

University Health Services Strategic Planning Table (6-8 year timeline)

12/13/2011

STRATEGIES FROM CAMPUS PLAN	ROLE	STRATEGIES FROM UHS STRATEGIC PLAN	UNIT SPECIFIC STRATEGIES List the specific strategies/ activities that your unit will conduct.	INTERMEDIATE OUTCOMES Identify outcomes you expect to achieve in the intermediate term (3-5 years). Include baseline data if available.	LONG-TERM OUTCOMES Identify outcomes you expect to achieve in the long term (8+ years). Include baseline data if available.	INDICATORS* Identify the metric(s)/ indicator(s) on which the outcomes will be measured.
<p><i>Expanded Pathways for Access and Success (Staff)</i></p> <ul style="list-style-type: none"> • Create a critical mass of talented staff that will fully represent California's excellence and diversity and provide an environment in which all can thrive academically and professionally. • Incorporate best practices in equity, inclusion, and diversity into all staff hiring and advancement procedures • Provide regularly occurring learning opportunities to senior executives, managers, and directors, as well as search committee members, for incorporating best practices on equity, inclusion, and diversity in the hiring and advancement of staff. • Increase and provide incentives for mentoring opportunities across occupational groups and support for staff pursuing continuing education. 	<p style="text-align: center;">UHS STAFF (UHS AS EMPLOYER)</p>	<p><i>Organizational Innovation:</i> Create and sustain a productive, supportive and diverse workforce.</p> <ul style="list-style-type: none"> • Develop a comprehensive workforce assessment aligned with organizational goals. • Create an organizational work culture that sustains staff excellence through professional growth and work / life balance. • Implement activities to promote awareness and empathy within a multicultural and intergenerational environment. 	<ul style="list-style-type: none"> • Analyze demographics of managers, medical and mental health providers; identify targets and gaps. • Collaborate with Human Resource Center (HRC) to review best practices research related to hiring, retention and advancement, including special considerations for health care environments and examples of reward structures. • Expand collaboration with Human Resources Center and campus HR to secure additional campus assistance and expertise in recruiting diverse applicant pools and to ensure use of reliable and meaningful data on relevant pools of talent, both internal and external to the campus. • Develop new practices and checklist on hiring (e.g., outreach activities, search committee membership and training, standards for keeping applicant pools open) and advancement. • Improve support for professional growth. 	<ul style="list-style-type: none"> • Increase number of new staff garnered from talent pools and contributing to the diversity and cultural competency of UHS. • Identify priority strategies for reducing intergroup disparities in staff hiring, advancement and retention, especially among managers, medical providers and mental health providers. • Increase the number of units that regularly implement and evaluate best practices in equity, inclusion and diversity in staff hiring recruitment and decisions. • Increase use of performance evaluations to further equity, inclusion and diversity goals. • Create policy and resources in support of staff pursuing continuing education. • Explore opportunities to align limited career development resources with advancement objectives. 	<ul style="list-style-type: none"> • Develop a systematic approach to talent management and succession planning that integrates equity, inclusion and diversity best practices. • Greater alignment between the diversity of candidate pools and client/constituent demographics and local/national applicant pools. • Reduce intergroup disparities in staff hiring, advancement and retention, especially among managers, medical providers and mental health providers. 	<ul style="list-style-type: none"> • Career staff by race/ethnicity and gender and by manager vs. non-manager, medical provider and mental health provider. • State and local labor pool availability. • Workplace and climate surveys.
			<ul style="list-style-type: none"> • Use a multicultural lens to re-evaluate UHS staff recognition efforts. 		<ul style="list-style-type: none"> • UHS staff feel recognized for their work. 	<ul style="list-style-type: none"> • Workplace and climate surveys.

STRATEGIES FROM CAMPUS PLAN	ROLE	STRATEGIES FROM UHS STRATEGIC PLAN	UNIT SPECIFIC STRATEGIES List the specific strategies/ activities that your unit will conduct.	INTERMEDIATE OUTCOMES Identify outcomes you expect to achieve in the intermediate term (3-5 years). Include baseline data if available.	LONG-TERM OUTCOMES Identify outcomes you expect to achieve in the long term (8+ years). Include baseline data if available.	INDICATORS* Identify the metric(s)/ indicator(s) on which the outcomes will be measured.
<p><i>Expanded Pathways for Access and Success (Students, Faculty, Staff)</i></p> <ul style="list-style-type: none"> Enhance the formats and venues in which the University welcomes all students and provides support for transitioning into the University's academic and social culture. Improve the institutional capacity to support the academic success of all students in areas of curriculum, pedagogy, academic and social support, academic enrichment, and paths to graduation. Increase communication about family-friendly policies and practices across campus units and departments. <p><i>Engaging & Healthy Campus Climate</i></p> <ul style="list-style-type: none"> Incentivize positive cross-cultural interaction, communication, and understanding through increased intergroup dialogue, collaborative projects and activities, and multicultural leadership development opportunities. Strengthen the perception and experience of UC 	UC BERKELEY STUDENTS, FACULTY AND STAFF (UHS AS SERVICE PROVIDER)	<p><i>Responsive Health Care</i></p> <ul style="list-style-type: none"> Develop a flexible and integrated health care model for the delivery of high quality programs and services that integrate advances in the health and counseling fields and effectively serve the needs of a multicultural, diverse campus community Expand programs and services targeted to underserved populations <ul style="list-style-type: none"> Access Interventions Enhance services excellence by increasing access and making services easier to use <ul style="list-style-type: none"> Ease of use Service hours and locations Customer service <p><i>Health Leadership</i></p> <ul style="list-style-type: none"> Establish a campus culture that prioritizes health and wellbeing, by using collaborative and community-based strategies. Lead strategies that enhance a campus culture of prevention 	<p><i>Data Capacity</i></p> <ul style="list-style-type: none"> Establish baseline data and analyze service utilization. Evaluate constituent experience of UHS with focus on underrepresented and underserved constituents (e.g., focus groups, surveys, and follow-up on staff-identified populations of concern). 	<ul style="list-style-type: none"> Evaluate capacity to report on equity, inclusion and diversity measures. Identify equity, inclusion and diversity client satisfaction measures to be used on all UHS client surveys. Create E&I data dashboard and system for regular monitoring and follow-up. 	<ul style="list-style-type: none"> Increase capacity to report and analyze equity, inclusion and diversity data. Reduce or eliminate intergroup disparities in access and client satisfaction. Clients express greater sense of inclusion. 	<ul style="list-style-type: none"> Client satisfaction measures. Service utilization by race/ethnicity, gender, international students, etc.
		<p><i>Services Delivery Transformation</i></p> <ul style="list-style-type: none"> Develop listing of equity-, inclusion- and diversity-related programs and services. Educate UHS staff and campus. Identify gaps. Expand programs and services targeted to underserved populations. Reduce barriers to service utilization for underserved populations. Transform service delivery to better meet the needs of a diverse campus community. 	<p><i>Services Delivery Transformation</i></p> <ul style="list-style-type: none"> Design new and expand successful targeted outreach and service methodologies to address health and utilization disparities. Improve business processes to make UHS easier to use. Expand integrated services model. Improve degree to which our physical space welcomes underserved populations. 	<ul style="list-style-type: none"> Increase the number, quality and type of targeted programs and services. Reduce or eliminate intergroup disparities. Increase effectiveness and satisfaction with campus-based health services as it related to equity, inclusion and diversity issues. 	<ul style="list-style-type: none"> Client satisfaction measures. Service utilization data. Program evaluations. 	
		<p><i>Interpersonal Interactions</i></p> <ul style="list-style-type: none"> Tailor care to the individual and promote a mutually respectful and consistent patient-provider relationship. Conduct gap analysis of UHS equity, inclusion and diversity expertise. 	<p><i>Interpersonal Interactions</i></p> <ul style="list-style-type: none"> Enhance staff learning opportunities to improve intercultural competency. Evaluate mechanisms to connect clients with providers of specific backgrounds and expertise. Increase use of performance evaluations to further equity, inclusion and diversity goals. 	<ul style="list-style-type: none"> Improve cross-cultural communication and understanding among UHS staff. Clients express a greater sense of inclusion. 	<ul style="list-style-type: none"> Client satisfaction measures. Continuing education evaluations. 	
		<p><i>Campus Culture</i></p> <ul style="list-style-type: none"> Employ comprehensive public health and social-ecological strategies (e.g., campus policies) and implement broad 	<p><i>Campus Culture</i></p> <ul style="list-style-type: none"> Identify and advocate for specific campus-based policies that would better support community wellness for a diverse campus population (e.g. 	<ul style="list-style-type: none"> Create a culture that supports the health, wellness, and success of campus' diverse students, faculty and 	<ul style="list-style-type: none"> Population based surveys of student wellness and perception of campus climate. 	

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<p>Berkeley as welcoming and supportive of diverse populations, backgrounds, and perspectives, both internally and externally.</p> <ul style="list-style-type: none"> Designate physical spaces across campus, including a multicultural center, for activities and dialogues focused on equity, inclusion, and diversity issues. 		<p>and wellness.</p> <ul style="list-style-type: none"> Expand targeted student mental health interventions to vulnerable and traditionally underserved students. Maximize health and wellness, productivity and success of the campus' diverse students, faculty and staff. 	<p>and targeted support, outreach and training.</p> <ul style="list-style-type: none"> Expand targeted student health interventions to vulnerable and traditionally underserved students. Maximize health and wellness, productivity and success of the campus' diverse students, faculty and staff. 	<p>food availability policies; academic policies that address stressors for student parents, etc).</p> <ul style="list-style-type: none"> Promote outreach programs and services to meet the health needs of specific, underserved populations (e.g. satellite counseling clinics in accessible locations). 	<p>staff.</p>	<ul style="list-style-type: none"> Staff/faculty surveys
			<p><i>Workplace Strategies</i></p> <ul style="list-style-type: none"> Increase access to policies and programs to assist in balancing work/life needs and to enhance campus recruitment and retention efforts, including expanding communication strategies to faculty, staff and students to reduce barriers to access work/life policies and programs. Expand employee wellness and prevention interventions and programs to reduce employee and occupational health disparities. 		<ul style="list-style-type: none"> Help individuals transition into and through Berkeley by building upon work/life best practices. Maximize health and wellness, productivity and success of the campus' diverse students, faculty and staff. 	<ul style="list-style-type: none"> Employee and occupational health data. Program evaluations.
<p><i>Responsive Research, Teaching, and Public Service</i></p> <ul style="list-style-type: none"> Implement ongoing strategic planning and assessment for equity, inclusion, and diversity at both the institutional and unit or departmental level across the campus. 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">UHS STRATEGIC PLANNING AND IMPLEMENTATION</p>	<p><i>Organizational Innovation</i></p> <ul style="list-style-type: none"> Build an adaptive and sustainable organization that maximize effectiveness and provides careful stewardship of University resources 	<ul style="list-style-type: none"> Integrate E&I initiatives into annual organizational planning activities and regular management and supervisor meetings. Develop equity and inclusion management subgroup that meets quarterly to monitor progress of equity, inclusion and diversity initiatives, identify barriers and triage issues and recommendations. Reorient UHS Diversity Committee to align with equity, inclusion and diversity strategic plan goals and deliverables and results of best practices research TBD. 	<ul style="list-style-type: none"> Increase unit-level strategic planning and implementation of successful strategies for promotion of equity, inclusion and diversity. Increase the analytical capacity of UHS and partners (e.g., Human Resources Center) to identify and address obstacles and opportunities to reach equity, inclusion and diversity goals. Increase the number of continuing education activities that advance equity, inclusion and diversity, as both mission-driven service organization and as a workplace. 	<ul style="list-style-type: none"> Increase in strategic planning and implementation of successful strategies for promoting equity, inclusion and diversity. Enhance continuous improvement initiatives that support the highest quality of care and organizational evolution. Increase recognition as a leader in equity-, inclusion- and diversity-related health care service delivery in higher education. 	

University Health Services: Revised Multi-year Equity, Inclusion and Diversity Strategic Plan

Mid-Point Revision (version 3, August 2014)

Mid-point re-alignment and prioritization is based on the UHS' progress to date and the latest trends in health equity. It has been specifically aligned with portions of the U.S. Department of Health and Human Services' Strategic Plan as outlined in the Robert Wood Johnson Foundation and Mathematica Policy Research Briefing *Reducing Health Care Disparities: Where Are We Now? (2014)*.

US Health and Human Services Five-Year Strategic Plan	UHS Specific Strategies	Metrics	Related Long-term Outcomes
<p>Improve data collection and measurement of health data by race, ethnicity, sex, primary language, and disability status, as well as other efforts in planning for the collection of additional data.</p>	<ol style="list-style-type: none"> 1. Develop EID dashboard—metrics by “diversity” categories (e.g., service utilization—“visits”/self-service, client satisfaction, % of appointments with primary care providers) 2. Explore collection of preferred language in electronic health record 	<ol style="list-style-type: none"> 1. Dashboard completed 2. Exploration completed 	<p>Increase capacity to report and analyze equity, inclusion and diversity data in order to make data-driven decisions.</p>
<p>Ensure access to quality, culturally-competent care for vulnerable populations by improving the cultural competency and diversity of the health care workforce and addressing disparities in access to care</p>	<ol style="list-style-type: none"> 1. Annually monitor service utilization data and semi-annually monitor core client satisfaction measures 2. Based on data, continue to develop communications, health promotion, medical, mental health, work/life and other targeted strategies 3. Collaborate, and lead where appropriate, on the business case for a campus strategic initiative on wellness 4. Implement mandatory Multicultural Education Program Training Program for all UHS staff as well as <i>Creating an Inclusive Work Environment</i> training for supervisors 5. Reduce intergroup disparities in staff hiring and advancement 	<ol style="list-style-type: none"> 1. Service utilization compared to campus demographics (<i>race/ethnicity, first language spoken, first generation, sex, international students—countries</i>) <ul style="list-style-type: none"> • Medical • Mental health • Overall UHS <p>Core client satisfaction measures (<i>race/ethnicity, gender identity, sexual orientation</i>)</p> <ul style="list-style-type: none"> • Would recommend to friend • Staff was caring • I felt respected by staff 4. TBD specific measures. <i>MPH student project making recommendations</i> 	<ul style="list-style-type: none"> • Reduce or eliminate intergroup disparities in access and client satisfaction. • Clients express a greater sense of inclusion. • Possibly, increase the number, quality and type of targeted programs and services. • Improve cross-cultural communication and understanding among UHS staff. • Create a culture that supports the health, wellness and success of campus' diverse students, faculty and staff.
<p>Achieve health equity as outlined in the HHS Action Plan and through actions that help better link patients to a usual primary care source and increase the number of patient-centered medical homes (PCMHs).</p>	<ol style="list-style-type: none"> 1. Undertake initiative to establish UHS as a patient-centered medical home. 2. Promote and facilitate primary care provider model for Berkeley students. 	<ol style="list-style-type: none"> 1. Achieve Medical Home Status at April 2015 accreditation by Accreditation Association for Ambulatory Health Care (AAAHC). 2. % of appointments with primary care provider (PCP) or PCP team 	<p>Achieve a higher level of patient-centered care that is organized around tenets such as team-based care to better serve patients, empowering patients to be responsible for their own health care and increased focus on prevention.</p>

University Health Services: Accomplishment Highlights

Mid-Point Review (February 2015)

UHS as an employer / organization

Sample Accomplishments	Related Long-Term Outcomes
Developed, distributed and shared a <i>Toolkit for Recruiting and Hiring a Diverse Workforce</i>	Reduce intergroup disparities in staff hiring.
Analyzed demographics of managers, medical and mental health providers; ran into challenges setting targets	Develop a systematic approach to talent management and succession planning that integrates equity, inclusion and diversity best practices.
Enhanced UHS Diversity Committee; aligned with strategic plan goals and deliverables	Increase in strategic planning and implementation of successful strategies for promoting EID.
Implemented civility initiative	Reduce intergroup disparities in staff retention.
Integrated equity, inclusion and diversity (EID) initiatives into ongoing organizational and strategic planning activities, management and supervisor meetings	Increase in strategic planning and implementation of successful strategies for promoting EID.
Implemented EID features in staff newsletter	Reduce intergroup disparities in staff retention.
Developed and implemented (ongoing) of <i>Tang Defining Principles</i> Initiative	Increase in strategic planning and implementation of successful strategies for promoting EID.
Use of graduate student interns/projects to further this work	

UHS as a provider

Sample Accomplishments	Related Long-Term Outcomes
<ul style="list-style-type: none"> Identified measures and established baseline data Integrated student race/ethnicity data from SIS into electronic health record Asian student (domestic and international) needs assessment 	<ul style="list-style-type: none"> Increase capacity to report and analyze EID data.
<p>Highlights of programs and services for students, faculty and staff</p> <ul style="list-style-type: none"> Continued and expanded existing programs/services. Examples: <ul style="list-style-type: none"> Expanded outreach to international students (e.g., healthcare 101) New CPS satellite clinics to increase access for underserved communities RSSP staff nutrition and physical activity work (http://newscenter.berkeley.edu/2014/04/10/lindy-west-nutrition/) Designed and implemented new programs/services. Examples: <ul style="list-style-type: none"> Transgender health clinic Financial Fair for faculty/staff (Work/Life) Disabled student survey and new services webpage 	<ul style="list-style-type: none"> Reduce or eliminate intergroup disparities in access and client satisfaction. Clients express greater sense of inclusion. Increase the quality and type of targeted programs and services. Increase effectiveness and satisfaction with campus-based health services as it relates to equity, inclusion and diversity issues. Create a culture that supports the health, wellness and success of campus' diverse students, faculty and staff. Help individual transition into and through Berkeley by building upon work/life best practices.
Piloted <i>Health Opportunity Fund</i> for Pell Grant and Dream Aid receipts in collaboration with Equity and Inclusion (CE3)	<ul style="list-style-type: none"> Reduce or eliminate intergroup disparities in access / client satisfaction. Clients express greater sense of inclusion.
Launched mandatory Multicultural Education Program training program for staff	<ul style="list-style-type: none"> Improve cross-cultural communication and understanding.
<ul style="list-style-type: none"> Received <i>Leader in LGBT Healthcare Equality</i> status from Human Rights Campaign Implemented counseling exchange program with Shanghai Universities 	<ul style="list-style-type: none"> Reduce or eliminate intergroup disparities in access / client satisfaction.