

Department of Public Health Equity Update

Ayanna Bennett, MD, MS, FAAP
Director of Interdivisional Initiatives

Ron Weigelt
Director of DPH Human Resources

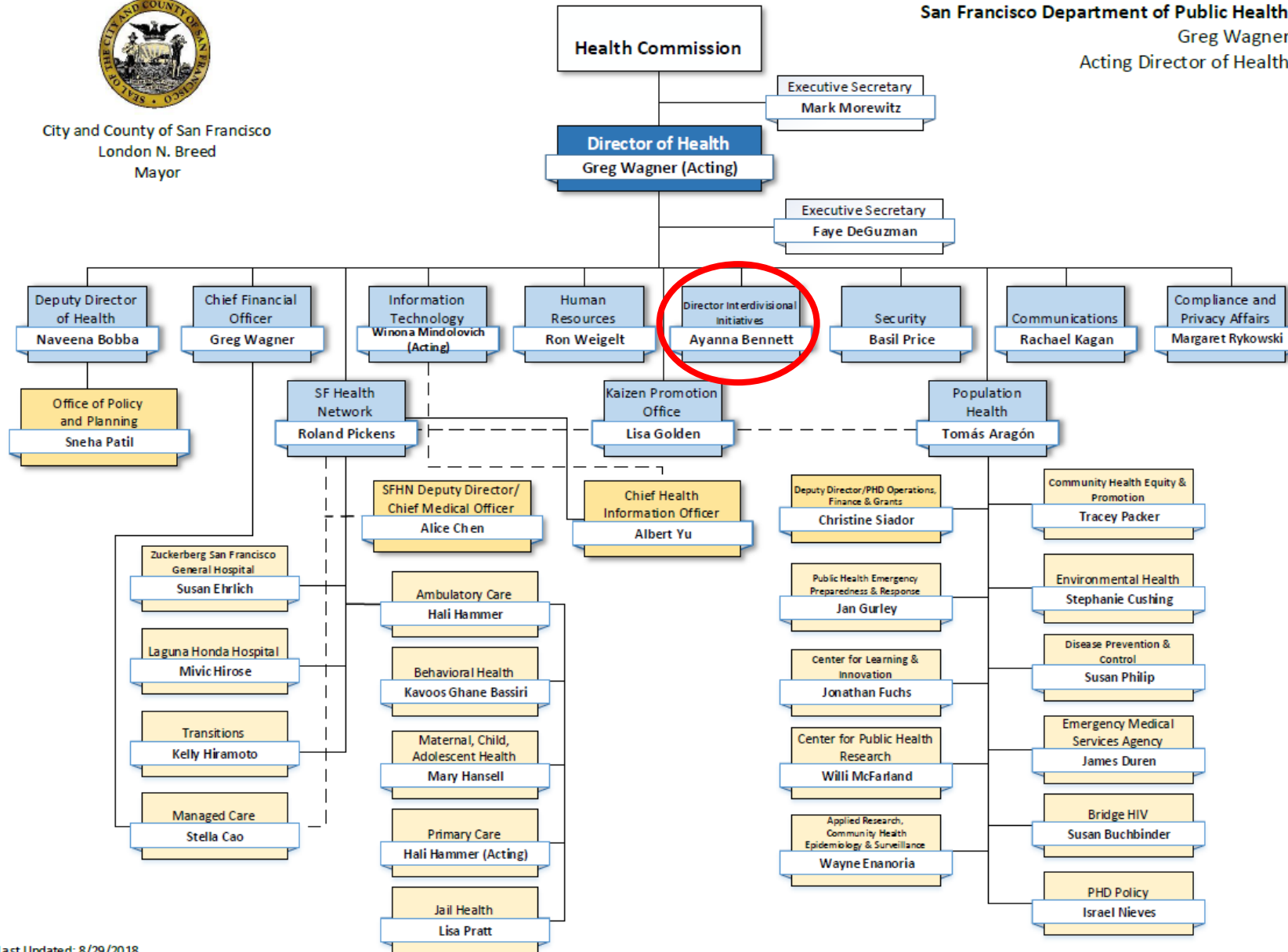
Health Commission Report
February 19, 2019





City and County of San Francisco
London N. Breed
Mayor

San Francisco Department of Public Health
Greg Wagner
Acting Director of Health



Equity at DPH

Equity is a publically stated value at DPH...

- True North Dimension for all areas
- Equity goals in many of our initiatives (eg. Getting to Zero)
- Founding members of the Bay Area Regional Health Inequities Initiative (BARHII)



9 county convening organization that champions policy, shares best practices and provides training on equity for member organizations

- Active participant in the Mayor's office-led City-Wide racial equity work
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Inequity at DPH

Racial health disparities are severe and persistent

- Black/African American and Pacific Islander have worst health over many areas
- Life expectancy gap of > 10 years

Workforce disparities are a major problem for DPH

- Staff demographics differ widely from those of patients
 - Staff demographics even more disparate at management levels
 - Staff of color report experiences of unequal treatment
 - Data on releases and disciplinary actions are disproportionate (pending data)
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Equity strategy

Focus on Racial Equity

We are leading with **Racial Equity** for two reasons

- This is where the data points us (data driven)
- This is where the city is focused (resource leverage)

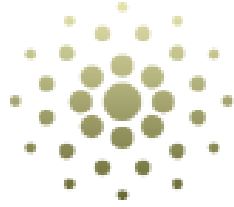
Focus on Black/African American Health

- The social and health data point to this as our highest need

Focus on BOTH the Work and the Workplace

- Health outcomes are only achieved through the work of our staff
 - Our relationships with each other as staff feed our approach to community
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GARE



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

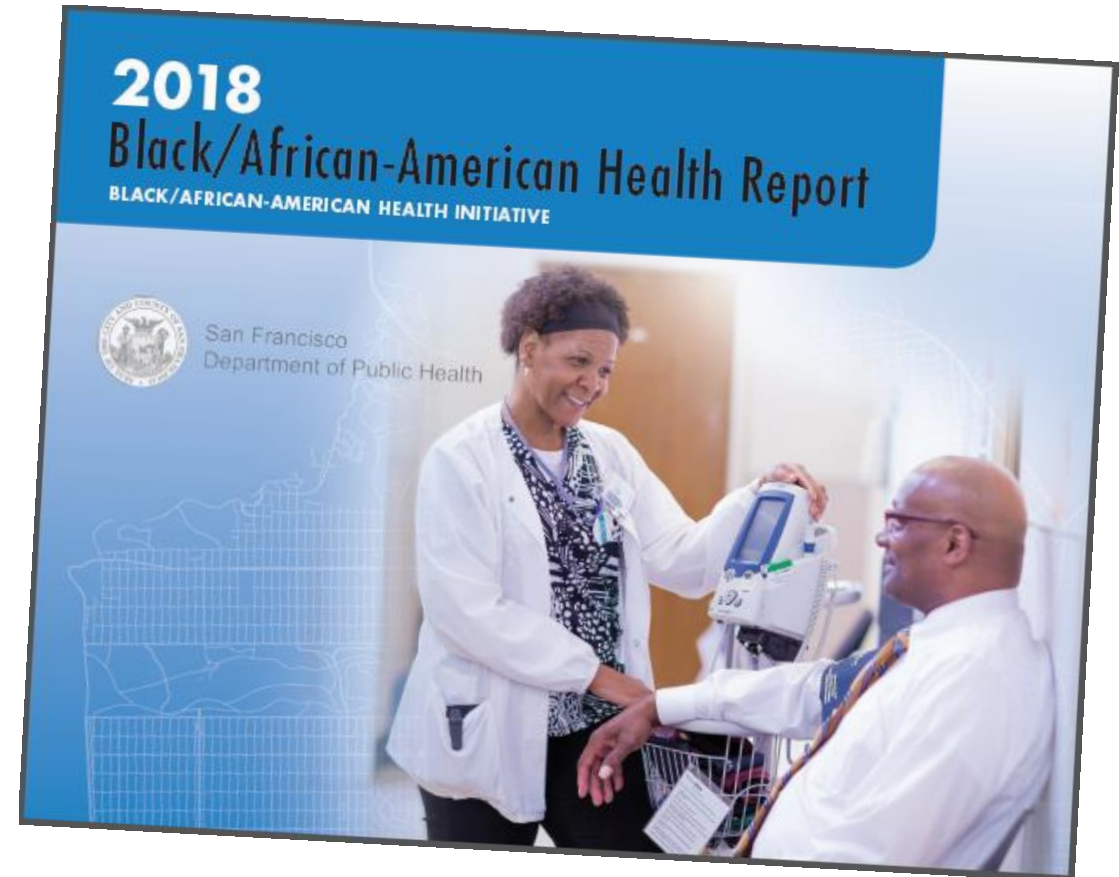
- **Mayor-sponsored initiative** led by the Human Rights Commission
- 21 city departments participating
- *City-Wide Racial Equity Workgroup* - launching in February
- Focuses on **system change** for impact and sustainability (eg. Racial Equity Action Plans and Racial Equity Impact Assessment)
- GARE framework has 3 dimensions →



Normalizing – shared understanding

Central Activities

- BAAHI data presentations – 30+
- Quarterly Fast Facts – activities and trainings
- Think tank – Quarterly, DPH equity work
- Equity Learning Series – Monthly at 3 sites, mixed-level staff racial equity discussions
- Black Health Forum – 2 events in 2018
- BAAHI Health Report – out in Fall 2018



Normalizing – shared understanding

Section Activities

ZSFG

- Staff equity survey – 1200 staff respondents
- Expanded training: eg. Creating Inclusive Environments, Unconscious Bias
- SOGI training for 3500 staff

PHD

- Staff racial equity survey

MCAH

- Nurse training
- Racial Equity Brown Bag Series

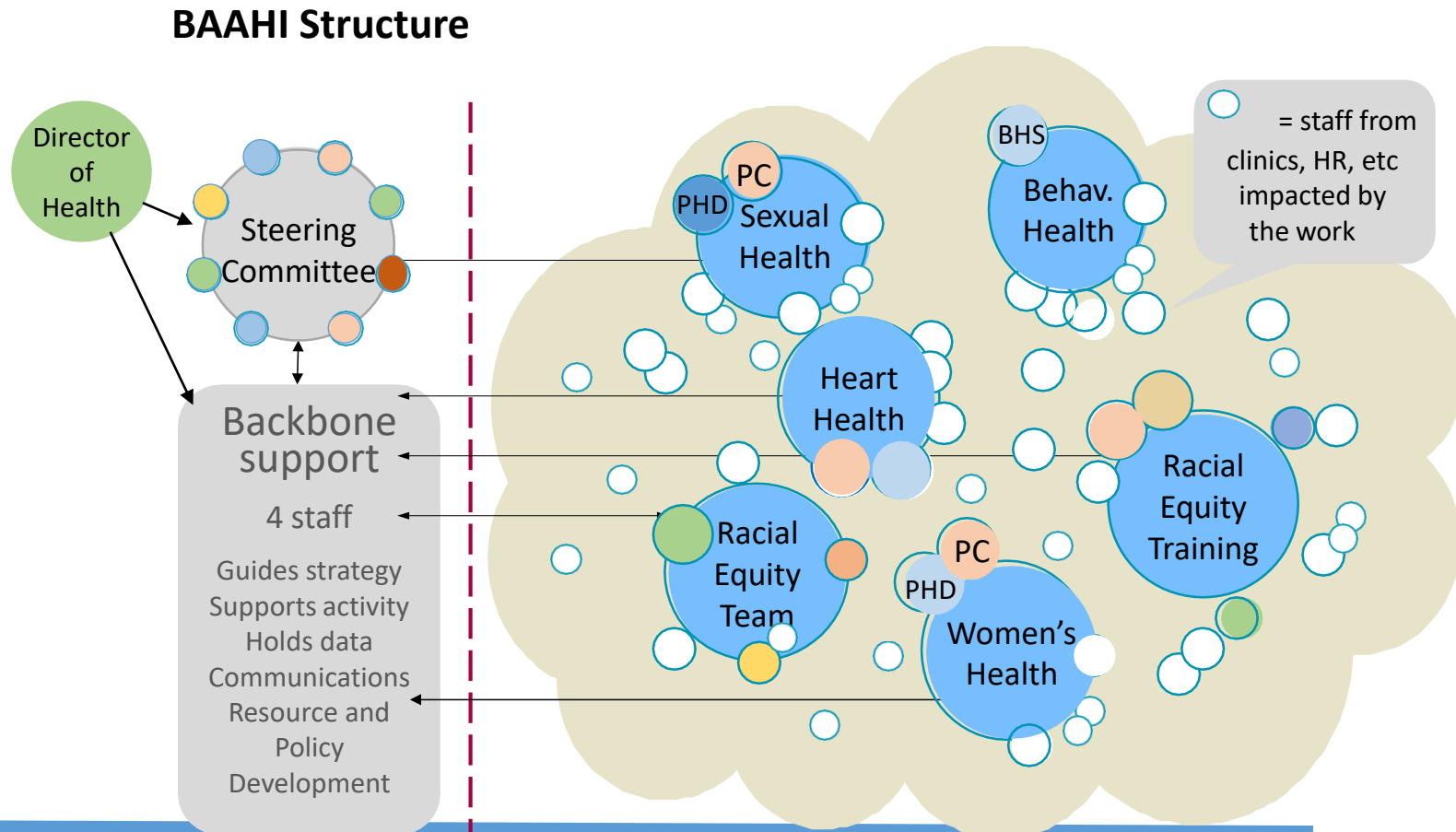
LHH

- Implicit Bias training
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Organizing – set responsibility and resources

Central Activities

- BAAHI Steering Committee – includes execs/directors from nearly all sections plus line and management staff of color
- BAAHI workgroups
- BAAHI staffing – Manager added -> 3 staff + exec
- Equity Leadership Team – convening of Equity Leads and key staff across sections
- Fair and Equal Hiring Unit



Organizing – set responsibility and resources

Section Activities

ZSFG

- Equity Council
- Manager of Equity & Quality Strategies hired

MCAH

- Racial Equity Committee
- Expecting Justice collective impact workgroup for Preterm Birth equity

BHS

- Director of Equity, Social Justice and Multi-Cultural Education hired

PHD

- Racial equity workgroup
 - Racial Equity goals set with leads designated
-

Operationalizing – change policy and practice

Central Activities

Equity A3

- Equity action plan for 2019-20
- Pilot engagements occurring to develop response team for equity culture
- Training development and planning

Human Resources

- Fair and equal hiring video requirement
- Hiring panel diversity guidelines and oversight instituted
- DPH recruiters hired
- Workforce diversity demographic reports created by area
- Staff race/ethnicity data collection improvements

Information Technology : 1010 pipeline program

Operationalizing – change policy and practice

Section Activities

BAAHI

- Hypertension (PC + PHD) – nurse visits, food pharmacy, targeted outreach
- Chlamydia (MCAH + PHD) – opt-out workflows, data and outreach policies

ZSFG

- 55% of quality improvement metrics are stratified by race, ethnicity and language
- 68% of our patients have complete REAL (race, ethnicity and language) data

MCAH

- Racial equity analysis of nurse-patient interactions, service use
- Doula program advocacy and support

PHD

- Black/African American (B/AA) Health as a strategic initiative for 2018-19
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Central Racial Equity Goals for 2019-20

Normalizing

discussions, training

- All-Staff Training
- Manager Training

Organizing

staffing, groups, data

- Equity Leadership Team
- Equity Champions

Operationalizing

policy, workflows

- Respect Policy
- Response Team

IT/Fin

Jail/HR/PC/BHS/LHH

PHD

ZSFG/MCAH

Normalize

Organize

Operationalize

DPH Human Resources Update

Ron Weigelt
Director of Human Resources

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DPH Commitment

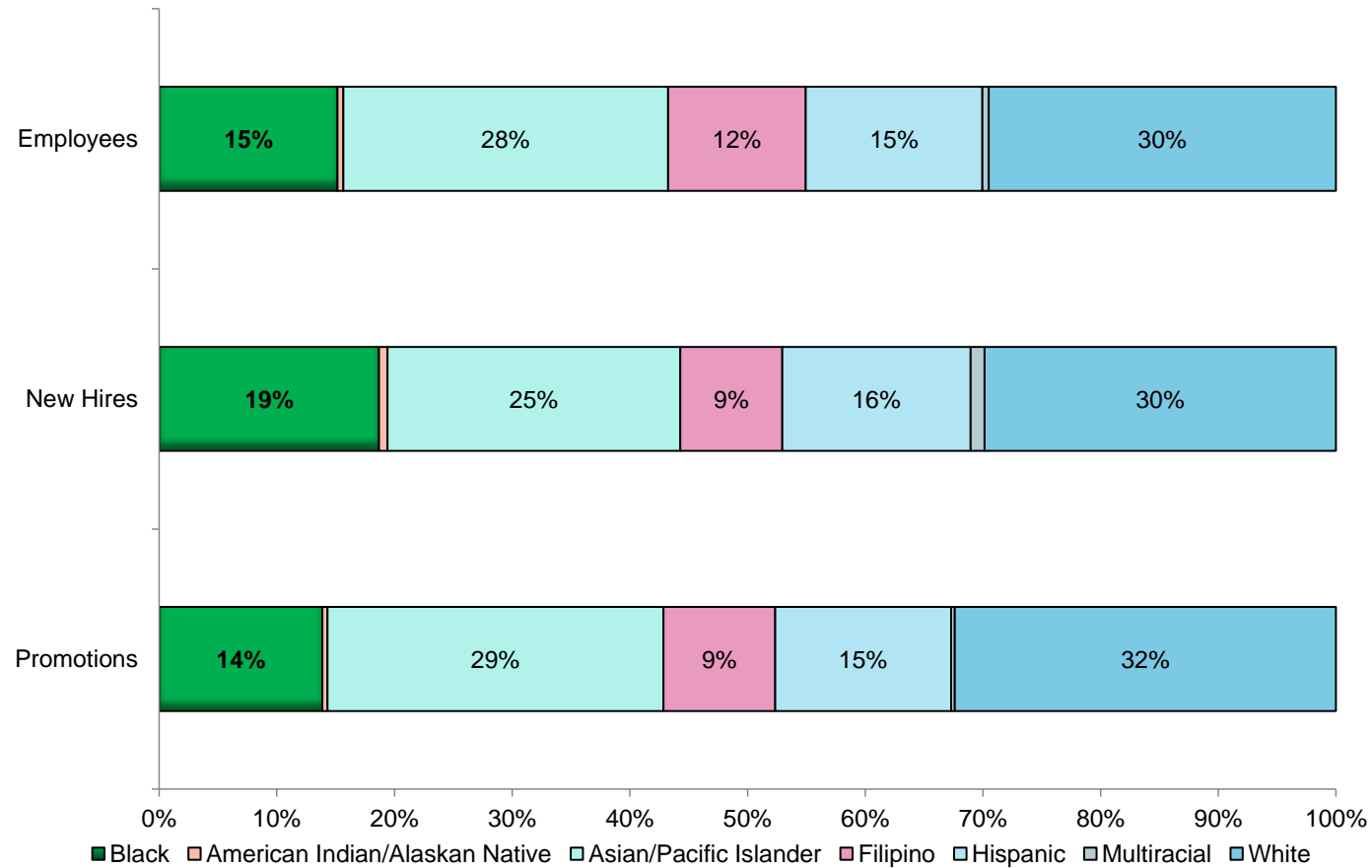


San Francisco
Department of Public Health

DPH IS COMMITTED TO A DIVERSE AND INCLUSIVE WORKPLACE, WHERE ALL EMPLOYEES ARE TREATED WITH FAIRNESS, DIGNITY, AND RESPECT

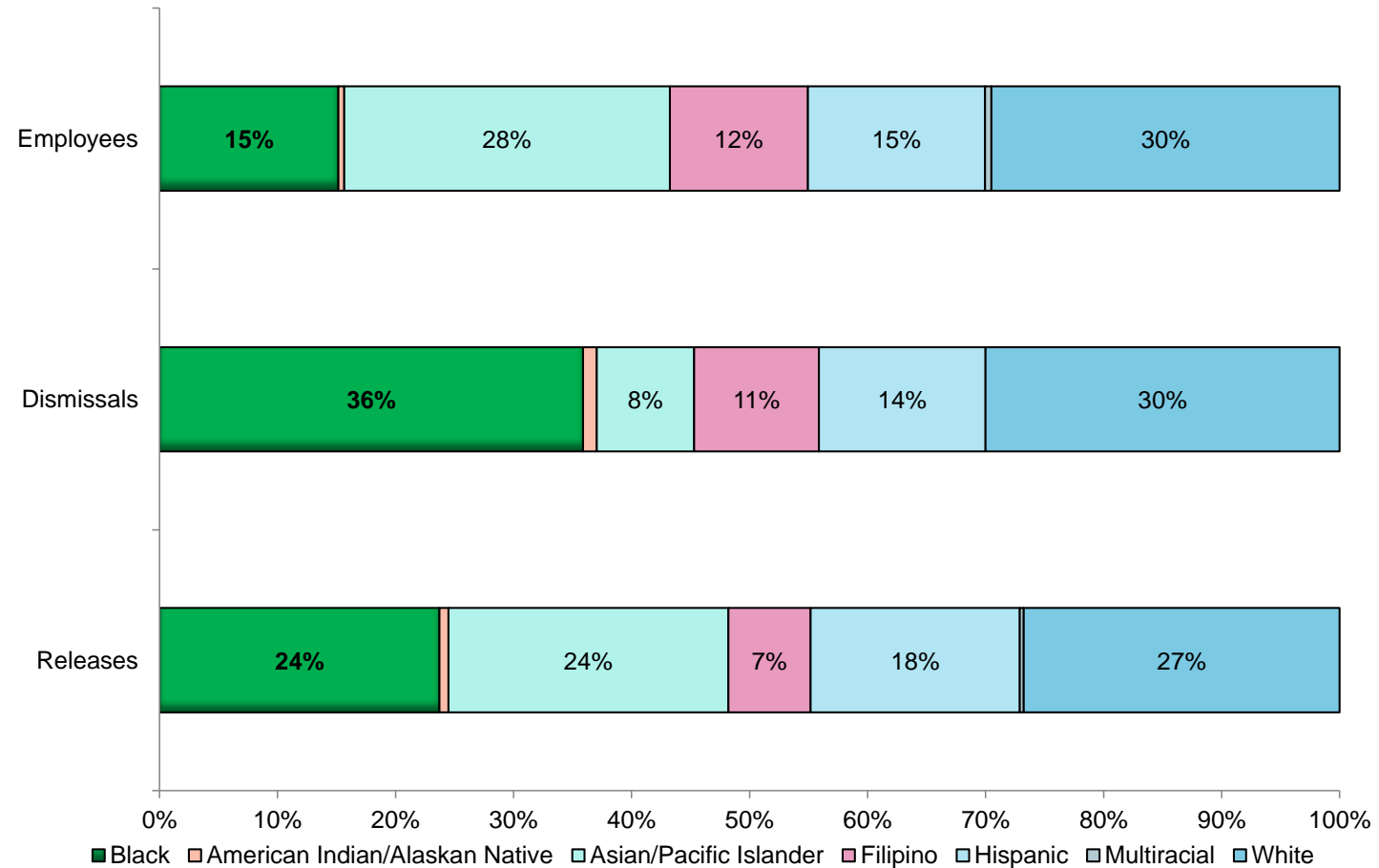
- Two recruiters help engage diverse candidates through new pathways
- Hiring managers and interview panels must view implicit bias video and understand rules prohibiting nepotism and cronyism
- Required diversity of interview panel members
- Demographic reports
- Career coaching retention tool and promotional resource
- New labor relations director, new HR managers to aid in hiring flow
- New EEO manager and additional staff
- Member of the Mayor's Task Force on Diverse Fair and Inclusive Workplace

Citywide New Hires



Notes: Employees captures all active City employees as of 8/30/18. New Hires and Promotions capture instances during the period 7/1/13 through 6/30/18.

Cause for Concern



Notes: Employees captures all active City employees as of 8/30/18. Dismissals and Releases capture instances during the period 7/1/13 through 6/30/18. Dismissals captures dismissals of permanent employees, and Releases captures releases from probation.

Executive Directive 18-02