



Great People, Great Place

'Best Place to Work' action plan October 2016 update

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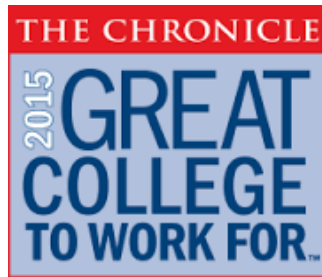


UCSF

Agenda for today's presentation

- Year 1 plan: moving toward the vision
- Objectives & metrics: measuring progress
- Leadership is vital: asking for your help in 3 areas
- Discussion

Vision



University of California, San Francisco is a best place to work, learn, teach and discover.



Benefits of being the best

- The 100 best employers saw **half** the voluntary turnover rate compared to their industry peers.
- Employees are more likely to say they are engaged.
- Employers have better ‘bottom line’ than their competitors.¹

Source:

1. Great Place to Work Institute. (2015). *100 Best Report*.



Stronger as One UCSF

We are driven by the idea that when the best research, the best education and the best patient care converge, great breakthroughs are achieved.



Kickoff retreat

30 people from 10 departments

Academic Affairs

EVCP Office

Financial & Administrative Services

Graduate Medical Education

Human Resources

Office of Diversity & Outreach

School of Medicine

Student Services

UCSF Health

University Relations

| Survey | Who takes it | What it measures | When | Owners |
|------------------------|--|---------------------------------|-------------------------------|---------------------------------------|
| Gallup | Staff (campus and medctr) | Engagement | 2011 through 2015 | HR/L&D |
| Pulse | Physicians & Allied Health Professionals | Provider experience | 2014, 2015 | UCSF Health |
| Faculty Climate & Exit | Faculty | Satisfaction & Climate | 2001, 2011 (Exit 2012-annual) | Academic Affairs |
| UC Systemwide Climate | Faculty, Staff, Students, Trainees | Diversity & Inclusion | 2013 | Office of Diversity and Outreach/UCOP |
| Student Services | Students | Student services, desires/needs | 2015 | Student Academic Affairs |
| ACGME | Residents, Fellows | Experience/Engagement | 2015 | GME |
| Perception | Staff and Alumni | Perceptions of UCSF and brand | 2014 | University Relations |

Collective themes from surveys

1. Individuals need to feel that **the organization values their contribution to the mission, cares about them** and wants them to thrive.
1. There are **burdens associated with living in the Bay Area.**
2. There are current efforts to improve in various areas at UCSF and some pockets are doing very well... but **overall there is a need for a shift in our culture.**

Hypothesis: #1 directly affects #2 & #3

How we get there...

Starting priority areas - 3-5 year plan



CULTURE

- Values
- Internal Communications
- Business Systems



PROGRAMS & RESOURCES

- Recognition
- Community Engagement
- Surveys/Data
- Family-Life Support
- New Employee Orientation/Onboarding

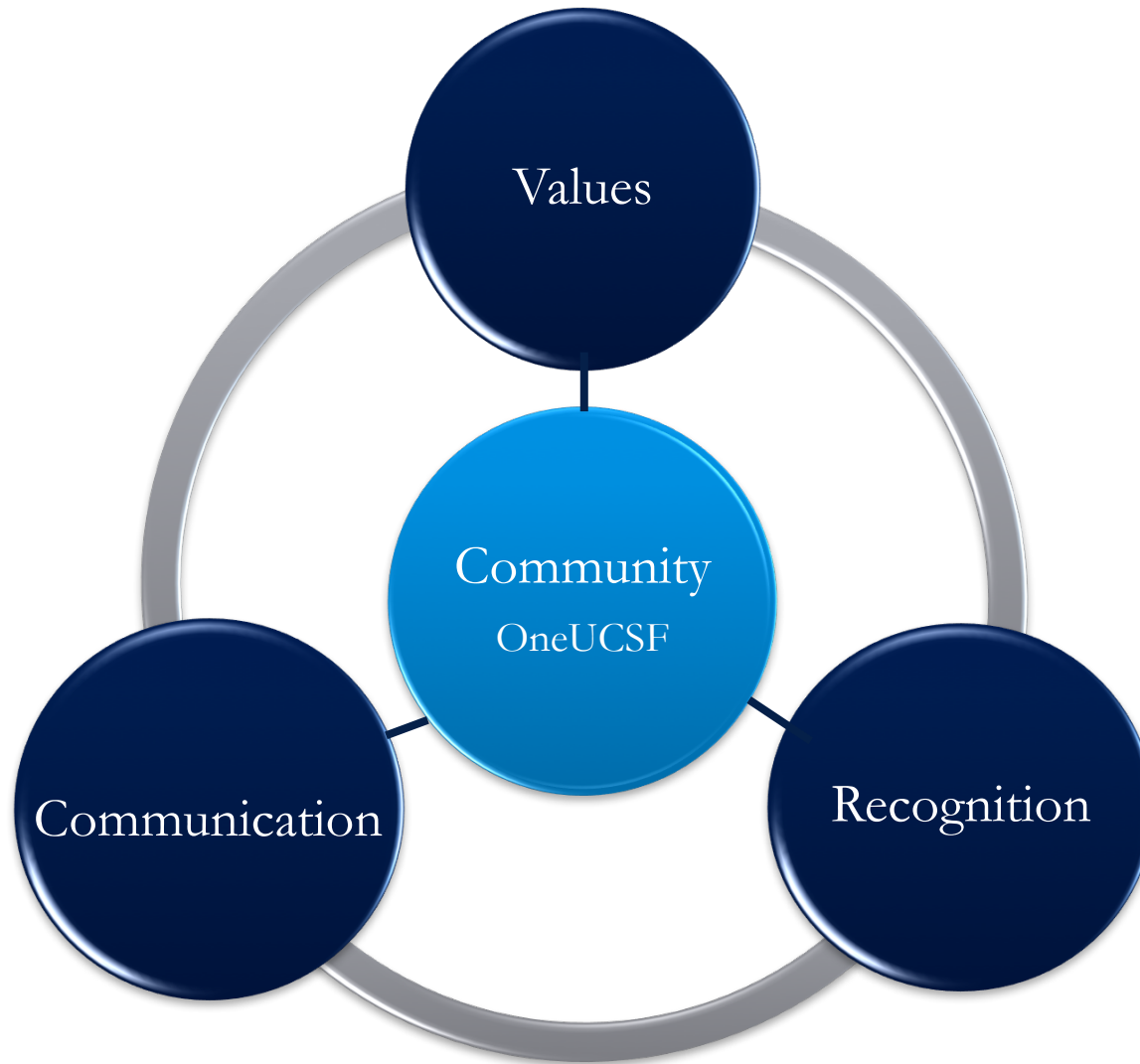


POLICIES

- Telework
- Great Leaders/Inboarding

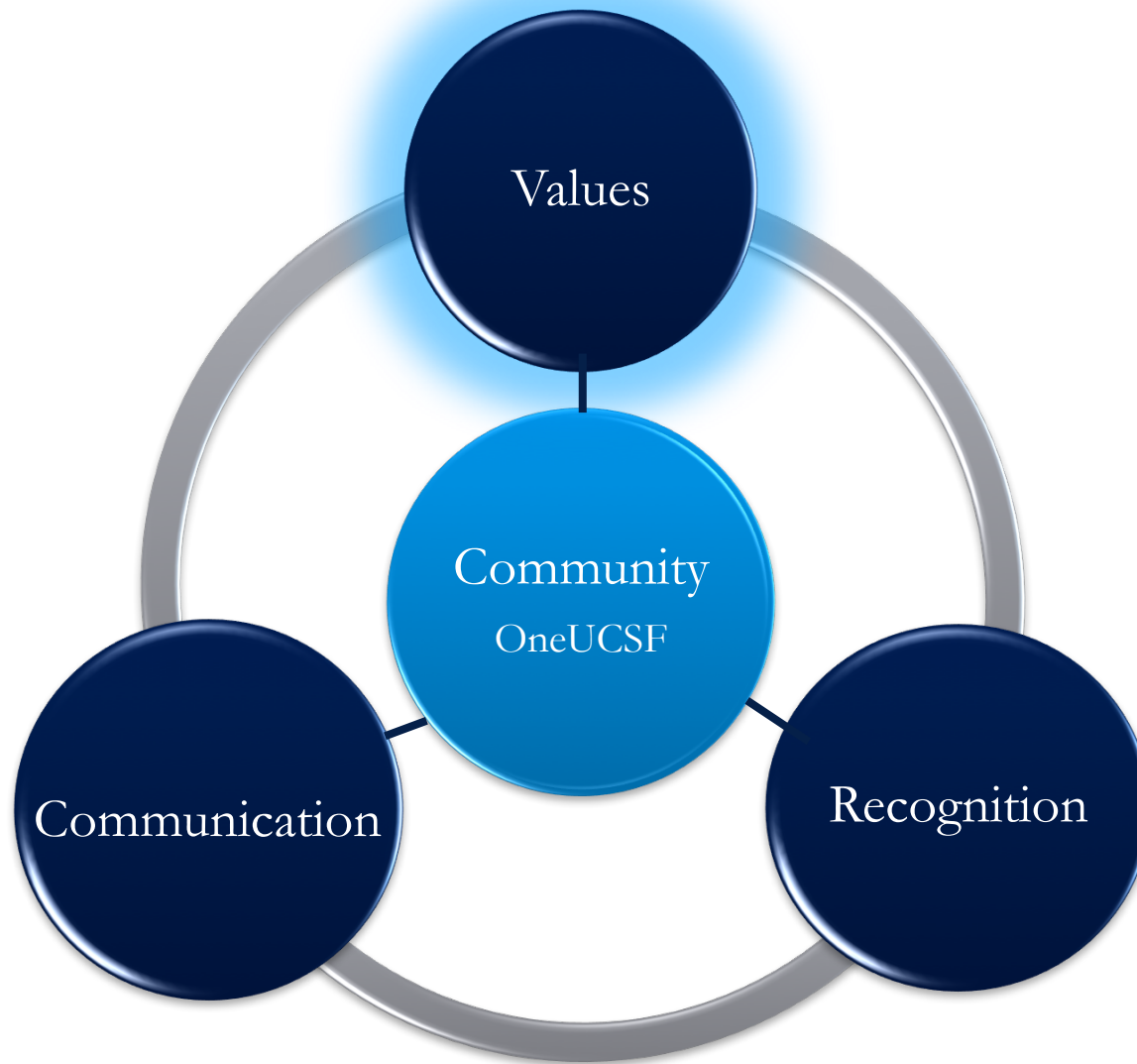
Foundation- Focus for year 1

All key parts of culture, connected



Foundation- Focus for year 1

All key parts of culture, connected



Values

The opportunity: One UCSF

Unite us as one organization, with shared values, in support of our mission and vision.

- A key component to organizational culture!
- Leaders have a responsibility to live and bring values to life

Only 1 in 150 employees who work for an organization without a set of values are fully engaged. ²

Values suggest a shift from organizational climate to organizational culture. Leaders should establish the values of an organization. ³

Source:

2. Modern Survey: Talent analytics and employee engagement firm.

3. Grojean, M., Resick, C., Dickson, M., Smith, B. (2004). Leaders, values and organizational climate: Examining leadership strategies for establishing an organizational climate regarding ethics. *Journal of Business Ethics*, 55.3, p. 223-241.

Values

Year 1 plan: Alignment and adoption of the PRIDE values on campus

Professionalism
Respect
Integrity
Diversity
Excellence



Values

Year 1 goals

Phase 1: Now through 12/31/16

Senior leaders reinforce the shared PRIDE values through various communications



Phase 2: 1/1/17 through 6/30/17

PRIDE appears on websites, job descriptions, interview questions, merit letters and recognition criteria, as well as new hire materials



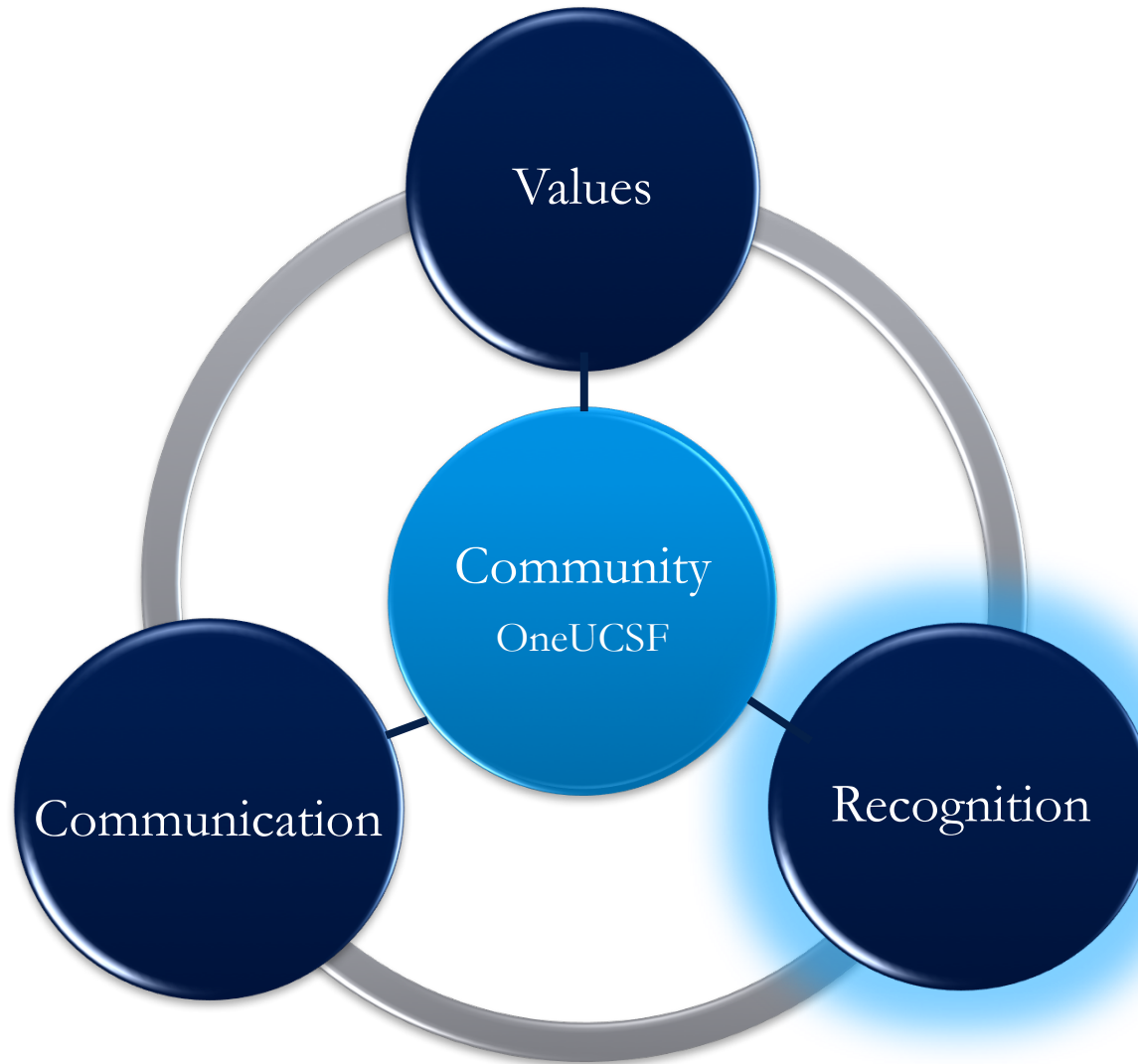
Phase 3: 7/1/17 and beyond

Consider including PRIDE values in annual performance reviews

Consider coordinated recognition events to recognize PRIDE

Foundation- Focus for year 1

All key parts of culture, connected



Recognition

Comes in many forms

Formal

- Award

Financial

- Merit/incentive

Personal

- Mentions in 1:1 or small team meetings
 - Hand written card

Acknowledgement

- Visual boards
- Quick hit “thank you”

Recognition

The opportunity: Develop a culture of recognition

It starts with leadership!

- Create unified opportunities for recognition
- Make recognition meaningful and embedded in day-to-day work at UCSF
- Identify and highlight best practices

- THANKS is a tool that is flexible enough to support each group's individual culture and can help leaders build a culture of recognition

Companies that have a recognition program that is aligned to their values saw an 86% increase in employee happiness and 85% of employees said it added humanity in the workplace. ⁴

Source:

4. Society for Human Resources Management (2015). Employee recognition report.

THANKS- Home Page

The screenshot shows the UCSF Medical Center 'THANKS- Home Page'. The page has a dark blue background with a Golden Gate Bridge image on the left. At the top left, it says 'UCSF Medical Center' and 'UCSF Benioff Children's Hospitals'. At the top right, there are links for 'Find Others', 'Alerts', 'Admin', and 'Logout', along with a user profile icon labeled 'UCSF Recognition'. Below the header are three tabs: 'Home', 'My Reports', and 'All'. The main content area is a grid of tiles. The top-left tile is green and titled 'I'd like to recognize:' with a search box for 'Last Name' and an 'Advanced' link. The top-right tile is orange and titled 'My Badges' with icons for 'Caring', 'Cheerful', and 'Communication'. The middle-left tile is white and titled 'Public Recognition' with two news items about recognitions. The middle-right tile is purple and shows a maze image. The bottom-left tile is green and shows a garden image with a 'Log In to WIN!!!' banner. The bottom-right tile is teal and titled 'Resource Center' with a 'Browse Plateau Awards' link. Callout boxes with white backgrounds and black borders point to these features: 'Send Recognition' (top-left), 'Public Recognition' (middle-left), 'News Stories' (bottom-left), 'My Badges' (top-right), 'Resource Center' (middle-right), and 'View Awards' (bottom-right).

THANKS- 'Public' recognition

UCSF Medical Center
UCSF Benioff Children's Hospitals

Home My Reports All

UCSF Recognition
Find Others Alerts Admin Logout

I'd like to recognize:
Last Name

My Badges
Caring
Cheerful
Communication

Kathleen Cavanaugh was recognized by Samantha Kahn.
I received a message from a patient about you and wanted to pass it along: "I want to let you know how amazingly pleased I am with your practice there...Of course Kathleen Cav: ...more
Like • Comment • About 11 hours ago.

Sunshine Williams was recognized by Samantha Kahn.
I received a message from a patient today about you and wanted to pass along the message: "I want to let you know how amazingly pleased I am with your practice. Sunshine shou: ...more
Like • Comment • About 11 hours ago.

Resource Center

Browse Plateau Awards

Log In to WIN!!!
Read More >

Automatically added to the "Public Recognition Tile" on the homepage.

"Follow" co-workers and see their recognition. See your own recognition.

Employee's manager will receive a copy!

Service Milestone Award

The screenshot shows a web browser window with the URL <https://ucsfrecognition.performnet.com/ucsfrecog>. The page title is "GPGP_cabinet.pptx - File Share... UCSF". The browser menu includes "File", "Edit", "View", "Favorites", "Tools", and "Help". The page content features a "Select a Promotion:" dropdown menu set to "20 Year Service Milestone Av". Below this, a horizontal navigation bar lists years from 3 to 50, with "20 years" selected. The main content area displays a large "20" and eight award options arranged in two rows of four:

- Fossil Preston Crossbody Bag**: A black leather bag with a shoulder strap.
- Hitachi Jig Saw**: A green and black power tool.
- Caravelle Ladies Bracelet Watch**: A silver watch with a diamond-encrusted bezel and bracelet.
- Shark Steam Pocket Mop**: A purple and white steam mop on a wooden floor.
- Bose In-Ear Headphones**: A pair of black earbuds with a carrying case.
- Cleveland Putter**: A golf putter with a silver head and black grip.
- 16 Bottle Wine Fridge**: A small, square wine cooler with a glass door and interior shelves.
- RCA 30W Home Theater Sound Bar**: A long, black, rectangular sound bar.

The Windows taskbar at the bottom shows icons for Internet Explorer, File Explorer, Google Chrome, and several Office applications. The system tray on the right indicates the time is 9:03 PM on 10/19/2016.

Future direction

Recognize

Alice Wong

Log Out

Create a great workplace

THANKS!

PRIDE Awards

DAISY Awards

Workplace Programs

SUGGEST

Be your best self

LEADER TOOLKIT

Recognize *caring*








At UCSF, we are all working together to provide patients with exceptional care. Support these efforts through recognition.

Recognize




Find by name

search

All Recognitions

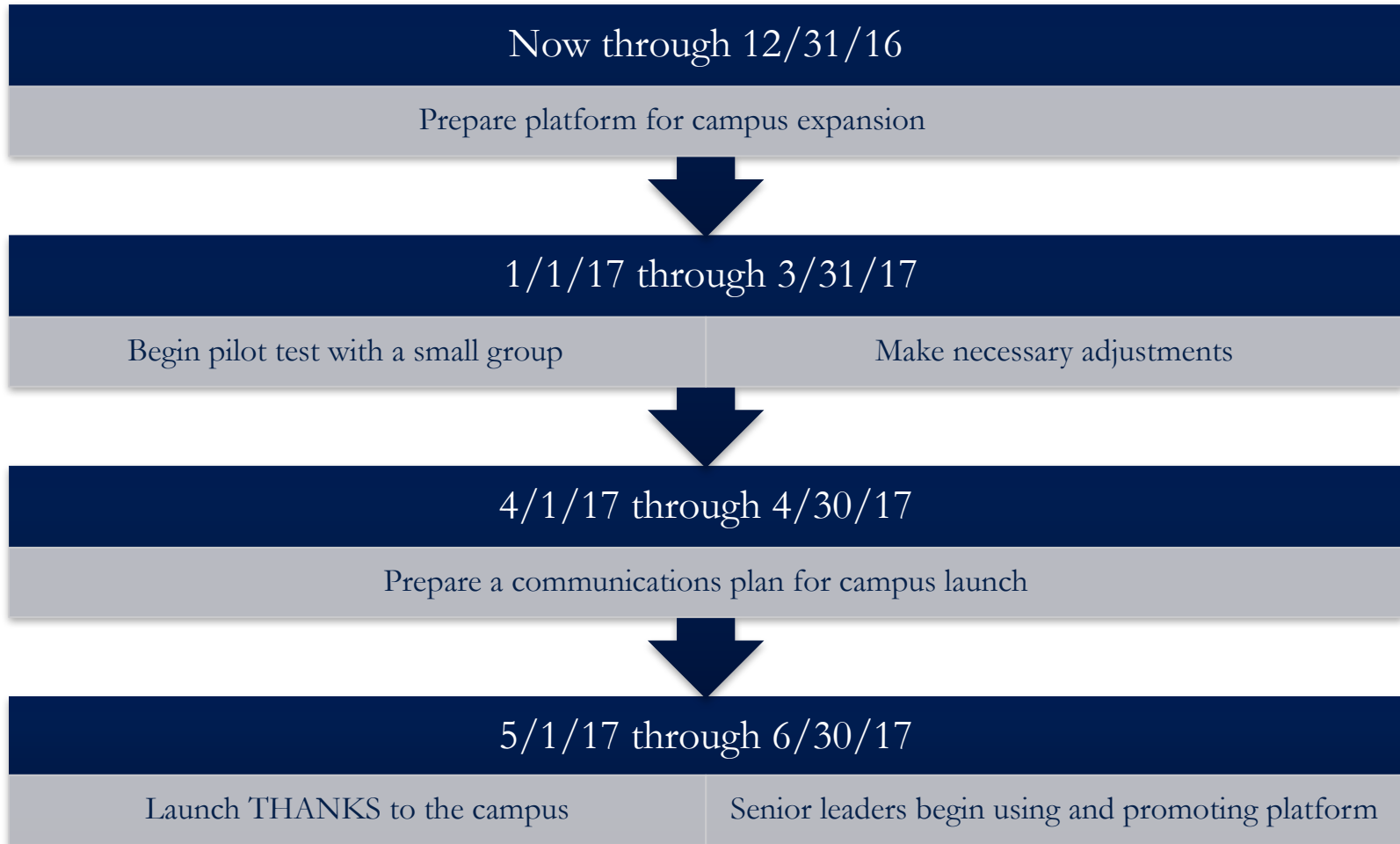
-  Svetlana Miller recognized Jeannie Louie. Jeannie organized UAT testing session that was not only beneficial to the project, but was essential for the entire team.
1/22/2015 9:35 AM
-  Gustavo Daniel Rivero Rodriguez recognized Felipe Ocaziz Silva. Outstanding support on my Mule experience. Thanks you so much for unblocking me so many times.
10/20/2015 1:14 PM
-  Daniela Valverde Garcia De Leon recognized Alan Cardel Molina Test 2, fantastic!!
10/2/2015 10:25 AM
-  Mimi Wang recognized Fred Jones for organizing such a fun staff picnic.

9/22/2015 9:35 AM

My Recognitions

- THANKS!**
A patient recognized Alice Wong. Thank you so much for treating our son Randy with so much care and making him smile everyday.
6/6/2014 4:42 PM
-  Jonathan Prugh recognized Alice Wong. Great Weblife design review. The clients were very excited with the designs AND they chose the option with no drop down.
6/6/2014 4:33 PM
-  Ed Martin recognized Alice Wong. Thanks for designing and printing our handouts we distributed for UCSF Informatics day, which we'll be able to use many times over for other future events.
6/2/2014 12:04 PM
-  Beth Berrean recognized Alice Wong. Great job facilitating user feedback on the Health Within Reach tablet app despite it being very much a work in progress.
6/5/2014 4:00 PM

Recognition

Year 1 plan: Launch and promote THANKS to campus employees



Recognition

Year 1 goals

THANKS, and the importance of recognition, is communicated and promoted by leaders as well as University-wide.

- Goal: 10% of UCSF population utilizing THANKS at end of year 1

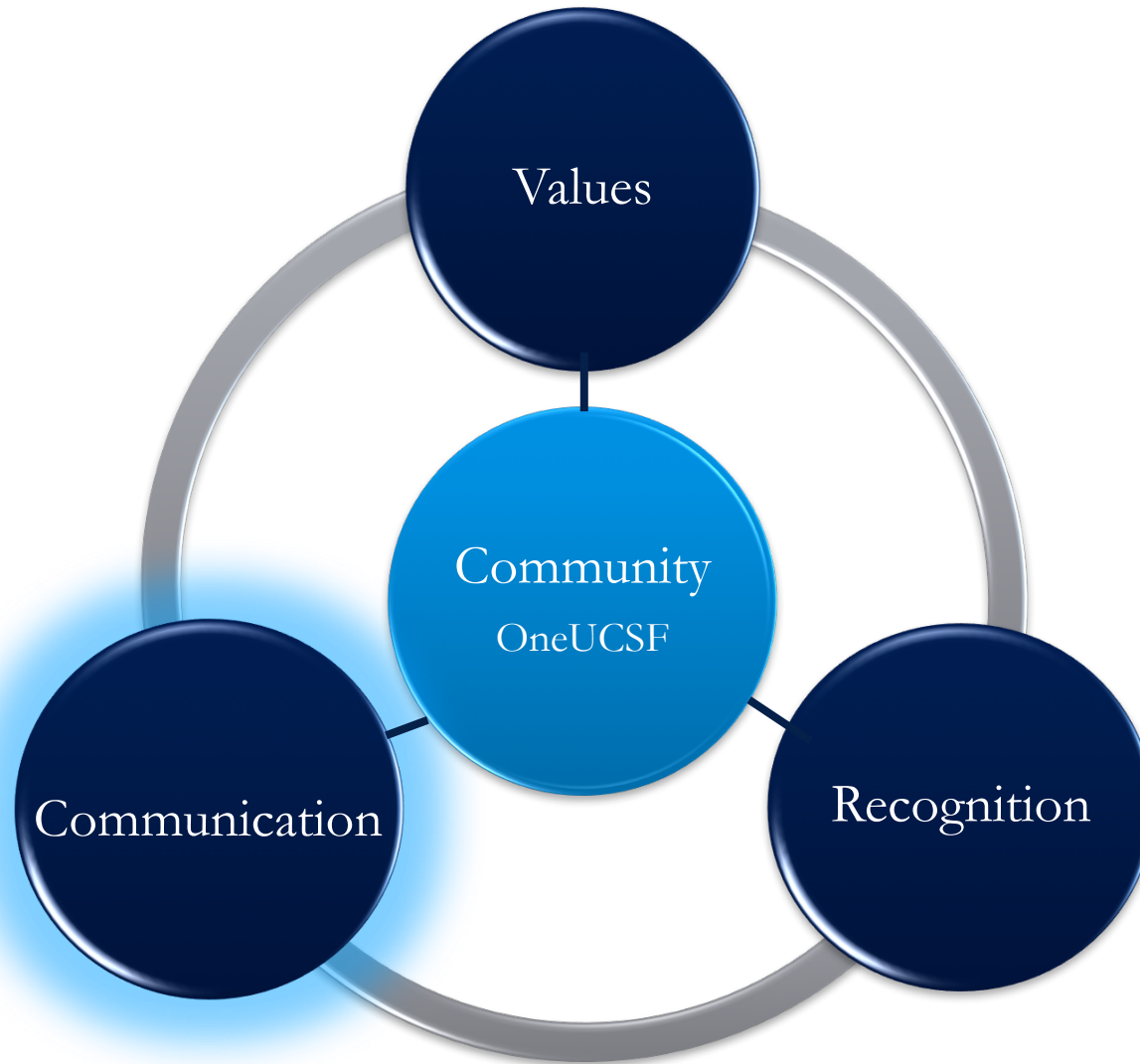
Future: analyze relationship between recognition and engagement, satisfaction, turnover and retention. Launch a broader recognition website aggregating the multiple available recognition programs and best practices

Are there specific things we can do to make this platform a sustainable practice for you?

What recognition practices do you think are most valuable in your area?

Foundation- Focus for year 1

All key parts of culture, connected



Internal Communications

The opportunity: Engage employees

Connect all levels of UCSF community to broader mission, vision & values.

Develop internal communications strategy to:

- Engage community in what we want them to do, know, think, and feel
- Ensure better coordination, consistency of messages from top down
- Share and leverage resources across enterprise to maximize results

Examples of ongoing need for proactive alignment and refinement:

- Water-testing program
- Open plan workspace
- Canopy, UCSF Health

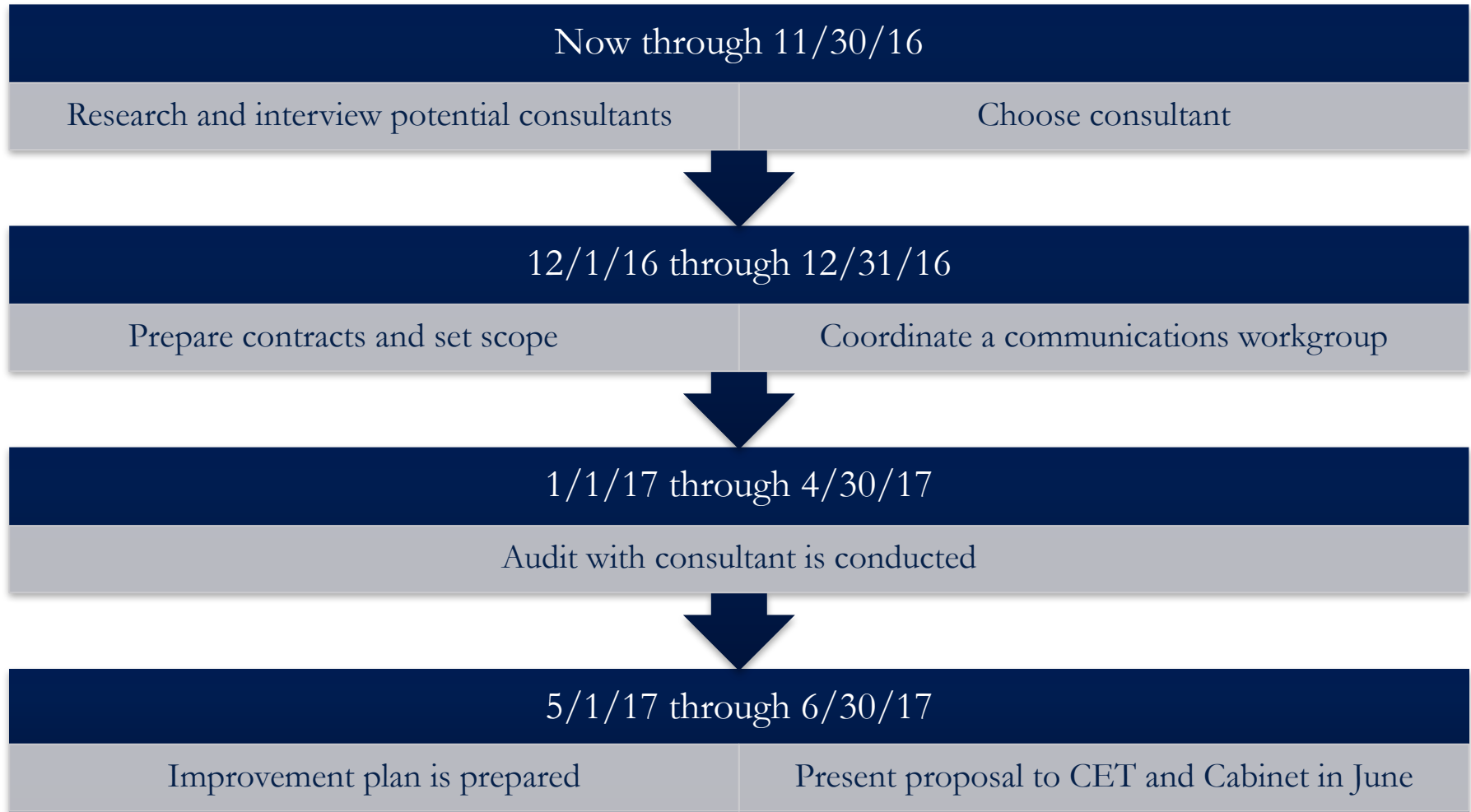
Institutions that are able to achieve a culture of communication have enhanced faculty/staff engagement, greater clarity and alignment on shared governance, and enriched community involvement.⁵

Source:

5. Boyer, R. *Achieving a culture of communication on campus*. *The Chronicle of Higher Education*, 2016 Great Colleges to work for. Released on July 22, 2016.

Internal Communications

Year 1 plan: Audit and recommendations with consultant



Internal Communications

Year 1 goals

Improvement plan is approved.

Additionally focused on:

- Increase awareness and adoption of PRIDE values
- Increase engagement through THANKS recognition program

Future: analyze relationship between proactive internal communications plan and increased engagement and satisfaction through quantitative and qualitative measurements (surveys, comments, event attendance)

The plan needs to result in action!

This may require an ongoing investment to our organization

What types of internal communication works best for you?

Year 1 priority outcomes summarized



Values

One set of values is adopted for UCSF.



Recognition

THANKS is launched across UCSF and a plan is in place for encouraging and promoting user interaction.



Communication

A process is defined for how we will improve internal communications at UCSF and proposal is provided to CET.

Year 1 priority outcomes summarized

Cabinet action items



Cabinet action item:
commit to living and
adopting PRIDE through
communications and
actions.



Cabinet action item:
promote and use
THANKS.



Cabinet action item:
provide staff as a resource,
when necessary, to assist
with audit...

...and approve the plan!

A Best Place to Work

How will we know?

Measuring culture

- This is a *social* science
- Subjective measurements vs. climate pulse- We need both!
- Survey territory not going to be solved this year

Proposal

Continue survey ‘status quo’-but add one question to all surveys that would provide a pulse on our organizational culture and efforts, year-to-year.

A Best Place to Work continued...

Proposal

Gallup survey, Physician Pulse, Faculty Climate

“I would recommend UCSF as a great place to work”

Commitment to conduct a Faculty Climate survey this year!

Compare this question to other business analytics...

- Turnover
- Retention
- Engagement and satisfaction

Achieving recognition *as a best place to work!*



In order to get on the premier lists...

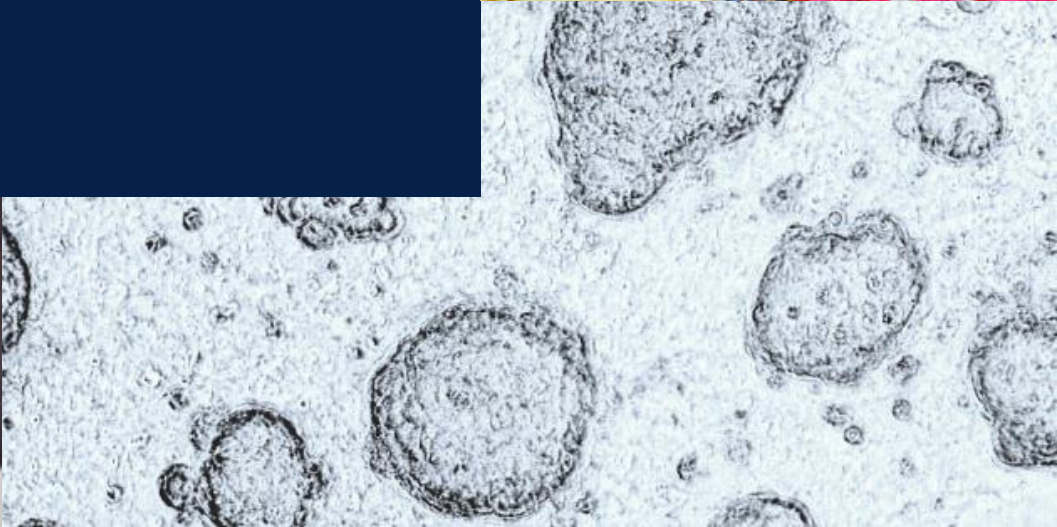
Trust index—measures level of trust employees have in their organization, leaders, and managers

Culture audit—examines leadership support, benefits and perks, as well as various policies and efforts being done on campus

- Only requires representative survey sample (2,000 employees)
- Can provide us with benchmarks and identify areas for improvement
- Many companies use this as their primary/only engagement survey



UCSF



Great People, Great Place

committee

| | | |
|-----------------------------|-----------------------------------|-------------------------------|
| Brian Alldredge, PharmD | Vice Provost | Academic Affairs |
| Erin Andersen, RN, MS, OHNP | Director | Division of General Medicine |
| Adele Anfinson | Director | Student Health & Counseling |
| Jeffrey Chiu | Executive Director | Human Resources, UCSF Health |
| Lisa Cisneros | Sr. Director, Strategic Comm. | University Relations |
| Amy Day, MBA | Director | Graduate Medical Education |
| Bruce Flynn | Director | Risk Management |
| Susan Forstat | Health Care Facilitator | Human Resources |
| Lauren Haworth | Finance Manager | School of Dentistry |
| Laura Ishkanian | Wellness Coordinator | Campus Life Services |
| Lynda Jacobsen | Associate Dean | School of Nursing |
| Leeane Jensen | Director of Wellbeing | Campus Life Services |
| Robert Kosnik, MD | Medical Director | Occupational Health |
| Trisha Macrae | Student | Graduate Division |
| Gail Mametsuka | Manager | UCSF Fitness & Recreation |
| Rita Ogden | Director | Health System Management |
| Millo Pasquini | Manager | School of Pharmacy |
| Ami Parekh, MD, JD | Medical Director | Health System Innovation |
| Deborah Reiter | Administrative Director | School of Medicine |
| Alejandra Rincon, PhD | Chief of Staff to Vice Chancellor | Diversity & Outreach |
| Clare Shinnerl | Associate Vice Chancellor | Campus Life Services |
| Diane Sliwka, MD | Medical Director | Patient & Provider Experience |
| Carol Takao, PhD | Assistant Vice Chancellor | Student Life |
| Delphine Tuot, MD | Asst. Adjunct Professor | Division of Nephrology |