



Learning &  
Organization  
Development  
—  
at UCSF

# UCSF Staff Engagement Town Hall

June 2024

Nancy Duranteau  
UCSF Chief Learning Officer

# Who is someone at UCSF that deserves to be recognized?

Yuri Cartier  
Yolanda Marquez  
Winona Ward and Mae Moredo of OSR Proposals and Grants!  
Wilson Hardcastle  
Will Kellogg  
Whitney Brown, NP  
Wendy Tobias and Cecile Poretz!  
Wendy Tobias  
Wellness Champions!  
Veronica Alvarez from Ob Gyn & RS! Our Associate Chair of EISC work is amazing  
UCSF Fresno Engagement Ambassadors  
Trevor Lee - Great Job!!  
Tom Dugal  
Tom Chen  
Tim Alt!  
The Clinical Labs!  
The BCH QI team and our BCH Q&S leaders!  
Terry Giang  
Taryn Clissold, NP  
Tara Valcarcel  
Tanu Vashist  
Takeda Acquisition  
Susan Garcia  
Suresh  
Student Life Team  
Student Financial Services  
Stephanie Smith, NP  
SPiBOT team!  
Specialty Pharmacy Team  
Sophia Labelko  
Sina Dehghan  
Shuttle Drivers  
Sherri Gini  
Sheila Antrum  
Shauna Strong  
Sharon Clifton  
SCM Engagement Ambassadors!  
Sarah Menendez, NP  
Sarah Kabbatt  
Sarah Alvarez  
Sam Santiago  
Sam Hawgood  
Saipriya Muthusrinivasan  
Rochelle Nieva  
Robert Kirkbride  
Robert Carnacho  
Revenue Cycle Team!!!  
Ramaytush Ohlone People

Quality and Patient Safety Team  
Phyllis Simmons  
Phaedra Huey  
Phaedra Bell  
Pediatric Brain Center staff!  
Pauline Lee  
Patrick Canio  
Our leader: Suresh!  
Our front line staff and supervisors! Our unsung hero's!  
Our amazing Facilities team at the Valley Tower building!  
Orthopaedic Institute Team!!  
Oriol Zales  
OHCP  
Office of sponsored research  
Occupational Health Services  
Noel Baronia and Sally Huey-Lee!!!  
Nerys Benfield  
Nazima Khan!  
Nathalie Larsen  
Natalie Denning, NP  
Nancy Lei- can we clone her  
Nancy Duranteaul : )  
Naga Nemani  
Mylene Gana  
Monica Shirley  
Monica Ravanello  
Monica Moreno, RN, UD  
Monica Mapa  
Mitch Rassner!  
Michael Anthony  
Melvin Garcia. He is the glue that holds LPPH together!  
Meghana Nariani for Dev Med  
Mayra Aguilar  
Marybeth Marcelino  
Marliz Corado and Andrew Clark  
Marlies Murdoch, NP  
Marine Coco  
Maria Tejada - Staff Processing Team  
Margo Manser  
Marcia Soares  
Manisha Sittan!  
Managers  
Lizzette Espinosa  
Learning & development staff  
Laurie Nathan  
Laurel Pershall, NP  
L&OD Team  
Quality and Patient Safety Team  
Phyllis Simmons

Kristine Cannon  
Kristine Breyer  
Kristen Olsen  
Kim Long and Tony Rodriguez  
Kim LaPean  
Kendall Gross  
Katie Holmes  
Katie Cunningham, NP  
Katie Craft, best staff ever  
Kathleen Yumul!  
Kate Farley!  
Karla Peach  
Karin Rush Monroe  
Karen Yuan!  
Karalee Ko!  
Kameko Barnett, Ambulatory Capacity Management, she is AMAZING  
Kacy Minot, NP  
Julie Sullivan  
Julie Hutchinson!  
Joanna Yee  
Joanna Sierra  
Jo Ann Etorma  
Jessy Willse, NP  
Jessica Dreissler  
Jenny Chavari  
Jennifer Fries, NP  
Jenna Butor  
Jeimy Loyola  
Javier Echaveri PCA  
Janitorial Staff!  
Janitorial staff  
Janice Scudmore  
Jana Avila  
James Han  
Jackie Wren  
Irene Merry  
Interventional Radiology Practice Coordinators  
ICD Admin Team: Robin, Bonnie, Mel, Mary, Tiffany, Patty  
Ian Reynolds, HR Business Partner Adult Hospitals  
HR Team Engagement ambassadors  
Hilary Bunler!  
Hepatology & Pre-Liver Amazing Staff & Faculty!  
Hendrik Kupfermager!  
Heather Carrico  
Hannah Fairbanks!  
Hani Gutierrez  
Gorettee Mok  
Gonzalo Barrera Hernandez  
gerald Hudson  
Gemma Rooney  
Gardners and landscaping crews

Gallup Engagement Ambassadors  
FRPD Team!!!  
Frontline health care providers! Custodians and drivers  
front line staff  
Francesca Cohelo  
Fernando Gonzalez  
Fatima Aparico & Mayra Aguilar  
FAMILY SERVICES  
Facilities Managers  
Executive Assistants and Admins  
Everyone!  
Esther Yeung!  
Erik Wieland  
Eric Acuna UCSF Fresno Lead Custodian  
Engagement Ambassadors!  
Emily Rose  
Emilie Menard  
Emer Braddock!!!  
Ellen Loyd - Campus HR MGR  
EH&S Team!  
Dorin Donohoe  
Diane Von Behren  
Diana Allocco  
Dental success in Gallup in FY24!!! 3.95!  
Dental here!  
David McFarland  
David Carcamo  
Danny  
Danielle Niver, NP  
Danielle Blanc  
Danica Scaglione  
Dan Abel  
Custodians  
Custodial teams!  
Critical Care APPs  
Cristina Cruz!  
Controller's Office  
Colleen Chiu  
Colleagues who show up with enthusiasm and positivity  
colette ono ko  
Code CARE Social Workers  
CJ Frosch  
Cindy Tato  
Cindy Silva, NP  
Christine Springston  
Chrissy Smith, NP  
Cecilia Enad  
Cecile Poretz  
Cathleen Stugard  
Caroline Carter

Cardiology Finance team  
Brenna Esparza, NP  
Brenda Husband  
Beverly Shoemaker  
Beverly Lee  
Beth Moseley !!  
Bessy Merino  
Bernard Alvarado  
Ben Wallen!  
Beaumont Yung  
BCH Quality Improvement Team!  
BCH Quality and Safety Teams  
Autumn Huffman - TA  
Art Dominguez  
Arnold Sembrana  
Archie Hart  
Annie Le - Campus OPT  
Anne Donovan  
Ann Turingan  
Anirvan Chatterjee  
Andrew Clark and Melissa Gee!  
Andrellyn Rivera  
AMP steering committee!  
Amanda Doherty  
Alpana Patel  
All frontline staff  
All APPs in the Intensive care nursery  
All Apps at UCSF  
Alexandra Jalali  
Administrative teams!  
Aaron Tobacco



# 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
- Suresh Gunasekaran, UCSF Health, President and CEO

*10 minutes*

## Our latest survey results and what's happening globally

- Teresa Tschida, Gallup Inc.

*30 minutes*

## Spotlight on Progress: Best Practice Panel of Ambassadors & Leaders

- Janet Curiel, Administrative Director, Ambulatory Services
- Luke DeLong, Chief Administrative Officer, Department of Ophthalmology, Department of Physical Therapy and Rehabilitation Science
- Noreen Goodlow, Manager of the BCH Quality Improvement Team
- Barbara Liepman, Quality Improvement Advisor, Pediatric Diabetes
- Noelle Lee, Director, Operations and Administration, Office of Population Health
- Thomas Giannini, Chief Administrative Officer, Office of Population Health

*30 minutes*

## Community Forum: Q&A

*15 minutes*

## Next steps & Closing

*5 minutes*



# Experts Behind the Scene

## Chancellor's Cabinet

- **Corey Jackson**  
Senior Vice President, HR, UCSF Health & Associate Vice Chancellor HR, UCSF
- **Renee Navarro**  
VC, Chief Diversity and Outreach Officer, Professor of Anesthesiology and Perioperative Care
- **Won Ha**  
Vice Chancellor, Communications

## Culture of Safety

- **Amy Lu**  
UCSF Health, VP, Chief Quality Officer

## Educational Technology Services

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

## HR Wellness

- **Kathleen Yumul**  
Wellness Manager

## Learning & Organization Development

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

# Opening Remarks

Sam Hawgood  
Chancellor

17,671

# 2024 UCSF Engagement Ambassadors

AARON TABACCO ABIGAIL (ABBY) DRAPER ABRAHAM FREEMAN ABRAHAM NELSON ADAM JACOBSON ADRIANA CREESE ADRIENNE DORCENET AGNES CASTRO AGNES CASTRO AJAY JHAWJHADA ALENE ESTALLILA AMIEE VILLAS ALAN TANIGUCHI ALEJANDRO ROCHA ALEXANDER CANDOCA ALEXANDRA CALDERONA ALEXIA CASTANEDA ALEXIS BERGMAN ALEXIS MITCHELL ALEXISYS STROH AMY CUNNINGHAM AMY NOWAKOWSKI ALICE SHVARTS ALICIA RODRIGUEZ ALICK SHU ALISON WENZ ALYSSA GONZALES AMANDA LARA AMANDA WILLIAMS AMBER NOLAN AMIE MACASINARI GALLERO AMY LUM ANA KRUMHOLTZ ANDREA BENAVENTE ANDREA CANCHOLA ANDREA PIERCE ANDREA ROSELLO ANDREA DE LA O ANDREW ARGAO ANDREW SMITH ANGELA GALVIS ANN CHANG ANDREA DE LA O ANALYN CRUZ ANNAMARIE PEREZ ANNETTE WHEELER ANNE LU ANTHONY ALDO ANTHONY MURDO APRIL GDOA ARASH GHOLAMI ARADINE TZU ARMANDA EDWARDS-NEWMAN ARNOLD SEMBRANA ARSENIO ABALOS ASHLEY ANDRES ASHLEY MOSS ASHLEY LEE AY K FONG BAILEY PRICE BAKER BAKER BARBARA JOHNSON BARBARA LEPMAN BECCA QUIMBY BEN WINERIP	BENJAMIN PEREZ BERNIE WILLIAMS BESSY PERDOMO BETH RAIN BRACIN BETH SAUNDERS BETH THES BETHS GARCIA BEVERLY LEE BLANCA VALLIE BOHNE STU BRANDON GONZALEZ BRANDON NESBITT ALEJANDRO PEREZ MARTINEZ BRENDAN PYLEO BRIANA ESPARZA BRETT WILSON BRIAN ABASCAL BRIAN CHING BRIAN GUINEA BRIAN KAM BRIAN TASHIER BRIAN TOM BRIAN YOSHIOKA BRIGID MAREE BRIGID GONZALES BRIGID ACUNA BRITTANY HOWZE CATLIN HURLEY CATLYN FARRELL CARMEN GOODIN CARO REYES CAROL YARRBOUGH CATHERINE CHUI CATHEEN STUGARD CELINE CHUN CHACH MESTA CHARMELOU HOM CHARLOTTE ROSENFIELD CHASE WILLIAMS CHELSEA RUIZ CHOI MON CHRIS BANEZ CHRIS MASTACHE CHRIS THACKER CHRISTIAN NAVARRO CHRISTINA DETERS CHRISTINA CAGNON CHRISTINA MANTEL CHRISTINE "CJ" ADONA CHRISTINE MONOGNO CHRISTINE PALAONDO CHRISTINE SALVA-HILLS CINDY LI CLAUDIA PAZMANDI CLAYTON MORETTON COLETTE ONO-KO CONNIE LIN CONSTANCE REVORE COURTNEY LELERY CRIS FORTINO CRISBERNIE ROMERO CRISSY PANGAN	CRISTINA MARAVILLA CRISTINA MORRISON CRISTINE GOGGIN CYNTHIA (CINDY) COOK CYNTHIA FITZPATRICK CYNTHIA LEE CYNTHIA MLONIS DAMAYANTI THOMAZ-OLIVIER DANA GILL DANIEL KARNOFEL DANIELLA SILVA DANIELLE CASEY CALLAGHAN DANIELLE FERNANDEZ DANIELLE SETIAWAN DANIELLE WEST DANISKO PEREZ DANYELLE VELONZA DARIN FALAHKHIR DAREED GREENSIDE DAVID ARSICAN DAVID COPRANO DAVID GONZALEZ DAVID JENKINS DAWRAN JOHNSON DEBORAH REITER DELORES KUMOTO DENIS BARRA DENISE JIMENEZ DERRICK YIP DESTINY SANCHEZ DEXTER WIKER DIANA (JEE) MARTINEZ DIANA BALACHANDRAN DIANNE CANA-PIEMET DIDI HANI DINA FRIEL DIONE JOHNSON DOMINIC PERRONE DON EDDY DONNA PINEDA DREYANA CARTER DUANE MOSES ECHO ROWE ED PALOR ED SHELTON EDUARDO MARTINEZ ELIANA MEZGOSVA HERMAN HAO ELICIA ROZIC ELIN HORWEDDEL ELISA BOND ELISA ISHII ELISSALYN APIAG ELIZABETH MARTINEZ ALBARRAN ELOISA REYES EMILIA FRANCO EMILY BRUMSTED EMILY COHEN EMILY STEVENS EMILY TONG ERIN HILL ERAN CAMASURA ERIC TERRELL	ERKA PADILLA-MORALES ERIN COLLINS ERIN HARRISON ERIN RACIN ERKSINE APO ESMERALDA GOMEZ ESMERALDA MEJIA ESTRELLA GARCIA ETHAN LISCHIN EUGENIA GONZALEZ EVA RICHARDSON EVANUELINA RANGEL EVE RAVICHANDRAN EVELINA AZARIN EVARO BALDWIN FADY BEKHET FARRAH REGALADO FELICIA MANZUR FLOR JUAREZ-HERNANDEZ FRANCESCA PERRONE FRANCISCA DELCEN FRANCISCO FERNANDEZ FRANK LOPEZ FREDDIE LOPEZ GABRIEL IBARRA GABRIELA CARDONA GERCIECE ALAMANZAN GERALD HUDSON GERMAINE LACSINA GILBERTO JOSE GRIMA TAYE GRACE CAPILONG GRACE CARLSON GRACE TANG GREG ZHOVIREBOFF GUZMAN JORDAN HARRISA VADDELLA HANGLIE HANNAH CRANFORD HANNAH FAIRBANKS HANNAH LEUNG HANNAH MUJ HANSA AHMAD HAZEL ATAGAN HEATHER MCCORMICK HEATHER RODRIGUEZ HELENA KIM HERSHAW MARONEY HERMAN HAO HILARY BUNLERT HILDA GARCIA HOANG HUYNH HOLLY ALLEY HOLLY WONG HYEJI YOON IAN BAISAS IAN NAVARRO ILMA GARCIA JIM HUANG INEZ ARAYA INGRID CARRILLO JESSICA HONG JOHN MCADAMS JACKIE FERRIS	JACKIE YU JACQUELINE WREN JACQUILYN BYERS JONATHAN WILSON JAMIE CHIN JOSIE FAISON JAMISON MADEJA JAN FLORENZA JANA AVILA JANE CHINN JANET ALLEN-WILLIAMS JANET OATIS JANISCA RECIDORO JAQUELINE VAZQUEZ JULIA TRAN JULIANNE YOSE JULIE BELARDE JULIE HAMMOND JULIE HARRIS JASMIN EDWARDS-SMITH JASMIN GERGIE JASMIN JENKINS JUSTIN ROSAS GARRIDO JASON LAVAYSE JASON NGHE JASON STEVENS JEFFREY GALLARDO JENNIFER KALJUN JENN CHAN JENN LIAO JENNA BLANCIA JENNA BUTOR JENNA CALTON JENNIE BALDWIN JENNIFER ALLEN JENNIFER FORD JENNIFER JORDAN JENNIFER KIRSCH JENNY WU JENNIFER MARQUEZ JENNIFER MCLAUGHLIN JENNIFER MURRAY JENNIFER PLOG JENNIFER ROSKIO JENNIFER SCHWARZ JEREMY SHER JERIMAH MARTINEZ JERRICKA PRUITT KELSEY SO KENNETH LESTER JESSICA CONTRERAS JESSICA GOMEZ JESSICA KIRKLAND KEVIN YU KIM LAPKAN JESSICA LIGHTCAP JESSICA WILLIAMS JILL GLEASON JILLANE STURGESSE-OPRATO JIM HUANG JOEL LU JOEY BERNAL JOHN KAPISABO JOHN MCADAMS JOHN TOOMEY	JOHNNA DELA CRUZ JON ASUNCION JONATHAN LY JOHNATHAN WILSON JONNEL YUTIC JOSIE GARCIA JOSIE PADILLA JOSHUA VOLPONI JOSHUA WONG JOYCE TANG JOYCE THOMPSON JP COLLAZO JULIA DORONKINA JULIA TRAN JULIANNE YOSE JULIE BELARDE JULIE HAMMOND JULIE HARRIS JASMIN EDWARDS-SMITH JASMIN GERGIE JASMIN JENKINS JUSTIN ROSAS GARRIDO JUSTIN VANG-MOORE KALI POLICH KANDEES SMITH KAREN PATTON KAREN SANCHEZ KAREN WANG KARI LUM KATELYN PHAM KATHERINE CHEN KATHERINE CLAUDIA KATHERINE EHRENREICH KATHARINA ALQUIZA KATIA MOUSSA KATE LAM KATE OSHEA KATE WU KAYLEIGH STRICKLAND KEIRA PAYTON KELI CLYBURN KELLI ADAMS KELLY FRANK KELLY KISER KELLY LYON KELLY PRATT KELSEY FITZPATRICK KELSEY SUI KENNETH LESTER KENRIC LI KENNETH NGUYEN KEVIN NGUYEN KEVIN YU KIM LAPKAN KIMBERLY CANE KIMBERLY ROSALES KRISTEE ONO KRISTIN ARCAREA KRISTIN CLAWSON KRISTIN JOYCE KRISTIN SHIPLET KRISTINA BYRD KRISTINA GRIFFIN KRISTINE CHOHEY	JOHNNA DELA CRUZ JON ASUNCION JONATHAN LY JOHNATHAN WILSON JONNEL YUTIC JOSIE GARCIA JOSIE PADILLA JOSHUA VOLPONI JOSHUA WONG JOYCE TANG JOYCE THOMPSON JP COLLAZO JULIA DORONKINA JULIA TRAN JULIANNE YOSE JULIE BELARDE JULIE HAMMOND JULIE HARRIS JASMIN EDWARDS-SMITH JASMIN GERGIE JASMIN JENKINS JUSTIN ROSAS GARRIDO JUSTIN VANG-MOORE KALI POLICH KANDEES SMITH KAREN PATTON KAREN SANCHEZ KAREN WANG KARI LUM KATELYN PHAM KATHERINE CHEN KATHERINE CLAUDIA KATHERINE EHRENREICH KATHARINA ALQUIZA KATIA MOUSSA KATE LAM KATE OSHEA KATE WU KAYLEIGH STRICKLAND KEIRA PAYTON KELI CLYBURN KELLI ADAMS KELLY FRANK KELLY KISER KELLY LYON KELLY PRATT KELSEY FITZPATRICK KELSEY SUI KENNETH LESTER KENRIC LI KENNETH NGUYEN KEVIN NGUYEN KEVIN YU KIM LAPKAN KIMBERLY CANE KIMBERLY ROSALES KRISTEE ONO KRISTIN ARCAREA KRISTIN CLAWSON KRISTIN JOYCE KRISTIN SHIPLET KRISTINA BYRD KRISTINA GRIFFIN KRISTINE CHOHEY	KRISTINE ROSHANI KRISTYLE GOMEZ KYRI KYLE KYLE JERSEY LAEL DASGUPTA LANEICA STROM LANI REYES LARISA VAYNSHTEYN LAURA HOFF LAUREN RIZZO LAURYNCE CHEUNG LEA SMITH LEANNE PASHKOV LEILA SHARIFI LENN BONDSON LENA LOO LEON HUI LEONICA BROWN LI HUANG LIZEL RUBICO MELIAN BRYDO LINDA ANDERSON LINDA HUSARY LINDA JENSEN LINDA JENSEN NIEVES LISA ESTRADA LISA KIMCHEN LISA MOORE LISA ROLFNESS LISA SEARS LISA VUONG LISA WOODS LIZ KNIGHT LIZ KONG LIZETTE TOMLINSON LOGAN CAROTHERS LORENA CHAGOLYA LORENA RUBIO GROSZO LOU TORRES LOUIRE CLOSE LUBA DEL PUERTO LUCINDA HO LUCY FRANK LUSIANA BARAJAS LUCY KISER LUCY LYON LUCY PRATT LUCY FITZPATRICK LUCY SUI KENNETH LESTER KENRIC LI KENNETH NGUYEN KEVIN NGUYEN KEVIN YU KIM LAPKAN KIMBERLY CANE KIMBERLY ROSALES KRISTEE ONO KRISTIN ARCAREA KRISTIN CLAWSON KRISTIN JOYCE KRISTIN SHIPLET KRISTINA BYRD KRISTINA GRIFFIN KRISTINE CHOHEY	MARICRIS MACALALAG MARIE HOLLERO MARINA KHAMHAENGWONG MARIO RODRIGUEZ MARIO VEGA MARJORIE LISAN MARK BAUTISTA MARK DULULAO MARY BANG MARY FALKNER MARY TRAN MARY ULMAN MASUM RAHMAN MATTHIAS WAMBURA MATT LOEHRER NOELLE LEE MATTHEW MENDOZA MATTHEW O'LOUGHLIN MAURICIO ROMAN MAXWELL STEPHENS MEELAN BRYDO MEGAN COX MEGAN GONZALEZ MEGAN KUNDE MEGAN OWENS MEGHAN KALJUN MELINDA LOO MELINDA PARANGAN-CHU MELISSA ABENATH MELODY LADREDO MICHAEL CHAGOLYA MICHAEL DELOS SANTOS MICHAEL HALL MICHAEL LEJANO MICHAEL MARTIN MICHAEL SERNA MICHAEL TILLY MICHAEL TRESSLE MICHELE FIGUEROA MICHELLE JIN MICHELLE TENG MICHELLE WAGNER MIQUONELL BUCKNER MIKE LEVI MIKELA BARULICH MIN BRONCO MINI KANEKO MISSY BUCHANAN MOLLY BUSCH MON SAEPHANAN MONICA TAYLOR MARCIA DEGELMAN MICHAEL FONG MUNI SHANKAR MYLEN GANE MARIA DEL SOCORRO MURGUA GARCIA MARIA FERNANDA ALBARRACIN MARIA FLORENZA MARIA LUMBI MARIA VITANGCOL MARILYN MEDRANO MARIANE TORRES MARICELA HERNANDEZ	NELLIE ALBERDI NELSON ALABADO NIA BOYVIN NICOLA RODONOVSKY NICOLAS URREA NICHOLE GONZALES NICOL LAURA NICOLAS BAKER NICOLE HARRIS NICOLE MERCH NIKI DEKARISTOS NIKI LOPEZ NIKI WILLIAMS NISA SAMPOR NOL BARNOKIA NOELLE LEE PAIGE HUTCHISON PARIS JEFFERSON PATRICK RYLAND PATTY MURDERA PAUL ESTIVA PAULA CHUNG PAZ DELSID PEGGY JOHNSON PEI YEE CHEN PERRY KRANER PHA MOUANGVANGSOU PHADREA HUEY PIRLAR DEER POLLY TRAN RACHEL KAVAMANGH RAIA ARTEAGA RAJ PRASAD RAKESH SHANKAR RAM THALASILA RAMON RODRIGUEZ RANDY NGUYEN RAQUEL STRAUSS RAQUEL YEBRA RAYMOND FRANCISCO REBECCA CHARLES REGINA ANWELL-LEUNG RENE LOERA RENEE SALVEMINI RICHARD DEANG RICHARD MORA RICHARD PHAM RICKY MORA ROBERT CRISSINGER ROBERT HUTSON ROBIN ALLEY ROMEO ABERIN ROSA ROCHA ROSA SAMAYOA ROSEMARY OROPEZA ROSEMARY WILLIAMS (BENSON) ROSEMARY YAU ROSIE PALACIOS ROSS TUCKER RUBY EJERCITO RUSIA HAUGS SALA-ABARCA RYAN GONZALEZ RYAN MONCONA	RYAN WELLS RYAN WILLIAMS SABRINA AHMAD SABRINA MENDOKLA SAM SALMAN SAMANTHA ROBERTS SAMANTHA YEE SAMMIE MAHER SANDRA BLANCO SANDRA RAMIREZ SANDY GREENFIELD SARA FEAMAN SARA GONZALEZ SARA NOI SADYK JOHNSON SARAH CARTER SARAH PERKINS SARAH STAMATOPLOS SAS RUAZOZ SASHA MILLER SCOTT CARLSON SCOTT MILLER SEAN MAHONEY SELEEN WRIGHT SELENA ESTRADA SERPENA MORGENTHAU SERGIO HUERTA SHAMALLA SAGHEER SHARON LENO SHAYLA BYRD SHEENA MILLER SHELBY COLLINS SHERRI THIERRY SHERRY CHANG SHIGENARI HAYASHI SILIA KATOKA SILVIA STONE SONIA HERNANDEZ SONIA NOCERA STELLA FONG-GOODHART STEPHANIE CHUC STEPHANIE CHUI STEPHANIE WU STEPHEN LE STEVEN EYTH STEVEN LEVI STEVEN PHAM STUART GAFFNEY SUSAN CHIM SUSAN FERNANDEZ SUSAN MARCY SUSAN RUBIN SYVELANA SOGOLOVA SYLVIA STOFFELLA TAJMA WASHINGTON TAE LEUNG TAMARA VILLARINA TARA CLANCY TATIANA BELTRAN TATIANA SALA-ABARCA TED HOPPER TENISHA THORNE TERESA JONES TERESA RODRIGUEZ TERESA RUZ TERESA SOPER TERESA MELENDEZ THOMAS GIANNINI THOMAS MADSEN THONDEN TSERING THU PHAM THUPHET HUNDUP TIFFANY LIU TIM LEE TIM MUI TINA TAT TIM WIERLIN TODD COMPTON TOM JOHNSON TOMMY KHUU TORY HANG TORY JOHNSON TONYA MILLS TRACY CUMMINGS TREVOR LEE TROY GRECO TUONGHUNG NGUYEN VALENA MANN VANESSA MALIG VANESSA YORK VANESSA ZEPHRIN VEERENDRA SHARMA VERONICA ALVAREZ VERONICA GOLDMAN VERONICA NEJDEU VERONICA NG VERONICA VELASCO VICKY REN VIRASH PASHAD VIVIAN TRAN VIVIAN HUANG VIVIAN PHAN WABEENA CHIEE WALID (WILU) HADIA WILL HADIA WILL HEM WILL JONES WILL YELSON WILLIAM MOON WINTANA AKULLU WON KIM XIAODONG LI YAT CHEUNG YEAMLAH HADTE YESENA ALVAREZ YINA ALVAREZ YISA HANO YUMA ONO YVETTE COULTER ZACHARY JOHNSTON ZANETA DZIEDZIC ZANUW SALA-ABARCA ZELLE GRATUITO ZHAO WENDY LEE
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# Opening Remarks

Sam Hawgood  
Chancellor

# Reflections

Suresh Gunasekaran

President & CEO, UCSF Health

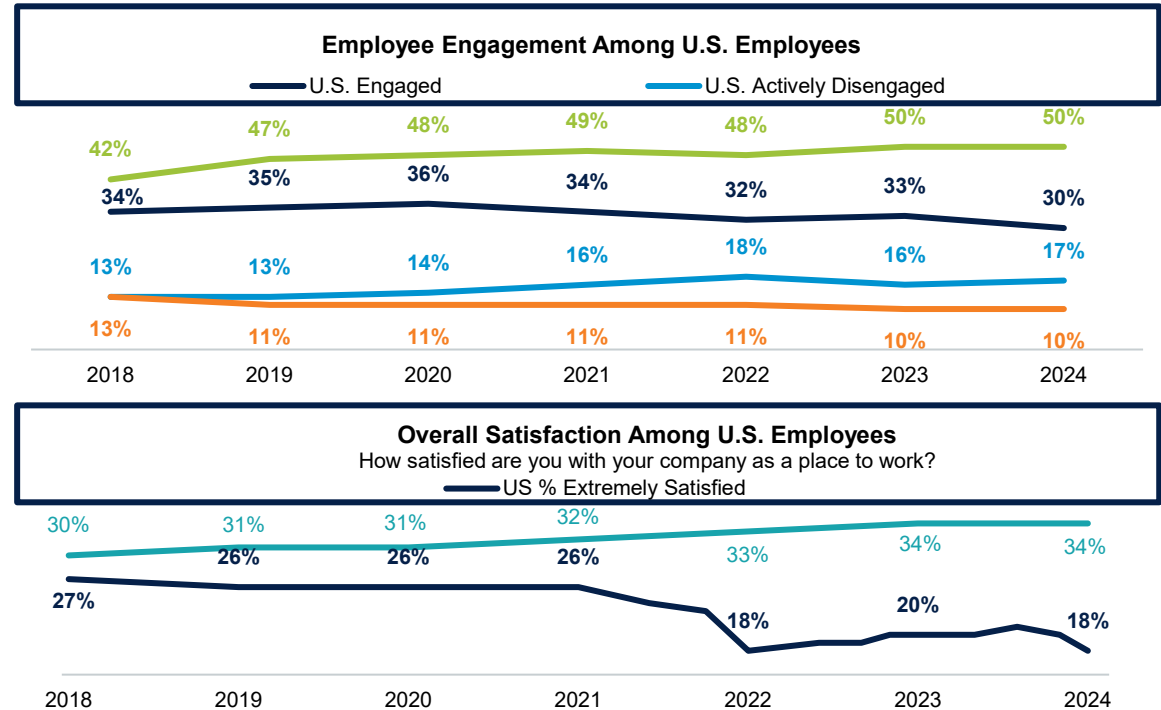
# 2024 State of Engagement & UCSF Results

Teresa Tschida  
Gallup

# Engagement and Satisfaction in America's Workplaces Is Declining, Shown in Gallup's 2024 National Workplace Research; 30% are Engaged at Work

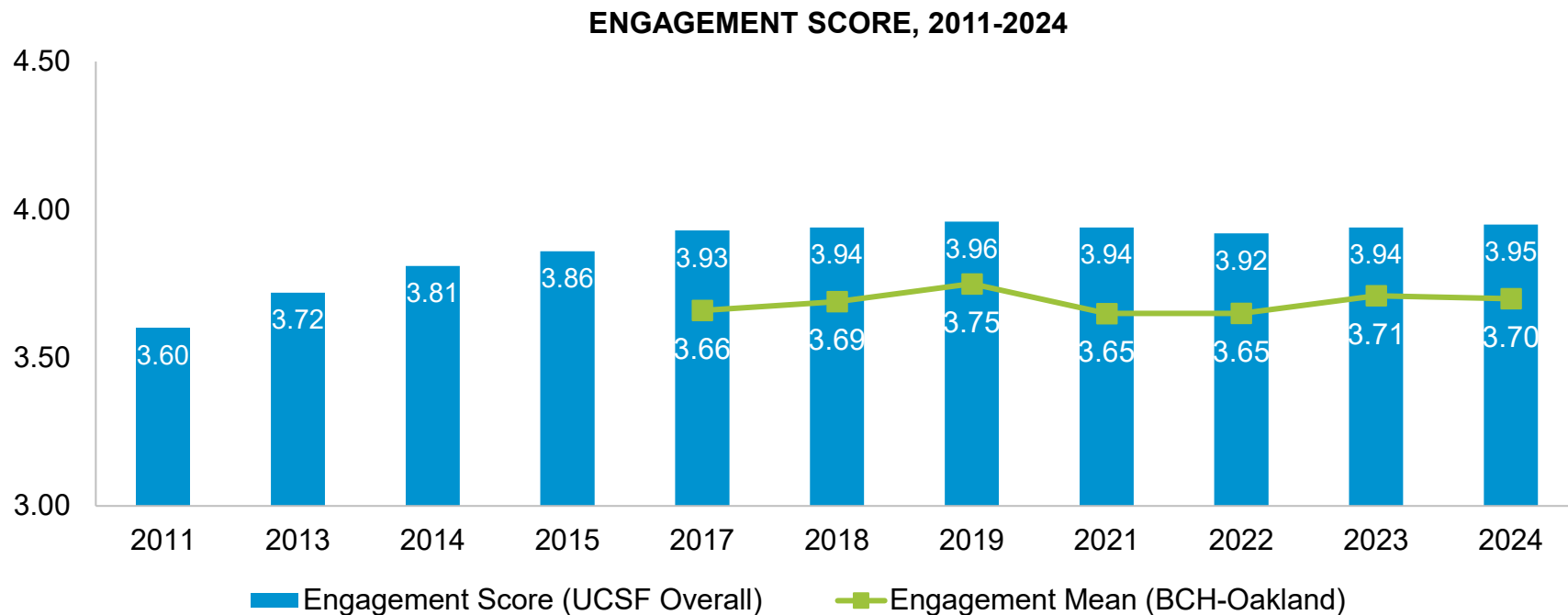
Continuing a downward trend, employee engagement in the U.S. has dropped to its lowest level in more than a decade. Overall Satisfaction has also declined to a rate only seen once before, in 2022.

Gallup's clients are holding steady, outperforming non-Gallup clients on both Engagement and Satisfaction.



Note: Overall Satisfaction Gallup Clients % Extremely Satisfied is based on the 50th percentile of the Gallup Overall Company Level Database from the given year.

# UCSF Engagement Trend



Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined. BCH-Oakland is defined as variable Entity – BCHO. No 2020 Census Survey.

# 2024 Focus Areas

				Percentile Rank:	1 <sup>st</sup> –24 <sup>th</sup>	25 <sup>th</sup> –49 <sup>th</sup>	50 <sup>th</sup> –74 <sup>th</sup>	75 <sup>th</sup> –89 <sup>th</sup>	90 <sup>th</sup> +
Focus Area	2024	Δ 2023 vs. 2024	Benchmarks						
Participation	68%	-2%	84% Gallup Overall Median	<p>At the overall UCSF level, responses to the 2024 Staff Engagement Survey are similar to those in 2023.</p> <p>Engagement and eNPS fall near Gallup's 50<sup>th</sup> percentile. <b>Burnout is trending lower</b>, though it remains higher than the national healthcare average.</p> <p>Belonging remains essentially the same as in 2023, while accountability is trending slightly higher. Accountability remains well below the benchmark average, indicating a <b>lack of responsiveness on survey feedback</b>.</p> <p>The Patient Safety Culture Index is a new measure in 2024. The baseline on this 9-item metric falls at the 5<sup>th</sup> percentile, suggesting the <b>need for better communication and teamwork to support the patient experience</b>.</p>					
Engagement	3.95	+0.01	49 <sup>th</sup> Gallup Overall						
Belonging	3.83	-0.01	N/A						
Recommend UCSF as a Place to Work (eNPS)	17	-2	51 <sup>st</sup> Gallup Overall						
Patient Safety Culture Index	3.66	N/A	5 <sup>th</sup> Healthcare and Social Assistance						
Burnout (% Always/Very Often)	34%	-2%	29% National Average for Healthcare						
Accountability Index	3.77	+0.05	34 <sup>th</sup> Overall Company						

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined. Percentiles based on Gallup's 2024 Q12 Overall Company Level Databases and U.S. National Data; Belonging Index defined as the 10-item construct; Patient Safety Culture Index provided by clinical employees who took the UCSF 2024 Staff Engagement Survey.



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

	ENGAGEMENT ELEMENT	EMPLOYEE NEED
<b>GROWTH</b> <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
<b>TEAMWORK</b> <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
<b>INDIVIDUAL CONTRIBUTION</b> <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
<b>BASIC NEEDS</b> <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

# Engaged Employees Drive Innovation and Move the Organization Forward



**Engaged**



**Not Engaged**



**Actively Disengaged**

% in Gallup U.S. Working Population

**30%**

**53%**

**17%**

% in Gallup Q<sup>12</sup> Client Database

**50%**

**40%**

**10%**

# Who We Are Hearing From

ENTITY	2024 Invited	2024 Response	2024 Response Rate	Δ '23-'24
<b>Median Gallup Overall Company Level Database</b>			<b>84%</b>	
<b>UCSF Total Population</b>	26,223	17,671	67%	<b>-4%</b>
Health	16,756	11,808	70%	-5%
Campus	9,827	6,325	64%	±0%
School of Medicine	5,952	3,259	55%	-1%
FAS	2,683	2,327	87%	+1%
BCH-Oakland	2,471	1,342	54%	-7%
School of Dentistry	227	184	81%	+10%
School of Pharmacy	197	120	61%	±0%
School of Nursing	157	89	57%	+14%

Note: Health is Suresh Gunasekaran's Rollup; FAS is variable FAS Combined-Yes; BCH-Oakland is variable Entity-BCHO; 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.

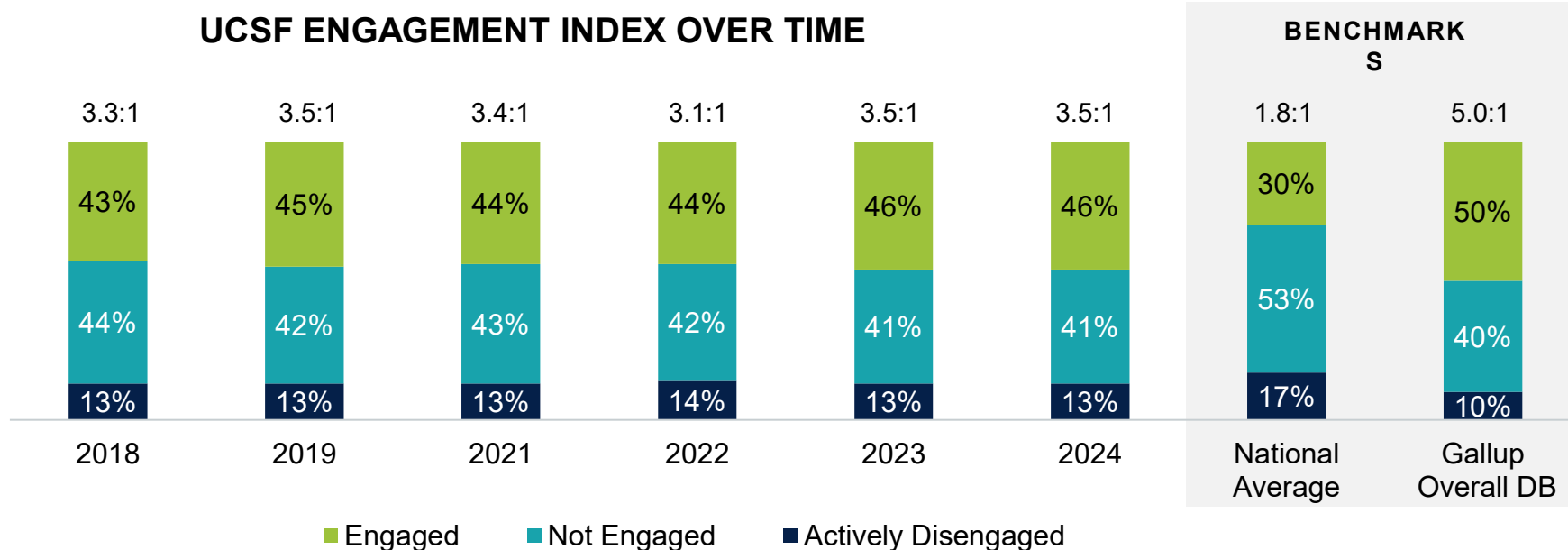
# Who We Are Hearing From (continued)

ETHNICITY	2024 Invited	2024 Response	2024 Response Rate	Δ '23-'24
American Indian/ Alaska Native	69	50	72%	+7%
Asian	9,428	6,584	70%	-2%
Black/African American	1,850	1,157	63%	±0%
Hispanic/Latino	3,593	2,360	66%	-3%
Native Hawaiian/ Other Pacific Islander	100	72	72%	-2%
Two or more races	592	380	64%	-2%
White	7,330	5,206	71%	-2%
GENDER	2024 Invited	2024 Response	2024 Response Rate	Δ '23-'24
Female	17,625	12,039	68%	-4%
Male	7,344	4,888	67%	-1%
UNION	2024 Invited	2024 Response	2024 Response Rate	Δ '23-'24
Union	17,325	10,867	63%	-4%
Non-Union	8,829	6,753	76%	-2%

CLINICAL	2024 Invited	2024 Response	2024 Response Rate	Δ '23-'24
Clinical	10,819	7,058	65%	-11%
Non-clinical	15,404	10,613	69%	-1%
MANAGER	2024 Invited	2024 Response	2024 Response Rate	Δ '23-'24
Manager	2,821	2,420	86%	±0%
Non-Manager	23,402	15,251	65%	-4%
TENURE	2024 Invited	2024 Response	2024 Response Rate	Δ '23-'24
<1 Year	2,230	1,276	57%	-8%
1-<3 Years	6,183	4,021	65%	-1%
3-<5 Years	3,155	2,156	68%	-4%
5-<10 Years	6,535	4,491	69%	-4%
10-<15 Years	2,556	1,838	72%	-4%
15+ Years	5,495	3,838	70%	-3%

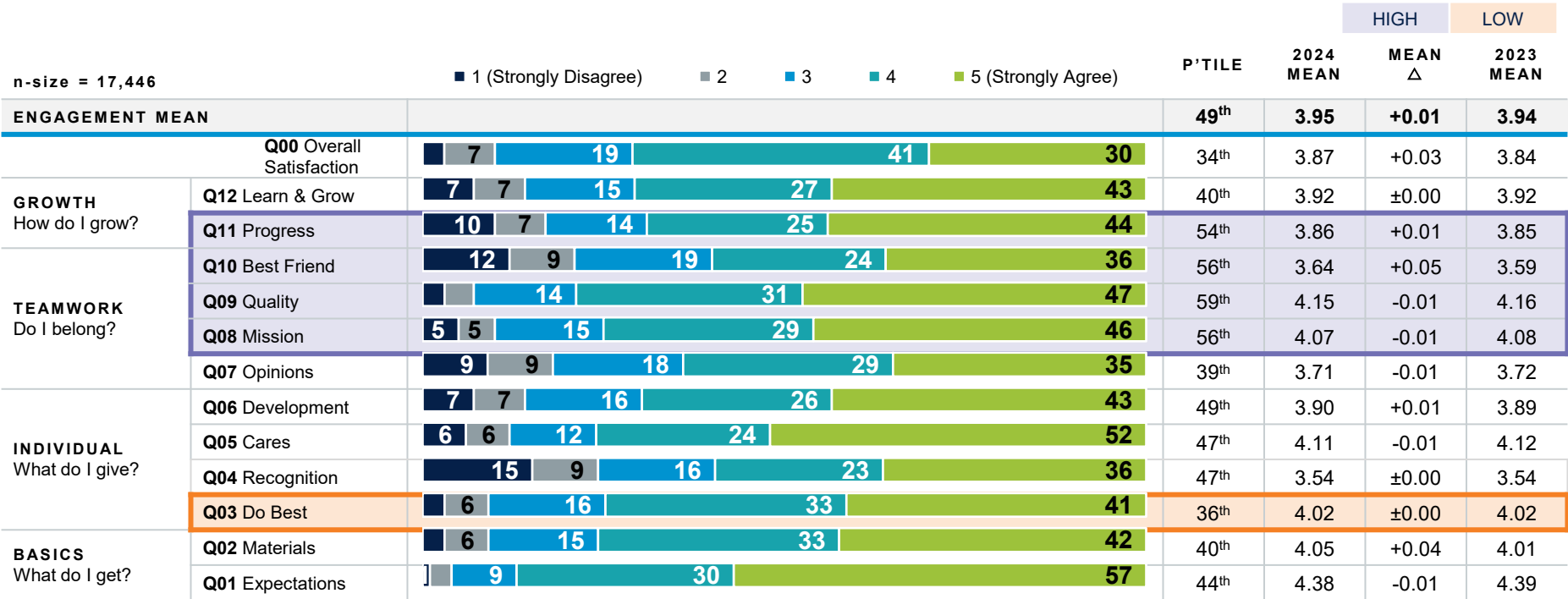
Note: Response rates shown are for reporting groups provided by UCSF HRIS; unable to show response rate data for groups including Disability Status, Gender Identity, Racial Category, Sexual Orientation and Primary Work Setting because these are self-report categories.

# UCSF Overall Engagement Index & Ratio Trend



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

# UCSF Overall Engagement by Item

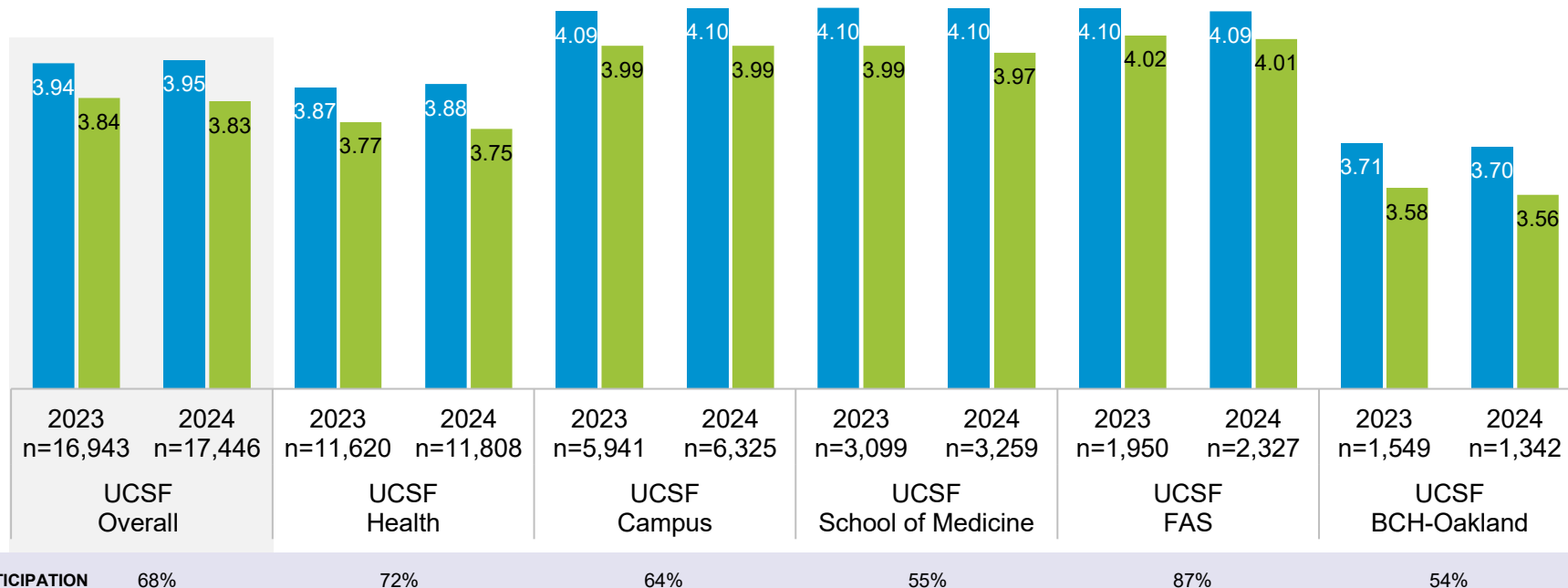


Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Percentiles based on Gallup's 2024 Q<sup>12</sup> Overall Company Level Database; Due to rounding, percentages may sum to 100% +/-1%; Numerical values shown when 5% or higher



# Entity Engagement Results

■ Engagement ■ Belonging



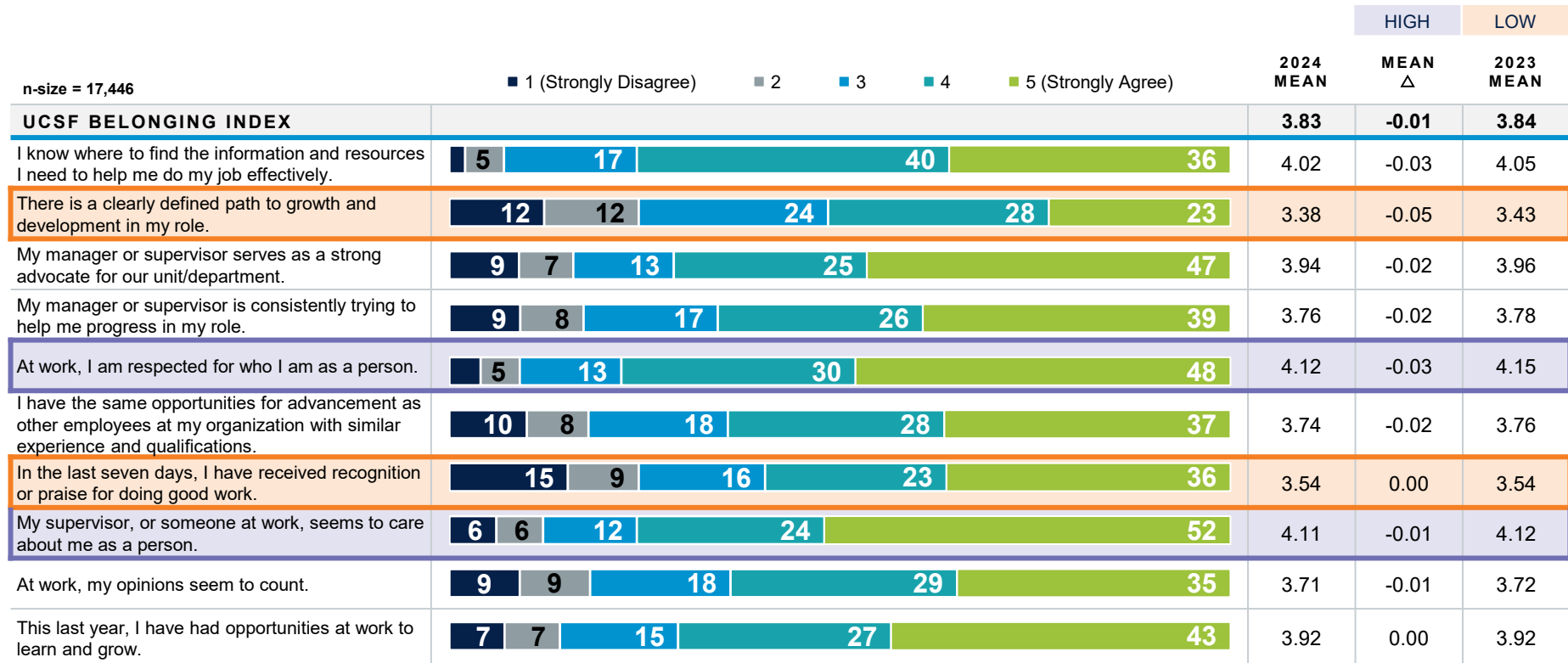
Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Health is Suresh Gunasekaran's Rollup; FAS is variable FAS Combined-Yes; BCH-Oakland is variable Entity-BCHO;

# UCSF Belonging Index

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

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

# Belonging Index Items Are Also Highly Stable at the Overall Level; Relative Strengths are Shown on Respect and Cares About Me, While Defined Path and Recognition are Bottom Items



Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Due to rounding, percentages may sum to 100% +/-1%; Numerical values shown when 5% or higher.

# UCSF Overall Item Results by Race and Ethnicity

	Percentile range in Gallup database:										1 <sup>st</sup> –24 <sup>th</sup>	25 <sup>th</sup> –49 <sup>th</sup>	50 <sup>th</sup> –74 <sup>th</sup>	75 <sup>th</sup> –89 <sup>th</sup>	≥90 <sup>th</sup>			
	UCSF Overall		American Indian/Alaska Native		Asian		Black/ African American		Hispanic/ Latino		Native Hawaiian/ Oth Pac Island		White		Two or More Races		Unknown	
ENGAGEMENT MEAN	3.95	+0.01	3.89	-0.02	3.95	±0.00	3.91	+0.07	3.94	+0.04	4.25	+0.20▲	4.03	+0.05	4.02	-0.02	3.69	-0.06
n-size	17,446		50		6,520		1,132		2,337		70		5,148		377		1,812	
Q00 Overall Satisfaction	3.87	+0.03	3.94	+0.01	3.88	+0.03	3.88	+0.08	3.93	+0.07	4.23	+0.28▲	3.93	+0.07	3.88	±0.00	3.54	-0.11▼
Q12 Learn & Grow	3.92	±0.00	3.86	-0.03	3.90	-0.02	3.86	+0.10▲	3.85	+0.05	4.15	+0.10	4.07	+0.05	4.07	-0.04	3.66	-0.12▼
Q11 Progress	3.86	+0.01	3.72	+0.09	3.86	±0.00	3.87	+0.14▲	3.87	+0.09	4.29	+0.42▲	3.95	+0.05	4.07	-0.04	3.46	-0.21▼
Q10 Best Friend	3.64	+0.05	3.49	-0.13	3.76	+0.03	3.29	+0.12▲	3.52	+0.10▲	3.98	+0.37▲	3.69	+0.08	3.58	+0.07	3.45	+0.28▲
Q09 Quality	4.15	-0.01	4.27	-0.01	4.06	-0.02	4.18	+0.06	4.15	+0.06	4.26	+0.15	4.32	±0.00	4.18	-0.10	3.98	-0.07
Q08 Mission	4.07	-0.01	4.21	-0.11	4.06	+0.01	4.03	+0.04	4.11	+0.07	4.27	+0.16	4.18	+0.03	4.10	-0.02	3.79	-0.11▼
Q07 Opinions	3.71	-0.01	3.70	+0.15	3.73	+0.01	3.63	+0.06	3.69	+0.02	4.07	+0.34▲	3.84	+0.06	3.80	+0.01	3.36	-0.17▼
Q06 Development	3.90	+0.01	3.70	-0.02	3.90	-0.01	3.90	+0.10▲	3.88	+0.03	4.25	+0.24▲	3.98	+0.06	4.02	-0.05	3.65	-0.05
Q05 Cares	4.11	-0.01	4.06	+0.06	4.07	-0.01	4.08	+0.06	4.08	+0.01	4.36	+0.17	4.25	+0.02	4.28	-0.03	3.88	-0.10▼
Q04 Recognition	3.54	±0.00	3.31	±0.00	3.59	+0.01	3.51	+0.11▲	3.49	+0.02	3.84	+0.13	3.62	+0.06	3.68	-0.07	3.20	-0.23▼
Q03 Do Best	4.02	±0.00	3.92	-0.21▼	4.07	-0.01	4.07	+0.05	4.10	±0.00	4.46	+0.17	3.97	+0.04	4.00	-0.01	3.86	+0.10▲
Q02 Materials	4.05	+0.04	4.08	-0.07	4.07	+0.04	4.12	+0.06	4.11	+0.04	4.44	+0.09	4.08	+0.12▲	4.11	+0.05	3.72	-0.14▼
Q01 Expectations	4.38	-0.01	4.37	+0.02	4.38	±0.00	4.42	-0.01	4.42	-0.03	4.66	+0.14	4.38	+0.01	4.33	-0.03	4.34	+0.16▲

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Percentiles based on Gallup's 2024 Q<sup>12</sup> Overall Workgroup Level Database; ▲/▼ indicates meaningful change bolded and defined as +/- 0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.

# UCSF Overall Shows Few Meaningful Changes for Intersectional Segments of Race/Ethnicity and Gender

Engagement and Belonging by Intersectional Segments	Asian Team Members			Black or African American Team Members			Hispanic/Latino Team Members			White/Caucasian Team Members			Team Members of Two or More Races		
	Woman	Man	Non-Binary	Woman	Man	Non-Binary	Woman	Man	Non-Binary	Woman	Man	Non-Binary	Woman	Man	Non-Binary
n Size:	4,100	1,885	21	741	307	N/A	1,520	610	15	3,390	1,317	43	251	92	5
Engagement	4.00	4.00	3.61	3.93	3.96	N/A	3.99	3.98	3.98	4.03	4.12	3.95	4.03	4.14	3.90
Engagement Change	+0.02	-0.03	+0.10	+0.08	+0.03	N/A	+0.05	+0.06	<b>+0.23 ▲</b>	+0.03	+0.05	+0.14	+0.02	+0.08	-0.05
Belonging Index Mean	3.88	3.92	3.47	3.76	3.89	N/A	3.87	3.90	3.90	3.90	4.06	3.84	3.90	4.08	3.65
Belonging Index Change	±0.00	-0.06	+0.11	+0.04	+0.01	N/A	+0.04	+0.02	<b>+0.29 ▲</b>	+0.01	+0.04	+0.13	+0.01	+0.05	-0.18

Note: General Linear Model (GLM) verified at an overall level using controls of union/non-union, manager status, clinical/non-clinical, generation, tenure and gender/ethnicity, as necessary. Raw (uncontrolled) data are shown. Belonging Index defined as the mean of 10-item construct. Changes shown are based on overall scores from 2023 and 2024 surveys; ▲/▼ indicates meaningful change bolded and defined as +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents. 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.

# UCSF Gender Identity Comparison

Results show the non-binary employee segment with lower engagement and belonging, higher burnout, though the lowest scores are provided by those who prefer not to comment on their gender

Gender Identity (self-reported)	Women	Men	Non-Binary	Prefer Not to Comment
<b>n Size:</b>	11,329	4,584	100	1,300
<b>Engagement</b>	<b>3.98</b>	<b>4.02</b>	<b>3.81</b>	<b>3.45</b>
<b>Engagement Change</b>	+0.01	±0.00	+0.08	+0.03
<b>Belonging</b>	<b>3.84</b>	<b>3.95</b>	<b>3.68</b>	<b>3.27</b>
<b>Belonging Change</b>	-0.02	-0.01	+0.07	+0.03
<b>Burnout (% Always/ Very Often)</b>	<b>35%</b>	<b>28%</b>	<b>42%</b>	<b>48%</b>
<b>Burnout Change</b>	-2%	-1%	-5%	-2%

Note: General Linear Model (GLM) verified at an overall level using controls of union/non-union, manager status, clinical/non-clinical, generation, tenure and gender/ethnicity, as necessary. Raw (uncontrolled) data are shown. Belonging Index defined as the mean of 10-item construct. Changes shown are based on overall scores from 2023 and 2024 surveys. 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.



# UCSF Engagement and Belonging by Disability Status

Results show lower engagement and belonging, higher burnout for those with a disability; scores are lower for the segment who prefers not to comment about their disability status

	Yes, Disability	No, Disability	Prefer Not to Comment
<b>n Size:</b>	1,248	14,915	1,283
<b>Engagement</b>	<b>3.83</b>	<b>3.98</b>	<b>3.62</b>
<b>Engagement Change</b>	+0.02	+0.01	-0.03
<b>Belonging</b>	<b>3.66</b>	<b>3.87</b>	<b>3.45</b>
<b>Belonging Change</b>	-0.02	-0.01	-0.07
<b>Burnout</b>	<b>43%</b>	<b>33%</b>	<b>47%</b>
<b>Burnout Change</b>	<b>-2</b>	<b>-1</b>	<b>±0</b>

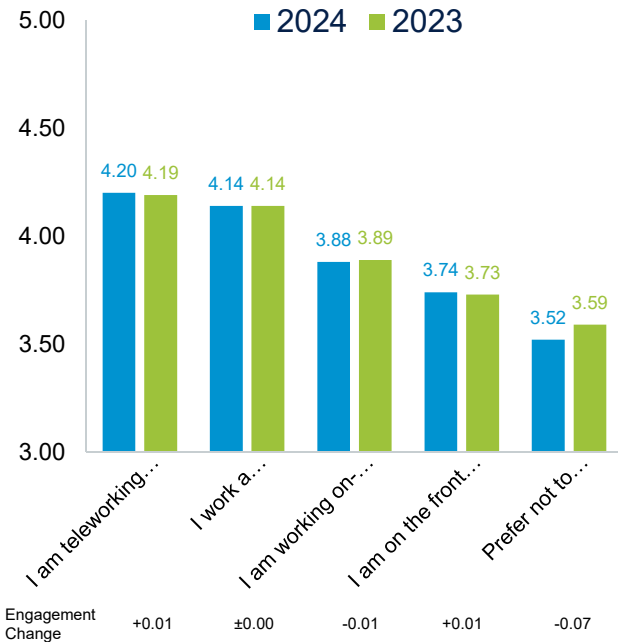
Note UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined. Belonging Index is defined as the mean of the 10-item construct. Change shown is based on overall scores from 2023 and 2024 surveys.

# UCSF Overall Results Show the Teleworking Segment as Having the Highest Engagement, Satisfaction and Belonging, True for Clinical and Non-Clinical Roles

For Onsite clinical staff, the biggest need shows in opinions count; for Onsite non-clinical staff, the biggest needs shows in participation in an action planning session.

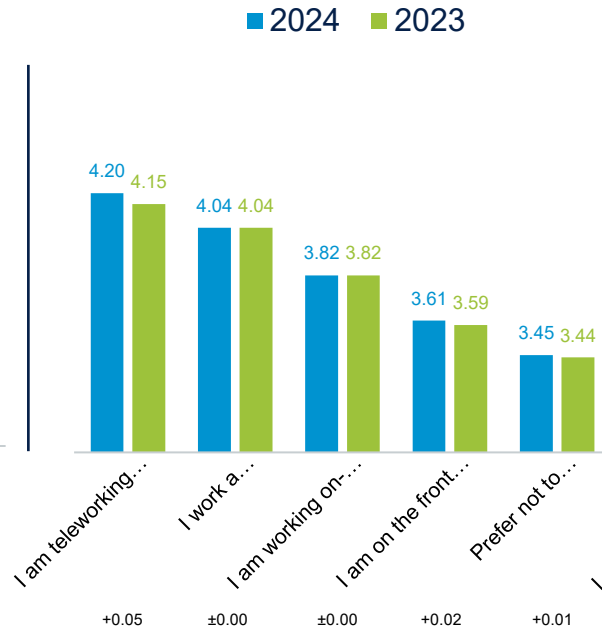
## Engagement Mean

■ 2024 ■ 2023



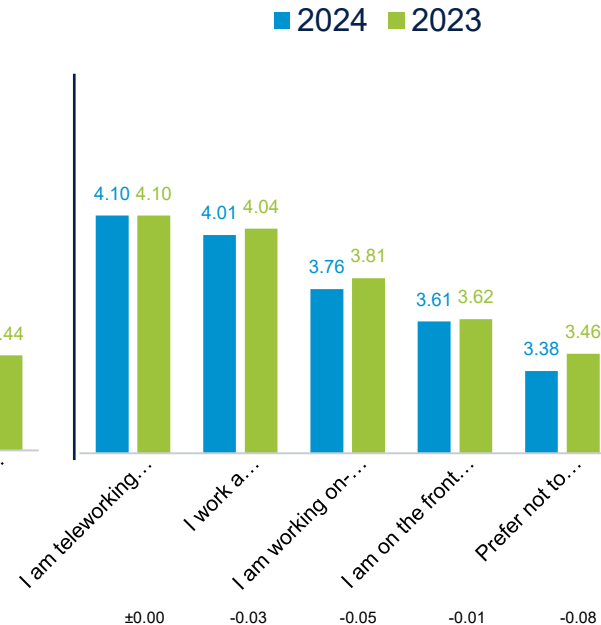
## Overall Satisfaction

■ 2024 ■ 2023



## Belonging Index Mean

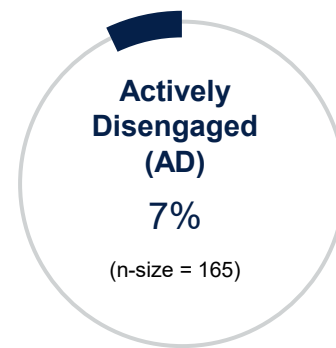
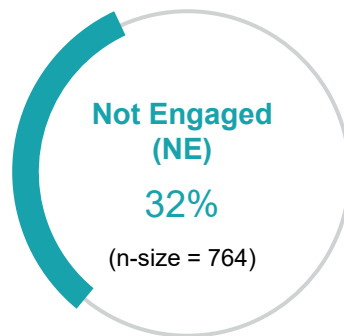
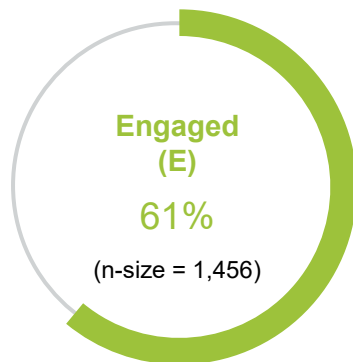
■ 2024 ■ 2023



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

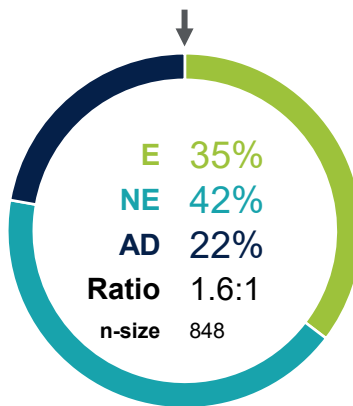
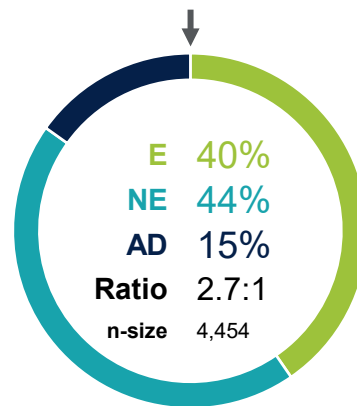
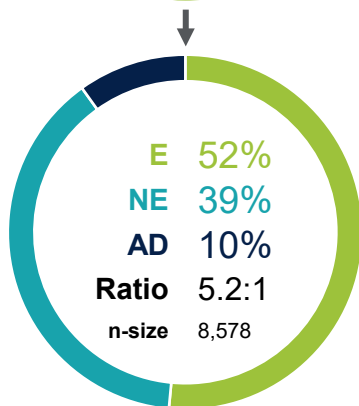
# UCSF Overall Employees Who Work for an Engaged Manager Are Far More Likely to Be Engaged Themselves

WHEN MANAGERS ARE:



THEIR TEAMS' ENGAGEMENT

INDEX IS:



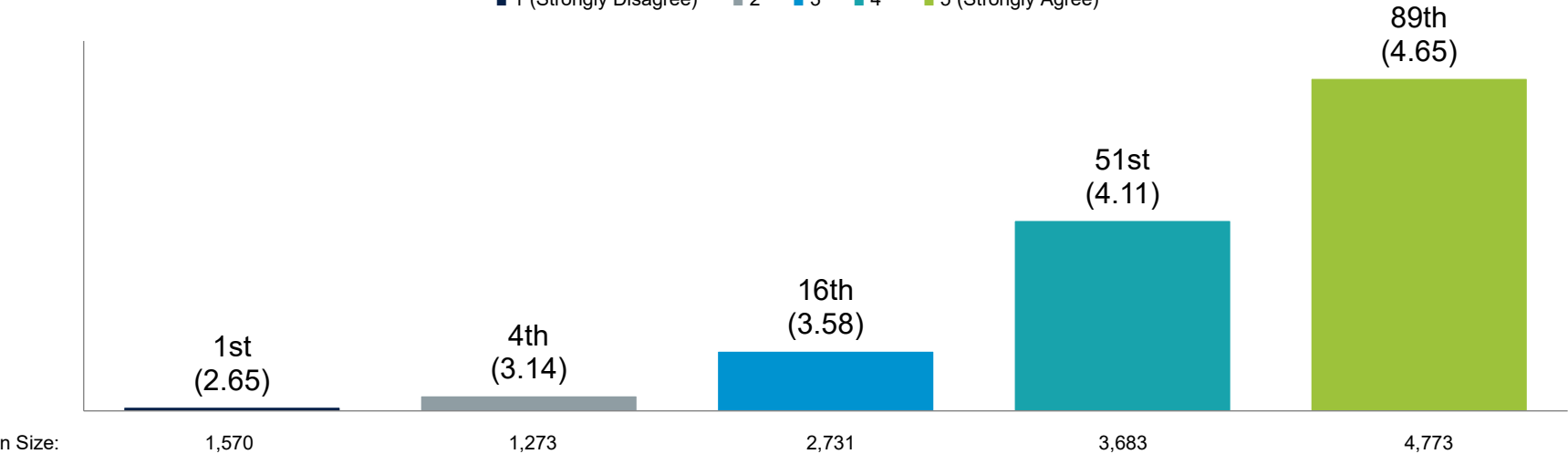
Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Due to rounding, percentages may sum to 100% +/-1%; Analysis only includes Managers with at least 1 team member with valid survey results.

# 2024 UCSF Accountability Index Item-Level Results Show the Power in Action Planning to Boost Engagement at UCSF

Nearly 5,000 employees strongly agreed their team has made progress on their action planning goals; their engagement (4.65) falls close to the top decile.

Team Has Made Progress on Action Planning Goals






1 (Strongly Disagree) 2 3 4 5 (Strongly Agree)



Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Accountability Index percentiles based on Gallup's 2024 Q12 Overall Company Level Database; Engagement mean percentiles based on Gallup's 2024 Overall Workgroup Level Database; Due to rounding, percentages may sum to 100% +/-1%; Numerical values shown when 5% or higher.

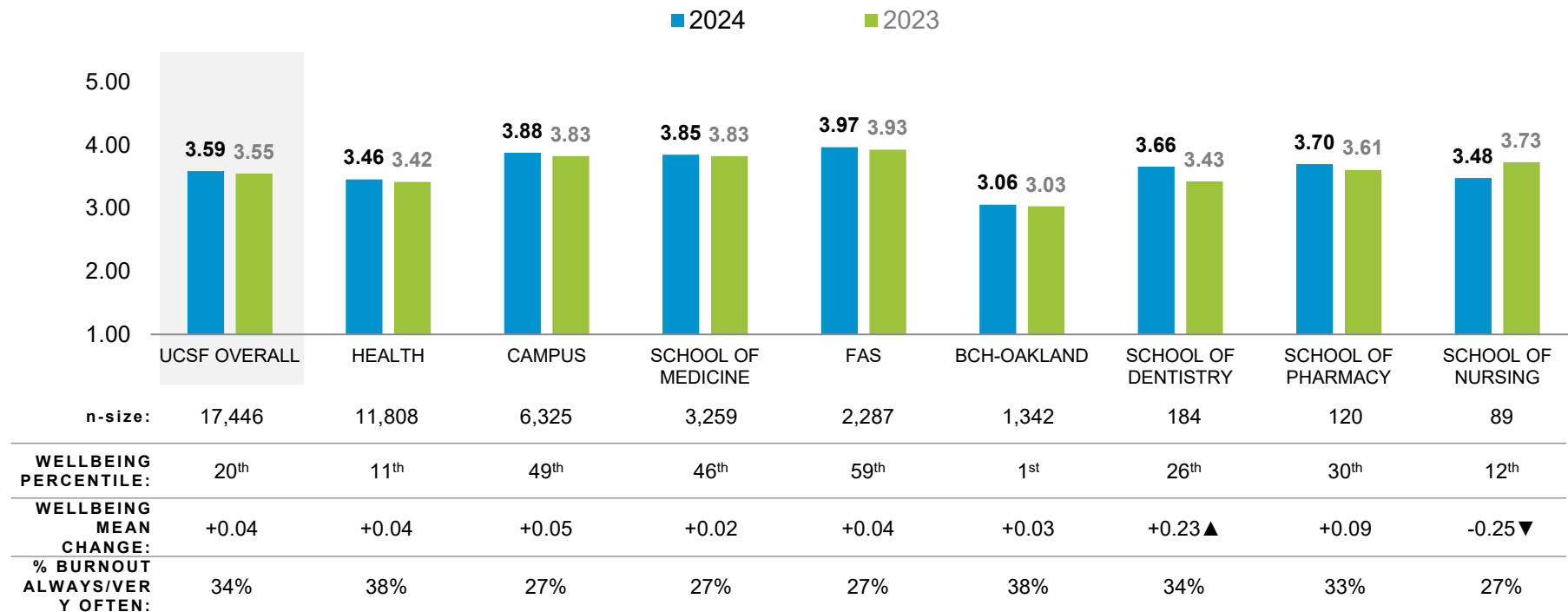


## The Most Popular Theme from Verbatims: Work Processes

Theme		Engagement Mean	Details	Sample Quote
Work Processes	 13% 1,379	3.72	Staff Headcount/Short-Staffed/ Appropriate Allocation of Staff/Staff Based on Acuity/Provider-Patient Ratios	<i>Provide us with ALL of the staffing needed to care for patients: nursing, PCAs, respiratory, EVS, food service, security, etc. Hire enough permanent staff and provide safe staffing and safe working conditions so we retain permanent staff.</i>
Total Rewards	 11% 1,149	4.02	Pay/Pay scales/Bonuses/ Incentives	<i>Higher pay that is similar to other organizations in the Bay Area. It can be very hard to retain top talent when not much can be done to match offers or even proactively promote the best people.</i>
Accommodations at Work	 8% 827	4.14	Improved parking/cap parking fee/offer shuttle service/More commuter friendly/assist employees via public transportation	<i>Help the staff by providing more affordable parking fees and transportation aid from the North bay, South bay and East bay.</i>
Culture and Environment	 5% 527	3.57	Morale/Support/Respect/Friendlier/ Care about staff/Engagement	<i>I often feel as though I am treated as a number rather than a person, particularly with HR matters. Treating employees as individual people would be a good start.</i>
Career Growth	 5% 493	3.88	Career Advancement/ Development/Promotions/Growth	<i>The organization should have a clear career path. It will provide employees the knowledge and what to expect if they would like to move to a certain direction of their career choices.</i>

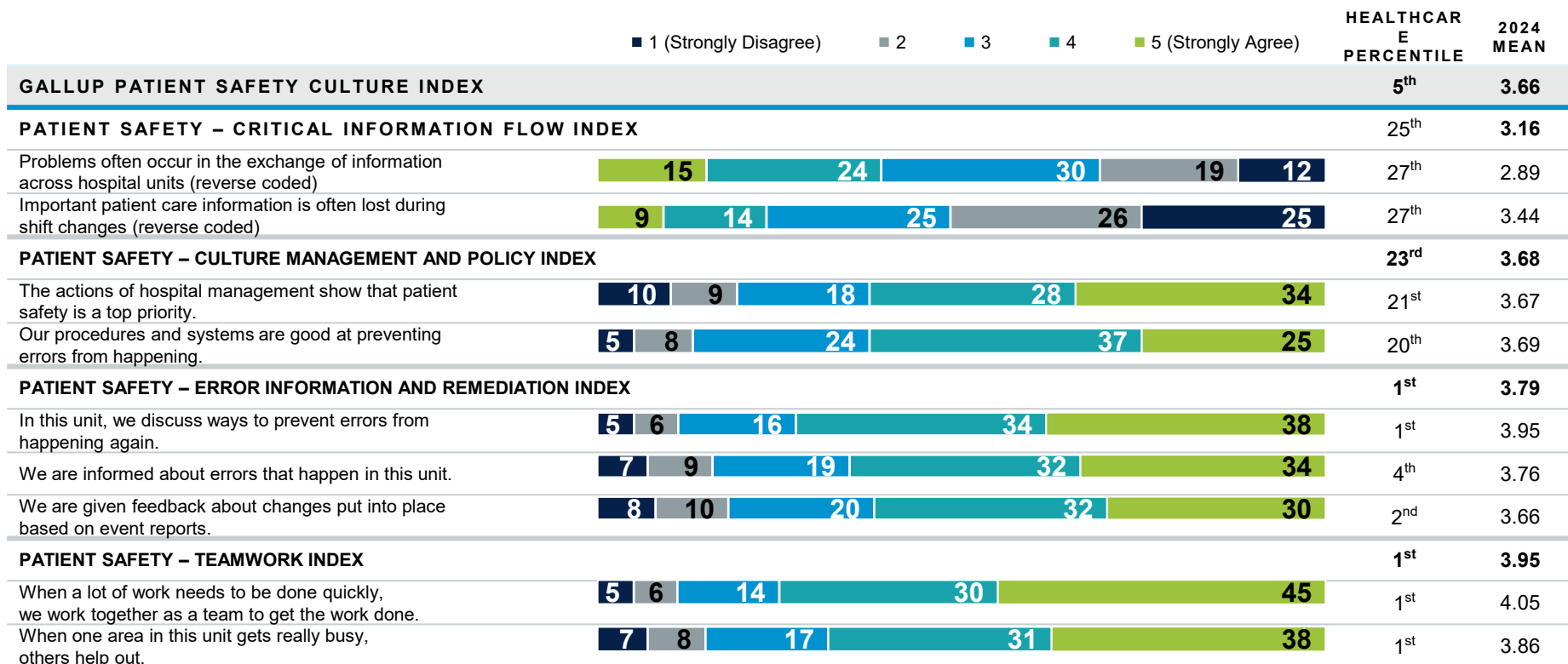
Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; "What could UCSF do to make this an even better place to work?" Verbatim n size = 10,217

# UCSF Overall Results Show Care for Employee Wellbeing Trending Higher for Most Business Units, Led by FAS



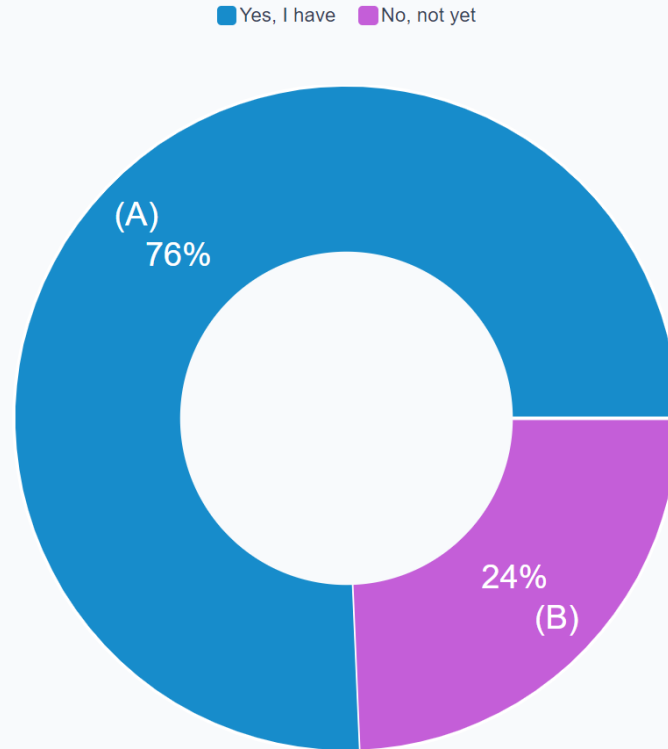
Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Health is Suresh Gunasekaran's Rollup; FAS is variable FAS Combined-Yes; BCH-Oakland is variable Entity-BCHO; "Wellbeing" is based on the survey item, "My organization cares about my overall wellbeing." Percentiles based on 2024 Gallup Overall Company Level; ▲/▼ indicates meaningful change bolded and defined as +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.

# 2024 UCSF Overall Patient Safety Culture Index Shows an Opportunity to Support Providers with Teamwork and Feedback in Pursuit of the Best Patient Experience



Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Percentiles based on Gallup's 2024 Q12 Healthcare and Social Assistance Company Level Database; Due to rounding, percentages may sum to 100% +/-1%; Numerical values shown when 5% or higher.

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





# Spotlight on Progress: Best Practice Panel of Ambassadors & Leaders

Engaged Hotspots

# What question do you have for our panel of Engagement Leaders and Ambassadors?

	Votes
why is there an emphasis on returning to in-person work if the data shows burnout decreases & engagement increases with working remotely?	13
after work hours meet-ups: my team is not interested in having to spend personal time in this way. How do the panelists address this?	13
What are our leaders' plans to address burnout?	11
What does your team do to prioritize and reward recognition practices (both the recognized and recognizers)? Looks like recognition was an opportunity area in UCSF's 2024 survey results!	10
It seems like a lot of work to increase engagement and we are all stretched so thin. I'm wondering if the panel thinks it's "worth it." What's the benefit?	9
The panelists are all super enthusiastic and engaged. How does this align with the survey results? It didn't seem that awesome.	8
If you have a remote team, are you actively and intentionally finding ways to engage a remote team?	6
how can I design a staff engagement for my specific department	3
Majority comments surrounded being short staffed which is not something that is entirely in managements' control. How can we address things that are not in our hands?	2
Planning events etc takes time and \$\$, which none of us have piles of. How do you do these things within those constraints?	2
Are any panelist working with large groups? It's very challenging to engage all 75+ employees. Especially difficult to find time to engage everyone while services are provided throughout the entire day.	2
Any advice for recognition?	2
After work hours meet-ups: my team is not interested in having to spend personal time in this way. How do the panelists address this?	2
My team often feels confused/frustrated by feeling like there is little we can do at our level to address some of our low engagement. A lot of the problems are only "fixable" by those at "higher" levels. Any thoughts?	1
black and brown people are not engaging with the engagement survey in as high rates as others. How do you engage this folk in engagement?	1
How to handle when the Leaders think everything/engagement is great, and staff don't agree?	1
It's easy to draw a blank when trying to start planning engagement. Tips?	1
What address can you provide to address low staff morale?	1
Noelle: does the team do another strentgsfinders group session after each now team member joins?	1
Do the panelists themselves ever feel burned out?	0



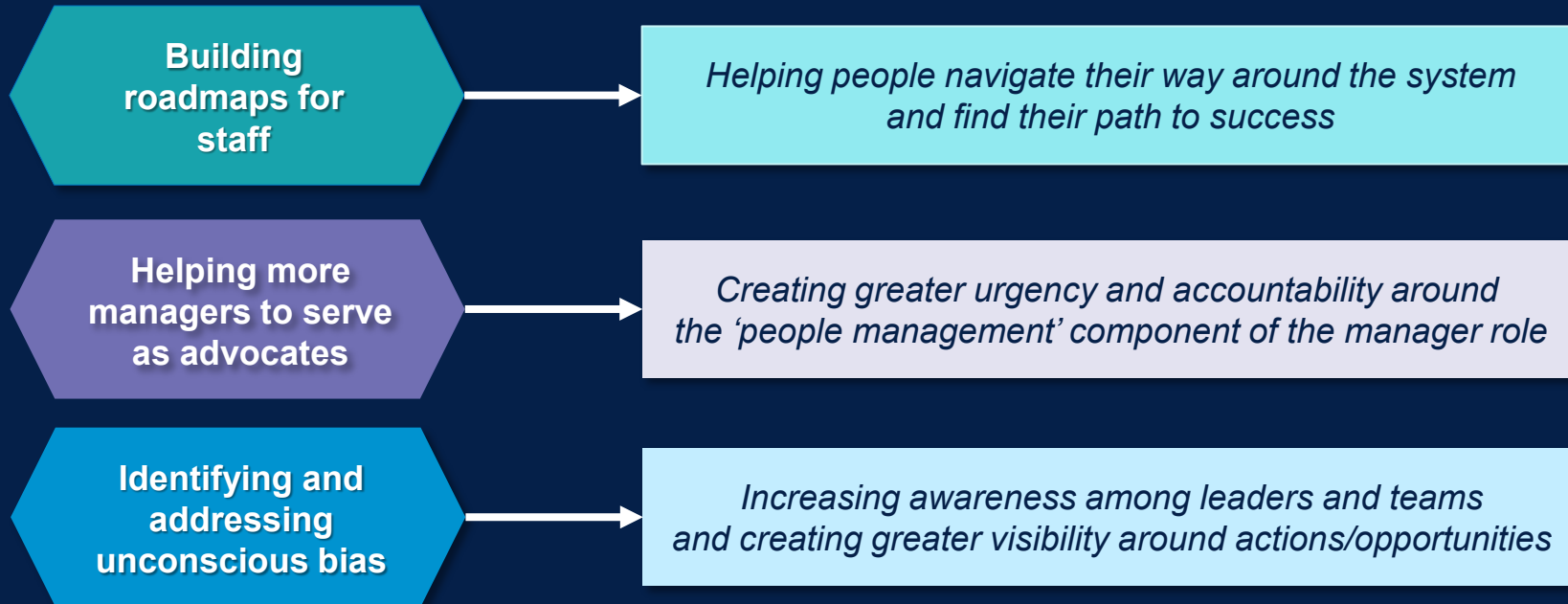
## What best practices make up your "secret sauce" to team engagement?

	Net Votes
It is exhausting and it would be really wonderful to have organizational support/options (with examples) so each team/group does not need to reinvent the wheel	10
Building trust through showing change/improvement over time when feedback is shared	7
Communication is key, investing time in Roundings and listening to staff	4
Leadership actually listening to what staff are saying and what the survey results indicate would be awesome, rather than making arbitrary decisions.	3
Weekly check in that starts with recognition	3
collaboration	3
My manager has weekly 1:1s and weekly team huddles. She makes the time and it is appreciated. It's a safe space, too.	3
all staff meetings, team announcements	3
all staff meetings - celebrate achievements	3
FTE dedicated to engagement	3
encourage team members to lead staff meetings and not just the manager	2
Not forcing people to be social. Not everyone wants to do that and that is not needed for engagement or effectiveness.	2
Having "getting to know you" segments during meetings where people can learn more in-depth about each other.	2
Taking all of the admin support from across the department to lunch once a year with the Vice Chancellor.	2
Include my team in decision-making. It's a MUST to keep them engaged.	2
Opening team meetings with recognition	2
Listen to the employees	1
Personal engagement and creating rapport with colleagues	1
Recognition in news letter	1
In person times	1
ask employees what recognition means to them	
Walking meetings as much as possible.	

# Next Steps & Closing

# Organization-Wide Action Plan

Leverage strengths and support organization by...



***Measure progress on Belonging Index and hold ourselves accountable***

# Resources for Team Action Planning

[learning.ucsf.edu/Action-Planning](https://learning.ucsf.edu/Action-Planning)

*“Where the engagement survey is a snapshot of your team's state once a year, action planning is key to creating an engaging environment throughout the year.”*

ENGAGEMENT

MANAGERS

AMBASSADORS

EVENTS

SURVEY

ACTION PLANNING

## Creating Action Plans

We recommend managers work in partnership with [Engagement Ambassadors](#)

- New! [Team Engagement Action Planning Guide](#)
- [Engagement Action Labs](#)
- **Action Planning Office Hours**  
July 11, July 25, August 8 & August 22  
[Join on Zoom](#) from 12:35-1pm
- [Organization-Wide Action Plan 2018-2026](#)



## Connecting your survey results to your action plans

[LOG INTO GALLUP ACCESS](#)

### • [Make the 12 Elements of Engagement Part of How Your Team Works](#)

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

- [Increasing & sustaining Belonging](#)
- [Strengths-based approach to activate success](#)

# UCSF Community Wellbeing Grants



**UCSF** Human  
Resources  
Wellness

- **Opportunities for the UCSF community** to implement visions and ideas around creating a culture of well-being at UCSF
- **Application Period:** Now through the deadline of Friday, July 19 at 5 pm PT
- **New drop-in Office Hours** sessions for questions

# Your Personal Engagement

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





Learning &  
Organization  
Development

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at UCSF

Creating a  
workplace  
that works  
for us all.

[LEARNING.UCSF.EDU](https://learning.ucsf.edu)