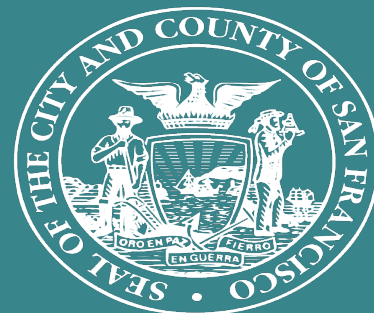


**ZUCKERBERG
SAN FRANCISCO GENERAL**
Hospital and Trauma Center

**Thriving Together:
Building a Supportive and Safe Environment for
ZSFG's Dedicated Workforce**

Aiyana Johnson, SFHN Chief Experience Officer



**San Francisco Department
of Public Health**

Diverse Stakeholder Team



Aiyana Johnson
• Care Experience



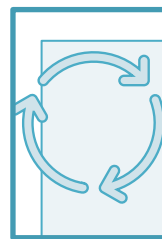
Adrian Smith
• Safety/Workplace Violence



Christine Falvey
• Communications



Will Huen
• Performance Improvement &
Patient Safety



Hemal Kanzaria
• Kaizen Promotion Office



Tanvi Bhakta
• Nursing



Sophia Lai
• Equity



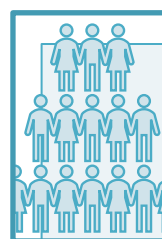
Khadijah Grant
• Staff Well-being & Experience



Justin Dauterman
• Education & Training



Jeff Critchfield
• Care Experience



Richa Dhanju Human
• Human Resources



Claire Bohman
• Spiritual Care



Angelica Journagain
• Safety/Workplace Violence

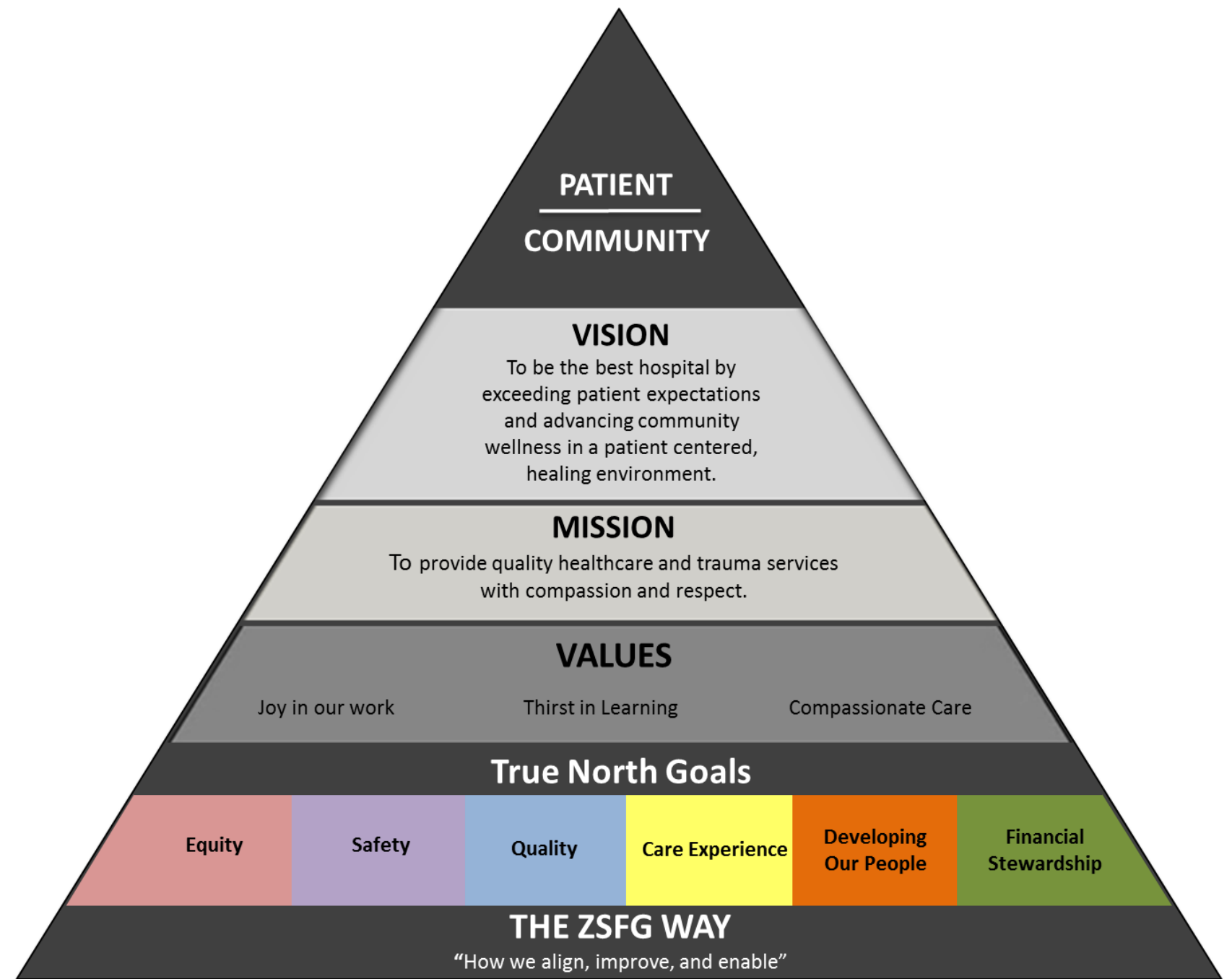


Joan Torres
• BERT



Star Knight
• UCSF Provider Experience

Background: Employee Engagement



Background: Strategy Evolution

	2016	2019	2020	2021	2022	2023
A3	Making ZSFG A Great Place To Work	A Better Place To Work	Becoming The Best Place to Work	Thriving at Work	Safe & Equitable Staff Experience	Safe & Equitable Staff Experience
FOCUS	Staff Turnover Job Satisfaction Resources	Communication Teamwork Leadership	Recognition Communication Wellness Engagement	Recognition Wellness Communication Staff Safety	Stress Burnout Safety Staffing	Safety

Employee Engagement Surveys: 2015, 2019 and 2023

Background: Our Challenges

- Operating within a complex organization
- Previous attempts to prioritize engagement have been hindered by crisis and resource limitations

Major transitions have occurred in last 8 years

Transition to a new acute care facility

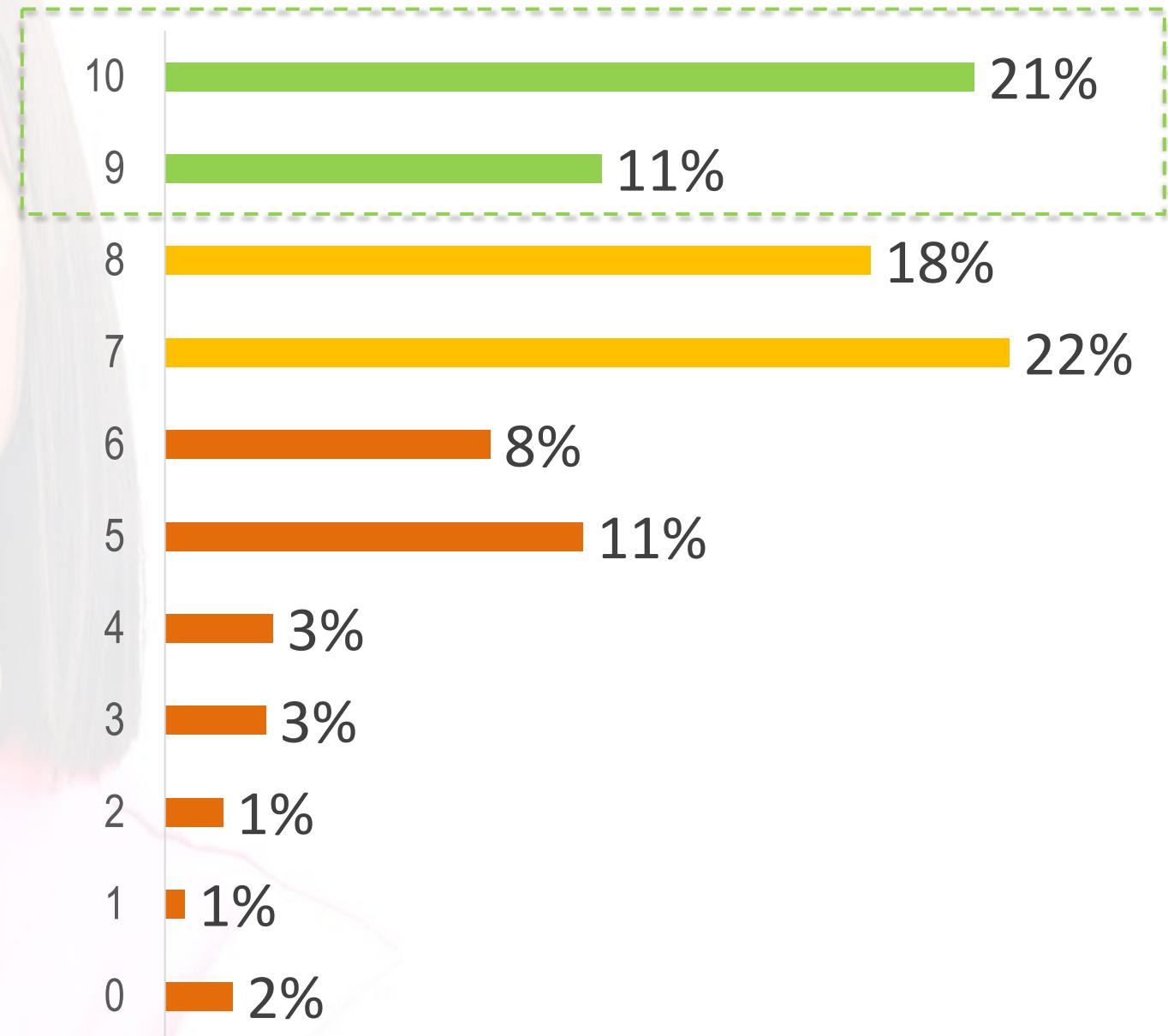
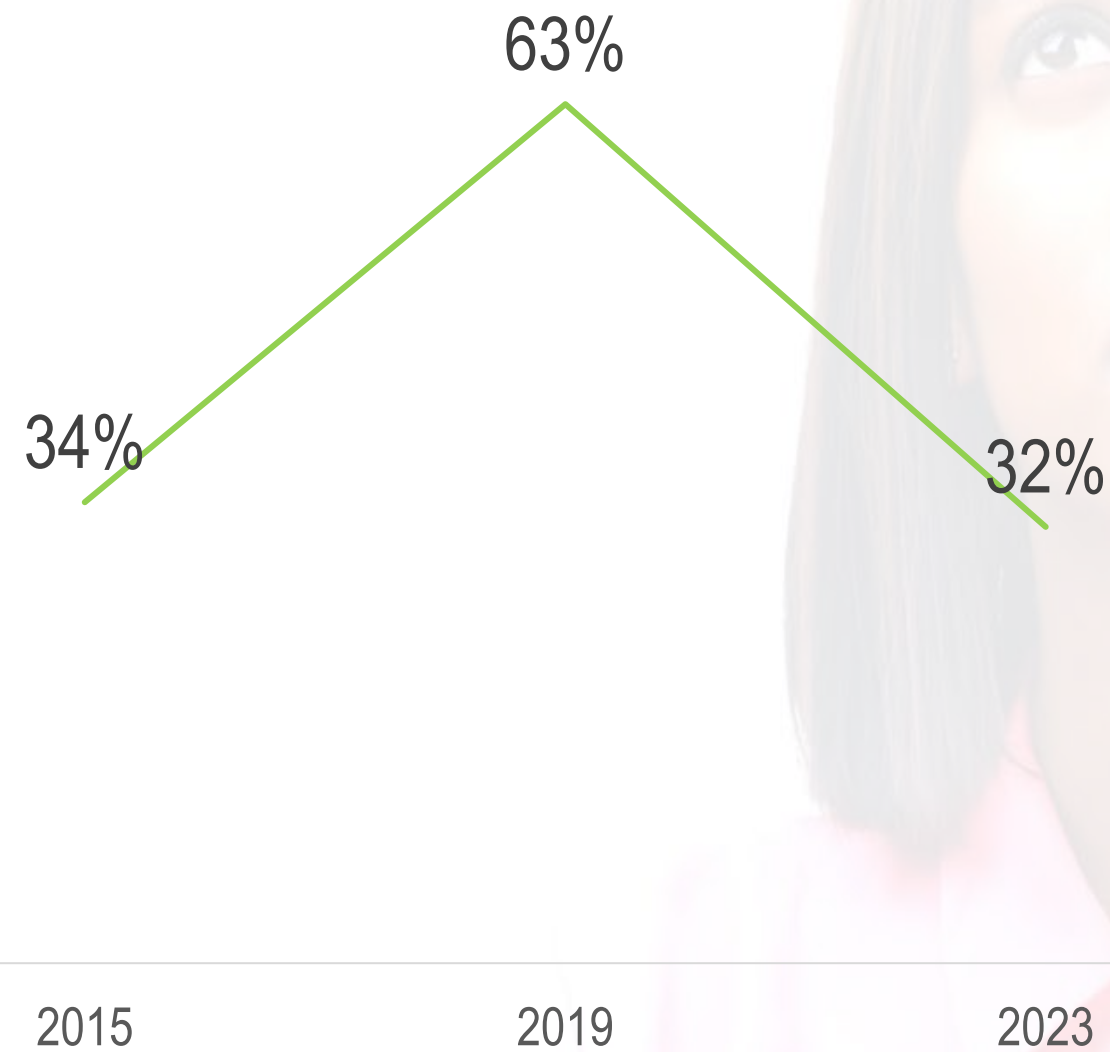
Implementation of Epic

COVID-19

Multi-year budget deficit

Current Conditions: Engagement is Declining

Likelihood to Recommend ZSFG As A Place To Work



Positive (9 & 10) Neutral (7 & 8) Negative (0-6)

Current Conditions: Engagement Drivers

	% Positive	Correlation
Likelihood to recommend as place to receive care	27%	0.64
Employees well-being and safety is highly valued	49%	0.57
Appropriate resources to do job effectively	47%	0.54
All levels of org communicate effectively	45%	0.52
Amount of stress I feel is reasonable	33%	0.49
Senior management is committed to patient centered care	77%	0.48
Employees encouraged to participate in safety decisions	51%	0.48
I will not be looking for a position elsewhere	45%	0.48
Senior management in my area is committed to patient centered care	80%	0.48
Organization values employees from different backgrounds	78%	0.46
Rate organization in terms of respectful interactions that patients receive	73%	0.45
Rarely or never feels emotionally exhausted at work	14%	0.45
Organization expects employees to treat others with respect	83%	0.43
Fair distribution of opportunities/rewards	51%	0.43
Provided with resources to emotionally support our patients	17%	0.42
Manager creates opportunities for my growth	55%	0.42
Satisfied with support received from person I report to	65%	0.42
Managers and supervisors in my unit treat staff from all racial and ethnic backgrounds with respect	77%	0.41

Low performing and Highly correlated to Engagement metric



Low performing + high correlation



High performing + high correlation

Current Conditions: Our Efforts

- Wellbeing Pop-Up Events
- Animal Therapy Days
- Restore Lounge
- Sweet Treat - Appreciation Days
- Gratitude Month
- In-Person Wellness Classes
- Care Giver Days
- Pet Therapy
- Assault Governance Committee
- Daily Digest – all staff communication
- Code Lavender



ZSFG Recognition November Calendar						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Staff Well-being Restore Lounge @ ZSFG Community Wellness Center Building 5, 2 Floor, Rm 2D35 Wellness now provides lounge time for staff to restore and reset in our beautiful, serene environment. Grab a cup of tea, listen to spa music, read a book, meditate, or get a back, foot, or hand massage, or take a yoga stretch on our floor, whatever you need to restore we are open and here for you. Tuesdays 10–12 PM & 1–4 PM Thursdays 10–11 AM & 1–4 PM Closed Nov. 20–25			1 Drop by the Wellbeing Center for Gratitude Kickoff 10:00 AM–2:00 PM	2 Check out Gratitude Gallery Walk in Mezzanine Whole Body Bootcamp 11:00 AM–12:00 PM @ Wellness Center Zumba 12–1:00 PM @ Wellness Center	3 What are you grateful for?	4 Tell 3 people you work with why you're grateful for them
5 Ask someone how they really are and listen to the answer	6 Salsa Dancing 12–1:00 PM @ Wellness Center	7 Yoga Wellness 12–1:00 PM @ Wellness Center Town Hall 2–3 PM	8 Well-being Pop-up: 10 AM–2 PM @ Wellness Center	9 Whole Body Bootcamp 11:00 AM–12:00 PM @ Wellness Center Zumba 12–1:00 PM @ Wellness Center	10 Veterans Holiday: Express gratitude for a coworker or Veteran	11 Spend a day saying only nice things about other people
12 Practice mindful breathing when you're facing a difficult situation	13 World Kindness Day – Be loud with your kindness today and go wild! Salsa Dancing 12–1:00 PM @ Wellness Center Sweet Treat Recognition Day 10:00AM–1:00PM	14 Call a friend or family member Yoga Wellness 12–1:00 PM @ Wellness Center	15 Well-Being Pop-Up: Animal Therapy 11 AM–12 PM @ Wellness Center Well-Being Pop-Up: Serenity Stroll 12:30–1:00 PM	16 Recognition Day – Check in with your Manager TODAY! Bootcamp 11:00 AM–12:00 PM @ Wellness Center Zumba 12–1:00 PM @ Wellness Center	17 Recognition Day – Check in with your Manager TODAY! TODAY!	18 Think about what you are most grateful for in your daily life
The Wellness Center will be closed Nov. 20–25						
19 Be kind to yourself today (and every day!)	20 Show appreciation for a colleague	21 World Hello Day – Say hello to a stranger and genuinely ask how they are	22	23 Thanksgiving Day Visit the Cafeteria for a special Thanksgiving meal Write about gratitude	24 Leave a note of encouragement for someone in your office	25 Think about family traditions that you are most grateful for

Zuckerberg San Francisco General Hospital and Trauma Center

Problem Statement

ZSFG faces a critical challenge of low staff engagement, exacerbated by the absence of a comprehensive employee engagement approach that acknowledges the diverse experiences of our staff. This inadequacy hinders the effective addressing of basic employee needs, contributing to diminished engagement evidenced by an engagement indicator score of 32%.

Targets

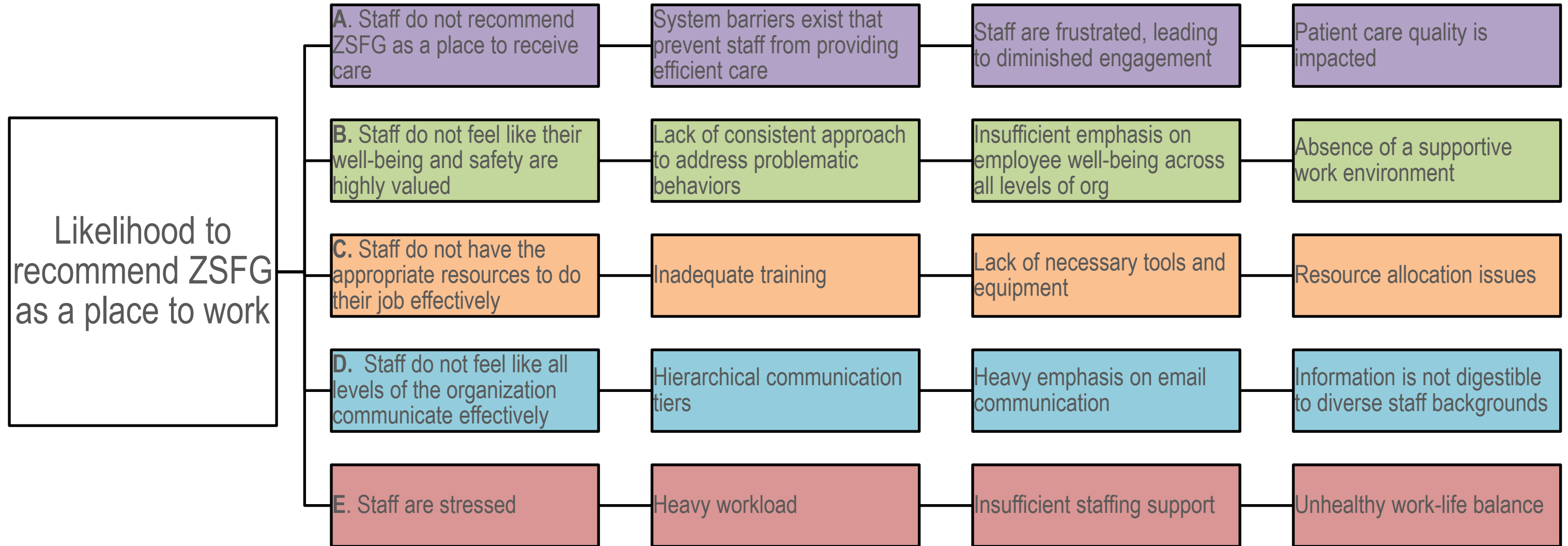
Metric	Baseline	Target
Operational Deployment: Achieve a 20% increase in departments reporting a staff experience improvement at PIPS*	TBD	TBD
Safety: Physical Assaults with Injury (# per Month) Data reflects the High-Risk Areas collaborating as part of the Assault Governance work, these are: Psychiatry (Inpatient and Psychiatric Emergency Services), Med-Surg, Behavioral Health Center, Emergency Department and Urgent Care	5.8	4

* PIPS = Performance Improvement and Patient Safety Committee

Target #1: Operational Deployment

- Utilize ZSFG's current performance improvement framework to enable operational level improvements.
- Focus on metrics with highest correlation to engagement:
 1. Likelihood to recommend ZSFG as a place to receive care
 2. Employee well-being
 3. Employee safety
 4. All levels of organization communicate effectively
- Implementation date July 2024

Analysis



Countermeasures

Cause/Barrier Addressed	Countermeasure	Description and Expected Results	Impact	Effort
Fragmented and inconsistent approaches to employee engagement	1. Establish a comprehensive staff experience approach	It will create a unified and sustainable foundation for ongoing efforts to enhance engagement	High	Low
Limited accessibility to holistic well-being activities	2. Partner with staff experience team to introduce and broaden well-being activities across all shifts.	It will ensure inclusivity and promote a healthier workplace.	High	High
Potential disparities and inequities in the workplace	3. Partner with DEI team to explore variations in employee experiences across different demographic categories.	It will lead to targeted initiatives that address diversity and inclusion challenges.	High	High
Inadequate support of workplace safety	4. Partner with Workplace Violence Prevention Operational A3 to deliver essential resources, training, and support.	It will result in a safer and more secure work environment.	High	High
Financial constraints hinder the implementation of impactful staff experience programs	5. Explore funding pathways that follow CCSF rules to support initiatives aimed at enhancing the overall staff experience.	It will contribute to improved staff satisfaction and well-being	High	High
Insufficient visibility and efforts to enhance staff experience at the department/unit level	6. Partner with the PIPS team to integrate staff experience improvement metrics in the department/unit reports	It will foster accountability and facilitate data-driven improvements at the department/unit level	High	High
Inaccessible communication	7. Improve communication in a manner that resonates with and is easily understood by staff.	It will keep staff consistently informed, connected and engaged	High	High

Accomplishments

- ✓ Formed a dedicated team focused on enhancing staff experiences
- ✓ Designed and implemented a program to prioritize staff well-being
- ✓ Analyzed employee experiences based on race and ethnicity
- ✓ Disseminated results from employee engagement survey
- ✓ Established department dashboards displaying employee engagement survey data
- ✓ Incorporated workplace violence into the overarching staff experience strategy
- ✓ Implemented personal safety and security escorts



Next Steps

1. Data Commitments

- Stratification of data by job class

2. Dept./Unit Accountability

- Dashboards and action planning

3. Well-being Activities

- Approach to disruptive patients
- Zero tolerance signage

4. Well-being Activities

- Equity in offerings

A woman with dark curly hair, wearing a yellow sweater, is sitting at a desk with a laptop. She has her arms raised in a celebratory gesture, smiling broadly. The background is a blurred office setting with a brick wall. The text is overlaid on the image in a large, dark, sans-serif font.

Engagement is not just a buzzword. It embodies the deep emotional commitment our staff holds towards ZSFG. When they feel **valued, supported, and connected** to their work, they become our biggest champions and drivers of success.