive growth and progress

**Unconscious Bias**

Breaking **unconscious** bias and driving respect for diverse backgrounds and viewpoints

I am respected for who I am as a person

I have the same opportunity for advancement as others with similar experience and qualifications
Opportunity
Focusing on Strengths Improves Belonging and Engagement

ESTABLISHED BELONGING INDEX has provided the measurement needed to inform organization-wide and local level action:

9x Staff who have a strong sense of belonging within UCSF are over nine times more likely to be engaged.

Staff are at their best when they can effectively navigate the UCSF culture for development, have strong support and advocacy from managers, and feel respected.

STRENGTHS is one of the tools used to support the UCSF culture transformation.

18%

Of the total population know their Strengths: 14% of Non-Managers & 46% of Managers.

Individuals who have taken strengths are significantly more likely to be engaged and report a sense of belonging at UCSF.

Individuals who have participated in a UCSF L&OD Strengths Course are significantly more likely to be engaged and report a sense of belonging at UCSF.
Anti-Racism Initiative

- J. Renee Navarro, Vice Chancellor of Diversity and Outreach
Racism

Racism is a system of structuring opportunity and assigning value based on the social interpretation of how one looks (which is what we call “race”), that unfairly disadvantages some individuals and communities, unfairly advantages other individuals and communities, and saps the strength of the whole society through the waste of human resources.

Dr. Camara Jones
UCSF Presidential Chair 2021-2022
Pillars of the Anti-Racism Initiative
Valuing Black lives and eliminating systemic racism

- Climate that is healthy, safe, and welcoming for all
- Address anti-racism knowledge gaps
- Equity in decision making process
- Achieve demographic diversity in leadership
- Achieve patient care equity
- Further UCSF commitment to the Bay Area
- Anti-racism and equity in research
Antí-Racism Initiative

Key Accomplishments

✓ Police and security enhancements
✓ Completion of the Campus Climate of Inclusion survey
✓ Selection of Staff Equity Advisors and hiring of coordinator to assist in staff leadership hires
✓ Changes to the faculty promotions process to include the Contributions to Diversity Statement
✓ Established 2022 Health Equity goals
✓ Increased the procurement spend with minority and women-owned businesses
✓ Supported work with the Black Health Initiative and LCOE
Pillar 4: Achieve demographic diversity in leadership
Advancing Excellence in Staff Recruitment

UCSF Staff Equity Advisors

Diana Kim
Division Manager, Department of Medicine, Division of General Internal Medicine
Email

John McCoy
Director of Alumni Relations
Email

Deborah Reiter
Administrative Director, School of Medicine, Dean’s Office
Email

Maria Rina-Simon
Director of Staffing and Strategic Programs, School of Dentistry, Dean’s Office
Email

Lindsay Williams
Administrative Director, Radiation Oncology
Email

Judy Young
Executive Director, UCSF National Center of Excellence in Women’s Health
Email

Diversity Talent Strategist

Stephanie Walker

UCSF Health
New President and CEO

Suresh Gunasekaran, MBA
Leadership Demographics
People Leaders by Race-Ethnicity

Senior Leader
- 2020: 15.0%
  - White: 7.5%
  - Asian: 5.0%
  - Black/African American: 2.5%
  - Hispanic/Latino: 0.5%
  - Two or more races: 0.5%
  - Native HI / Other PI: 0.5%
  - American Indian / AK N.: 0.5%
  - Unknown: 0.5%

Manager
- 2020: 12.2%
  - White: 6.1%
  - Asian: 3.1%
  - Black/African American: 2.0%
  - Hispanic/Latino: 0.5%
  - Two or more races: 0.5%
  - Native HI / Other PI: 0.5%
  - American Indian / AK N.: 0.5%
  - Unknown: 0.5%

Supervisor
- 2020: 11.2%
  - White: 5.4%
  - Asian: 3.1%
  - Black/African American: 2.0%
  - Hispanic/Latino: 0.5%
  - Two or more races: 0.5%
  - Native HI / Other PI: 0.5%
  - American Indian / AK N.: 0.5%
  - Unknown: 0.5%

Senior Leaders include Unclassified Sr. Managers and Senior Management Group leaders.
Anti-Racism Town Halls

Call to Engage
- Involve communities UCSF-wide
- Find ways for community members to take action
- Address questions and feedback

Town Halls in 2022
- April - Chancellor Leadership Forum on Diversity and Inclusion
- Fall – October/November
THANK YOU

diversityoutreach@ucsf.edu
Action Plan Update
Our action plan – Tactics

[Image of QR code]

DevLearning.ucsf.edu/action-plan
What we heard from you

Which initiative on the organization wide action plan are you most anticipating?

1. Build and support new career paths (Anchor Institute).

2. Require DEI and leadership training for all UCSF staff leaders to prepare managers to set goals and create action plans to advance DEI work in their respective areas.

3. Increase representation of BIPOC leadership.
Progress Panel

- **Annette Caneda**, Instructional Designer and Organizational Consultant
- **Michael Jones**, Workforce Development Consultant
- **Wendy Tobias**, Chief Accessibility and Inclusion Officer
What’s your role?
Which effort on the action plan are you sponsoring or personally supporting?

- Why is it important to you?
- How will it help shift our culture so that ALL who work to support our mission and PRIDE values can feel a sense of belonging?
Community Collaboration

You Belong with Us

tiny.ucsf.edu/EngagementCommunity

Complete by March 3, 2022
Next Steps

- Affirm and reinforce our organization-wide action plan
- Support your team-level action planning
  - Leverage your Strengths: tiny.ucsf.edu/strengths
COMING SOON

Annual Staff Engagement Survey
April 12, 2022 - May 6, 2022
Closing Remarks

- Sam Hawgood, UCSF Chancellor