

10th Bi-Annual UCSF Staff Engagement Town Hall

Nancy Duranteau
UCSF Chief Learning Officer

Poll - Could you share any wellness initiatives or programs you or your colleagues are currently implementing?

21 Practices for Happiness and Accomplishment @Work

annual events for staff - volunteer event, staff appreciation summer and winter event and Diversity potluck.

Any support/consultation for stress from work.

As a group, we attended UCSF's 21 Practices for Happiness and Accomplishment @Work Half Day Workshop

Blocking time for break/lunch in my calendar.

Center moment before the biweekly team meeting

Close disparity between faculty hires and staff hires.... Staff overwhelmed

Coaching

Concern over money issues, layoff

connections and walks to replace some staff zooms

Doing ice-breakers (lead rotated among team members) to relax, have fun, bond, for team building and getting to know each other better, at the beginning of our meetings

Email newsletter wellness tips

Get up from desk every 30 minutes, stretch your legs

getting a good night sleep

going to the gym midday

gratitude journals

Gratitude journals

Just started departmental Culture & Belonging Committee with staff and faculty representation from each division.

listening to my body and needs

Meditating 30 minutes daily

Monthly remote optional short "coffee breaks" for non-work related topics.

More walking. Making better eating choices.

no meeting fridays

none :(

Not aware of any. thank you.

Office clutter clearing!

On our personal time, creating a community care space to act against genocide and heal our moral injury

Our department has a self-care hour that each employee can take at their discretion once per week, to use in any way we decide for self-care.

podcast club, wellness challenges

Respect others' time

Retreats, morale building events, & collaborative kitchen

Speaker for our staff about managing burnout

Staff is sharing their "About Me" in presentations during huddles and staff meetings. This is done in effort to get to know each other better as our team is hybrid and limited to see one another.

Team building activities

The Division of Geriatrics received a wellness grant for FY2024 to create 7 short videos centered around the 7 pillars of wellness, presented by employees in our Division. -Karen Yuan

Tuesday on-site lunch hour for staff to connect.

UCSF Recognize

ucsf recognize

Use your vacation time!

Virtual coffee breaks

Volunteer work

Volunteering for teambuilding and to connect to mission

volunteering out in the community

Walks

We have bi-weekly meetings called on the bright side . We check in to see how everyone is doing and not talk about work.

Wellness walks

When staff feel like their opinions don't matter, encourage them to reach out to higher leadership. And to keep trying. They deserve to have their voices heard and acknowledged.

Yoga

UCSF Land Acknowledgment

We would like to acknowledge the **Ramaytush Ohlone** people, who are the traditional custodians of this land. We pay our respects to the Ramaytush Ohlone elders, past, present, and future, who call this place, the land that UCSF sits upon, their home. We are proud to continue their tradition of coming together and growing as a community. We thank the Ramaytush Ohlone community for their stewardship and support, and we look forward to strengthening our ties as we continue our relationship of mutual respect and understanding.



Opening remarks and reflections

- Sam Hawgood, Chancellor
- Sheila Antrum, UCSF Health Chief Operating Officer, Senior Vice President

10 minutes

State of Engagement and Action Plan Goals

10 minutes

Focus on Organization Wide Wellness

- Stephanie Collins, Vice President Assistant Vice Chancellor People Wellness
- Ana Dolatabadi, Clinical Director Faculty and Staff Assistance Program
- Kathleen Yumul, Wellness Program Manager

40 minutes

Local Action Planning - Making a Difference

- Karen James, Director, Ambulatory Programs
- Anais Ryken, Director, Women's Health

15 minutes

Community feedback and next steps

10 minutes

Panel of Experts

Office of Diversity and Outreach

- **Alejandra Rincon**
Asst VC, Chief of Staff
- **Renee Navarro**
VC, Chief Diversity and Outreach
Officer, Professor of Anesthesiology
and Perioperative Care

Gallup Team

- **Rob DeSimone**
Executive Consultant
- **Teresa Tschida**
Executive Consultant

Faculty Practice Operations/Ambulatory

- **Jade Williams**
Ambulatory Performance Improvement/
Practice Leader
- **Julia Ly**
Administrative Director, Women's Health,
Primary Care

Human Resources

- **Corey Jackson**
Assoc VC/SVP
Human Resources CHRO
- **Jeff Chiu**
VP/AVC Talent Management
Human Resources
- **Sue Forstat**
Director, Health Care Facilitator
and COPE programs
Director, HR People Wellness
Strategic Initiatives
Co- Implementation Lead, UCSF
Gender Recognition & Lived Name Policy
- **Tiffany Carrara**
FSAP Program Administrator

Educational Technology Services

- **Benjamin Wallen**
ETS Supervisor & Technology Innovation
and Outreach Specialist

Learning & Organization Development

- **Annalyn Cruz**
Learning Development Consultant
- **Chuck Green**
Learning Systems Manager
- **CJ Frosch**
Digital Engagement Strategist & Curator
- **Kun Yang**
Associate Director
- **Marcia Soares**
Operations Specialist
- **Michael Jones**
Workforce Development Consultant
- **Mikko Gatchalian**
Learning Development Consultant
- **Monica Shirley**
Learning Development Consultant
- **Paul Axelrod**
Learning Development Consultant

Opening Remarks

Sam Hawgood
Chancellor

Reflections

Sheila Antrum

UCSF Health Chief Operating Officer | Senior Vice President

2023 State of Engagement

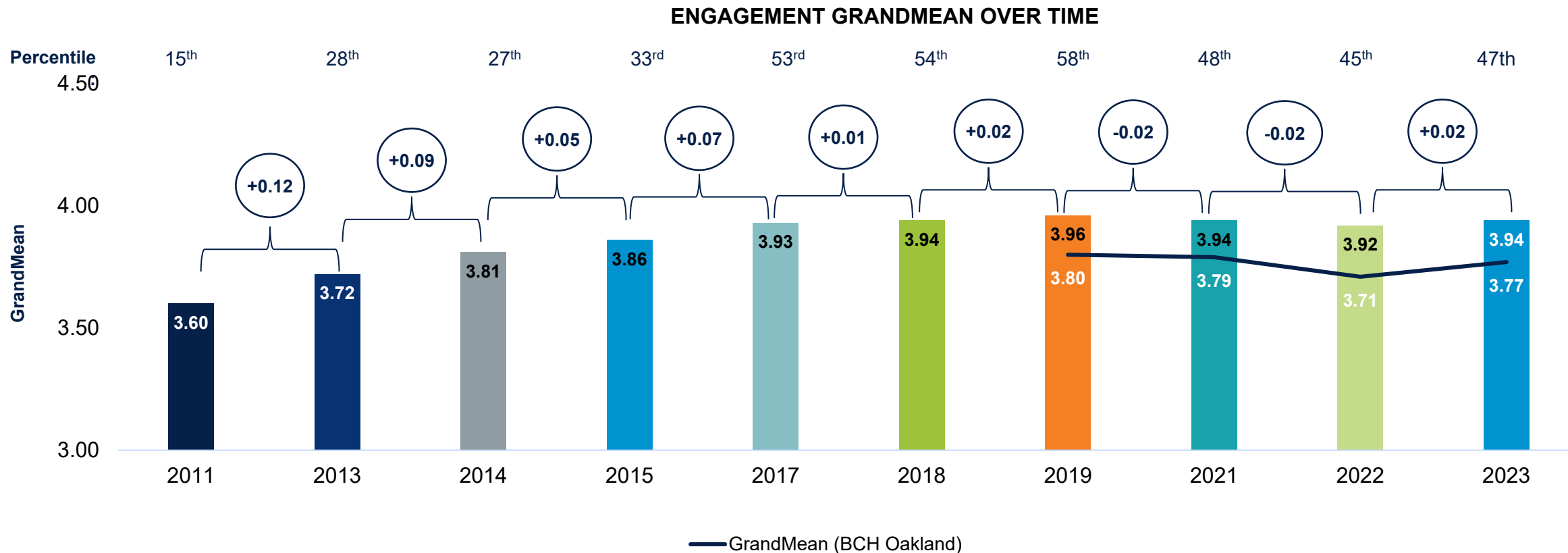
Refresher

Nancy Duranteau

UCSF Chief Learning Officer

UCSF Engagement Trend

Engagement has improved significantly since the program launch in 2011.



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.

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	47 th Gallup Overall
Belonging	3.84	+0.02	N/A
Accountability Index	3.72	+0.09	30 th Gallup Overall
Burnout (% Always/Very Often)	36%	-3	29% National Average for Healthcare
Overall Wellbeing	3.55	N/A	17 th 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.

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 <i>How do I grow?</i>	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 <i>Do I belong?</i>	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 <i>What do I give?</i>	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
BASIC NEEDS <i>What do I get?</i>	Q03. At work, I have the opportunity to do what I do best every day.	Know me
	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

How we measure “belonging”

The Belonging Index = 10 questions



Engagement

Q04. Recognition

Q05. Care

Q07. Opinions

Q12. Learn and Grow



Roadmap

A clear **roadmap** that helps employees navigate UCSF’s complex structure

Find information and resources that I need to be effective

Have a clearly defined path for development and growth



Manager Advocate

Strong **support** and **advocacy** from managers to drive growth and progress

Manager is a strong advocate for our unit and department

Manager consistently helps me progress in my role



Unconscious Bias

Breaking **unconscious** bias and driving respect for **diverse** backgrounds and viewpoints

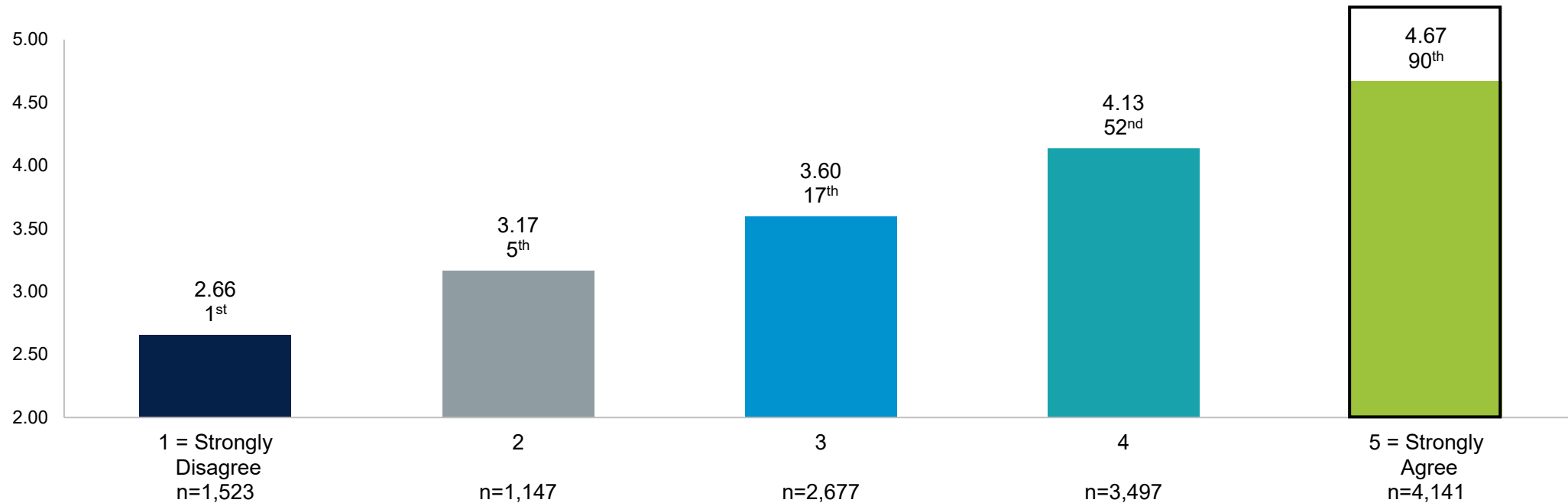
I am respected for who I am as a person

I have the same opportunity for advancement as others with similar experience and qualifications

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.

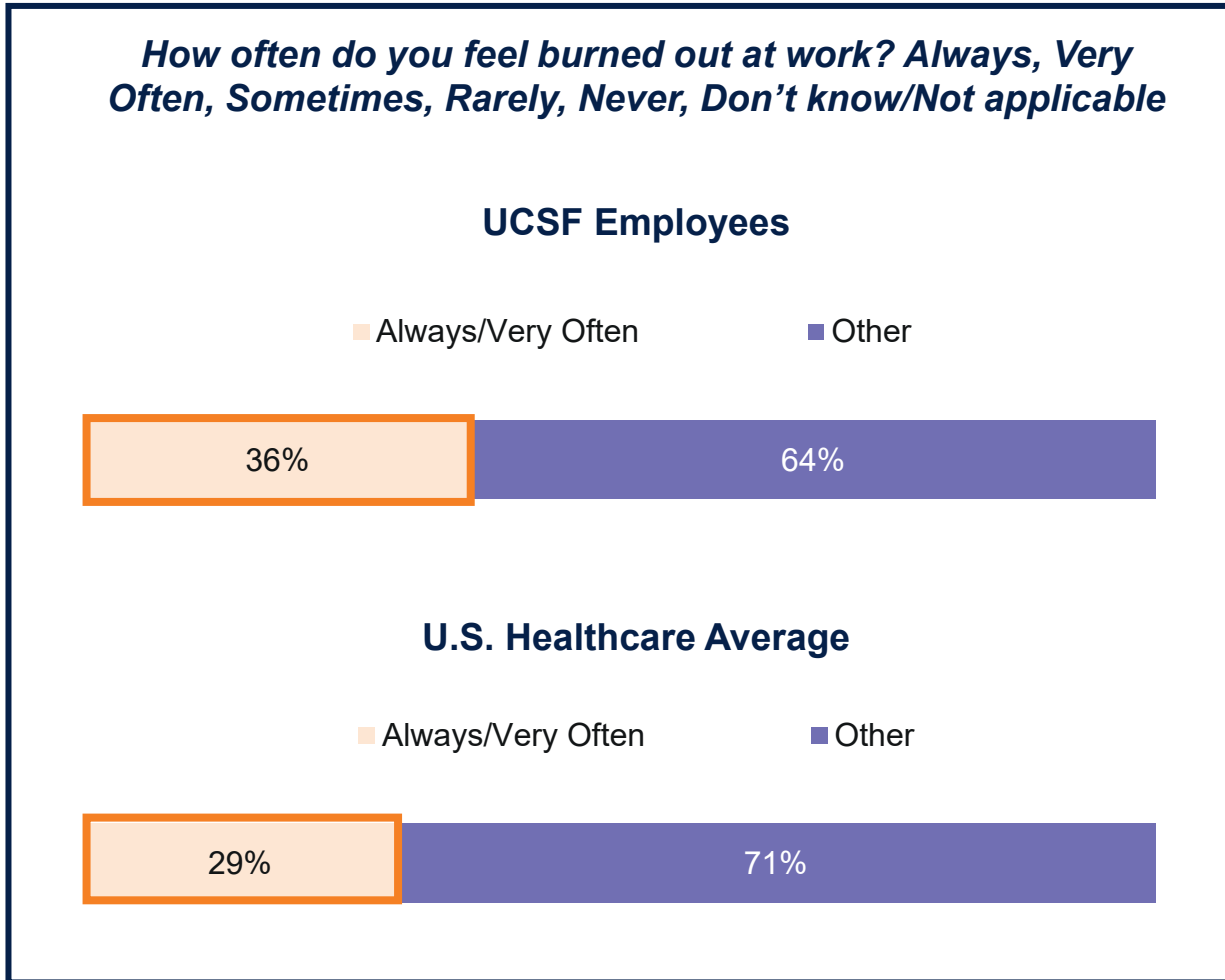
**Engagement Mean by response to
“My team has made progress on the goals set during our action planning sessions”**



Note: Percentiles are based on Gallup's Q12 Additional Items Workgroup Level Database for respective year.

Burnout at UCSF

Burnout at UCSF remains higher than the US healthcare average.



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

Goals

Organization-wide action plan update

Organization Wide Action Plan - Highlights



 UCSF supports actionable efforts to improve engagement where our past engagement surveys have shown we have opportunities.

Our organization-wide action plan for 2018-2026 is a commitment to building an inclusive, strengths-based culture.

Our Goals

- Building roadmaps for staff
- Helping managers serve as advocates
- Identifying & addressing unconscious bias

Actions at each level

- Leadership
- Organizational Initiatives
- Workgroup Activities and Action Planning

Community Forums

Regular involvement opportunities aimed at fostering staff engagement and a sense of belonging

UCSF Staff Community Events	UCSF Staff Community Resources
<ul style="list-style-type: none">Chancellor Awards for Diversity CelebrationChancellor's Leadership Forum on Diversity and InclusionDiversity GraduationGlobal Accessibility Awareness Day (GAAD)Engagement Ambassador SummitHealth Equity and Anti-Racism Research (HEAR) SymposiumInternational Women's DayLGBTQ PrideStaff Engagement Town HallsStaff Resource DaysUCSF Anti-Racism TownhallUCSF COVID-19 Response Town HallsVeterans Job Fair and Open HouseWorkforce Development Programs	<ul style="list-style-type: none">Conflict in the Middle East Support ResourcesDiversity Committees<ul style="list-style-type: none">Disability Inclusion Black Caucus Status of Women LGBTQ Filipinx Chicanx Latinx Asian Pacific American Campus Climate CultureDiversity TrainingFaculty and Staff Assistance Program<ul style="list-style-type: none">Free confidential employee mental/emotional health counseling servicesLand AcknowledgmentOmbuds Office<ul style="list-style-type: none">Safe, confidential place to discuss UCSF-related issues and explore possibilities for informally addressing concernsResource Centers & Services<ul style="list-style-type: none">Disability Accessibility CARE Advocate Multicultural Resource Center Sexual Violence Prevention & Response LGBT Resource Center Prevention of Harassment & Discrimination Undocumented SupportRestorative Justice Practices and Community CirclesSpiritual CareWellness Resource Hub

- Inaugural Assistant Vice Chancellor of Climate & Belonging
- UCSF Police Accountability Board
- Advancing Excellence in Staff Recruitment
- Staff Resource Days



Focus on Organization Wide Wellness

Learning &
Organization
Development

at UCSF

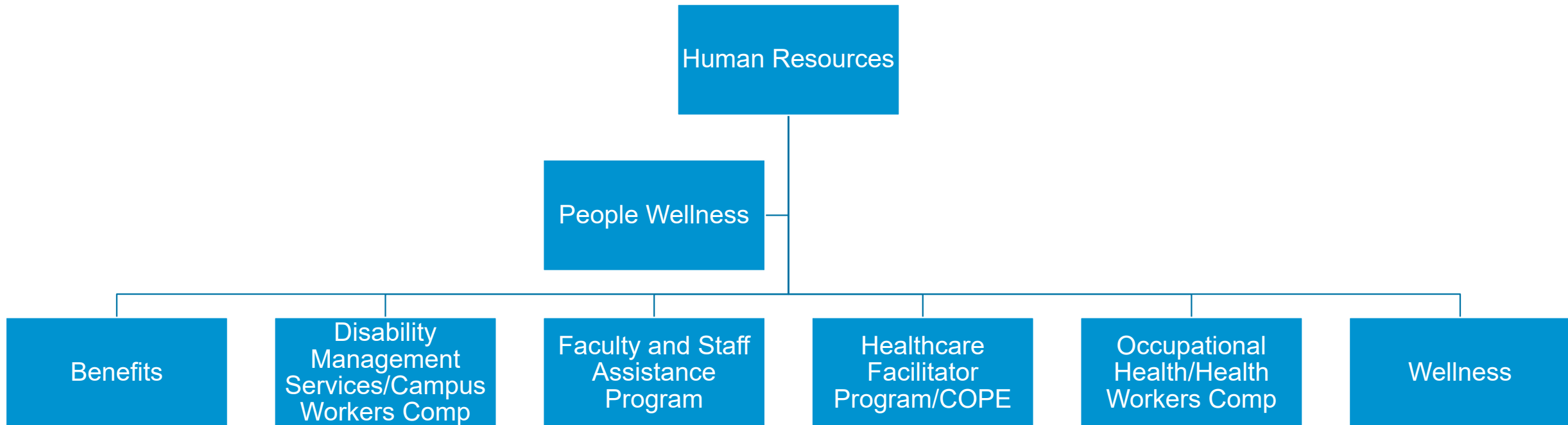
Focus on Organization Wide Wellness

Stephanie Collins, Vice President Assistant Vice Chancellor People Wellness

UCSF

People Wellness

Bringing Together Wellbeing Services at UCSF





Burnout: A Path Forward

The Faculty and Staff Assistance Program

Ana Dolatabadi, Psy.D., M.A.



Burnout is a sign that something needs to
change



What is Burnout?

An individual response to chronic work stress that develops progressively and can eventually becomes chronic.

Edú-Valsania S, Laguía A, Moriano JA., 2022

The Three Dimensions of Burnout



Sources: Morse, G., Salyers, M. P., Rollins, A. L., Monroe-DeVita, M., & Pfahler, C. (2012). Burnout in mental health services: A review of the problem and its remediation. *Administration and Policy in Mental Health, 39*(5), 341-352. <https://doi.org/10.1007/s10488-011-0352-1>

World Health Organization. (2019). *Burn-out an "occupational phenomenon": International classification of diseases*. World Health Organization. <https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases>

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry, 15*(2), 103-111. <https://doi.org/10.1002/wps.20311>

Individual & Organizational Strategies





Individual Strategies

Completing the Stress Cycle

Breaking the Cycle of Rumination



Breathwork



Organizational



Plan to Extinguish Organizational Burnout, McLean & Company, 2022. (Adapted from Maslach & Leither);
Introduction to Psychological Safety for HR, McLean and Company, 2023)

Burnout & QOL Screening Tool

Professional Quality of Life Screening ([ProQol.org](https://www.proqol.org))

- 30 item self report measure, 5 point rating
- Self-monitor professional quality of life
- Compares scores to average of others
- Can compare your own scores, normed for monthly use
- Free to access- [ProQol.org](https://www.proqol.org)



Faculty & Staff Assistance Program (FSAP)

**Monthly FSAP Mental Health & Wellbeing
Webinars**

**Counseling or Group Intervention
Requests:**

tiny.ucsf.edu/FSAP

(Must be connected thru UCSF VPN)

**Urgent After-Hours Mental Health Crisis
Support**

**for UCSF employees
(415) 476-8279**

**After 5pm Mon-Friday, weekends &
holidays**

Learning &
Organization
Development

at UCSF

Focus on Organization Wide Wellness

Kathleen Yumul, Wellness Program Manager

UCSF

7 Pillars of Wellness

Wellness means tending to all the pillars.



Emotional



Physical



Social



Financial



Environmental



Career



Spiritual

Which one will you focus on today?

MyWellness.ucsf.edu

The UCSF Wellbeing Collective



- Connecting wellbeing efforts across the enterprise
- Enhance communication to build and strengthen partnerships

People Wellness Efforts

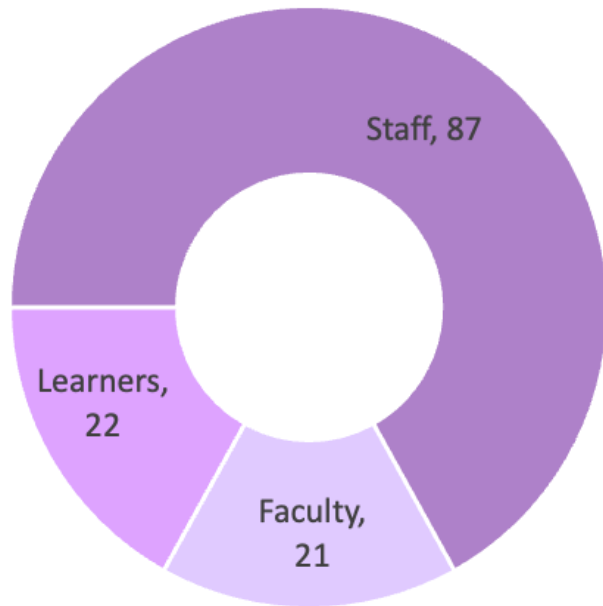
- COPE Program – Relaunching in 2024 based on original 2020 program
- After Hours Support and FSAP Wellness Webinars
- Wellness at Work – Ergonomics and Physical Therapy
- Wellness Champions – Rolling Applications
- Departmental Presentation on Pillars of Wellness
- Community Wellbeing Grants – 16 grantees selected for FY24, \$100K distributed

Community Wellbeing Grants - FY 23

Application Demographics

📄 **125** - Applications
\$ **\$904,633** - Requested

Applicant Populations



Proposal Impacts

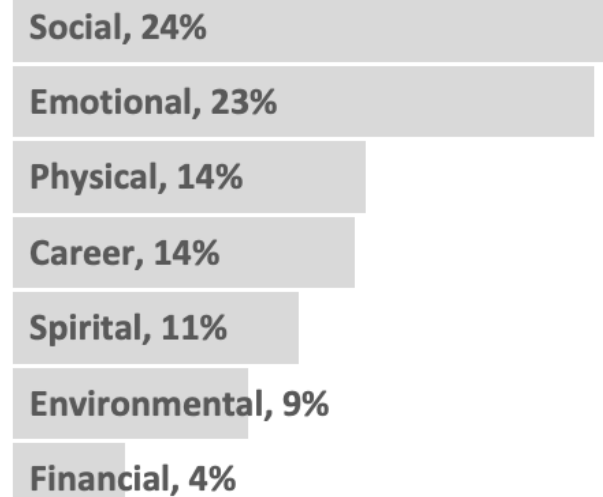
Impacted Populations

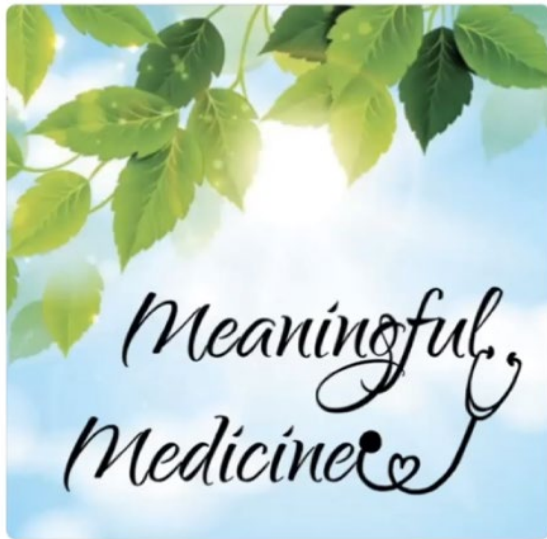
👤👤👤👤👤👤 **6K** – Staff
👤👤👤👤👤 **5K** – Learners
👤👤 **2K** - Faculty

Total impact

👤👤👤👤👤👤👤👤👤👤 **~13,300**

Percentage of proposals focusing on each wellness pillar





Meaningful Medicine
Shieva Khayam-Bashi & Nicole Hohenstein
Health & Fitness
★★★★★ 5.0 • 5 Ratings
[Listen on Apple Podcasts](#)



[Apple](#) | [Spotify](#) | [YouTube](#)

Community Wellbeing Grant Spotlight

- Nicole Hohenstein, MD
- Resident
- Meaningful Medicine Podcast

Staying Connected

MyWellness.ucsf.edu



UCSF Wellbeing Services



Email Us

Wellbeing@ucsf.edu

Wellbeing Newsletter



Wellness Champions



Action Planning Making a Difference

Learning &
Organization
Development

at UCSF

Faculty Practice & Ambulatory Operations Engagement Improvement Journey

Karen James, Director, Ambulatory Learning & Development Programs
Anais Ryken, Director, Women's Health Services

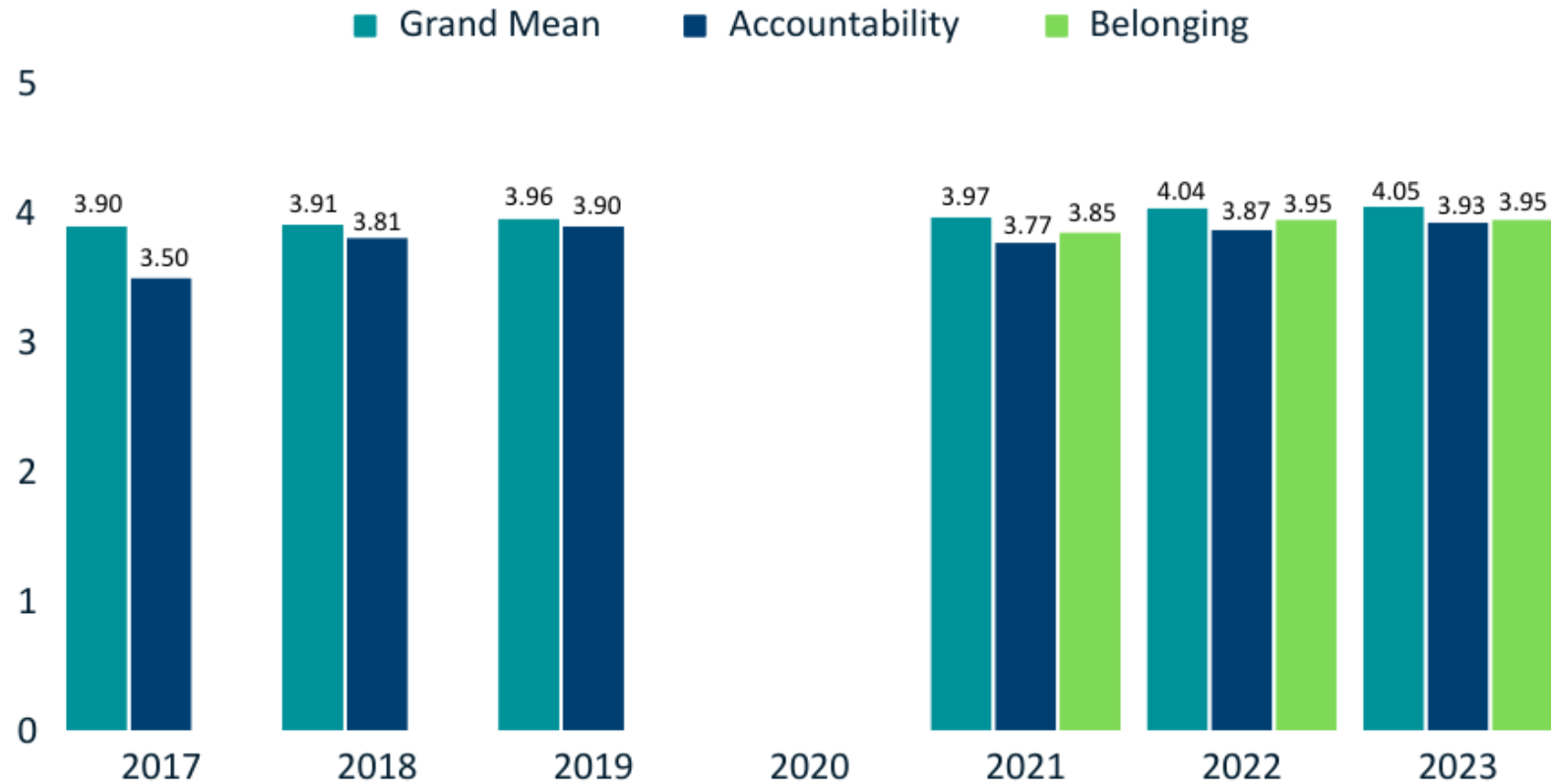
01/31/2024

Fully Engaged Leaders

Consistent and unwavering messaging from our leaders:

- “Even though we are short-staffed, please do not pull back from development plan implementation. It is how we show staff that we care about them.”
- “You can only do so much and stay healthy. I’d rather we got behind in keeping staff physically and mentally healthy than have them breaking down and going out on leave. Health comes first.”
 - ***David Morgan - Vice-President and Chief Operating Officer - Faculty Practice Operations***
- “I strongly encouraged all leaders to have 1:1 regular meetings and check-ins with their direct reports. Through these 1:1 sessions, it allows time for leaders and their direct report to learn more about each other, connect and people, and to provide individualized time for support and recognition.”
 - ***Laurel Bray-Hanin - Vice President and Chief Operating Officer - UCSF Helen Diller Family Comprehensive Cancer Center***

FPO Entity Engagement Survey Highlights



No staff engagement survey in 2020

Began capturing "Belonging Index" in 2021

2021 Covid year

2022 Belonging Highlights

There is a clearly defined path to growth and development in my role. + .16

My manager or supervisor serves as a strong advocate for our unit/department. + .12

My manager or supervisor is consistently trying to help me progress in my role. + .15

At work, I am respected for who I am as a person. + .09

2021 Development Planning Goals

- 90% of conversations with staff about development
- 90% of those staff who desire development plans completed



Focused Communication Channels



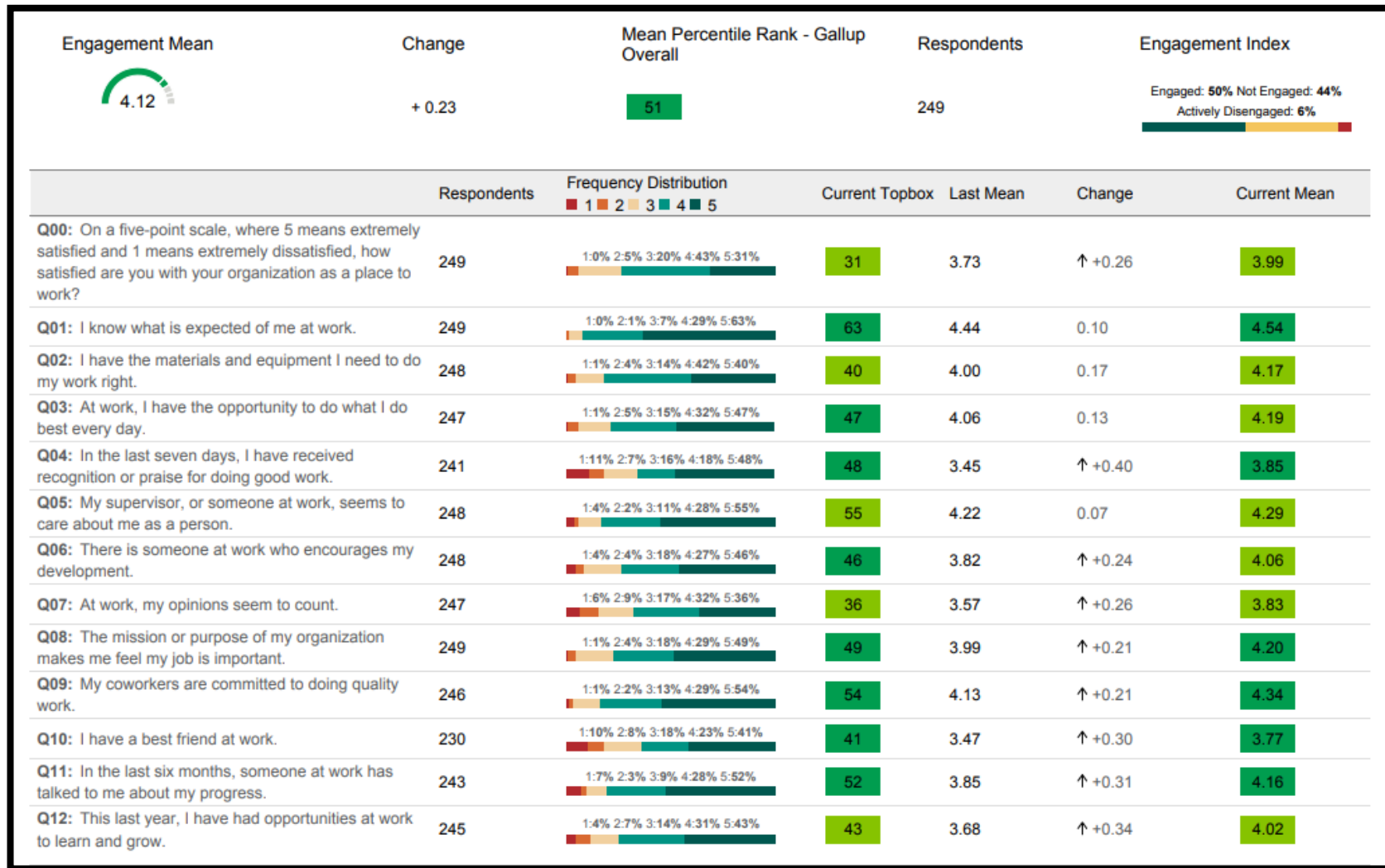
- Team meetings
- Ambulatory Leadership Meetings
- Ambulatory & Friends Meetings
- Team Huddles
- True North Board (TNB) Rounds
- 1:1 Meetings
- Development Planning Pop-Ups
- Process Improvement Training

Division-Wide Check-Ins

A few previous questions:

- When I ask questions and state my opinion during daily huddles, staff meetings, etc., I feel safe and confident about the answers I receive.
- My work site (location) is doing everything possible to keep me safe and reduce the chance of COVID-19 infection.
- I feel comfortable holding patients and colleagues accountable to the required UCSF safety standards (masking, physical distance, handwashing, etc.)
- I have a development plan in place.
- What is one additional thing we should keep in mind as we continue refining our recovery plan?

Women's Health Gallup 2023





Increase Belonging



Opinions Count

Increase communication

Tiered Huddles

Weekly 1:1s

Morning clinic e-mail (Daily Stat)

Monthly All Staff meetings

Clinic rotation for managers



Learn & Grow

Monthly lunch and learn for managers

Lunch and learns for staff led by clinic providers

Dedicated time to discuss development



Recognition

Events

All About Me

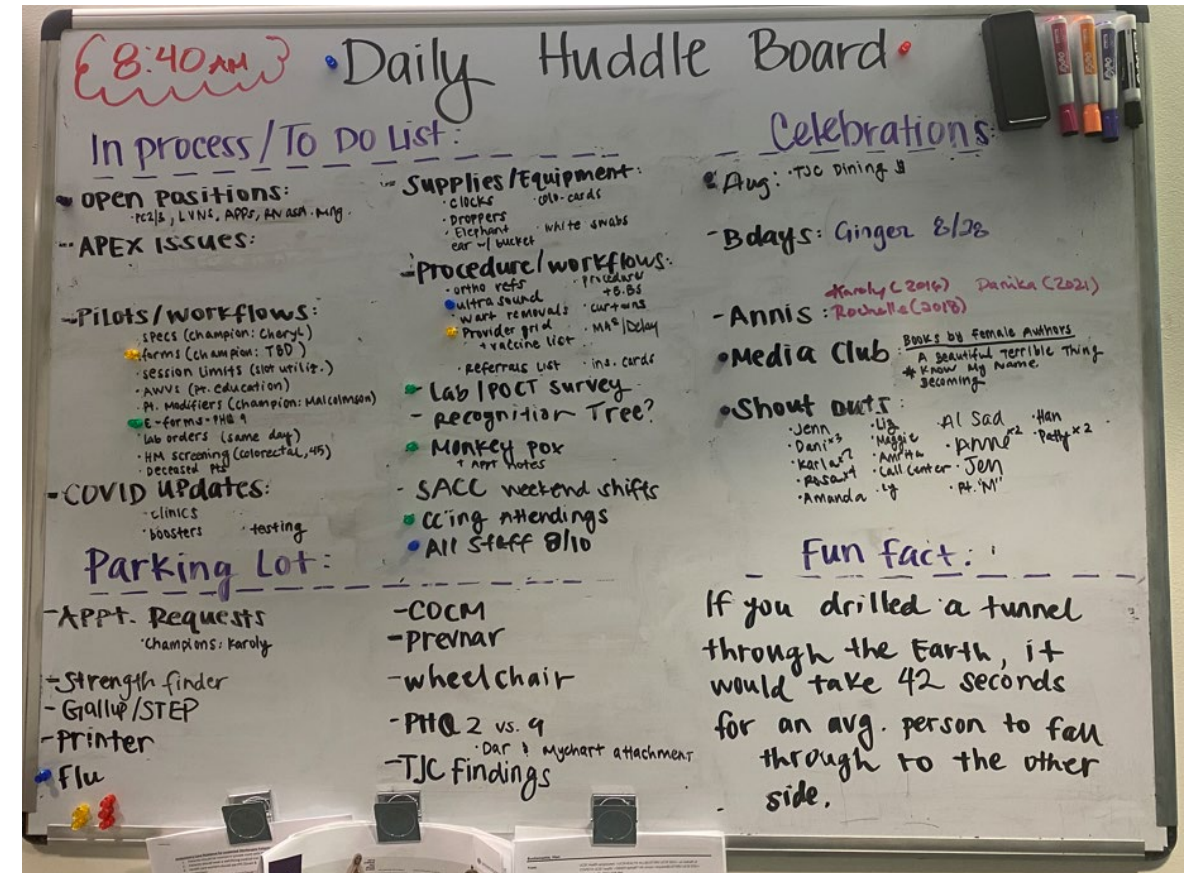
Celebrate everything

Increased award nominations

WHPC Opinions Count

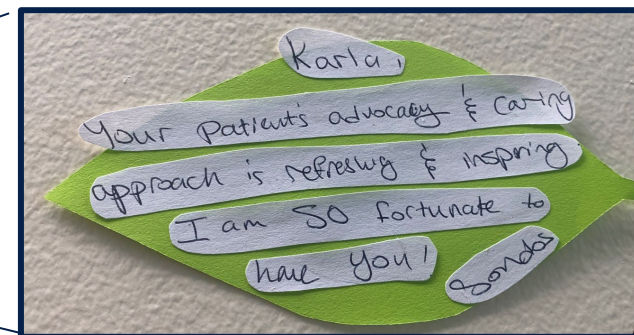
Daily Huddles

- Resumed in-person huddles June 2021
- Serves as feedback/communication loop for all
- Encouraged Staff and Providers to bring up questions, suggestions, and announcements to huddles
- Encouraged everyone to jot down an item onto to the board throughout the day to bring up the next day—we love a “messy” board!
- Summary of huddle notes sent daily so that those who could not attend are still in the know

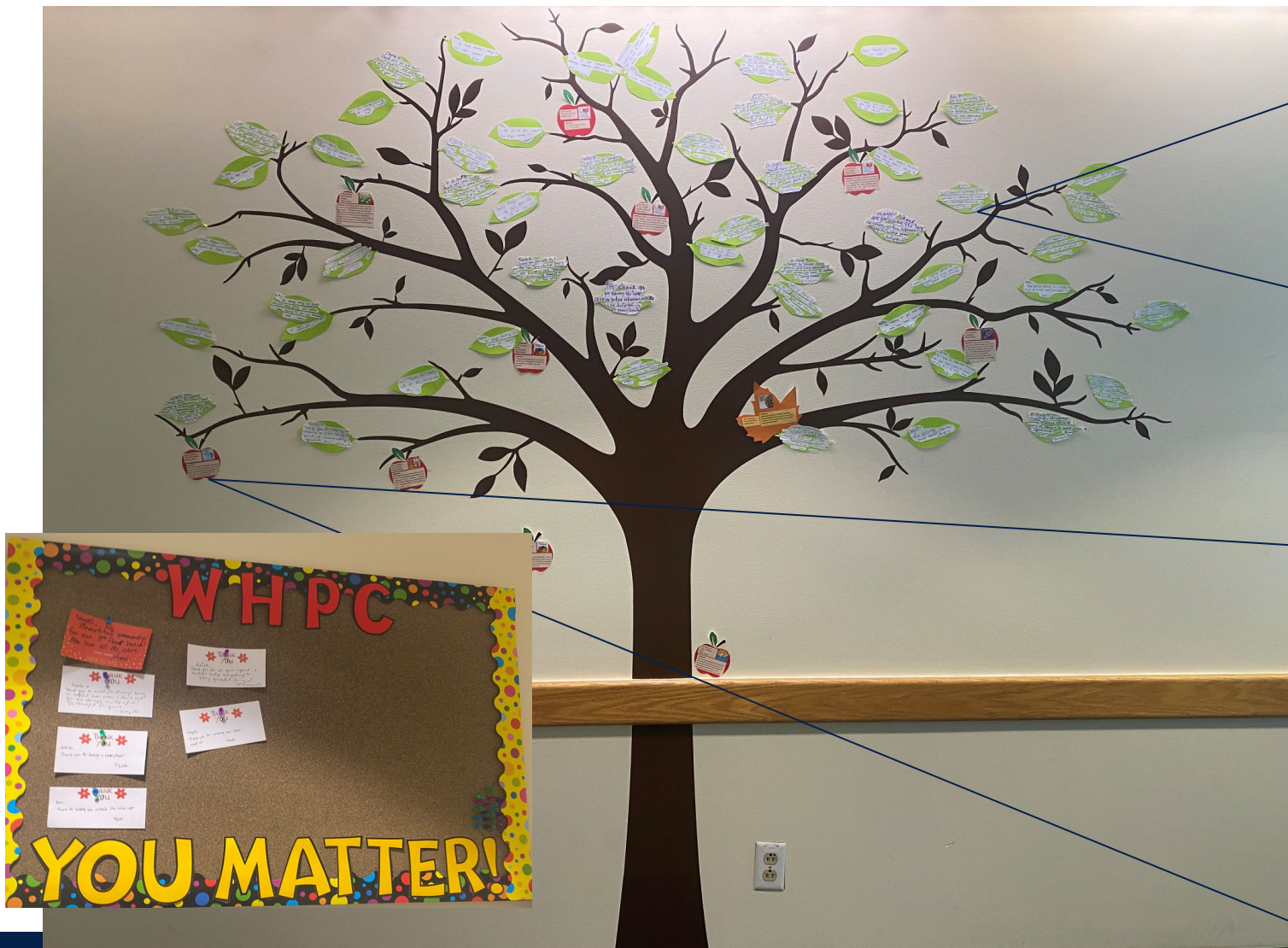
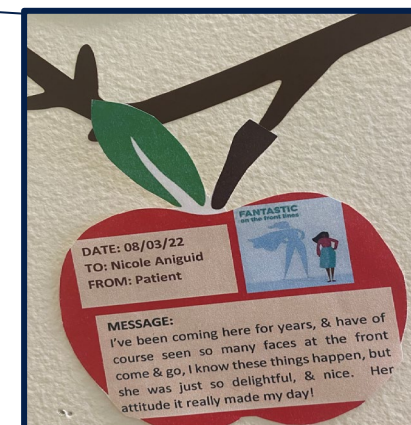


WHPC Recognition Tree

Internal/Staff Recognition: Leaves to symbolize nurture/growth



External/Patient Recognition: Apples to symbolize the "fruit of our labor"



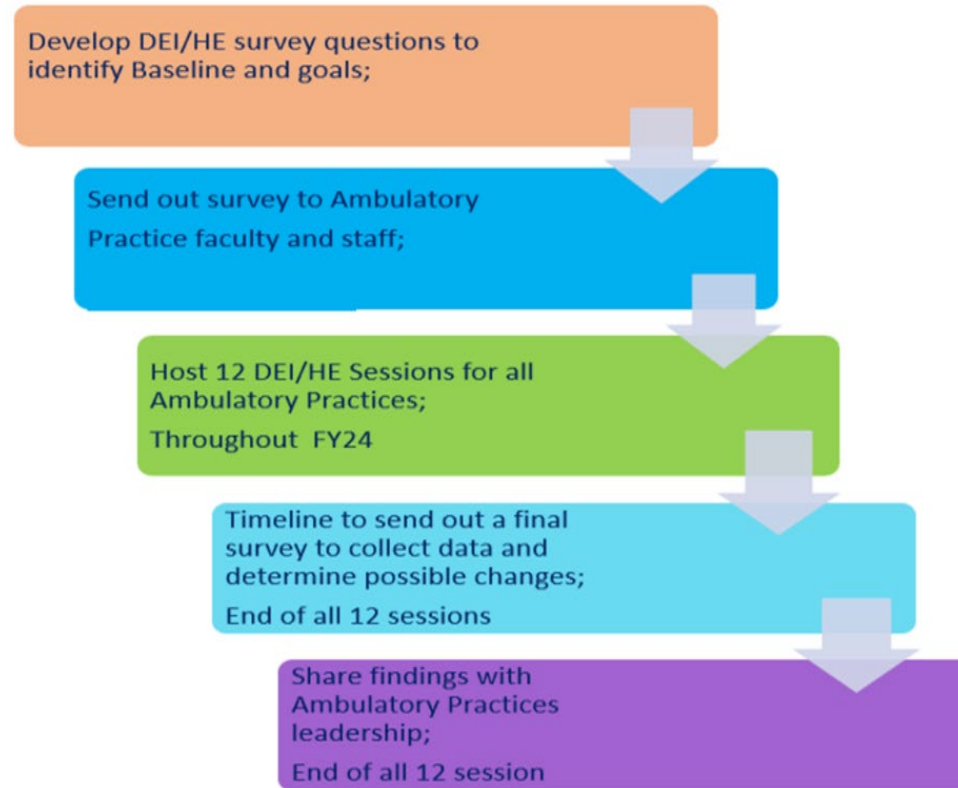
Women's Health Gallup 2023



Health Disparity and Equity Work

In order to continue advancing our DEI work and for the organization to have lens on inequity in care experience by race and ethnicity, Patient experience data related to “Everyone work well together” and “Staff care about you as a person” needs to be shared on the Organization True North Board - Learning Pillar.

Host 12 DEI/HE Sessions to all Ambulatory Practices - collect baseline data to help create modules that will encourage staff to grow and learn about social determinants of health and how to address them, as well as how to be culturally sensitive to one another and patients.



Leaders that Make It Happen

Erin Andersen RN, Associate Chief Nursing Officer

Laurel Bray-Hanin, Vice President/COO Cancer Services

Dawn Colwell, Vice President, Patient Access Services

Jennifer Dearman, RN, Director, Ambulatory Expansion

Sasha Eppel, Director, Neuroscience & Medical Services

Debbie Gee ,RN, Director, Orthopedics Institute

Andrea Henry, Ambulatory Improvement Specialist

Jennifer Hood, Administrative Director, Referral/Access Centers

Harnoor Jolly, Director, Strategic Initiatives

Joanna Laffey, Director

Eric Mcney, Director, Primary Care Services

Sasha McKenzie, Director, Ambulatory Performance Improvement

Brenda Mar, RN, Director HVC/Cardiology Services

Mark Marino RN, Director, Medical Specialties,

Gladys Morazan, Executive Assistant Office Manager

David Morgan, Vice President - Chief Operating Officer

Gita Patel, Director, Procedure & Surgical Practices

Erica Rajabi, Vice President Mission Bay, Women's Health & Adult Services

Shavalee Rios-Savanapridi ,Director, Outpatient Behavioral Health Services

Rick Seefeldt, Director, Ophthalmology

Tesa Sena-Bulatao, Engagement Ambassador

Jason Selinger, Vice President, Children's Services

Dr. Susan Smith, "Retired" President of Faculty Practice/Senior Vice President

Diana Vaughn, Director, Patient Care Access

Jade Williams, Ambulatory Performance Improvement Practice Administrator

AND MANY, MANY MORE!

Questions?



Community Feedback

Everyone

Poll: What specific actions or changes could UCSF implement to more effectively support your well-being at work?

Ability to get targeted lists of Brassring job posts for specific job classes as they post

Acknowledge the distress and moral injury we are experiencing watching a massacre unfold in Gaza, for example through a townhall,

Action plans shouldn't be an employee responsibility. Managers need to take responsibility as well

Actually helping with work life balance. Not just talking about it.

Additional PTO for mental health. Structural changes to address culture of overwork

Allow time for work life balance

awards for teams that have high engagement and satisfaction, not just individual achievement

better communication of resources, policy changes, implementation, and impact

Better communication!!!

Better parking

Break your silence on the genocide in Gaza

Chair massage services like we once had access to

Childcare credits

Clear criteria and transparency for not just recruitment, but also promotions and ReClass

Clear path to promotion and career advancement; merit pay

Consider 360 reviews for certain levels of managers/supervisors

Create a culture of wellbeing

Educate supervisors and managers better

encourage self care days

Fix HR!!!!

for those of us who work in very small organizational units it would be helpful to have facilitated connection making with others in similar situations

Fully remote work

funds for gym membership

Get better CAOs in departments

Greater emphasis on support systems currently in place, communication is key!

hire more people

Hold management accountable for assisting people on their career utilizing career tracks.

Keep remote work!

Keep websites updated

Make brassring easier to search in

make sure supervisors, including faculty supervisors, do 1:1

make sure that departments enact flexible work arrangements and showcase support for this flexibility. also check the chat. there is a ton of feedback in the Q&A section that fits into this question

Manageable workloads - there is just TOO much work - leaders have to start saying 'no' to more work for us, and to trim back on initiatives we take on.

management to be intentional about providing time for engagement among team on regular meetings

managers to take the time to work with staff and provide support for professional development and career opportunities

Managers who have been at UCSF too long need training on how to be leaders

Mentoring and SPONSORSHIP for women of color

Mgrs held accountable for engagement action planning - or lack there of.

More family leave

More training for managers. Especially in regards to the work they should be doing when it comes to action plans. Actions plans should not just be the employees responsibility.

Please also update Amb website.

Prioritize initiatives

prioritize wellness in each dept

Provide a one on one UCSF career coach (like there are retirement 1:1 options)

Provide dedicated meditation spaces in each building - also a massage chair

Provide gym membership

Put "people managing" in JDs for managers

Recognizing/Highlighting good supervisors/managers

Required training for supervisors

Restore budgets cut during hiring freeze

Restructuring sick days to be PTO days, so employees are more inclined to take them. So many of us don't use sick days, and that's of no benefit to us!

Set limitations on patient volume/workload so staff can actually take PTO without feeling guilty that they're leaving their teammates short

Set priorities across the org, make them clear, and don't just keep adding more. Take seriously the comments on structural changes to fight burnout.

Setting rules about dedicating certain amount of time for employee to do this.

spread the work (same people are constantly asked to join workgroups)

Support managers that need to manage out toxic employees. One bad employee impacts the culture

Sustain/maintain commitment to work flexibility and remote work.

Teach managers how to manage.

Telling us to address/acknowledge our feelings, but then get an email from the CIO telling us we can't freely speak about the genocide in Gaza causes even more distress.

They could make a better effort to respond to our emails even if it's just a, thank you we got your email.

To respond to major world events with acknowledgement and due empathy and respect to their employees. Especially when events directly show disrespect and literal bodily harm to people doing our same work elsewhere.

Too much work in the shoulders of managers.

Training for managers - mandatory

Wellness time off during the work day.

Wellness trainings for managers

Work on culture change to promote 40 hour work weeks for managers

Poll: How do you define personal well-being, and in what ways does your cultural background shape this definition?

A balanced life

A feeling of being "balanced" in work and life.

Ability to do things that interest me - at work and away from work

Acknowledging mental, physical, emotional, and spiritual growth. Acknowledge the holistic person....

Balance between physical health, mental and emotional well-being, social relationships, financial stability, and a sense of purpose or fulfillment. It's crucial to acknowledge that the understanding of well-being varies and is influenced by individual experiences within specific cultural contexts. People may discover meaning and fulfillment in diverse ways, drawing from their unique backgrounds and belief systems.

Balanced life of work and life and good night sleep

Being adequately prepared to deal with life's stressors and having the ability to move on

Contributing to the well being of the collective, rather than the individual

Cultural background=doing too much as a woman

emotional balance

Feeling fully seen in my gender, orientation, and race

Feeling that my opinions are safe to be expressed. Knowing that I will be treated fairly and with respect and that my value is not just my productivity, but my longevity and health while working here.

Financial independence, which in general our nation does not emphasize as a child of immigrants money equates to opportunity.

Flexibility in schedule

Flexibility with working from home more

flexible work-life balance

Get some recognition once in a while

Good work-life balance, time for oneself, ability to take time off to recharge

Having a good support system. I depend on my friends at work and in my personal life.

Having a life/work balance and not have work overtake everything

Having a true community of colleagues. We should be allowed to have part of our jobs to be part of the UCSF community at large

Having energy to do work and personal activities well

Having resilience

High level of self- confidence

I define well-being as being able to fully embody and express my humanity and feeling like my environment is supportive of that. The freedom to be in alignment with my values.

if I die tomorrow, will I regret the choices I've made re priorities?

It means i get a good night sleep

know when to say no

maintaining a harmonious relationship between work and personal life

meaningful work life; life outside of work

Mental peace and compassionate feelings towards others. My cultural background is Jewish , so there is a hint of spirituality there

My Haitian identity teaches me to always be strong. Today, Well-being to me means it's ok to not be okay. Acknowledge it, respect it

Not being too overloaded with work. I have a "midwestern" work ethic so I tend to work very hard and long hours, but it's too much sometimes

Not feeling like a failure - pressure to constantly contribute above and beyond

personal wellbeing means dedicated time to myself where i can read or exercise or pamper myself. my cultural background doesn't entirely support these, but it does encourage me to set time aside for prayer and meditation

Rest is a must. It's practice to coming home to ourselves.

Strict boundary between work and personal life

Support , motivation, belonging, and even joy in being at work

Taking time for me. Committing to eating well, getting regular exercise, engaging with others socially.

True work and life balance

Vacations, PTO

Well balance of life and work

well-being is having a reasonable balance between workload, social life, personal health and wellness, and other commitments. well-being at work MUST be an explicit priority by our managers and our divisions.

When I feel equipped to handle an obstacle because my cup is full

Work is meant to help others and also helping yourself, not as means of a ball and chain.

Working hard, playing harder! =}

Poll: What is one key takeaway that you'll carry with you from this presentation?

	Votes
I need to care for me	14
Box breathing	12
There are resources available	9
Be mindful of burnout	8
Wellness!	8
we need to hold leadership accountable for enacting structural change, not personal	7
FSAP	7
Take the time to connect to each individual.	6
That our well-being is on us. We keep telling leadership about overload and issues with bad behavior, and that is not changing - we're just told to breathe, exercise, etc.	5
I am not alone. Everyone feels burnout but there's ways to manage it	5
To research wellness.UCSF.edu	5
Yes, I am not alone in burned out.	4
Dr. Ana's wonderful tips, exercise. I'm getting the recommended books.	4
Many are hurting right now.	4
I thought I was alone being burnt out.	4
Learn forgiveness	3
UCSF has tons of help available	3
That not all questions will be answered, but they are important, nonetheless	3
The ability to encourage my team to take advantage of the additional resources we discussed today	2
Resources to create action plans for improving staff engagement	2

	Votes
I am not alone in feeling overwhelmed, burnt out, and out of balance. I hope leadership will take action.	2
We are all in this together!	2
Investment that UCSF has to my well being.	2
What sound like simple approaches can sometimes have a huge impact	2
Update my Indeed and LinkedIn	2
It's okay to feel burnout	2
I work with amazing people and am grateful to this organization.	2
Maybe I'm burnt out and don't know it.	1
There is a lot of work leadership needs to do to improve lives of their employees.	1
The many resources we have at our fingertips	1
UCSF values wellness :)	1
Tips and best practices from Dr. Ana and also Ambulatory team!	1
Love that UCSF is valuing one on ones. This behavior is central to the outcome of staff engagement	1
There is still a lot of work to do by everyone not just the affected employees	0
have an honest conversation with my manager	0
Curiosity about whether senior leaders will act	0
There are resources and deep expertise BUT ... push pull w academia demands	0
using the Completing to stress cycle technic	0

Learning &
Organization
Development

at UCSF

Creating a
workplace
that works
for us all.