



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

Thriving At Work A3

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Alignment



I. Background: What problem are you talking about and why focus on it now?

ZSFG's most valuable resource are the approximately 6,000 [DPH and UCSF] resilient staff and providers that enable the organization to meet our True North goals and fulfill our purpose to our patients and community. Though our staff and providers strongly align with our mission and are committed to their work, we know that the challenges of working in a complex, matrixed organization, with multiple union partners, while serving the most vulnerable can be demanding and fatiguing. In the last five years we have surveyed DPH staff four times and UCSF staff four times and providers once. During this time, our staff and providers have experienced incredible change. In 2016 we moved into a new acute care building and adjusted to our new work environment. Then in 2019 we implemented Epic, which changed how many of us do our work. For the last year we have been working through a worldwide pandemic and in "survival mode." Many of our staff and providers have been doing different work as they have been activated, working from home full-time and working under the fear of this virus. Thus, COVID-19 thrusts our focus to addressing our staff and providers' basic needs of safety, stability and security during the first phase of the pandemic, this second phase is giving us an opportunity to rethink how we engage a more fatigued workforce while reintegrating staff who have been working remotely or activated. COVID-19 has grounded us in human experience principles that are important to our staff and providers: communication, wellness, safety and recognition. With this focus, we want to develop a framework that sustains the changes that have been implemented during this time and foster a thriving work environment where our staff and providers feel safe and valued so they can provide the safest & most consistent care to our patients, while being a value added to their teams.

II. Current Conditions: What is happening today and what is not working?

Disparate Survey Efforts → no common tool or metric for engagement

	2019 Staff Engagement	2019 Provider Engagement	2019 UCSF Gallup	2019 UCSF Provider
Wellness	The amount of job stress I feel is reasonable [3.06]	The amount of job stress I feel is reasonable [3.22]	At work, I am respected for who I am as a person [4.21]	Rate your level of burnout (1 high, 5 low) [3.75]
Recognition	I am satisfied with the recognition I receive [3.37]	I am satisfied with the recognition I receive [3.53]	In the past 7 days, I have received recognition...[3.78]	N/A
Communication	Different levels of the organization communicate effectively with each other [2.87]	Communication between units is effective in this organization [3.28]	I know where to find the info and resources I need to do my job effectively [4.04]	When I experience problems at work, I know how to escalate them [4.07]
Safety	The organization cares about employee safety [3.67] Where I work, employees and management work together to ensure the safest possible working conditions [3.66]	I feel free to raise workplace safety concerns [3.79]		

Intersectionality → There is a high dependence on other efforts

Value Mapping → High value in things that are not in our control



- Bonus/salary
- Staffing
- Parking



Staff responses to pulse question: *how would you like to be recognized*

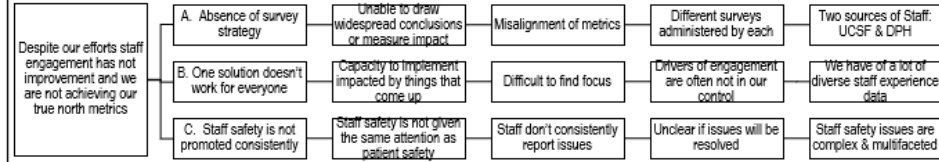
Problem Statement: Despite efforts staff engagement has not improved and we are not achieving our true north metrics

III. Targets and Goals:

Selected Metrics	Target
Thriving at Work Composite (recognition, safety, wellness & communication)	2 out 3 metrics on target
Operationalizing Thriving at Work Strategy Composite	33% by 7/31 66% by 8/31 100% by 12/31

IV. Analysis: Why does the problem exist, in terms of causes, constraints, barriers?

**Analysis based on survey responses



V. Possible Countermeasures: What countermeasures do you propose and why?

Barrier	Countermeasure	Description ("If-Then")	Impact	Effort
A, B	1. Develop a plan to support organizational use of engagement data, including data analytics, stratification of data by demographics and re-measuring of staff and provider engagement.	If achieved leaders will have access to their unit/department's data and help the organization further understand disparities, gaps and best practices.	High	Moderate
A-C	2. Develop a framework that aligns data with focus	If achieved there will be structure to support data driven and meaningful improvements	High	Low
B, C	3. Develop and implement a plan to address staff safety.	If achieved will drive patient safety action plans	High	Moderate
B, C	4. Develop and implement a culture of recognition program.	If achieved staff will feel motivated and engaged.	High	Moderate
B, C	5. Develop and implement a plan to address staff wellness	If achieved there will be alignment with Wellness Center offerings	High	Moderate

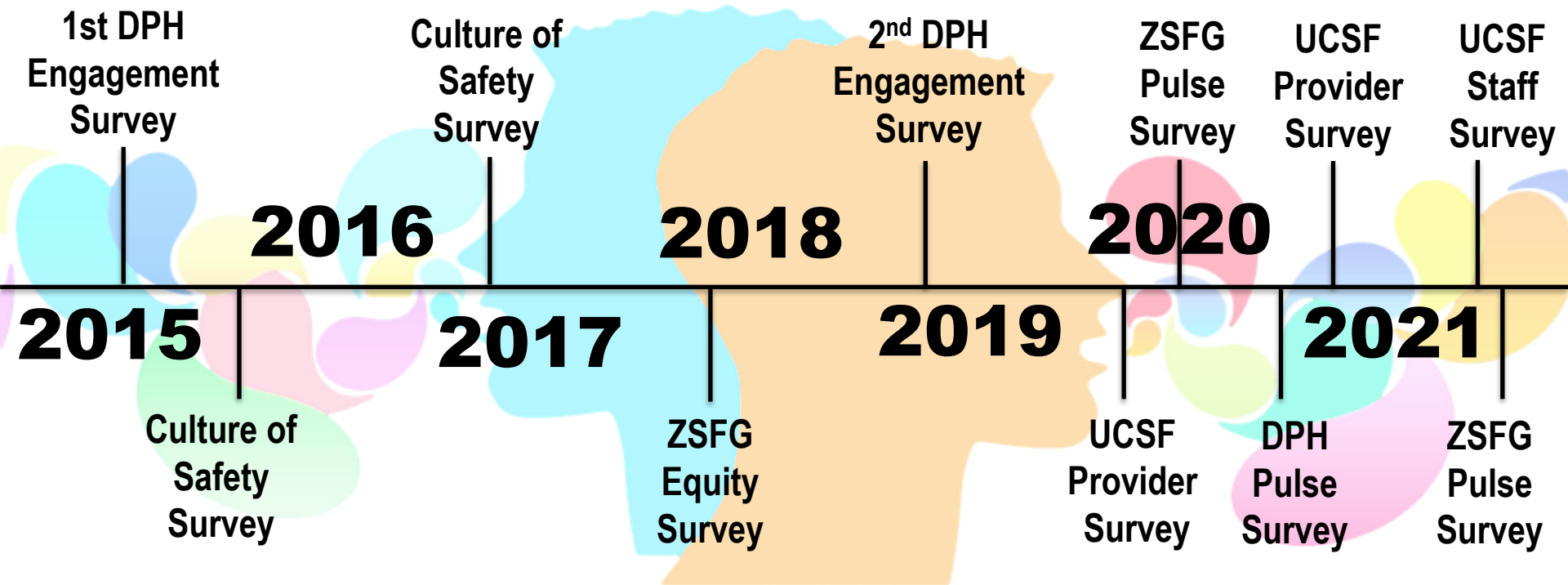
VI. Plan: What, Where, how will you implement, and by whom and when?

CMS	Operational Area	Areas Addressed	Owner	Team	Tools	Date
1, 2	Align survey data	Intersections UCSF/DPH	TBD	Starr, Shannon, Jeff	Project Plan	12/2021
2-5	Communication	Mode, Method, DMS	Brent	Wynne	A3	8/2021
2, 3, 5	Staff Safety	Wellness, Safety Plan	TBD	WPVP Team, Tom Holton	A3	10/2021
2, 5	Staff Wellness	Recognition, Burnout, stress management	Khadijah	Monica, Starr, Tarvi,	A3	9/2021
2, 4	Staff Recognition	Recognition, ICARE	Shannon	Brandi	A3	11/2021
2-5	Identify staff experience lead for DPH	Sustainability, implementation of framework, partnership with UCSF	Aiyana, Dave & Margaret		Hiring plan	10/2021

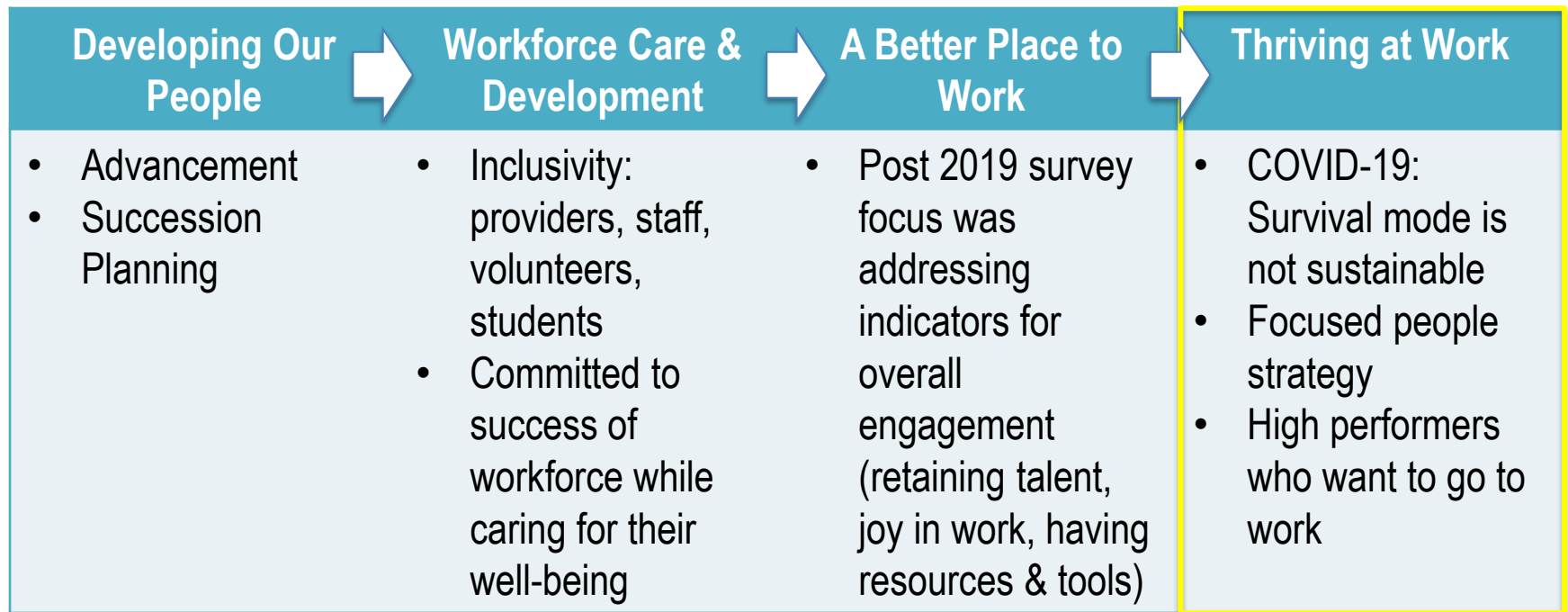
VII. Follow-Up: How will you assure ongoing PDSA?

- Review A3 with Exec Committee
- Review A3 with JCC
- Review A3 with strategic team (inclusive of operational owners)

Background: Our Journey



Background: Strategy Evolution



Background: Change

- We have experienced incredible change as an organization over the last 6 years:

Hospital Move

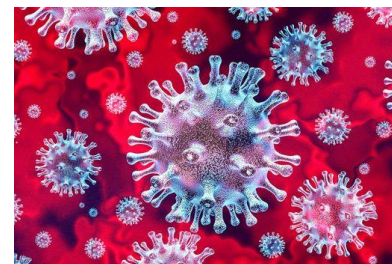
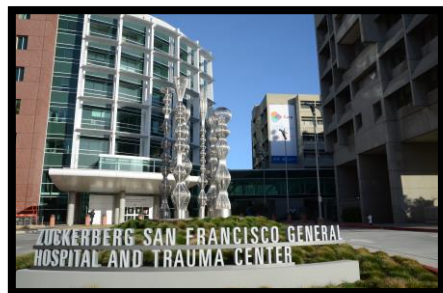
Epic Implementation

Global Pandemic

2016

2019

2020



Background: COVID-19 Effect

- The pandemic has driven us to:
 - Address staff & provider's basic needs: safety, stability and security
 - Engage a more fatigued workforce
 - Reintegrate staff who have been working remotely or activated.
- Human experience principals important to our staff: communication, wellness, staff safety and recognition.

CURRENT CONDITIONS

Key Points

- Disparate survey efforts
- Intersectionality
 - Equity
 - Safety
 - Patient Experience
- High value, not always in our control

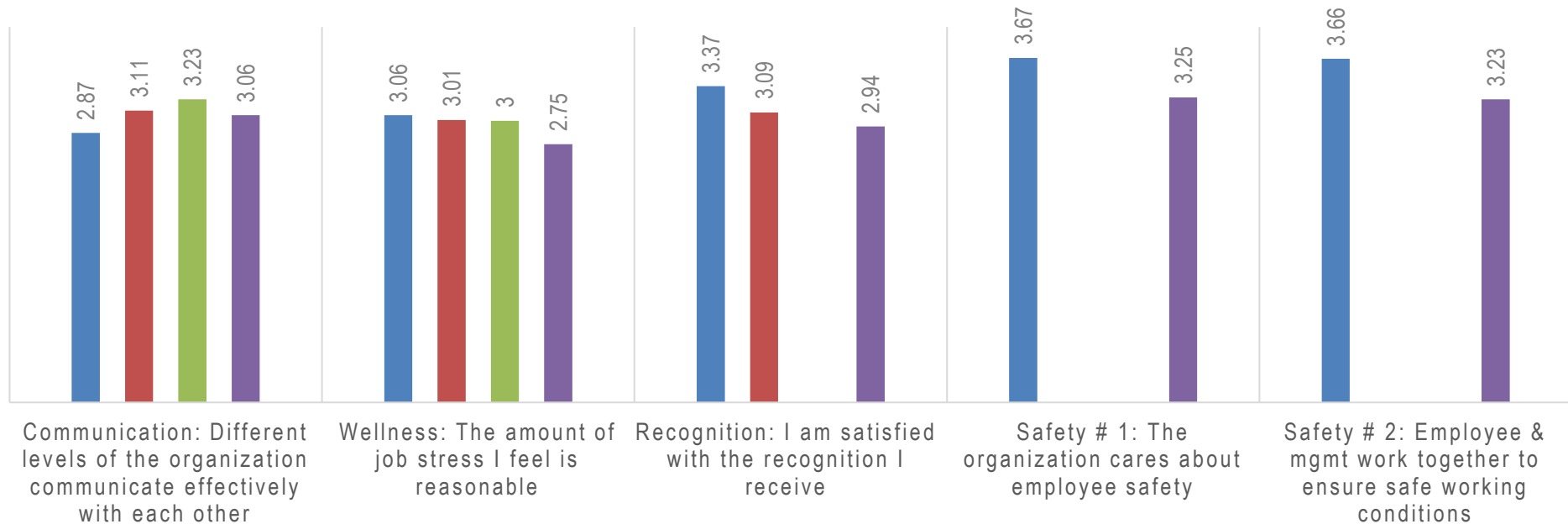
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DATA

- *Continuously* seeking feedback: **4 surveys**

SURVEY DATA COMPARISONS

■ 2019 DPH Engagement Survey ■ 2020 ZSFG Pulse Survey ■ 2020 DPH Pulse Survey ■ 2021 ZSFG Pulse Survey



**Two pending surveys waiting data analysis*

PROBLEM STATEMENT

- Despite efforts staff engagement has not improved and we are not achieving our true north metrics

TARGET AND GOALS

Selected Metrics	Target
Thriving at Work Composite (recognition, safety, wellness & communication)	3 out 4 metrics on target
Operationalizing Thriving at Work Strategy Composite <ol style="list-style-type: none">1. A3 leader confirmed2. A3 teams identified3. A3 completed	33% by 7/31 66% by 8/31 100% by 12/31

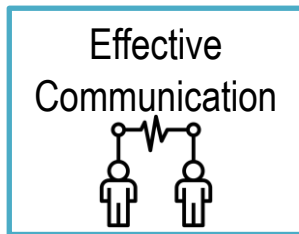
COUNTERMEASURE

1. Develop a framework that aligns data with focus - *In process*
2. Develop and implement a plan to address staff safety, wellness, recognition and communication – *In process*

ACHIEVEMENTS

- *COVID-19 is our burning platform*
- *We have done more in the last 18 months*

FOCUS



METRICS

Different levels of the organization communicate effectively with each other

*#1: The organization cares about safety
#2: Staff and mgmt. work together to create safe working conditions*

The amount of job stress I feel is reasonable

I am satisfied with the recognition I receive

ACTIONS

Daily Digest, Q&A Entries, COVID Bulletin

Staff Screening, Lobby Management, PPE, Employee Health Hotline, CPI Training

A Moment to Pause, Spiritual Care Support, Wellness Walk, Chair Massages

Staff Shout Outs. Giveaways, Donations, Leader Rounding

NEXT STEPS

1. Communicate to organization survey results
2. Develop operational A3's; turning data into action
3. Administer DPH engagement survey
4. Align actions reflecting on UCSF and DPH survey results