

DPH Equity Update

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Director of Interdivisional Initiatives

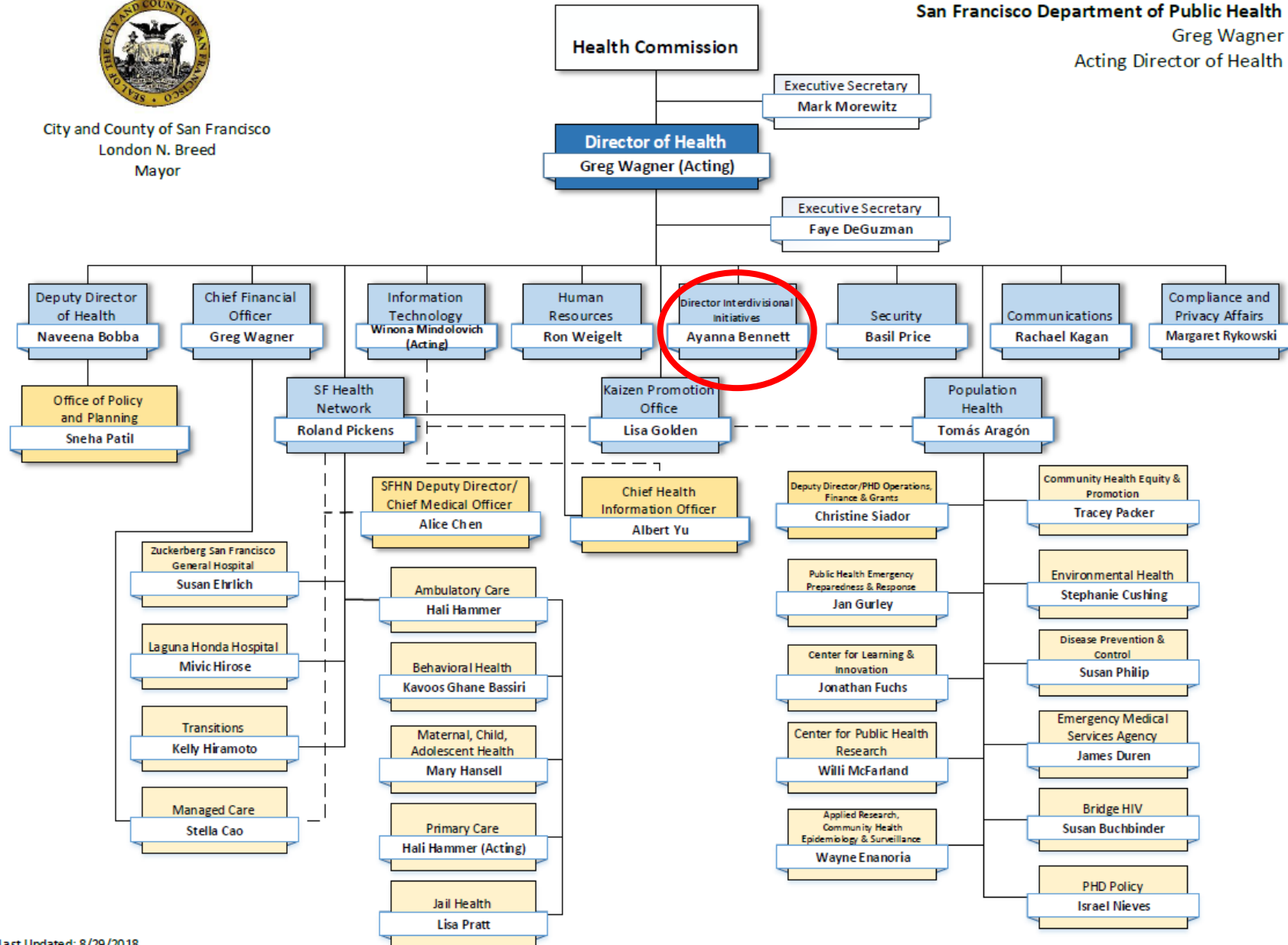
Health Commission Report
February 19, 2019





City and County of San Francisco
 London N. Breed
 Mayor

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



Equity in DPH

Equity is a publically stated value at DPH...

- True North Dimension for all areas
- Membership at BARHII
- Participating in City-Wide GARE cohort
- Participating in the City-Wide Racial Equity Workgroup

Health and workforce disparities are a major problem for DPH

- Black/African American vs. White/Asian health gaps are stark
- Staff demographics differ widely from those of patients

**Values
≠
Results**

**Rx for
Change**

Equity in DPH

Focus on Racial Equity

We are leading with Racial Equity for two reasons

1. This is where the data points us (data driven)
2. 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

1. Our services are delivered through relationships – our people are our main asset
 2. Our relationships with each other as staff feed our approach to community
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GARE



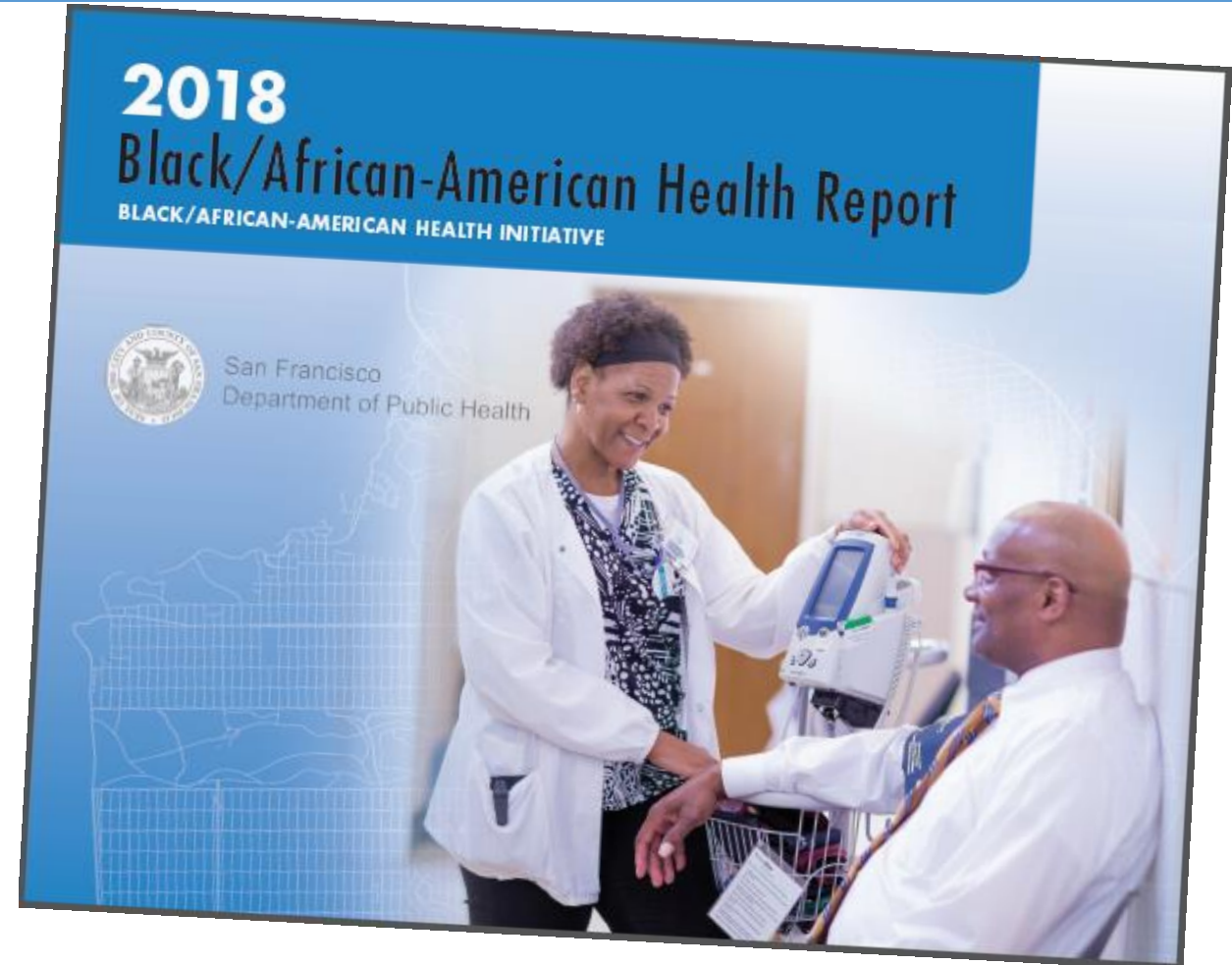
LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

- 200+ US cities/agencies are members
- San Francisco is a member since 2016
- Human Rights Commission leading
- Mayor-sponsored participation
- 21 SF departments participating
- HRC is launching a City-Wide Racial Equity Workgroup

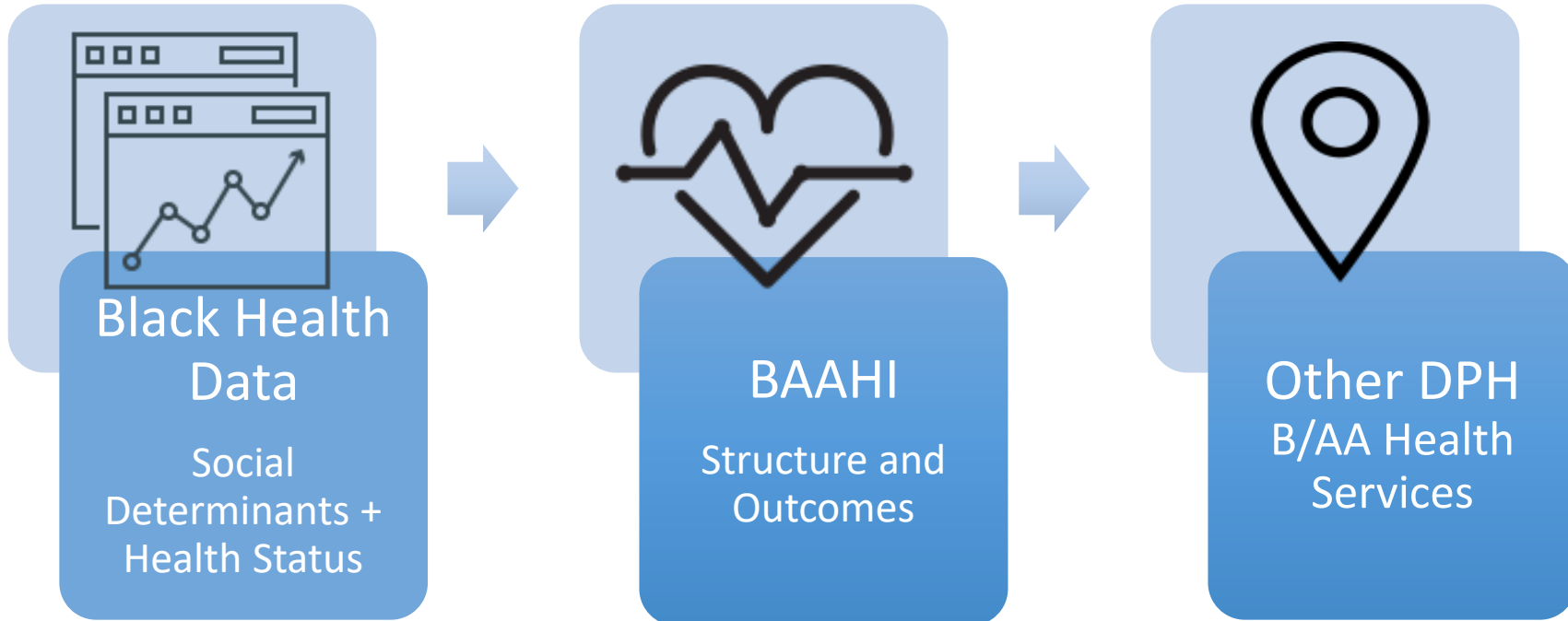


Normalizing

- Think tank – Quarterly, DPH equity showcase
- Equity Learning Series – Monthly at 25 VN, ZSFG, LHH
- Quarterly Fast Facts - BAAHI activities
- BAAHI Listserve – trainings, events
- Black Health Forum – Fillmore in Spring, Bayview in Fall
- Black Health Report – September 2018



Black Health Report



Black Health Report – key findings

FIGURE 10

Age Adjusted Rates of Hospitalizations for hypertension (per 10,000 residents)

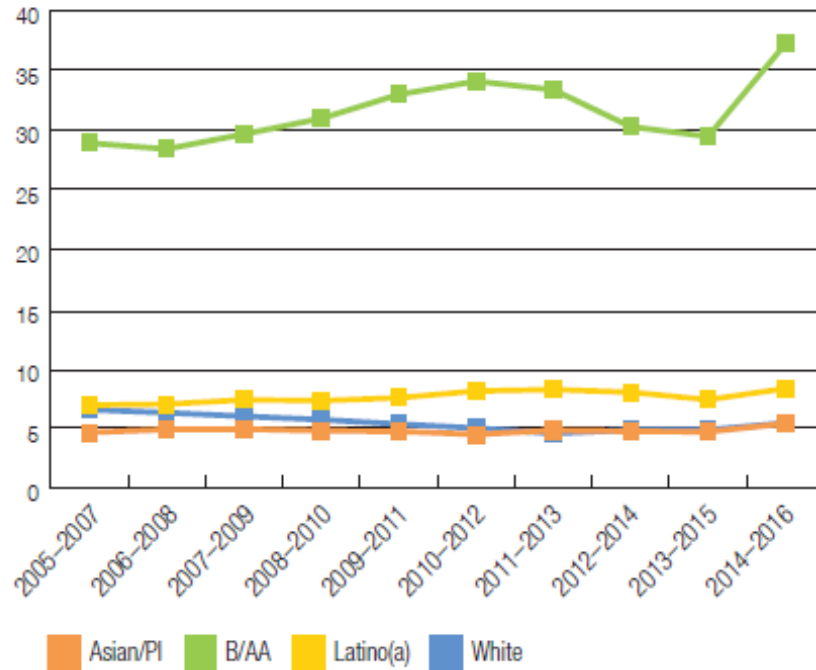
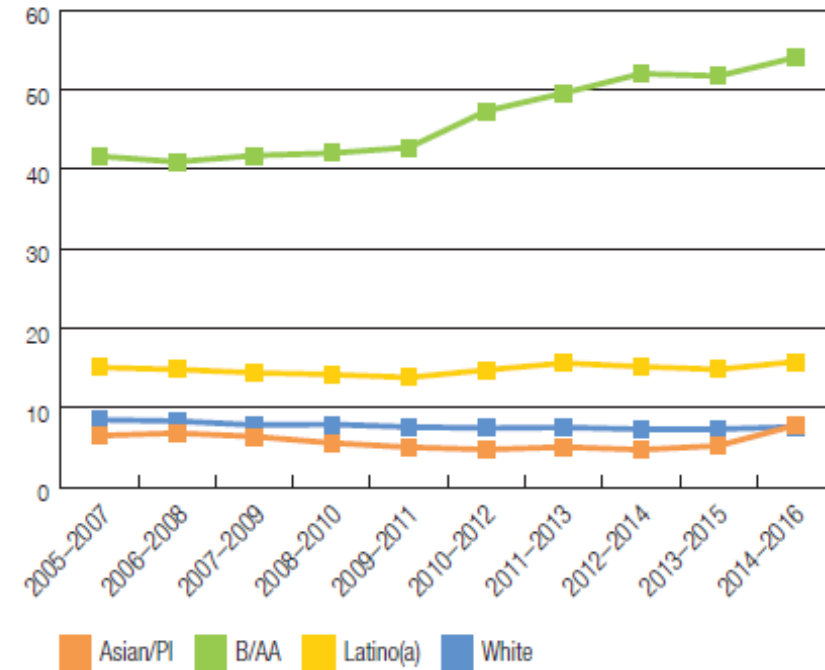


FIGURE 11

Age Adjusted Rates of Hospitalizations for Diabetes (per 10,000 residents)



Black Health Report – key findings

FIGURE 13

Live Births That Occurred before 37 Weeks Gestation, by Ethnicity (San Francisco, CA)

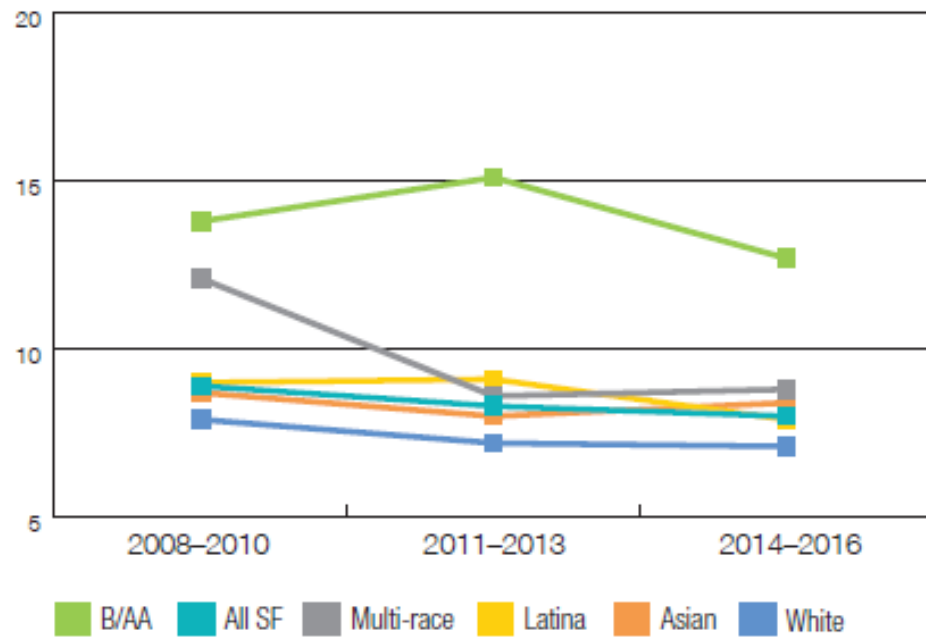
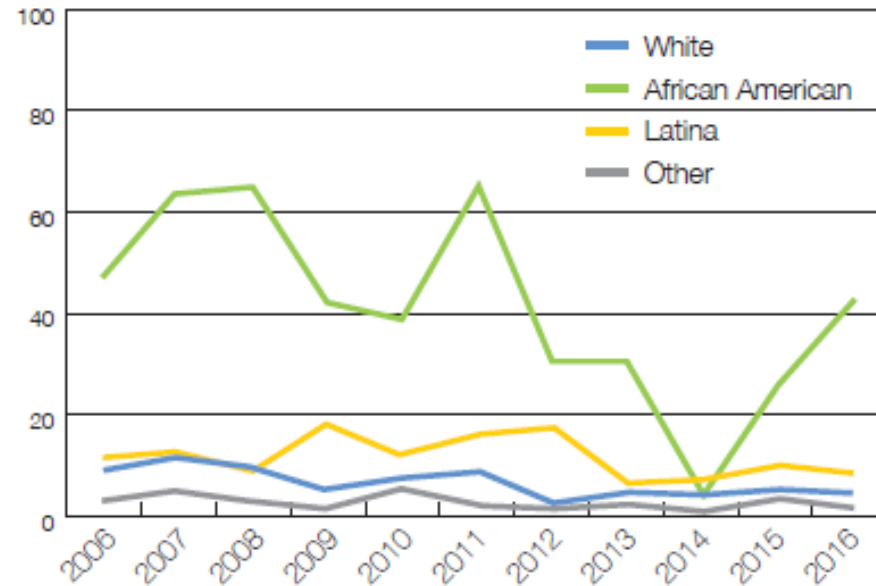


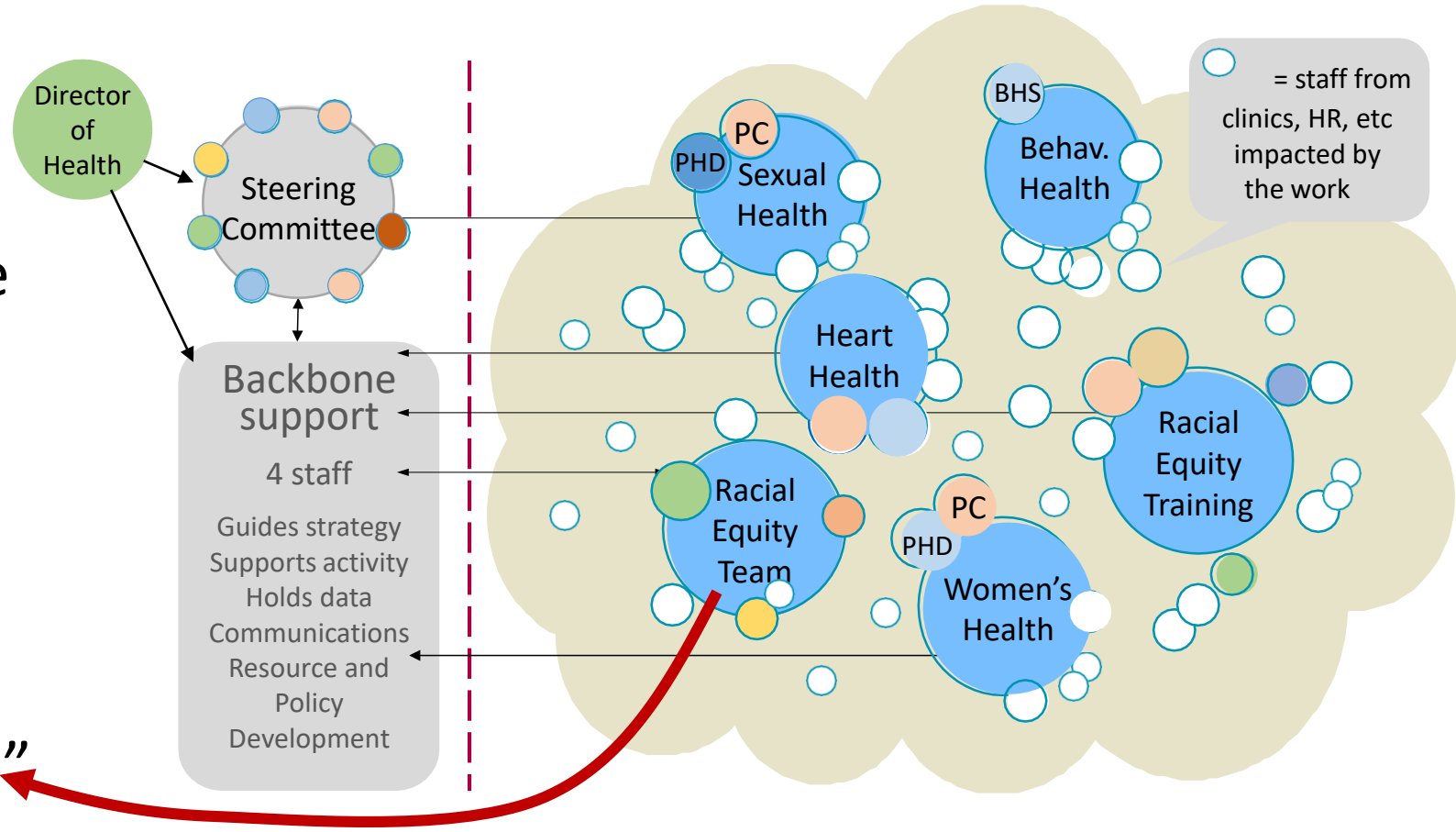
FIGURE 14

Rate of HIV Infections per 100,000 by Year of Diagnosis



Organizing Activities

- BAAHI Infrastructure
- ZSFG Equity Council
- MCAH Equity Committee
- ZSFG Equity Manager
- LHH Equity Manager
- BHS: Director of Equity
- “Equity Leadership Team”



Operationalizing Activities

HR:

- Fair and equal hiring policies put in place
- DPH recruiters hired
- Workforce diversity demographic reports created by area
- Race Ethnicity data collection improvements

ZSFG:

- Data development policy to disaggregate improvement data
- Data development through staff survey

BAAHI:

- Hypertension workgroup – food pharmacy, nurse visits, outreach protocols
 - Chlamydia workgroup – workflows and data tracking
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BAAHI: outcomes

FIGURE 18

Blood Pressure Control Rates

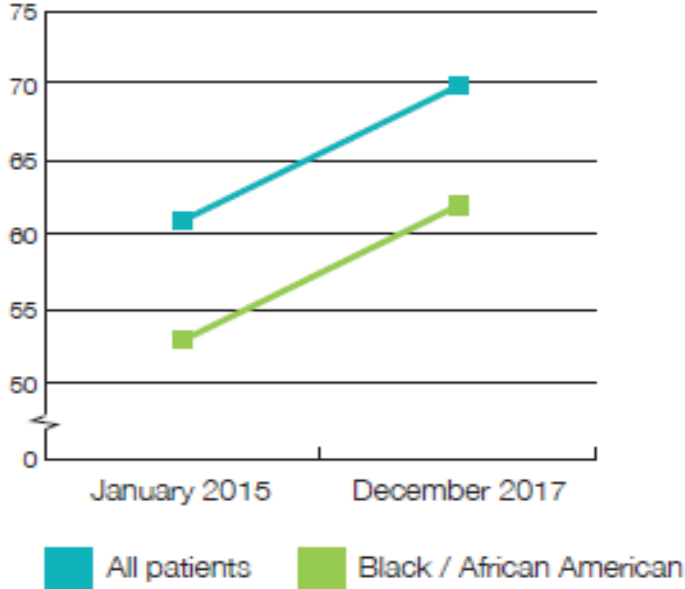
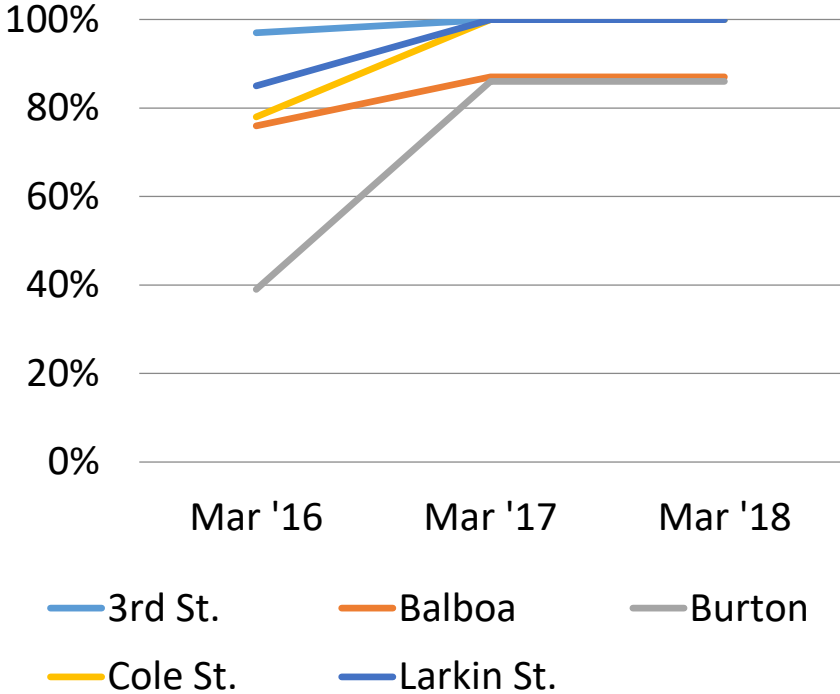


FIGURE 20

Chlamydia screening rates at youth clinics



Goals through 2019-20

Normalizing

discussions, training

- All-Staff Training
- Manager Training
- Equity Champion 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

Health Commission Report
February 19, 2019



Diversity, Inclusion, Equity

INITIAL DPH HR STRATEGY

Step 1: Challenge the Status Quo

Step 2: Creating a heightened awareness for Department leadership

Step 3: Serving as a catalyst for Department wide change

Diversity, Inclusion, Equity

THE DPH HR STRATEGY

Examples of challenging the status quo:

- Demographic Reports
 - Fair and Equal hiring video and diverse interview panels
 - Training DPH HR staff to ensure they understand the problem of bias, lack of diversity, inequity, and unfair treatment as a result of HR processes
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Examples of tangible change:

- DPH Wide - Developing our people A3 (e.g. equity, training, employee engagement)
 - ZSFG - Equity Council
 - PHD - has developed an A3: Achieving Racial Equity in PHD (with a focus on Black/African Americans)
 - LHH - Racial and/or Cultural Events – neighborhood based, hospital-wide, and community participation and outreach
 - HR – Career Counseling, Trainings, Coaching, Recruiting, Diversity in HR staffing, Demographic work
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MAYORS DIRECTIVE – September 18, 2018

FUTURE FOCUS

1. Recruitment – The City will hire two fulltime recruiters.

DPH hired two fulltime recruiters several years ago to focus specifically on hiring diversity. We are also heavily focused on diversity recruitment and have reached out to the Historically Black Colleges, as well as National Association Black Accountants, Association of Latino Professionals in Finance and Accounting, National Association of Black Nurse and National Hispanic Nurses Association, Association of Black Health Systems Pharmacists. We gain access to their membership via LinkedIn and Facebook user groups for both experienced and Alumni members as well as Job fair and direct contact with local chapters.

MAYORS DIRECTIVE

2. Training - DHR will significantly expand its harassment prevention, implicit bias. All hiring managers must take a new training.

DPH implemented a fair and equal hiring training requirement in 2014 for all hiring managers, we also require that hiring panels be diverse.

3. Reporting: All City departments will begin reporting discipline to DHR so that potential problematic areas, divisions, or other trouble spots can be quickly identified.

DPH Labor Relations has began this tracking, DHR anticipates first reports in July 2019.

Future Focus

THE DPH HR FUTURE FOCUS

- More aggressive use of demographic data to hold specific units and managers accountable for change.
- Much more scrutiny of discipline and related actions towards eliminating bias
- Continued efforts of partnering with all stakeholders to improve diversity, inclusion, equity, and fairness
- Resulting in widespread tangible change
- Continue to partner with key stakeholders in increasing diversity, inclusion, equity and fairness including actively supporting our Director of Interdivisional Initiatives in implementing GARE

QUESTIONS?
