



Journey to an Anti-racism Organization

Andrea Turner, JD, MBA, CNMT, ACHE



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Conflict of Interest Disclosure

Andrea Turner, JD, MBA, CNMT, ACHE, reported no relevant financial relationships or relationships she has with ineligible companies of any amount during the past 24 months.



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Presenter

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Dr. Turner is the Chief Operating Officer at Zuckerberg San Francisco General Hospital and Trauma Center. Her professional experience spans 22 years and includes legal and clinical work in the human rights space, as well as addressing health care disparities within vulnerable populations. As an attorney working in health care, Dr. Turner is passionate about implementing practices that will remove barriers instituted through the lens of structural racism to include defenders of racism.



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WHY NOW?

2020

800,000 deaths

I CAN'T BREATHE

BLACK LIVES MATTER

TOGETHER WE'LL NEVER BE DIVIDED

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What is RACISM?

“Racism is a construct birth out of implicit biases, structural racism, harmful stereotyping, and indescribable hate. Such a construct is detrimental to health, safety, prosperity and overall wellness of a nation.”

- Dr. Jones

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What is anti-racism

- Awareness
- Motivation
- Skill development
- Unlearn
- Quality improvement
frame of mind
- Consistency
- Empathic challenge
 - Intentional listening
 - Psychological safety
- Love and kindness
- Space to feel
 - Legitimizing
- Introduction & Affirmation
 - Task and relationship

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What is an Anti-racism Organization?

- Equitable care for all patients
- No bias
- All members of our staff feel valued
- Justice over politics
- Policies written with an equity lens
- Psychologically safe environment
- Listen intently without judgment
- No preconceived notions
- Extend compassion, care, and kindness to everyone equitably
- Treat the disease and care for the patient with an equity lens
- Do the right thing because it is the right thing to do
- Accountability at **ALL** levels of the organization

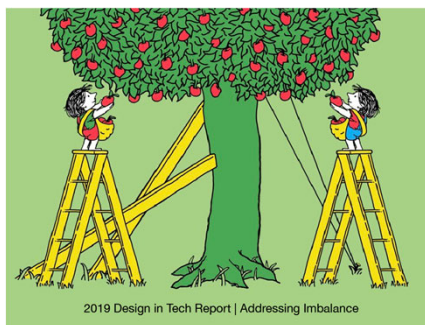
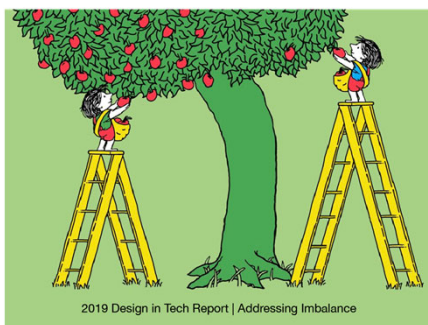
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EQUITY working with JUSTICE



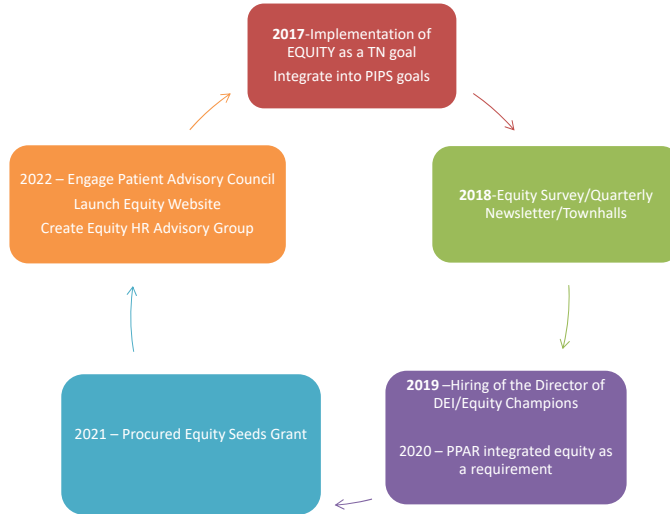
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Our Journey



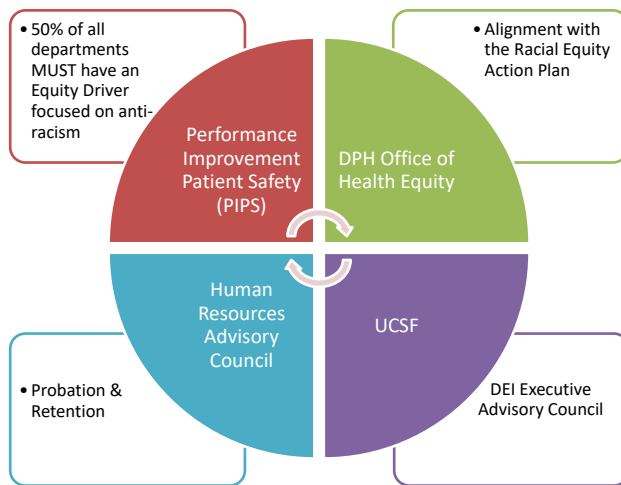
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Partnerships on the Journey



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A Call To Action

2017- Staff Survey

- Only 28% of B/AA staff responded affirmatively that their department at ZSFG was actively taking steps to improve racial equity
- Only 13.4% of ZSFG's staff are Latin in comparison to 38% of patients

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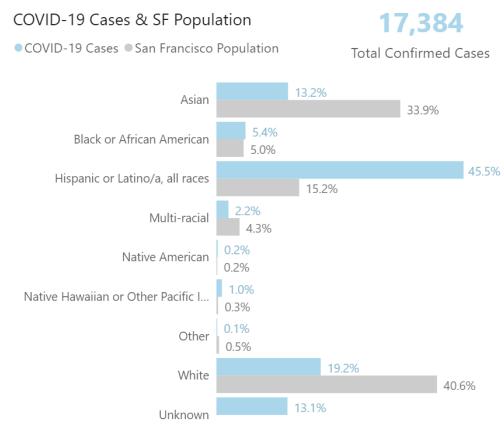
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Highlights of Disparities – 2020

Key Points

- Pandemic (COVID-19) highlighted health care disparities
- April 2020, approx. 75% of ICU cases at ZSFG were Latin-X
- Almost 50% of the COVID-19 cases were amongst the Latin-X community
- Less than 13% of the ZSFG staff is Latin-X, while over 38% of the patients seen are of the Latin-X community

Supporting Data



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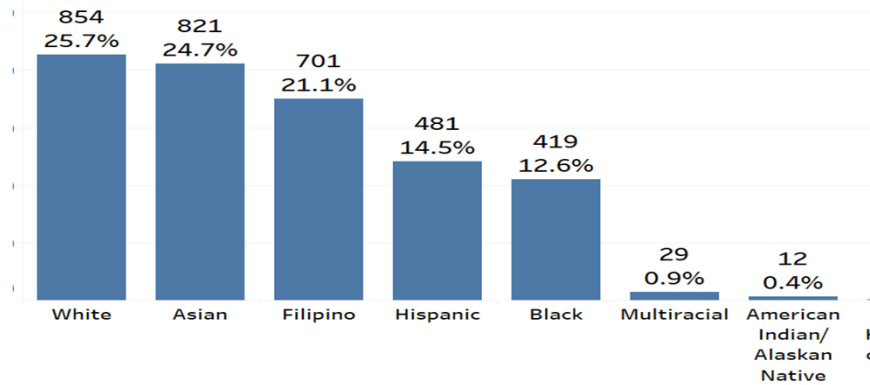
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ZSFG Race/Ethnicity

Race/Ethnicity Demographics by Division



Race/Ethnicity demographics by division at the San Francisco Department of Public Health (SFPD) as of 5-5-2021.

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Lean Tools Used to Solve

A3-Thinking

- Know the background
- Present condition(s)
- ID the problem
- Set a goal
- Select metrics
- Analyze (why does the problem exist)
- Countermeasures (impact vs. effort)
- Implementation plan

PDSA (Plan Do Study Act)

- Rapid improvement
- Reassess

DMS (Daily Management System)

- Huddle board

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Problem Statement

While disparities in healthcare is not a new phenomenon, COVID-19 in 2020 exacerbated the inequities fueled by the overt **racism** nationally. ZSFG recognized the approach to deliver an anti-racism organization requires a deliberate focus on the improvement by all departments.

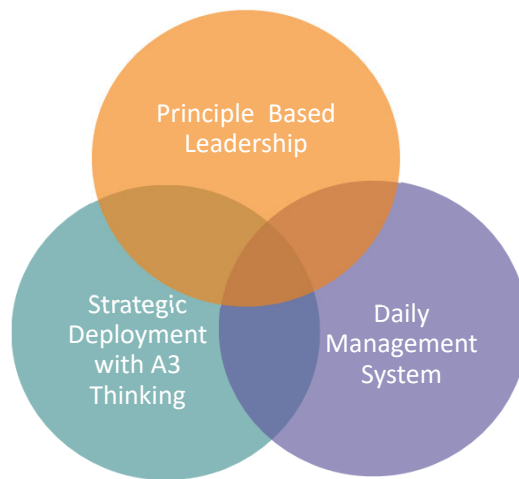
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Accountability Approach



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Countermeasures

- Establish an Equity Council
- Provide resources to support managers/supervisors in creating inclusive & equitable workplace cultures
- Strengthen equity leadership training for ZSFG workforce
- Review and modify hiring, promotion, and retention policies/practices to ensure equitable treatment; and to build a workforce that reflects the patients/community
- Increase transparency through communication internally & externally

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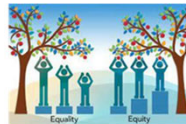
Equity Newsletter

August 2022



Advancing Equity.

In this quarterly staff newsletter, we hope to educate, advocate, and inspire efforts to advance equity across our organization.



"Health equity means everyone has a fair opportunity to live a long and healthy life. Those with the greatest needs and least resources require more efforts to equalize opportunities."

Welcome New Equity Council Members!

We welcome our newest council members! They will advise and support ZSFG's Department of Diversity, Equity, & Inclusion (DEI) and ZSFG more broadly on DEI matters. The council will critically analyze hospital operations, policies, staff experience, and patient health outcomes through an intersectional race-conscious lens. As an influential and collective voice, the council holds ZSFG Executive Leadership and the ZSFG Department of DEI accountable in leading the ZSFG community in dismantling institutional and structural racism and building a culture of respect and inclusion.

- Nora Franco, MSIS, Clinical Research Librarian

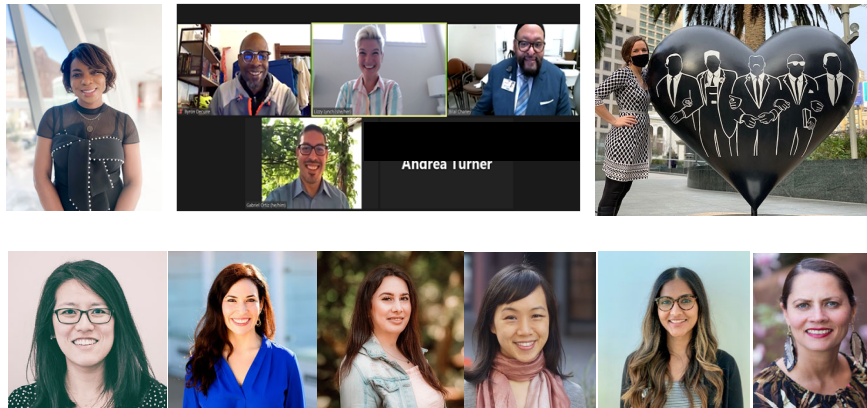
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Equity Council Pictures



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Huddle Board

Emergency Room
Department

- Led by the Director
- Other department leaders are present
- Address equity concerns as well as safety issues



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Example of Working Together



Align Together

Urgent Care Workshop using observation and data to understand the patient experience



Enable Together

Interdisciplinary team using shared problem-solving approach (A3 Thinking) to reduce med errors



Improve Together

EVS testing how to clean rooms better and improve patient safety and flow (PDSA, Standard Work)



Caring Together

An ER Team "huddle"

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Summary

- Acknowledge there is racism
- Determine the burning platform
 - Use data
- Analyze the data
- Adopt a culture of change
- Engage partnerships
- Devise a Racial Equity Action Plan (REAP)
- Intentional about the programs for minority groups
- Sunset racist policies
- Engage and empower
- Assess and reassess

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Slide 21

EL2 I LOVE THIS!

Erica Lorie, 8/31/2021



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2022 HQI Annual Conference



restore. inspire. lead.

Questions

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Thank you

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