‘Best Place to Work’ action plan
October 2016 update

Leeane Jensen - Director, Campus Life Services
Jeffrey Chiu – Vice President, Human Resources
Lisa Cisneros - Senior Director, University Relations
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:

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

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:
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:
THANKS - Home Page

Send Recognition

Public Recognition

News Stories

My Badges

Resource Center

View Awards
THANKS- ‘Public’ recognition

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

20 Year Service Milestone Award

- Fossil Preston Crossbody Bag
- Hitachi Jig Saw
- Caravelle Ladies Bracelet Watch
- Shark Steam Pocket Mop
- Bose In-Ear Headphones
- Cleveland Putter
- 16 Bottle Wine Fridge
- RCA 30W Home Theater Sound Bar
Future direction

Great People, Great Place
Recognition

Year 1 plan: Launch and promote THANKS to campus employees

Now through 12/31/16
- Prepare platform for campus expansion

1/1/17 through 3/31/17
- Begin pilot test with a small group
- Make necessary adjustments

4/1/17 through 4/30/17
- Prepare a communications plan for campus launch

5/1/17 through 6/30/17
- Launch THANKS to the campus
- Senior leaders begin using and promoting platform
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:
Internal Communications

**Year 1 plan: Audit and recommendations with consultant**

<table>
<thead>
<tr>
<th>Period</th>
<th>Task 1</th>
<th>Task 2</th>
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</thead>
<tbody>
<tr>
<td>Now through 11/30/16</td>
<td>Research and interview potential consultants</td>
<td>Choose consultant</td>
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<tr>
<td>12/1/16 through 12/31/16</td>
<td>Prepare contracts and set scope</td>
<td>Coordinate a communications workgroup</td>
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<tr>
<td>1/1/17 through 4/30/17</td>
<td>Audit with consultant is conducted</td>
<td></td>
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<tr>
<td>5/1/17 through 6/30/17</td>
<td>Improvement plan is prepared</td>
<td>Present proposal to CET and Cabinet in June</td>
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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**

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

- **Recognition**
  - Cabinet action item: promote and use THANKS.

- **Communication**
  - 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
## Great People, Great Place

### committee

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