DPH Equity Update

Ayanna Bennett, MD, MS, FAAP
Director of Interdivisional Initiatives
Equity in DPH

Equity is a publicly 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
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
- 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 Data
  - Social Determinants + Health Status

- BAAHI
  - Structure and Outcomes

- Other DPH B/AA Health Services
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

- White
- African American
- Latina
- Asian
- Other
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
BAAHI: outcomes

**FIGURE 18**

Blood Pressure Control Rates

**FIGURE 20**

Chlamydia screening rates at youth clinics

- **All patients**
- **Black / African American**

- 3rd St.
- Balboa
- Burton
- Cole St.
- Larkin St.
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
DPH Human Resources Update

Ron Weigelt
Director of Human Resources
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
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
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
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.*
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?