

# Racial Equity Action Plan Business Initiative Report

Initiatives List	Indicators/Timeline	Commentary
<b>Department Goal: Organizational Culture - Education, Inclusion &amp; Belonging</b>		
<p><i>Activity 1.1</i> Broaden education, awareness, and community for staff around racial equity topics through mixed-methods, intentional trainings, and authentic engagement.</p>	<p><b>Attain 100% participation in REDI training and engagement activities for existing staff/new hires:</b></p> <p><u>Completed 2020-2021</u></p> <ul style="list-style-type: none"> <li>- Racial Equity Foundations Training Q3 2020</li> <li>- Early Experiences with Race Discussion Q3 2020</li> <li>- Vision for an Equitable SFHSS Discussion Q4 2020</li> <li>- DHR Managing Implicit Bias Training Sessions Q1 &amp; Q2 2021</li> </ul> <p><u>Planned 2022</u></p> <ul style="list-style-type: none"> <li>- All-Staff Race, Equity, Diversity, Inclusion Updates (ongoing monthly updates)</li> <li>- SF Online Learning Module for City Employees: Transgender 101 (deadline Q1 2022)</li> <li>- Racial Equity Foundations Training Q1 2022 (for new staff)</li> <li>- DHR Managing Implicit Bias Training Session Q2 2022 (for new staff)</li> </ul>	<p><b>Status: Work in progress</b></p> <p><b>Commentary:</b> SFHSS Racial Equity Advisory continues to adapt monthly updates and quarterly trainings using relevant social context and foundational concepts from the SF Office of Racial Equity, SF Department of Human Resources, Government Alliance on Race and Equity and other thought leaders in the field. Trainings are accompanied by evaluation surveys that assess content utility, levels of understanding, and open-ended reflections of staff voice. Trainings are repeated to accommodate staff scheduling and orientation of new hires.</p>
<p><i>Activity 1.2</i> Develop a Racial Equity Action Plan (REAP) that is updated regularly and available to the public and board commissioners.</p>	<p><b>Present annual REAP update to Health Service Board, SFHSS All-Staff, and Leadership with reporting documents publicly available online:</b></p> <p><u>Completed 2020-2021</u></p> <ul style="list-style-type: none"> <li>- Racial Equity Action Plan Health Service Board Presentation (Q4 2020)</li> <li>- Debuted SFHSS REAP webpage <a href="https://sfhss.org/reap">https://sfhss.org/reap</a> (Q4 2020)</li> <li>- REAP Health Service Board Endorsement Approved (Q1 2021)</li> <li>- Racial Equity Action Plan Health Service Board Annual Update (Q4 2021)</li> </ul> <p><u>Planned 2022</u></p> <ul style="list-style-type: none"> <li>- REAP webpage development planned (Q1 2022)</li> </ul>	<p><b>Status: Work in progress</b></p> <p><b>Commentary:</b> The SFHSS Racial Equity Lead will prepare REAP updates for the Health Service Board and partner with the Communications Division to ensure that reporting documents are updated annually on the SFHSS REAP webpage. The SFHSS REAP webpage was debuted in Q4 2020 and has a total of 696 page views. 297 members navigated to the REAP webpage directly from the SFHSS Strategic Plan webpage. 117 members navigated to the REAP webpage directly from the SFHSS Newsletter.</p>
<p><i>Activity 1.3</i> Conduct a bi-annual Racial Equity Climate Survey that assesses the department's commitment to an organizational culture of inclusion and belonging.</p>	<p><b>Conduct bi-annual Racial Equity Climate Survey for SFHSS All-Staff and Leadership:</b></p> <p><u>Completed 2020</u></p> <ul style="list-style-type: none"> <li>- Inaugural Racial Equity Climate Survey (Q3 2020) with 76% response rate</li> </ul> <p><u>Planned 2022</u></p> <ul style="list-style-type: none"> <li>- Racial Equity Pulse Survey (Q1 2022) with goal of 100% response rate</li> </ul>	<p><b>Status: Work in progress</b></p> <p><b>Commentary:</b> Inaugural 2020 survey themes included staff familiarity with racial equity, personal culture and sharing preferences, awareness of racial equity statements, experiences with interpersonal and institutional racism, and approaching and ending racial inequities. Pulse 2022 survey themes will include reflections on progress and impact of racial equity work on organizational culture as well as considerations for future education topics. Survey results and analysis are incorporated into the ongoing development of SFHSS' Racial Equity Action Plan initiatives.</p>
<p><i>Activity 1.4</i> Develop employee recognition and appreciation opportunities that acknowledge staff performance and whole-person value to the organization.</p>	<p><b>Encourage participation in departmental and city-wide employee recognition and appreciation activities for existing staff/new hires:</b></p> <p><u>Completed 2021</u></p> <ul style="list-style-type: none"> <li>- Well-Being@Work Presentation: Supporting Employee Resiliency with Recognition and Appreciation (Q1 2021)</li> <li>- Debuted City-Wide Recognition and Appreciation Guide and Webpage (Q1 2021)</li> <li>- Annual Well-Being@Work City-Wide Award Ceremony (Q4 2021)</li> <li>- SFHSS Better Together Celebration (Q4 2021)</li> </ul> <p><u>Planned 2022</u></p> <ul style="list-style-type: none"> <li>- Annual Well-Being@Work City-Wide Award Ceremony (Q4 2022)</li> <li>- SFHSS Employee Recognition and Appreciation activities (ongoing)</li> </ul>	<p><b>Status: Work in progress</b></p> <p><b>Commentary:</b> The Well-Being division completed an environmental scan of employee recognition and appreciation programs from diverse jurisdictions and thought leaders in the field to inform training development. Well-Being Program Coordinators partnered with the SFHSS Racial Equity Lead to train 50 city-wide Well-Being Champions in exploring effective employee recognition and appreciation strategies. COVID-19 recovery and diversity, equity and inclusion considerations were prioritized through coping mechanism and resiliency tools that help boost employee morale. The Annual Well-Being@Work Award Ceremony recognized 34 city-wide departments for their accomplishments and efforts to promote well-being as an integral part of the workplace experience. Lastly, SFHSS celebrated the accomplishments of staff who served their Disaster Service Worker assignments and another successful completion of Open Enrollment through the Better Together 2021 Celebration.</p>
<p><i>Activity 1.5</i> Analyze and publish bi-annual summary of workforce diversity data in the SFHSS REAP that is disaggregated by race and seniority. Analyze subsequent disaggregated data and pay special attention to data pointing to biases against staff of color.</p>	<p><b>Present bi-annual workforce diversity data to Health Service Board, SFHSS All-Staff, and Leadership with reporting documents publicly available online:</b></p> <p><u>Completed 2020</u></p> <ul style="list-style-type: none"> <li>- Embedded in Racial Equity Action Plan Health Service Board Presentation (Q4 2020)</li> </ul> <p><u>Planned 2022</u></p> <ul style="list-style-type: none"> <li>- Human Resources Sr. Consultant to track % shift in applicant/workforce demographics towards reflecting the community we serve based on SFDHR Citywide Workforce Demographics (Q4 2022)</li> </ul>	<p><b>Status: Work in progress</b></p> <p><b>Commentary:</b> SFHSS Data Privacy Officer will partner with DHR Sr. Consultant to evaluate full recruitment cycle including trend analysis of new hires, applicant pool, and hiring panel by race/ethnicity available via the City's Applicant Tracking System (ATS).</p>

Department Goal: Equitable Leadership & Board Development		
<p><i>Activity 2.1</i> Create a diverse and equitable Racial Equity Advisory committed to executing and keeping the department accountable to its RE Action Plan initiatives.</p>	<p><b>Conduct environmental scan of Racial Equity, Diversity, Inclusion Advisory charters of other CCSF departments and external thought leaders in the field:</b></p> <p><u>Planned 2022</u> Debut Racial Equity Advisory Charter to SFHSS All-Staff and Leadership (Q1 2022)</p>	<p><b>Status: Work in progress</b> <b>Commentary:</b> As a reflection of all that has been learned in the preliminary year of Racial Equity Action Planning, SFHSS will create a RE Advisory Charter setting forth committee purpose, membership, goals, and responsibilities in relation to the San Francisco Office of Racial Equity Ordinance No. 188-19.</p>
<p><i>Activity 2.2</i> Ongoing racial equity training and professional development for department leadership.</p>	<p><b>Attain 100% participation in REDI training and engagement activities for existing/new Leadership Team staff:</b></p> <p><u>Completed 2021</u> - DHR Managing Implicit Bias Training Sessions Q1 2021 (Managers &amp; Supervisors)</p> <p><u>Planned 2022</u> - Racial Equity Foundations Training Q1 2022 (for new Managers &amp; Supervisors) - DHR Managing Implicit Bias Training Session Q2 2022 (for new Managers &amp; Supervisors)</p>	<p><b>Status: Work in progress</b> <b>Commentary:</b> SFHSS Racial Equity Advisory continues to recommend annual leadership trainings using relevant social context and foundational concepts from the SF Office of Racial Equity, SF Department of Human Resources, Government Alliance on Race and Equity and other thought leaders in the field. Trainings are accompanied by debriefs to assess content utility, levels of understanding, and open-ended reflections of staff voice. New Leadership Team members are required to complete the following trainings within 3 months of hire or promotion and biennially thereafter.</p>
<p><i>Activity 2.3</i> Ongoing racial equity trainings for Commissioners serving on the SFHSS Health Service Board</p>	<p><b>Provide biannual REDI training and engagement opportunities for Commissioners to supplement Board education planning:</b></p> <p><u>Completed 2020-2021</u> - Racial Equity Action Plan Health Service Board Presentation (Q4 2020) - REAP Health Service Board Endorsement Approved (Q1 2021) - DHR Managing Implicit Bias Q1 2021 (2 Commissioners attended) - Racial Equity Action Plan Health Service Board Annual Update (Q4 2021)</p> <p><u>Planned 2022</u> - All-Staff Race, Equity, Diversity, Inclusion Updates (ongoing monthly updates) - DHR Managing Implicit Bias Training Sessions Q1 2022 (optional invitation) - SF Online Learning Module for City Employees: Transgender 101 (optional self-study)</p>	<p><b>Status: Work in progress</b> <b>Commentary:</b> SFHSS Leadership seeks to provide diverse educational opportunities that support the Commissioners in acquiring the knowledge they need to effectively carry out their duties in alignment with the Strategic Plan and Racial Equity Action Plan. Annual board education trainings topics leverage relevant social context and foundational concepts from the SF Office of Racial Equity, SF Department of Human Resources, Government Alliance on Race and Equity and other thought leaders in the field.</p>
<p><i>Activity 2.4</i> Partner with DHR to train managers on bias and equitable and compassionate discipline and separation.</p>	<p><b>Attain 100% participation in REDI training and engagement activities for existing/new Management and Supervisory staff:</b></p> <p><u>Completed 2021</u> - DHR Managing Implicit Bias Training Sessions Q1 2021 (Managers &amp; Supervisors)</p> <p><u>Planned 2022</u> - DHR Managing Implicit Bias Training Sessions Q1 2022 (for new Managers &amp; Supervisors) - DHR Communicating Across Cultures Q4 2022 (debut for all Managers &amp; Supervisors)</p>	<p><b>Status: Work in progress</b> <b>Commentary:</b> CCSF departments are still awaiting guidance from DHR regarding Compassionate Discipline and Separation Training. In the meantime, the SFHSS Racial Equity Advisory continues to recommend annual leadership trainings using relevant social context and foundational concepts from the SF Office of Racial Equity, SF Department of Human Resources, Government Alliance on Race and Equity and other thought leaders in the field. Trainings are accompanied by debriefs to assess content utility, levels of understanding, and open-ended reflections of staff voice. New Managers/Supervisors are required to complete the following trainings within 3 months of hire or promotion and biennially thereafter.</p>
<p><i>Activity 2.5</i> Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures.</p>	<p><b>Participate in the inaugural 2021 DHR City-Wide Mediation Training Program:</b></p> <p><u>Completed 2020-2021</u> - 1 SFHSS staff member trained in alternative dispute resolution (Q2 2021)</p> <p><u>Planned 2022</u> - Raise awareness among SFHSS staff about alternative dispute resolution avenues (Q2 2022)</p>	<p><b>Status: Work in progress</b> <b>Commentary:</b> The SFHSS Senior Health Program Planner was selected from a competitive application pool to represent our department in the inaugural 2021 DHR City-Wide Mediation Training Program. SFHSS will support trainees with time to serve as mediator for the DHR City-wide program on behalf of other departments.</p>

Department Goal: Staff Recruitment, Retention & Mobility		
<p>Activity 3.1 Release a departmental statement on health and racial equity, diversity, and inclusion (REDI)</p>	<p><b>Conduct environmental scan of Racial Equity, Diversity, Inclusion statements from other CCSF departments, health plan partners, and external thought leaders in the field:</b></p> <p><u>Planned 2022</u> - Debut REDI departmental statement to SFHSS All-Staff and Leadership (Q1 2022)</p>	<p><b>Status: Work in progress</b> <b>Commentary:</b> Racial Equity Advisory will create a departmental statement that reflects synergy between the SFHSS Racial Equity Action Plan and the REDI commitments of our partnering health plans. This REDI statement will be displayed alongside the SFHSS mission, vision, and values.</p>
<p>Activity 3.2 Actively list job opportunities on non-traditional &amp; BIPOC centered professional communities and hiring boards.</p>	<p><b>Attain 100% of new recruitments posted on at least 1 non-traditional and/or BIPOC centered professional community hiring board:</b></p> <p><u>Planned 2022</u> - Human Resources Sr. Consultant to track # of recruitment sources identified and utilized (Q4 2022) - Human Resources Sr. Consultant to track % shift in applicant/workforce demographics towards reflecting the community we serve based on SFDHR Citywide Workforce Demographics (Q4 2022)</p>	<p><b>Status: Deferred</b> <b>Commentary:</b> The DHR Diversity Recruitment Team has created a comprehensive Recruitment Source List to support departments in attracting a diverse candidate pool. The Office of Racial Equity Citywide Framework recommends that departments identify and attract a diverse City workforce by fostering relationships with non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems.</p>
<p>Activity 3.3 Review, simplify, and standardize job descriptions and interview questions to remove barriers for candidates from non-traditional and underrepresented backgrounds.</p>	<p><b>Review 100% of new recruitment postings and interview questions using considerations from DHRs Diversity Recruitment Workgroup:</b></p> <p><u>Planned 2022</u> - Human Resources Sr. Consultant to track # of job listings reviewed (Q4 2022) - Human Resources Sr. Consultant to track % shift in applicant/workforce demographics towards reflecting the community we serve based on SFDHR Citywide Workforce Demographics (Q4 2022)</p>	<p><b>Status: Deferred</b> <b>Commentary:</b> The Data Privacy Officer will participate in DHRs Citywide Monthly Diversity Recruitment Workgroup whose mission is to identify, attract, invest in and retain a diverse city workforce. SFHSS Leadership will work with Human Resources Sr. Consultant to assess the most basic barriers to access that influence the City's applicant pool, and develop a clear, intentional outreach strategy.</p>
<p>Activity 3.4 Enhance Performance Plan Appraisal Report (PPAR) to support staff-centered professional development interests and to identify pathways for skill-building.</p>	<p><b>Attain 100% participation in PPAR training activities for existing/new Management and Supervisory staff:</b></p> <p><u>Planned 2022</u> - Customize DHRs PPAR Review Training for SFHSS Managers and Supervisors (Q2 2022) - Human Resources Sr. Consultant to track # of appraisals completed using new PPAR process (Q4 2022)</p>	<p><b>Status: Deferred</b> <b>Commentary:</b> SFHSS Leadership will partner with DHR Sr. Human Resource Consultant to identify and inform improvements to the department's Performance Plan Appraisal form and process through customized training. Divisional managers and supervisors will infuse staff-centered facilitation approaches into PPAR discussions.</p>
<p>Activity 3.5 Partner with DHR to develop skill building pathways specifically supporting underrepresented staff</p>	<p><b>Provide biannual skill building resources for existing/new staff to supplement professional development planning:</b></p> <p><u>Planned 2022</u> - Human Resources Sr. Consultant to integrate skill building resources slides into All-Staff Meeting - Create mentorship opportunities to share stories and aspirations around professional success - Leadership to share and post all job openings internally</p>	<p><b>Status: Deferred</b> <b>Commentary:</b> SFHSS Leadership will partner with DHR Sr. Human Resource Consultant to offer skills building opportunities that center individual goals first, then organizational needs. This includes but is not limited to professional development through mentorship, training, and workshops that strengthen mobility and retention.</p>
<p>Activity 3.6 Develop internal policy and budget line-item approved for professional development of front-line staff</p>	<p><b>Provide opportunities for continual and extended learning included in the annual budget:</b></p> <p><u>Completed 2020-2021</u> - Five Racial Equity Advisory members sponsored to attend 2021 Government Alliance for Race and Equity Annual Conference (Q3 2021)</p> <p><u>Planned 2022</u> - Sponsor additional staff to attend 2022 Government Alliance for Race and Equity Annual Conference (Q3 2022)</p>	<p><b>Status: Work in progress</b> <b>Commentary:</b> The SFHSS Finance Division ensures that budget allocations reflect equitable opportunities and considerations for staff at all levels. This past year, SFHSS sponsored staff members on our Racial Equity Advisory to attend the 2021 Government Alliance for Race Equity (GARE) Annual Conference. This convening featured promising practices in the field of diversity, equity, and inclusion from visionary racial justice leaders across the nation. These insights help to shape SFHSS' racial equity work to improve staff programs, policy, and culture.</p>
<p>Activity 3.7 Partner with DHR to access de-identified data/reporting from disciplinary actions and separations tracking system. Analyze subsequent disaggregated data and pay special attention to data pointing to biases against staff of color.</p>	<p><b>Review managerial practices related to employee evaluation, monitoring, warning, suspensions, and termination by Dec 2023:</b></p> <p><u>Planned 2022-2023</u> -Require managers/supervisors to complete DHR Implicit Bias and Communicating Across Cultures Trainings (Q4 2022) - Human Resources Sr. Consultant to track workforce demographic data including trend analysis of separations, corrective and disciplinary actions by race/ethnicity (Q4 2023)</p>	<p><b>Status: Deferred</b> <b>Commentary:</b> SFHSS will continue to partner with DHR to implement a clear, equitable, and accountable protocol for disciplinary actions. Evaluations and reviews being standardized, and, most importantly, managers will always center the needs of their employees.</p>
<p>Activity 3.8 Develop a standardized process and protocol for administering department exit interviews to better understand the connection between employee feedback, behavior, and organizational trends in discipline and separation. Pay special attention to data pointing to biases against staff of color.</p>	<p><b>Develop exit interview protocol among SFHSS Managers in partnership with DHR:</b></p> <p><u>Completed 2021</u> - Existing SFHSS/DHR exit interview protocols were reviewed to streamline processes (Q4 2021)</p> <p><u>Planned 2022</u> Collect information about employee departures through exit interview and establish areas for continuous quality improvement (Q4 2022)</p>	<p><b>Status: Work in progress</b> <b>Commentary:</b> The new exit interview protocol will be used to assess overall experience within the organization and to identify opportunities to improve retention and engagement. The goal of consistency and standardization will help to foster positive relationships with both departing staff and new hires.</p>