

Title: Equity Infrastructure for DPH

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Background: DPH has moved in recent years to make equity an explicit value; for example, equity is now a True North dimension for the department and for the divisions and sections. Several changes have been made to address these issues, including the establishment of the Black African American Health Initiative in 2014, with both health and workforce components. Additionally, various sections have started programs related to health or workplace equity. However, none of these early efforts have made significant impact. Racial inequities in staffing, workplace culture and health outcomes remained severe, especially for Black African Americans.

In terms of workplace equity culture – both the way staff treat each other and interact with the institution- the investments made so far have had mixed results. Over 600 staff have participated in Dr. Ken Hardy’s racial equity training. Many report being transformed, but many of the same people have complained of feeling unequipped to make real change in their work. Requests for additional training have come from every section. Other evidence of workplace problems include two hearings at the Board of Supervisors in late 2018, requested by SEIU, which gave voice to the experiences of Black/African American DPH staff who describe workplace abuse or disrespect.

In terms of health impacts, results have also been inadequate. Quality improvement projects have encountered barriers due to untrained staff being unable to fully engage in focused work with minority populations. Many sections do not routinely disaggregate data by race and race/ethnicity data on patients is incomplete, hampering awareness of health disparities. Equity goals set by sections have focused on data or training, without clear goals for health impact.

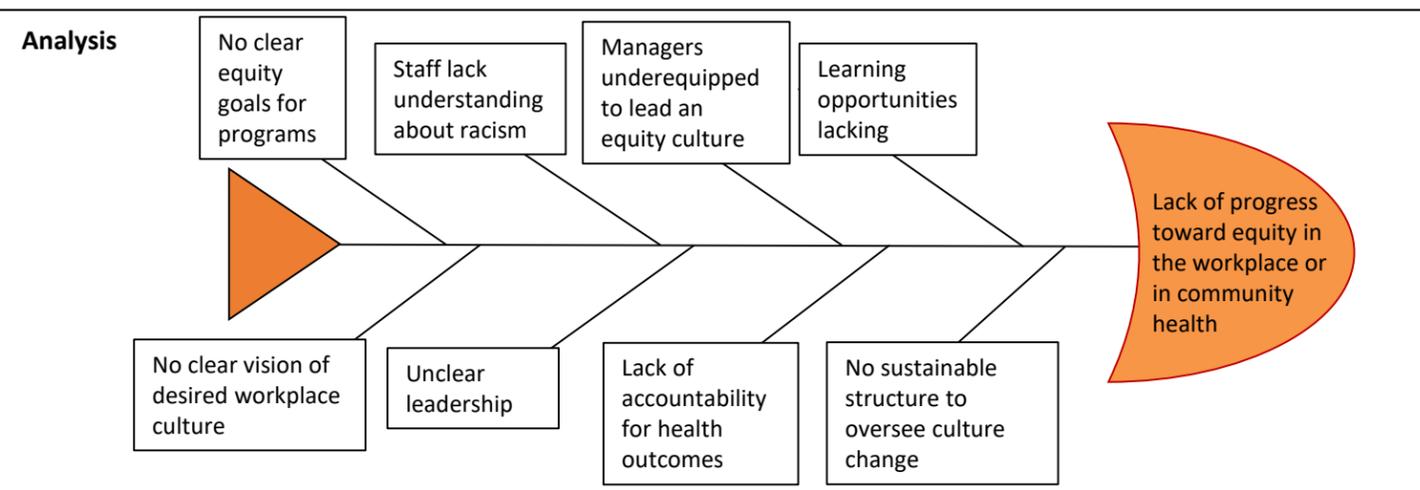
At the same time that the department is undergoing this uneven shift toward an equity focus, the Mayor’s office has invested in city-wide goals and resources around equity. The Government Alliance on Race and Equity (GARE) has been consulted to train designated city staff in racial equity concepts and tools. The expectation is that departments will be increasingly asked to follow this framework and use GARE tools over the next few years. Other city agencies have responded by creating teams or positions to do equity work.

<p>Current Conditions:</p> <p>Staff: [proposed hires in red] Central– Director, 0921, 2591, 2588 (0.5FTE) PHD – 0922 ZSFG – COO (0.1 FTE), 1824 pending LHH – 0922 (0.4 FTE) BHS – 0932 Primary Care – 2232(0.5FTE), 2591 MCAH – 2593 Jail/HR/IT/Fin – no staff planned Resources: no specific budget</p>	<p>Data on Equity Status:</p> <ul style="list-style-type: none"> For 9 or 10 top causes of death in SF, B/AA have the highest rate 41% of PHD B/AA staff see leadership equity efforts as merely symbolic or worse. [vs. 21-28% in other race/ethnic groups.] 43% of ZSFG staff reported seeing someone disrespected due to their race, more than saw no disrespect (33%) or other reasons (18-29%) BAAHI Steering Committee graded organizational commitment to equity most often as merely Transactional (level 3 of 6) EEO -> xx% of cases brought to them cannot be resolved through EEO mandate Disciplinary action and probationary releases differ widely by race (B/AA > White/Asian) Staff demographics differ widely from patient demographics (Latino staff < patients, Asian and White staff > patients). Worst at management level.
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Problem Statement:
 DPH prioritizes equity in the workplace and in our work, yet DPH staff lack the skills and resources to create an anti-racist workplace or to fully address health disparities.

- Goals & Targets:**
- Data development: REAL data completeness above 90% for all clinical areas by 6/30/20
 - Health Impact: Hypertension control gap decreased by XX% by 6/30/20
 - Representative staff diversity: Increase in Latino and B/AA staff by XX % by 6/30/20
 - Training: 80% of staff trained report understanding of structural/institutional racism (or 50% increase from staff survey baseline)
 - Equity Culture: Baseline established for staff reported respectful treatment by managers:staff, staff:community



#	Countermeasure	Expected Impact
1.	Establish office and leadership to: <ul style="list-style-type: none"> Convene Equity Leadership Team for alignment Hold outcome and performance data Conduct Racial equity impact assessments w tool kit Manage equity programming (all below) 	Reduce duplication and misalignment between areas Improve for planning, assessment and accountability Model program/policy development w/ equity lens Increase activity re. equity across the department
2.	Respectful policy to support anti-racist workplace	Tool to address workplace culture Convey manager responsibility to maintain positive workplace culture
3.	Racial Equity Response Team	Accelerated development of an equity culture through new tools for improved workplace culture in the dept.
4.	Racial equity concepts/skills training program – mandatory for all staff	Increase staff buy-in to practice/policy changes that advance racial equity, and staff advocacy role
5.	Racial equity skills training – for equity staff/champions	Expert cohort of 40 equity staff → skills → policy change

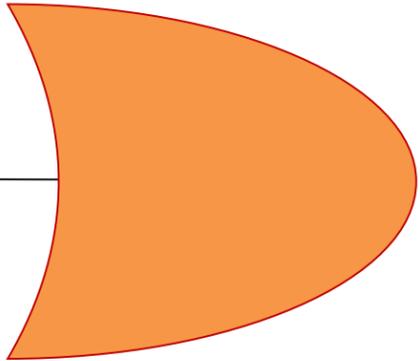
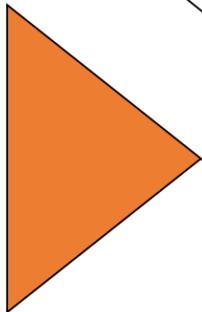
#	Deliverable	Timeline	Staff	Measure
1.	Establish office and leadership <ul style="list-style-type: none"> 1:1 Interviews/on-boarding for leaders 1st convening of RE staff for alignment data/goals Champion designation policy Bi-Monthly Convening schedule 	Feb 19 launch July 19 - plans		# of convenings 1 policy EIA Annual report
2.	Respectful behavior policy <ul style="list-style-type: none"> ISC announcement Full staff announcement 	March 2019		Staff satisfaction baseline EEO complaints for racial discrimination, # uses of policy
3.	Racial Equity response team <ul style="list-style-type: none"> Create initial menu of services referral workflow ID ad hoc staff Pilot engagement with pre/post eval 	Jan Assess Feb –March Interventions April-June f/u		Response team engagements + pre/post change from engagements
4.	Training plan for staff/managers <ul style="list-style-type: none"> Design Curriculum Create Online Hire Trainer Implement 	Jan-June plan/prep July-Dec -Wave 1		Staff trained # Managers trained Online post-test In person self-eval
5.	Training cohort for equity staff <ul style="list-style-type: none"> Equity Champion Designation Planning phase with equity team members Launch post-Epic 	Feb-March desig March-June plan Oct-April Cohort		Cohort pre/post evals

No clear priority

Staff lack understanding about racism

Managers underequipped

Learning opportunities lacking



No clear behavior standards for staff/managers

Unclear leadership

Lack accountability for outcomes

Culture change requires attention

