



DEI Council 2020 Year in Review

UCSF Benioff Children's Hospitals

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Program Manager, Diversity, Equity & Inclusion

BCH DEI Council 2020 Review

BCH Diversity, Equity & Inclusion (DEI) COUNCIL

PROBLEM STATEMENT

UCSF Benioff Children’s Hospitals, an anchor institution embedded in structural racism, has made initial progress, but targeted strategies are needed to address inequities in recruitment, hiring and advancement of BIPOC and other subgroups including LGBTQ+ communities. A problematic climate exists whereby these individuals are less likely to feel respected and have more often experienced/observed excluding behaviors. These workforce inequities and this problematic climate contribute to disparities thereby undermining our vision to be the best healthcare provider.



DEI FRAMEWORK

<p style="text-align: center;">Mission</p> <p>To build an institution that is rooted in justice and equity, to nurture an inclusive culture and to cultivate and implement effective strategies for the just and equitable provision of education, discovery and patient care.</p>	<p style="text-align: center;">Values</p> <p>BCH values all employees by embracing their diverse talents, perspectives, and experiences, and fostering inclusion that inspires innovation, encourages respect and promotes unlimited success.</p>
<p style="text-align: center;">Vision</p> <p>To build an empathetic, supportive and equitable environment for the present and future UCSF Benioff Children’s Hospitals.</p>	<p style="text-align: center;">Promise</p> <p>To attract and sustain a diverse workforce by recruiting, hiring, developing and retaining high-performing employees who work collaboratively to carry out the mission for BCH</p>

TASK FORCE TEAMS



Education Task Force Team

- Provide BCH’s leadership, faculty, staff, and trainees with information, strategies and tools to enable them to lead diversity efforts within their specified areas



Patient Care Task Force Team

- Assess patient satisfaction by REAL and SOGI to determine what differences exist
- Address disparities in health outcomes and care delivery in the BCH patient population



Workforce Task Force Team

- Assess diversity in the workplace at BCH
- Advance best practices in recruitment and retention of a diverse workforce

GUIDING PRINCIPLES

- Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.
- Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.
- Assess internal talent to create a high-performance, sustainable organization to meet its strategic and operational goals and objectives.
- Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of our society

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MOMENTS OF SOLIDARITY – UCSF BCH AGAINST RACISM

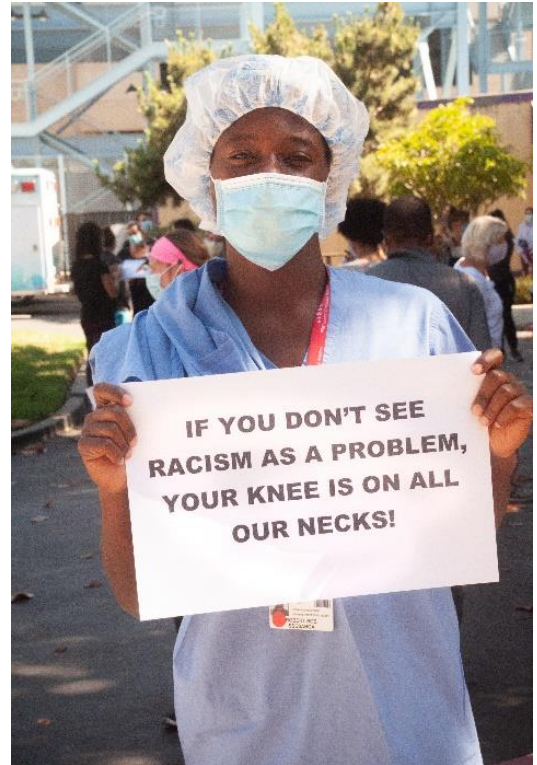
The BCH community came together to reflect on a country where Black lives mean so little that violent killing after violent killing has become a norm and where African Americans are disproportionately affected by the COVID-19 pandemic. For African Americans this moment is only a convergence of all of the racial violence, police brutality, health disparities, wealth gap and lack of access to education that has been the very fabric of the U.S. for over 400 years.

BCH hosted 3 town halls on Colliding Pandemics: Loss, Grief & Race during COVID-19

Part 1 - [June 2, 2020](#)

Part 2 - [June 9, 2020](#)

Part 3 - [June 17, 2020](#)



Moment of Solidarity Observance at Oakland and Mission Bay Benioff Children's Hospitals on June 3, 2020



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ADVANCING DEI STRATEGIC PLAN

The [Action Plan for Advancing Diversity, Equity & Inclusion](#) was created collaboratively by the BCH DEI Council, Senior Leadership, Executive Leadership, and the Board of Directors. Moving forward, the work must continue to be collaborative since we know that the impacts of diversity, equity and inclusion occur at individual, institutional and systemic levels. This is an exciting time as we have commitments from BCH leadership to take on issues of health disparities, social justice, bias and racism. We cannot provide the best healthcare to all children when we have such disparities in our workforce and when we perpetuate racist structures.

Employee Engagement & Belonging

- 50%+ BCH TN Boards Show DEI Thinking in Our People Pillar

DEI Education & Training

- 90%+ Board and Management Trained
- 70%+ Staff Trained

Workforce Recruitment

- 90%+ Management Complete Anti Bias Training
- 10 Workforce Ambassadors
- At least 1 URM Candidate for All Supervisor and Manager Positions

Internal Talent Review & Development

- Complete Top 25 Position Talent Assessment
- Identify 10-15 individuals mentored in FY22

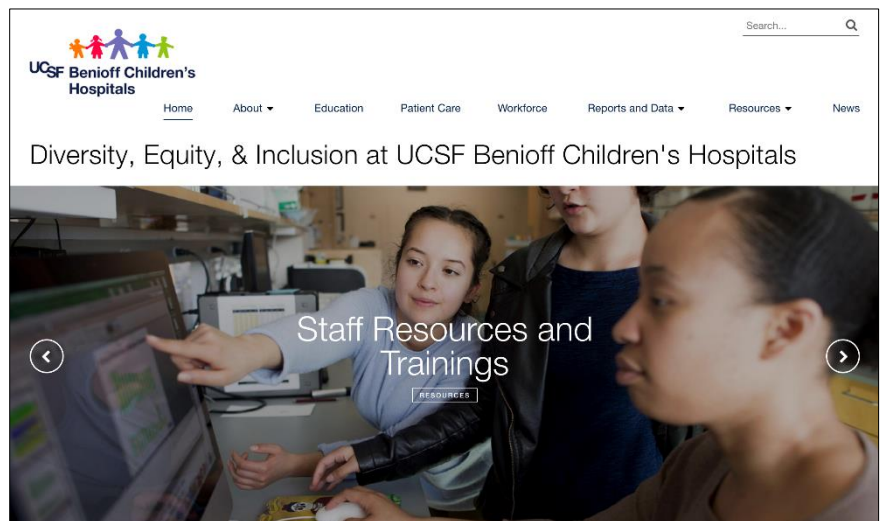
Data Analytics & Reporting

- Ongoing Analytics and Align with Quality and Patient Experience



[BCH DEI Website](#)

Our BCH DEI website provides support and resources for BCH (East Bay and West Bay) staff in terms of deepening and acting on our commitment to Diversity, Equity, and Inclusion (DEI) at BCH campuses. We have made available resources/trainings related to DEI, here at UCSF and beyond. The website creates an online community for staff working to increase DEI so that they know they are not alone in that effort. We want staff to take concrete action based on the tools provided on the site, to measurably increase inclusion and equity for patients/families as well as for staff.



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EMPLOYEE ENGAGEMENT & BELONGING

Heritage Month Celebrations

BCH celebrated our diverse workforce through Heritage Month recognitions and linkage to UCSF Employee Resource Groups, providing an opportunity to acknowledge, celebrate, and share our diverse cultures and customs with each other. Celebrations included a webpage with resources and information; a fact sheet on the history, background, minority profile on health disparities, and UCSF resources; department and staff profile highlights; and collaborations with other UCSF groups on events, trainings, workshops, and other activities. As a metric of success, we aimed to conduct 10 DEI recognition events every year. In 2020, we have already celebrated **12 Heritage Month recognitions**.



- February - Black History Month
- May - Asian Pacific American Heritage Month
- June - LGBTQ Pride Month, Juneteenth, and Immigrant Heritage Month
- July - French American Heritage Month
- August - Malaysia and Indonesia Independence Day
- September - National Latinx Heritage Month
- October - National Disability Employment Month, International Pronouns Day
- November - Dia de los Muertos (Day of the Dead) and National Native American Heritage Month

Fact Sheets

- Asian Pacific American Heritage Month
- LGBTQ Pride Month
- Latinx Heritage Month - English and Spanish
- Native American Heritage Month

Department Highlights

- Center of Excellence for Immigrant Child Health and Wellbeing
- Child and Adolescent Gender Center
- Family Care Network
- Family Resource & Information Center
- Interpreter Services
- Neonatal Follow-Up Program



Vice Chancellor Francesca Vega featured for Native American Heritage Month



Center of Excellence for Immigrant Child Health and Wellbeing featured during Immigrant Health Month

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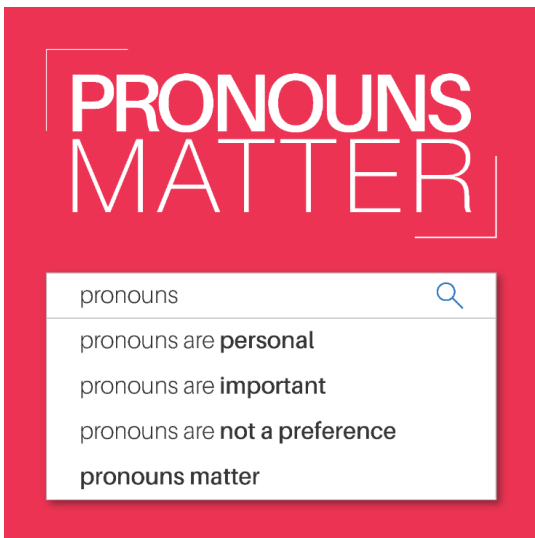
DEI New Member Onboarding Orientation

The DEI Council conducted 4 New Member Onboarding Orientations, adding a total of **26 new DEI Council members**.



Pronoun Matters Campaign

11,000 pronoun stickers were purchased for BCH staff to commemorate International Pronoun Day on October 21. Staff could choose from a selection of 5 different pronoun stickers to add to their ID badges. Stickers were made available for 2 weeks at the welcoming station in both Oakland and Mission Bay Children’s Hospitals. Stickers were also dispersed to the satellite offices throughout the East Bay. Pronoun stickers are currently available at the ID Badging Offices in both Oakland and Mission Bay Children’s Hospitals.



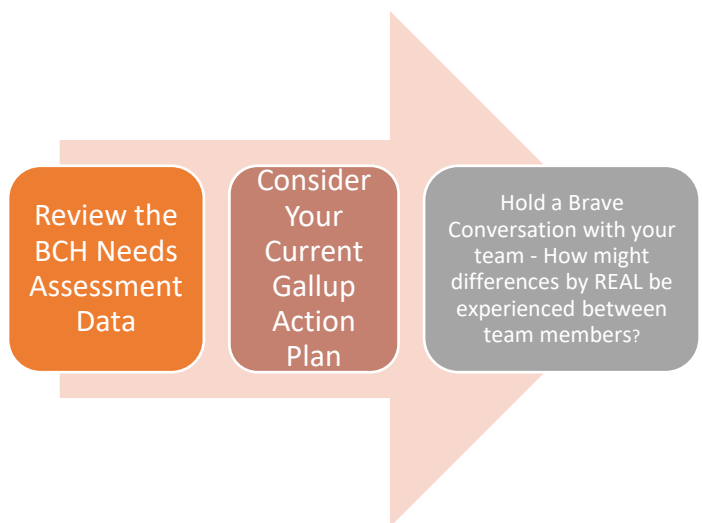
Black Caucus Oakland

Founded and co-lead by Stephanie Brown and Abdur Shemsu, the Black Caucus Oakland Chapter of the UCSF Black Caucus had its inaugural meeting on Juneteenth 2020. The BCH BCO’s mission is to help foster a hospital climate and culture of unity, equity, and inclusion. The group serves as a resource for advancing the social and cultural growth among African American care providers and staff through outreach, mentoring networking, community service, and enrichment activities. There are currently **74 members in the Black Caucus Oakland Chapter**.

Advancing DEI in True North Boards

By weaving DEI principles into our True North Boards and hardwiring DEI into our True North Board thinking, we are developing structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

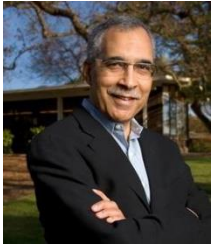
Our goal is to implement this practice on 50% of the True North Boards at BCH. We’ve created a coaching roadmap and toolkit for TN Board owners which includes a framework for how these leaders approach these conversations with their teams; data from the BCH needs assessment; information on the Belonging Index and how to impact Belonging.



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Grand Rounds

A total of **916** individuals attended the 4 Grand Rounds, co-sponsored by the BCH Education Taskforce Team and the UCSF Pediatric Residency Diversity Committee.



Stereotype threat and Identity Threat: The Science of a Diverse Community presented by Claude Steele, PhD, Lucie Stern Professor Emeritus of Psychology, Stanford University - March 5, 2020
(203 attendees)



Pushing for Diversity: The Curious Case of California and Affirmative Action presented by Daniel Woolridge, MD, MPH, MS - October 8, 2020
(217 attendees)



Pandemics, Policing and Protest: On Racism and Health and Where to Go From Here presented by Rhea Boyd, MD, MPH - June 25, 2020
(370 attendees)



Life After the Election: What We as a Pediatric Community Can & Should Do - November 19, 2020
(126 attendees)

WORKFORCE RECRUITMENT

The Workforce Taskforce Team is working with both UCSF HR and BCH Oakland HR on integrating DEI processes within workforce recruitment to ensure a more diverse pool of job candidates. Silvia Sierra, BCH Oakland HR Recruitment Manager, has been in communication with Jessica Blair-Driessler, UCSF Talent Acquisition Manager, to discuss and share best practices in workforce recruitment. A training module on Managing Implicit Bias in the Hiring Process has been identified through Learning & Development portal and has been required for all hiring managers and hiring committee members.



INTERNAL TALENT REVIEW & DEVELOPMENT

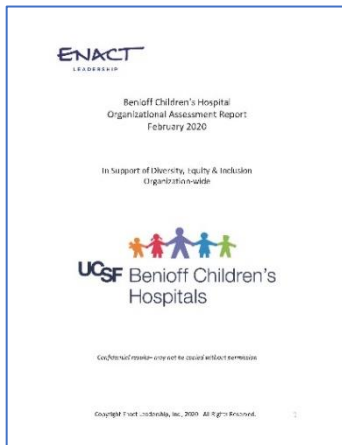
Mentorship Program

The Workforce Taskforce Team has met with members from the UCSF Administrative Management Professional (AMP) Mentorship Program, with the goal to develop a mentorship program for BCH that can better suit needs of staff/employees of the Children's Hospitals. The goal is to identify 10-15 individuals across the BCH enterprise to be mentored in FY22, to establish a pipeline of diverse candidates for future job openings and ensure that all BCH employees have equal access and opportunities to grow their careers.

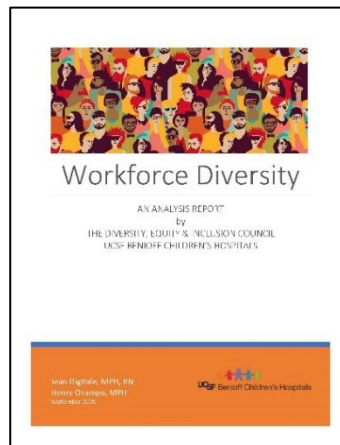


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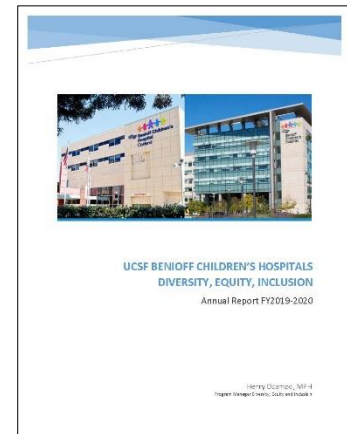
DATA ANALYSIS & REPORTING



DEI Needs Assessment



BCH Workforce Diversity Analysis Report



BCH DEI Committee FY 2019-2020 Annual Report

BCH Patient Safety Committee and De-escalation Pathway Pilot

The BCH community launched both a cross-bay Patient Safety Committee and a De-Escalation Pathway pilot. The DEI Council was asked to participate to ensure that the DEI lens is brought to these committee proceedings. The DEI Council was asked to review safety policies and procedures and make recommendations, that were submitted in mid-October.

- Management of Disruptive Behavior
- Dangerous Weapons Screening
- Care of the Patient at Risk for Suicide or Self Harm
- Dangerous Items Possessions

Data Equity Taskforce

Alvin Hendrix and David Laquidara are representing BCH in both the UCSF-wide **Data Equity Taskforce** and the bi-weekly **Data Visualization (DAV) Collaborative**. The Data Equity Taskforce aims to align HEC and BCH DEI Efforts around disparity identification, where as the DAV Collaborative aims to reassess all UCSF data systems.



Telehealth Video Instructions

At the beginning of COVID-19 shelter in place and the move for patients to utilize telehealth for their care, it was quickly noted by the BCH Oakland Sickle Cell Team that the telehealth video instructions were limited to English with an all-White staff in the instructional video. The concern was that BCH's diverse patients and families would not see themselves in the telehealth instructional video. The BCH DEI Patient Care Taskforce Team met with Patty Nason, Telehealth Program Manager to strategize how to diversify the program's offerings. Written translations of the instructions were made in Arabic, Simplified Chinese, Traditional Chinese, Japanese, Korean, Persian/Farsi, Russian, Spanish, Tagalog, and Vietnamese. Instructional videos from the Center for Vulnerable Populations were added to the Videovisit website in Spanish, Cantonese, Mandarin, Russian and Vietnamese. Translated scripts were created for the telehealth video in the remaining languages including Arabic, Farsi, Japanese, Korean, Tagalog, and Mam. The next step is to recruit voiceovers for these languages. Photos of diverse families and staff have been collected to make the telehealth videos more diverse.

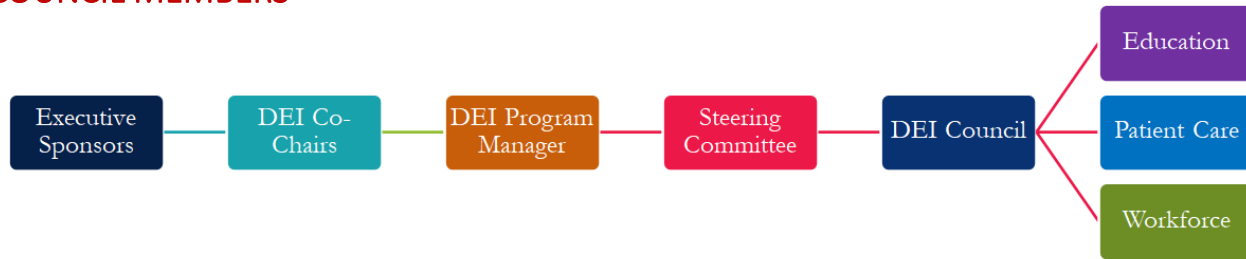
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TIMELINE

2020	
January	
February	Book Club – White Fragility by Robin DiAngelo Black History Month – film screening of “History of the Black Caucus” from the Black Caucus
March	March 5 - Grand Rounds: Stereotype threat and Identity Threat: The Science of a Diverse Community presented by Claude Steele, PhD, Lucie Stern Professor Emeritus of Psychology, Stanford University March 11 – DEI New Member Onboarding
April	Telehealth Video Instructions Project with Patient Care TFT
May	May 29 - Food for Thought
June	Celebration of LGBT Pride Month Celebration of Immigrant Heritage Month HR – Recruitment and Hiring Policies and Procedures June 2 – Town Hall Colliding Pandemics: Loss, Grief & Race during COVID 19 Part 1 June 3 – Moment of Solidarity on both Oakland and Mission Bay campuses June 4 – Food for Thought June 9 – Town Hall Colliding Pandemics: Loss, Grief & Race during COVID 19 Part 2 June 11 – Food for Thought June 17 – Town Hall Colliding Pandemics: Loss, Grief & Race during COVID 19 Part 3 June 17 – DEI New Member Onboarding June 19 - Celebration of Juneteenth; Inaugural meeting of BCH Black Caucus June 25 – Grand Rounds: Pandemics, Policing and Protest: On Racism and Health and Where to Go From Here presented by Rhea Boyd, MD, MPH June 26 – DEI Council Strategic Planning Retreat
July	BCH Patient Safety Committee and De-escalation Pathway Pilot initiated Anti-Racism Curriculum under development July 24 – Food for Thought July 30 – French American Heritage at the Friendly Cafe
August	August 27 - Malaysia and Indonesia Independence Day at Friendly Cafe August 17 – DEI New Member Onboarding
September	Latinx Heritage Month September 14 – DEI New Member Onboarding September 22 - Cross Bay Town Hall to present the Advancing DEI at BCH Action Plan
October	National Disability Employment Awareness Month 3 trainings on Americans with Disability Act for 181 BCH Oakland Managers Pronouns Matter Campaign October 8 – Grand Rounds: Pushing for Diversity: The Curious Case of California and Affirmative Action presented by Daniel Woolridge, MD, MPH, MS
November	Dia de los Muertos (Day of the Dead) Native American Heritage Month November 19 – Grand Rounds: Life After the Election – What We as a Pediatric Community Can & Should Do
December	True North Board coaches training Initial research for Mentorship Program

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DEI COUNCIL MEMBERS



Executive Sponsors

Jamie Phillips
George Weiss
Hanmin Lee
Phyllis Weiss

DEI Co-Chairs

Marsha Treadwell
Brandie Hollinger
Kim Murphy (interim)

DEI Program Manager

Henry Ocampo

Admin Assist

Alicia Dixon

Education TFT	Patient Care TFT	Workforce TFT
Co-Lead Anna Meyer Co-Lead Felicie Standley Vera Alexander Lee Atkinson-McEvoy Taron Davis Tanya Hatfield Anda Kuo Alicia Lafrance Leanna Lewis Jyothi Marbin Carol Miller Zarin Noor Ethel Odiakosa Nnaoma Oji Amy P Sanders Dina Wallin	Co-Lead Lauren Sanchez Co-Lead Alvin Hendrix Hilda Diaz Sharon Gee Jennifer Geisse Genesis Ibarra Amy Kangwankij David Laquidara Maryam Moody Matt Pantell Karen Petzoldt Elaine Pico Lauren Ragan Naya Ross Meredith Russell Martha Tesfalul	Co-Lead Alvin Ozawa Co-Lead Stephanie Brown Sara Bakhtary Edwin Barangan Karen Bell Jeanie Bhuller Susan Conrad Dalia Flores Artanesha Jackson Alleysha Mullen Abdur Shemsu Divna Wheelright Monifa Willis

Steering Committee Members		
Jamie Phillips George Weiss Hanmin Lee Marsha Treadwell Kim Murphy Camron Scott Dale Williams Heather Fullerton Max Roche Stephanie Brown Alvin Ozawa	Anna Meyer Felicie Standley Lauren Sanchez Alvin Hendrix David Laquidara Jason Stout Hilda Diaz Lee Atkinson-McEvoy Leanna Lewis Anda Kuo Karen Bell	Naya Ross Karen Petzoldt Matt Pantell Martha Tesfalul Jeanie Bhuller Monifa Willis Susan Conrad Olajire Idowu James Crawford-Jakubiak Tanya Hatfield Elliott Vichinsky