Appendix: Racial Equity Action Plan Initiative Details

1. ORGANIZATIONAL CULTURE: EDUCATION, INCLUSION & BELONGING

<u>DEPARTMENT GOAL:</u> SFHSS seeks to normalize anti-racism training, education, and dialogue to support a culture of inclusion and belonging, free from inequity and powered by staff-voice. Our goal is to leverage data and staff-centered decisions through department assessment activities, including a Racial Equity Climate Survey, a staff engagement survey and workforce demographics analysis.

INITIATIVES	INDICATORS		TIMELINE & IMPLEMENTATION PLAN		RESOURCES COMMITTED (LEAD)
	Process Measures	Impact Measures	Kick-off Year	Ongoing Implementation	
1.1 Broaden education, awareness, and community for existing staff around racial equity topics through mixed-methods, intentional trainings and authentic engagement.	# of DEI training and engagement activities programmed	**DATA SOURCES:** Pre and post surveys disaggregated by race/ethnicity focused on training content utility and delivery, levels of understanding, and open-ended reflections/feedback	**Launch: 2020** RE Leads completed an analysis of the racial equity climate at SFHSS through department assessment (climate survey, foundational training, past-data, and staff engagement). RE Leads began incorporating monthly RE Updates during all-staff presentations and released the 2021 Racial Equity Training Plan for a foundational year of learning.	**Quarterly:** RE Advisory continues to adapt monthly updates and quarterly trainings using relevant social context and foundational concepts from GARE, Race Forward and other thought leaders in the field. Additional training mediums will be explored including video, podcast, articles, and engagement activities. Trainings are accompanied by debriefs to ensure continuous quality improvement and incorporation of staff-voice.	RE Leads RE Advisory
1.2 Develop a RE Action Plan that is updated regularly and available to the public and board commissioners.	Process adherence	**DATA SOURCES:** Staff familiarity with RE Action Plan & Department Effort Indicators	**Launch: 2020** SFHSS Communications Division will review and define opportunities to publicize REAP work. RE Leads will provide all-staff with ongoing updates and provide Executive Director with updates for the Health Service Board.	**Monitor As Needed:** Leadership Team will convene to assess progress of REAP initiatives and to make necessary revisions to the implementation strategy. **Annually:** Public facing REAP documents will be updated accordingly.	RE Leads Leadership Team Communications Division
1.3 Conduct an annual Racial Equity Climate Survey that assesses the department's commitment to an organizational culture of inclusion and belonging. Analyze subsequent disaggregated data and pay special attention to data pointing to biases against staff of color.	Process adherence	**DATA SOURCES:** **Racial Equity Climate Survey Results**	**Launch: 2020** RE Leads administered inaugural Racial Equity Employee Climate Survey in July 2020. Results were analyzed and incorporated in the development of this RE Action Plan.	**Annually** RE Leads will engage RE Advisory to update survey indicators with respect to validity and reliability. Revised indicators and best practices will be incorporated into the climate survey on an ongoing basis. Survey results will support both monitoring and revisions to the department's RE Action Plan	RE Leads RE Advisory
1.4 Develop employee recognition and appreciation opportunities that acknowledge staff performance and whole-person value to the organization	Process adherence	**DATA SOURCES:** **Employee Engagement Survey Results Indicator:** The department has a culture of recognition for good performance. **Baseline** *(31%) Strongly Disagree/Disagree* *(46%) Neutral* *(23%) Agree/Strongly Agree* **Indicator:** My manager recognizes me in a manner that I appreciate. **Baseline** *(23%) Strongly Disagree/Disagree*	**Launch: 2021** SFHSS Well-Being will continue researching best practices around workplace culture recognition and appreciation. SFHSS Leadership will implement best practices with their respective divisions.	**Monitor As Needed:** HSS Well-Being will meet with all levels of staff to ensure that top-down, bottom-up, and staff-staff recognition protocols reflect diversity and inclusivity while leveraging a uniform organizational approach.	Well-Being Division Leadership Team

		(17%) Neutral *(60%) Agree/Strongly Agree* Note: Update future indicators to be more directly related to initiative			
1.5 Analyze and publish annual summary of hiring, recruitment, DSW deployment, and workforce diversity data in the SFHSS Annual Report that is disaggregated by race and seniority. Invite staff to anonymously self-identify detailed race, ethnicity and language beyond categories collected by the City to promote inclusivity.	Reporting adherence	**DATA SOURCES:** **HR Data:** % shift in applicant/workforce demographics towards reflecting the community we serve	**Launch: 2020** RE Leads partner with DHR Sr. Human Resource Consultant and City Attorney to identify privacy policies and availability of workforce demographics data. ESA analyzes workforce data and prepares summary in department's submitted Racial Equity Action Plan.	**Annually:** ESA analyzes workforce data and prepares Annual Report summary for review by RE Advisory and department leadership **Monitor As Needed:** Department leadership leverages REAP process and impact measures and workforce demographics data to review and engrain equity and inclusion into our department's retention and promotion strategy, particularly when vacancies arise across all levels of staff.	RE Leads HSS Enterprise Systems and Analytics (ESA) Division Leadership Team DHR Sr. Human Resource Consultant City Attorney
1.6 Conduct a biannual Staff Engagement Survey to identify ways to improve employee engagement and workplace satisfaction.	Process adherence	**DATA SOURCES:** **Employee Engagement Survey Results** Indicators **Core Focus Areas** Job Fit Alignment Valuing Team Growth	**Administered: 2016 & 2019** SFHSS Leadership administered a Staff Engagement Survey through Integral Talent Systems in 2016 and 2019. Results were analyzed and incorporated (where applicable) in the development of this RE Action Plan.	**Bi-Annually** Leadership Team to update survey indicators with respect to validity and reliability. Survey results will support both monitoring and revisions to the department's RE Action Plan.	Leadership Team Vendor Partner

2. EQUITABLE LEADERSHIP & BOARD DEVELOPMENT

<u>DEPARTMENT GOAL:</u> SFHSS seeks to support racial equity, diversity and inclusion at all levels of leadership and governance. Our goal is to create an accountable racial equity advisory and to promote education and awareness that catalyzes successful implementation of the Racial Equity Action Plan.

INITIATIVES	INDICATORS		TIMELINE & IMPLEMENTATION PLAN		RESOURCES COMMITTED (LEAD)
	Process Measures	Impact Measures	Kick-off Year	Ongoing Implementation	
2.1 Create a diverse and equitable Racial Equity Advisory committed to executing and keeping the department accountable to its RE Action Plan initiatives. RE Advisory will serve as a planning and operating body in executing the department's vision.	Regularly scheduled meetings with RE Advisory to track and support progress of RE Action Plan initiatives	**DATA SOURCES:** **Personal-growth metrics** (e.g. confidence and comfort in facilitation/advisory role)	**Launch: 2020** RE Advisory members will catalyze development of the RE action plan through dedicated FTE, leadership initiative, and facilitation support.	**Annually:** RE Advisory will self-evaluate function, composition, and workflow to ensure equitable access and distribution of work.	RE Leads RE Advisory
2.2 Ongoing racial equity training and professional development for department leadership.	# of DEI training and engagement activities programmed	**DATA SOURCES:** **Personal-growth metrics** (e.g. % change in REDI awareness, level of understanding about racial equity training concepts, training utility and purpose)	**Launch: 2021** RE Leads analyze department assessment results and develop a leadership specific training tract.	**Monitor As Needed:** Trainings are accompanied by evaluations to ensure continuous quality improvement.	RE Leads RE Advisory
2.3 Ongoing racial equity trainings for Commissioners serving on the HSS Health Service Board	# of DEI training and engagement activities programmed	**DATA SOURCES:** **Personal-growth metrics** (e.g. % change in REDI awareness, level of understanding about racial equity training concepts, training utility and purpose)	**Launch: 2021** RE Leads leverage available ORE survey templates to gauge the Board's baseline understanding of racial, equity, diversity, inclusion training concepts. RE Leads analyze department assessment results and develop a Board specific training track.	**Monitor As Needed:** Trainings are accompanied by evaluations to ensure continuous quality improvement.	RE Leads Executive Director

INITIATIVES					
2.4 Partner with DHR to train managers on bias and equitable and compassionate discipline and separation.	# of trainings completed	**DATA SOURCES:** % reduction of disparities in discipline incidents and actions taken, disaggregated by race and ethnicity when possible	**Launch: 2023** Division Managers will consult with the Office of Racial Equity and DHR to define training objectives and gauge availability of training and facilitation materials regarding the topics of discipline and separation.	**Monitor As Needed:** Division Managers meets to evaluate training utility in creating a clear, equitable, and accountable approach to staff discipline and separation.	DHR Sr. Human Resource Consultant Division Managers

3. STAFF RECRUITMENT, RETENTION & MOBILITY

<u>DEPARTMENT GOAL:</u> SFHSS seeks to empower staff at all phases of the employee life cycle. Our goal is to identify, attract, invest-in and train a diverse workforce through clear and intentional career building pathways and policies.

INITIATIVES	INDICATORS		TIMELINE & IMPLEMENTATION PLAN		RESOURCES COMMITTED (LEAD)
	Process Measures	Impact Measures	Kick-off Year	Ongoing Implementation	
3.1 Release a departmental statement on health and racial equity, diversity, and inclusion (REDI) to be included in all job postings alongside the SFHSS mission, vision, and values.	Process adherence		**Launch: 2021** RE Leads and RE Advisory draft REDI statement in collaboration with staff of all levels through racial equity visioning sessions. REDI statement to be endorsed by department leadership and Health Service Board.	**Annually:** RE Advisory reviews and updates REDI statement to ensure it continues to reflect departmental and city-wide values.	RE Leads RE Advisory
3.2 Actively list job opportunities on non-traditional & BIPOC centered professional communities and hiring boards.	# of recruitment sources identified and utilized	**DATA SOURCES:** Tracking applicant/workforce demographics in comparison to the community we serve	**Launch: 2022** RE Leads partner with DHR Sr. Human Resource Consultant to research non-traditional & BIPOC centered professional communities and hiring boards. Where applicable, RE leads work with internal HSS Finance division to allocate budget for new recruitment sources.	**Bi-Annually:** RE Advisory and DHR Sr. Human Resource Consultant reviews and updates list of BIPOC centered professional communities and hiring boards as racial equity networks and partnerships grow.	RE Advisory DHR Sr. Human Resource Consultant
3.3 Review, simplify, and standardize job descriptions and interview questions to remove barriers for candidates from non-traditional and underrepresented backgrounds.	# of job listings reviewed by Advisory		**Launch: 2022** RE Leads partner with DHR Sr. Human Resource Consultant to research and develop policy and best practices around standardizing job descriptions and interview questions using a racial equity framework.	**Monitor As Needed:** RE Advisory meets with hiring manager before hiring process kicks-off to review job description structure and interview question utility/approach.	RE Advisory Hiring Manager DHR Sr. Human Resource Consultant

3.4 Enhance Performance Plan Appraisal Report (PPAR) to support staff-centered professional development interests and to identify pathways for skill-building.	# of appraisals completed	**DATA SOURCES:** **ITS Employee Engagement Survey Indicators** My manager supports my professional growth and development. **Baseline (2019)** *(26%) Strongly Disagree/Disagree* *(17%) Neutral* *(57%) Agree/Strongly Agree* Note: Update future ITS Indicators to be more directly related to PPAR	**Launch: 2022** RE Leads partner with DHR Sr. Human Resource Consultant to analyze and identify themes in the 2019 Employee Engagement Survey Results to inform modifications to the department's Performance Plan Appraisal form and process. Partner with division managers to infuse staff-centered facilitation approaches into PPAR discussions.	**Annually:** RE Advisory reviews and updates the PPAR to ensure that it continues to reflect staff-voiced engagement needs and departmental values.	RE Leads RE Advisory DHR Sr. Human Resource Consultant Division Managers
3.5 Partner with DHR to complete a baseline professional skills survey. Develop skill building pathways specifically supporting underrepresented staff	Process adherence	**DATA SOURCES:** **Baseline Skills Survey** – Impact measures to be determined.	**Launch: 2021** Board Secretary resurface baseline professional skills survey draft developed pre-COVID by DHR Sr. Human Resource Consultant and Board Secretary in alignment with ITS 2019 Employee Engagement Survey Results.	**Monitor As Needed:** Board Secretary partner with DHR Sr. Human Resource Consultant to identify relevant and ongoing opportunities for professional development including workshops and career tracks within and outside of HSS.	DHR Sr. Human Resource Consultant Board Secretary
3.6 Develop internal policy and budget line-item approved for professional development of front-line staff	$ Amount of budget allocated and utilized for front-line staff extended learning & professional development	**DATA SOURCES:** % of BIPOC staff utilizing professional development funds	**Launch: 2022** HSS Finance Division to ensures that budget allocations reflect equitable opportunities and considerations for staff at all levels. RE Leads meet with department leadership on communication and encouragement of staff participation. Incorporate budget equity analysis tools released and recommended by the Office of Racial Equity.	**Annually:** HSS Finance Division monitors and balances allocated training budgets.	HSS Finance Division Leadership Team
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.	Process adherence	**DATA SOURCES:** # discipline incidents and actions taken, disaggregated by race and ethnicity when possible	**Launch: 2023** Executive Director engages DHR Sr. Human Resource Consultant to learn more about the recently established tracking system for disciplinary actions and separation including what data is accessible.	**Bi-annual:** DHR Sr. Human Resource Consultant will compile biannual disciplinary action report for delivery to Executive Director including impact measures indicated to the left.	DHR Sr. Human Resource Consultant Executive Director
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.	# of interviews completed	**DATA SOURCES:** **ITS Employee Engagement Survey Indicators** Chances of leaving my job voluntarily during the next year **Baseline (2019)** *(31%) Prefer not to state ; (8%) Very high; (4%) Above average; (15%) Average; (21%) Low; (21%) Extremely Low* **Realized Employee Attrition**	**Launch: 2023** RE Leads partner with DHR Sr. Human Resources Consultant to conduct environmental scan of exit interview protocols and glean best practice strategies in the field and amongst the city-wide equity network.	**Annually:** RE Advisory reviews and updates SFHSS exit interview process to ensure that it captures actionable improvements towards creating an equitable workplace culture and environment. **Monitor As Needed:** Qualitative feedback to improve workplace culture and environment	RE Leads DHR Sr. Human Resource Consultant RE Advisory

Appendix: Department Assessment Materials

A. PAUSE AND REFLECT EXERCISE PROMPT

Pause and Reflect Exercise

The next step in our journey involves increasing education and awareness about the foundations of racial equity within our department. This includes dedicating time for critical training and collaborative dialogue at the upcoming July 30th All-Staff Meeting.

To help inform that effort we ask that you please download the attached list of racial equity questions and take time to pause and reflect over the next couple of days. This will prepare you for the actual survey link that will go out early next week. While reviewing the questions, please take notes, reflect on your own experiences, and write down anything new you've learned or would like to share. Each of us has varying and deeply personal lived experiences with racial equity and inequity; your voice is critical as we advance this work. When the survey link goes out via email next week, we hope to hear what you are comfortable sharing from your period of reflection. Thank you for your willingness to participate.

B. RACIAL EQUITY CLIMATE SURVEY QUESTIONS

Q1. Have you participated in a workplace training related to racial equity? Please circle: Yes or No

Q2. Please describe any related trainings you have completed during or before your started working for the City.
Open Ended

Q3. Are you comfortable talking about your background and cultural experiences with your colleagues?
Please circle: Yes or No

Q4. Please share why or why not? Open Ended

Q5. What is important to you about your background and cultural experiences? Open Ended

Q6. As we work together to advance social health and race equity, what is important to think about and ask each other?
Open Ended

Q7. Please use the rating scale below to share your level of familiarity with these racial equity training topics:
Rating Scale: *please check mark √ the boxes below to choose either*
Option 1 - I have never heard of this topic
Option 2 - I am somewhat familiar with this topic
Option 3 - I know a fair amount about this topic
Option 4 - I am very familiar with this topic

		Option 1	Option 2	Option 3	Option 4
Social Determinants of Health	the conditions in places where people live, learn, work, and play that affect a wide range of health risks and outcomes (e.g. race, gender, income, housing, food access, occupation, etc.)				
Racial Equity	a state in which race does not predict one's outcomes in a wide range of health and socioeconomic categories (e.g. income, occupation, housing, food access, access to health, etc.)				
Inclusion	authentically bringing historically excluded individuals and/or groups into processes, activities and decision/policy-making in a way that shares power.				
Implicit Bias	when people unconsciously hold attitudes toward others or associate them with stereotypes.				
Explicit Bias	when people are knowingly prejudice against a group or groups.				
Interpersonal Racism	racism that occurs between individuals; it is the holding of negative attitudes towards a different race or culture.				

RACIAL EQUITY CLIMATE SURVEY QUESTIONS CONTINUED

Q8. Please read the following statements carefully and select the level to which you are aware of the following:
Race is a determinant that influences one's health.
Rating Scale (please circle one): Not at all aware, Somewhat aware, Moderately aware, Very aware

Q9. Please share any reflections you have about the statement above:

Q10. Please read the following statements carefully and select the level to which you are aware of the following:
People of all races play a role in addressing racial equity for black, indigenous, and people of color.
Rating Scale (please circle one): Not at all aware, Somewhat aware, Moderately aware, Very aware

Q11. Please share any reflections you have about the statement above:

Q12. Please read the following statements carefully and select the level to which you are aware of the following:
Unconsciously bias and attitudes toward others perpetuate stereotypes.
Rating Scale (please circle one): Not at all aware, Somewhat aware, Moderately aware, Very aware

Q13. Please share any reflections you have about the statement above:

Q14. Please read the following statements carefully and select the level to which you are aware of the following:
Racial injustice toward one race or ethnic group can affect the well-being of all race/ethnic groups.
Rating Scale (please circle one): Not at all aware, Somewhat aware, Moderately aware, Very aware

Q15. Please share any reflections you have about the statement above:

Q16. Please read the following statements carefully and select the level to which you are aware of the following:
A person's identities (e.g. race, gender, sexual orientation, ability status, etc.) can create privileges and barriers to accessing healthcare, employment, income, food and housing security, etc.?
Rating Scale (please circle one): Not at all aware, Somewhat aware, Moderately aware, Very aware

Q17. Please share any reflections you have about the statement above:

Q18. Please read the following statements carefully and select the level to which you are aware of the following:
SFHSS is responsible for advocating for racial and health equity on behalf of our membership, including staff.
Rating Scale (please circle one): Not at all aware, Somewhat aware, Moderately aware, Very aware

Q19. Please share any reflections you have about the statement above:

Q20. Please read the following statements carefully and select the level to which you are aware of the following:
Our organization takes action in response to incidents of harassment or discrimination towards staff members in the workplace.
Rating Scale (please circle one): Not at all aware, Somewhat aware, Moderately aware, Very aware

Q21. Please share any reflections you have about the statement above:

Q22. I have experienced and/or witnessed interpersonal racism (racism that occurs between individuals) at SFHSS.
Please circle: Yes or No

Q23. If you answered yes to experiencing or witnessing interpersonal racism, how did this affect you personally or professionally? (please check all boxes that apply)

- ☐ My mental health and well-being has been affected
- ☐ My job performance and quality of work has been affected
- ☐ I have not been selected for job advancement
- ☐ I have been unable to grow my skills as a professional
- ☐ The work environment feels unwelcome and/or unsafe
- ☐ My relationship with my supervisor(s) are strained
- ☐ My relationship with my colleague(s) are strained
- ☐ I have considered other transfer/employment opportunities
- ☐ Other
- ☐ None of the above apply

Q24. I have experienced or witnessed institutional racism (refers to institutions, systems and cultural practices that perpetuate racial inequality) at SFHSS.
Please circle: Yes or No

Q25. How did this affect you personally or professionally? (please check all boxes that apply)

- ☐ My mental health and well-being has been affected
- ☐ My job performance and quality of work has been affected
- ☐ I have not been selected for job advancement
- ☐ I am unable to access clear pathways and resources towards job advancement
- ☐ I have been unable to grow my skills as a professional
- ☐ The work environment feels unwelcome and/or unsafe
- ☐ My relationship with my supervisor(s) are strained
- ☐ My relationship with my colleague(s) are strained
- ☐ I have considered other transfer/employment opportunities
- ☐ Other
- ☐ None of the above apply

Q26. Do you believe it is possible to end racial inequality? Open Ended

Q27. What thoughts and feelings arose for you while completing this survey? Feel free to reflect on any portion of this survey. Open Ended

C. RACIAL EQUITY FOUNDATIONS TRAINING POST-SURVEY

1. Overall, how would you rate the content of the Racial Equity All-staff training?

- ☐ Excellent
- ☐ Very good
- ☐ Good
- ☐ Fair
- ☐ Poor

2. Overall, how would you rate the delivery of the training presentation?

- ☐ Excellent
- ☐ Very good
- ☐ Good
- ☐ Fair
- ☐ Poor

3. What is your level of understanding about:	Before the training				After the training			
	None	A little	Some	A lot	None	A little	Some	A lot
The role that the City and SFHSS play in advancing racial equity								
The role that people of all races play in advancing racial equity								
The lived experiences of your fellow staff members								
The definition of racial equity as an ideal state in which race does not predict one's outcomes								

4. Please use the rating scale below to share how useful these racial equity training topics were for you:	Not at all useful	Slightly useful	Moderately useful	Very useful
Our Current Climate: Black Lives Matter				
Key Concept: Intersectionality, Privilege, Oppression				
Small Breakout Group: Early Experiences with Race				
Equality vs. Equity				

5. Are there any other thoughts or feeling you would like to share?

D. EARLY EXPERIENCES WITH RACE ENGAGEMENT ACTIVITY

Community Agreements for Small Group Discussion

- Step up, step back.

- Speak from your own truth

- No ideas are "right" or "wrong"

- What is said here, stays here. What is learned here, leaves here

- Normalize shifting your perspective

- Sit with silence and unpack discomfort.

Early Experiences with Race

- How racially diverse was your neighborhood growing up? What message(s) did you get about race from living there?

- When was the first time you had a teacher of a different race? When was the first time you had a teacher of the same race?

- When / how did you first realize that races were treated differently in society? Who helped you make sense of that difference?

E. RACIAL EQUITY VISIONING ENGAGEMENT ACTIVITY

(ALL STAFF VERSION)

Racial Equity Visioning

What is our vision for an equitable SFHSS?

- What training and qualities are needed to bring this vision to life?

- How does our workplace culture support our staff? Where can we improve?

- How do we check our biases and embody diversity, equity, inclusion?

- What workplace culture policies, programs and activities are part of your vision?

What motivates your answers?

(LEADERSHIP VERSION)

Racial Equity Visioning

What is our vision for an equitable SFHSS - for our staff and leadership?

- What leadership qualities are needed to bring this vision to life?

- How does our workplace culture help or hinder staff?

- How do we check our biases and embody diversity, equity, inclusion?

- What type of training do we need as a leadership team?

What motivates your answers?

F. VULNERABLE POPULATIONS ENGAGEMENT SURVEY QUESTIONS

Overview of Vulnerable Populations Served

1. Which communities of color do you serve? (Select all that apply) *
- √ Black or African-American
- √ Latino/a/x or Hispanic
- √ Middle Eastern or North African
- √ Indigenous, Native American or American Indian
- √ Pacific Islander/Native Hawaiian
- √ East Asian
- √ Southeast Asian
- √ South Asian/Indian
- √ Filipino/a/x
- ☐ Other:

2. What other vulnerable groups/communities do you serve? (Select all that apply) *
- √ Seniors and Older Adults
- √ Children and Youth
- √ Transgender, Gender Variant, Intersex People
- √ Lesbian, Gay, Bisexual, Queer People
- √ People with Disabilities and Medical Conditions
- √ People with Mental Health and Behavioral Health Issues
- ☐ People with Limited-English Proficiency
- ☐ Undocumented People
- ☐ People Facing Food Insecurity
- ☐ People who are Subjected to Intimate Partner Violence
- ☐ Public Housing Residents
- ☐ Caregivers
- ☐ Detained/Justice-Involved People
- ☐ Shift, Temporary Gig, Low-wage Workers
- ☐ Low-income Students
- ☐ People facing Digital Access/Connectivity Issues
- ☐ People who Rely Exclusively on Public Transit
- ☐ Under/Uninsured People
- ☐ People Who Are Unbanked/No Access to Credit/Debit Cards
- ☐ Other:

Overview of Engagement Activities

3. Please describe your community engagement activities with individuals and groups in San Francisco's communities of color.

SFHSS has not organized community engagement activities with San Francisco's communities of color specifically. As described in the assessment table details, SFHSS serves 122,547 covered lives (approx. 84K actives/dependents and 38K retirees). Our community engagement efforts are currently centered around our Member Services division that provides front-line support to members through consultation and enrollment; our Well-Being division that advises city departments on Well-Being Annual Plans; our Wellness Center that offers group exercise challenges, flu-clinics and benefit fairs; our Employee Assistance Program that provides individual counseling sessions, organizational development consultations, and critical incident response; and our Well-Being network representing 28 City departments. SFHSS serves as the City's subject matter expert in the area of health benefits administration. As our Racial Equity Action Plan takes shape our organization would like to leverage past stakeholder engagement experiences at the membership, interdivisional, board, and staff levels. SFHSS will continue to engage our health plan partners and serve as a conduit for the specific whole person health and well-being needs of our membership that identify as black, indigenous and people of color.

4. Based on your work, what critical issues do these communities face?
N/A

5. Who are the community based organizations, leaders and/or groups within the vulnerable population(s) you serve? (Describe your engagement with these stakeholders)
N/A

Budget Considerations & Impacts

6. What is your Department's total annual budget for FY 20/21? Briefly describe how your Department generally decides upon its proposed budget allocations:
The total operating budget for FY 20/21 is $12,102,328. The department does a zero-based budget approach where we look at what is required for each line item each year.

7. What data, indicators and considerations were taken into account to maximize equity and support for vulnerable populations within your proposed Budget?
SFHSS is accountable for the overall health care needs of the City & County of San Francisco membership including employees, their dependents, and retirees. Our membership's rich diversity requires us to design and influence the delivery of healthcare services in ways that meet their unique needs. We look to methods that provide quality care for members when they become ill or develop a chronic condition and support members throughout their life course to maintain well-being.

We take into consideration the whole person, social determinants, quality, and clinical outcomes. As we approach whole person care in an ever-increasingly complex system, our goal is to deliver services that maintain health and well-being; and that our members receive the right care in the right setting. We look at contributors to whole person health such as the demographics of our members and input we receive from members through surveys and focus groups. The investment in mental health services and employee assistance has also been expanded to combat trauma associated with the COVID-19 pandemic.

8. Does your Department provide community participatory budgeting opportunities, or perform external outreach to get feedback on its budget decision-making processes?
- ☐ Yes
- X No

9. If your Department does have a community participatory budgeting process, or perform external outreach to get feedback on budget decisions, please outline that process here:

N/A

10. What is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.
The largest projected expenditure in the operating budget is our staff. The budget in FY 20-21 is $7,883,600 or 65% of the budget. They work with our members, manage the computer systems, perform the contracts and finance functions, staff the Well-Being Center and Employee Assistance Program.

11. Beyond salaries and benefits, what is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.
The second largest expenditure is Non-Personal Services, $2,299,146 or 19% of the operating budget. The budget for the San Francisco Health Service System's contracts cost is $2,161,854 or 94% of non-personnel services. The three largest contracts, in order of magnitude, are for actuarial and consulting services which support the rates and benefits process, external employee assistance program services, and management of the flexible benefits.

12. What is your second largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.
The work orders with various other departments are the second largest expenditure. They total $1,870,497 or 15% of the operating budget. The lease for 1145 Market costs $1,033,036 or $55% of the work order budget.

13. What is your lowest projected expenditure? Please go beyond listing a line item and be specific and explanatory.
The materials and supplies for the department is the lowest expenditure. For 20-21 the budget is $49,085 which is less than 1% of the operating budget.

14. What percent and dollar amount of your overall budget supports the vulnerable population(s) you serve?
The operating budget is directed toward the members of SFHSS including the employees, retirees and dependents of the City & County of San Francisco. The exact attribution (percent and dollar amount) that supports vulnerable population(s) within our broader membership is currently unknown.

15. What are the recurring funding gaps or limitations in your overall budget that could inhibit your Department's ability to advance equity?
N/A

16. Please identify potential impacts of your proposed reductions on communities of color and vulnerable communities, and describe what strategies your Department recommends to mitigate any potential adverse impacts.
N/A

17. How does your commitment to vulnerable population(s) show up in your proposed expenditures?
- √ Staff Time
- ☐ Grants to Community-Based Organizations
- ☐ Direct Service(s)
- √ Professional Development for Staff
- √ Recruitment and Hiring
- ☐ Events
- ☐ Other:

18. In what ways will your entire budget be realigned for the next fiscal year in targeted ways to advance equity?

Examples of realignment include staff time allocations, exploring targeted health benefits programming, and organizing community engagement efforts that are intended to reduce or eliminate disparities experienced by communities of color and other vulnerable groups. Our current strategic plan focuses on five goals: engagement and support, complexity and fragmentation, choice and flexibility, affordability and sustainability, and whole person health and well-being for our membership. Inclusivity is a core value in our strategic plan that is key to addressing the specific whole person health and well-being needs of our membership that identify as black, indigenous and people of color.

Focus Area
A comprehensive approach to fostering an equitable and just San Francisco includes these focus areas.
19. Does your spending address specific equity needs? Please refer to previous responses about expenditures.

	Largest expenditure	Second largest expenditure	Lowest expenditure
Racial Disparities	X		
Disability Access			X
Transportation and Mobility		X	
Community Health and Wellness	X		
Workforce and Fair Employment			
Information Technology and Digital Equity			X
Education, Knowledge and Community Wisdom	X		
Wealth Building and Economic Justice		X	
Food Justice and Sovereignty		X	
LGBTQIA+ and Gender Justice		X	

20. How do you get feedback on the success of your proposed spending? The return on investment?
HSS does not currently provide community participatory budgeting opportunities, or perform external outreach to get feedback on its budget decision-making processes.

G. VULNERABLE POPULATIONS ENGAGEMENT ASSESSMENT DETAILS

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
First Responders and All Frontline Health Care Workers – Expanded Mental Health Services	Participatory planning process with San Francisco Police Department chief, leadership, frontline first responder staff, and the SFHSS Well Being Employee Assistance Program team launched: (1) ComPsych 24/7 one-on-one mental health counseling for any first responder and City employee in need. (2) CORDICO, a phone-based wellness application customized for use by all City first responders. SFHSS also participates in monthly Heal SF Rapid Response Team stakeholder engagement meetings to address immediate and coordinated mental health services for public, private, and non-profit health care workers.	9.4%	$1,146,267	Enhanced mental health resources designed specifically for the City's first responders, and expanded mental health services for all frontline health care workers throughout San Francisco. Combined, these new resources will help the City build resiliency and recover from the trauma caused by COVID-19.	Monitoring ComPsych Counseling performance indicators: *currently under development in partnership with the vendor.* Example indicators include: - Overall call volume (including 24/7 after-hours call volume) - Case initiation by a ComPsych Intake Clinician (a "Guidance Consultant") - Case referral (referral to SFPD Behavioral Science Unit, SFMTA Claremont EAP Counselor, SFHSS EAP Counselor, the SFPD Managed Health Network, or to one of our Health Plans). Monitoring CORDICO phone-based wellness application performance indicators: *currently under development in partnership with the vendor.* Monitoring mental health performance guarantee and clinical indicators reported by our health care plans, including Kaiser, Blue Shield of California, and United Health Care.

VULNERABLE POPULATIONS ENGAGEMENT ASSESSMENT DETAILS CONTINUED

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
People with Medical Conditions – supporting the full spectrum from infancy to older adults	SFHSS conducted 9 focus groups with participation from 34 unique city-wide departments as a part of the Your Health Plan Options 2021 & Beyond series in partnership with Communities in Collaboration (CIC). CIC facilitators and SFHSS staff sat down with members, partners/spouses and adult dependent(s) to learn more about their experiences with health benefits as they are today to better design future health plan options. SFHSS also held stakeholder meetings with UCSF, Hill Physicians, Dignity Health, Brown and Toland Medical Group, and Blue Shield of California to discuss data reporting around social, environmental, and behavioral health indicators that impact high risk/high cost conditions for our membership. Specifically disaggregating data by race, job classification, department, etc.	4%	TOTAL: $663,557	Member Engagement Focus Group Feedback Service Standards and Accountability: Members expressed a desire for SFHSS to extend more support in enforcing service standards and accountability in ways that better serve patients. Particularly in the following areas: ● Mental Health ● Alternative Medicine ● Potential third-party support Enhanced Communication: Some members stated that they were unaware of some benefits or services provided by SFHSS. Particularly around the following areas: ● Advocacy and problem solving ● Nutrition counseling ● Transition to retirement Meeting Population-Based Needs: Different membership groups have different needs based on location, demographics, or employment type. SFHSS continues to engage subpopulations to explore barriers to care, for instance: ● Members who reside outside the Bay Area ● LGBTQ members ● First Responders ● People of Color	SFHSS supported the collection of member engagement data at each focus groups to include variables such as ethnicity, language, age, education level, and non-binary gender identification that can help quantify demographics related to social determinants of health for our membership. The SFHSS Enterprise Systems and Analytics division is currently supporting SDOH integrations within our All Payers Claims Database (APCD), including newly acquired race data from the San Francisco's Department of Human Resources. SFHSS is also working with DHR to assess opportunities to include worker's compensation claims in the APCD. ESA is running queries around member benefit eligibility data, SDOH indicators, and All Payer Claims data noted below. Member Benefit Eligibility Data: - Race, age, gender - Employee status, department, wages - Family Plan, Coverage, Premiums, Medicare Sample SDOH Indicators: - Distance traveled to work - Delinquent premium payments - Flexible spending account enrollment - Preferred language - Neighborhood deprivation index All Payers Claims Database: - Disease and condition prevalence - Admissions/ Outpatient Services - Claims (services and Rx) - Member Risk Profiles - Service/Utilization metrics - National benchmarks/gaps in care

VULNERABLE POPULATIONS ENGAGEMENT ASSESSMENT DETAILS CONTINUED

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
Black, Indigenous, and People of Color – At staff-level, board level, between divisions, and across our benefits membership	**Staff-Level Engagement:** • SFHSS formed a Social Determinants of Health Advisory Committee responsible for designing, coordinating, and organizing racial equity plans and activities. • A Racial Equity Employee Survey is currently underway to inform the Building Racial Equity Training that will take place this month. • Quarterly Racial Equity Employee Forums are kicking off this August. **Health Service Board Engagement:** • SFHSS plan to present the departmental Racial Equity Action Plan to the Health Service Board and members of the public in December. **Interdepartmental Engagement:** • Partnering with the San Francisco's Department of Human Resources to explore disparities using race data, worker's compensation claims, and delinquent premium payment analysis affecting the city's most vulnerable populations. **Membership Engagement:** Current State • SFHSS serves 122,547 covered lives (approx. 84K actives/dependents and 38K retirees). Our Member Services division provides front-line support to members, including offering in-person consultations, answering in-bound calls, Open Enrollment support and benefits events across the City, and presenting year-round new hire and pre-retirement seminars. • Our Wellness Center hosted 8K+ visitors in 2019 for group exercise challenges, flu-clinics and benefit fairs. • Our Employee Assistance Program responded to 54 critical incidents serving 1,043 people and provided 1,071 individual counseling sessions. EAP also provided 142 organizational department consultations and served a total of 3,270 people. • 50% of City departments created a Well-Being Annual Plan for FY19-20 under the guidance of our Well Being Division and our Well-Being Champion network represents 28 City departments (80% of all City departments). Future State: • SFHSS serves as the City's subject matter expert in the area of health benefits administration. As our Racial Equity Action Plan takes shape our organization would like to leverage past stakeholder engagement experiences at the membership, interdivisional, board, and staff levels. SFHSS will continue to engage our health plan partners and serve as a conduit for the specific whole person health and well-being needs of our membership that identify as black, indigenous and people of color.	0.07%	One 2820 Senior Health Program Planner (0.5 FTE) $88,000 One 2820 Senior Health Program Planner (1.0 FTE) $176,658 Interdivisional Advisory Group also includes the Communications Director, ESA Manager, and Well Being Manager.	To be determined through future stakeholder engagement activities at the staff, health service board, interdepartmental, and membership level.	SFHSS is in the progress of collecting quantitative and qualitative data through a Racial Equity Employee Survey, including experiences with interpersonal and institutional racism, mobility, professional development, and organizational culture with respect to belonging and inclusion. This survey assesses staff's foundational knowledge of racial equity training topics and offers open ended opportunities to share what is important to them about their background and cultural experiences and what is important for us to think about as we work together to advance social health and race equity. The SFHSS Racial Equity Action Plan will include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how our City department will address Racial Disparities within the department as well as in external programs benefitting our membership's whole person health and well-being.

SAN FRANCISCO HEALTH SERVICE SYSTEM & OFFICE OF RACIAL EQUITY TEMPLATE CROSSWALK

Number of Employees: 53 | **Annual Budget:** $12,102,328 (Fiscal Year 2020 – 2021)

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1.   HIRING AND RECRUITMENT

1.1.   Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department's RE Action Plan.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
1.1.1. Assess current conditions and barriers that impede 1) potential applicants' ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	***Staff Recruitment, Retention and Mobility*** 3.3 Review, simplify, and standardize job descriptions and interview questions to remove barriers for candidates from non-traditional and underrepresented backgrounds. **Note:** SFHSS will work with our DHR Sr. Human Resources Consultant to examine hiring and recruitment dashboards introduced at the December Racial Equity Leaders Convening.
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.[1]	***Organizational Culture: Education, Inclusion & Belonging*** 1.3 Conduct an annual Racial Equity Climate Survey that assesses the department's commitment to an organizational culture of inclusion and belonging. Analyze subsequent disaggregated data and pay special attention to data pointing to biases against staff of color. 1.5 Analyze and publish annual summary of hiring, recruitment, DSW deployment, and workforce diversity data in the SFHSS Annual Report that is disaggregated by race and seniority. Invite staff to anonymously self-identify detailed race, ethnicity and language beyond categories collected by the City to promote inclusivity.
1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	***Staff Recruitment, Retention and Mobility*** 3.1 Release a departmental statement on health and racial equity, diversity, and inclusion (REDI) to be included in all job postings alongside the SFHSS mission, vision, and values.

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ORE FOOTNOTE: [1] Department management will need to review all responses to see whether any of them qualify as EEO complaints.

1.2.   Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	*Staff Recruitment, Retention and Mobility* 3.1 Release a departmental statement on health and racial equity, diversity, and inclusion (REDI) to be included in all job postings alongside the SFHSS mission, vision, and values. 3.2 Actively list job opportunities on non-traditional & BIPOC centered professional communities and hiring boards. 3.3 Review, simplify, and standardize job descriptions and interview questions to remove barriers for candidates from non-traditional and underrepresented backgrounds.
1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.	*Staff Recruitment, Retention and Mobility* 3.2 Actively list job opportunities on non-traditional & BIPOC centered professional communities and hiring boards.
1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.	*Staff Recruitment, Retention and Mobility* 3.3 Review, simplify, and standardize job descriptions and interview questions to remove barriers for candidates from non-traditional and underrepresented backgrounds.
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	*DHR sphere of influence to be supported City departments* Office of Racial Equity & Department of Human Resources Working Group: Minimum Qualifications

1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.[2]	*Staff Recruitment, Retention and Mobility* 3.3 Review, simplify, and standardize job descriptions and interview questions to remove barriers for candidates from non-traditional and underrepresented backgrounds.
1.2.6. Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	*DHR sphere of influence to be supported City departments* Office of Racial Equity & Department of Human Resources Working Group: Minimum Qualifications
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally competent skills to their work.	*Not elevated for inclusion in REAP Phase I* **Note:** Hiring is limited due to city-wide financial constraints resulting from COVID-19. Only essential positions are under consideration at this time. Outside recruiter initiatives were not selected as a priority; alternative initiatives were selected based on relevancy to our department, capacity to create sizable impact for our staff, and alignment to our strategic plan.

1.3.   Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	*Accounted for at SFHSS and will be continuously reviewed* **Note:** SFHSS is a small City department with a limited capacity to support formalized internships (on average, the department has 1-2 per year).
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program.	*Accounted for at SFHSS and will be continuously reviewed* **Note:** SFHSS is a small City department with a limited capacity to support formalized internships (on average, the department has 1-2 per year).

ORE FOOTNOTE: [2] From https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx.

1.3.3. Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. e.g. SF Unified School District's Career Pathways Program.	*Not elevated for inclusion in REAP Phase I* **Note:** SFHSS is a small City department with a limited capacity to support formalized internships (on average, the department has 1-2 per year). Internship program development was not selected as a priority initiative; alternative initiatives were selected based on relevancy to our department, capacity to create sizable impact for our staff, and alignment to our strategic plan.
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	*Organizational Culture: Education, Inclusion & Belonging* 1.1 Broaden education, awareness, and community for existing staff around racial equity topics through mixed-methods, intentional trainings and authentic engagement. **Note:** SFHSS interns will be invited to diversity, equity and inclusion education opportunities that overlap with their internship period.
1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	*Not elevated for inclusion in REAP Phase I* **Note:** SFHSS is a small City department with a limited capacity to support formalized internships (on average, the department has 1-2 per year). Internship program development was not selected as a priority initiative; alternative initiatives were selected based on relevancy to our department, capacity to create sizable impact for our staff, and alignment to our strategic plan.

1.4.   Commit to standardized, transparent, and participatory recruiting and onboarding.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	*Staff Recruitment, Retention and Mobility* 3.3 Review, simplify, and standardize job descriptions and interview questions to remove barriers for candidates from non-traditional and underrepresented backgrounds.
1.4.2. Ensure a diverse hiring panel for each interview.	*Accounted for at SFHSS and will be continuously reviewed* **Note:** Diversity is a key consideration in the formation of SFHSS hiring panels.

1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	***Equitable Leadership & Board Development*** 2.2 Ongoing racial equity training and professional development for department leadership. **Note:** All staff will receive training on implicit bias and equity as part of the quarterly 2021 SFHSS Racial Equity Training Schedule. SFHSS managers and leadership will also undergo DHR diversity in hiring training.
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	***DHR sphere of influence to be supported City departments*** Office of Racial Equity & Department of Human Resources Working Group: Outreach and Recruitment
1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	***Accounted for at SFHSS and will be continuously reviewed*** **Note:** All vacancies, new hires and retirements are publicly announced in Director's monthly Health Service Board report
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	***DHR sphere of influence to be supported City departments*** Office of Racial Equity & Department of Human Resources Working Group: Outreach and Recruitment
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	***Accounted for at SFHSS and will be continuously reviewed*** **Note:** Staff experience for onboarding and recruitment will be assessed in a future iteration of our staff engagement / racial equity climate survey.
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	***DHR sphere of influence to be supported City departments*** Office of Racial Equity & Department of Human Resources Working Group: Testing

2. RETENTION AND PROMOTION

2.1. Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.[3]	*Organizational Culture: Education, Inclusion & Belonging* 1.5 Analyze and publish annual summary of hiring, recruitment, DSW deployment, and workforce diversity data in the SFHSS Annual Report that is disaggregated by race and seniority. Invite staff to anonymously self-identify detailed race, ethnicity and language beyond categories collected by the City to promote inclusivity.
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	*Organizational Culture: Education, Inclusion & Belonging* 1.5 Analyze and publish annual summary of hiring, recruitment, DSW deployment, and workforce diversity data in the SFHSS Annual Report that is disaggregated by race and seniority. Invite staff to anonymously self-identify detailed race, ethnicity and language beyond categories collected by the City to promote inclusivity.
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	*Accounted for at SFHSS and will be continuously reviewed* **Note:** Accounted for at SFHSS office site and will look to results from DHR DSW survey to understand staff experience.
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	*DHR sphere of influence to be supported City departments*

ORE FOOTNOTE [3] Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	***Not elevated for inclusion in REAP Phase I*** **Note:** DSW related initiatives were not selected as a priority initiative based on relevancy to our department and capacity to create sizeable impact for our staff. SFHSS is a small department with a limited number of DSW deployments (13 in 2020 ranging from long term, short term, and attended orientation but did not deploy statuses). At the time of this report, the department had no DSW deployments.

2.2. Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	***DHR sphere of influence to be supported City departments***
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.	***DHR sphere of influence to be supported City departments***
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	***DHR sphere of influence to be supported City departments***

2.3. Create paths to promotion that are transparent and work to advance equity.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	***DHR sphere of influence to be supported City departments***
2.3.2. Develop a formal and transparent process for raises and promotions.	***DHR sphere of influence to be supported City departments***

2.3.3. Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation.	*DHR sphere of influence to be supported City departments*
2.3.4. Internally investigate key classifications with current "drop-offs" in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	*DHR sphere of influence to be supported City departments* **Note:** SFHSS is a small department and is unable to break down classifications by Race for most job classifications in adherence to the 'Rule of 10'
2.3.5. Revisit classifications that "dead end" employees, to create a clear upward path for continued employment opportunities with the City.	*DHR sphere of influence to be supported City departments*

3.   DISCIPLINE AND SEPARATION

3.1.   Create a clear, equitable, and accountable protocol for disciplinary actions.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	*Staff Recruitment, Retention and Mobility* 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.
3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.	*Staff Recruitment, Retention and Mobility* 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

3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	***Equitable Leadership & Board Development*** 2.2 Ongoing racial equity training and professional development for department leadership. **Note:** SFHSS will consult with the Office of Racial Equity and DHR to define training objectives and gauge availability of training and facilitation materials regarding the topics of discipline and separation.
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a "scaled back" discipline process.	***Citywide Peer Mediation Program*** **Note:** DHR & SFHSS's Employee Assistance Program are collaborating on the development of the Peer Mediation Program. Staff will be given notice of the resource as available and applicable.
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	***Staff Recruitment, Retention and Mobility*** 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 **Note:** SFHSS is a small department with a limited number of disciplinary actions and separations. Our initiative begins by examining the data to understand if there is substantiative need for dedicating resources to standard procedures and policies.

4.   DIVERSE AND EQUITABLE LEADERSHIP

4.1.   Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	*Organizational Culture: Education, Inclusion & Belonging* 1.5 Analyze and publish annual summary of hiring, recruitment, DSW deployment, and workforce diversity data in the SFHSS Annual Report that is disaggregated by race and seniority. Invite staff to anonymously self-identify detailed race, ethnicity and language beyond categories collected by the City to promote inclusivity. *Staff Recruitment, Retention and Mobility* 3.1 Release a departmental statement on health and racial equity, diversity, and inclusion (REDI) to be included in all job postings alongside the SFHSS mission, vision, and values. 3.2 Actively list job opportunities on non-traditional & BIPOC centered professional communities and hiring boards.
4.1.2. Commit to ongoing racial equity training and development for leadership.	*Equitable Leadership & Board Development* 2.2 Ongoing racial equity training and professional development for department leadership.
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	*Organizational Culture: Education, Inclusion & Belonging* 1.5 Analyze and publish annual summary of hiring, recruitment, DSW deployment, and workforce diversity data in the SFHSS Annual Report that is disaggregated by race and seniority. Invite staff to anonymously self-identify detailed race, ethnicity and language beyond categories collected by the City to promote inclusivity.

4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.[4]	***Not elevated for inclusion in REAP Phase I*** **Note:** SFHSS conducts several anonymous surveys including staff engagement, racial equity climate, etc. to elevate input to senior leadership. Staff interest in additional anonymous avenues will be assessed in a future iteration of our staff engagement / racial equity climate survey.

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

5.1. Offer professional and skill development opportunities that center individual goals first, then organizational needs.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	***Organizational Culture: Education, Inclusion & Belonging*** 1.1 Broaden education, awareness, and community for existing staff around racial equity topics through mixed-methods, intentional trainings, and authentic engagement. **Note:** See quarterly SFHSS Racial Equity Training Schedule for 2021 timeline. The chosen topics reflect areas of growth and interest that staff expressed during departmental assessment activities.
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	***Staff Recruitment, Retention and Mobility*** 3.6 Develop internal policy and budget line-item approved for professional development of front-line staff
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	***Staff Recruitment, Retention and Mobility*** 3.6 Develop internal policy and budget line-item approved for professional development of front-line staff
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's	***Staff Recruitment, Retention and Mobility*** 3.4 Enhance Performance Plan Appraisal Report (PPAR) to support staff-centered professional development interests and to identify pathways for skill-building.

ORE FOOTNOTE: [4] Department management will need to review all responses to see whether any of them qualify as EEO complaints.

missions and goals. Provide financial support for paid opportunities.	3.6 Develop internal policy and budget line-item approved for professional development of front-line staff **Note:** Implementation of initiative 3.6 will include tracking usage of staff-allocated funds disaggregated by race and gender.
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	***Staff Recruitment, Retention and Mobility*** 3.5 Partner with DHR to complete a baseline professional skills survey. Develop skill building pathways specifically supporting underrepresented staff.

5.2.   Encourage collaboration between staff and supervisors that are consistent and thoughtful.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	***Staff Recruitment, Retention and Mobility*** 3.4 Enhance Performance Plan Appraisal Report (PPAR) to support staff-centered professional development interests and to identify pathways for skill-building.
5.2.2. Create a mentorship program between senior and junior level staff.	***Not elevated for inclusion in REAP Phase I*** **Note:** Staff interest in mentorship programs will be assessed in a future iteration of our staff engagement / racial equity climate survey.

5.3.   Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.	***Accounted for at SFHSS and will be continuously reviewed*** **Note:** Existing systems/procedures are in place for visual and hearing-impaired staff, developed in partnership with staff members and division leadership.

5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	**Staff Recruitment, Retention and Mobility** 3.4 Enhance Performance Plan Appraisal Report (PPAR) to support staff-centered professional development interests and to identify pathways for skill-building.
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	**Accounted for at SFHSS and will be continuously reviewed** **Note:** SFHSS divisional and all-staff meetings, and holiday celebrations throughout the year are avenues for community building. SFHSS Well-Being Champions compile health and wellness resources for all staff on a monthly basis. Pre-COVID, these included community building opportunities like potlucks, meditation/stretch sessions, and scavenger hunts at the Well Being Center. Post COVID, this includes wellness webinars, virtual group exercise, and resources for staying socially connected and building community from afar.
5.3.4. Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.	**Accounted for at SFHSS and will be continuously reviewed** **Note:** SFHSS administers medical, dental, vision and voluntary benefits. SFHSS Well-Being Division, Employee Assistance Program and health plan partners provide referrals and resources for whole person health and well-being including social needs.
5.3.5. Respect religious and cultural practices of employees.	**Accounted for at SFHSS and will be continuously reviewed** **Note:** Racial Equity Leads provide monthly racial equity updates during all staff meetings. These updates recognize diverse cultural and heritage celebrations (e.g. International Day of Peace, Native American Heritage Month, Kwanzaa etc.). Pre-COVID Well-Being Champions set up annual Diwali display to highlight cultural festival celebrated by Hindus, Jains and Sikhs and designed Black History Month Jeopardy for all staff.

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

6.1. Foster an intentional organizational culture that is committed to inclusion and belonging.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
6.1.1. Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	***Organizational Culture: Education, Inclusion & Belonging*** 1.1 Broaden education, awareness, and community for existing staff around racial equity topics through mixed-methods, intentional trainings and authentic engagement. 1.2 Develop a RE Action Plan that is updated regularly and available to the public and board commissioners. 1.3 Conduct an annual Racial Equity Climate Survey that assesses the department's commitment to an organizational culture of inclusion and belonging. Analyze subsequent disaggregated data and pay special attention to data pointing to biases against staff of color. 1.4 Develop employee recognition and appreciation opportunities that acknowledge staff performance and whole-person value to the organization. 1.5 Analyze and publish annual summary of hiring, recruitment, DSW deployment, and workforce diversity data in the SFHSS Annual Report that is disaggregated by race and seniority. Invite staff to anonymously self-identify detailed race, ethnicity and language beyond categories collected by the City to promote inclusivity. 1.6 Conduct a biannual Staff Engagement Survey to identify ways to improve employee engagement and workplace satisfaction.
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	***Equitable Leadership & Board Development*** 2.1 Create a diverse and equitable Racial Equity Advisory committed to executing and keeping the department accountable to its RE Action Plan initiatives. RE Advisory will serve as a planning and operating body in executing the department's vision.
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	***Organizational Culture: Education, Inclusion & Belonging*** 1.2 Develop a RE Action Plan that is updated regularly and available to the public and Health Service Board Commissioners.
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	***Accounted for at SFHSS and will be continuously reviewed*** **Note:** This action occurs through monthly racial equity updates to all-staff and Health Service Board Commissioners.

6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	*Not elevated for inclusion in REAP Phase I* **Note:** Staff interest in affinity groups will be assessed in a future iteration of our staff engagement / racial equity climate survey.
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	*Organizational Culture: Education, Inclusion & Belonging* 1.1 Broaden education, awareness, and community for existing staff around racial equity topics through mixed-methods, intentional trainings and authentic engagement.
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	*Organizational Culture: Education, Inclusion & Belonging* 1.3 Conduct an annual Racial Equity Climate Survey that assesses the department's commitment to an organizational culture of inclusion and belonging. Analyze subsequent disaggregated data and pay special attention to data pointing to biases against staff of color.
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	**Accounted for at SFHSS and will be continuously reviewed** **Note:** Communications Division led an extensive photography campaign to feature real CCSF employees and boost diverse representation in marketing with respect to race/ethnicity, gender, classification, and departmental representation. Photography from this campaign is the primary art feature in areas where staff and membership convene daily (pre-COVID) for benefit administration consultation. The SFHSS foyer features scrolling video of photographs and narrative quotes highlighting the social diversity of our membership in connection with their benefit experiences.

6.2. Develop internal communication processes and procedures that promote equity.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	*Accounted for at SFHSS and will be continuously reviewed* **Note:** Communications Division and Well-Being Division are responsible for sending monthly newsletters to staff and membership at large. This includes monitoring and growing departmental mailing lists.
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	*Accounted for at SFHSS and will be continuously reviewed* **Note:** Racial Equity Leads recognize diverse cultural and heritage celebrations and provide departmental and city-wide racial equity context. The Racial Equity Advisory team support the facilitation of engagement activities in small groups related to early experiences with race and racial equity visioning. SFHSS has also partnered with other CCSF departments including the Office of Transgender Initiatives to support presentations around diversity, equity, and inclusion.

6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	***Accounted for at SFHSS and will be continuously reviewed*** **Note:** Pre-COVID, the SFHSS Wellness Center offered group exercise classes, workshops, coaching and other activities that are open to all employees and retirees of the City and County of San Francisco, Superior Court of San Francisco, San Francisco Unified School District and City College of San Francisco. The SFHSS employee breakroom is an informal space for staff to recharge and build community. Post-COVID the Well-Being team has translated to digital offerings for a variety of classes, webinars, and group exercise, including a COVID-specific resource page.

6.3.   Improve both physical and digital spaces to meet or exceed accessibility standards.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	***Accounted for at SFHSS and will be continuously reviewed*** **Note:** Existing systems/procedures are in place for visual and hearing impaired staff, developed in partnership with staff members and division leadership. SFHSS has invested in accessibility software, sign language interpretation, and the use of closed captioning/chat, as applicable, to support staff meetings and departmental functions.
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families. e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.	***Accounted for at SFHSS and will be continuously reviewed*** **Note:** SFHSS fully abides by Americans with Disabilities Act (ADA) regulations. Communications take steps to integrate ADA considerations into written and virtual publications for staff and visitors. Communications partners with our Member Services Division to integrate ADA considerations into signage and seating accommodation, elevator access, sanitation, and scent-free spaces.
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities. e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.	***Accounted for at SFHSS and will be continuously reviewed*** **Note:** Existing systems/procedures are in place for visual and hearing impaired staff, developed in partnership with staff members and division leadership. SFHSS has invested in accessibility software, sign language interpretation, and the use of closed captioning/chat, as applicable, to support staff meetings and departmental functions. The SFHSS Board Secretary also partners with SFGovTV and the Department of Technology to incorporate plain-text messages, closed captioning, and publicly accessible meeting materials for all Health Service Board meetings.

6.3.4. Invest in translation services.	**_Accounted for at SFHSS and will be continuously reviewed_** **Note:** SFHSS invests in translation services, accessibility software, sign language interpretation, and the use of closed captioning/chat, as applicable, for all events, communications, and departmental functions.
6.3.5. Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	**_Accounted for at SFHSS and will be continuously reviewed_** **Note:** SFHSS partners with other CCSF departments including the Office of Transgender Initiatives (OTI) to support presentations around diversity, equity, and inclusion. This included a SFHSS signature line memo honoring gender pronouns with a FAQ sheets provided by OTI.
6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.	**_Accounted for at SFHSS and will be continuously reviewed_** **Note:** Accessibility information and accommodation is a proactive part of SFHSS organizational culture as reflected in the notes above.

6.4.   Expand the internal culture of belonging by fostering relationships with the external communities the department serves.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	**_Accounted for at SFHSS and will be continuously reviewed_** As a part of the _Your Health Plan Options: 2021 & Beyond Focus Group Series_, SFHSS supported a comprehensive outreach plan targeting diverse members, partners/spouses, and adult dependents who could speak to current and future healthcare needs and priorities. SFHSS partnered with Communities in Collaboration to coordinate and staff nine focus group sessions in San Francisco, San Mateo and Alameda counties. 117 SFHSS members participated in this focus group series representing 34 unique city-wide departments. Phase II of the SFHSS REAP will focus on the delivery of external services and programs, targeting community engagement and external equity indicators to support vulnerable populations.
6.4.2. Find opportunities to invest into and support the communities the department serves.	**_Accounted for at SFHSS and will be continuously reviewed_** As a part of the _Your Health Plan Options: 2021 & Beyond Focus Group Series_, SFHSS supported a comprehensive outreach plan targeting diverse members, partners/spouses, and adult dependents who could speak to current and future healthcare needs and priorities. SFHSS partnered with Communities in Collaboration to coordinate and staff nine focus group sessions in San Francisco, San Mateo and Alameda counties. 117 SFHSS members participated in this focus group series representing 34 unique city-wide departments. Phase II of the SFHSS REAP will focus on the delivery of external services and programs, targeting community engagement and external equity indicators to support vulnerable populations.

7. BOARDS AND COMMISSIONS

7.1. Ensure a diverse and equitable board and commission members that match the community being served.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department's RE Action Plan.	**Note:** The Office of Racial Equity announced the addition of initiative 7.1.1 to the city-wide framework on December 9, 2020, the day before the Health Service Board approved adoption of the SFHSS Racial Equity Action Plan Phase I Report. This initiative will be surfaced for consideration in a future update to the SFHSS REAP.
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	***Organizational Culture: Education, Inclusion & Belonging*** 1.5 Analyze and publish annual summary of hiring, recruitment, DSW deployment, and workforce diversity data in the SFHSS Annual Report that is disaggregated by race and seniority. Invite staff to anonymously self-identify detailed race, ethnicity and language beyond categories collected by the City to promote inclusivity.
7.1.3. Have board/commission adopt a resolution around racial equity.	**Note:** The Office of Racial Equity announced the addition of initiative 7.1.3 to the city-wide framework on December 9, 2020, the day before the Health Service Board approved adoption of the SFHSS Racial Equity Action Plan Phase I Report. This initiative will be surfaced for consideration in a future update to the SFHSS REAP.
7.1.4. Racial equity-related items are regularly agendized**.**	***Accounted for at SFHSS and will be continuously reviewed*** **Note:** This action occurs through monthly racial equity updates to all-staff and Health Service Board Commissioners. Education and awareness trainings will occur on a quarterly basis.
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	**Note:** The Office of Racial Equity announced the addition of initiative 7.1.5 to the city-wide framework on December 9, 2020, the day before the Health Service Board approved adoption of the SFHSS Racial Equity Action Plan Phase I Report. This initiative will be surfaced for consideration in a future update to the SFHSS REAP.
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement.[5]	**Note:** The Office of Racial Equity announced the addition of initiative 7.1.6 to the city-wide framework on December 9, 2020, the day before the Health Service Board approved adoption of the SFHSS Racial Equity Action Plan Phase I Report. This initiative will be surfaced for consideration in a future update to the SFHSS REAP.

ORE FOOTNOTE: [5] https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement

7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	**Note:** The Office of Racial Equity announced the addition of initiative 7.1.7 to the city-wide framework on December 9, 2020, the day before the Health Service Board approved adoption of the SFHSS Racial Equity Action Plan Phase I Report. This initiative will be surfaced for consideration in a future update to the SFHSS REAP.
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	***Equitable Leadership & Board Development*** 2.3 Ongoing racial equity trainings for Commissioners serving on the HSS Health Service Board **Note:** Health Service Board trainings will include education/awareness about ORE racial equity assessment tools used to inform decision-making of boards and commissions.

7.2.   Safeguard members so they naturally feel welcomed and valued, not tokenized.

ORE TEMPLATE ACTIONS	CROSSWALK TO SFHSS REAP
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.	**Accounted for at SFHSS and will be continuously reviewed** **Note:** SFHSS has invested in accessibility software, sign language interpretation, and the use of closed captioning/chat, as applicable, to support staff meetings and departmental functions. The SFHSS Board Secretary also partners with SFGovTV and the Department of Technology to incorporate plain-text messages, closed captioning, and publicly accessible meeting materials for all Health Service Board meetings. SFHSS organizes lunch time/after hour community engagement activities with refreshments for our membership.
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	***Equitable Leadership & Board Development*** 2.3 Ongoing racial equity trainings for Commissioners serving on the HSS Health Service Board **Note:** Health Service Board trainings can include education/awareness about ongoing and current racial, equity, diversity, and inclusion issues.
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.	***Not elevated for inclusion in REAP Phase I*** **Note:** Board interest in mentorship programs will be assessed in a future iteration of our staff engagement / racial equity climate survey.