

# Advancing Diversity, Equity, & Inclusion

## PROBLEM STATEMENT

The UCSF Benioff Children's Hospitals (BCH) Diversity, Equity & Inclusion (DEI) Council was established in 2017 in response to the overtly white representation at the highest levels of UCSF BCH leadership. Structural racism, including at UCSF BCH, refers to a system in which policies, institutional practices, cultural representations and other norms work in various and reinforcing ways to perpetuate racial group inequity for Blacks, Indigenous, and People of Color (BIPOC). Bold action is required to dismantle structural racism and assure that the resulting cultural shift is sustained into the future. This A3 is aligned with the UCSF Health Equity Council, Office of Diversity and Outreach, Differences Matter and the True North Pillar: Our People.

## DEI FRAMEWORK

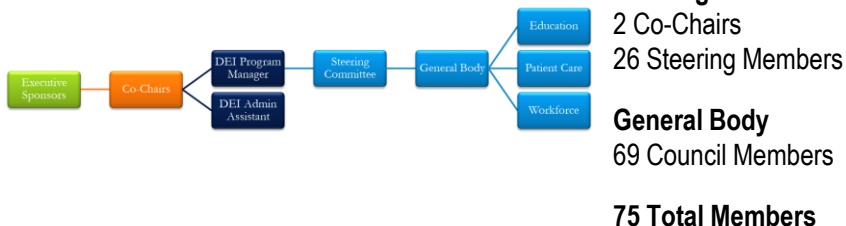
**MISSION:** to build an institution that is rooted in justice and equity to nurture an inclusive culture and to cultivate and implement effective strategies for the just and equitable provision of education, discovery and patient care.

**VISION:** to build an empathetic, supportive and equitable environment for the present and future UCSF Benioff Children's Hospitals.

**VALUES:** BCH values all employees by embracing their diverse talents, perspectives, and experiences, and fostering inclusion that inspires innovation, encourages respect and promotes unlimited success.

**PROMISE:** 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.

## DEI COUNCIL STRUCTURE



## 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.

## WHAT DO WE MEAN



### Diversity

Unique characteristics, perspectives and life experiences that define us as individuals



### Equity

Fair treatment, access, opportunity, and advancement of all individuals



### Inclusion

Creating an environment where are individuals contribute fully and feel valued, engaged and supported to reach their full potential



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## NEEDS ASSESSMENT

**Over 80%** of staff surveyed felt welcomed, respected and that DEI was essential part of BCH Mission

**55%** of staff surveyed felt current state of BCH was equitable

**65%** of staff surveyed felt senior leaders/managers are role models of diversity

**47%** of staff surveyed observed/experienced excluding behaviors

### Differences by ethnic/racial/sexual orientation subgroups

- Blacks feel less respected and view BCH as less inclusive
- Latinx generally reported feeling respected, yet some experienced stereotyping and microaggressions
- Gays observed/experienced more excluding behaviors

## FY21 STRATEGIC PRIORITIES



## WORKFORCE DEMOGRAPHIC ANALYSIS (FY20 DATA)

Most common race/ethnicity is White amongst management and professionals	BIPOC predominate among administrative support and service workers	Staff representation does not match patient population
<b>Oak</b> Executives 71.4% First/Mid professionals 48% Professionals 48%	<b>Oak</b> Admin Support 85% Service Workers 96%	Higher proportion of White/Asian staff than White/Asian patients
<b>SF</b> Officials & Managers 45% Professionals 59%	<b>SF</b> Admin Support 86% Service Workers 76%	Lower proportion of Latinx staff than Latinx patients

## FY21 METRICS OF SUCCESS



### 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

### Internal Talent Review & Development

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

### Data Analytics and Reporting

- Ongoing Analytics and Align with Quality and Patient Experience