



Benioff Children's Hospital
Organizational Assessment Report
February 2020

In Support of Diversity, Equity & Inclusion
Organization-wide



UCSF Benioff Children's
Hospitals

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SUMMARY

CONTEXT

UCSF Benioff Children's hospital is strategically targeting improvements across the organization in the areas of inclusion, equity and diversity. The organization recognizes that our world and the people in it are changing more and more rapidly. In addition, this hospital system has realized the importance of being able to tap into people's inherent desire to contribute by creating an environment in which each individual is able to perform at his or her best. BCH is interested in accelerating inclusion, equity and diversity not only at the interpersonal level but also at the cultural level. Enact Leadership is partnering with BCH to establish lasting, systemic and long-term organizational change.

As a first step in our process, Enact Leadership conducted an assessment of the organization's current state to serve as a basis for the development of a change strategy. The purpose of this assessment is to inform and provide guidance to the Executives and DEI committee members with factual information, tools, methods and best practices that will be needed to achieve the desired state.

The results of this assessment are documented in this report. In the context of the findings, recommendations will be co-created with our BCH steering committee members.

The organizational assessment was conducted from November 4-25, 2019, a three week period.

We conducted 10 Leadership team interviews with racial and gender demographics as follows:

- Racial demographics: 1 Asian American/Korean; 1 African American; 7 European American/White; 1 Latino
- Gender demographics: 4 female, 6 male

We also designed and conducted an Organization-wide survey. The survey was sent to distribution lists that included employees at Oakland campus employees and Mission Bay campuses, estimated total = 2,839*

*Please note: distribution lists were found to be incomplete and therefore total number of employees were not reached. [Total number of employees is = (2710) Oakland + (2079) Mission Bay totaling 4,789]

The Total responses = 1,562; 55.02% percentage of received and 32.62% percentage of total employee population.

- 791 = Oakland campus
- 726 = SF Campus
- 51 = Both

The data was organized into findings areas, preliminarily analyzed and reviewed with the project team, led by Marsha Treadwell and Brandie Hollinger. The data focused on the following areas:

- Current state assessment findings
- Analysis
- Key Issues that need to be addressed
- Next Steps

FINDINGS

The findings from the interviews and organization-wide survey fell into several key areas and included the following:

- Strengths to build on
- Obstacles to overcome
- Key areas to be addressed

ANALYSIS

During data analysis, Enact Leadership applies a qualitative research process called immersion and crystallization. Immersion allows us to immerse ourselves in the data by re-reading, discussing, and highlighting the raw notes from each interview and the open comment data in the survey. Crystallization is then utilized to help us reflect on the interview/open comment experiences to capture the patterns and themes that are emerging. These dual processes are utilized until all of our data has been examined and meaningful themes have been identified.

For the organization-wide survey, we applied standard quantitative analysis processes by identifying highest rated items, lowest rated items, standard means, and average ratings.

KEY ISSUES

TBD (See each diagnostic step for a summary of issues discovered)

ORGANIZATIONAL CHANGE

The five most common DEI processes that enable organizations to create systemic change include:

- Communication
- Recruitment
- Retention

- DEI awareness and skills development
- Structural and policy change
- Executive and Leadership development

The remainder of this report provides details on the assessment/discovery process, findings, analysis and next steps. Enact Leadership and BCH will discuss the findings and co-create recommendations for our next phase in the process.

CURRENT STATE ASSESSMENT FINDINGS

Leadership Team Interview Results

The following findings are based on direct results from the leadership team interviews. They are summarized by key themes according to the categories below. Findings in each of these categories are summarized in the sections that follow.

Methods Used	Respondent Demographics
<ul style="list-style-type: none"> ▪ One-on-one interviews of 45 minutes each ▪ Conducted in-person or by phone ▪ Conducted by Joe Mattox & Pamela Hopkins 	<ul style="list-style-type: none"> ▪ 10 respondents ▪ Gender: Male, 6; Female, 4 ▪ Racial demographics: 1 Asian American/Korean; 1 African American; 7 European American/White; 1 Latino
Strengths to Build On	Opportunities
<ul style="list-style-type: none"> ▪ PLUS - Pediatric Leadership for the Underserved ▪ Focus on health equity research ▪ Making progress toward recruiting more diverse leaders at UCSF ▪ Differences matter initiative is strong ▪ Cultivating women in leadership 	<ul style="list-style-type: none"> ▪ <i>Doctors treat people differently based on race</i> ▪ <i>Bias</i> spills over into how we care for patients ▪ We need <i>more education</i> ▪ Need to <i>address micro aggressions and white fragility</i> ▪ <i>Strong need for rationale:</i> <ul style="list-style-type: none"> ○ The hardest group will be our Physicians – they will need rationale repeatedly ○ Build a strong business case – a phased approach would be best ○ Our case should highlight the importance of Recruitment and Retention of the best talent

	<ul style="list-style-type: none"> ▪ The <i>DEI work is really cultural integration work</i> ▪ <i>Lack of awareness</i> – both Doctors and nurses are unaware of how they treat People of Color ▪ Address that as you <i>go up the ladder, there's less diversity</i>
<p>Differing Views amongst Executive Team members:</p> <ul style="list-style-type: none"> • <i>Commitment vs. Resistance?</i> Some feel there is a high degree of commitment to this work, others feel there is a significant amount of resistance <ul style="list-style-type: none"> • “White nurses don’t think we have an issue, nurses of color think we do.” • <i>Definitions are inconsistent:</i> Different views of the core definitions • <i>Differing perceptions of how far along each campus is:</i> <ul style="list-style-type: none"> • Oakland “gets” these issues – is further ahead - has always had a social justice focus • MB has further way to go • UCSF BCH MB is mostly White, male, affluent; it’s very uncomfortable to question this • <i>What’s under the surface?</i> There’s a façade of diversity and inclusion but under the surface it’s not there 	
<p>Suggestions:</p> <ul style="list-style-type: none"> • <i>Inclusion of families:</i> Voice of the patient and families needs to be embedded in the DEI work • <i>Training for all:</i> Every employee needs to go through DEI training • <i>Leadership training:</i> Leadership team needs education on how to be stewards and ambassadors of this work <ul style="list-style-type: none"> • “All of us are fooling ourselves if we feel we are ready to lead without much more work here – we need to look at ourselves – we can’t say we are done after one day of training, we have a lot of influence on others and the system ...” • <i>Not an HR initiative:</i> Do not make this an HR driven initiative, leadership and our committees need to own this and drive it 	
<p style="text-align: center;">Priorities that need to be addressed</p> <ul style="list-style-type: none"> ▪ Education and awareness building ▪ Address Racial bias in all aspects of work life at BCH ▪ Micro aggressions ▪ Leadership training 	

Observations by interview team

- Some differing views on priorities in this work
- Many moving parts, hard to know how to integrate all the components across UCSF system
- Range of depth of knowledge, awareness and education on DEI topics

Organization-wide Survey Results

The following findings are summarized by key themes according to the categories below. Findings in each of these categories are summarized in the sections that follow.

Methods Used	Respondent Demographics
<ul style="list-style-type: none"> ▪ Companywide survey conducted via survey monkey ▪ Anonymous data capture ▪ Survey questions constructed by Enact and approved by BCH ▪ Analysis conducted by Enact 	<ul style="list-style-type: none"> ▪ 1,562 respondents ▪ Demographic categories included in survey master report
Strengths to Build On	Opportunities
<ul style="list-style-type: none"> ▪ Overall, survey ratings were <i>more positive than the comments provided. Survey ratings tended to approximate or exceed 70% favorable.</i> ▪ Respondents reported feeling “welcomed” when first joining the organization. <ul style="list-style-type: none"> ○ However, <i>Blacks/African Americans and Hawaiian/Pacific Islanders reported feeling slightly less welcomed.</i> ○ Comments indicate a number of areas where the <i>onboarding and new employee entry process can be improved.</i> ▪ Overall, <i>Hispanics/Latinx ratings across survey items were highly similar to those of other minority groups with the exception of generally having consistently higher ratings than Blacks/African Americans.</i> 	<ul style="list-style-type: none"> ▪ A little over half of all respondents (53%) believe it’s important to follow <i>“unwritten rules” to get ahead.</i> However, the comments suggest that a number of respondents did not fully understand what was being asked by this survey item. ▪ A variety of comments indicate that <i>additional post-merger/acquisition work is required to integrate the two hospitals</i> more effectively into a single system. ▪ Those who <i>declined to indicate their ethnicity, gender, sexuality, or role tended to be more critical and consistently rate less favorably</i> than those who were willing to indicate their sub-group affiliation. ▪ <i>47% of respondents experience or witness exclusionary behaviors</i>
<p>Ethnicity</p> <ul style="list-style-type: none"> • Whites/Europeans and Asians tended to view the organization as more diverse, equitable, and inclusive than other subgroups. For example, these two groups were the only ones who seem to believe it is acceptable to discuss difficult DEI issues. • White/Europeans also reported observing/experiencing excluding behaviors much less than the other subgroups. • Overall, Blacks/African Americans view leadership as less committed to diversity, feel less respected, feel that leaders are less committed to their personal development, and view the organization as less inclusive than other ethnicities. 	

- In addition, Blacks/African Americans report observing/experiencing more excluding behaviors compared to the other ethnic subgroups.
- Hispanics/Latinx believe that organization espouses a strong commitment to diversity, equity, and inclusion but that it is not practiced consistently or widely.
- Nearly all Hispanics/LatinX reported feeling welcomed when first joining the organization but felt this was dependent on the department they were joining.
- Hispanics/LatinX generally reported feeling “respected” as a person within the organization, yet some reported experiencing “stereotyping” and “micro-aggressions” at work, and several are not confident that are provided with equal access to career advancement.
- Decline to State = 18%

Gender Identity

For the most part, there were minimal rating differences between females and males with the following exceptions:

- Females reported believing it was more important than males attend to the “unwritten rules,” males view leaders/managers as more committed to diversity than do females; females feel somewhat less respected than do males and view the organization as somewhat less inclusive than do males.
- Males reported feeling more comfortable to discuss difficult DEI issues and believe the environment is more supportive of the success of all than do females.
- Non-binaries tended to rate the organization as somewhat more inclusive than did females.
- Transgender and Transitioning subgroups tended to rate the organization environment as less inclusive, equitable, and diverse compared with the other gender subgroups. (note size of these two groups is small)
- Non-binaries report having experienced or observed significantly more excluding behaviors than other gender subgroup.
- However, about 40% of females and males did report observing/experiencing such behaviors.
- Decline to State = 11%

Sexual Orientation

There appear to be minimal notable differences among sexual orientation subgroup ratings throughout the survey with the exceptions of the following:

- Gays and Queers report observing/experiencing more incidents of excluding behaviors than Lesbians and other sexuality subgroups.
- Bisexuals and Queers (two highly minority subgroups) tend to view the organization as somewhat less inclusive, less accepting, less respectful, view leaders/managers as less interested/committed to their personal development and feel less that the organization enables the success of all.
- Decline to state = 21%

**Words used to describe our culture -
*positive***

- Family first
- Patient oriented
- Diverse
- Compassionate, Caring, Giving
- Healing, children first
- Open, inclusive
- Teamwork
- Expert

**Words used to describe our culture -
*negative***

- Burnt out, under-resourced
- Bullying
- Two cultures colliding
- Top heavy
- Unfair
- Mean, rude, disrespectful
- Bureaucratic
- Cliques

<ul style="list-style-type: none"> • Proud • Excellence • Hard working, self-sacrificing • Community • Evolving 	<ul style="list-style-type: none"> • Hierarchical • Disgruntled • Favoritism • Hypocritical • Privileged
Key Issues that need to be addressed	
<ul style="list-style-type: none"> • Focus on Inclusion <ul style="list-style-type: none"> ○ Address exclusionary behaviors • Leadership commitment to reflect the importance of DEI • On-going Training and education on DEI to all employees • Mentorship programs for All-Staff • Make it easy and accessible to participate in employee resource groups – supportive group environments • Move beyond awareness building to taking action • Expand our Hiring Practices • Develop Leadership talent • Promote consistent, transparent and on-going communication 	
Highest & Lowest Rated Items – Both Campuses	

Highest Rated	Lowest Rated
Felt Welcomed ...89%	Current State of Being Equitable...55%
DEI Essential Part of Mission...89%	Senior Leaders/Mgrs. Are Role Models of Diversity...64%
I Feel Respected...81%	Observed/Experienced Excluding Behaviors...47%
Organization is Inclusive of All People...72%	
Environment created Where All Can Be Successful..71%	