San Francisco Health Network
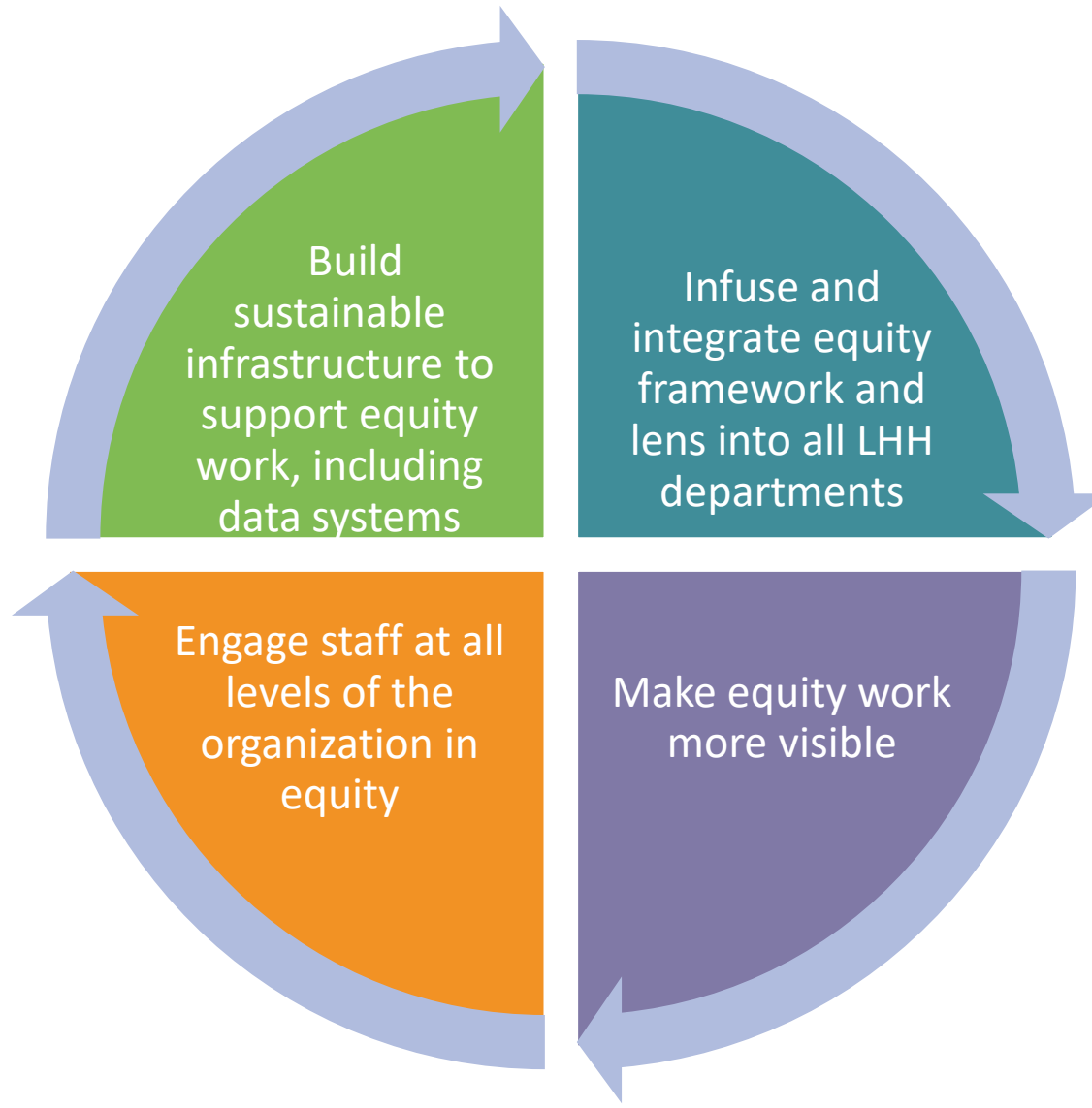Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital Equity and Culture Updates

Amie Fishman, Director
Department of Equity and Culture
March 8, 2022

San Francisco Department
of Public Health

2021 Priorities

Build sustainable infrastructure to support equity work, including data systems

Infuse and integrate equity framework and lens into all LHH departments

Engage staff at all levels of the organization in equity

Make equity work more visible

Equity A3 2021 Progress

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	Pilot training with approx. 30 nursing leaders began Jan 2022
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	15 champions/9 depts (increased 100% from 2020)
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	Achieved
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	In progress, doing targeted training and technical assistance with QM, Medicine, and Pharmacy
Codify policies and practices of the Dept of Equity and Culture in alignment with the REAP/ORE/OHE (operationalize)	Areas of focus to include: • Policy statement and scope delination 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	In progress, delayed by deployment, policy and scope statement scheduled for Q1 2022
Develop a structure to include equity metrics in all performance, quality and execute committee meetings. (operationalize)	• 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	- UO data analyzed, report on findings and process evaluation in progress. - Planning training sessions with Performance Improvement team to develop templates and tools for equity analysis – A3 in progress

2021 Accomplishments

Equity Action Council	Department-based equity councils launched	Daily and quarterly communications
Targeted technical assistance and support with 9 departments	Pilot conflict communication training with Nursing Leadership	Equity lending library used by 45 staff

2021 Self-Assessment

Normalize

Priority setting, shared language, training

Organize

Roles, resources, data, communications, infrastructure

Operationalize
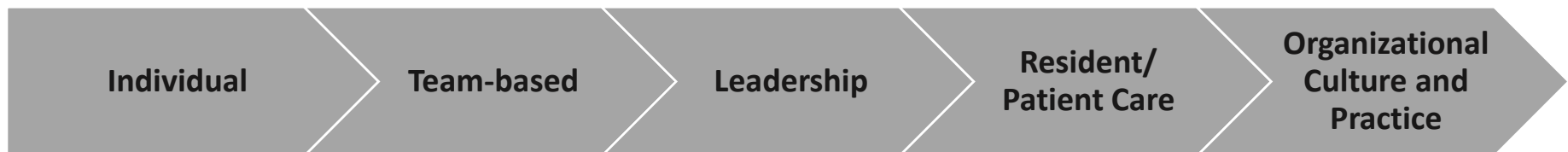
Implementation, policy, practices, processes

- Self-assessment of progress and activities across three domains
- Assessing progress from planning → sustained
- LHH demonstrated progress in each domain
  - most gains made in **normalizing** and **organizing**
- Priority focus for this year: **operationalizing**

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**

- **Changing the frame:** this work is everyone's work

- Access to education and development **opportunities for all staff** – including front line staff – to support shared language, framework, analysis, and understanding

- Support **culture change** by
    1. Setting new standards and expectations
    2. Training to support knowledge and skill to achieve those
    3. Promoting accountability to new standards and expectations

2022 Priorities

Community Engagement
Create opportunities for meaningful participation from residents and families

Sustainability
Support and sustain capacity to do equity work

Health Outcomes
Address racialized health disparities and improve outcomes for all residents

Workforce Equity
Eliminate disparities in workforce opportunity and experience

Individual → **Team-based** → **Leadership** → **Resident/ Patient Care** → **Organizational Culture and Practice**

2022 Accomplishments to date

Completed	In Progress
2022 Equity A3 drafted	Pilot conflict communication training
Equity Action Council structure reformatted to support increased communication and accountability across departments	Process for integrating equity data and analysis into PIPS in partnership with QM
Champions moving into implementation/project phase with support from DEC	Targeted equity training with Performance Improvement Team
Fellows and champions supporting department-based equity work	Partnership with DPH HR and OHE on Respect Policy training and implementation
Use of equitable recruitment and hiring guidelines for new positions	Improvements to language access and interpreter services with SFHN
	Assessment of LGBTQ+ resident needs

What's next

- Complete 2022 A3 development
- Evaluate pilot conflict communication training and develop next steps
- Develop Respect Policy training and implementation plan
- Prepare for employee engagement survey process and results
  - Increase participation in survey
  - Communicate plan for data sharing in advance
  - Increase opportunities for meaningful engagement with staff and leadership about results
- Provide needs assessment for interpreter services to SFHN
- Support equity data integration for PIPS and other relevant committees
- Continue to improve communication and opportunities for engagement including library
- Continue to be flexible and adaptive to meet emergent needs and opportunities as they arise

Questions?

"The challenge is in the moment. The time is always now.

James Baldwin

Thank you!