I. Background:

We have nearly 8,000 talented and committed staff members who deserve the best work environment, as a fully engaged staff are best able to provide the greatest level of care for our community. Employee engagement measures staff commitment and motivation to achieve organization goals. The 2019 employee engagement survey results show that we have failed to provide a work environment conducive to high employee engagement. With a robust sample size of 65% (4,956 respondents) of SFDPH employees, the survey results highlight staff engagement at 3.76 out of 5, which is lower in comparison to peer health care organizations. The survey asked 58 questions on topics including leadership, communication, benefits, diversity, respect, staffing levels, and career advancement opportunities. Communication questions measured trust between employees, communication between different levels of SFDPH, communication between divisions, and communication between managers and staff. Racial equity questions are detailed in the SFDPH Racial Equity A3. The 2015 employee engagement had no follow up plan or action. The response to the 2019 employee engagement survey will be different. This A3 outlines an SFDPH-wide improvement plan targeting the following two priorities: (1) improving communication and (2) a commitment to advancing racial equity for our workforce and our community.

II. Current Conditions:

SFDPH employee engagement is at 3.76 out of 5. Employees scored SFDPH lowest in the area of communication. On over 96 % of survey questions, black/African Americans gave the lowest percent of favorable scores than the rest of the organization. Table shows questions with lowest percent of favorable scores for communication and racial equity.

Questions	Category	SFDPH	Asian	Black	Latinx	White
This organization values employees from different backgrounds	Racial Equity	72	74	49	68	77
Staff in my department treat community members from all racial/ethnic groups with respect	Racial Equity	76	77	55	76	81
Managers in my department treat staff from all racial/ethnic groups with respect	Racial Equity	74	74	57	76	81
This organization treats employees with respect.	Racial Equity	60	64	45	62	56
There is a climate of trust within my work unit.	Communication / racial equity	54	57	41	49	56
Communication between work units is effective in this organization	Communication	45	52	39	43	35
Different levels of this organization communicate effectively with each other	Communication	34	41	29	33	24
The person I report to is a good communicator	Communication	68	70	65	66	63

Problem Statement:
The survey found poor communication, lack of respect, and trust as major problems. Questions on trust, general respect and disrespect based on race were rated very differently by employees of different races, suggesting different workplace experiences based on race. As a result, SFDPH will make improvements to employee engagement by addressing internal communication and racial inequity in the workforce.

III. Targets and Goals

By 2021:
- Improve the favorable percent for each question on internal communication by 5 percentage point (see table in Current Conditions)
- Improve favorable scores on respect to 80% for SFDPH and 65% for Black/African American staff, on average, respectively (refer to Racial Equity A3 for details)
- Increase overall engagement score from 3.76 to 4.2.

IV. Analysis:

A) Communication
- Each division works as a separate entity with little focus on collective impact
- Lack of trust between staff and managers
- No uniform training in improving communication for staff, managers, and senior leadership

B) Racial Equity
- The majority of Black/African American staff members indicated that their racial identity impacts their experience and engagement at DPH
- Limited understanding of implicit and conscious racial bias impacting workforce and clients; and little recognition for managers working to improve equity
- No uniform training for managers and staff on implicit bias and advancing racial equity

C) Division Level Accountability
- Divisions were not empowered and not held accountable to respond to the 2015 employee engagement survey results; hence, no action was take
- Divisions function as separate silos with no coordinated strategy
- No uniform trainings on communication and equity across divisions

Possible Countermeasures:

Cause/Barrier Addressed	Countermeasure/Idea	Impact	Effort
A- Communication: Inconsistent communication between staff and managers	Train leadership, managers, and staff on effective and open communication as well as develop a platform to advance ongoing communication between teams (e.g., newsletter).	High	Medium
A- Communication: No systematic implementation of coaching, supervision, and policies to address poor communication	Train leadership and management to supervise/coach their employees with respect and impact on policies and expected behaviors.	High	Medium
B- Racial Equity: No uniform training to educate staff on racial equity	Train staff and managers to advance racial equity to improve respect, trust, and inclusion. See Racial Equity A3.	High	High
B- Racial Equity: No serious implementation of existing policies to address racism necessitating a new policy	See Racial Equity A3.	High	Medium
C- Division Level Accountability: No system to keep division leadership and managers accountable for staff engagement	Provide updates to workforce and executive leadership on improving employee engagement; track completion of improvement plans	High	Medium

	Plan:	(from 2019 to 2020) Months												
	Deliverables	S	O	N	D	J	F	M	A	M	J	J	A	**Lead**
A	Each division to invest funds and staff in training on crucial conversations													Division Leadership
A	Starting with executive leadership and division director, all DPH staff trained in crucial conversations													Division Leadership
A	Each division to develop a communication platform for ongoing communication and recognition													Division Leadership
A	Research communication strategies in similar organization and communicate to best practices to department leadership													Communications Director
B	Starting with executive leadership and division directors, train all DPH staff in racial equity.													A. Bennett
C	Complete a pulse survey at midpoint between surveys													N. Gonsalves
C	Ensures that front-line managers have the resources to access results, develop improvement plans, and improve communication													Division Leadership
C	Identify lowest performing managers and intervene to improve employee engagement													Division leadership
C	Develop department-wide communication plan for periodic updates and successes (e.g., Fast Facts)													Communications Director
C	Managers required to submit improvement plan to the survey portal and divisions required to complete employees survey A3s													Division Leadership
C	Re-engage the division level survey champion team to consult with managers on how to interpret results and develop response plans													Division Leadership

Possible Analysis Tools to Insert into your A3

RUN CHART: Line chart over time, often including:
- Baseline: Black dashed line
- Target: Green solid line
- Actual: Black solid line
- Other Options:
  - Year to date is optional: Blue
  - Standard deviation

<u>Purpose</u>: To show how you have impacted progress across time.

Examples of Run Chart and Bar Chart/Histogram

[Example of Run Chart - Insert Title]

120

50 50 55 55 60 60 65 65 70 70 80 80

20

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

[Insert Unit]

- - - 12-Mo Baseline (X%) ——— Target (Y%)

Examples of Fishbone Analysis

FISHBONE/ISHIKAWA Chart: A cause-effect diagram to study a problem and possible causes by category, such as:
- People
- Materials
- Equipment
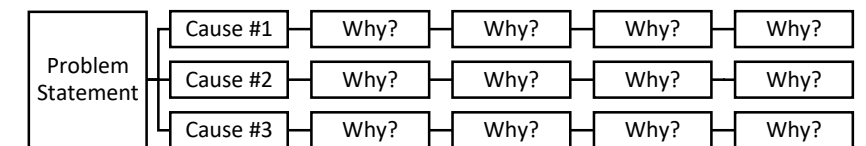- Methods
- Environment
- (Patients?)

<u>Purpose</u>: To think broadly about possible contributors to a problem

A. People	B. Method	C. Other:	Problem Statement:
1. 2. 3.	1. 2. 3.	1. 2. 3.	
1 2. 3.	1. 2. 3.	1. 2. 3.	
D. Materials/Supplies	E. Equipment	F. Environment	

HISTOGRAM: (bar charts) are useful for summarizing impact when comparing approaches, periods of time (i.e baseline vs year-to-date), or categories.

[Example of Histogram- Insert Title of analysis]

100

75   90   **Goal (95%)**

50

0

2014   2015

Units

PROBLEM DEFINITION TREE: A diagram to study a problem and its possible causes with focus on following a connected thread of thinking using 5 Whys?
- Document potential root causes
- Identify causes with highest cause-effect (may supplement with data)
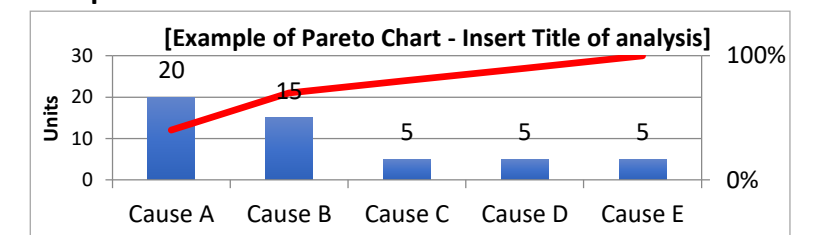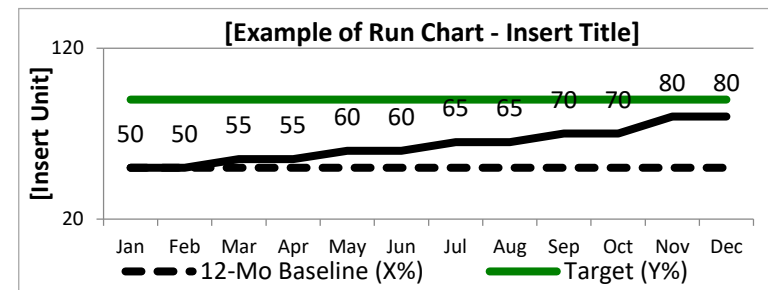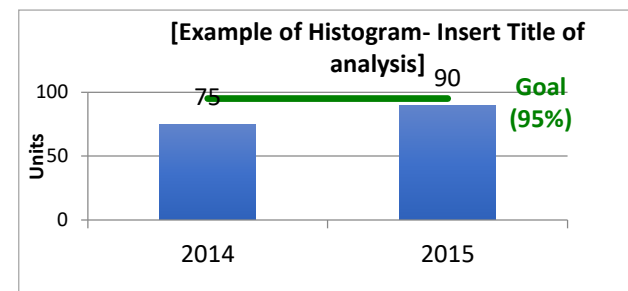- "Drill down" by asking why five times

Example of Problem Tree

Problem Statement	Cause #1	Why?	Why?	Why?	Why?
	Cause #2	Why?	Why?	Why?	Why?
	Cause #3	Why?	Why?	Why?	Why?

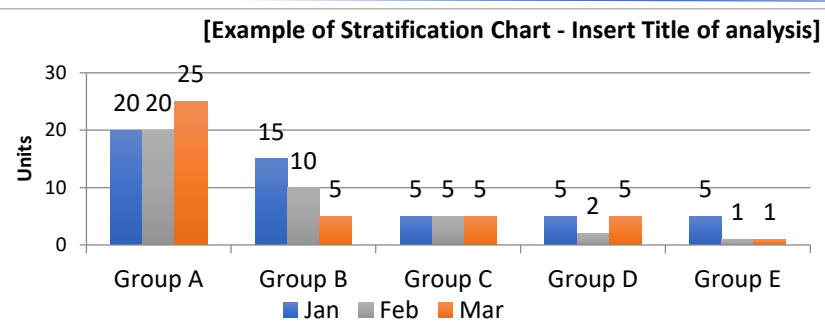**PROCESS MAP:** A visual map of current work processes
- Boxes = steps
- Diamonds = decisions
- Arrows = flow
- Starbursts = opportunities to improve

Purpose: To develop understanding of current work processes and opportunities to improve

Process 1 → Process 2 → Process 3 → Outcomes

PARETO CHART: Combination histogram/bar chart
- Bars = frequencies from highest to lowest
- Line chart = % of total

<u>Purpose</u>: To quantify top contributors to a problem

Examples of Pareto Chart

[Example of Pareto Chart - Insert Title of analysis]

30   100%

20

15

20

10   5   5   5

0   0%

Cause A Cause B Cause C Cause D Cause E

Units

Stratification: In order to learn more about why you have not achieved your targets, divide your data into relevant groups (strata) based on key characteristics, such as:
- **Who**: patients, staff or departments?
- **Where**: Unit, clinic, setting?
- **What**: machines, equipment, products
- **How**: defect types, cause
- **When**: time of day, day of week, step of process

[Example of Stratification Chart - Insert Title of analysis]

30

25

20 20   15

10   5 5 5   5   5

2   5

0   2   1 1

Group A Group B Group C Group D Group E

Units

■ Jan ■ Feb ■ Mar

These are designed to be modified in PPT. Please let us know how this helps, and share if you have new tools.

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