Office of the President

TO MEMBERS OF THE HEALTH SERVICES COMMITTEE:

DISCUSSION ITEM

For Meeting of October 19, 2022

EMPLOYEE ENGAGEMENT, UC HEALTH

EXECUTIVE SUMMARY

Healthcare workers have been on the front lines of the COVID-19 pandemic for more than two years, making employee engagement efforts more critical than ever. Gauging employee morale and satisfaction was already a key function within the operational infrastructure of the University's health systems, and that work has continued with a greater sense of urgency and priority. The efforts of each UC Health system are described in the item. Johnese Spisso, President of UCLA Health and CEO of the UCLA Hospital System, and Chad Lefteris, Chief Executive Officer for UCI Health, will present their employee engagement efforts, and all Chief Executive Officers will be available for discussion.

BACKGROUND

The University of California Health is comprised of six academic health centers each serving the common goal of empowering employees to deliver leading-edge patient care, research, and education. In the execution of this mission, each location's human resources leadership team regularly assesses employee engagement conditions, generates interventions to address identified concerns or opportunities, and seeks to measure the impact of their work. Each of the University's health systems have summarized their efforts in three areas:

Information Collection Practices: Each of the health systems employs a variety of information collection practices for gauging employee engagement. Practices include surveying targeted groups or across the organization, direct engagement through town halls and other leadership forums, and daily engagement tools that promote communication across the organization. All locations report surveying their employee groups in 2021 and intend to launch surveys in 2022 or early 2023.

How UC Health is Addressing Concerns: Through the administration of employee engagement tools, each location utilizes data analytics and industry best practices to continuously improve employee engagement efforts. All locations have wellness-based programs to support staff in a variety of ways. Communication between staff and leadership is also at the forefront of organizational engagement. Locations are giving additional attention to mitigating the effects of

staff burnout, workload increases related to vacancies, experiential disparities for employee groups, and employee concerns about cost of living and inflation. All locations identified the development or expansion of diversity, equity, and inclusion (DEI) efforts to promote the acquisition and retention of diverse talent.

Measurable Results of the Work: To measure results, UC Health locations look externally to compare against peer groups and internally against benchmark criteria. Externally, the UC health systems are generally well regarded as employers of high quality, and internal metrics help identify trends and measure the results of specific engagement efforts.

In addition to the three areas outlined above, the six UC Health systems are committed as continuous improvement organizations to valuing employee and provider feedback and using collected information to guide organizational change. While employee engagement activities are an organizational domain that has been present at UC health systems for several years, the importance of this work has been highlighted by the impact of the COVID-19 pandemic on the organization and employees. Over the course of this next year, UC Health locations' ongoing attention will focus on challenges and next steps which affect employee engagement and workload, including:

- High occupancy at UC hospitals, often exceeding 100 percent, and resulting in patient boarding in emergency departments and satellite areas
- Recruitment challenges due to national shortages in clinical and non-clinical workforce
- Increased workloads for clinical and non-clinical employee areas as a result of increases in patient acuity, pandemic protocols, and regulatory requirements
- Recruitment and retention challenges as a result of salary, cost of living concerns and other total rewards

As responsible employers, UC health systems recognize the need to continue developing the most effective and efficient communication tools to empower employees to provide feedback to UC Health organizations.

UC Davis Health

Over the last few years, UC Davis Health has added more than 2,000 new jobs, the majority of which are union-represented positions. As part of this growth over the last four years, UC Davis Health has made extensive efforts to engage employees, improve morale and, more recently, address employee burnout issues raised by the pandemic. In many ways, the pandemic has increased the ways in which UC Davis Health reaches, listens and connects with its employees. Steady and supportive internal communications have been more effectively coupled with additional listening and leadership feedback opportunities. New strategies and practices have been the cornerstone in providing the right message at the right time in the right format. The new and improved feedback has helped to identify new and ongoing sources of concern among employees, matters such as parking and the need for additional staffing always being among the top issues. UC Davis Health is similarly continuing to consider how to enhance recruiting and retention efforts in an evolving labor market.

Using information gained through these expanded efforts, UC Davis Health has responded to employee-identified needs, most prominently in the areas of employee wellness and work-life balance. The ultimate goal remains to provide increased communication efforts reflecting an inclusive culture where leaders listen, managers are empowered to engage with their team members, and where employee voices are heard. UC Davis Health's ranking in *Forbes* as one of California's Best Employers, as a Best Employer for Diversity and receiving a perfect score of 100 from the Human Rights Campaign (the nation's largest civil rights organization) as an LGBTQ+ Healthcare Equality Leader during the pandemic, demonstrates UC Davis' commitment to employees, culture, and retention.

Information Collection Practices

UC Davis Health has deployed a number of interactive information-sharing forums, such as:

Town Halls: Recognizing the need to share information, listen to concerns, and bring employees together during the pandemic, UC Davis Health leadership held multiple town hall meetings where employees engaged in live Q&A (via chat) with leadership. Meetings were recorded and posted on the UC Davis Intranet for later viewing by those who were unable to attend. Initial sessions averaged several thousand live attendees, and several thousand 'on demand' views afterwards. The format has now transitioned to a monthly 'Lunch and Learn' session with different leaders discussing different topics and taking questions, live via video and available for 'on demand' playback later.

Surveys: Employee feedback was directly solicited through a Press Ganey pulse survey administered in 2020, a pilot launch of a Waggl real-time employee survey in 2021, and a Culture of Safety survey in Spring 2022. UC Davis Health also created an online employee feedback portal, "Help Make Us Better," to obtain employee input via an online portal for employees to submit feedback suggestions, and questions outside of a periodic survey format. The employee and physician experience departments review, route, and provide responses to the questions. A formal employee engagement survey through Press Ganey will be conducted in March 2023.

Rounding and Focus Groups: Other opportunities for employee feedback and interaction with leadership exist through ongoing and regular executive rounding, in which employees at all levels are offered an opportunity to share their thoughts and work experiences. UC Davis Health, through Patient Experience, is also conducting employee focus groups for more in-depth problem-solving. The information gathered through these mechanisms is shared with UC Davis Health leadership and with internal communications staff to develop programs and communications that will enhance the employee experience, affirm the strength of employee voices, and reflect a culture of leader listening.

Help Make Us Better: During the pandemic, UC Davis Health launched a "Suggest It, Fix It, Ask It" online portal to allow any employee to take any of those actions. . Under the "Ask It" portion of the portal, there are specific sections for questions addressed to UC Davis Health senior leaders, where questions asked of each leader are publicly shared back with those who are interested.

<u>How UC Davis Health Addresses Concerns</u>

As UC Davis Health has enhanced existing programs and launched several new programs to address needs expressed by its employees, it became clear that during the pandemic additional communications were needed, so additional elements were developed and added.

Employee and Physician Wellness: The unprecedented challenges faced during the pandemic took both an emotional and physical toll and the increases in patient sickness and death shook many care givers to the core. UC Davis Health immediately developed and provided online access to extensive wellness offerings for employees and physicians to get help during the pandemic and through changing stages of their life and career.

Other new initiatives include the launch of a bi-weekly electronic newsletter in which the Chief Wellness Officer offers thoughts and advice on topics of interest, such as wellness statistics, new programs, and upcoming seminars to support physicians, and twice-weekly all-employee electronic newsletters providing updates on staff recognition, leadership programs, and other news of interest. UC Davis Health also implemented outreach programs to share information with employees on topics such as resilience, flexible working hours for staff where appropriate, how to manage remote employees, dependent care opportunities, improved lactation facilities, and employee discount programs.

Increased Communication and Emphasis on Employee Recognition: Efforts have been made to increase publication and awareness of internal employee recognition events such as the Daisy Awards, which are given to registered nurses who exemplify the nursing values of extraordinary compassion, courage, and integrity, and the Best Rewards program, which rewards employees for going above and beyond their daily work.

Manager and Supervisor Updates: During the pandemic, regular update emails were sent out to all managers and supervisors to keep them informed about the changing guidelines, safety protocols, and resources available to help them to keep their team members safe and engaged. In 2020 and 2021, more than 300 such emails were sent out to share the latest operational updates with managers, with instructions to share the relevant information with employees and to engage with those employees directly through empowered managers.

Online Resource Centers: As one of the few UC campuses with a robust internal Intranet behind a secure firewall, UC Davis Health was able to publish detailed online information for employees without the added concern of having that information published on a public website. Information about hospital security, about PPE storage locations, printable signs, vaccine locations, testing locations, quarantine hotel details, patient information, etc., was made available to all employees through a shared Coronavirus Resource Center. Dozens of resources were made available in this way for all employees with UC Davis Health login credentials.

Academic and Staff Assistance Program (ASAP): The ASAP team continues to be a heavily utilized service offering confidential assessments, interventions, consultations, and referrals to all UC Davis Health faculty, staff, and their immediate families. The ASAP team is staffed by

clinicians, support staff, and clinical interns who seek to develop new and creative responses to the continuing challenges faced by those working in the healthcare environment, particularly in this era of change and uncertainty.

Enhanced Work/Life Programming
- Digital Workforce program: considers position eligibility for hybrid or remote work.
- DEI programming: presentations and training sessions are available (and some required) for staff and leaders to increase education and awareness of key topics in this important area.
- Maternity leave recognition: Congratulations cards and gifts are sent to employees on maternity leave.
- Child and Family Care Administrative Advisory Committee: this staff-led committee identifies opportunities for programs, support, and services.
- Lactation support: Free private consultations are available for employees and students, along with lactation rooms with hospital-grade pumps; a pump loan program; and classes and support groups offered.
- Dependent Care: Resources and referral services have been created for dependent care.
- Child Development Centers: A UC Davis Health-specific website assists people in finding care, and a new childcare center is being launched in 2022.
- How to Find Childcare booklet: A list of resources and referrals is available for tutoring assistance from local school districts for lower-wage workers, including student groups.
- Child Online Learning Support: Substantial tutoring resources were provided at on-site YMCA learning labs; created parent support groups and sharing platforms for parents.
- Discount program website: An Intranet page details specific employee discounts available to over 50 local businesses and links to statewide and national discounts through the Office of the President (UCOP).
- Well-being Support and Updates: Monthly newsletters highlighting health, activities on main campus (Davis) and within the Sacramento and Yolo County communities, as well as employee discounts are regularly distributed.

Measurable Results of UC Davis Health's Work

Internet Traffic and Subscriptions
- The dedicated maternity/paternity leave page received over 4,500 visits for the year, and the childcare options page received almost 12,000 visits from employees.
- Discount Program resources: Intranet page has received over 80,000 views, consistently in the top 25 of all HR pages from January through June of 2022.
- Quarterly WorkLife News: 6,336 subscribers; Quarterly WorkLife for Supervisors: 2,200 subscribers; Quarterly Lactation Support News: 1,502 subscribers; Quarterly Caregiver Connections: 190 subscribers

Digital Workforce Program
- 1,399 cases submitted since its inception in 2021. 562 employees have been approved for hybrid work agreements, and 753 employees are working fully remote.

Diversity, Equity, and Inclusion Programming
- Race Matters Monthly Series: 569 employees registered for Race Matters monthly presentations; 231 employees registered for Race Matters 28-day challenge
- Becoming an Inclusive Leader: 530 employees attended
- Creating Inclusion and Safe Spaces Series: 781 employees attended
- As UC Davis Health looks to the future, it is continuing to investigate ways in which to enhance employees' sense of *belonging* at UC Davis Health

Academic and Staff Assistance Program
- Academic and Staff Assistance Program awarded a Be Smart About Safety grant in 2020, and Healthy UC Davis grant in 2021.
- Interventions and Participants
  - 107 group interventions in CY 2021 and 1,682 Participants
  - 760 direct client support cases in FY 2021, and 853 cases in FY 2022
  - 178 Organizational Services (Workshops/Interventions/ Outreach) offered to 2,090 participants in CY 2021

Concluding Thoughts

Moving forward, the multibillion-dollar investment underway on the UC Davis Sacramento campus will expand access to world-class health care and further UC Davis Health's role as an Anchor Institution to help fuel the economic health and overall well-being of the neighborhoods surrounding the campus. That investment also provides UC Davis Health with an environment that goes a long way in helping to retain and recruit the best employees and physicians, because UC Davis Health realizes that its ongoing commitment to excellent patient experience and employee and physician engagement are paramount to future success. It will continue to invest in a culture of listening, health equity, diversity, and inclusion, with a key focus on employee and physician wellness and resilience – because that is how UC Davis Health will provide the best care possible for patients and our communities.

UC Irvine Health

The story of UCI's Health culture starts with one word. Empowered. In 2017, UCI administered its first-ever enterprise-wide co-worker engagement survey, launching a new era in engagement at UCI and UCI Health. Over the past five years, UCI Health has fully embraced the importance of co-worker engagement and improving engagement year-over-year. UCI focuses on the concept of 'empowered' because every day it wants every co-worker to step through the door at the start of their shift and know that they are empowered to make a difference, speak up and speak out.

Information Collection Practices

The opinions and suggestions from co-workers are important to UCI. UCI seeks out and encourages feedback in many forms – formal surveys, rounding, daily huddles, town halls, manager/co-worker check-in's, scorecards, and leadership forums. UCI also has formal reporting mechanisms like the whistleblower hotline, incident reporting system, and listening forums. All

of these venues combine to help form a true and moving picture of co-workers, culture, and what co-workers are feeling and needing during these mutable times.

Formal Surveys are administered on an annual or biannual basis:
- Co-worker Engagement survey – UCI Health utilizes the Gallup Q12 as well as selected indexes as a measure of co-worker engagement. The survey is administered on a biannual basis and the most recent survey was administered in 2021.
- Culture of Safety survey – The survey is evidence-based and validated by the Agency for Healthcare Quality and Research (AHRQ). It provides overall perceptions of safety in order to improve the culture of safety within the organization. The administration of the survey is required by The Joint Commission (TJC) at regular intervals and critical to maintaining an "A" in the Leapfrog hospital safety grade. The most recent survey was administered in 2022.
- UCI Community of Safety survey (administered by UCI Office of Inclusive Excellence)
- ACGME program surveys (All Residents and Fellows in ACGME programs)
- ACGME well-being surveys (All Residents and Fellows in ACGME programs)
- Faculty well-being surveys
- Workplace Violence Prevention survey

Informal Methods of information collection are just as valuable as formal surveys. Informal methods allow UCI to understand what is top of mind for co-workers, and include:
- UCI Health New Employee Orientation (NEO) – UCI encourages a culture of feedback from the first day of employment. Executive leadership attends each NEO and sets a tone of transparency while championing an environment of approachability.
- Town Halls
- Leadership Forums
- Leadership Rounding
- Monthly Scorecard Presentations
- Listening Forums—Chat with Chad (monthly); Daily House-wide Safety Huddles; 360 Degree Evaluations

Co-Worker/Manager Communications: Rather than annual performance review feedback, UCI has implemented ongoing feedback systems through its ACHIEVE Performance Program. There is no longer a beginning or an end to the two-way performance discussion cycle – it is continual – thereby creating an organic, flexible workforce.

Ideation and Innovation: In 2018, UCI launched the Bright People, Brilliant Solutions collective intelligence and ideation platform. Through Bright People, Brilliant Solutions, the campus launches ideation and innovation campaigns that help foster a closed-loop feedback culture at UCI Health. This method allows co-workers to challenge the status quo, empowers them to be part of the solution, improves productivity, and expands innovation and impact by implementing smart solutions.

How UCI Health Addresses Concerns

Town Halls and Monthly Leadership Forums: Co-workers and leaders are invited to monthly leadership forums and all co-worker town halls. The agendas for these meetings are shaped from the frontline co-workers through questions, concerns, and ideas that are addressed in real-time during the meetings. Town halls are held both in the morning and evening to ensure that co-workers can attend during their shift. Highlights from the monthly leadership forum are emailed out to leaders to share with their units.

Co-worker Engagement Survey: The biannual co-worker engagement survey requires engagement action planning by all leaders. Leaders share results with their teams, decide on one or more engagement goals, enter the goal(s) into ACHIEVE, the co-worker performance system, and then review goals progress at each ACHIEVE check-in.

Culture of Safety: The UCI culture of safety survey inspired the use of multi-disciplinary rounding. The goal is to provide the highest-quality health care to patients, based on two pillars: continuous improvement and respect for people. Co-workers are encouraged to be observers, engage with their fellow co-workers, and respect when someone (patient or co-worker) points out a need for improvement. Through physician/nurse co-rounding and activation of Team STEPPS (an evidence-based set of teamwork tools, aimed at optimizing patient outcomes by improving communication and teamwork skills among healthcare professionals) UCI addresses safety issues and improves processes in real time.

Ambassador Program: UCI Health employs an ambassador program that allows UCI to bring together and organize co-worker volunteers who are champions for engagement, wellness, and diversity, equity and inclusion (DEI) initiatives.

Diversity, Equity and Inclusion: UCI Health believes in the importance of cultivating a diverse, equitable and inclusive work environment in which all co-workers feel a sense of belonging and empowerment to lead the changes that are needed by patients and community. UCI Health created a DEI Council to create a more equitable work environment; foster belonging among co-workers; highlight strengths of a diverse workforce; engage around DEI initiatives; advocate for sustainable improvement in patient care; and strengthen community partnerships.

Learning and Organizational Development: Empowering co-workers at UC Health includes a proactive approach to managing talent. Previous co-worker engagement surveys highlighted an opportunity to improve leadership development and communication. UCI met that opportunity by implementing a program designed to prepare and empower leaders to meet the challenges of today's changing landscape and navigate UCI toward its mission of Discover, Teach, Heal. The Leadership Success Program (LSP) helps UCI Health leaders explore and understand the expectations of their role by expanding their capabilities and mindsets to establish direction, engage employees, and deliver results. In addition to the LSP, UCI has also focused on helping leaders identify talent within their organizations through a talent planning program in which leaders evaluate their organization's current talent and bench strength; identify potential near-term leadership or succession candidates; and highlight candidates for expanded assignments.

Wellness: Throughout the COVID-19 pandemic, two of the most prevalent concerns from co-workers were burnout and wellness. In response, UCI increased its mental health and well-being initiatives through employee assistance resources, offering virtual and on-site care and concierge services. The unique partnership with the Susan Samueli Integrative Health Institute allowed UCI Health to offer its co-workers group and individual wellness and counseling solutions.

Measurable Results of UCI Health's Work

Progress on the initiatives discussed in this summary are reported back out to co-workers in context of how their feedback directly inspired and advised the improvements, thereby creating a perpetual, closed loop system of identification, innovation, evaluation, implementation, and reporting. Specific measures include:

- Co-worker Engagement Survey (Administered 2017, 2019, 2021)
  - 2021 UCI Health response rate (all co-workers) = 70 percent (5,588 co-workers)
  - UCI Health engagement scores increased from 3.72/5.00 in 2017 to 3.8 in 2021 (.08); the 2021 survey measured co-worker engagement during the first 17 months of the COVID pandemic (March 2020-July 2021, inclusive)
  - UCI Health saw a slight increase to actively disengaged co-workers, from 16 percent in 2019 to 18 percent in 2021; however, there was an increase to the percentage of engaged employees from 39 percent in 2019 to 41 percent in 2021
  - Top scores:
    - 4.45/5.00 – I know what is expected of me at work.
    - 4.07/5.00 – At work, I have the opportunity to do what I do best every day.
    - 4.00/5.00 – At work, I feel comfortable being myself.
  - Areas of Opportunity:
    - 3.85/5.00 – My supervisor, or someone at work, seems to care about me as a person.
    - 3.23/5.00 – In the last seven days, I have received recognition or praise for doing good work.
- Bright People, Brilliant Solutions (Ideation/Innovation Platform)
  - 19 campaigns, 828 solutions, 20 percent implementation rate (2018-2022 cumulative)
  - 3,615 peer-to-peer messages of thanks and recognition (2018-2022 cumulative)
- ARIISE Awards: 318 nominations (2021); seven honorees annually
- ACHIEVE Co-worker Performance Program: check-in system participation rate = 96.1 percent (June 2022)
- First-year turnover rate at 12.4 percent, less than the national average and other Southern California hospitals
- Leapfrog "A" rating 16 times in a row (rated twice annually)
- Magnet recognition for nursing excellence for the past 19 years
- Ranked among America's Best Hospitals by *U.S. News and World Report* for 21 consecutive years
- Recognized as a LGBTQ+ Healthcare Equality Leader by the Human Rights Campaign for two consecutive years

- Two critical care units earned the silver Beacon Award for Excellence from the American Association of Critical-Care Nurses (AACN) for the third year in a row
- 187 doctors who have been named 2022 Physicians of Excellence by the Orange County Medical Association, more than any other hospital in the region
- *U.S. News and World Report* Best Hospitals for Maternity Care earning a 'High Performing' rating, the highest rating available
- Recognized as a five-star hospital and top performer in the 2021 Bernard A. Birnbaum, MD, Quality Leadership Annual Ranking by Vizient Inc.; ranked No. 9 out of 101 Vizient members in the cohort of "Comprehensive Academic Medical Centers" for demonstrating excellence in delivering high-quality patient care based on the Quality and Accountability Ranking.

At UCI Health, co-workers are encouraged every day to embrace empowerment and effect positive change for UCI's patients, co-workers and community. Leadership reinforces this message at every opportunity, reminding co-workers that they have the power to make things better. UCI Health asks the tough questions, listens to the feedback, analyzes, selects and implements changes that produce positive impact, and communicates its appreciation to its co-workers for being active participants in making UCI Health the best place to give and get care.

UC Los Angeles Health

UCLA Health is committed to advancing its mission of delivering leading-edge patient care, research, education, and community engagement. Employees share a sense of purpose across the organization which contributes to a true place of inclusive, compassionate healing. UCLA Health believes that every individual has a voice and welcomes the difference those voices make in enhancing a world-class culture of healing humankind through acts of kindness.
UCLA Health understands that people are motivated when they feel valued and create impact. Programs and resources have been designed to promote acknowledgment and growth opportunities and to enable employees to feel valued, trusted, and empowered. This is the UCLA Health culture and it is built on a clear mission, a focused vision, and enduring values.

Information Collection Practices

UCLA Health uses a variety of methods to collect information and feedback from the employee population multiple times each year, including surveys, HR dashboards, organizational development intake consultations, rounding, huddles, safety reporting, listening forums, and various committees. An organization-wide survey timeline has been established and is reviewed regularly by senior leaders to increase awareness around survey topics and target audiences, as well as maintain a balanced cadence for survey delivery to employees. Surveys administered on an annual or biannual basis include the following:

- **Employee Engagement Survey** (biannual)
  - UCLA Health Human Resources conducts an Employee Engagement pulse survey that places employees and their voices at the heart of organizational improvement. The Employee Engagement survey questions address topics such as leadership

support, core values, team orientation, empowerment, organizational reputation, and equity, diversity, and inclusion.

o An open-ended crowd-sourcing question provides a space for employees to recommend opportunities for improvement at the organizational level. A unique feature of UCLA Health's employee engagement survey is that results are shared with all employees in real time and employees can re-visit the survey to vote on responses to the crowdsourcing question. This allows UCLA to see the top trends on employees' minds. Once survey results are released, employees participate in discussions with their managers to create action plans for their departments.

- **Nursing Excellence Survey** (annual)
  o UCLA Health's Center for Nursing Excellence conducts an annual Nursing Wellness survey that evaluates the perceptions and experience of nursing staff related to the following four areas: 1) Compassion satisfaction, burnout, and trauma-related stress; 2) Sources of meaningful work and opportunities to participate in those activities; 3) Strategies used for coping with work-related stress; and 4) Recommendations to support individual well-being and promote healthy practice environments. Responses are collected from all hospitals and ambulatory clinics.
  o The survey uses the ProQOL-5 Measure, which is a 30-item validated instrument in assessing burnout, secondary trauma, and compassion satisfaction. Both quantitative and qualitative data are assessed and analyzed. Interventions are prioritized and plans are developed based on the responses.

- **Physician Engagement Survey** (biannual) - UCLA Health administers Physician Engagement surveys every other year, with the most recent completed survey taking place in 2020 and a new survey that includes residents and clinical psychologists launching in 2022. Each Department Chair receives their own customized report of results, including department-specific comments. Chairs share the information with their faculty to drive discussion, transparency, and potential opportunities.

- **Justice, Health Equity, Diversity and Inclusion Climate Survey** (biannual) - UCLA Health's EDI Office launched a strategic plan in 2021 with the objectives of: 1) Advancing access, equity and opportunity among staff; 2) Supporting organizational learning to achieve cultural humility, anti-racism, and bias elimination; 3) Build a supportive workplace and clinical environment; 4) Ensure equitable patient access, care, and service; and 5) Expand community service and engagement. A component of the third objective is an annual EDI climate survey for all health system staff. This survey will be conducted in fall of 2022 with subsequent action items to be completed once survey results are analyzed.

- **Culture of Safety Survey** (biannual) - UCLA Health conducts a biannual Patient Safety survey that has three components: Engagement, Safety Culture, and Resilience. The most recent survey was conducted in 2020. The survey captures data pertaining to safety prevention and reporting, resources and teamwork, pride and reputation, and resilience (activation and decompression measures).

Additionally, UCLA Health takes part in survey data collection conducted by third parties including *Forbes* and *Newsweek*. *Forbes* partners with market research company Statista to pinpoint the companies that are liked best by employees. Anonymous surveys are conducted by *Forbes*, allowing participants to openly share their opinions, such as how likely employees would be to recommend their employer to others. Specific surveys, focused on target areas, include:

- America's Best Large Employer – working conditions, development opportunities, diversity and inclusion, and compensation competitiveness
- Diversity – age, gender, ethnicity, disability, and sexual orientation equality
- New Grads – safety of work environment, compensation competitiveness, advancement opportunities, effectiveness of EDI efforts, and company image
- Women – working conditions, diversity, parental leave, discrimination, and pay equity
- By State – safety of work environment, compensation competitiveness, advancement opportunities, openness to telecommuting

For the *Newsweek* Most Loved Workplace certification, the Chief Human Resources Officer (CHRO) was interviewed on workplace practices and culture and a company profile was submitted, including information regarding industry, company size, demographics, and information specific to the Love of Workplace Index^{TM} model. The Love of Workplace Index^{TM} Pulse Validation survey was sent to employees in the areas of teamwork and collaboration, performance feedback, innovation, values, recognition, accountability, diversity, and leadership. *Newsweek* tabulated all responses to determine certification as a Most Loved Workplace. *Newsweek* recently notified UCLA Health that UCLA Health has also been ranked among the Top 100 Most Loved Workplaces, which was publicly announced in the *Newsweek* cover story on October 14, 2022.

Additional methods of collecting employee feedback include SOFI (Safety Opportunities for Improvement) Reports, the HR Dashboard (that includes data on hiring, turnover, leave of absence, etc.), and Organizational Development consultations with leaders and teams. The HR Organizational Development team at UCLA Health collaborates with leaders and teams to enhance team cohesion, morale, and engagement, as well as address any team issues/concerns. They conduct intake calls, focus groups, and one-on-one meetings with team members to identify areas of focus or issues to be addressed.

How UCLA Health Addresses Concerns

Based upon all of these information collection practices, both strengths and opportunities are shared, and action plans are developed to address areas of opportunity. Multiple departments across the organization have created specific programs and resources to address areas of opportunity presented by UCLA Health employees, including:

Office of Community and Workplace Wellness Programs
- Mindful Meditations by the Mindful Awareness Research Center (MARC) – most widely attended wellness program with approximately 470 participants weekly and 23,500 annually.

- Wellness Wednesday
- Customized wellness programs and support for leadership
- CDC's Workplace Wellness Scorecard
- Wellness Exchange – annual partner program and campaigns

Staff and Faculty Counseling
- Critical Incident Emotional Support
- Individual Counseling and Psychoeducational Support Groups
- Departmental Training Sessions
- Management Consultation

Department of Nursing
- Relationship-Based Care Model taught to all clinical departments, including nursing
- HeartMath Institute education on self-regulation tools
- Group integrative therapy sessions and two-day classes for nurses
- A Safer U – launched and initiated by nursing to be an organization-wide, multi-disciplinary program designed to enhance workplace safety by reducing the incidence of physical and psychological harm and improving the well-being of the healthcare workforce. Three collaborative workgroups (Proactive/Prevention, Early Recognition/Intervention, Response Systems) are focused on identifying and implementing evidence-based workplace safety and workforce well-being initiatives. Measures of success include reduced assaults and injury rates, employee engagement, and retention.

Physician and Faculty Wellness
- Interactive Screening Program for Anxiety, Stress, and Depression
- Emotional Support Request Line
- Physician Wellness Oversight Committee and Physician Health Committee

Service Excellence
- Employee Recognition Program (real-time recognition for high performance)
- CICARE Program (behavioral-based framework for providing world-class service internally and externally)
- National Health Center Week (experiences that promote community, wellness activities, and connection with one another, including senior leaders rounding with *Kindness Carts*)
- Service Recovery Program (gives employees tools to resolve patient community issues)
- Peer Recognition Program
- Onboarding and annual mandatory training on CICARE model

Learning and Organizational Development / Human Resources
- LinkedIn Learning – career development; virtual, on-demand learning opportunities, available to all UCLA Health employees regardless of appointment at no cost
- OD consultations/interventions focused on team and leader development
- Instructor-led courses: Strategies for Building Resilience, Engagement MAGIC, Engagement Meetings, DiSC, Emotional Intelligence, Crucial Conversations, Dealing with Difficult Patient Situations, Conflict Management, CICARE, Thriving in a Virtual Environment, Leading Virtual Teams, and Team Cohesion
- Leadership Development Model – core competencies for all stages of leadership

- Frontline leadership cohort program for internal development (in progress)
- Organization-wide framework for hybrid and remote work

Office of Justice, Health Equity, Diversity and Inclusion

- Equity, Diversity and Inclusion online training modules
- Affinity groups
- Ongoing lecture series and symposiums
- Conversations with Leadership – town hall to share JHEDI's strategic initiatives and address employee questions and concerns
- EDI-focused recruitment questions for hiring managers

Measurable Results of UCLA Health's Work

UCLA Health has achieved multiple awards and designations for targeted efforts in supporting the employee population. Examples include:

- **Most Loved Workplace by Newsweek** – Certification achieved 2022
- **Forbes**
  - Best Employer By State – 2020, 2021 and 2022 (2022 #1 in Healthcare in California and #9 in California overall)
  - America's Best Large Employer – 2022 (#10 in Healthcare and #42 in Nation)
  - Best Employer for Diversity – 2019, 2020, 2021 and 2022 (2022 #5 in Healthcare and #55 in Nation)
  - Best Employer for New Grads – 2022 (#3 in Healthcare and #6 in Nation)
  - Best Employer for Women – 2021, 2022 (#5 in Healthcare and #20 in Nation)
- **Becker's Review – 150 Top Places to Work** (2018, 2019, 2022) – Based on submitted applications, Becker's Review selects the 150 top places to work in health care based upon the following criteria: diversity within the workforce, employee engagement, professional growth, wellness and personal benefits for a positive work/life balance, and volunteerism and giving back
- **Hospital Careers by HASC Best 100 Hospitals to Work For** – 2020 and 2021 (2021 #7 in Nation)
- **Workplace Health Achievement** – Gold Plus Level, American Heart Association
- **National Institute for Occupational Safety and Health (NIOSH)** – Recognized as Total Worker Health affiliate
- **U.S. News and World Report** – Top 5 in the Nation; 33 consecutive years on Honor Roll
- **Magnet Designation** – Ronald Reagan, Santa Monica and Neuropsychiatric Hospitals
- **UCLA Santa Monica Medical Center achieved "Straight A's"** in the Fall 2021 Leapfrog Hospital Safety Grade. As the nation's most prestigious honor for patient safety, Leapfrog uses more than 30 national performance measures from the Centers for Medicare and Medicaid Services.
- **Los Angeles Magazine** named more than 150 UCLA Health physicians to its 2018 Top Doctor List and more than 300 UCLA Health physicians in 2021.
- **BlackDoctor.org**, an online health resource targeted to African Americans named UCLA Health as a 2018 and 2019 Top Hospital for Diversity honoring UCLA Health's

promotion of equity and inclusion throughout its organization and healthcare system. (Award was discontinued as of 2020)

- **LGBTQ+ Healthcare Equality Leader** – For the past nine years, the Human Rights Campaign Foundation's Healthcare Equality Index (HEI) recognized UCLA Health as a "LGBTQ+ Healthcare Equality Leader."
- **Professional Development** – UCLA Health Learning and Development saw consistent increases in in-house Professional Development course attendance, with 1,375 employees attending courses in 2019-20 increasing to 8,607 employees participating in 2021-22.
- **LinkedIn Learning** - UCLA Health employees viewed over 93,674 LinkedIn Learning professional development video courses since the platform's launch in October 2021.

Key metrics from surveys include:

- **2022 Newsweek's Most Loved Workplace**
  - Love Index – Score: 87 percent positive
    - Highest Scores: (maximum score is 5)
      - Team Work (4.3)
      - Competence (4.3)
      - Trust (4.3)
      - Goal Oriented (4.1)
      - Honesty (4.1)
    - Lowest Scores:
      - Accountability (3.7)
      - Contribution (3.9)
      - Inclusivity (3.9)
  - SPARK Index – Score 80.7 percent positive: Killer Support of Achievement (4.2), Respect (4.0), Positive Vision of the Future (4.0), Systemic Collaboration (4.0) and Alignment of Values (3.9)
  - "I would recommend my company to friends and family." Score: 85 percent positive
  - Favorability of Benefits
    - 14 of the 18 categories met/exceeded benchmark, such as Wellness Programs, Employee Recognition Programs, and Workplace Perks
    - Categories below the benchmark included Retirement Benefits, Childcare Benefits, Gym Memberships/Discounts, and Vision Insurance
- **2021 Employee Engagement** – Overall Engagement Level 80 percent positive
  - Highest Scores:
    - "I understand my responsibility to speak up when witnessing incidents of discrimination." – 91 percent Positive
    - "I am proud to work for this organization." – 89 percent Positive (six percent above national benchmark of healthcare organizations)
    - "I have at least 1 person at work I can truly trust" – 81 percent Positive
  - Lowest Scores:
    - "My direct manager/leader has provided the necessary direction to be successful in my role." – 73 percent Positive

- "I believe the organization is following through on its commitment to equity, diversity and inclusion." – 74 percent Positive
- **2020 Culture of Safety Survey** – Score: 4.16 on Resilience Activation/+.07 National Healthcare Average (Ability to engage patients and others as individuals and derive intrinsic value from work)
  - "My work is meaningful" – Score: 4.60 (88th percentile and +.12 National Healthcare Average)
  - "The work I do makes a real difference" – Score: 4.55 (85th percentile and +.10 National Healthcare Average)
- **2020 Physician Engagement Survey** – Resilience score: 3.78, an increase of +.21 points from 2017 survey
  - A Chief Wellness Officer was appointed as a result of the 2017 survey results and physician wellness officers were appointed in 12 different clinical departments.
- **2022 Nursing Wellness Survey** – The ProQOL Score, which identifies Compassion Fatigue, as the negative feelings caregivers experience from their work, was classified as low (a score of <22), indicating lower risk for burnout and secondary traumatic stress.
  - Mean burnout score = 17.97
  - Mean secondary traumatic stress score = 16.19

For fiscal year 2022, UCLA Health's turnover rate is 12 percent. According to the 2022 AON survey, average turnover rates in Southern California are 21.3 percent for all industries and 19.9 percent for health care. While the increase in turnover is relatively small in today's market and lower than benchmarks, UCLA Health leadership and Human Resources have proactively established a new initiative to focus on improvements in onboarding and the employee experience by providing managers with a suite of tools and resources for retention and departmental orientation.

Through its information collection practices, how it addresses concerns, and the continuous review of results, UCLA Health promotes an engaged and supported workforce. By understanding the complexities of the constantly changing environment, UCLA Health is continually evolving its approaches to enhance employees' satisfaction, increase morale, and strengthen its mission-driven culture. This is critical to the success of UCLA Health.

UC San Diego Health

UC San Diego Health has an enterprise vision to create a healthier world – one life at a time – through new science, new medicine, and new cures. UC San Diego Health has identified a positive and engaging culture as the bedrock of the organization. UC San Diego Health's goal is to develop an environment where team members feel passionate, energetic, and committed to their work. This enriched environment creates engaged team members who give their hearts, minds, and talents to deliver a high level of performance.

Information Collection Practices

- **Daily Engagement System (DES)**: DES is a multifaceted management tool. The most tangible aspect of DES is tiered huddles where short, focused meetings allow information to

be shared from front line staff all the way up to the executive level. Huddles ensure that problems are solved at the appropriate level, operational needs are escalated to the right leadership tier, and front line staff have what they need to successfully serve patients. By meeting and connecting with team members daily, the organization can communicate timely escalations, align on performance goals, and ultimately build engagement while also ensuring productivity.

- **Magnet Designation Surveys**: Magnet organizations have a structure in place to support shared decision making, nurse professional development, and promote performance improvement. Prior to the required submission of documentation for Magnet Designation Recertification, UCSD Health administers the approved Magnet survey questions intermittently to various work units in order to determine areas of improvement. The survey questions and data are aligned to the Magnet Pillars: Adequacy of Resources and Staffing, Autonomy, Fundamentals of Quality Nursing Care, Inter-professional Relationships, Leadership Access and Responsiveness, Professional Development, and RN to RN Teamwork and Collaboration. The most recent survey was administered from March 3, 2020 to March 23, 2020.

- **Culture of Safety Survey**: As part of Vizient/LeapFrog compliance, UCSD Health administers a Culture of Safety Survey. The domains covered by the required survey items are Prevention and Reporting, Resources and Teamwork, and Pride and Reputation. The most recent survey was administered from April 26, 2021 to May 7, 2021.

- **Pulse Engagement Survey/Team Member Insight Survey**: As a strategic priority for executive leadership, UCSD Health initiated the practice of administering Pulse surveys as a more real-time, flexible tool for surveying that also promotes dialogue and quicker action. The objectives include fostering a culture of engagement through communication and feedback as well as integrity among faculty and staff to create a safe and respectful work environment. The initial Pulse survey was administered May 24, 2021 to June 11, 2021. UCSD Health completed a one-year follow-up survey, and the results will be available in August 2022.

- **Town Hall Meetings for all Team Members**: Virtual Town Hall Meetings are held monthly (and more frequently if needed). All meetings are recorded and made available via Pulse Intranet. On average, over 2,000 team members attend. The Mentee tool is used to collect questions and/or requests from the audience during the meeting. The CEO and panel of subject matter expert leaders respond to the Mentee submissions.

How UCSD Health Addresses Concerns

- **Daily Engagement System (DES)**: As mentioned in the previous section, DES tiered huddles enable the exchange of information, identification of challenges, confirmation of plans, and communication for appreciating and recognizing team members.

- **Connecting Meetings for Leaders**: Virtual Connecting meetings are held monthly in order to keep over 400 Health System leaders updated on topics ranging from finance and quality

to strategy and experience. Following each meeting, leaders are sent an email that summarizes key takeaways. The email also has the presentation slides attached, copies of any resources to be distributed, and hyperlinks to the recorded sessions that are posted on UCSD Health's internal SharePoint repository.

- **Town Hall Meetings for all Team Members**: As mentioned in the previous section, virtual meetings are held monthly (and more frequently if needed). All meetings are recorded and made available via Pulse Intranet. The Mentee tool is used to collect questions and/or requests from the audience during the meeting. The CEO and panel of subject matter expert leaders respond to the Mentee submissions.

- **Culture of Engagement Committee**: The scope of this committee's work is to implement ongoing long-term strategies that promote and enhance team member engagement. Various subcommittees were formed in order to lead the efforts focused on the identified aims that are grounded in the organization's strategic plan: 1) Cultivate strong decision-making and accountability; 2) Create a culture of Engagement and Integrity; and 3) Dismantle structural racism.

  Subcommittees and their initial scope are: 1) Engagement Steering Committee to establish vision, and provide oversight, coordination, prioritization, and resources for strategies and initiatives that promote employee engagement; 2) Engagement Measurement Committee to provide oversight regarding survey implementation, administration, and metrics reporting; 3) Team Member Experience Committee to oversee ongoing long-term strategies that promote and enhance team member engagement across all departments; 4) Engagement System Committee to weave engagement culture development efforts into daily operations and connect the dots for backbone support programs to align with key messaging around culture, ensure success is reinforced, and identify gaps for continuous transformation.

- **New Equity, Diversity, and Inclusion Department**: As an indicator of UC San Diego Health's commitment to dismantling structural racism, the organization has hired a Chief Administrative Officer for Equity, Diversity, and Inclusion/Associate Chief Medical Officer, Health Equity as well as a Senior Director for Operations and Strategy. Upon creating this department, an EDI audit of efforts across UC San Diego Health was conducted in order to inform the department's strategic plan for Equity, Diversity, Inclusion and Belonging. Two key highlights of the recent actions taken by this new department are: (1) An advisory group of key EDI leaders across the organization participated in the selection process for a vendor to develop a strategy for addressing structural inequities; and (2) The Anti-Racism Task Force was created, including the three health system work streams, for engaging various team members in the work to advance EDI and dismantle structural racism.

- **Healer Education Assessment and Referral (HEAR) Program**: While suicide prevention remains this program's top priority, it also recognizes the importance of overall wellness of the entire UCSD healthcare family. The program employs four key intervention strategies:
  o Proactive outreach via an anonymous, web-based, interactive screening and referral program (ISP)

o Education for all sectors of the UCSD healthcare community geared to open a dialogue about self-care and mental health, destigmatize mental health treatment, and provide information about resources
o Support and care for UCSD caregivers (e.g. Care for the Caregiver Debriefings, individual and group support, confidential counseling for residents and fellows, one-to-one "opt-out" meetings with selected groups of trainees and faculty)
o Schwartz Center Rounds

HEAR was awarded the National Compassionate Caregiver of the Year Award by the Schwartz Center in FY 2022. The award recognizes extraordinary healthcare professionals from across the country who embody the characteristics of compassionate care and whose professional achievements have helped create healing healthcare environments for patients, families, colleagues, and communities.

<u>Measurable Results of UCSD Health's Work</u>

- **Transformational Healthcare**: Four years ago, UC San Diego Health began its Transformational Healthcare journey. The mission of this journey was to cultivate a culture of continuous improvement to deliver outstanding patient care. The method to accomplish this mission is that of engaging team members through structured communication, problem-solving, and leadership opportunities. Some key highlights that measure the results of this work include:

  o Team members participating in DES Huddles – 8,150
  o Team members with LEAN training – 3,338
  o Number of Improvement Projects – 563
  o A Testimonial – "Being visible by rounding and sitting with team members, recognizing them in person has completely transformed trust and relationships in my area…Rounding has been the single most effective tool in driving success and improvements in my areas."

- **Magnet Designation**: A Magnet recertification audit was conducted in August 2021. Based on data submission and a site visit, the Magnet commission identified several exemplars highlighting nursing excellence. For example, 100 percent of inpatient nursing units outperformed the national benchmark for the majority of eight quarters for Patient Engagement or Patient-Centered Care and Patient Education. Evidence-based practice is evident and enculturated in the organization. Nurses are improving outcomes through clinical ladder advancement projects and the programs in place to help nurses lead change. UC San Diego Health nurses have published 40 articles in the past year, exceeding the rate for academic colleges of nursing.

- **Culture of Safety**: UC San Diego Health is ranked #1 in California and #3 in the nation as a top performer in the Bernard A. Birnbaum, MD, Quality Leadership annual rankings of more than 100 comprehensive academic medical centers by Vizient Inc., the country's largest member-driven health care performance improvement organization. UC San Diego Health excels nationally in measurements of patient centeredness (#5), mortality (#6) and safety

(#13). Other significant measures of excellence include equity, effectiveness, and efficiency, representing UCSD's comprehensive approach to quality and patient safety. It is important to note that the Vizient rankings reflect current performance over the previous 12 months for all patients in the UCSD health system.

- **Pulse Engagement Survey/Team Member Insight Survey**: The initial Pulse survey administered in 2021 established a baseline for two Net Promoter Score (NPS) questions. The first question "How likely are you to recommend UC San Diego Health as a place to work?" resulted in an NPS of 23 (Industry standard for healthcare is an NPS 0 – 30). The second question "How likely are you to recommend UC San Diego Health as a place to receive care?" resulted in an NPS of 31 (Industry standard for healthcare is an NPS 0 – 30). UC San Diego Health launched a follow-up survey in June 2022 that included the same two NPS questions plus an additional six questions using the Perceptyx platform. The high-level 2022 results as they compare to the 2021 results are:

-

NPS Pulse Survey	2021	2022
Team Members Surveyed	9,118	10,950
Response rate	34%	52%
NPS Place to Work	23	35
NPS Place to Receive Care	31	30

  o Team Member Engagement – Intent to Stay at UC San Diego Health 87.3 percent positive. UCSD Health results were 6.7 percentage points higher than overall Healthcare organizations using Perceptyx and 4.3 percentage points higher than the Academic Hospital/AAMC Hospital Members. The likelihood to recommend as a place to work not only exceeds benchmarks, but it also increased by 12 percentage points since 2021. The top three reasons stated by employees for choosing to stay are: benefit offerings, team members/team dynamics, and their supervisor. The top three reasons given by the 17.7 percent of those who said they would not recommend UC San Diego Health as a place to work are: their supervisor, pay, and team members/team dynamics.

  o Key Themes/Takeaways –
    - Voice and Trust: Though UCSD Health saw an 18 percent increase in responses to the survey, the results indicate that there is a number of team members who do not feel safe to voice their opinions. Providing that sense of security and trust in the organization will improve team member engagement.
    - Well-being Resources: Perceptions of having adequate resources to support employee well-being are generally high; however, less engaged team members do not feel this way. They are either uncertain that there are enough resources, or not sure about if or where those resources exist.
    - Direct Supervisors: UCSD Health also sees a gap in experiences with supervisors that is a driver of team member engagement.

- o Next Steps –
  - Continue encouraging team members to voice their feedback in different listening forums. Make sure that respondents see that their responses matter by openly addressing their concerns, and clearly and continuously communicating about resulting actions. Involve team members in the process of reviewing local results and identifying local action plans.
  - Keep communicating about the innovations and successes of UC San Diego Health. Team members are inspired by the ways that their organization is helping others.
  - Identify those effective leaders in the organization and empower them to mentor other leaders. Identify what makes UCSD Health's more cohesive teams so effective and borrow best practices.

- **Turnover and Staffing Levels:** According to the 2022 AON survey, average turnover rates in Southern California are 21.3 percent for all industries and 19.9 percent for health care. During Fiscal Year 2021-22, the UC San Diego Health turnover for all career staff was 10.3 percent. Nursing turnover during this same period was only 8.7 percent. In addition, UCSD's total FTE of RNs increased by 160 FTE from July 2021 to July 2022. Despite these positive indicators, UCSD Health continues to be diligent in monitoring turnover and aggressive in its talent acquisition efforts, knowing that patient census continues to increase and that workforce availability is challenging.

UC San Francisco Health

Information Collection Practices

UCSF Health is currently committed to annual measurement of staff engagement and physician and provider work experience. In addition, periodic campus-wide surveys, such as the Climate Survey, provide a broader view which includes learners in addition to the faculty and staff and reflects all the employee populations who regularly work or train within the Health System. The main surveys include the following:

- For staff engagement, UCSF uses Gallup's internationally renowned research that has 12 specifically worded measures about engagement that indicate a high-performing work environment. The instrument is known as the "Q12". UCSF began surveying its full staff population using the Q12 in 2011. In 2022 the response rate was 74 percent.

- For physician and provider experience, UCSF uses global measures such as Net Promoter Scores (NPS), Burnout (Maslach and Mini Z validated measures), and specific drivers of well-being measures such as "after hours EMR work", teamwork, control over workload, leadership, family friendliness, intent to leave or cut down clinical practice, etc. Data is also assessed by demographics including gender identity, race/ethnicity, ability status, percentage of clinical time, academic rank, primary practice setting, etc. Physicians have been surveyed since 2015. In 2022 the response rate for the survey is 73 percent.

- UCSF also conducted a Climate Survey in 2022, led by UCSF Office of Diversity and Outreach, and administered by Emma White Research LLC. This survey was conducted

UCSF-wide, across both the Health System and Campus. It was focused on gathering data related to institutional climate to enable UCSF to be better informed about the learning and working environments for learners, faculty, and staff. The key focus areas were diversity, equity, inclusion (encompassing belonging, respect, engagement), mentorship/sponsorship, anti-racism, experience of harassment/discrimination, and campus services, initiatives, and resources. The response rate to this survey: faculty – 56 percent, staff – 44 percent, learners – 35 percent.

In addition to surveys, UCSF Health has developed comprehensive people analytic dashboards to track key metrics to allow for comparison to both local and national benchmarks. Key metrics for FY 2022 compared to benchmark are as follows:

- Turnover of career staff – 8.2 percent compared to the AON benchmark of regional turnover for healthcare of 20.2 percent.

- First year turnover – 14.5 percent compared to the Lean Human Capital benchmark of 24.3 percent.

- Vacancy – 9.1 percent compared to California Healthcare Association benchmark of 4.9 percent.

How UCSF Health Addresses Concerns

Across the multiple surveys, the following are the areas of strength at UCSF Health:

- In 2022, coming out of the pandemic, UCSF has exceeded the national healthcare statistics with 44 percent of staff being engaged and 13 percent actively disengaged. This is compared to the national statistic, where the healthcare industry has been struggling with engagement, with engaged employees decreasing by three points from 35 percent in 2018 to 32 percent in the first quarter of 2022 and active disengagement rising five points from 13 percent to 18 percent during the same timeframe.

- Employees at UCSF have a strong connection to UCSF's mission.

- Teleworking and flexible work arrangements foster a higher level of engagement and satisfaction.

- 67 percent of UCSF employees indicate that they are "very comfortable" or "comfortable" with the climate at UCSF.

- The majority of UCSF employees feel that they can positively influence the UCSF climate.

- Employees have developed meaningful relationships with their colleagues and teams.

- For physicians and providers, high-scoring drivers of well-being include the pandemic response, teamwork, mentorship, leadership, and personal responsibility to improve racial

inequity, a culture of continuous improvement, local leadership behaviors, and family friendly supports such as standard parental leaves and lactation accommodations.

The following are the areas of needed focus at UCSF:

- According to the 2022 Gallup Staff Engagement Survey, 42 percent of employees reported feeling burnout "very often" or "always". This is compared to Gallup's Healthcare benchmark which is 31 percent.

- High/unsustainable workloads due to challenges filling vacant positions. UCSF Health currently has a 9.1 percent vacancy, based on posted positions being actively recruited, with an average time to hire of 137 calendar days.

- Disparities of experience particularly for Black/African American or Latinx employees. While the gap is closing, there is currently a 0.06 difference in average engagement grand mean between the White and Asian population and the Black/African American and Latinx population.

- Salary and cost of living/inflation concerns. In the 2022 Gallup Staff Engagement Survey, "pay" was cited as the top reason that staff shared as their reason for planning to leave UCSF Health in the upcoming year.

- Concern about after-hours clinical work, driven by documentation and growing volumes of patient messages/virtual care, mainly for physicians and providers

- Unclear career paths and opportunities for development

- Insufficient communication to all employees

In progress and planned efforts:

- Set annual organizational goals for the following:
  o Increasing conversations with employees on results of engagement and satisfaction surveys and identifying and making progress on specific efforts that would improve engagement and satisfaction
  o Creating individualized development plans for employees, and providing additional formal development opportunities
  o Increasing racial diversity in leadership roles (Manager 1 through SMG)
  o Efforts to improve physician and provider experience, such as clinical process improvements (In Basket team-based care, onboarding into clinical work, leadership development, space assessments)

- Additional survey items to measure both the intent to stay at UCSF, reasons for leaving, as well as tracking racial disparities in experience.
  o Intent to stay/leave questions added into the annual Gallup Staff Engagement Survey and Physician/Provider Survey

- Belonging Index added to the annual Gallup Staff Engagement Survey to measure improvements in specific areas identified as having the greatest racial disparity in experience.
- Exit Interview survey launched in August 2022 to gather data on why staff are leaving UCSF Health.

- The UCSF Chancellor announced an Anti-Racism initiative and declared it an organizational priority with seven goals and corresponding actions identified. A Diversity Equity and Inclusion Executive Leadership Council was created to oversee progress.

- Future of Telework and Managing Remote Teams and Future of Administrative Space Task Forces was convened to assess changing work landscape.

- Bi-weekly UCSF-wide town halls lead by the UCSF Chancellor, UCSF Health President and CEO, members of the Chancellor's Cabinet, Health System Senior Leadership, and topic experts within UCSF to provide regular communication, particularly during the height of the pandemic, and to provide direct access to top leaders.

- Efforts focused on the physician satisfaction survey have included:

  Global and systemic efforts, such as:

  - Transparency of data and cascaded goals tied to incentives for executive leaders and Medical Directors
  - Improved communications including listening sessions and town halls, "One Good Thing" newsletter connecting clinicians to resources to improve the work experience
  - Creation of a group of Departmental Well-being Champions who serve as liaisons between health system and departmental well-being efforts

  More localized efforts, such as:

  - Scribe Program to support physicians with electronic medical record documentation
  - PEAK program to optimize the medical record and coaching ambulatory teams in implementation of team-based care workflows using the electronic medical record
  - Gender and underrepresented minority-focused efforts (such as lactation time holds and wRVUs credited for lactation time), faculty salary equity reviews, and leadership diversification
  - Voalte technology roll-out to improve text-based communication among the clinical team in the inpatient clinical setting
  - Initiative to improve the physician welcome and onboarding process experience

- Invested more resources into the staff recruitment function in Human Resources and completed multiple process improvement efforts to reduce the time to hire.

- Investment in career path programs. In 2022, a career path program was launched to train 30 current UCSF employees to transition in their career to become a Medical Assistant or

Phlebotomist, positions which are currently hard to fill at UCSF Health. Other career path programs are currently in the development phase.

<u>Measurable Results of UCSF Health's Work</u>

- Improved overall staff engagement Gallup Grand Mean in 2022 to 3.85/5, which was a 0.01 increase compared to the results in 2021, during a timeframe when engagement was dropping nationally across healthcare organizations. (see Table 1)

- Improved sense of Gallup Belonging Index in 2022 to 3.75/5 which was a 0.02 improvement over 2021, with a larger improvement of 0.11 from 2021 (3.74/5) for staff who identify as Black/African American and an improvement of 0.1 from 2021 (3.77/5) for staff who identify as Latinx.

- Meaningful improvement in 2022 with staff perceptions of leadership and teams making progress on goals set during engagement action planning, as measured with a 0.08 increase over scores in 2021 in the Gallup Accountability Index (3.62/5).

- Meaningful improvement in 2022 of 0.11 for the Gallup engagement question "In the last six months, someone at work has talked to me about my progress", (3.69/5).

- Increased racial diversity of UCSF Health leadership, from the Manager level 1 through SMG, with a 5.4 percent increase since 2019 of non-white representation. (see Table 2)

- Physician and provider scores of UCSF Health as a place to work clinically had increased over time through 2021 to a peak of +10, but declined in 2022 by -2, as measured by the Net Promoter Score Survey. (see Table 3)

- Physicians and providers who are in an underrepresented minority group had a meaningful increase of 14 percent (from 55 percent in 2021 to 69 percent in 2022) for the question "People Are Treated Equitably Regardless of Race/Ethnicity", as measured by the Net Promoter Score Survey.

- Reduced the average time to hire (which is the timeframe from the submission of the requisition for posting until the new hire starts work) for staff positions to 137 days for FY 2022 year to date, compared to 143 days in FY 2021.

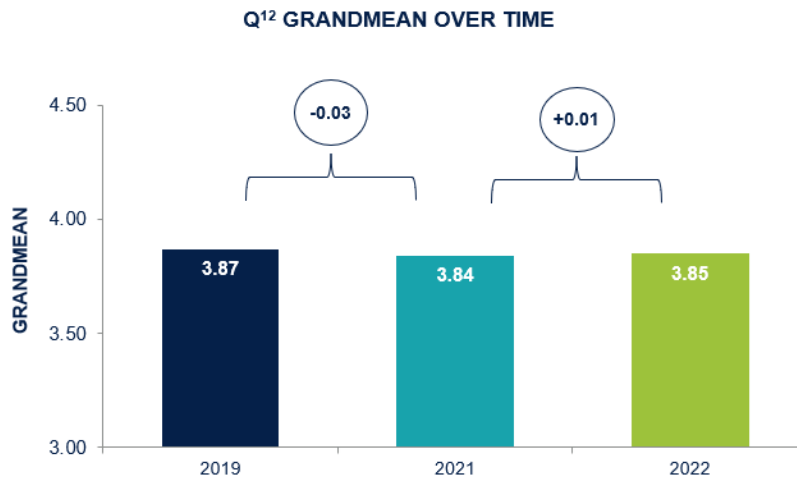- Magnet recognition for nursing excellence for the past ten years

Table 1

Q^{12} GRANDMEAN OVER TIME

	2019	2021	2022
GRANDMEAN	3.87	3.84	3.85

-0.03 (2019 → 2021)
+0.01 (2021 → 2022)

Table 2

Leadership Demographics
Manager 1 and Above by Race-Ethnicity
Last refreshed: 7/1/2022 12:15:40 AM

	July 2017 (441)	July 2018 (472)	July 2019 (517)	July 2020 (580)	July 2021 (623)
Hispanic/Latino	23 4.9%		29 5.6%	46 7.9%	52 8.3%
Black/African Amer	25 5.7%	31 6.6%	34 6.6%	38 6.6%	39 6.3%
Asian	115 26.1%	124 26.3%	142 27.5%	158 27.2%	173 27.8%
White	278 63.0%	289 61.2%	306 59.2%	327 56.4%	335 53.8%

Legend:
- Unknown
- American Indian / A
- Native HI / Other P
- Two or more races
- Hispanic/Latino
- Black/African Amer
- Asian
- White
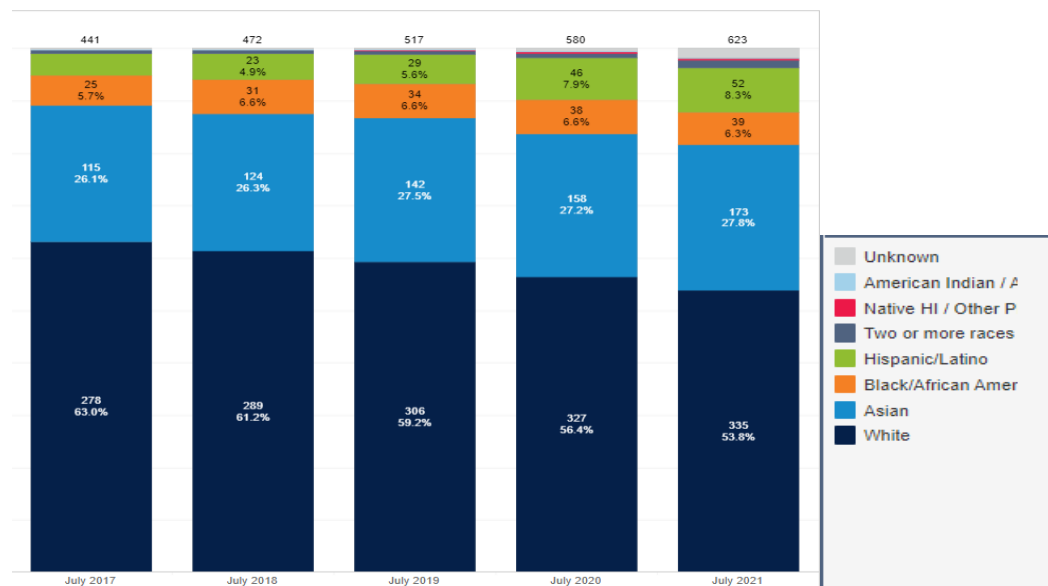
Table 3

UCSF Health All Physician
Net Promoter Score Trend FY15-22

NPS by Fiscal Year: Overall Work

	FY16	FY17	FY18	FY19	FY21	FY22
	-16	-3	2	7	8	-1

** No results will be displayed in case of insufficient N

NPS by Fiscal Year: Clinical Work

	FY15	FY16	FY17	FY18	FY19	FY21	FY22
	-11	-22	-4	1	8	10	-2

** No results will be displayed in case of insufficient N

NPS by Fiscal Year: Come For Care

	FY15	FY16	FY17	FY18	FY19	FY21	FY22
	27	20	39	46	42	48	42

** No results will be displayed in case of insufficient N

UC Riverside Health

UCR Health was established in 2016 as the ambulatory-based clinical enterprise of the UC Riverside School of Medicine (SOM). Unlike the five other academic medical centers in the University of California system, UCR SOM does not own a hospital. As a community-based school of medicine, UCR SOM partners with community hospitals and other medical providers across the Inland Southern California area to provide clinical training locations for medical students and residents. UCR School of Medicine's clinical enterprise – UCR Health – is strictly ambulatory based. It provides an additional training platform for students and residents, while also increasing clinical services and physicians in primary care and other medical subspecialties that are lacking in the region.

UCR Health has expanded access to primary care and has six clinic locations, from Downtown Riverside to La Quinta in the eastern Coachella Valley. Additionally, UCR Health has added specialty physicians in areas such as neurology/multiple sclerosis, minimally invasive gynecologic surgery, and pain management, increasing access to care that was previously limited in the community. UCR Health comprises 140 employees and saw approximately 42,000 outpatient visits in FY 2022.

Information Collection Practices

- **Employee Voice Survey** – UCR Health initiated a formal process to collect information on employee engagement in April of 2020, contracting with vendor Press Ganey for the employee engagement survey. The initial baseline survey was conducted in April 2020, with a follow-up survey in April 2021. This year's survey data collection period is from June 17, 2022 through July 18, 2022, with initial review of results in August 2022. It is notable that the timing of collecting baseline information coincided with the beginning of the COVID-19

pandemic, at a time when clinic operations were abruptly shifted to telemedicine, and many "normal" aspects of employee experience were substantially affected.

- **Town Hall Meetings** – Virtual town hall meetings are held every other month where updates are presented, and employees are given the opportunity to submit questions in advance of the meeting or during the Q & A at the town hall meeting.
- **Physician Liaisons** – The establishment of physician liaisons in each service line also assists in bridging communication gaps for UCR providers. Leaders take inventory of concerns and approach these issues in a solution-oriented manner, while balancing the operational needs and consistency in practices.
- **Open Communication** – Open communication is encouraged via daily huddles, staff meetings, shadowing of work processes, and communication up and down the chain of command. Managers have open door policies, hold regular meetings, and listen to the front-line employee suggestions for improvement to the workplace. Each manager "gets in the weeds" and helps where necessary.
- **"JUST" Culture** – UCR Health is in pursuit of a "just culture" where employees are not penalized for asking questions, making mistakes, or reporting concerns. The approach is a training first mentality where the focus is on the process measuring and the ability to succeed. Several continuous process improvement and quality management activities have been completed and others are in process, all of which actively engage employees in problem identification and resolution. For example, improvements to the process of patient messaging between patient and physician by leveraging available resources/technology to optimize Epic Systems is currently underway.

How UCR Health Addresses Concerns

The Press Ganey Employee Voice Survey provides UCR Health with areas of strength and areas of focus for improvement. Based on the Press Ganey Employee Engagement Survey results in 2020 and 2021, the highest performing themes were:

- Satisfaction with benefits
- Connection to the work/patients
- Community contributions

Areas of focus for improvement included:

- Enhancing employee engagement
- Improving communication across all levels of the organization
- Structured support for managers

Based on the information collection practices, UCR Health is focused on improving key drivers to lift engagement. These include cultivating a strong sense of belonging within the organization and bolstering relations with senior leaders. To foster belonging, build a sense of community, and connect employees on a social level, the following was implemented:

Employee engagement activities:

- Staff appreciation events
- Community volunteer engagement activities/ street medicine
- Employee recognition awards: the Applause Award, Values In Action Award
- Monthly luncheons with managers
- School of Medicine-wide Staff Retreat
- Professional development activities available via LinkedIn Learning, UCR Learning Center, and other courses through UCR's Employee and Organizational Development unit
- $1,500 towards professional development activities to staff for activities in support of performance goals
- $2,000 professional development award for employees pursuing a higher education degree (Bachelor's, Master's or PhD. Degree programs)
- Changed staff meeting format to include round table discussions regarding challenges or changes needed where managers and staff collaborate on developing solutions and determine better ways of doing things

Improving communication:

Increased visibility, transparency, and communication of senior leaders in order to create a foundation of trust from which to build confidence and respect, senior leaders:

- Visit the various clinics on a rotation basis weekly
- Host regular town hall meetings
- Publish a quarterly newsletter
- Host fireside chats

Structured support for managers:

- Professional development activities are made available to all managers via LinkedIn Learning, UCR Learning Center, and Leadership Development courses through UCR's Employee and Organizational Development unit
- $1,500 towards professional development activities to staff for activities in support of performance goals
- Annual retreats for leadership planning, collaboration, and professional development were established in 2022 and will be ongoing
- Monthly executive leadership team (ELT) meetings
- Monthly clinical department meetings
- Monthly clinical strategy committee meetings

Measurable Results of UCR Health's Work

UCR Health engages in strong follow-up on check-ins when employees report concerns and commit to addressing any issues that are raised. UCR's model also consists of reevaluating established action plans if a plan is not working as intended.

Press Ganey Employee Voice Survey (Administered in 2020 and 2021; 2022 survey in progress)

- 2021 UCR Health response rate = 47 percent (62 respondents)
- UCR Health engagement scores decreased from 3.84 in 2020 to 3.74 in 2021 (-0.36 vs National Clinic Employee Average); It is notable that the timing of collecting baseline information coincided with the beginning of the COVID-19 pandemic, at a time when clinic operations were abruptly shifted to telemedicine, and many "normal" aspects of employee experience were substantially impacted
- Top Score: 4.54/5.00 I see every patient/client as an individual person with specific needs
- Top Score: 4.29/5.00 – I have built meaningful professional relationships with others.
- Top Score: 4.21/5.00 – I am confident in my ability to address acute medical issues while providing care virtually / I am confident in my ability to address chronic and episodic medical issues virtually.

UCR Health will continue to utilize Press Ganey for the Employee Voice Survey to measure progress against historical performance. By August of 2022, UCR Health will have survey data for three years and will appoint a UCR Health workgroup to develop action plans focusing on the areas with the greatest opportunity for improvement, will review trends, and develop a timeline for communicating the results to the employees.