



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital Equity and Culture Updates

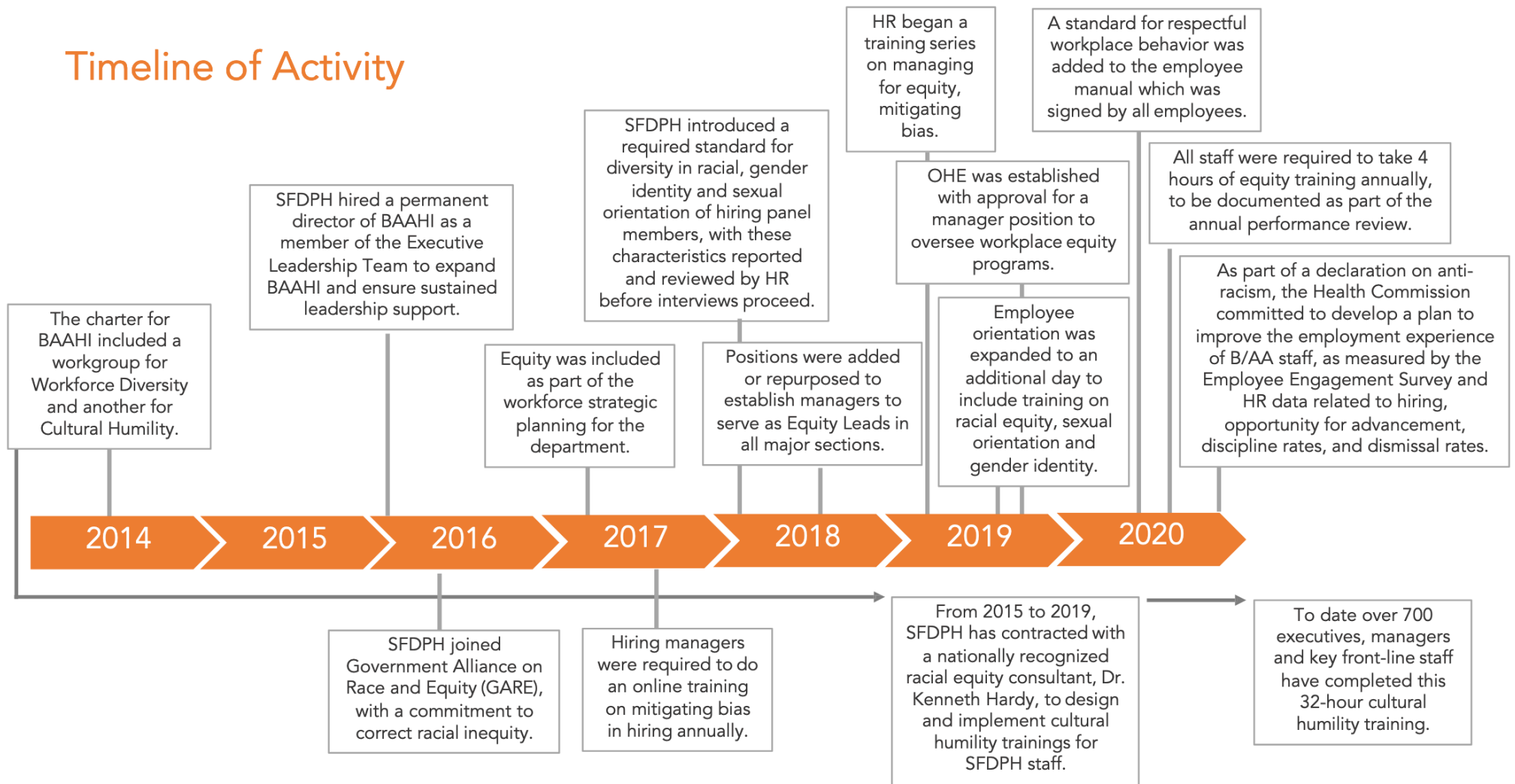
Amie Fishman, Director
Department of Equity and Culture
July 13, 2021



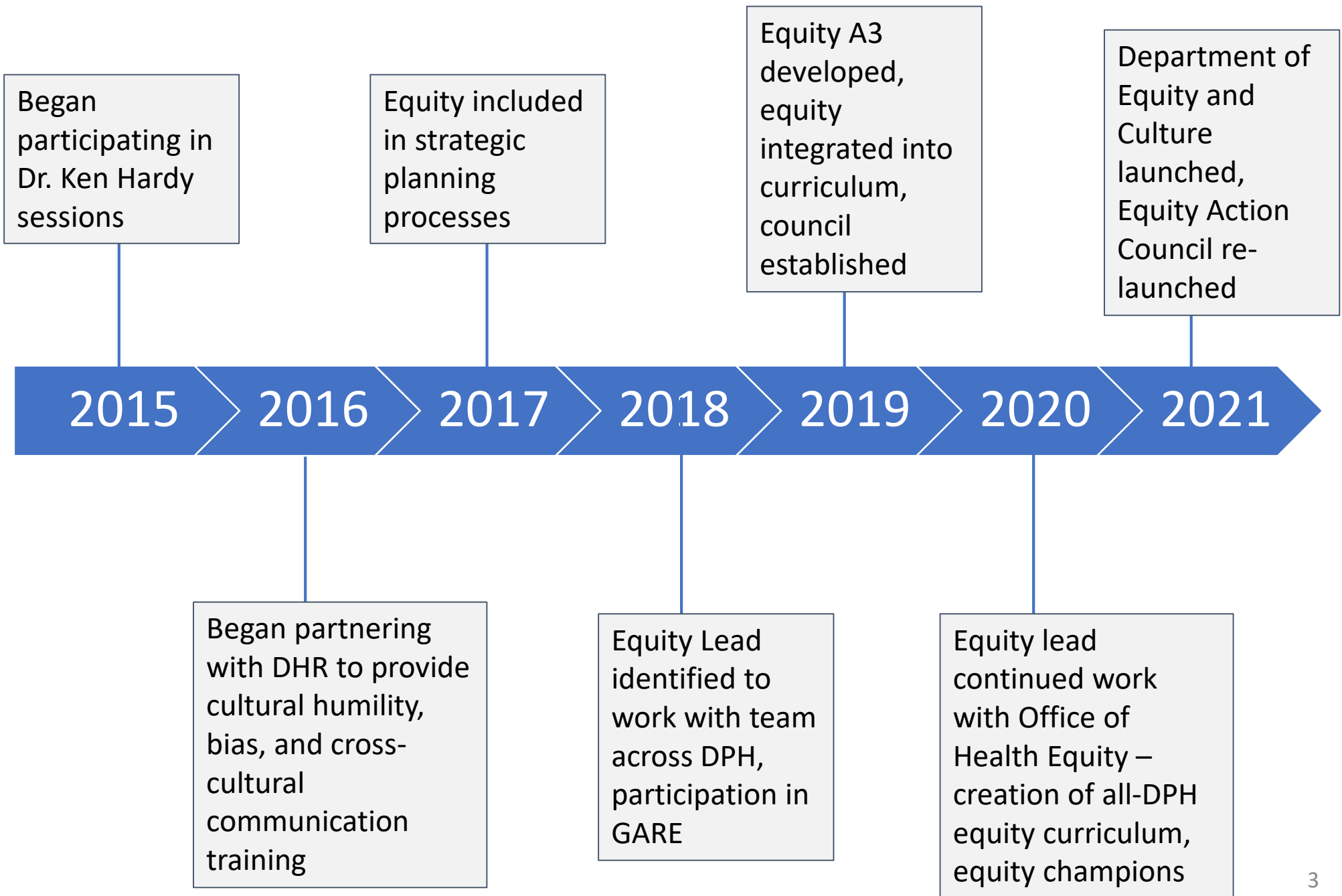
San Francisco Department
of Public Health

DPH Background and Context

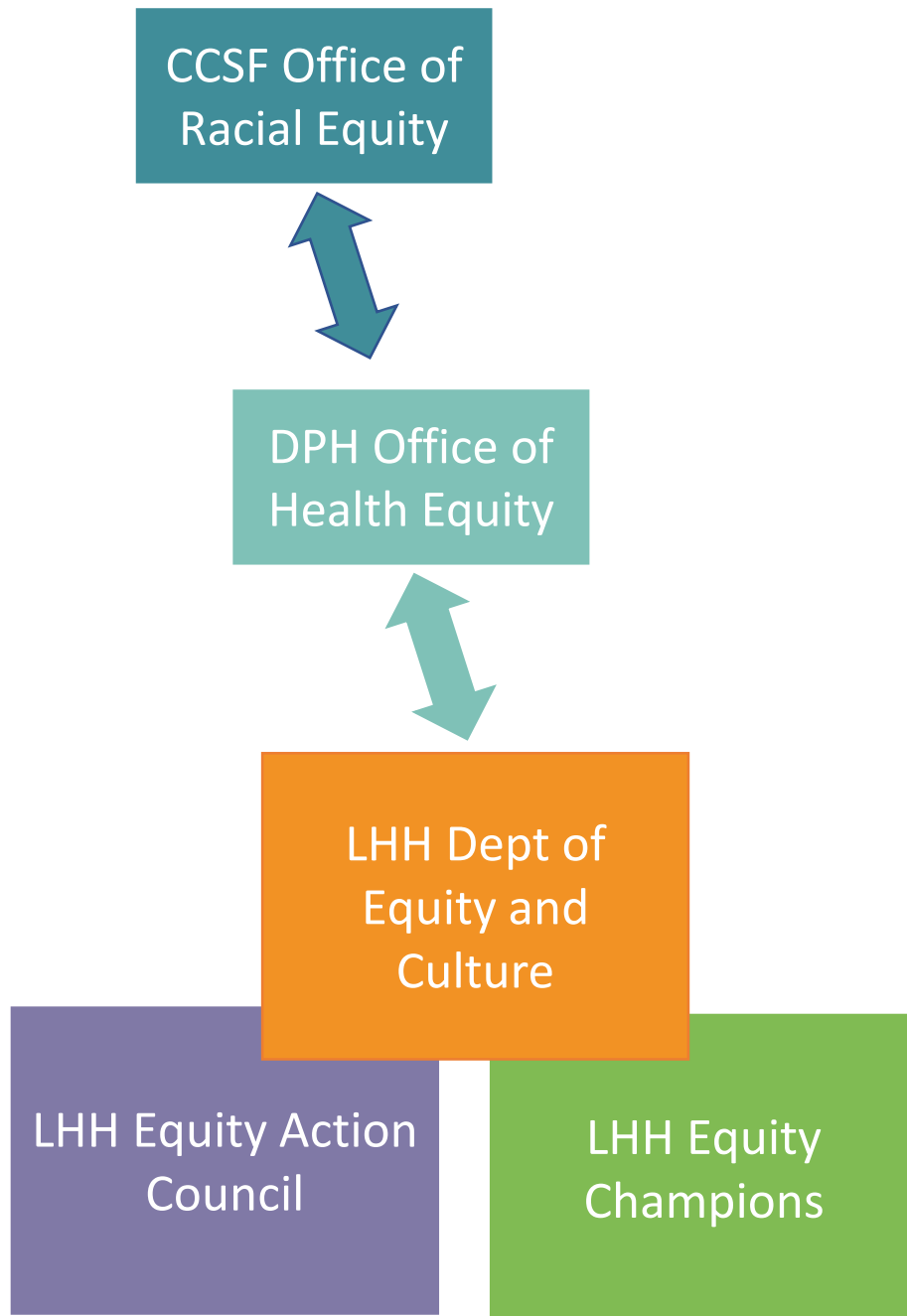
Timeline of Activity



LHH Background and Context



Laguna Honda Equity Structure



Laguna Honda Equity Functions

Department of Equity and Culture

- Develops and oversees progress on strategic priorities (A3)
- Reports to leadership and executive committee
- Supports equity leadership across DPH
- Oversees special projects, action council, and champions
- Interfaces with DPH Office of Health Equity and CCSF Office of Racial Equity
- Co-authorship and implementation of DPH Racial Equity Action Plan (REAP)

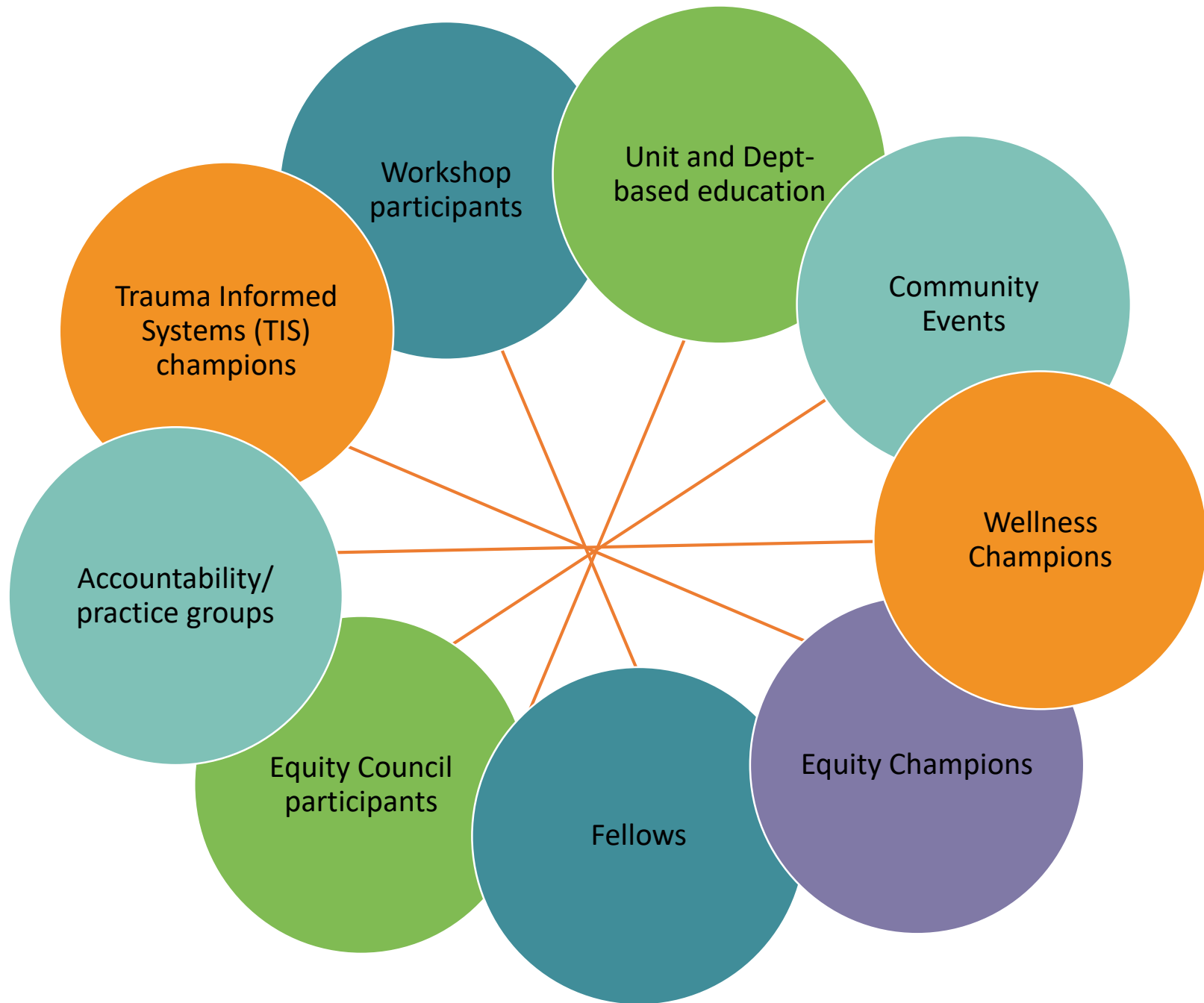
Equity Action Council

- Consists of LHH departmental leadership
- Responsible for supporting completion of A3
- Takes on leadership roles and special projects to advance equity in own departments
- Participates in discussions and trainings
- Participate in workgroups
- Makes recommendations and reports
- Champions equity work in departments

Equity Champions

- Consists of DPH Racial Equity Champions cohort
- Take on special projects to advance equity at LHH/in own departments
- Participates in discussions and trainings
- Contributes minimum 5 hours/month

Why Equity and Culture?



Why Equity and Culture?

Employee Engagement Results 2019

% Favorable Racial Equity Scores at LHH

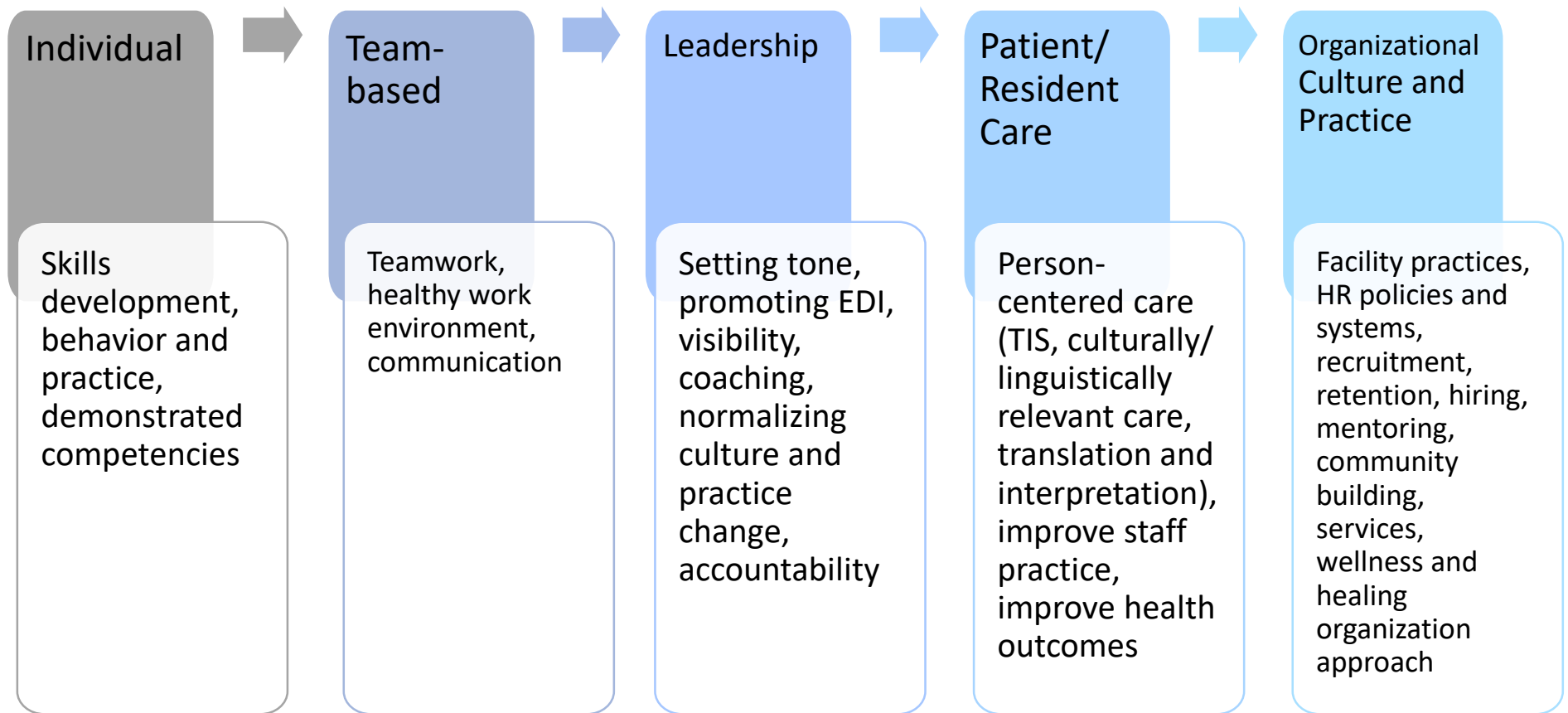
Question	All	Asian	Black	Latinx	White	% Diff
48. Government action and policies contribute to the difference in health between racial/ethnic groups.	64% 851	67% 596	43% 84	65% 74	69% 86	-33% to 17%
49. I feel comfortable talking about race and racism in the workplace.	47% 878	49% 611	33% 87	38% 73	55% 95	
50. I am actively involved in advancing racial equity in my work.	52% 797	53% 554	52% 73	50% 70	50% 88	
51. My department is taking active steps to improve racial equity.	55% 846	59% 589	39% 80	47% 74	49% 91	
52. Managers in my department treat staff from all racial/ethnic groups with respect.	70% 934	72% 654	47% 91	68% 81	80% 96	
53. Staff in my department treat community members from all racial/ethnic groups with respect.	69% 923	71% 648	48% 87	68% 80	81% 97	

Key strategies

- Clear, visible, dedicated **equity leadership** to **support infrastructure** and **maintain momentum** and urgency
- A **racial equity agenda** rooted in structural and systemic analysis – beyond “being nicer” or “saying hi in the hallways”
- A shift from responding to incidents as individual/case-specific to institutional – **systems thinking**
- Access to education and development **opportunities for all staff** – including front line staff – to support shared language, framework, analysis, and understanding

Department of Equity and Culture

Priorities for 2021



Beyond REAP goals, LHH must work towards HEALTH EQUITY and WELLNESS for all staff and residents

A3 Framework

A3 Title: Racial Equity, Diversity, and Inclusion at Laguna Honda

Owner: Jennifer Carton-Wade, Amie Fishman

Date 1.27.21

Version 1

I. Background: What are you talking about & why?
 In 2020, San Francisco (CCSF) launched the Office of Racial Equity (ORE) to actualize the city's commitment to identifying and eliminating systemic and institutional racism and anti-black racism in San Francisco and within our own city and county agencies, including in the Department of Public Health (DPH). All departments developed and submitted Racial Equity Action Plans (REAP) to ORE, clarifying our goals and priority equity work areas for the coming year. While COVID-19 greatly impacted our operations in 2020, DPH formalized its Office of Health Equity (OHE) and hired a director of Workforce Equity strategies to advance this work throughout the department. LHH's FY19/20 A3 was partially implemented, but LHH continues to see racialized health disparities for residents (e.g., hypertension), and racialized disparities in our workforce, specifically related to discipline and opportunities for promotion. Employee Engagement results from the 2020 pulse survey show low participation from Black/African American staff, however of those who responded, a slight increase in overall job satisfaction was reported.

II. Current Conditions: Where do things stand now?

Normalize Discussions, data baselines, training	Organize Designate staff/groups, data systems	Operationalize New policy/practice/workflows
BAAHI Equity Learning Series <ul style="list-style-type: none"> Monthly discussion group open to all staff (online only due to COVID restrictions - limited participation from LHH staff) Racial Equity Champions 6 champions for LHH participated in yearlong self-guided equity education Training <ul style="list-style-type: none"> Mandatory Introduction to Health Equity online module Communications <ul style="list-style-type: none"> Included equity updates in weekly info sheet to all staff Data collection <ul style="list-style-type: none"> Race/equity questions included in staff engagement pulse survey 	Infrastructure <ul style="list-style-type: none"> Created LHH Department of Equity and Culture (1.0 FTE director and 0.2 FTE for data analysis) Participation in DPH and CCSF Equity committees and workgroups Initiated Equity Committee (but was dispersed due to COVID) Racial equity champions (6 people from 4 departments) completed year-long commitment Data <ul style="list-style-type: none"> Limited data disaggregated by race Equity data and metrics not tracked or reported regularly Pulse survey conducted 	Strategic Planning <ul style="list-style-type: none"> REAP guiding workforce equity priorities throughout DPH and LHH Equity training budget established Policies/practices <ul style="list-style-type: none"> Respect policy integrated into code of conduct - implementation plan in development Policies and scope of Department of Equity and Culture need to be developed 4-hour Equity Learning Requirement included in PPAR

III. Goals & Targets: What specific outcome is required?

- Normalize:** Each department has at least one racial equity champion identified by 6/30/21.
- Organize:** Increase participation of black/African American staff in employee engagement survey by 75 % by the next pulse check survey.
- Operationalize:** By 3/30/21 develop Department of Equity and Culture policies and practices in alignment with REAP/Office of Racial Equity to promote anti-racist infrastructure and outcomes.
- Operationalize:** Equity metrics included in all performance, quality, and executive committee meetings by 12/31/21.

IV. Analysis: Why does the problem or need exist?

A. Data	B. Staff/People	C. Rules/Policies/Procedures
<ul style="list-style-type: none"> Using equity lens to problem solve is new practice Don't have consistent data sets or defined benchmarks to track progress Pulling from many buckets to piece together current conditions 	<ul style="list-style-type: none"> Lack of knowledge/skills for equity or ability to implement Fear of conflict, avoidance culture Perceived negotiation and diversion Implicit/explicit bias and anti-black racism Efforts to diversify staffing at DPH difficult to implement LHH offers for recruitment, retention, promotion not well-developed 	<ul style="list-style-type: none"> Policies/procedures have not been discussed or developed using anti-racist lens
D. Physical Environment		E. Culture
<ul style="list-style-type: none"> COVID-19 impacts physical environment and prohibits in-person meetings and learning Training times don't promote equitable participation for front line staff Existing technology insufficient to promote staff engagement in learning opportunities 		<ul style="list-style-type: none"> Lack of inclusive customer service culture for staff and residents Fear of conflict, avoidance culture Information and resource sharing not consistent across departments

V. Recommendations / Proposed Countermeasures: What do you propose and why?



VI. Plan: Specifically how will you implement?

Countermeasure	Description & Expected Results	Owner	Date	Status
Develop inclusive customer service/respect in the workplace training (aligned with REAP) (normalize)	To ensure that both staff and residents are treated respectfully within the work environment, develop a customer service training to address and manage implicit/explicit bias	DEC	June 2021	Cont FY 20-21
Recruit one at least one racial equity champion from each department at LHH (normalize)	To ensure representation and amplify anti-racist voices from across all LHH departments.	DEC	June 2021	
Formalize/operationalize Equity Council (organize)	To ensure that Equity work is inclusive, interdepartmental, and shared across LHH, formalize the Equity Council charged with operationalizing Equity A3	DEC	March 2021	Cont FY 20-21
Develop concrete data set for Equity outcomes (organize)	Equity Council to review data and data gaps using GARE framework. Generate data set that will accurately reflect existing racial equity conditions and enable us to measure progress towards goals. Goal continued from FY 19-20 and is meant to be the health improvement metric for LHH.	DEC, Equity Council	March 2021	Cont FY 20-21
Codify policies and practices of the Dept of Equity and Culture in alignment with the REAP/OHE/OHE (operationalize)	Areas of focus to include: <ul style="list-style-type: none"> Policy statement and scope delineation for Dept of Equity and Culture Find/create mandatory education programs for all managers on core management responsibilities to identify and address conduct 	DEC, LHH	March 2021	
Develop a structure to include equity metrics in all performance, quality and executive committee meetings. (operationalize)	<ul style="list-style-type: none"> Continue work from FY 19-20 A3 to disaggregate patient safety UO data by race for baseline data Create standard work to ensure that all performance, quality and executive committee meetings include equity metrics and actionable countermeasures to address identified inequities. 	DEC, QM	December 2021	

A3 Plan

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2020 Priorities

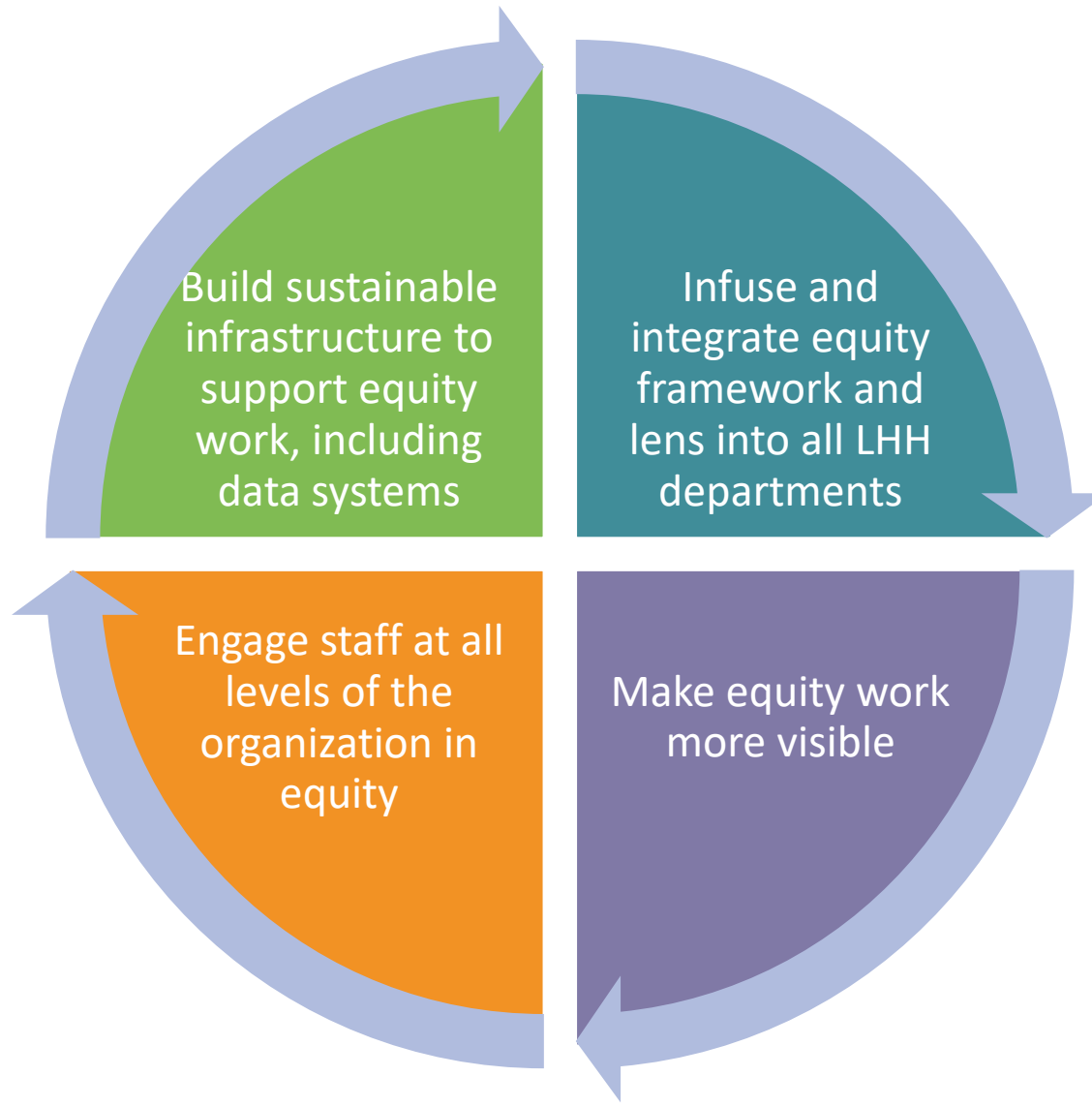


2020 Accomplishments

- With ZSFG, created and launched [21-day racial equity learning challenge](#). 400 people across DPH signed up to participate
- With OHE, finalized/launched Introduction to Health Equity module for all DPH staff. As of July 2021, 7,568 staff have taken the course
- Held first-ever (socially distanced) Juneteenth celebration
- Promoted wellness events for LHH staff
- Included equity content in LHH communications to promote learning and engagement opportunities

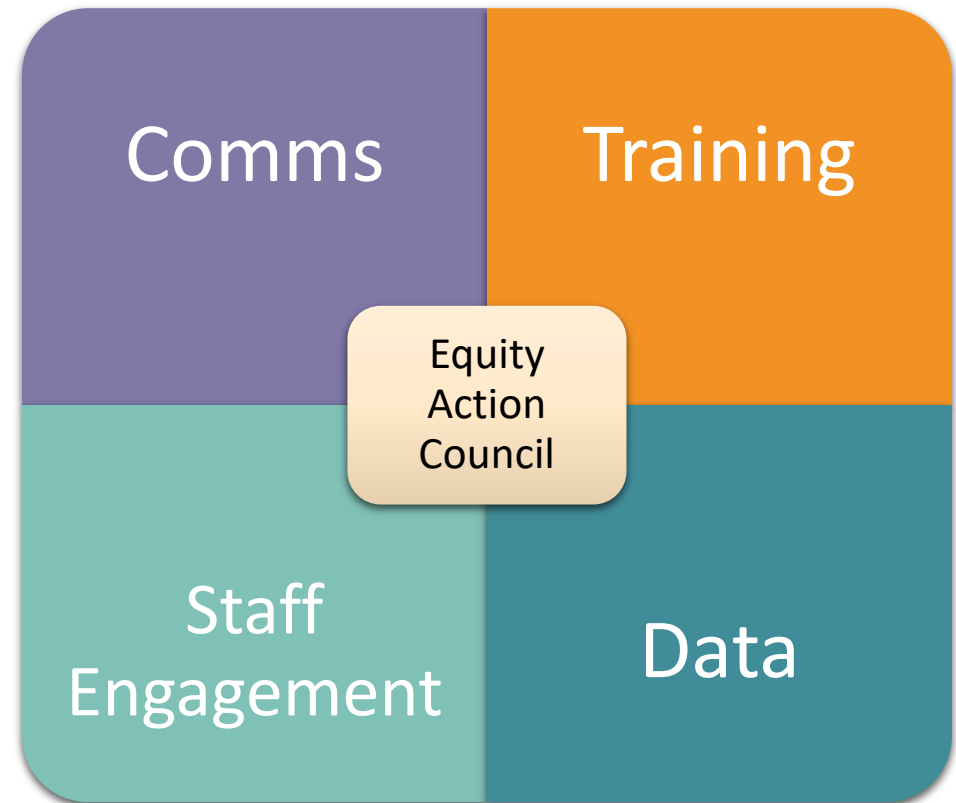


2021 Priorities



2021 Accomplishments

- Successful re-launch of Equity Action Council with representation from >80% of LHH departments
- Launching Equity workgroups
- Departmental equity metrics
- Quarterly equity newsletter
- Re-opening of the wellness hub
- Targeted technical assistance and training with departments (risk management, nursing)
- Development of customer service/conflict coaching training
- Placement of CCSF Fellow



Thank you!

“It is not our differences that divide us. It is our inability to recognize, accept, and celebrate those differences.”

Audre Lorde