



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

DIVERSITY, EQUITY &
INCLUSION DEPARTMENT

EQUITY PROGRESS REPORT

Fiscal Year 2023-2024

FOREWORD

FROM THE DEI DIRECTOR & EQUITY COUNCIL CO-CHAIR



We are proud to present to you ZSFG’s first Equity Progress Report, covering FY 2023-2024. The achievements we share on the following pages reflect the work of not only ZSFG’s new Department of Diversity, Equity, and Inclusion (DEI) and the Equity Council, but also the many partners and stakeholders who have been critical to our success.

We especially thank former Executive Sponsor of DEI and Equity Council Chair, outgoing Chief Operating Officer Andrea Turner, whose visionary leadership empowered us to commit to being an explicitly anti-racist organization.

We also recognize the tireless efforts of our front-line staff who strive daily to provide the best care and to treat patients from all backgrounds with compassion, dignity, and respect.

Although the journey to achieving equity is never-ending, we continue forward, knowing that our staff, patients, and community members are counting on us.

In solidarity,

Sophia Lai, Director of DEI

Tanvi Bhakta, Equity Council Co-Chair

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PATIENT DEMOGRAPHICS (FY 23-24)

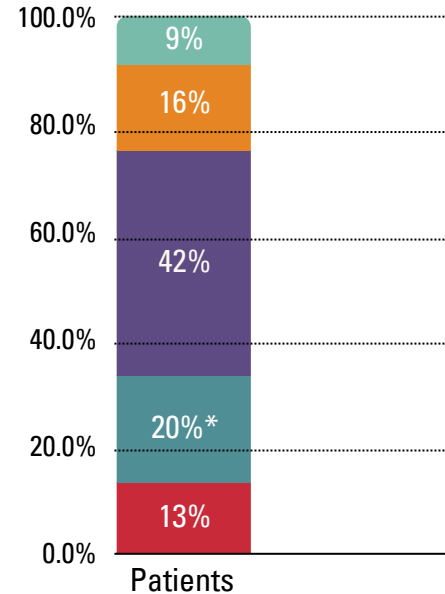
UNDERSTANDING WHO WE SERVE

RACE / ETHNICITY

At ZSFG, the largest group of patients is Latine/x (42%), followed by Asian* (including Filipino) (20%), White (16%), Black/African-American (B/AA) (13%), and Other (9%).

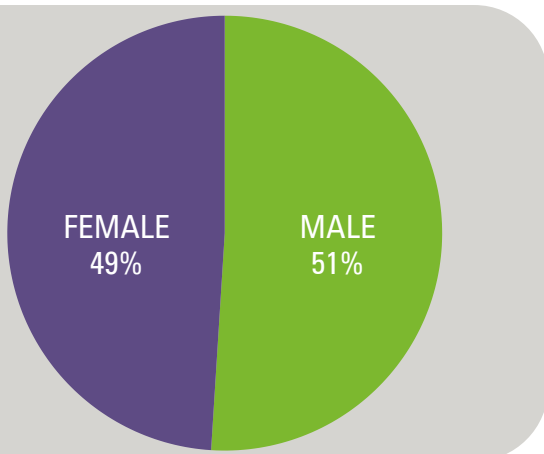
While Latine/x patients are the largest group at ZSFG, Latine/x residents are 15% of San Francisco's population.

Having a diverse workforce that reflects the patient population is a critical part of providing culturally and linguistically responsive care. This chart compares the patient demographics with the staff demographics on race/ ethnicity on the next page and indicates there are significant differences.

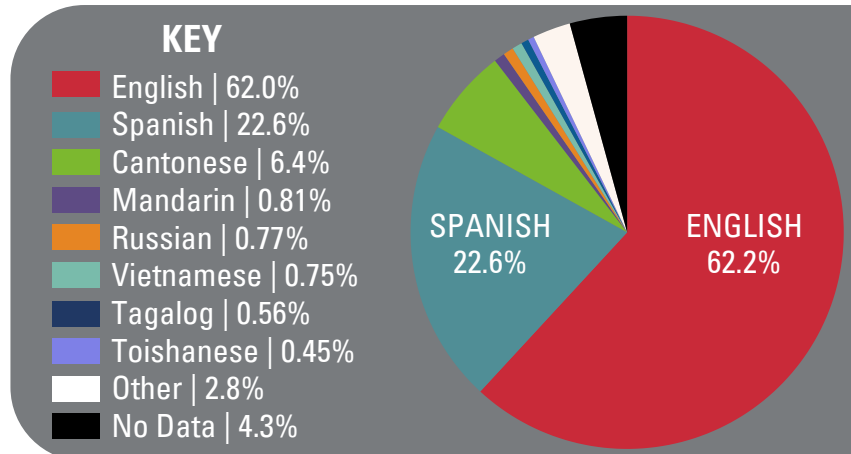


*For patient demographics, Asian includes Filipino. For staff demographics, Filipinos are separated out.

GENDER IDENTITY



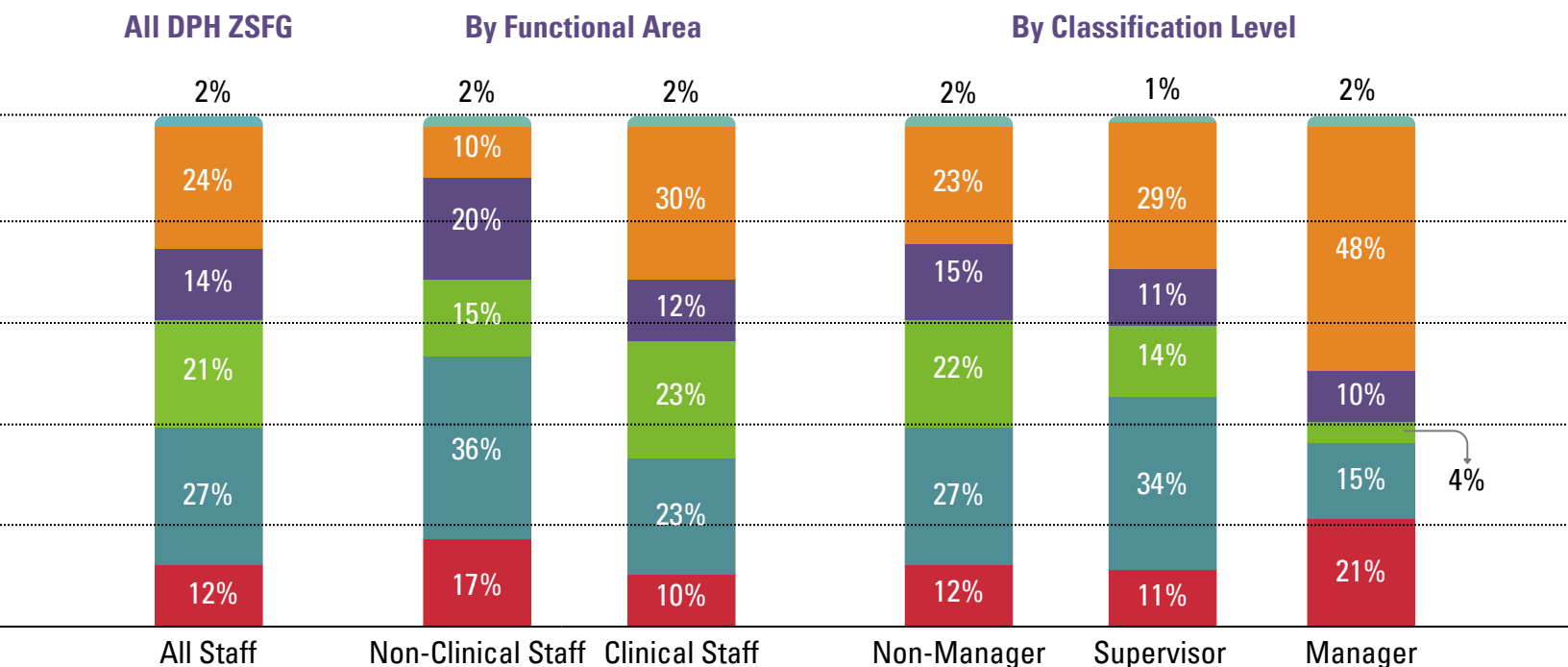
PRIMARY LANGUAGE



ZSFG patients are linguistically diverse, with at least 33% speaking a non-English primary language. In addition, while some patients may report English as their primary language, they feel more comfortable communicating in another language, so this may not represent the full language need.

STAFF DEMOGRAPHICS (2023)

UNDERSTANDING WHO WE WORK WITH



The Key for Race/Ethnicity is on the previous page. The Patient and Staff Demographics are meant to be viewed side-by-side for comparison.

This chart reflects the racial/ethnic distribution of the roughly 3600 Department of Public Health (DPH)-employed staff at ZSFG in December 2023. These charts indicate overall, non-White staff are underrepresented in clinical classifications and in hospital leadership.

All Staff: All ZSFG DPH-employed staff. This does not include UCSF-employed staff at ZSFG.

By Functional Area:

- **Non-Clinical Staff:** Staff who do not provide direct healthcare services to patients. **31% of staff (1136)** fell in this category.
- **Clinical Staff:** Staff who provide direct healthcare services to patients. **69% of staff (2474)** fell in this category.

By Classification Level:

- **Non-Manager:** DPH Classifications that cannot “supervise” other staff, but includes staff who can act as “leads” (ex. Registered Nurses (2320)). **90% of staff (3260)** fell in this category.
- **Supervisor:** DPH classifications that can “supervise” other staff, even if specific staff do not supervise; but excludes Managers (see below). **8% of staff (298)** fell in this category.
- **Manager:** “Manager” (0900) series, Nursing Director, Physician Administrator, and Manager, DPH classifications (executive/expanded executive leaders). **1.4% of staff (52)** fell in this category.

EQUITY STRATEGY

DEFINING EQUITY OBJECTIVES AND INTERVENTIONS

ZSFG focuses on advancing DEI through three overlapping strategies:



During its annual strategic planning process, the DEI Department and Equity Council identified six countermeasure areas and related activities to implement for FY 2023-2024, described below:

Patient/Community Engagement

- Co-sponsor community/patient townhalls in 2024 with Office of Health Equity

Communication

- Create annual Equity Progress Report
- Update ZSFG external and internal equity sites

Workforce Policies & Practices

- Analyze staff demographics by job code & department
- Pilot onboarding assessment tool
- Collaborate with Human Resources on hiring process/practices

Supervisor/Team Support

- Sponsor Relationship Centered Communication for Equity-in-Teamwork trainings
- Add DEI requirement into Leadership Performance Plan & Appraisal Report (PPAR)
- Create Equity Learning Requirement website

Patient Disparities

- Review PIPS for Equity/provide technical assistance for departments without equity driver
- Create patient equity outcomes scorecard

Equity Leadership

- Create annual Equity Awards to recognize staff/teams
- Create departmental equity committee guide/provide technical assistance
- Support ZSFG Equity Champions with projects/learnings

EQUITY OUTCOME METRICS

MEASURING PROGRESS THROUGH KEY OUTCOMES

As a result of the DEI Department’s efforts, in collaboration with many critical partners and stakeholders, ZSFG was able to improve across all selected metrics for advancing equity.

Strategic Area	Selected Metric	Baseline	Target	Outcome
Eliminate Health Disparities	% of departments that have equity drivers with countermeasures for Performance Improvement Patient Safety (PIPS) reports	64% (2022)	70%	77% (2023)
Build a Culture of Inclusion & Belonging	% of surveyed DPH ZSFG employees that respond that their department is actively improving racial equity (with focus on Black/African American (B/AA) employees)	45% Overall 28% B/AA (2019)	60% 40%	58% Overall 46% B/AA (2023)
Ensure Workforce Equity	Relative ratio of Black/African American DPH ZSFG employees subject to any formal disciplinary action compare to other employees	235% (2021 & 2022)	100%	88% (2023)
Ensure Workforce Equity	% of staff who are Latine/x (hiring and retaining a workforce that reflects the patient population)	14.2% (11/22)	14.5%	14.3% (12/23)

DEI DEPARTMENT

IMPLEMENTING ZSFG'S EQUITY STRATEGY AND PROGRAMS

The Diversity, Equity, and Inclusion (DEI) Department was created at the end of 2021 with the hiring of its first Director, Sophia Lai. To achieve its goals, the DEI Team works closely with partners from across the hospital, reflected in the diagram below.

MEET THE STAFF & INTERNS

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Sophia Lai
Director



Gretel Chuquipul
Program Coordinator

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N
S



Sandy Liu
Office of Health Equity - Pathways

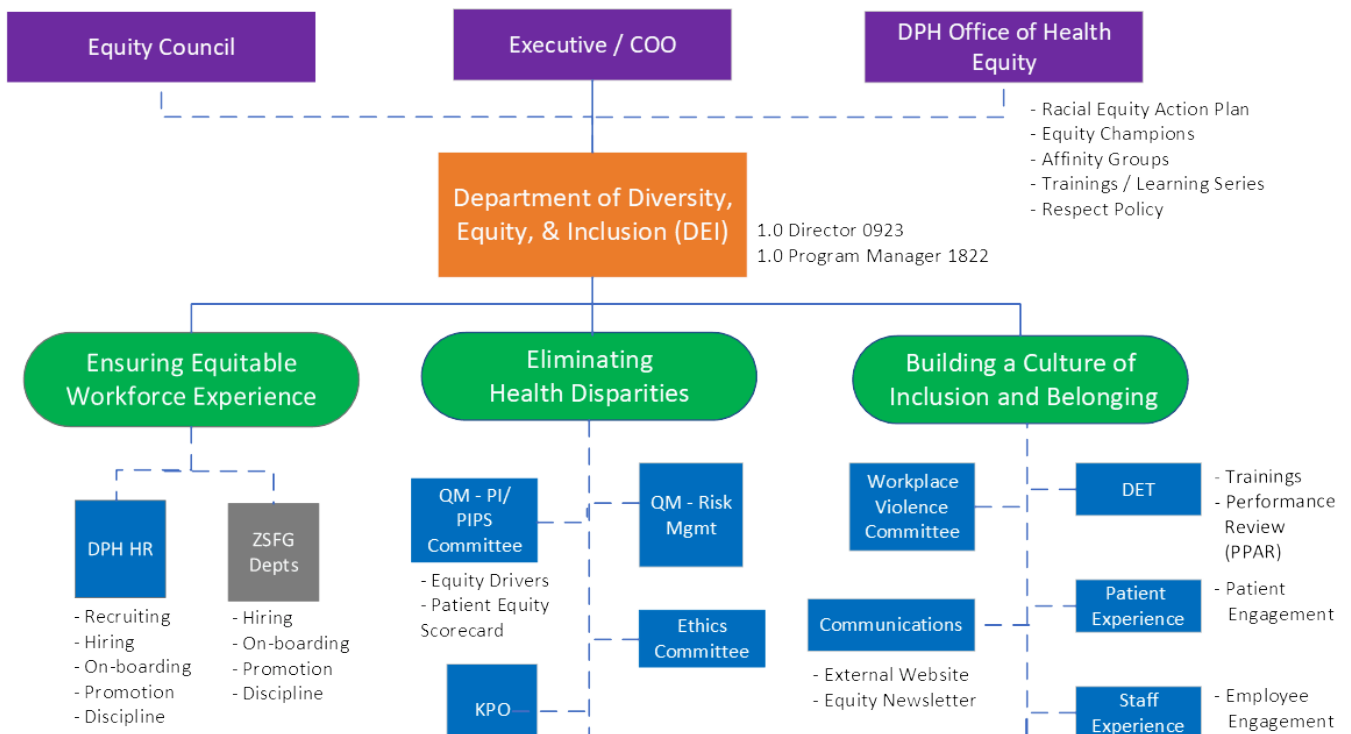


Melisa Muca
Office of Health Equity - Pathways



Jeffrey Nguyen
Health Career Connection

ZSFG DIVERSITY, EQUITY & INCLUSION (DEI) DEPARTMENT PARTNERSHIPS FRAMEWORK



EQUITY COUNCIL

ADVISING THE HOSPITAL ON EQUITY

In 2017, ZSFG established an Equity Council with hospital leaders, front-line staff, and clinicians to empower the hospital to eliminate inequities and promote inclusion.

Today, the Equity Council advises and supports ZSFG's Department of Diversity, Equity, & Inclusion (DEI) and ZSFG more broadly on DEI matters. The ZSFG Equity Council approaches this directive by critically analyzing hospital operations, policies, staff experience, and patient health outcomes through an intersectional race-conscience lens.

The Equity Council is led by Co-Chair Tanvi Bhakta and Executive Sponsor Gillian Otway.

FY 23-24 Equity Council Members

Aladin Fagan
Porter Supervisor
Environmental Services

Alonn Ilan
Nurse Manager
4M & 5A Specialty Clinics

Amanda Eckels
Critical Care Nurse,
Medical Emergency
Response Team (MERT)

Andrea Turner
Chief Operating Officer

Jenson Wong
Professor, Anesthesia

Jo Elias-Jackson
IS Business Analyst-
Principal, IT

Joan Pauline Torres
Nurse Manager,
Behavioral Emergency
Response Team (BERT)

Liseli Mulala
Transitions of Care
Pharmacist, Pharmacy

Marissa Boeck
Asst. Professor of Surgery

Mark Wilson
Chief of Radiology

Melanie Molina
Clinical Asst.
Professor, Emergency
Medicine

Nichole Pettway
Program Manager
Social Medicine

Nora Franco
Clinical Research
Librarian, ZSFG Library

Paul Urrutia
Health Care Analyst
Performance
Improvement, QM

Shilu Ramchand
Nurse Manager
NICU and Pediatrics

Tanvi Bhakta
Nursing Director
Medical/Surgical Care
Skilled Nursing

William Huen
Assoc. CMO, Medical
Director, Performance
Improvement & Kaizen
Promotion Office



ADVANCING HEALTH EQUITY

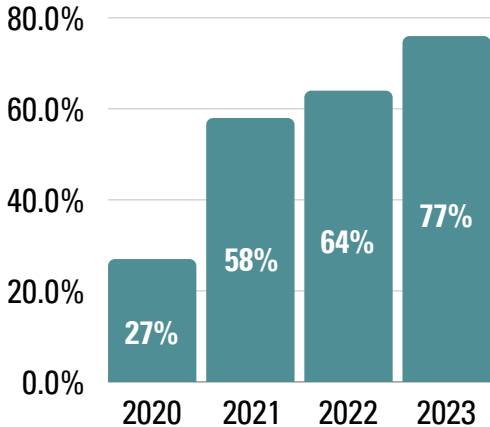
USING PERFORMANCE IMPROVEMENT TO ELIMINATE HEALTH DISPARITIES

The DEI team supports ZSFG departments in eliminating health disparities through integration of “Equity Driver” metrics into their annual Performance Improvement and Patient Safety (PIPS) Report. In these reports, departments are required to share the outcomes of their past year’s improvement objectives and their plans for the coming year.

When the Quality Management - Performance Improvement Team, which oversees the PIPS process, established Equity Drivers for PIPS reports in 2020, only a handful of departments had an equity outcome metric “driving” their work. Since then, ZSFG has achieved a remarkable 77% of both clinical and non-clinical departments actively driving equity in their improvement work, with another 13% stratifying their data by race, ethnicity, and/or language.

Below is a list of departments by Equity Driver status in 2023.

ZSFG Departments with Equity Drivers



77% ACTIVE DRIVERS			
Acute Dialysis	EASI/Risk Management	Neurosurgery	Proc. Sedation
Anesthesia	Family Health Center	Office of Patient Experience	Psychiatry
Catheter Lab	Family Med Inpt Svcs	Ophthalmology	Radiology
Clinical Lab	Health Info Systems	Oral & Max. Surgery	Rehabilitation
Code Blue	Human Resources	Otolaryngology/Head Neck	Renal
Critical Care	Information Technology	Pathology	Respiratory
Dept. of Care Coord.	Interpreter Services	Patient Access	Security
Dept. Educ. & Training	Kaizen Promotion Office	Pediatrics	Skilled Nursing (4A)
Dermatology	Linen & Messenger	Perinatal	Specialty Clinics
Diversity, Equity & Incl	Medical-Surgical	Perioperative	Urgent Care Center
Emergency Medicine	Medicine	Pharmacy	Urology
Env. Services	Neurology	Primary Care	
11% STRATIFYING		11% NO EQUITY REPORTING	
Infection Control		Biomed	
Nursing Workforce		Environmental Health & Safety	
Occupational Health Services		Emergency Management	
Orthopedics		Facilities	
Surgery		Materials Management	
Transfusion		Patient Accounting	
Trauma		Tissue	

PATIENT ENGAGEMENT

LISTENING TO OUR PATIENTS AND COMMUNITIES

Patient / Family Engagement Forums

In Spring 2024, the DEI Department partnered with the DPH Office of Health and Equity (OHE) to coordinate a series of six Patient and Family Member Engagement Forums. These events, held in neighborhoods with the highest number of ZSFG patients, focused on obtaining feedback from patients whose voices often go unheard due to language or other structural barriers.

Over 160 patients and family members attended, repeating consistent themes:

- **Access:** Long wait times, both in the Emergency Department and for making appointments
- **Navigation:** Challenges finding way around campus due to lack of non-English signage
- **Transportation:** Difficulty accessing campus from neighborhoods with poor public transport connections, and expensive parking
- **Cultural Responsiveness:** Desire for more linguistically and culturally responsive providers and respectful treatment



FORUM LOCATIONS:
Bayview/Hunters Point
Civic Center/SOMA
Excelsior
Mission
Visitacion Valley



STAFF EQUITY AWARDS

RECOGNIZING STAFF ACHIEVEMENTS ACROSS ZSFG

In 2023, the DEI Department launched the Annual Equity Awards to recognize the contributions of individuals and teams who have advanced equity at ZSFG. The awards also encourage and inspire other staff to engage in equity work and share ZSFG's equity achievements with our staff, patients, and community.

Nominated by their colleagues, the equity award winners exemplify ZSFG's commitment to integrating equity into all aspects of care delivery and operations. Selection criteria included: 1) Demonstrating leadership/initiative beyond normal scope of applicant's roles and responsibilities; 2) demonstrating significant impact, in terms of volume or long-term sustainability; and 3) engaging other staff, patients, and/or community members around equity and inclusion.



Dr. Andre Campbell Award for Career Achievement

Andrea Turner
Chief Operating Officer

Leader/Manager Award

Anthony Anies
Operations Manager, Food & Nutrition Services

Karen Napitan
Nurse Manager, Inpatient Psychiatry

Non-Clinical Staff Award

Bilal Chaney
Intern/Volunteer Coordinator, Radiology

Brenda Barros
Chief Clerk, Patient Access/Specialty Clinics

Clinical Staff Award

Ana Delgado
Midwife, Family Birth Center; Professor, OB/GYN

Dannielle McBride & Ursula Griffiths-Randolph
Assistant Professor & Resident, Pediatrics

Liseli Mulala
Transition of Care Pharmacist

Department/Team Award

Sojourn Chaplaincy, ZSFG's Spiritual Care

The Wraparound Project

Trauma Surgery Nurse Practitioners



COMMUNICATING EQUITY

SHARING OUR DEI WORK WITH ZSFG STAFF AND COMMUNITY

The DEI Department communicates equity announcements, opportunities, events, and resources with ZSFG staff and patients through the following:

Health Equity Website

The DEI team provides updated content for the public-facing Health Equity page on the ZSFG public website.

Internal Staff DEI Site

Launched in 2022, the DEI Sharepoint is a website accessible only to ZSFG and SF Department of Public Health staff. This site provides information about the DEI program and strategic plan, ZSFG Equity Council, DEI opportunities for staff, Equity Learning Requirement, addressing health disparities, and equity research at ZSFG.

Quarterly Equity Newsletter

Re-launched in 2022, the Equity Newsletter is a quarterly email/web-based publication that highlights equity-related updates from the previous three months. Issues include announcements, DEI program updates, profiles of staff and trainees working on equity, and event recaps.

Partnership with Communications

The DEI Department collaborates with the ZSFG Communications team on DEI-related CEO Notes, Daily Digest Announcements, and social media posts.

Health Equity Website

Health Equity

At ZSFG, we believe everyone should have a fair and just opportunity to be as healthy as possible. Equity is different from equality. People with the greatest needs and fewest resources require more support to equalize opportunities and health outcomes.

Our goals are to address ongoing concerns about health disparities for San Francisco's populations of color and create an anti-racism environment where all members of our community feel valued.

- We are reviewing health outcomes to identify disparities and designing interventions to eliminate these inequities.
- We are giving our staff the tools to build a culture of equity, inclusion, and belonging.




Current Examples of Health Disparities
COVID-19 and its impact on the Latinx community

In San Francisco, there was a higher rate of COVID-19 infection, hospitalization, and death within the Latino/a/x and Black/African American communities.

- 15% of the population of San Francisco is Latino/a/x
- 50% of all Covid-19 cases in San Francisco are from the

Internal Staff Website



DEI Department Updates

DEI Department Updates: Learn more about DEI strategies, processes, and outcomes at ZSFG.



ZSFG Equity Council

ZSFG Equity Council: Learn more about the interdepartmental advisory group that guides the DEI Department and ZSFG on equity matters.



DEI Opportunities for ZSFG Staff

DEI Opportunities for ZSFG Staff: Learn how you can get more involved in DEI efforts, including trainings, events, and other professional development.



Equity Learning Requirement

Equity Learning Requirement (ELR) for ZSFG Staff: Learn how to meet the annual ELR.



Addressing Health Disparities

Addressing Health Disparities: Learn more about how ZSFG is addressing health disparities through Quality Improvement Initiatives, in partnership with the Performance Improvement and Patient Safety Committee.




Equity Research at ZSFG


Equity Research at ZSFG: Learn more about the equity-related research conducted at the hospital.

Equity Newsletter

On May 15, ZSFG celebrated the inaugural awardees of the ZSFG Equity Awards, including clinical staff, non-clinical staff, leaders, and departments, as well as the Dr. Andre Campbell Career Achievement Award.

Learn more about the awardees and their accomplishments in advancing equity [here](#).





Patient/Family Engagement Forums at Civic Center & Excelsior

In April, ZSFG's DEI team organized the final two of the Patient/Family Member Engagement forum series at Civic Center Library and Casa de Apoyo in the Excelsior.

Learn more about feedback from our patients and



Meet the Office of Health Equity Pathways Spring Interns

This spring, ZSFG DEI hosted two Transition Age Youth interns from underserved communities in San Francisco through the SFDPH Office of Health Equity Pathways Program.

Learn more about the program and our exceptional interns [here](#).

Scan for ZSFG Health Equity public website



Scan for internal DEI site (ZSFG staff-only)



CULTURAL CELEBRATIONS

AFFIRMING OUR VIBRANT AND DIVERSE COMMUNITIES

In 2023, the DEI team organized events honoring Asian American and Pacific Islander Heritage Month in May and Latina/o/e/x Heritage Month in September/October, in partnership with the Wellness Center.

Both events honored staff from these backgrounds, who shared via video how their stories and backgrounds inform their work at ZSFG. The events also had food and live music / dance performances from these cultures.



Heritage Month Mezzanine Displays

In FY 23-24, the DEI Department celebrated heritage months by designing mezzanine displays featuring cultural and historical information about these communities in San Francisco and at ZSFG.

Scan the QR code to access the full set of displays!



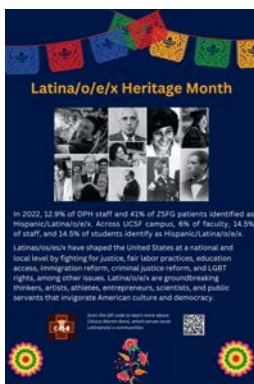
BLACK HISTORY MONTH



ASIAN AMERICAN HERITAGE MONTH



NATIVE HAWAIIAN & PACIFIC ISLANDER MONTH



LATINE/X HERITAGE MONTH



ASIAN AMERICAN HERITAGE MONTH



NATIVE AMERICAN HERITAGE MONTH

BUILDING EQUITABLE TEAMS

IMPROVING TEAM DYNAMICS THROUGH CENTERING EQUITABLE RELATIONSHIPS

Relationship Centered Communication - Equity in Teams

In 2023, ZSFG launched the Relationship-Centered Communication for Equity in Teams (RCC-ET “Reset”) workshop in partnership with the Academy of Communication in Healthcare (ACH). This semi-monthly half-day workshop provides ZSFG workers with essential tools for effective communication and bias reduction, fostering a more inclusive and equitable healthcare environment, especially within diverse interdisciplinary teams.

The workshop includes:

- Effective communication strategies
- Bias and stereotype reduction techniques
- Role-playing and case simulations

Facilitators:

The RCC-Equity workshops are facilitated by a dedicated team of peer experts, including:

- **Andrea Wilson**, Medical Evaluation Assistant, Medical-Surgical Unit
- **Bilal Chaney**, Intern and Volunteer Coordinator and DEI Lead, Radiology
- **Erin Thomas**, Medical Evaluations Assistant, Emergency Department
- **Jane Caporiccio**, Registered Nurse, Medical-Surgical Unit
- **Kara Myers**, Midwife and Clinical Professor OB, Gynecology, & Reproductive Services
- **Liseli Mulala**, Transitions of Care Pharmacist, Pharmacy
- **Sonja Garrett**, IS Project Director, Information Technology

Outcomes:

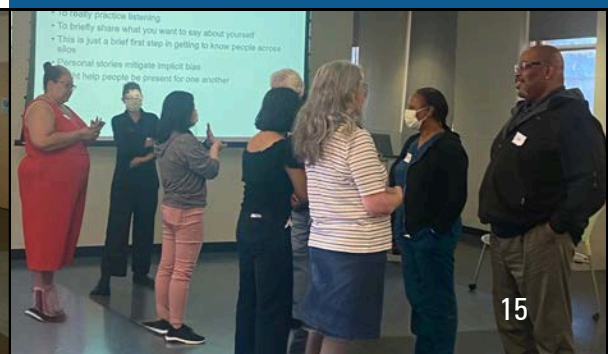
In 2023, the RCC-ET Team:

- Held 18 Sessions
- Trained 108 Employees

Impact on Pharmacy

The Pharmacy Department at ZSFG has shown strong commitment to RCC-ET, resulting in improved communication, greater empathy, and a more inclusive environment, enhancing overall patient experience. **Key actions include:**

- **Facilitator Training:** The outpatient pharmacy supervisor approved a staff member to complete RCC-ET facilitator/Train the Trainer training
- **Encouragement and Paid Time for Workshops:** Starting in March 2023, pharmacy supervisors scheduled paid time for staff to attend RCC-ET workshops, ensuring widespread participation
- **Quarterly Staff Meetings:** In April 2024, the Pharmacy Director integrated RCC-ET into all-staff meetings
- **Special Project Time:** The Chief Pharmacy Officer allocated special project pay for a staff member to serve as Co-Director of the RCC Program.







DEPARTMENT EQUITY LEADERSHIP

TRANSFORMING THE HOSPITAL UNIT BY UNIT

Many ZSFG Departments engage in DEI work by establishing their own committees or task forces. These teams provide a safe space for staff to share their equity concerns and empower staff to grow in leadership skills as they address issues ranging from equitable workforce practices to addressing health disparities. Below is a list of ZSFG departmental equity committees or initiatives and their leads.

Department	Lead(s)
Critical Care	Chrstina Bloom
Care Coordination	Amy Ou, Reanna Mourgos, Sandra Hall, Michele Lee
Food & Nutrition Services	Katie Jackson
Hematology-Oncology	Rebecca DeBoer, Gabriela Toache-Guerrero
Medical Surgical	Tanvi Bhakta, Lisa Winston
Patient Access	Brenda Barros, Bridggette Johnson
Perinatal & Pediatrics	Ana Delgado
Pharmacy	Liseli Mulala, Bradley Ramos
Radiology & Imaging	Bilal Chaney, Vishal Kumar, Lester Lacey, Elaine Martin
Specialty Clinics	Alonn Ilan, Brenda Barros
Urgent Care	Tanya Lagrimas, Carmen Liang

Over the past year, these committees have advanced equity through initiatives, including:

- 
Critical Care Developed more equitable career pathways for staff by revising policies and practices for internal promotion to increase transparency and opportunity.
- 
Perinatal Pediatrics Surveyed patients from different backgrounds and continued to deploy its Equity Toolkit to engage in Equity Timeouts.
- 
Patient Access Launched new equity committee and integrated equity training/conversations into orientation for new staff.
- 
Specialty Clinics Investigated disparities for no show rates and developed interventions such as increasing MyChart (patient online portal) sign ups.

EQUITY CHAMPIONS

CULTIVATING THE NEXT GENERATION OF EQUITY LEADERS

The Racial Equity Champions Program, launched by SFDPH's Office of Health Equity in 2020, empowers ZSFG staff at all levels to advance racial equity at work by:

- Ensuring at least 5 dedicated paid work hours a month for a year for equity learning and work
- Providing training in equity-related skills and concepts
- Forming a cohort for peer learning and support
- Creating a culture of continuous improvement in equity: once a Racial Equity Champion, always a Racial Equity Champion!

2023-2024 EQUITY CHAMPIONS & PROJECTS



Brenda Barros
Chief Clerk

Patient Access/Specialty Clinics

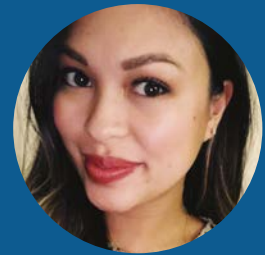
Mentoring and creating safe spaces as leader of Patient Access Equity Committee



Joan Torres, MSN, MBA, RN
Nurse Manager

Behavioral Emerg Response Team

Organizing monthly discussion on race and equity, enhancing staff training



Kathleen Bautista, RN, BSN
Clinical Nurse Educator

Endoscopy

Improving medical transportation access for patients post-endoscopy



Liseli Mulala, RPh MPH PhD CDCES
Transitions of Care Pharmacist
Outpatient Pharmacy

Establishing the Pharmacy Equity Council and Affinity Team



Sandra Hall, LCSW
Social Work Supervisor
Department of Care Coordination

Co-founding and leading Unlearning Racism (DPH Employee Affinity Group)



About Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG):

ZSFG is a licensed general acute care hospital and the only Level 1 trauma center and 24-hour psychiatric emergency services provider in San Francisco. ZSFG is owned and operated by the City and County of San Francisco, Department of Public Health. As part of the San Francisco Health Network (SFHN), ZSFG provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health and rehabilitation services for adults and children.

Report Acknowledgements: San Francisco General Hospital Foundation, Jeffrey Nguyen, Liseli Mulala, Equity Council, ZSFG Quality Management - Performance Improvement, DPH Human Resources, ZSFG Communications.