Department of Public Health
Equity Update

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Health Commission Report
February 19, 2019
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 Heath 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
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)
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
Organize:
leadership, staffing, data and resources

Operationalize:
policy, practice and process change

Normalize:
Training and discussions to give staff skills

- 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
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
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

Diagram:
- IT/Fin: Normalize
- Jail/HR/PC/BHS/LHH: Organize
- PHD: Operationalize
- ZSFG/MCAH:
DPH Human Resources Update

Ron Weigelt
Director of Human Resources
DPH Commitment

DPH IS COMMITED 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 7/1/18 through 6/30/18. Dismissals captures dismissals of permanent employees, and Releases captures releases from probation.