

SAN FRANCISCO
HEALTH SERVICE SYSTEM

RACIAL EQUITY ACTION PLAN

PHASE 1 REPORT

December 2020

Racial Equity Action Plan Annual Update to Health Service Board

December 9, 2021

Agenda

- *Office of Racial Equity Ordinance and Administrative Code Requirements*
- *Racial Equity Action Planning Phase I & II*
- *Department Goals: Aim & Measuring Progress*
- *Timeline Racial Equity, Diversity, Inclusion Activities*
- *Data Driven Insight & Action*
- *Lessons Learned*

Presentation Aim

- *Provide annual overview of progress since the Health Service Board endorsement of the Racial Equity Action Plan to seek ongoing collaborative input*

Ordinance & Administrative Code



Ordinance -The SF Board of Supervisors Introduced Ordinance No. 188-19 creating the Office of Racial Equity (ORE) on July 11, 2019. This ordinance later became part of the Administrative Code.

Administrative Code Sec. 12A.19 creating the Office of Racial Equity (ORE) and subsequent Racial Equity Action Plan requirements was passed on July 30, 2019, approved/signed by the Mayor on August 9, 2019 and became effective September 9, 2019.

Racial Equity Action Plan Requirements

Section 12A.19 gives Office of Racial Equity authority to:

Create a Citywide Framework that assists all CCSF Departments in developing Racial Equity Action Plans (REAP)

- a. **Required** all City Departments to develop REAP in alignment with the Office of Racial Equity (ORE) Framework
- b. **Required** all City Department to submit their REAP to the ORE, Mayor's Office, and Board of Supervisors (BOS)
- c. **Required** all City Departments to designate employees as Racial Equity Leaders
- d. **Present** REAP publicly through respective Commissions, oversight Committee or Advisory Body
- e. **Require** all City Departments to prepare an Annual Report by December 31st every three years starting in 2022, including submission to the ORE, Mayor's Office, and BOS

OFFICE *of* RACIAL EQUITY

DEPARTMENTAL RACIAL EQUITY ACTION PLANS

Phase I: Organizational Transformation

Focuses on internal staff programs and policies. Phase 1 uses the Racial Equity Survey for departments to inform their plan and center on building empowering workplace environments.

Target Population: 50+ SFHSS Staff

**Framework Delivered to All CCSF Departments
Core Focus Areas, Templated Initiatives**

Phase II: Service Delivery

Focuses on the delivery of external services and programs. Phase 2 will center on community engagement and external equity indicators to support vulnerable populations.

Target Population: 120K+ Covered Lives

**Framework Currently Under Development
To be distributed by ORE 2022**

Core Focus Areas:

Staff Recruitment, Retention & Mobility
Equitable Leadership & Board Development
Organizational Culture: Education, Inclusion & Belonging

Department Goal:
Organizational Culture
of Education,
Inclusion, Belonging

Aim:

Normalize training, education, and dialogue around racial equity and diversity to support a culture of inclusion and belonging, free from inequity and powered by staff-voice.

Measuring Progress:

- *Racial Equity Climate Survey*
- *Training and engagement activities for existing staff and new hires*
- *Recognition and Appreciation Activities*
- *Racial Equity Action Plan accessible*

Department Goal: Staff Recruitment, Retention and Mobility

Aim:

Empower staff at all phases of the employee life cycle. Identify, attract, invest-in and train a diverse workforce through clear and intentional career building pathways and policies.

Measuring Progress:

- *DHR Diversity Recruitment Team*
- *Develop Department Statement on health, racial equity, diversity, inclusion*
- *Support staff-centered professional development*
- *Compassionate discipline and separation*

Department Goal: Equitable Leadership and Board Development

Aim:

Support racial equity, diversity and inclusion education and awareness at all levels of leadership and governance. Create a racial equity advisory that catalyzes successful implementation of the Racial Equity Action Plan.

Measuring Progress:

- *Develop Racial Equity Advisory Charter*
- *Training and engagement activities for leadership, supervisors, managers*
- *Educational activities for commissioners*

SFHSS Racial Equity, Diversity & Inclusion Activities 2020-2021

Health Service Board
Endorsed SFHSS Racial
Equity Action Plan Phase I

Debuted SFHSS REAP Webpage

Ongoing monthly Racial Equity,
Diversity, Inclusion Updates

Winter '20

Spring '21

Summer
'21

Fall '21

Winter '21

SFHSS Racial Equity Advisory
attended 2022 Government
Alliance for Race and Equity
Annual Conference

REAP Phase I Annual Update
Racial Equity Pulse Survey
Racial Equity Foundations &
Implicit Bias Trainings

DHR Managing Implicit Bias
Trainings

DHR Inaugural City-Wide
Mediation Training Program

Well-Being@Work Training:
Supporting Employee Resiliency
with Recognition and Appreciation

SFHSS Better Together
Celebration

Annual Well-Being@Work
Award Ceremony

DHR Online Learning Module for
City Employees: Transgender 101

Data Driven Insight and Action: DHR Implicit Bias Training

Evaluation Questionnaire: Program Design, Utility, Practicality	Rating Scale: 1=Strong Disagree, 5=Strongly Agree
The presentation style of the facilitator helped me learn.	Agree (4), Strongly Agree (28)
The program held my interest.	Neutral (1), Agree (3), Strongly Agree (28)
The materials and/or online modules helped my understanding of in class learning.	Neutral (1) Agree (5), Strongly Agree (27)
I took responsibility for being fully involved during the program.	Agree (4), Strongly Agree (29)

Evaluation Questionnaire: Awareness and Strategy	Rating Scale: Low, Moderate, High Level of Understanding or Agreement
Defining bias, diversity, equity, inclusion and understanding – these may influence my decision-making	Moderate Agreement (12), High Level of Agreement (20)
Reflecting on your own identities and experiences to create awareness	Moderate Understanding (12), High Level of Understanding (20)
Learning strategies to address bias and create a more inclusive environment	Moderate Understanding (16), High Level of Understanding (16)
I feel confident about applying what I learned to my job.	No (1) Yes (31)



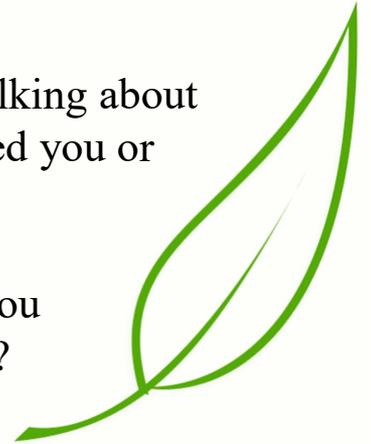
Growth Mindset Activity:

Racial equity work helps us to learn about ourselves, our peers, and our workplace. This work has provided some “roots” or foundations that allow us to grow.

This activity encouraged us to think about how and in which way we’d like to grow. All-staff reflected and shared answers to the following questions which was complemented by a guided meditation.

Question 1: How has talking about equity at work challenged you or inspired you?

Question 2: How will you grow into the New Year?



Lessons Learned

Departmental

- Developing training and engagement schedule that brings REAP to life
- Influence of REDI workplace culture in supporting and empowering our staff
- Raising awareness, checking biases and embodying diversity, equity, inclusion
- Embed equity in Strategic Plan 2023-2025 to reinforce core values of *Respect* and *Inclusivity*

Partnership Network

- We are not alone in this work (63 CCSF departments)
- Mayoral Legislation & DHR Reporting – data collection, workplace policies, procedures
- Office of Racial Equity, Government Alliance for Race and Equity, other thought leaders

Resources

SFHSS Racial Equity Action Plan:	CCSF Departmental Racial Equity Action Plans:
https://sfhss.org/reap	https://www.racialequitysf.org/dept-racial-equity-action-plan