"Home is where the heart is" - Where is your home?
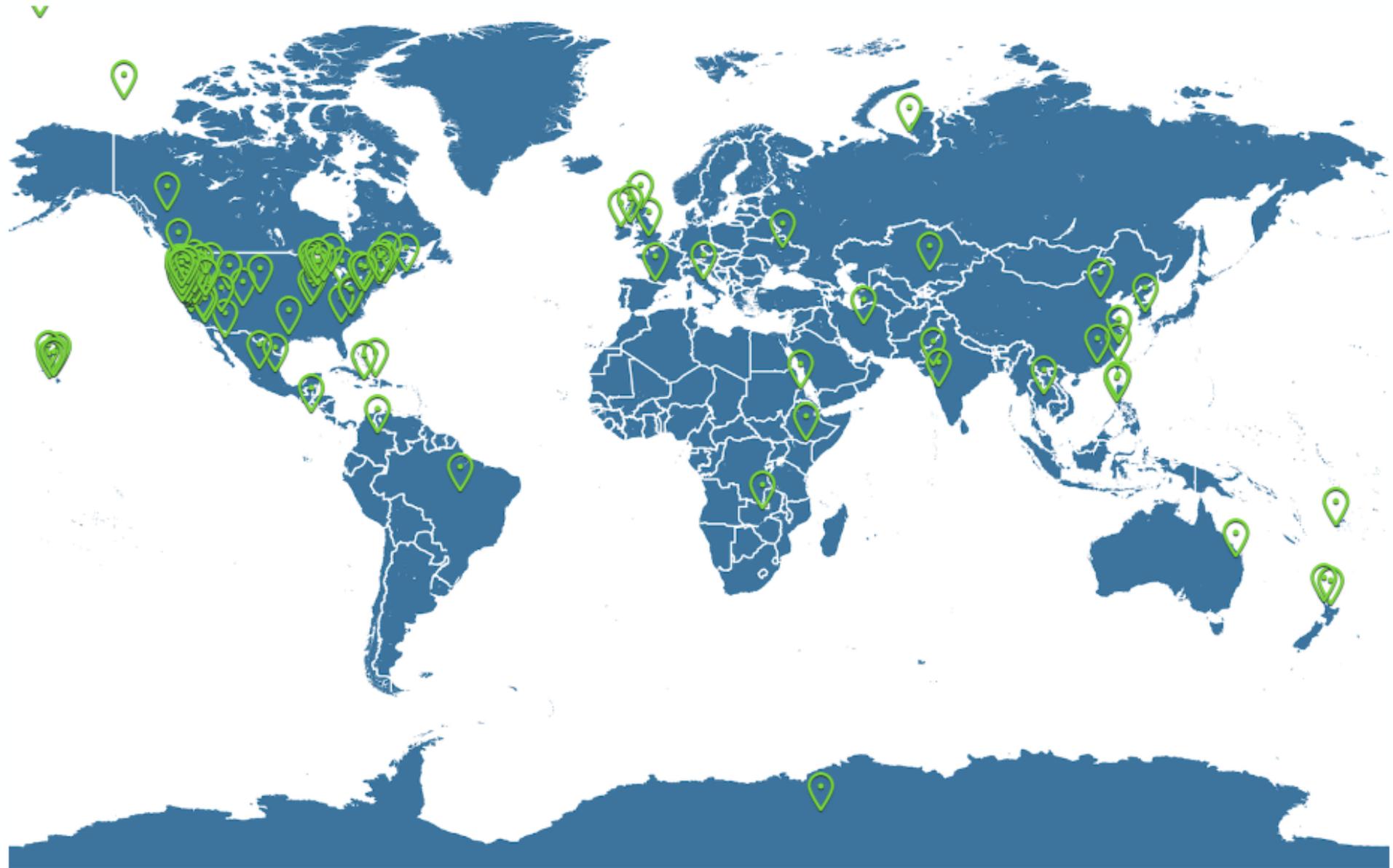
Welcome

Nancy Duranteau

UCSF Chief Learning Officer

Agenda

- **Opening remarks from our leaders** (10 minutes)
  - Sam Hawgood, Chancellor
  - Sheila Antrum, UCSF Health Chief Operating Officer and Senior Vice President

- **Our latest survey results and what's happening globally** (45 minutes)
  - Gallup Organization

- **Spotlight on Progress** (5 minutes)
  - Nancy Duranteau, Chief Learning Officer

- **Community Forum** (20 minutes)
  - Affirm and Reinforce Our Organization-Wide Action Plan
  - Support Your Team-level Action Planning
  - Share Best Practices

- **Q&A/Closing:** (5 minutes)

UCSF

Opening Remarks

Sam Hawgood

Chancellor

UCSF

18,060

UCSF

2023 UCSF Engagement Ambassadors

AARON MILLS
AARON TABACCO
ABIGAIL DRAPER
ABRIL RUVALCABA
ADAM MARTINEZ
ADELAIDE SIT
ADRIANNE KHO
ADRIENNE BATINO
ADRIENNE DORCENT
ADRIENNE HALL2
AGNES CASTRO
AGRIL GIDDA
AILENE ESTALILLA
AIMEE VILLAS
AKBERET GHEBREMARIAM
ALBERT ABDELNOUR
ALEJANDRA PEACOCK
ALEXANDER SOLORZANO
ALEXIA CASTANEDA
ALEXIS DIAZ
ALEXIS MITCHELL
ALEXSYS STROH
ALI BAGHERI
ALICIA RODRIGUEZ
ALISON NATTER
ALLEN WOO
ALMA GARCIA
ALYSA GONZALES
ALYSSA BORGETTI
AMANDA LARA
AMANDA SANCHEZ2
AMANDA SCHANTZ
AMANDA TUCHINSKY
AMY MCDEVITT-WEISHAAR
ANA GUERRERO
ANA ZARATE
ANDREA DOWLING
ANDREA PIERCE
ANDREA WILSON
ANDREAJEAN BENAVENTE
ANDREW DAVID
ANGELA GROSS
ANGELINA MARINELLO
ANITA COLGAN
ANNA CHEN
ANNE LANAZA
ANNEMARIE PIMENTEL
ANNETTE WHEELER
ANOOPUM JASSAL
ANTAWN KING
ANTHONY BORG
ARESHA MACKEY
ARIANA MARTINEZ
ARJABI THAPA
ARSALAN SHAIKH
ATHENA NAPOLEON
AUDRA FREEMAN
AUNG OO
AY FONG

BAILEY MANEGO
BEATRICE LOPEZ
BECCA QUIMBY
BETHANY SMITH
BEVERLY DEGUZMAN
BEVERLY LEE
BINH PHAN
BOBBI WESTLAND
BRADY RALSTON
BRI FERNANDEZMONDIA
BRIAN JARZAB
BRIAN TOM
BRIAN-ALVIN CHING
BRITTANY BOSSCAWEN
BRITTANY HOWZE
BRITTNEY CARTER
BRITTNEY GOUGH
BROOKSLEY BIGART
CAITLIN HURLEY
CANDACE CRAWFORD
CARISSA EAKER
CARL RUSSO
CARLA MEDINA
CARMEN SEGISMOND
CAROLE REILLY
CAROLINA GUZMAN
CAROLYN DONNELL
CAROLYN GEUBELLE
CAROLYN SADLER
CASSANDRA DARDEN-JENKINS
CASSANDRA GALURA
CATHERINE HOLMES
CATHLEEN STUGARD
CELINE CHUN
CHANDRA BATES
CHERRYPIE DEVEYRA
CHRIS MASTACHE
CHRIS THACKER
CHRISTINA SOTO2
CHRISTINA TERRY
CHRISTINE PALADINO
CHRISTINE SORENSEN
CHRISTINE-JOY MANONGDO
CJ FROSCH
CLARITA CERVANTES
CLEOFE FENIQUITO
CLIFFORD YIP
CODY CANAS
CODY ESTES
COLBY CHOI
COLETTE ONO
CONNIE JACKSON
CORNELIA PROVOST
CRISSY PANGAN
CRISTINA MORRISON
CRISTINE GOZUM
CRYSTAL BESANT

CRYSTAL MCMULLEN
CSARINA REYNOSO
CYNTHIA FITZPATRICK
DAN HRABOSKY
DANIELLE CALLAGHAN
DANIELLE COLLINS
DANIELLE FERNANDEZ
DANSKI PEREZ
DANTE SKIDMORE
DANYELLE VELONZA
DANYI YU
DAPHNE OLIVER
DAVID CHEN
DAVID GONZALEZ
DEBORAH SULLIVAN
DEIDRE LEHMAN
DEIRDRE ALMANZAN
DENIS IBARRA
DIANE HOLLANDER
DINA FREIJ
DINA LEE
DONNAMARIEMAGNOLIA SABLAD
ECHO ROWE
EDNA VILLALVAZO
EDUARDO MARTINEZMORENO
EDWARD PALOR
EDWARD SAMAYOA
EILEEN ABUAN
ELAINE SOLIS-TALOSIG
ELICIA ROZIC
ELIN HORWEDEL
ELIZABETH ABAO
ELIZABETH GAMBEL
ELIZABETH SOARES
ELLIAZAR ENRIQUEZ
EMAN MAGHRBI
EMEBET AKLILU
EMILY BRUMSTED
EMILY KERES
EMILY SHEN
EMILY STEVENS
EMINA SEREMET
EMMA SEBASTIAN
EMMANUELA SANTILLAN
ERIC APPLE
ERIC ROBERTSON
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ERIKA NOORDA
ERIKA PADILLA-MORALES
ERIN HARRISON
ERIN KEARINS
ESTHER LEJANO
ETHAN LISCHIN
ETHEL ODIAKOSA
EVA TOM
EVAN RICHARDSON
EVELYN REASE

FADY BEKHEET
FELICIA MANZUR
FERDINAND MENESES
FERNANDA ALBARRACIN
FRANK RUIZ
FRANK YANG
GABRIELA CARDONA
GABRIELA ZARAGOZA
GAYLE KOJIMOTO
GEORGE HSUANG
GIGI FONG
GIL LORENZO
GILDA YAP
GINA ALVINO
GINA BRINGAS-CINCO
GLENDA SHARP
GORETTEE MOK
GREG ONG
HAERIM HAM
HAIYEN HOANG
HANNAH MENTJES
HANNAH SKOLNIK
HANNAHROSE CATIBOG
HEATHER MCCORMICK
HEATHER RODRIGUEZ
HELEN-VANESSA MEDRANO
HIRA SAFDAR
HOLLY ALLEY
HONEYLYN UMAGAT
IAN BAISAS
ILMA GARCIA
INEZ ARAYA
IRIS AMBROGIDEOLIVARES
IRIS HILL
IRIS KAUF
JACKIE VUE
JACKY CASTILLO
JACOB BRIDGE
JACQUELINE ESTRADA
JACQUELINE HO
JAIME CARPENTER
JAMES FAISON
JAMIE MANGAN
JANA AVILA
JANET FAUSTO
JAQUELINE BRISENO
JARAD BALDWIN
JASMINE GERGIS
JASON DONG
JASON NGHE
JASPER WU
JAYCEE DEGUZMAN
JAYDEE CANLAS
JAYLEN WALKER
JEAN ECHON
JEFFREY VU
JENNA BLANCIA

JENNA CALTON
JENNIE BALDWIN
JENNIFER BUNGAY
JENNIFER FORD
JENNIFER HAYASHI
JENNIFER JACKSON
JENNIFER KIRSCH
JENNIFER LIAO
JENNIFER MURRAY
JENNIFER SCHWARZ
JENNIFER SHAULL
JENNIFER SILVERIO
JENNIFERMARIBEL CHAVARRI
JEREMIAH ALMARIO
JEREMIAH YOO
JEREMY SHER
JERUSALEM GEBRU
JESSICA CONTRERAS
JESSICA CROSBY
JESSICA JEWELL
JESSICA MENDOZA
JESSICA NELSON
JESSICA REYES
JESSICA TAME
JESSICA WILLIAMS
JESSICA YALUN
JHINYL TIDALGO
JILL GARRISON
JILL GLEASON
JILLIANE VERSOSA
JOANE KIM
JOANNE STEINMETZ
JOENIEL JOVERO
JOEY BERNAL
JOHN CORNEJO
JOHN MCADAMS
JOHN MCWALTER
JOHN ORLANDO
JOHN STACK
JOHN STONEHAM
JOHN SWANNER
JOHN TOOMEY
JOHNJUSTINE MIER
JOHNNA DELACRUZ
JOHNPAUL FERRER DE JESUS
JONATHAN JOHNSON
JONATHAN LI
JONATHAN LY
JONATHAN PERALTA
JONATHON WILSON
JOOHYE LIM
JOSE GARCIA
JOSE PADILLA
JOSEPH GARCIA
JOSHUA PFAFF
JOSIERIE CASTRO
JOY VALENTIN

JOYEE ZHU
JUAN HURTADO-RODRIGUEZ
JUDY CHOI
JUDY HUANG
JULES MUNOZ
JULIA LEE
JULIA MARCHENKO
JULIE HAMMOND
JULIE TRINH
JUSTIN LEE
JUSTIN VANG-MOORE
KAILYSS FREEMAN
KALEY MASON
KALI POLICH
KAREN LEE
KARI LIM
KARIN LIM
KATE TEFFT
KATHLEEN BATES
KATIA MOUSSA
KATIE LAM
KAYLA BUI
KEERTHANAA JEEVA
KEITH ENDERS
KELLI ADAMS
KELLY CANEPA
KELLY GRAFF
KENDY MORA
KENNETH LASLAVIC
KEVIN ELDERJR
KEVIN GUANLAO
KEVIN MOCKER
KEVIN STONE2
KHAI LY
KIEN TRUONG
KIM LAPEAN
KIM TORRES
KIMBERLY CANADA
KRIS ROQUE
KRISTEL MAGNO
KRISTEN SZETO
KRISTIN CLAWSON
KRISTIN JOYCE
KRISTINA LEE
KRISTINE KELLER
KRYSTAL WHITAKER
KRYSTLE ROWLANDS
KYLE AHMADI
KYLIE LEUNG
LANECIA STROM
LARISA VAYNSHTEYN
LATRELL HARRIS
LAURA HOFF
LAURA MARTINEZ MENDEZ
LAUREN L'HEUREUX
LAUREN REHBEIN
LEA SMITH

LEAH WESOLEK
LEE EINHORN
LEILA WARD
LEO CHAVEZ
LEO LI
LEOPOLDO FREJAT
LEOPOLDO ORTIZ
LESANDRA VALVERDE
LESLIE GUTHIN
LESLIE MARTINEZ
LINDA HUSARY
LISA LEY
LISA MARCHI
LISA VALENTINSSON
LIYING ZHOU
LIZ DEVLIN
LIZETTE TOMLINSON
LONA HERMAWAN
LONG VO
LORENA RUBIO
LORRAINE SOLIMAN
LOVEGIBA GROSS
LUBA DELPUERTO
LUCY CAMARENA
LUVLEEN KAUR
LYKA IBARRA
MADELINE RAITHEL
MADISON EBKE
MAKENZIE BOYLE
MALIA MARTIN
MARCIA SOARES
MARGARET RUBINO
MARIA PONCE
MARIA RANGEL
MARIANNE DOYLE
MARIANNE MELAD
MARIANNE OHLSON
MARICELA HERNANDEZ
MARIENICOLE GATCHALIAN
MARINA KHAMHAENG WONG
MARISA RYAN
MARISSA CASTORO
MARK BAUTISTA
MARLIES SWANSON
MARQUITA RABEL
MARTIN ARREDONDO
MARVIN ORTIZ
MARY BANGE
MARY DELAHUNTY
MARY FAULKNER
MARY FRAZIER
MARY TRAN
MARYJANE LEVY
MARYKATE MAIER
MARYROSE MCMAHAN
MATTHEW LOEHRER
MAURICIO ROMAN

MAY PETALVER
MAYFLOR UDAN
MEAGAN MASIAS
MEGAN GONZALEZ
MEGHAN OWENS
MELANIE REYES
MELISSA ABENATH
MELISSA LINCKS
MELISSA PEDERSON
MELODY CHAMPAGNE
MELODY LADRIDO
MELODY UNGSON-ANDERSON
MERLE BANEZ
MICHAEL A CHAGOYA
MICHAEL MUNCHUA
MICHAEL RADICH
MICHAEL SORENSON
MICHELLE CLARK
MICHELLE DEBLAUW
MICHELLE PADILLA
MICHELLE SISON
MIGUEL VILLARUEL
MIKAELA CASTRO
MIKEAL LEVI
MIKELA BARULICH
MILLIE TOVAR
MIMI BRONCO
MIN ZHU
ISABELLA HARTLEY
MIRIAM PALM
MITCHELL MCNAMARA
MONICA GARCIA
MONIQUE PHILLIPS
MUNI SHANKAR
MYLENE GANA
NABAWEYAH CRAWFORD
NANCY BUI
NANG ZAWWIN
NAOMI PATEL
NATALIE TREVIZO
NATALIE WALLACE
NATHAN SHELDON
NEIL LORENZANA
NHEL DUNGCA
NICHOLAS STONE
NICHOLE GONZALES
NICKALAUS COLE-BUTLER
NICOLE KEYS
NICOLE LEINOV
NIHARI PATEL
NOEL BARONIA
NOELLE LEE2
NORA OCONNELL
OLGA MARTIN
OXANA RYABINSKAYA
PAMELA KIBRICK
PAUL VAUGHN

PAULA CHUNG
PAULINA AGUILAR
PAZ DELSID
PEGGY JOHNSON
PERRY KRAMER
PHAEDRA HUEY
PHILIP KONG
PHONG LOUIE
PINGWAH POON
POONYAPORN KHWANROD
RACHEL PROSSER
RACHEL SHUEN
RACHELLE EVANS
RAEBERN BELEN-CARMODY
RAGINESH PRASAD
RAIA ARTEAGA
RALIATU ISCANDARI
RANDY NGUYEN
RAQUEL STRAUSS
RAQUEL YEBRA
RAYMOND FRANCISCO
REAGAN RUPIO
REBECCA FREEMAN
REBECCA FUENTES
REBECCA JOHNSON3
REBEKKA CHARLES
REGINA MANALANG
RENEE MCALLISTER
RENEE PHIBBS
RENIE CHENG
REYMOND BABON
RICHARD MORALES
RICHARD TROTT
RITA MCCUE
ROBERT CRISSINGER
ROBERT MANSFIELD
ROBERT PIMENTEL
ROBERT ROBERTSON
ROCKY DELACRUZ
ROMY BENARD
RONI OWYANG
RONLEY AVILES
ROSA SAMAYOA
ROSALINDA GUTIERREZ
ROSE ROCHASANCHEZ
ROVIE TORRES
ROWENA RODARTE-DO
ROXANNE LEE
RUBA SHAIKH
RUSSEL FERNANDO
RYAN MENDONCA
RYAN WILSON
SALESH SHARMA
SAM SALMAN
SAMANTHA ROBERTS2
SANDRA BLANCO

SANDRA WONG
SANDY LEE
SARA WISELOGEL
SAVYON SORDEAN
SAYURI DECAIN
SCOTT CARLSON
SCOTT MARTIN
SCOTT MILLER
SCOTT TURNNIDGE
SEAN MCSTRAVICK
SEAN VO
SERGIO HUERTA
SHAMAILA SAGHEER
SHANIL KUMAR
SHANNON THORNBURG
SHARON HOANG
SHAUNA STRONG
SHEENA MILLER
SHEENAL KUMAR
SHEILA HULSE
SHEILA WHITE
SHELLEY PEPPER
SHELLY HEARNE
SHERRI PARKS
SHERRIE LEWIS
SIERRA ROSE
SIGRID TARROZADAVID
SILIA KATOA
SILVIA RENDEROS
SIONGLAN TJHANG
SONIA HERNANDEZ
STACIE ROBINSON
STEPHANIE CHEN
STEPHANIE GONZALEZ
STEPHANIE SIA
STEVEN HENDERSON
STEVEN LEVI
STEVEN PHAM
STUART GAFFNEY
SUE FOX
SUSAN CACERES
SUSAN CHIM
SUSAN PASKOWSKI
SUSANNA CHAU
SUZANNE SAPERSTEIN
TAMARA PABIS
TAMARAL NELSON
TAMMY PHAM
TANISHA CLARKE
TANYA JANSEN
TAWNYA NAPOLI
TAYLOR LIU
TAYLOR LIU (2)
TEENA OBRIAN
TEMINA ADGER
TENZIN GURUNG
THANH-TAM PHAN

THAO KHUC
THERESE DENOGA
THOMAS GIANNINI
THU LE
THUPTEN LHUNDUP
TIFFANY JOHNSON
TIM HUI
TIM NGUYEN
TIMOTHY ADAMICH
TINA KIM
TINA SMITH
TINA WERBLIN
TODD COMPTON
TODD WRIGHT
TONI OYAFUSO
TRACIE KOENIG
TROY GRECO
VALERIE KEETON-DAMAGO
VALERIE MATEO
VALESKA ESPINOZA
VAN HA
VANESSA YORK
VEERENDRA SHARMA
VERONICA BITZ
VERONICA GOLDMAN
VERONICA NEPVEU
VERONICA VELASCO
VIANCA FLINT
VICTORIA HUTCHINSON
VICTORIA REYNOLDS
VICTORIA WILLIAMS
VIKTORIYA KOTLYAR
VINCENT CHENG
VIVIAN HUANG
VIVIAN TRAN
VIVIENNE CARLSEN
WAIMEN CHEE
WALT WONG
WARREN PAYNETA
WILL JONES
WINTANA AKLILU
XANDRO BULASO
XERMIAA NICHOLS
YAT CHEUNG
YINA ALVAREZ
YSABELLE HABON
YUDIRA GONZALEZ
YULIYA DORONKINA
YUMA ONO
YURIANNA NA
YVETTE COULTER
ZANETA DZIEDZIC
ZOE BELL

Learning & Organization Development at UCSF

UCSF

Opening Remarks

Sam Hawgood

Chancellor

UCSF

Reflections

Sheila Antrum

UCSF Health Chief Operating Officer and Senior Vice President

2023 State of Engagement & UCSF Results

Teresa Tschida, Rob DeSimone and Tom Voorheis

Gallup

UCSF

Key Insights from US Healthcare Industry

Engagement, Wellbeing and Burnout Have Declined across US Healthcare Since 2021

     Learning & Organization Development at UCSF
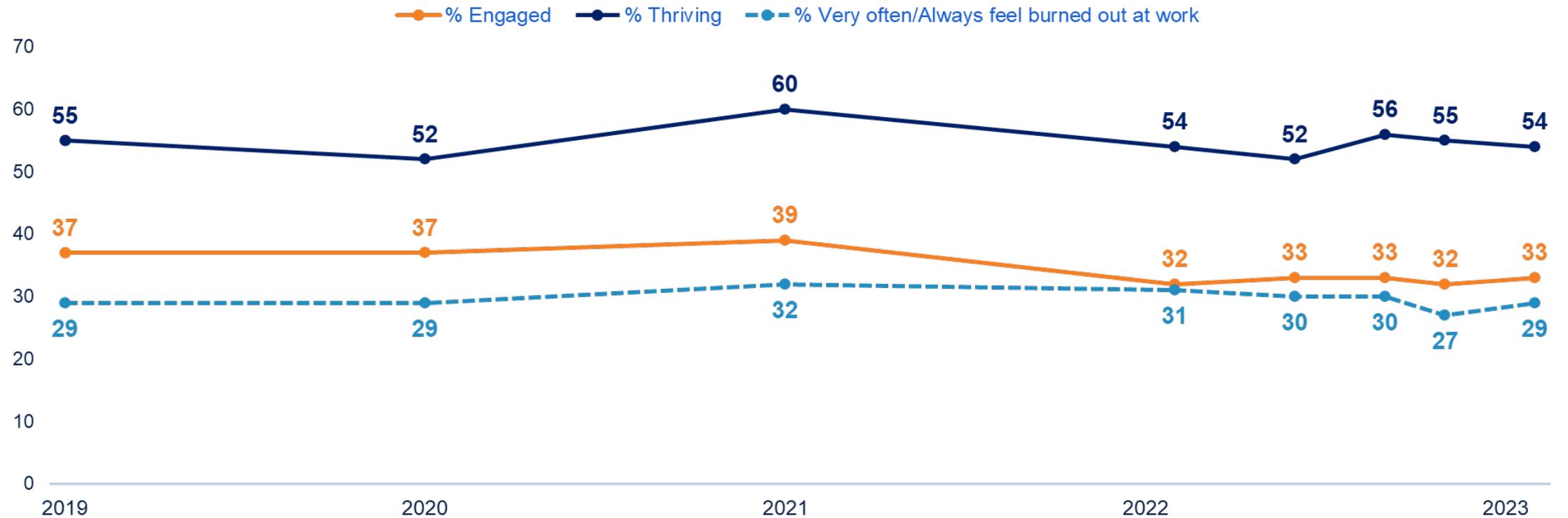
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UCSF Engagement Trend

Engagement has improved significantly since the program launch in 2011.

ENGAGEMENT GRANDMEAN OVER TIME

GrandMean (BCH Oakland)
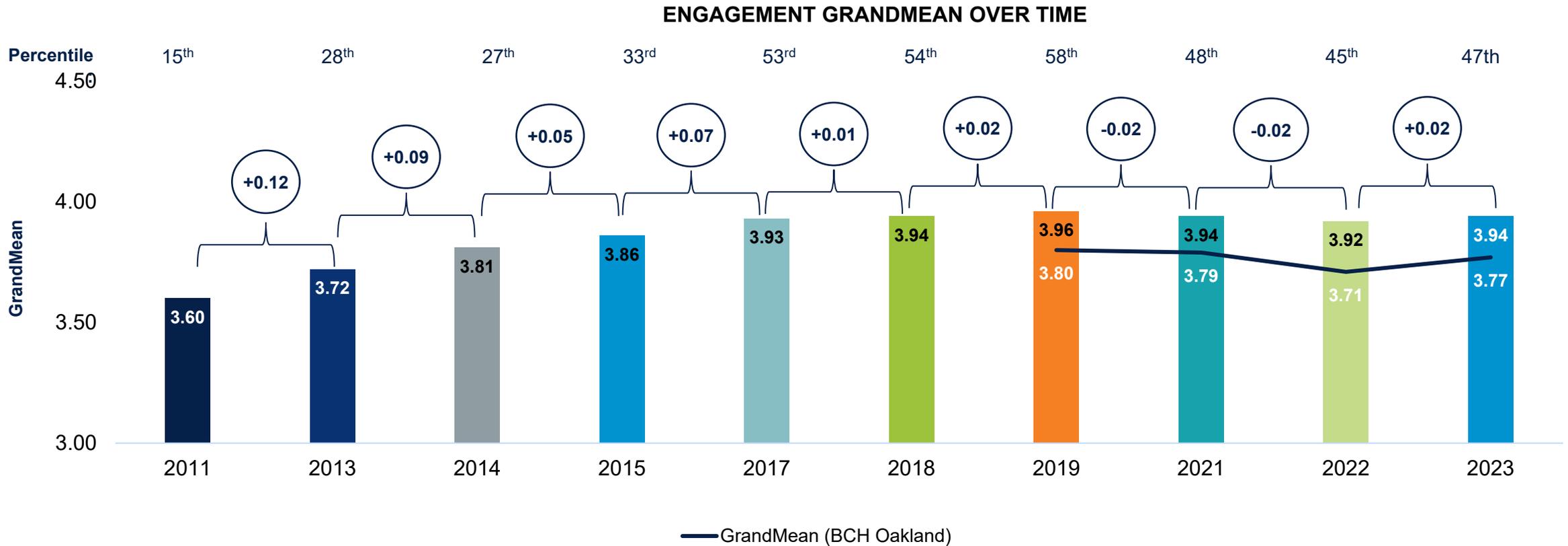
Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; for trending purposes does not include BCH OAK. Percentiles based on Gallup's Q12 Overall Company-Level Database per respective year. No 2020 Census survey.

Learning & Organization Development at UCSF

2023 Focus Areas

Percentile Rank:	1st–24th	25th–49th	50th–74th	75th–89th	90th+

Focus Area	2023	Δ 2023 vs. 2022	Benchmarks
Engagement	3.94	+0.02	47th Gallup Overall
Belonging	3.84	+0.02	N/A
Accountability Index	3.72	+0.09	30th Gallup Overall
Burnout (% Always/Very Often)	36%	-3	29% National Average for Healthcare
Overall Wellbeing	3.55	N/A	17th Gallup Overall
Race and Equity Preparedness Conversations (Managers Only)	42% Strongly Agree	N/A	42% National Average Among Managers

This survey administration includes two new focus areas: Wellbeing and Race and Equity Preparedness (for managers only).

Results in all other focus areas are trending higher, year over year. Belonging and engagement both ticked up by .02, with engagement falling at the 47th percentile.

In Gallup's academic health systems, engagement is also trending up over 2022, at a rate similar to UCSF.

A key success for UCSF is the improved Accountability Index, indicating employees are experiencing increased commitment to action.

The biggest areas of concern lie in burnout and wellbeing, which limit UCSF's ability to achieve a better employee experience. The national healthcare average burnout came down by 2%, while UCSF reduced by 3%.

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined. Percentiles based on Gallup's 2023 Q12 Overall and Additional Items Company Level Databases; Belonging Index defined as the 10-item construct. Wellbeing and Feel Prepared are new items in 2023, year-over-year comparison unavailable. "I Feel Prepared" item asked as a Belonging Index follow-up to UCSF managers only; managers defined as any employee with at least one direct report.

Learning & Organization Development at UCSF

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Each engagement item addresses employees' *emotional needs.* Meeting these needs helps *them* have *more* of their *best* days at work.

	ENGAGEMENT ELEMENT	EMPLOYEE NEED
GROWTH *How do I grow?*	Q12. This last year, I have had opportunities at work to learn and grow.	Challenge me
	Q11. In the last six months, someone at work has talked to me about my progress.	Help me review my contributions
TEAMWORK *Do I belong?*	Q10. I have a best friend at work.	Help me build mutual trust
	Q09. My associates or fellow employees are committed to doing quality work.	Help me feel proud
	Q08. The mission or purpose of my company makes me feel my job is important.	Help me see my importance
	Q07. At work, my opinions seem to count.	Hear me
INDIVIDUAL CONTRIBUTION *What do I give?*	Q06. There is someone at work who encourages my development.	Help me grow
	Q05. My supervisor, or someone at work, seems to care about me as a person.	Care about me
	Q04. In the last seven days, I have received recognition or praise for doing good work.	Help me see my value
	Q03. At work, I have the opportunity to do what I do best every day.	Know me
BASIC NEEDS *What do I get?*	Q02. I have the materials and equipment I need to do my work right.	Keep me safe, efficient and less stressed
	Q01. I know what is expected of me at work.	Focus me

Learning & Organization Development at UCSF

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Engagement Predicts Performance at UCSF

There is a strong connection between engagement and business results.

26% less absenteeism

12% fewer late days
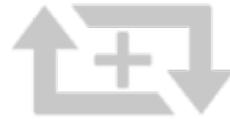
60% less burnout

31% more recognition given

7% more recognition received

Engaged Employees Drive Innovation and Move the Organization Forward

Engaged

Not Engaged

Actively Disengaged

% in Gallup U.S. Working Population

34%	50%	16%

% in Gallup Q^{12} Client Database

50%	40%	10%

Learning & Organization Development at UCSF

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Who We're Hearing From

ENTITY	2023 Invited	2023 Response	2023 Response Rate	Δ '22-'23
Average Gallup Overall Company Level Database			**81%**	
UCSF Total Population	**25,565**	**18,060**	**71%**	**+2**
Campus	9,245	5,941	64%	±0
Health	15,597	11,620	75%	+1
FAS	2,276	1,950	86%	+3
BCH	4,067	2,623	64%	-3

ENTITY	2023 Invited	2023 Response	2023 Response Rate	Δ '22-'23
School of Medicine	5,526	3,099	56%	-1%
School of Dentistry	212	151	71%	+15%
School of Nursing	199	85	43%	+3%
School of Pharmacy	199	122	61%	-5%

Note: Response rates shown are for reporting groups provided by UCSF HRIS; unable to show response rate data for groups including Disability Status, Gender Identity, Racial Category, Sexual Orientation and Primary Work Setting because these are self-report categories.

Learning & Organization Development at UCSF

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Who We're Hearing From (continued)

RACE & GENDER IDENTITY	2023 Invited	2023 Response	2023 Response Rate	Δ '22-'23
American Indian/Alaska Native	88	57	65%	-2
Asian	9,788	7,081	72%	+1
Black/African American	2,276	1,425	63%	+2
Hispanic	3,910	2,684	69%	+1
Native Hawaiian/Other Pacific Islander	137	101	74%	+2
Two or more races	531	359	68%	+4
Two or more races (Not Hispanic)	149	88	59%	-10
White	8,065	5,907	73%	+1
Man	7,121	4,877	68%	±0
Woman	17,225	12,432	72%	+1
Non-Binary	1,218	750	62%	+1

ROLE	2023 Invited	2023 Response	2023 Response Rate	Δ '22-'23
Clinical	3,912	2,970	76%	+7
Non-clinical	21,652	15,089	70%	±0
Manager	2,709	2,336	86%	-1
Non-Manager	22,855	15,723	69%	+1
<1 Year	3,602	2,338	65%	+2
1-<3 Years	5,088	3,363	66%	+1
3-<5 Years	3,483	2,491	72%	+3
5-<10 Years	5,591	4,095	73%	+1
10-<15 Years	2,519	1,902	76%	+4
15+ Years	5,230	3,835	73%	±0
Union	16,870	11,319	67%	+2
Non-Union	8,694	6,740	78%	±0

Note: Response rates shown are for reporting groups provided by UCSF HRIS; unable to show response rate data for groups including Disability Status, Gender Identity, Racial Category, Sexual Orientation and Primary Work Setting because these are self-report categories.

 Learning & Organization Development at UCSF

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UCSF Overall Engagement Index & Ratio Trend

The number of engaged employees increased from 44% to 46%. This is better than the National Average. A good target for next year is 50%.

UCSF ENGAGEMENT INDEX OVER TIME
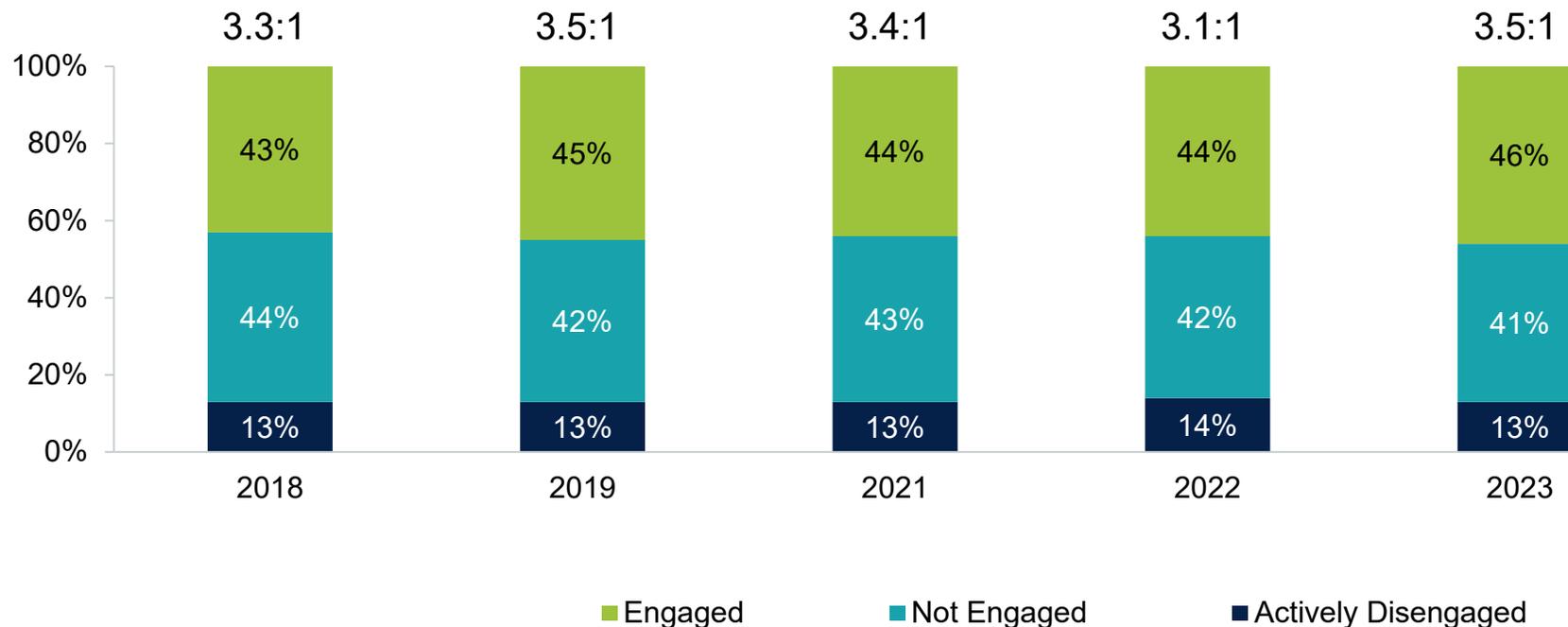
BENCHMARKS

	2018	2019	2021	2022	2023	National Average	Gallup Overall DB
Ratio	3.3:1	3.5:1	3.4:1	3.1:1	3.5:1	2.1:1	5.0:1
Engaged	43%	45%	44%	44%	46%	34%	50%
Not Engaged	44%	42%	43%	42%	41%	50%	40%
Actively Disengaged	13%	13%	13%	14%	13%	16%	10%

Legend: ■ Engaged ■ Not Engaged ■ Actively Disengaged
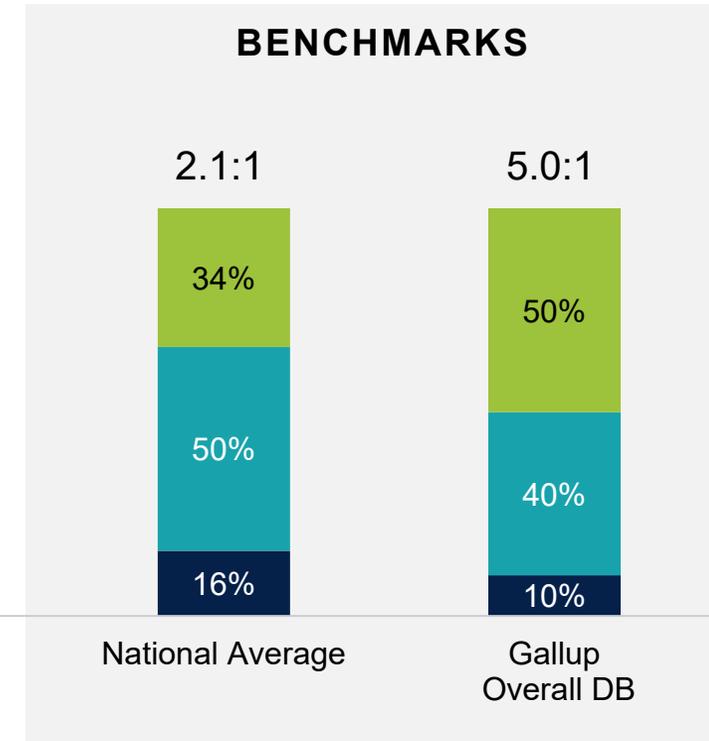
Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Due to rounding, the percentages may add up to 100% ± 1%; No 2020 Census survey

Learning & Organization Development at UCSF

The highest engagement items were: commitment to quality and connection to mission. The lowest items of opinions count, do best and materials and equipment indicate burnout.

			HIGH	LOW

| ENGAGEMENT ITEM RESULTS	FREQUENCY DISTRIBUTION (%1 %2 %3 %4 %5)	'22-'23 MEAN Δ	2023 MEAN	2023 P'TILE
Q12 This last year, I have had opportunities at work to learn and grow.	7% 7% 16% 27% 43%	+0.05	3.92	42nd
Q11 In the last six months, someone at work has talked to me about my progress.	10% 7% 14% 25% 44%	+0.01	3.85	53rd
Q10 I have a best friend at work.	13% 10% 19% 24% 35%	+0.04	3.59	50th
Q09 My coworkers are committed to doing quality work.	14% 31% 48%	+0.02	4.16	63rd
Q08 The mission or purpose of my organization makes me feel my job is important.	5% 5% 15% 29% 46%	±0.00	4.08	57th
Q07 At work, my opinions seem to count.	9% 9% 18% 29% 35%	+0.02	3.72	42nd
Q06 There is someone at work who encourages my development.	8% 7% 16% 27% 42%	+0.03	3.89	49th
Q05 My supervisor, or someone at work, seems to care about me as a person.	6% 6% 12% 24% 53%	+0.01	4.12	50th
Q04 In the last seven days, I have received recognition or praise for doing good work.	15% 10% 16% 23% 36%	+0.02	3.54	47th
Q03 At work, I have the opportunity to do what I do best every day.	6% 16% 33% 41%	+0.03	4.02	39th
Q02 I have the materials and equipment I need to do my work right.	7% 16% 33% 41%	+0.06	4.01	37th
Q01 I know what is expected of me at work.	9% 30% 57%	±0.00	4.39	46th

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Percentiles based on Gallup's 2023 Q12 Overall Company Level Database; Numerical values shown when 5% or higher

Learning & Organization Development at UCSF

UCSF

Entity Engagement Results

All large UCSF entities increased in engagement and belonging.
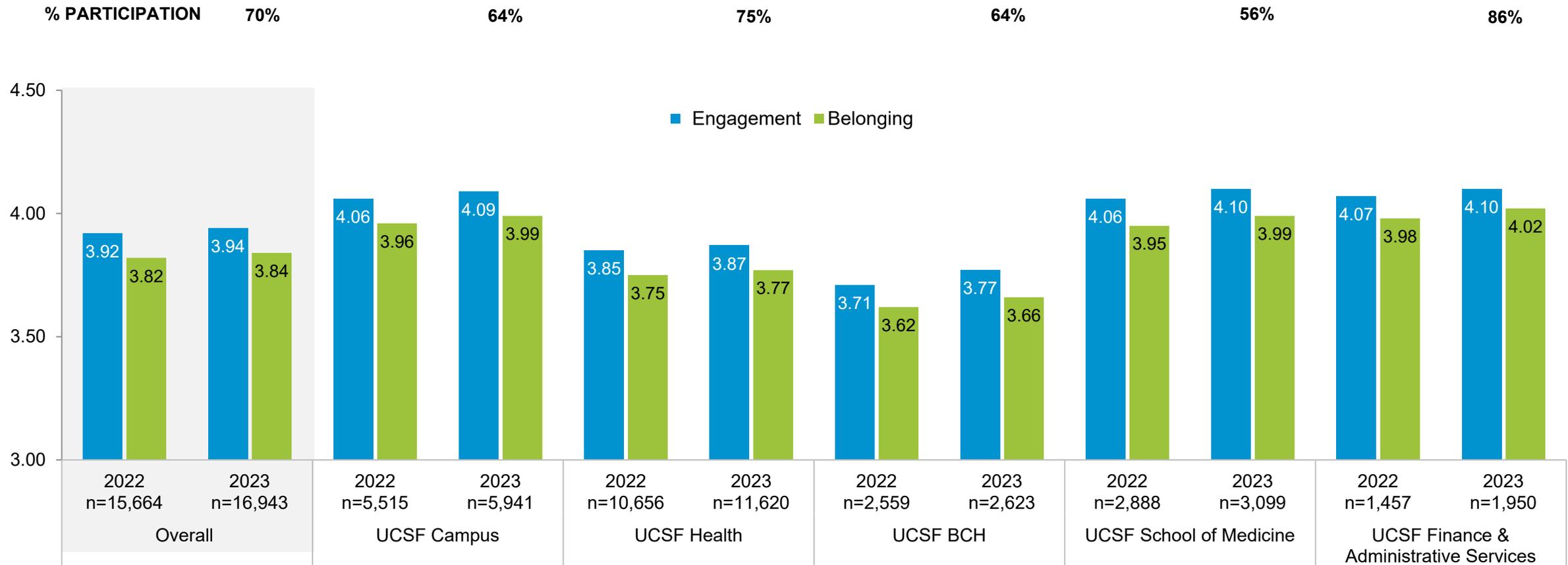
Note: UCSF Health (Suresh Gunasekaran's Rollup).

Learning & Organization Development at UCSF

UCSF Belonging Index

The **Belonging Index** includes four key questions from the Q^{12} *(workgroup level)* as well as six questions that help define belonging across three additional parameters *(enterprise level)* — **direction, support and respect**.

Q^{12} INCLUSION	**Recognition**	In the last seven days, I have received praise or recognition for doing good work.
	Cares	My supervisor, or someone at work, seems to care about me as a person.
	Opinions	At work, my opinions seem to count.
	Learn & Grow	This last year, I have had opportunities at work to learn and grow.
DIRECTION – ROAD MAP	**Can employees find information & resources to do their work?**	I know where to find the information and resources I need to help me do my job effectively.
	Is there a clearly defined path?	There is a clearly defined path to growth and development in my role.
SUPPORT – ADVOCACY	**Are managers strong advocates of employees?**	My manager or supervisor serves as a strong advocate for our unit/department.
	Do managers help employees progress?	My manager or supervisor is consistently trying to help me progress in my role.
RESPECT – UNCONS. BIAS	**Is there respect at work?**	At work, I am respected for who I am as a person.
	Are there equitable opportunities for advancement?	I have the same opportunities for advancement as other employees at my organization with similar experience and qualifications.
	(follow-up asked to managers only) **Meaningful Conversations with Team**	I feel prepared to have meaningful conversations about race and equity with my teams.

Learning & Organization Development at UCSF

UCSF

UCSF Belonging Index & Item Results

Respect and caring score high on belonging while advancement and having a clearly defined career path score low.

| | HIGH | LOW |

	BELONGING ITEMS	FREQUENCY DISTRIBUTION %1 %2 %3 %4 %5	2023 MEAN	'22-'23 MEAN Δ
Q¹² INCLUSION	In the last seven days, I have received recognition or praise for doing good work.	15% / 10% / 16% / 23% / 36%	3.54	+0.02
	My supervisor, or someone at work, seems to care about me as a person.	6% / 6% / 12% / 24% / 53%	4.12	+0.01
	At work, my opinions seem to count.	9% / 9% / 18% / 29% / 35%	3.72	+0.02
	This last year, I have had opportunities at work to learn and grow.	7% / 7% / 16% / 27% / 43%	3.92	+0.05
DIRECTION – ROAD MAP	I know where to find the information and resources I need to help me do my job effectively.	5% / 16% / 39% / 38%	4.05	+0.01
	There is a clearly defined path to growth and development in my role.	11% / 12% / 24% / 29% / 24%	3.43	+0.03
SUPPORT – ADVOCACY	My manager or supervisor serves as a strong advocate for our unit/department.	8% / 7% / 13% / 24% / 47%	3.96	+0.01
	My manager or supervisor is consistently trying to help me progress in my role.	9% / 8% / 17% / 26% / 39%	3.78	+0.02
RESPECT – UNCONS. BIAS	At work, I am respected for who I am as a person.	13% / 30% / 49%	4.15	+0.02
	I have the same opportunities for advancement as other employees at my organization with similar experience and qualifications.	10% / 8% / 17% / 29% / 37%	3.76	+0.02

UCSF OVERALL BELONGING INDEX:
Composite of the mean scores for the 10 items listed.

2023

3.84

Δ '22-'23: +0.02

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Due to rounding, percentages may add up to 100% ±1%; Belonging Index defined as the 10-item construct.

Learning & Organization Development at UCSF

UCSF

Entity by Belonging Index

Belonging results showed slight improvement across UCSF entities in 2023.

UCSF Health
- 2019: 3.78
- 2021: 3.73
- 2022: 3.75
- 2023: 3.77

UCSF Campus
- 2019: 3.91
- 2021: 3.96
- 2022: 3.96
- 2023: 3.99

UCSF Benioff Children's Hospitals
- 2019: 3.75
- 2021: 3.66
- 2022: 3.62
- 2023: 3.66

UCSF Finance & Administrative Services
- 2019: 3.95
- 2021: 4.02
- 2022: 3.98
- 2023: 4.02

UCSF School of Medicine
- 2019: 3.90
- 2021: 3.95
- 2022: 3.95
- 2023: 3.99

Legend: ■ 2019 ■ 2021 ■ 2022 ■ 2023
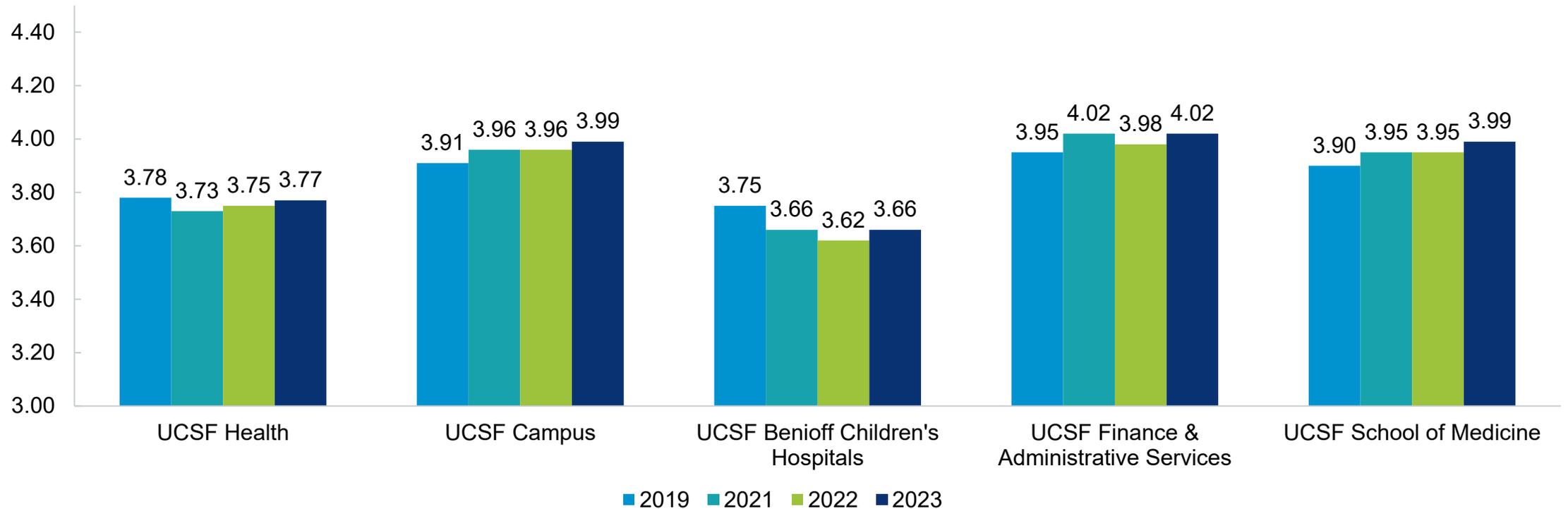
Note: UCSF Health is Suresh Gunasekaran's Rollup; UCSF BCH (BCH-Oakland and BCH-SF combined). Belonging Index defined as the 10-item construct.

UCSF Overall Engagement by Race/Ethnicity

Engagement varies by race/ethnicity segment, led by Native Hawaiian/Pacific Islander. Two or More Races and American Indian/Alaska Native segments show the greatest increases in engagement from 2022.
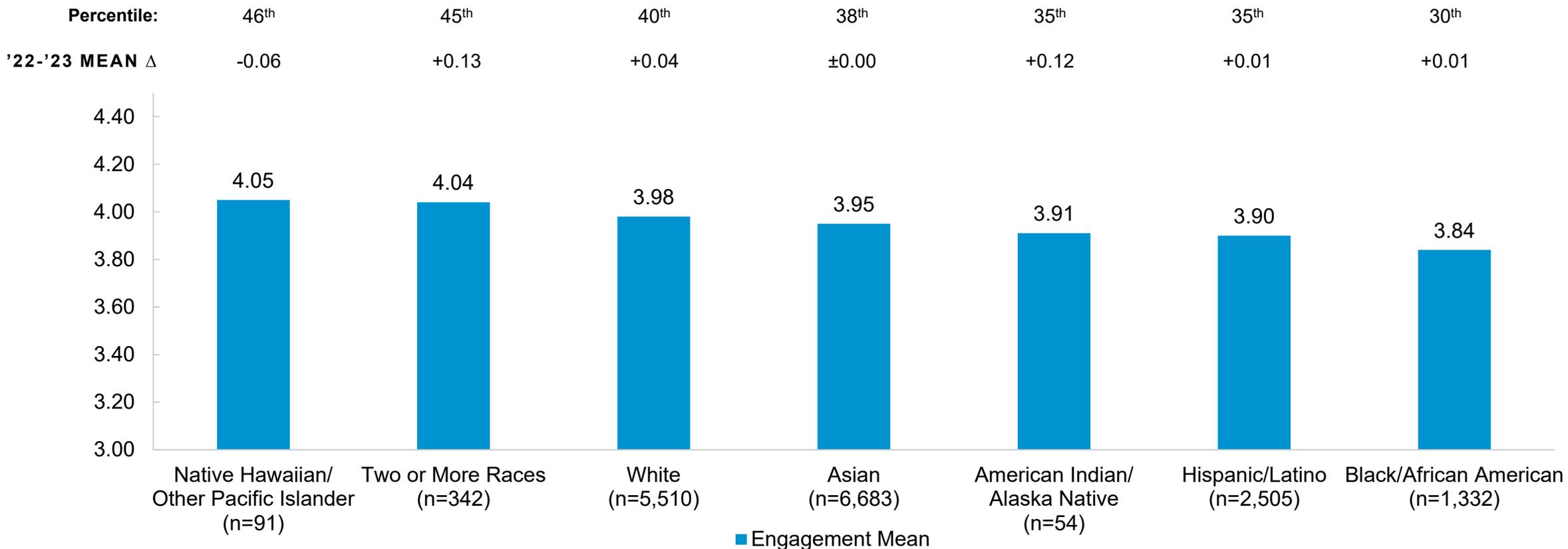
	Native Hawaiian/Other Pacific Islander	Two or More Races	White	Asian	American Indian/Alaska Native	Hispanic/Latino	Black/African American
Percentile:	46th	45th	40th	38th	35th	35th	30th
'22-'23 MEAN Δ	-0.06	+0.13	+0.04	±0.00	+0.12	+0.01	+0.01

Engagement Mean values:
- Native Hawaiian/Other Pacific Islander (n=91): 4.05
- Two or More Races (n=342): 4.04
- White (n=5,510): 3.98
- Asian (n=6,683): 3.95
- American Indian/Alaska Native (n=54): 3.91
- Hispanic/Latino (n=2,505): 3.90
- Black/African American (n=1,332): 3.84

■ Engagement Mean

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Percentiles based on Gallup's 2023 Q12 Overall Workgroup-Level Database. Ranked in descending order of GrandMean; The differences shown in Race/Ethnicity data have been verified at an overall level using a General Linear Model (GLM) that estimates mean scores while controlling for other factors of Job Category, Union Status, and Manager Status. Results of the GLM did not show any significant differences compared to Overall GrandMean, when controls are applied; Raw (uncontrolled) data is shown; Change shown is based on overall scores from 2021 and 2022 surveys. **Bold** font indicates meaningful change of +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.

Learning & Organization Development at UCSF

UCSF Engagement and Belonging by Race by Gender Identity

Positive increases for most populations on engagement and belonging, though disparities for Black/African-American and Hispanic/Latinx women and men still remain, Non-binary disparities exist across all race groups.

	Engagement and Belonging by Intersectional Segments	Asian Team Members			Black or African American Team Members			Hispanic/Latinx Team Members			Team Members of Two or More Races			White/Caucasian Team Members		
		Woman	Man	Non-Binary	Woman	Man	Non-Binary	Woman	Man	Non-Binary	Woman	Man	Non-Binary	Woman	Man	Non-Binary
UCSF Overall	n Size:	4,246	1,921	52	906	329	15	1,704	626	32	295	105	11	3,703	1,344	95
	Engagement	3.98	4.03	3.51	3.85	3.93	3.90	3.94	3.92	3.75	4.01	4.06	3.95	4.00	4.07	3.81
	Engagement Change	+0.02	±0.00	-0.10	+0.01	+0.07	-0.10	+0.02	-0.01	+0.32	+0.05	+0.09	+0.24	+0.07	±0.00	+0.08
	Belonging Index Mean	3.88	3.97	3.36	3.72	3.88	3.85	3.83	3.88	3.61	3.89	4.03	3.83	3.89	4.02	3.71
	Belonging Index Change	+0.01	-0.01	-0.10	+0.02	+0.08	-0.04	+0.02	±0.00	+0.33	+0.06	+0.14	+0.25	+0.07	±0.00	+0.07

Note: The differences shown in Race/Ethnicity and Gender data have been verified at an overall level using a General Linear Model (GLM) that estimates mean scores while controlling for other factors of Job Category, Union Status and Manager Status. Results of the GLM did not show any significant differences compared with Overall Engagement and Belonging Index Mean, when controls are applied; Raw (uncontrolled) data is shown; Belonging Index defined as the mean of 10-item construct. Change shown is based on overall scores from 2022 and 2023 surveys; meaningful change is shown in red/green font. Gender Identity groupings based on self-reported categories. Non-Binary grouping includes respondents who self report as Agender or Genderless, Another Gender Identity, Genderqueer, Nonbinary, Transgender Man and Transgender Woman. American Indian/Alaska Native and Native Hawaiian/Other Pacific Islander excluded from Analysis due to insufficient N sizes for year over year comparison.

Learning & Organization Development at UCSF

UCSF 2023 Gender Identity Comparison

Men have a slight engagement and belonging edge over women, though the gap narrowed. Burnout is extremely high where shaded.

Self-Reported, Gender Identity	n Size	Engagement GrandMean	Belonging Mean	% Burnout
Agender or Genderless	10	3.76	3.71	40%
Another Gender Identity	21	3.51	3.33	53%
Genderqueer	61	3.93	3.86	44%
Men	4,669	3.99	3.93	29%
Nonbinary	87	3.73	3.61	47%
Prefer not to comment	1167	3.42	3.24	51%
Transgender Man	18	3.43	3.24	56%
Transgender Woman	19	3.71	3.65	21%
Women	11,573	3.94	3.83	37%

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Percentiles based on Gallup's 2023 Q[12] Overall Workgroup-Level Database. The differences shown in Gender data have been verified at an overall level using a General Linear Model (GLM) that estimates mean scores while controlling for other factors of Job Category, Union Status, and Manager Status. Results of the GLM did not show any significant differences compared to Overall GrandMean and Belonging Index Mean, when controls are applied; Raw (uncontrolled) data is shown; Belonging Index defined as the mean of 10-item construct.

 Learning & Organization Development at UCSF

UCSF 2023 Sexual Orientation Comparison

Self-Reported, Sexual Orientation	n Size	Engagement GrandMean	Belonging Mean	% Burnout
Another Sexual Orientation	47	3.65	3.50	40%
Asexual	391	3.98	3.92	35%
Bisexual	560	3.99	3.86	38%
Gay	668	3.97	3.90	38%
Heterosexual or Straight	12,319	3.99	3.90	34%
Lesbian	239	3.99	3.89	37%
Pansexual	91	3.91	3.81	40%
Prefer not to comment	2,407	3.66	3.53	45%
Queer	221	3.93	3.81	42%

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Percentiles based on Gallup's 2023 Q[12] Overall Workgroup-Level Database. The differences shown in Gender data have been verified at an overall level using a General Linear Model (GLM) that estimates mean scores while controlling for other factors of Job Category, Union Status, and Manager Status. Results of the GLM did not show any significant differences compared to Overall GrandMean and Belonging Index Mean, when controls are applied; Raw (uncontrolled) data is shown; Belonging Index defined as the mean of 10-item construct.

 Learning & Organization Development at UCSF

UCSF

UCSF Engagement and Belonging by Disability Status

There continues to be a meaningful difference in experience for those with a disability (although the gap has narrowed 2023).
Those preferring not to comment have the lowest engagement, belonging and highest burnout.

	Yes Disability	No Disability	Prefer not to comment
n Size:	1,115 (+139 Δ2022)	14,668	1,160
Engagement	3.81	3.97	3.65
Engagement Change	+0.05	+0.02	+0.02
Belonging	3.68	3.88	3.52
Belonging Change	+0.06	+0.02	+0.04
Burnout	44%	34%	47%

Note UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined. Belonging Index defined as the mean of 10-item construct. Change shown is based on overall scores from 2022 and 2023 surveys.

Learning & Organization Development at UCSF

UCSF

Impact of Work Setting on Engagement and Overall Satisfaction

Engagement, satisfaction and belonging are highest when employees 100% telework or have a combination of on-site and telework.

Engagement Mean

■ 2023 ■ 2022

	2023	2022
I am teleworking 100% (off-site role) (n=2,403)	4.19	4.15
I work a combination of on-site and telework (flexible role) (n=4,634)	4.14	4.10
I am working on-site at a UCSF facility (on-site role) (n=4,194)	3.89	3.86
I am on the front lines providing direct patient care (on-site role) (n=5,058)	3.73	3.72

Overall Satisfaction

■ 2023 ■ 2022

	2023	2022
I am teleworking 100% (off-site role) (n=2,403)	4.15	4.10
I work a combination of on-site and telework (flexible role) (n=4,634)	4.04	3.99
I am working on-site at a UCSF facility (on-site role) (n=4,194)	3.82	3.80
I am on the front lines providing direct patient care (on-site role) (n=5,058)	3.59	3.65

Belonging Index Mean

■ 2023 ■ 2022

	2023	2022
I am teleworking 100% (off-site role) (n=2,403)	4.10	4.05
I work a combination of on-site and telework (flexible role) (n=4,634)	4.04	3.99
I am working on-site at a UCSF facility (on-site role) (n=4,194)	3.81	3.77
I am on the front lines providing direct patient care (on-site role) (n=5,058)	3.62	3.62

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined. Belonging Index defined as the 10-item construct.

Learning & Organization Development at UCSF

UCSF

Impact of Leader Engagement on Engagement at UCSF

Employees working for a leader who is personally engaged are much better off.

WHEN MANAGERS ARE …

ENGAGED
62%

NOT ENGAGED
32%

ACTIVELY DISENGAGED
6%

THEIR TEAMS ARE …

11%
50%
39%

E = 50%
NE = 39%
AD = 11%
Ratio = 4.5:1

15%
42%
44%

E = 42%
NE = 44%
AD = 15%
Ratio = 2.8:1

18%
38%
44%

E = 38%
NE = 44%
AD = 18%
Ratio = 2.1:1
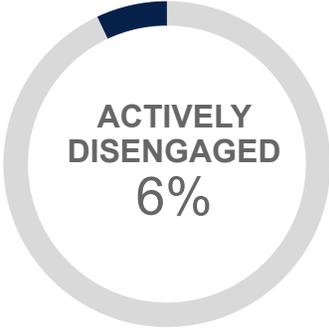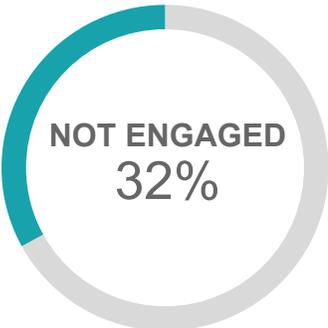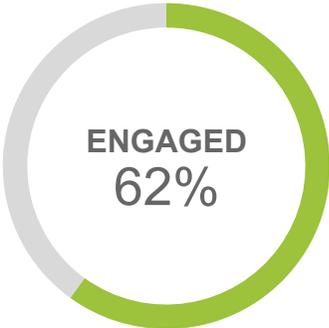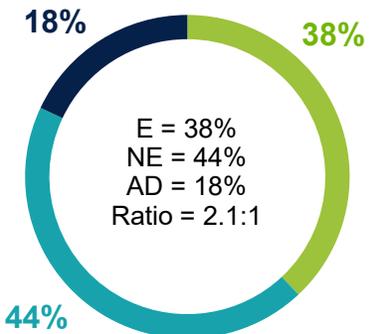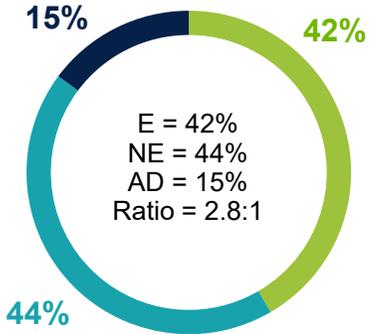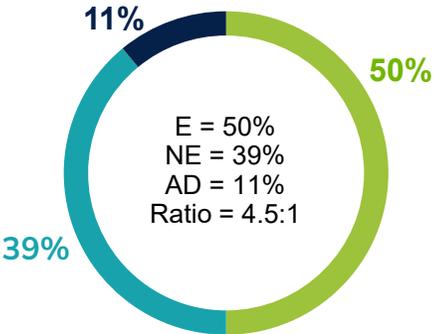
■ Engaged   ■ Not Engaged   ■ Actively Disengaged

Note: Due to rounding, percentages may add up to 100% ±1%;

Learning & Organization Development at UCSF

UCSF

Impact of Action Planning to Drive Engagement

When an employee *strongly agrees* with their team making progress on goals set during action planning sessions, their engagement is world-class.

**Engagement Mean by response to
"My team has made progress on the goals set during our action planning sessions"**

2.66 1st	3.17 5th	3.60 17th	4.13 52nd	4.67 90th
1 = Strongly Disagree n=1,523	2 n=1,147	3 n=2,677	4 n=3,497	5 = Strongly Agree n=4,141
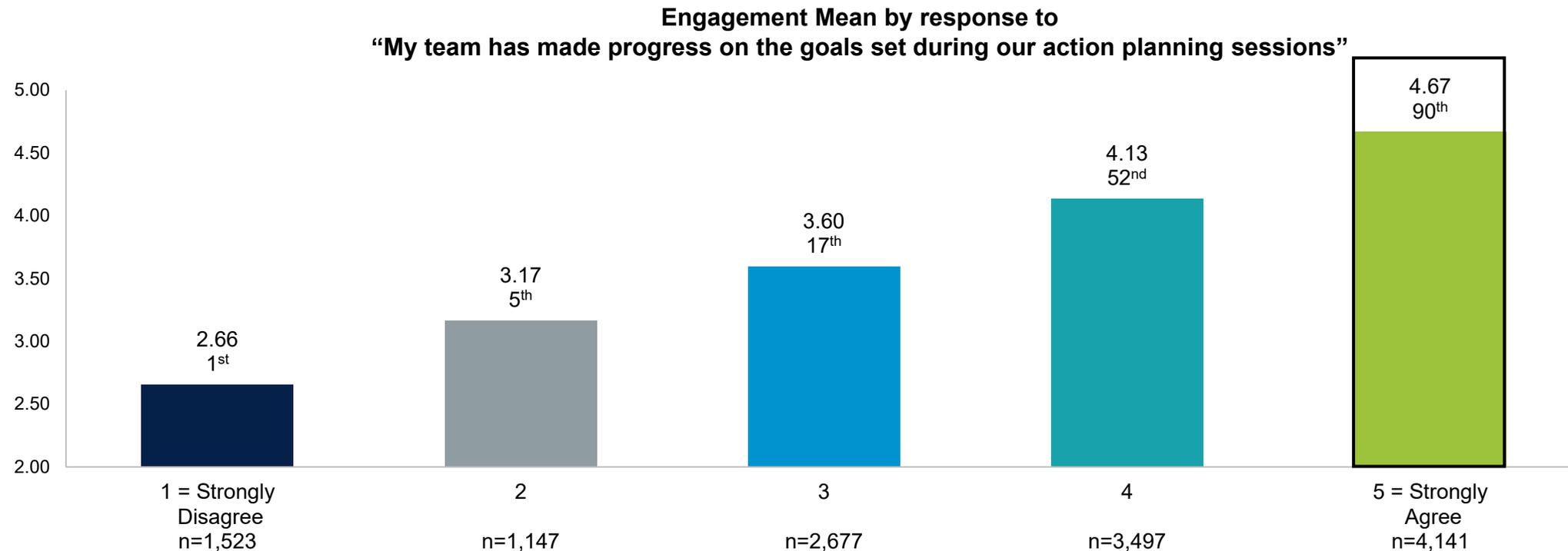
Note: Percentiles are based on Gallup's Q12 Additional Items Workgroup Level Database for respective year.

Learning & Organization Development at UCSF

UCSF

The Most Popular Theme from Verbatims: Work Processes

Open-End Analysis & Engagement Ratio

Theme	Number of Comments	GrandMean
Accommodations at work	1,198	4.11
Total Rewards	1,314	4.03
Work Processes	2,252	3.85
Communication & Collaboration	1,095	3.85
Culture & Environment	1,541	3.70

- Employees indicate issues with having the resources they need to get things done.

- This is connected to burnout.

- Suggested improvements included enhancements to communication, collaboration and culture overall.

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined.

Learning & Organization Development at UCSF

UCSF

Burnout at UCSF

Burnout at UCSF remains higher than the US healthcare average.

How often do you feel burned out at work? Always, Very Often, Sometimes, Rarely, Never, Don't know/Not applicable

UCSF Employees

■ Always/Very Often   ■ Other

36%	64%

U.S. Healthcare Average

■ Always/Very Often   ■ Other

29%	71%
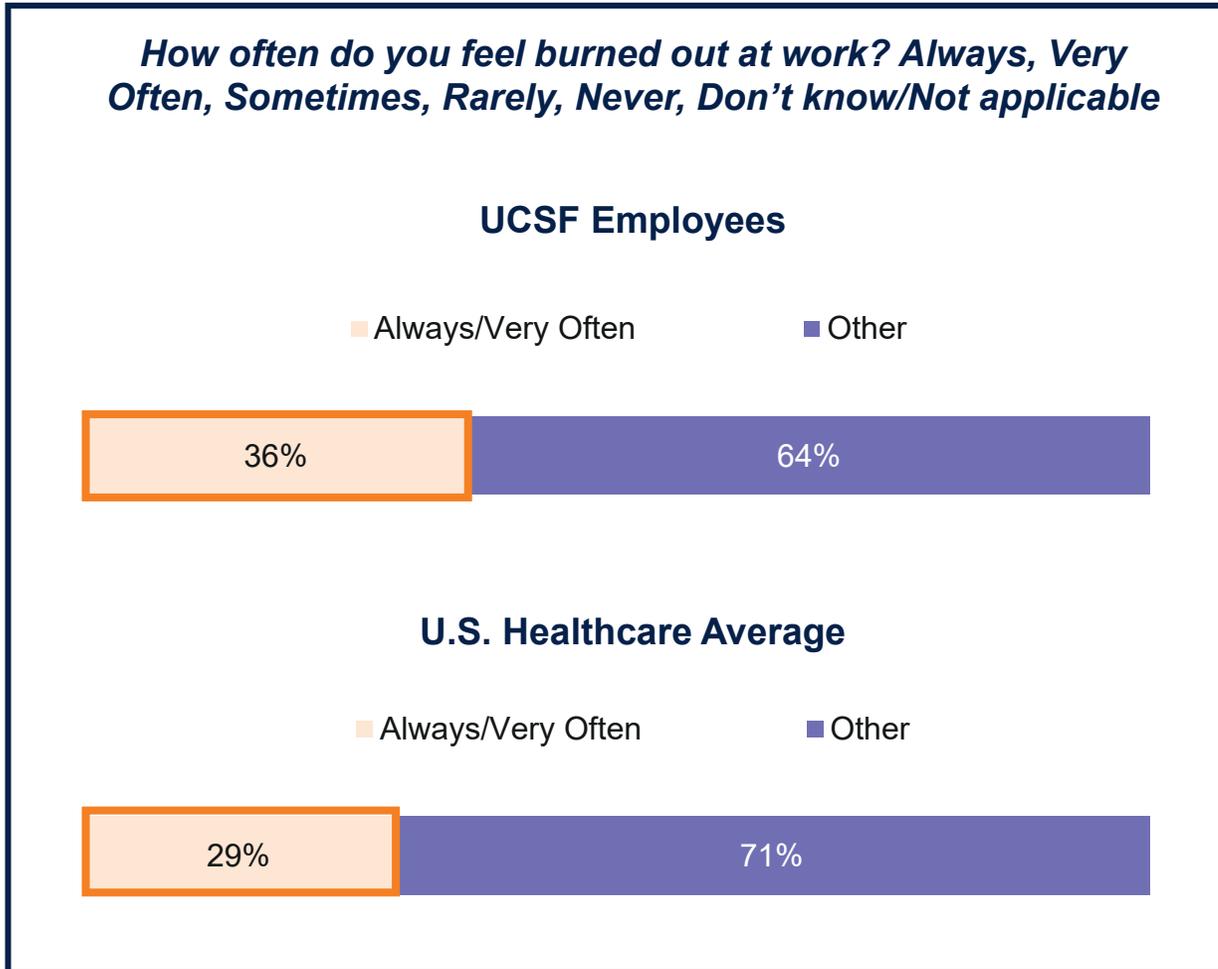
INSIGHTS FROM GALLUP RESEARCH

Root causes of burnout are.

- **unfair treatment at work**
- **unmanageable workload**
- **unclear communication from managers**
- **lack of manager support**
- **unreasonable time pressure**

DRIVERS OF BURNOUT AT UCSF

OPINIONS COUNT

DO BEST

MATERIALS AND EQUIPMENT

MANAGER ADVOCACY

MANAGER HELPS ME PROGRESS

Learning & Organization Development at UCSF

UCSF

Prevalence of Burnout

Burnout is higher for some employee populations than others.

Burnout at work manifests as exhaustion.

Further reducing burnout is a leadership imperative.

1. **Nursing** (46%) and **Other Patient Care** (42%) have higher burnout than non-clinical (35%)

2. **Teams who report to a supervisors with higher spans of control** have higher burnout (41%) than teams with lower spans of control (31%)

3. **Union employees** (38%) have higher rates of burnout than non-union (31%)

4. **Managers** (39%) feel more burned out than individual contributors (35%)

5. **Woman** segment (37%) feel more burned out than Man segment (31%)

6. **Less difference across Race and Ethnicity:** (36%) Hispanic, (35%) Black or African-American; (35%) White Asian, (34%) and Two or More Races;

Note: Burnout percentage represents percentage of responses of "Very Often" or "Always". Prevalence across Race evaluated where there is sufficient n size.

Learning & Organization Development at UCSF

UCSF

UCSF Overall Wellbeing

27% of employees strongly agree UCSF cares about their overall wellbeing – higher than the US national average.

My organization cares about my overall wellbeing.

UCSF Employees

■ %1   ■ %2   ■ %3   ■ %4   ■ %5

| 9% | 10% | 23% | 31% | 27% |

The U.S. National Average Is:

25%

INSIGHT FROM GALLUP RESEARCH

Care for overall wellbeing measures the degree to which employees feel UCSF creates an opportunity to build a thriving life.

COMMON BARRIERS TO CARES FOR WELLBEING

RESOURCES FOR MENTAL/PHYSICAL HEALTH

HELP FOR MANAGING STRESS LEVEL

FLEXIBLE WORK HOURS

ENCOURAGE SUPPORTIVE RELATIONSHIPS

REBALANCING WORKLOAD

Learning & Organization Development at UCSF

UCSF

UCSF Overall Wellbeing by Entity

Care for overall wellbeing highly varies by entity.
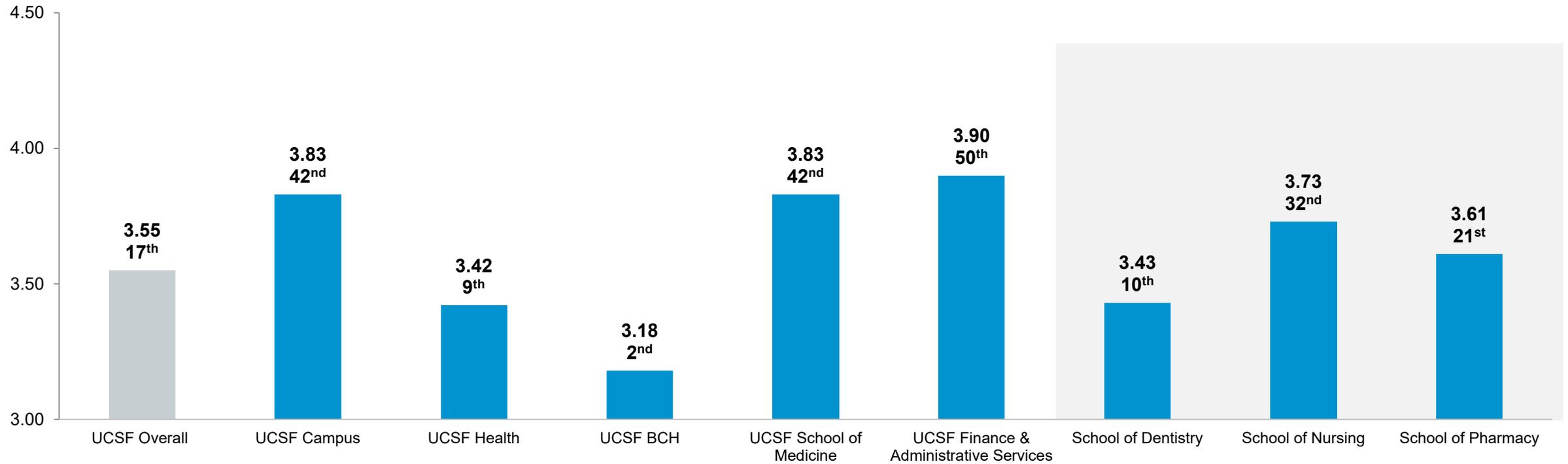
Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined. UCSF Health is Suresh Gunasekaran's Rollup. Percentiles based on Gallup's 2023 Additional Items Company Level Database.

Learning & Organization Development at UCSF

UCSF

Spotlight on Progress
Engaged Hotspots

Nancy Duranteau

Chief Learning Officer, Learning and Organization Development

UCSF

55 Top-Decile Teams at UCSF in 2023

Team Engagement >4.66

%	Manager Name	Department
99th	Lisa Raskulinec	SAA VP Office Ops
99th	Kelly Ingrassia	Regulatory Affairs
99th	Rosemary Albinana	SOM Neurosurg Admin ML
99th	Shelley Hamilton	Chld Protection Team
98th	Angela Lucien	FIN RAIS
98th	Amie Blanco	Cancer Genetic Counseling MZ
97th	Rick Lincoln	MED Group Business SVC
97th	Thomas Cunningham	HDF Comprehensive Cancer CTR
97th	Mike Denson	PD Administration
97th	Shannon Turner	FIN Controllers Office
96th	Ed Palor	PD Patrol Operations
96th	Susan Pappas	Experience IMPR & Intelligence
96th	Shelby Decosta	Medical Center Administration
96th	Robin Andersen	OPH Clinical Programs
96th	Leslie Santos	CLS HSG Admin ALL
95th	Jenifer Ramil	Patient Financial Services
95th	Guilherme Radtke	VP Revenue Cycle
95th	James Johnson	CS Clinical Communications
95th	Vincent Ma	IT Email
95th	Stephanie Metz	PMO UCSF Prog Management Office
95th	Brian Taylor	POP Health Analytics
95th	Antonio Fonseca	Patient Financial Services
95th	Bernadette Jimenez	FS Infrastructure Services
95th	Alissa Porter	CS-APPS ADMIN-UCSF Health
94th	Joel Carrillo	FIN Controllers Office
94th	Krystal Silva	INFU CTR CTRL Auth & CNCR CTR
94th	Julie Mak	BRCA Program Technical Service
93rd	Mary Beth Blasnek	OBGYN-ZSFG GEN-ZSFG

%	Manager Name	Department
93rd	Winona Ward	Rsch Mngt Serv Admin
93rd	Meg Wheeler	OPH Clinical Programs
93rd	Jaycee De Guzman	FS Facilities Services
93rd	Ofelia Tan Un Teck	MB Clin Lab Hematology
93rd	Winona Ward	Rsch Mngt Serv Admin
92nd	Laurel Bray-Hanin	Cancer Administration
92nd	Brian Alldredge	Vice Provost-Academic Aff
92nd	Peter Martinez	Respiratory Care Pediatrics
92nd	Mandy Terrill	IT Business Ops Admin
92nd	Mercedes Dominguez	Medical Staff Office
92nd	Nancy Duranteau	Learning Services
92nd	Lisa Omer	Kidney Acquition
91st	Heather De Martini-Rodriguez	Osher Ctr for Integrative Med
91st	Don Woodson	Ctr for Sci Ed & Outreach
91st	Jane Czech	Neurology
91st	Linh Cao	Vascular Lab
91st	Anais Ryken	Ambulatory Executive Office
91st	Charles Green	Learning Services
91st	Gonzalo Barrera-Hernandez	OFC Tech Mngt Admin
91st	Annette Stewart	SBO Customer Service
91st	Michael Clune	FIN Bdgt Resource Mgmt
91st	Lian Sussmann	FIN Supply Chain Management
90th	Tanya Roman	Screening Acute Care Clinic
90th	Matt Epperson	Educational Tech Services
90th	Sharon Gleeson	MB Adult OR
90th	Angel Li	Vascular Lab
90th	Ann Griffin	Cancer Registry
90th	Stuart Heard	Clinical Pharmacy

Note: UCSF Total Population; Based on Gallup's 2023 Q12 Overall Workgroup Level Database.

Learning & Organization Development at UCSF

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Top-Decile Teams

Team Engagement >4.66

Spans of Control >14 Persons

93rd	**Ofelia Tan Un Teck*** MB Clin Lab Hematology
92nd	**Laurel Bray-Hanin** Cancer Administration
92nd	**Peter Martinez*** Respiratory Care Pediatrics
91st	**Annette Stewart*** SBO Customer Service

*Teams with both large span of control and majority union representation

Note: UCSF Total Population; Percentiles based on Gallup's 2023 Q12 Overall Workgroup Level Database and Gallup's Union Workgroup Level Database, as indicated. Shading indicates managers with a large Span of Control (>14 Direct Reports) and majority of team members being union-represented.

Majority Union-Represented Teams

99th	**Rosemary Albinana** SOM Neurosurg Admin ML	92nd	**Peter Martinez** Respiratory Care Pediatrics
99th	**Shelley Hamilton** Child Protection Team	91st	**Heather De Martini-Rodriguez** Osher Ctr for Integrative Med
96th	**Ed Palor** PD Patrol Operations	91st	**Annette Stewart** SBO Customer Service
95th	**Jenifer Ramil** Patient Financial Services	90th	**Tanya Roman** Screening Acute Care Clinic
94th	**Julie Mak** BRCA Program Technical Service	90th	**Sharon Gleeson** MB Adult OR
93rd	**Jaycee De Guzman** FS Facilities Services	90th	**Angel Li** Vascular Lab
93rd	**Ofelia Tan Un Teck** MB Clin Lab Hematology	90th	**Ann Griffin** Cancer Registry

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January Town Hall Giveaway Winners

- Michelle Sison

- Robert Mansfield

- Arlin Kachalia

- Deborah Reiter

- Hallemat Fa-Yusuf

- Anna Levitt

- Hoa Su

- Maurine Coco

- Evelina Azarian

- Natasha Figueroa
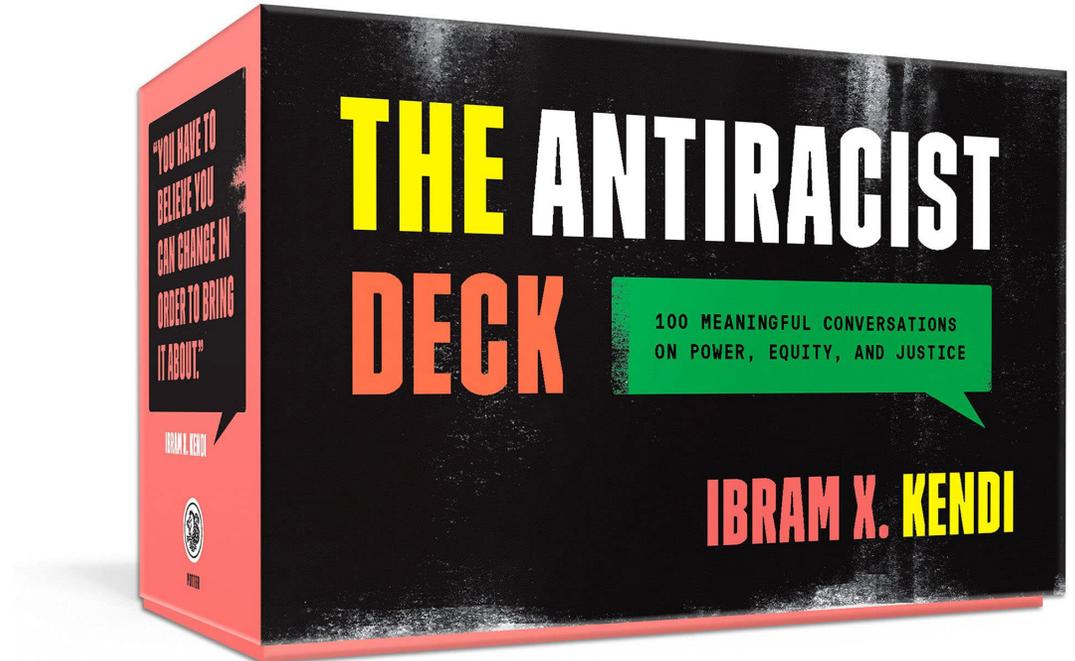
Community Forum - Action Plans

Affirm and reinforce our organization-wide action plan
Support your team-level action planning
Share Best Practices

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Action Plan: Foster Belonging at UCSF

Leverage strengths and support organization by…

Building roadmaps for staff	*helping people navigate their way around the system and find their path to success.*
Helping more managers to serve as advocates	*creating greater urgency and accountability around the 'people management' component of the manager role.*
Identifying and addressing unconscious bias	*increasing awareness among leaders and teams and creating greater visibility around actions/opportunities.*

Measure progress on Belonging Index and hold ourselves accountable

2023 Organization-wide Engagement Action Plan Efforts

Focus Areas | Devlearning.ucsf.edu/ucsf-action-plan

Building roadmaps for staff	Helping managers serve as advocates	Identifying and addressing unconscious bias
▪ Community Well-Being Grants ▪ Highway to ER Program ▪ Talent Marketplace	▪ Engagement Action Labs ▪ ExecOnline Curriculum ▪ Leadership Development Series	▪ DEI Leadership Coaches ▪ *New Role* - Assistant Vice Chancellor of Climate and Belonging

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Have you seen your team's engagement survey results yet?

Yes, I have — 69%

No, not yet — 31%

Simple Approach to Action Planning for Teams

STEP:

1	2	3
DETERMINE ONE ISSUE OF TEAM NEED	**DETERMINE MOST RELEVANT ENGAGEMENT ISSUE**	**ALIGN ON AN ACTION PLAN**
The team picks one mission-critical issue that's keeping them from meeting their goals.	Team filters their issue through the most relevant items in the engagement survey	What is the first action that the Team will execute to improve engagement?

Team Level Action Plans

Prep Exercise

- 45 seconds: Write down every issue you can think of that makes it difficult for your team to achieve its goals.

- Circle the top issue that if your team really focused on it for the next few weeks or 1-3 months, you could make a dent in the issue, even if you couldn't make it completely go away.

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Your Personal Engagement

Write down one action you can personally take as a member of your team to improve the issue you identified?

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Poll: What are your best practices for collaborating as a team on action planning & staying focused year-round?

Response	Net Votes
Actively listening to your team members	13
Routine meaningful 1:1s and check ins	12
Central documentation that the whole team has access to.	11
checking in frequently with team, really meaning it, not just ticking off a box	9
Monthly check ins on progress with action planning	7
Communicating to colleagues that they are valued and their work is valued.	7
vacations to recharge!	6
Active communication	5
Listen to the team	5
Set aside at team meetings for this work	5
empathy	5
Open communication with Manager and speaking up	5
Revisit your goal each time you meet- remind yourselves what you are striving to achieve!	5
taking time for fun	4
speaking up	4
Recognition of staffs work	4
Frequent & regular communication	4
Being a proactive, positive leader	3
encouraging engagement from all stakeholders	3
Break up action plans into easy steps, hold each other accountable for achieving them	3

Response	Net Votes
Take every opportunity to remind the team of the action plan and report progress	3
Knowing when your plate is full so you don't take on too much	3
Take a personal inventory about own strenghts and weaknesses	3
Setting up time to work together in person.	3
Clearly communicating expectations and documenting foundational goals and team structure.	2
Collaborating on next steps.	2
Doing my job well in effort to limit additional work for others.	2
Keep it on the team agenda, ADE focus on Engagement, all-staff topic, team topic make sure we are focused on team -generated topic.	2
Dedicated time on calendar to work together on action plan throughout the year, without cancelling or rescheduling	2
Strategizing with my business partner	1
Checking back in regarding progress	1
team members who genuinely want to help each other and a leader who promotes this value	1
take lead into getting everyone together	1
managing up	0
acknowledge how hard the work is	0
Talk about what feedback means to staff	0
Weekly team meetings with planned activities.	0
Micro steps	0

More Resources for Action Planning
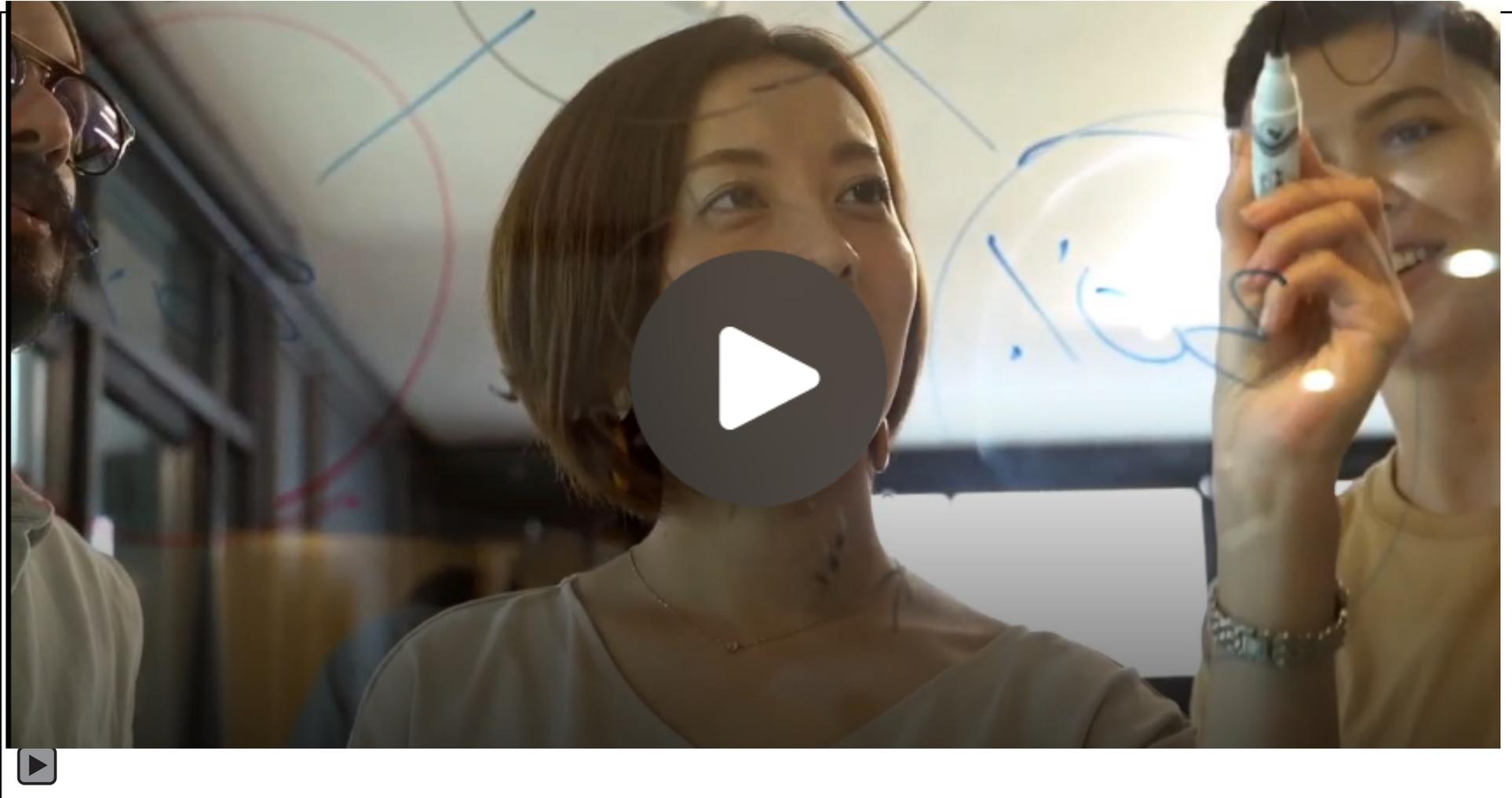
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# More Resources for Action Planning

Action Planning

Where the engagement survey is a snapshot of your team's state once a year, action planning creates an engaging environment throughout the year.

Creating Action Plans

- **Action Planning Guide for Managers**
- **Organization-Wide Action Plan 2018-2026**
- **Engagement Action Labs**

Going deeper & connecting your survey results to your action plans:

- **Make the 12 Elements of Engagement Part of How Your Team Works**
  (Note: be sure to log into Gallup Access prior to clicking these links)

Q1. Expectations	Q5. Cares	Q9. Committed to Quality
PDF | Module	PDF | Module	PDF | Module
Q2. Materials	Q6. Development	Q10. Best Friend
PDF | Module	PDF | Module	PDF | Module
Q3. Do Best	Q7. Opinions Count	Q11. Progress
PDF | Module	PDF | Module	PDF | Module
Q4. Recognition	Q8. Purpose	Q12. Learn/Grow
PDF | Module	PDF | Module	PDF | Module

- **Increasing & Sustaining Belonging Guide**
- **Strengths-based approach to activate success**

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THANK YOU
Q&A Panel of Experts

- Dr. Alejandra Rincón, Diversity & Outreach
- Jeff Chiu, Human Resources
- Rob DeSimone, Gallup
- Tom Voorheis, Gallup

THANK YOU
L&OD Family

Kelly Anglim	Michael Jones
Paul Axelrod	Miriam Leung
Annette Caneda	Alleysha Mullen
Desmond Chao	Lance Page
Donna Chao	Monica Shirley
Chris David	Marcia Soares
CJ Frosch	Linh Tran
Chuck Green	Geneva Velez
Adriane Guerreiro	Kun Yang
Paris Jefferson	Judy Young

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Next step
Share the knowledge

- Take back what you learned and share it with colleagues who were unable to attend?

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