UCSF Finance & Administration Services Briefing

2022 Staff Engagement Results

Gallup

June 2022

UCSF

Engagement Model

	ENGAGEMENT ELEMENT	EMPLOYEE NEED
GROWTH *How do I grow?*	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 *Do I belong?*	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 *What do I give?*	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
	Q03. At work, I have the opportunity to do what I do best every day.	Know me
BASIC NEEDS *What do I get?*	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

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Summary of Key Findings

Amidst a business challenging time, UCSF Finance & Administration Services participation held at 83%, and Engagement and Belonging trended lower, though not meaningfully lower. Engagement results fall at the 69th percentile of Gallup's Overall Company-Level database.

- Although changes in engagement were slight, 50% of direct teams experienced meaningful movement up or down; average direct team movement was -0.01.

- In comparison to Gallup's Union database, represented employee's engagement falls at the 58th percentile.

- Engaged employees outnumber actively disengaged employees by over 4 to 1; this result ticked back a bit, mostly due to a rise in active disengagement (from 10% to 11%).

- Combination Onsite and Telework employees have higher engagement, satisfaction and belonging; by contrast, onsite workers have lower results in all three measures.

All Engagement items held stable, no meaningful changes are shown.

- Relative strengths for FAS are shown in Mission and Progress, both in the top quartile of Gallup's Overall Company-Level database.

- Expectations and Do Best are relative opportunities. Clear Expectations help employees know where they stand, what is in priority. Do Best aligns employee's talents with a fit to the role, balancing workload in order to spend sufficient time in work that is a natural fit.

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Summary of Key Findings

Most Belonging items ticked down slightly, though no meaningful changes are shown; Cares and Respect are relative strengths.
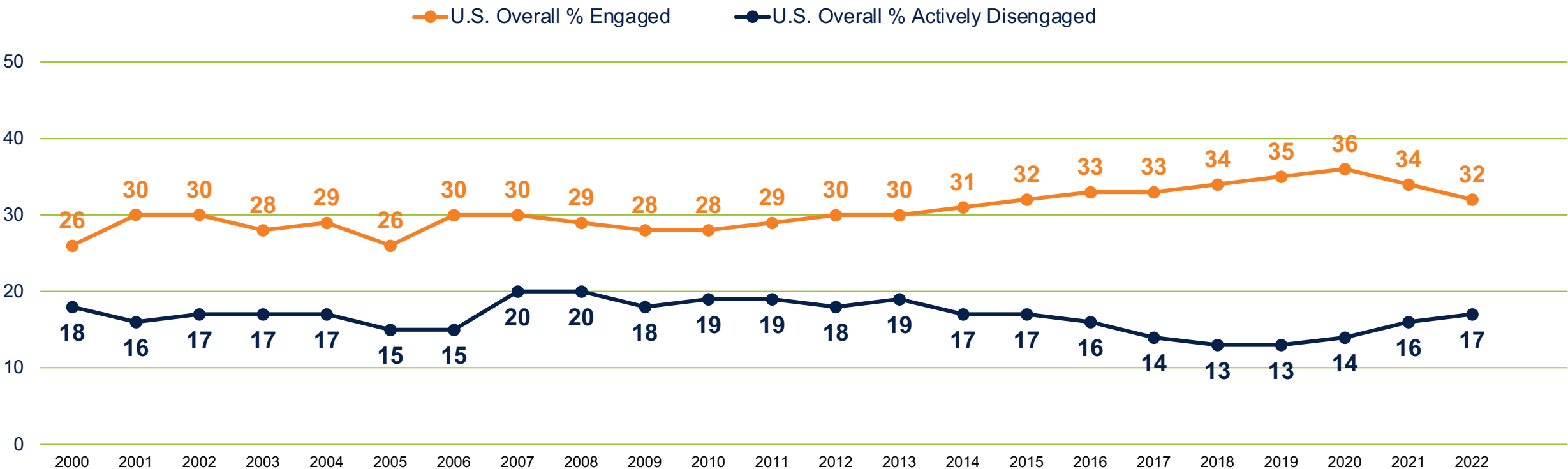
- Relative opportunity is shown on Clearly Defined Path, declined by 0.07.

- Belonging ranges from 3.55 for the Black male segment to 4.13 for the White male segment.

Burnout is high for FAS, with 31% of employees reporting they feel burned out at work always or very often; this is higher than average for the nation, signaling a weary employee base.

Local team action planning works to boost engagement. 481 employees strongly agree their team is making progress on the goals set during action planning; engagement for this segment falls at the 92nd percentile, top decile.

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U.S. Overall Employee Engagement Trend

After trending up to 36% Engaged at the early stages of the pandemic, engagement in the nation's workplaces has fallen four points to 32%.

Legend: —●— U.S. Overall % Engaged   —●— U.S. Overall % Actively Disengaged

U.S. Overall % Engaged by year:
- 2000: 26
- 2001: 30
- 2002: 30
- 2003: 28
- 2004: 29
- 2005: 26
- 2006: 30
- 2007: 30
- 2008: 29
- 2009: 28
- 2010: 28
- 2011: 29
- 2012: 30
- 2013: 30
- 2014: 31
- 2015: 32
- 2016: 33
- 2017: 33
- 2018: 34
- 2019: 35
- 2020: 36
- 2021: 34
- 2022: 32

U.S. Overall % Actively Disengaged by year:
- 2000: 18
- 2001: 16
- 2002: 17
- 2003: 17
- 2004: 17
- 2005: 15
- 2006: 15
- 2007: 20
- 2008: 20
- 2009: 18
- 2010: 19
- 2011: 19
- 2012: 18
- 2013: 19
- 2014: 17
- 2015: 17
- 2016: 16
- 2017: 14
- 2018: 13
- 2019: 13
- 2020: 14
- 2021: 16
- 2022: 17

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Who We're Hearing From

PARTICIPATION RATE COMPARISON

2022 FAS		**83%** (0%)
Gallup Median		84%

PERCENTAGE OF EMPLOYEES WITH VERBATIM

2022 FAS		**56%**
2021 FAS		47%

DEMOGRAPHIC GROUP	2022 N SIZE	2022 SAMPLE SIZE	2022 PARTICIPATION RATE	Δ '21-'22
Gen Z	463	997	46%	+9
Millennials	7,475	11,075	67%	+2
Generation X	6,066	8,249	74%	+2
Baby Boomers	2,425	3,293	74%	+5
Traditionalist	12	26	46%	-8
Female	11,173	15,790	71%	+2
Male	4,543	6,657	68%	+3

DEMOGRAPHIC GROUP	2022 N SIZE	2022 SAMPLE SIZE	2022 PARTICIPATION RATE	Δ '21-'22
White/Caucasian	5,603	7,794	72%	+2
Asian	6,363	8,975	71%	+1
Hispanic	2,367	3,461	68%	+1
Black/African American	1,301	2,124	61%	+4
Represented	9,896	15,224	65%	-12
Non-Represented	6,483	8,333	78%	+16

Identifiers provided by UCSF HRIS

Note: UCSF Finance & Administrative Services; Gallup Median represents median response rate for Gallup's 2022 Overall Database; Demographic groups reflect UCSF Overall (total population); shading where participation is much lower .

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2022 Performance by Focus Area

Percentile Rank:	1st–24th	25th–49th	50th–74th	75th–89th	90th+
eNPS	<=-21	-20 to 19	20 to 52		53 =>

Focus Area	2022	Δ 2022 vs. 2021	Overall 2022 Database Percentile
Engagement	4.07	-0.03	69th
Belonging	3.98	-0.04	N/A
Accountability Index	4.02	+0.03	48th
eNPS (net promoter score)	29	-8	50th-74th
Burnout (% Always/Very Often)	31%	N/A	National Average is 28%; 31% for Healthcare
Intent to Stay	4.37	N/A	47th

Note: UCSF Finance & Administrative Services; Percentiles based on Gallup's 2022 Q12 Overall Company Level Database and Additional Items Workgroup Level Database; **Bold** font indicates meaningful change defined as +/- 0.10; Belonging Index defined as the 10-item construct.

FAS results held fairly stable on all focus areas amidst a challenging business climate.

31% of FAS employees feel burned out always or very often; this is higher than the national average and warranting concern.

Engagement results and advocacy for the workplace are both above average.

FAS next steps

WHEN	WHAT
Now-August	Share results with your teams
July 28	UCSF Staff Engagement Town Hall 12-1:30pm RSVP
August-September	Action planning – see L+OD resources: Action Planning Guide for Managers Engagement Action Labs New
October 1	Refreshed FY23 Action Plans entered into HR Umbrella New
Ongoing	Check and adjust

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UCSF Roadmap –Actions at Each Level

Leadership

- Hold stable, the Mission and Values of the organization
- Hold leaders accountable to leadership competencies
- Be an example, maintain visibility and be inquisitive, on the workplace experience.

Systems and initiatives

- Socialize and execute anti-racism collaborative blueprint
- Deploy people strategy systems and infrastructure that support performance management processes, career and workforce development and succession planning

Workgroup activities and action planning

Formal
Advanced
↑
Basic

Informal
Advanced
↑
Basic

- Manager training/skill development
- Facilitate team action planning discussions
- Embed engagement into day-to-day activities

Formal workgroup action planning is an important question of driving employee engagement, but informal workgroup culture, systems and initiatives outside the workgroup's control, and leadership are also crucial.

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UCSF Next Steps

	Recommendations from Findings	Related Findings from UCSF Climate Survey
1	In addition to fostering engagement and belonging within departments and teams, commit to connecting across FAS and with our stakeholders	Values are well-known, important to our community, and UCSF's implementation of them receives positive marks
2	Prioritize initiatives to close racial gaps in engagement and belonging	
3	Continue to invest in managers' leadership development that is accessible to all (e.g., BWHLI)	Challenges remain, however, regarding the experience of Black/African-American individuals, trans/non-binary and those with disabilities
4	Reinforce UCSF's growing community of practice on Strengths development	
5	Establish and cascade performance goals that embed action planning and anti-racism related responsibilities	73% of Staff are at least somewhat confident that they can positively affect the climate at UCSF. Staff also value including diversity-related contributions as criteria for hiring and promotions

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Key data and additional information

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Overall Satisfaction Has Declined Slightly, Though Remains Above Average

"How satisfied are you with your organization as a place to work?"

Percentile: 40th 49th 67th 52nd
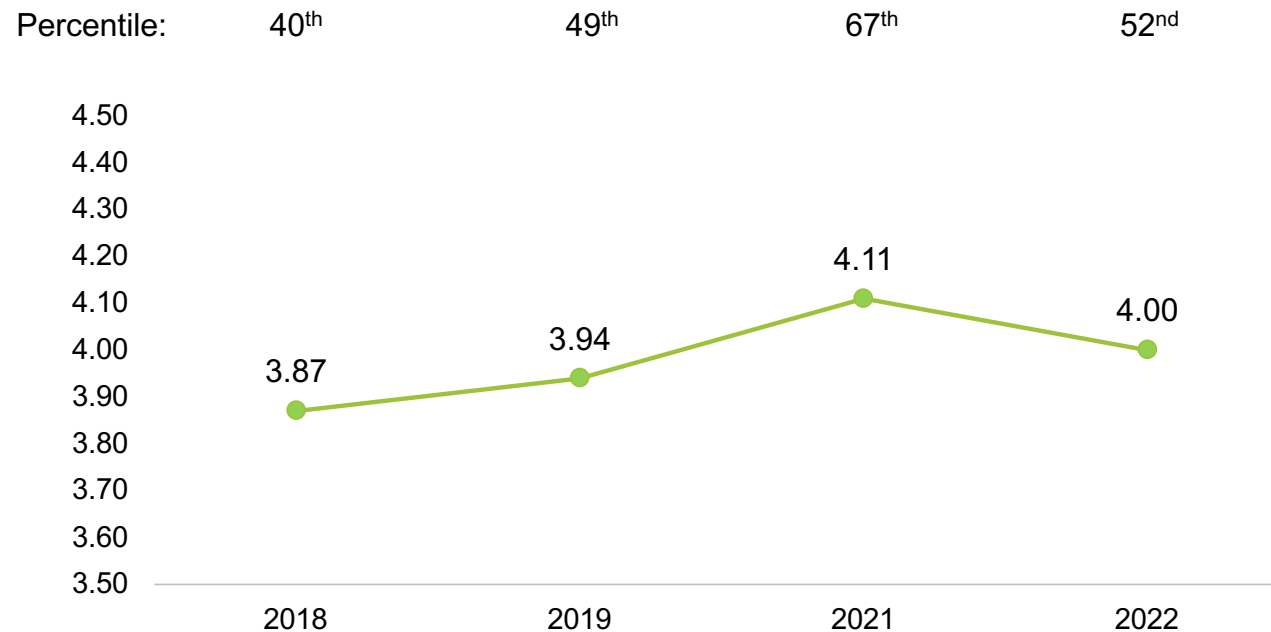
Engagement is about meeting the basic needs of employees, so they feel free of friction in order to focus on productive outcomes. An employee can be engaged but not satisfied in a situation where they feel disconnected from the direction of the organization, its leadership, its reputation. An effective local manager can often mitigate the affects of lower Overall Satisfaction by focusing on what is controllable for the team.

Overall Satisfaction is a top predictor of turnover for most organizations.

Just 18% (36% for FAS) of the nation's workforce is extremely satisfied with their employer, likely contributing to increased turnover.

Note: UCSF Finance & Administrative Services; 2019 is Control Point FAS; 2021 and 2022 are FAS Combined; No 2020 Census survey; Percentiles based on Gallup's Q12 Overall Company Level Database per respective year.
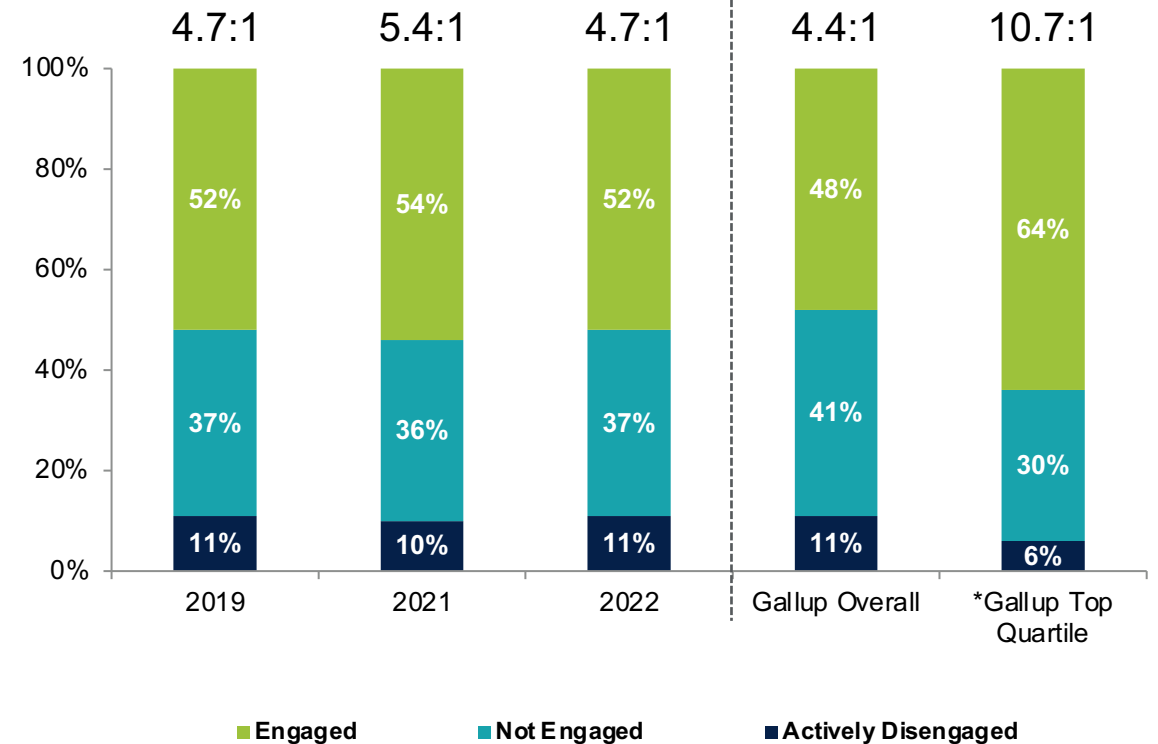
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FAS Overall Engagement & Ratio Trend

The FAS engagement ratio is slightly lower than in 2021, with 2% less engaged and 1% more actively disengaged. The FAS ratio is better than the Gallup Overall Average.

Q^{12} GRANDMEAN OVER TIME
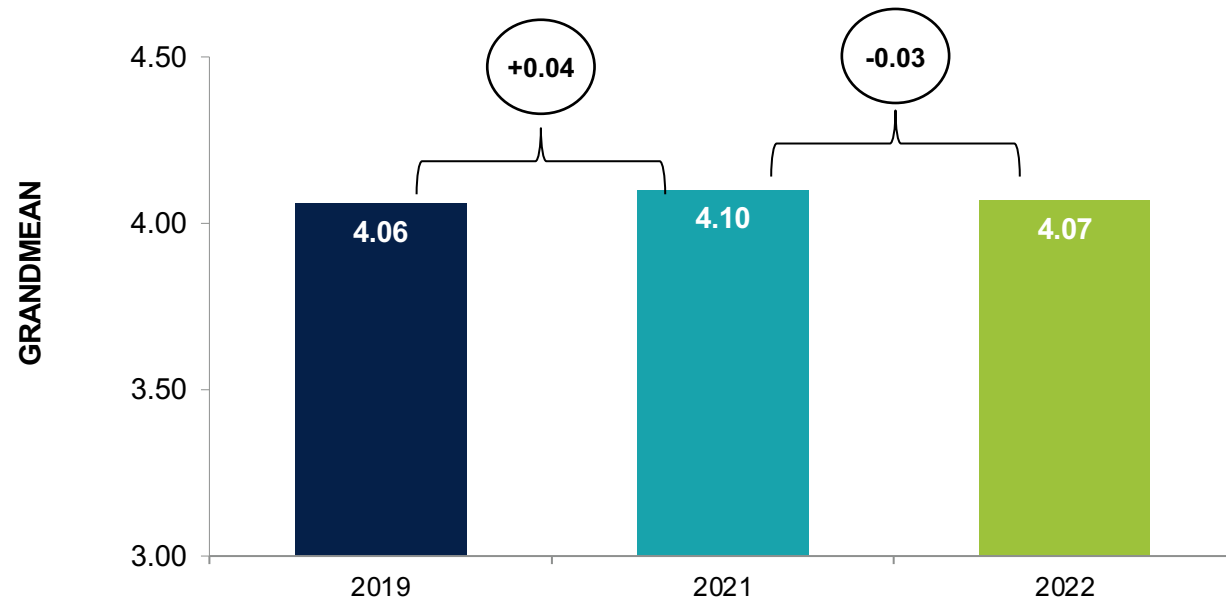
ENGAGEMENT INDEX OVER TIME

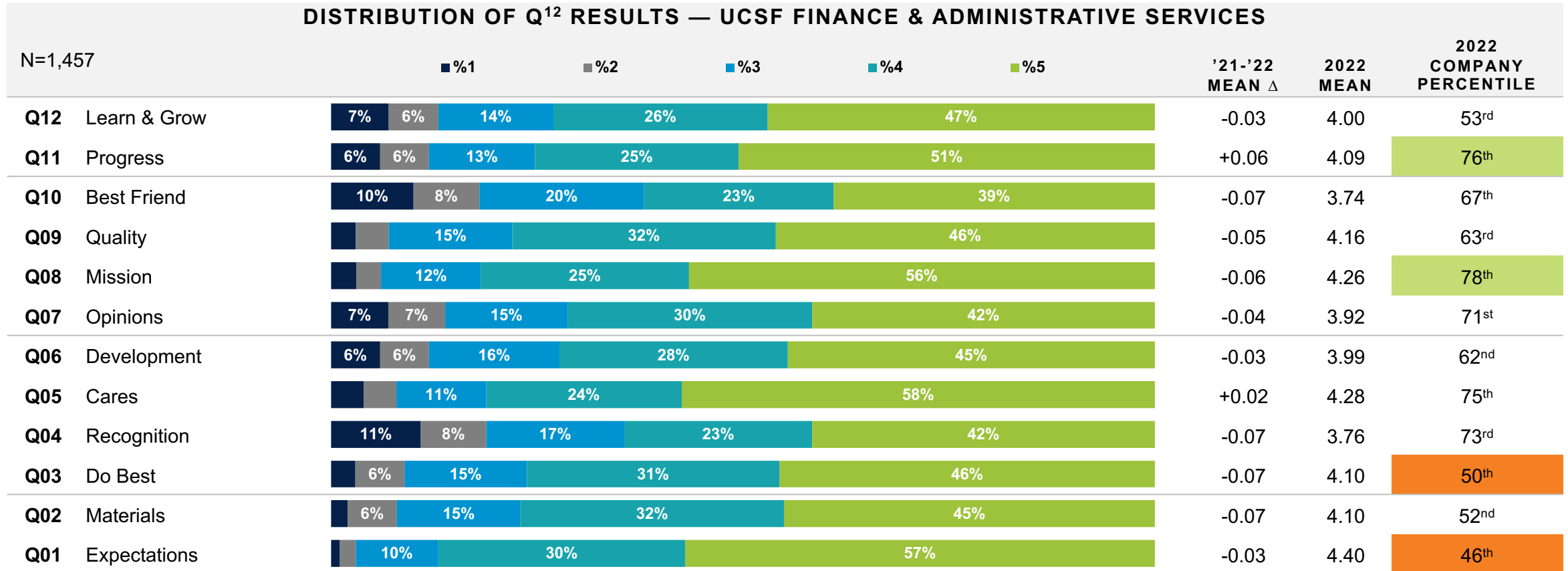Legend: ■ Engaged ■ Not Engaged ■ Actively Disengaged

Note: UCSF Finance & Administrative Services; 2019 is Control Point FAS; 2021 and 2022 are FAS Combined; No 2020 Census survey; Best practice organizations tend to have a ratio of 5.0:1 or above
* Only includes companies with 1,000 employees or more at or above the 75th (Top Quartile) percentile in Gallup's 2022 Q^{12} Overall Company Level Database.

     Learning & Organization Development at UCSF
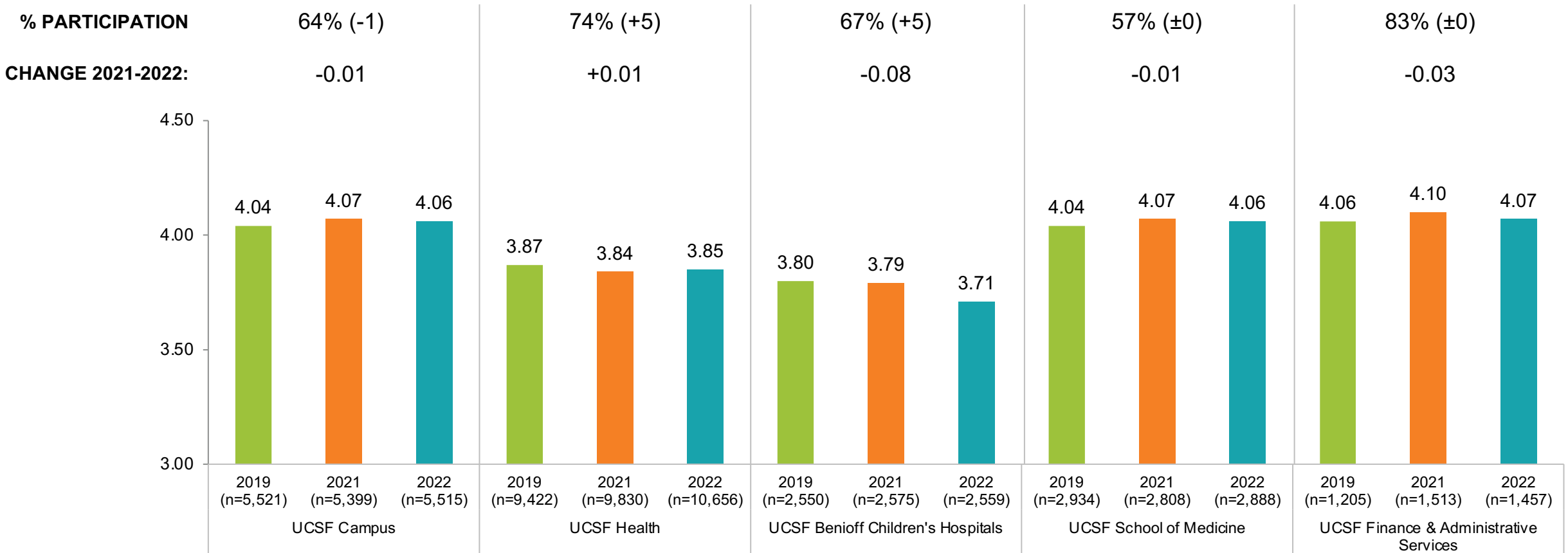
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FAS Overall Engagement by Item

Item level changes were slight, most items declining. The relative strength for FAS is shown in Mission and Progress, both within the top quartile. These items reflect a commitment to review employee's contribution and a strong connection between UCSF purpose and the employee's role. Relative opportunities are shown in Expectations and Do Best.

DISTRIBUTION OF Q^{12} RESULTS — UCSF FINANCE & ADMINISTRATIVE SERVICES

N=1,457

		%1	%2	%3	%4	%5	'21-'22 MEAN Δ	2022 MEAN	2022 COMPANY PERCENTILE
Q12	Learn & Grow	7%	6%	14%	26%	47%	-0.03	4.00	53rd
Q11	Progress	6%	6%	13%	25%	51%	+0.06	4.09	76th
Q10	Best Friend	10%	8%	20%	23%	39%	-0.07	3.74	67th
Q09	Quality			15%	32%	46%	-0.05	4.16	63rd
Q08	Mission			12%	25%	56%	-0.06	4.26	78th
Q07	Opinions	7%	7%	15%	30%	42%	-0.04	3.92	71st
Q06	Development	6%	6%	16%	28%	45%	-0.03	3.99	62nd
Q05	Cares			11%	24%	58%	+0.02	4.28	75th
Q04	Recognition	11%	8%	17%	23%	42%	-0.07	3.76	73rd
Q03	Do Best		6%	15%	31%	46%	-0.07	4.10	50th
Q02	Materials		6%	15%	32%	45%	-0.07	4.10	52nd
Q01	Expectations			10%	30%	57%	-0.03	4.40	46th

Note: UCSF Finance & Administrative Services; Percentiles based on Gallup's 2022 Q^{12} Overall Company Level Database;
Due to rounding, percentages may add up to 100% ±1%; Numerical values shown when 5% or higher; **Bold** font indicates meaningful change of +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.

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Entity Engagement Results

Participation ranged from 57% at the School of Medicine to 83% for FAS. Results declined for four entities, though the declines were not meaningful. FAS, School of Medicine and Campus are more engaged than Benioff Children's and Health.

	UCSF Campus	UCSF Health	UCSF Benioff Children's Hospitals	UCSF School of Medicine	UCSF Finance & Administrative Services
% PARTICIPATION	64% (-1)	74% (+5)	67% (+5)	57% (±0)	83% (±0)
CHANGE 2021-2022:	-0.01	+0.01	-0.08	-0.01	-0.03

UCSF Campus
- 2019 (n=5,521): 4.04
- 2021 (n=5,399): 4.07
- 2022 (n=5,515): 4.06

UCSF Health
- 2019 (n=9,422): 3.87
- 2021 (n=9,830): 3.84
- 2022 (n=10,656): 3.85

UCSF Benioff Children's Hospitals
- 2019 (n=2,550): 3.80
- 2021 (n=2,575): 3.79
- 2022 (n=2,559): 3.71

UCSF School of Medicine
- 2019 (n=2,934): 4.04
- 2021 (n=2,808): 4.07
- 2022 (n=2,888): 4.06

UCSF Finance & Administrative Services
- 2019 (n=1,205): 4.06
- 2021 (n=1,513): 4.10
- 2022 (n=1,457): 4.07

Note: UCSF Health (Suresh Gunasekaran's Rollup); UCSF BCH (BCH-Oakland and BCH-SF combined);
SOM participation rates over time: 2021: 57%; 2019: 71%; 2018: 68%.

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Entity Engagement Results by Item

Results are varied by entity, with Campus, FAS and School of Medicine showing more than 50% of employees as engaged.

Percentile Rank: | 1st–24th | 25th–49th | 50th–74th | 75th-89th | 90th+

	UCSF CAMPUS (n=5,515)	UCSF HEALTH (n=10,656)	UCSF BENIOFF CHILDREN'S HOSPITALS (n=2,559)	UCSF SCHOOL OF MEDICINE (n=2,888)	UCSF FINANCE & ADMINISTRATIVE SERVICES (n=1,457)
% ENGAGED	52%	41%	32%	51%	52%
	2022 MEAN	2022 MEAN	2022 MEAN	2022 MEAN	2022 MEAN
Overall Satisfaction:	3.96	3.71	3.63	3.95	4.00
GRANDMEAN:	4.06	3.85	3.71	4.06	4.07
Q12 Learn & Grow	4.03	3.79	3.68	4.04	4.00
Q11 Progress	4.13	3.69	3.46	4.11	4.09
Q10 Best Friend	3.43	3.61	3.50	3.29	3.74
Q09 Quality	4.26	4.08	4.05	4.30	4.16
Q08 Mission	4.26	4.00	3.90	4.27	4.26
Q07 Opinions	3.96	3.58	3.41	4.00	3.92
Q06 Development	4.02	3.78	3.68	4.02	3.99
Q05 Cares	4.31	4.02	3.91	4.33	4.28
Q04 Recognition	3.75	3.41	3.19	3.72	3.76
Q03 Do Best	4.06	3.95	3.85	4.05	4.10
Q02 Materials	4.14	3.85	3.53	4.16	4.10
Q01 Expectations	4.39	4.39	4.37	4.39	4.40

Note: UCSF Health (Suresh Gunasekaran's Rollup); UCSF BCH (BCH-Oakland and BCH-SF combined); Percentiles based on Gallup's 2022 Q_{12} Overall Company Level Database.

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UCSF FAS Team-by-Team Change in Engagement

29% of direct teams increased in Engagement Mean by 0.20 or more

No Change: 49%

21% of direct teams decreased in Engagement Mean by 0.20 or more

89 direct teams
with data for both 2021 and 2022
Average change in Engagement Mean = -0.01
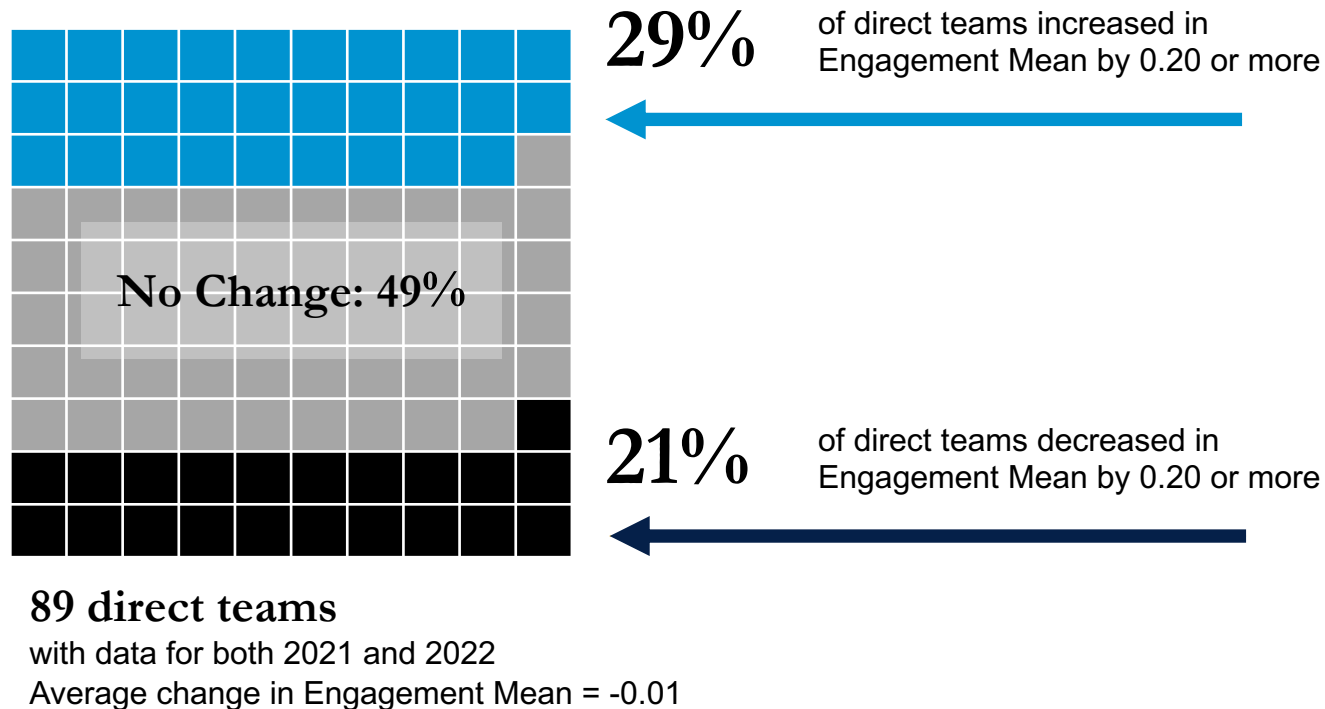
	Average Item Decrease	Average Item Increase
Engagement Mean	**-0.50**	**+0.43**
Q12. Learn & Grow	**-0.61**	**+0.51**
Q11. Progress	**-0.78**	**+0.20**
Q10. Best Friend	-0.13	**+0.29**
Q09. Quality	**-0.46**	**+0.38**
Q08. Mission/Purpose	**-0.41**	**+0.40**
Q07. Opinions	**-0.74**	**+0.43**
Q06. Development	**-0.81**	**+0.39**
Q05. Cares	**-0.59**	**+0.39**
Q04. Recognition	**-0.96**	**+0.74**
Q03. Do Best	**-0.60**	**+0.42**
Q02. Materials and Equipment	**-0.34**	**+0.35**
Q01. Expectations	**-0.34**	**+0.31**

50% of teams experienced meaningful change, either up or down. The item most related to improvement or decline was Recognition.

Note: UCSF Finance & Administrative Services; **Bold** font indicates meaningful change of +/-0.20 or more if <1,000 respondents; Analysis includes 89 direct teams that have 2021 and 2022 data.

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UCSF Belonging Index

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

Q^{12} INCLUSION		DIRECTION – ROAD MAP		SUPPORT – ADVOCACY		RESPECT – UNCONSCIOUS BIAS	
		*A clear **road map** that helps employees navigate UCSF's complex structure*		*Strong **support and advocacy** from managers to drive growth and progress*		*Breaking **unconscious bias** and driving respect for **diverse** backgrounds and viewpoints*	
① **Recognition** In the last seven days, I have received praise or recognition for doing good work.	③ **Opinions** At work, my opinions seem to count.	① **Can employees find information & resources to do their work?**	I know where to find the information and resources I need to help me do my job effectively.	③ **Are managers strong advocates of employees?**	My manager or supervisor serves as a strong advocate for our unit/department.	⑤ **Is there respect at work?**	At work, I am respected for who I am as a person.
② **Cares** My supervisor, or someone at work, seems to care about me as a person.	④ **Learn & Grow** This last year, I have had opportunities at work to learn and grow.	② **Is there a clearly defined path?**	There is a clearly defined path to growth and development in my role.	④ **Do managers help employees progress?**	My manager or supervisor is consistently trying to help me progress in my role.	⑥ **Are there opportunities for advancement?**	I have the same opportunities for advancement as other employees at my organization with similar experience and qualifications.

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Belonging Index & Item Results

Overall, slight changes in belonging were not meaningful; sentiment is strongest on Respected at Work and Cares.

		%1	%2	%3	%4	%5	2022 MEAN	CHANGE
Q¹² INCLUSION	Recognition	11%	8%	17%	23%	42%	3.76	-0.07
	Cares			11%	24%	58%	4.28	+0.02
	Opinions	7%	7%	15%	30%	42%	3.92	-0.04
	Learn & grow	7%	6%	14%	26%	47%	4.00	-0.03
DIRECTION – ROAD MAP	Find information & resources			15%	36%	42%	4.12	-0.06
	Clearly defined path	11%	10%	24%	29%	26%	3.48	-0.07
SUPPORT – ADVOCACY	Manager strong advocate	5%	5%	12%	24%	53%	4.16	-0.03
	Manager helps me progress	7%	5%	17%	26%	46%	3.99	-0.01
RESPECT – UNCONS. BIAS	Respected at work			12%	29%	54%	4.28	-0.01
	Opportunities for advancement	7%	8%	17%	28%	39%	3.83	-0.05

UCSF FAS BELONGING INDEX:
Composite of the mean scores for the 10 items listed.

2022
3.98
Δ '21-'22: -0.04

Note: UCSF Finance & Administrative Services; Due to rounding, percentages may add up to 100% ±1%; Numerical values shown when 5% or higher; Belonging Index defined as the 10-item construct; **Bold** font indicates meaningful change of +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.

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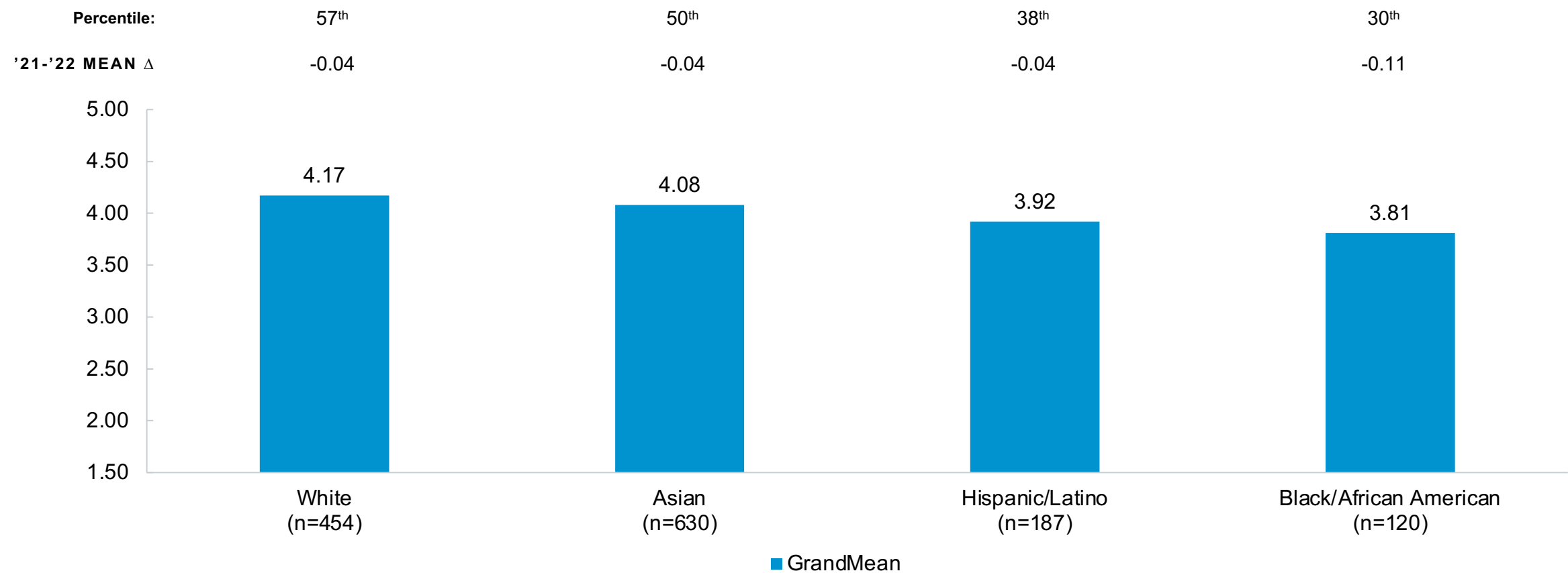
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Entity by Belonging Index

Results ticking up for Health, holding stable for Campus and School of Medicine, ticking lower for FAS and Benioff Children's.
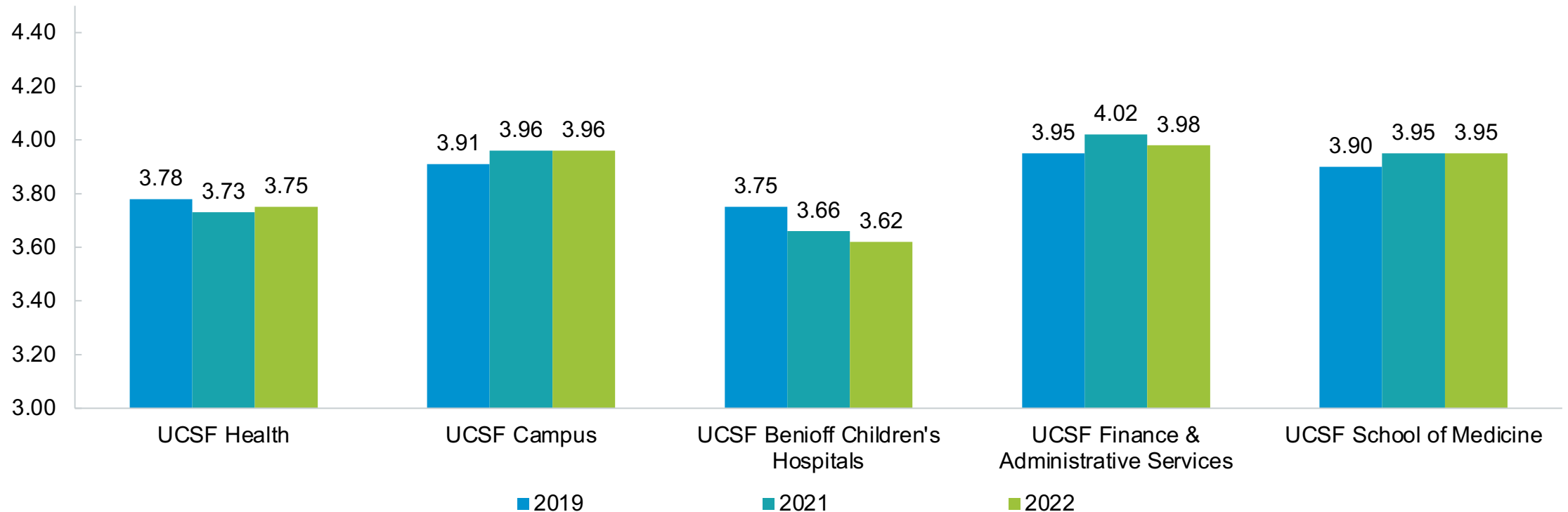
Note: UCSF Health is Suresh Gunasekaran's Rollup; UCSF BCH (BCH-Oakland and BCH-SF combined); Belonging Index defined as the 10-item construct.

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UCSF FAS 2022 Race/Ethnicity Comparison

All race/ethnicity segments declined slightly in engagement. Results are stronger for the White (57th) segment; significant opportunity is shown for the Black employee segment (30th).

Percentile:	57th	50th	38th	30th
'21-'22 MEAN Δ	-0.04	-0.04	-0.04	-0.11

Bar chart values:
- White (n=454): 4.17
- Asian (n=630): 4.08
- Hispanic/Latino (n=187): 3.92
- Black/African American (n=120): 3.81

Legend: ■ GrandMean

Note: UCSF Finance & Administrative Services; Percentiles based on Gallup's 2022 Q12 Overall Workgroup Level Database; Ranked in descending order of GrandMean; The differences shown in Race/Ethnicity data have been verified at an overall level using a General Linear Model (GLM) that estimates mean scores while controlling for other factors of Job Category, Union Status and Manager Status. Results of the GLM did not show any significant differences compared to Overall GrandMean, when controls are applied; Raw (uncontrolled) data is shown; Change shown is based on overall scores from 2021 and 2022 surveys; **Bold** font indicates meaningful change of +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.

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UCSF FAS 2022 Belonging Index by Race/Ethnicity

Belonging results trended lower for all race/ethnicities.

Question	White	Asian	Hispanic/Latino	Black/African American
n Size:	454	630	187	120
Belonging Index Mean	4.06	4.02	3.86	3.69
'21-'22 MEAN Δ	-0.03	-0.03	-0.13	-0.04
'19-22 MEAN Δ	+0.08	+0.01	+0.08	-0.11

Note: UCSF Finance & Administrative Services; Ranked in descending order of Index Mean; Ranked in descending order of Index Mean; The differences shown in Race/Ethnicity data have been verified at an overall level using a General Linear Model (GLM) that estimates mean scores while controlling for other factors of Job Category, Union Status and Manager Status; Results of the GLM did not show any significant differences compared to Overall Belonging Index Mean, when controls are applied; Raw (uncontrolled) data is shown; Belonging Index defined as the mean of four of six questions; Change shown is based on overall scores from 2021 and 2022 surveys; **Bold** font indicates meaningful change of +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.

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UCSF FAS 2022 Gender Comparison

Men have a slight belonging edge in FAS.

GrandMean Percentile:

'21-'22 MEAN Δ

	48th		49th	
	-0.05	-0.04	-0.06	-0.06

Chart values:
- Female: GrandMean 4.06, Belonging Index Mean 3.92
- Male: GrandMean 4.07, Belonging Index Mean 4.03

Legend: ■ GrandMean ■ Belonging Index Mean
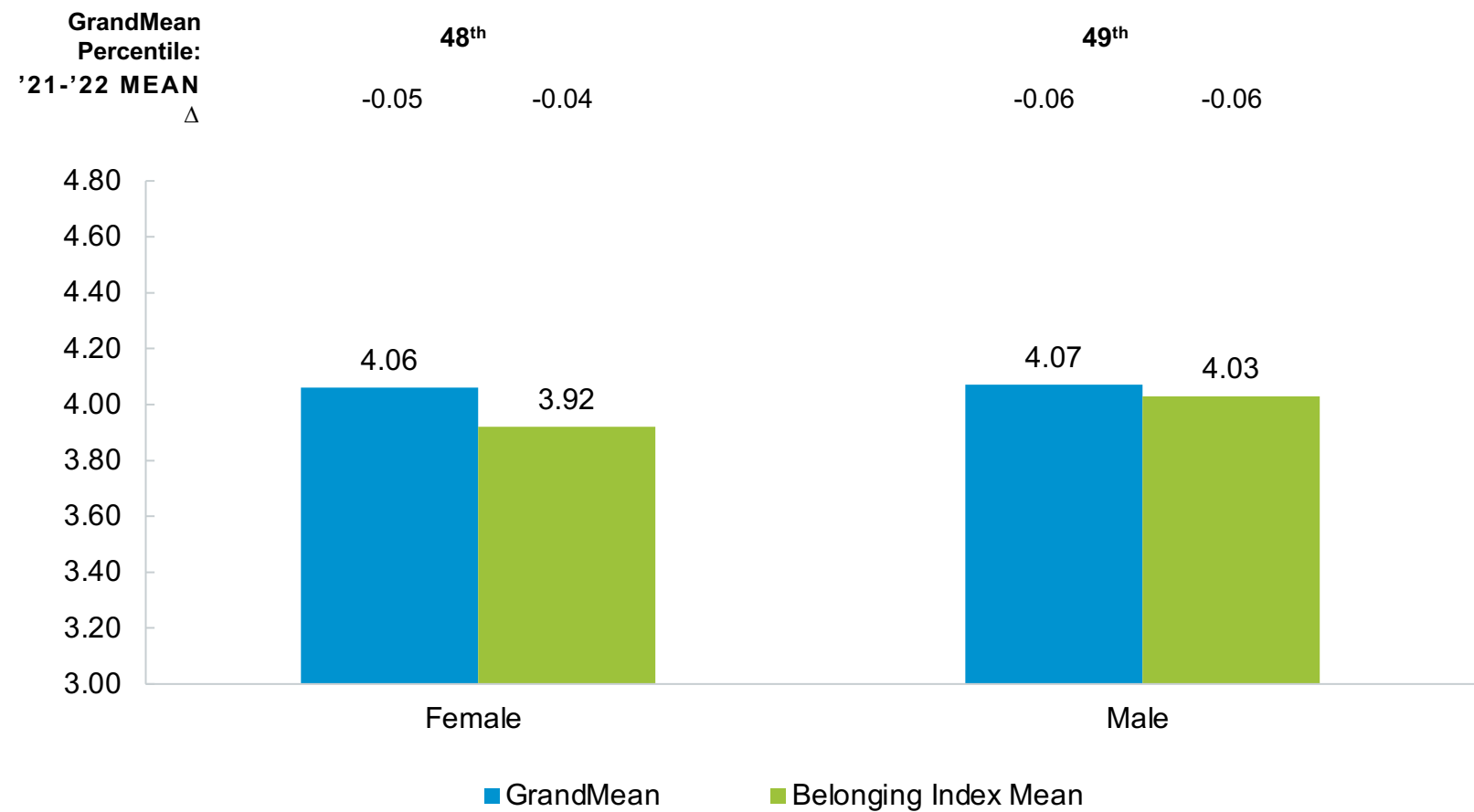
	n Size	GrandMean	Belonging Mean	% Burnout
Agender	N/A	N/A	N/A	N/A
Another Gender Identity	N/A	N/A	N/A	N/A
Genderqueer	N/A	N/A	N/A	N/A
Nonbinary	N/A	N/A	N/A	N/A
Prefer not to Comment	104	3.69	3.55	45%
Transgender Man	N/A	N/A	N/A	N/A
Transgender Woman	N/A	N/A	N/A	N/A

Note: UCSF Finance & Administrative Services; Percentiles based on Gallup's 2022 Q^{12} Overall Workgroup Level Database; The differences shown in Gender data have been verified at an overall level using a General Linear Model (GLM) that estimates mean scores while controlling for other factors of Job Category, Union Status and Manager Status; Results of the GLM did not show any significant differences compared to Overall GrandMean and Belonging Index Mean, when controls are applied; Raw (uncontrolled) data is shown; Belonging Index defined as the mean of four of six questions; Change shown is based on overall scores from 2021 and 2022 surveys; **Bold** font indicates meaningful change of +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.

Learning & Organization Development at UCSF

Impact of Work Setting on Engagement and Overall Satisfaction

Engagement Mean

Work Setting	Mean
Teleworking (n=669)	4.15
Combination of On-Site & Telework (n=272)	4.24
On-Site at UCSF Facility (n=411)	3.90
Front-Lines (n=39)	3.68

Overall Satisfaction

Work Setting	Mean
Teleworking (n=669)	4.07
Combination of On-Site & Telework (n=272)	4.14
On-Site at UCSF Facility (n=411)	3.88
Front-Lines (n=39)	3.74

Belonging Index Mean

Work Setting	Mean
Teleworking (n=669)	4.06
Combination of On-Site & Telework (n=272)	4.14
On-Site at UCSF Facility (n=411)	3.84
Front-Lines (n=39)	3.52

Those who work a combination of on-site and telework are more engaged, more satisfied, and feel more belonging than those in other work settings.

Note: UCSF Finance & Administrative Services; Belonging Index defined as the 10-item composite.

Learning & Organization Development at UCSF

UCSF

Burnout is High for FAS

Three dimensions of employee burnout are 1) feelings of energy depletion or exhaustion, 2) increased mental distance from one's job, or feelings of negativism or cynicism related to one's job and 3) reduced professional efficacy.

"How often do you feel burned out at work?"

31%

Of UCSF FAS employees

feel burned out very often or always

28% national average, 31% for healthcare

The following characteristics make a UCSF employee more likely to experience it:

- **Nursing** (48%) and **Other Patient Care** (43%) have higher burnout than non-clinical (34%)

- Teams with **higher spans of control** have higher burnout (39%) than teams with lower spans of control (36%)

- **Union employees** (41%) have higher rates of burnout than non-union (35%)

- **Managers** (44%) feel more burned out than individual contributors (39%)

- **Females** (40%) feel more burned out than males (34.5%)

UCSF

The Ripple Effect: Employee Burnout Undermines Health and Productivity

For organizations, employee burnout comes with a hefty price tag — it triggers a downward spiral in both individual and organizational performance. Not surprisingly, the effects of burnout don't stop when employees walk out the office door.

EMPLOYEES WHO SAY THEY "VERY OFTEN" OR "ALWAYS" EXPERIENCE BURNOUT AT WORK ARE:

63% MORE LIKELY TO TAKE A SICK DAY

1/2 AS LIKELY TO DISCUSS HOW TO APPROACH GOALS WITH THEIR MANAGER

23% MORE LIKELY TO VISIT THE EMERGENCY ROOM

2.6x AS LIKELY TO BE ACTIVELY SEEKING A DIFFERENT JOB

13% LESS CONFIDENT IN THEIR PERFORMANCE

Source: *Gallup's Perspective on Employee Burnout: Causes and Cures*; Gallup's burnout-related data in the report came from Gallup Panel™ studies conducted in 2016, 2018 and 2019. See the report's appendix for details.

Learning & Organization Development at UCSF

UCSF

Intent to Stay at UCSF FAS

	%1 %2 %3 %4 %5	MEAN	PERCENTILE	N SIZE
I plan to be working at my organization one year from now.	11% 17% 65%	4.37	59th	1,349

If you plan to leave UCSF in the next year, which reason is most important in your decision?

Pay	24%
Career Advancement Opportunities	15%
Work-Life Balance	12%

If you plan to stay with UCSF beyond the next year, which reason is most important in your decision?

Benefits/Retirement	32%
Flexible Work/Hybrid Work	17%
Work-Life Balance	13%

82%
agree or strongly agree

they intend to stay at UCSF.

Note: UCSF Finance & Administrative Services; Percentiles based on Gallup's 2022 Additional Items Overall Company Level Database; Due to rounding, percentages may add up to 100% ±1%; Numerical values shown when 5% or higher.

Learning & Organization Development at UCSF

The Impact of Leader Engagement on Engagement at UCSF FAS

Engaged leaders build more engagement and belonging on their teams; 39% of FAS leaders are not engaged or actively disengaged.

WHEN MANAGERS ARE …

ENGAGED
61%

NOT ENGAGED
33%

ACTIVELY DISENGAGED
6%

- ■ Engaged
- ■ Not Engaged
- ■ Actively Disengaged

9%
57%

GrandMean: 4.15
E = 57%
NE = 35%
AD = 9%
Ratio = 6.3:1

35%

13%
47%

GrandMean: 3.96
E = 47%
NE = 39%
AD = 13%
Ratio = 3.6:1

39%

n/a
37%

GrandMean: 3.83
E = 37%
NE = *
AD = *
Ratio = *

n/a

BELONGING INDEX
4.09

3.84

3.77

… THE ENGAGEMENT AND BELONGING OF THEIR TEAMS IS …
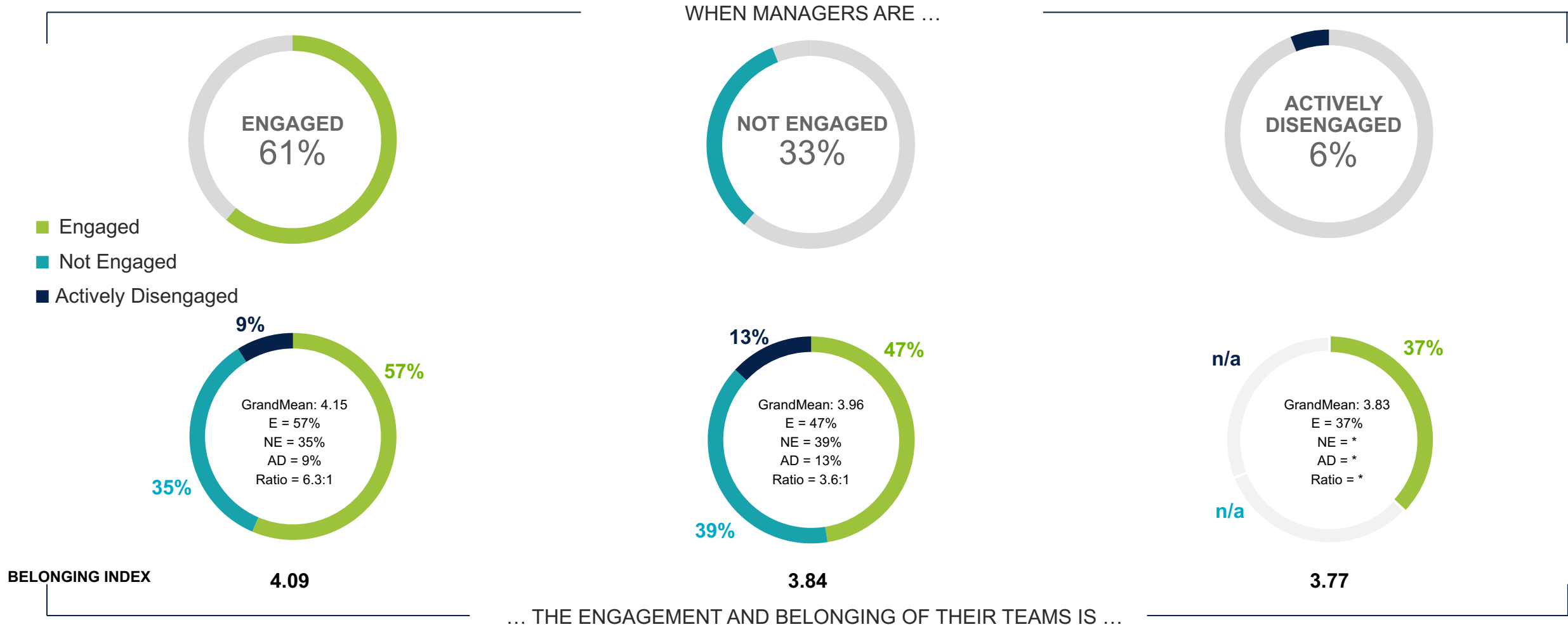
Note: UCSF Finance & Administrative Services; Due to rounding, percentages may add up to 100% ±1%; Belonging Index defined as the 10-item composite; Full Engagement Index not calculated when n<100; Engaged shown when n>30; Not Engaged, Actively Disengaged and Ratio shown when n>100.

Learning & Organization Development at UCSF

UCSF

Manager Engagement Item Level Results

Engagement is stronger for Manager 3 (4.58) which is placed at the 68th percentile of the peer (manager) database. Supervisor 1 engagement is a significant opportunity, falling at the 9th percentile.

		SMG (n<4)		UNCLASS SR. MGR AND MGR_4 (n=13)		MGR_3 (n=22)		MGR_2 (n=58)		MGR_1 (n=97)		SUPV_2 (n=63)		SUP_1 (n=38)		INDIVIDUAL CONTRIBUTOR (n=1,166)	
		2022 MEAN	2022 PTILE[1]	2022 MEAN	2022 PTILE[1]	2022 MEAN	2022 PTILE[2]	2022 MEAN	2022 PTILE[2]	2022 MEAN	2022 PTILE[2]	2022 MEAN	2022 PTILE[2]	2022 MEAN	2022 PTILE[2]	2022 MEAN	2022 PTILE[3]
GRANDMEAN:		N/A	N/A	4.45	35th	4.58	68th	4.31	44th	4.31	44th	4.25	39th	3.69	9th	4.02	46th
Q12	Learn & Grow	N/A	N/A	4.38	21st	4.76	72nd	4.40	41st	4.32	35th	4.31	35th	3.70	9th	3.93	38th
Q11	Progress	N/A	N/A	4.15	25th	4.52	59th	4.19	35th	4.25	43rd	4.21	38th	3.63	15th	4.07	51st
Q10	Best Friend	N/A	N/A	4.31	43rd	4.29	51st	3.89	29th	4.17	42nd	4.00	39th	3.23	9th	3.67	45th
Q09	Quality	N/A	N/A	4.77	56th	4.68	64th	4.49	43rd	4.44	43rd	4.14	22nd	3.68	7th	4.12	42nd
Q08	Mission	N/A	N/A	4.69	28th	4.86	79th	4.69	57th	4.59	49th	4.54	47th	3.84	10th	4.19	49th
Q07	Opinions	N/A	N/A	4.62	52nd	4.64	72nd	4.28	47th	4.36	51st	4.24	42nd	3.35	8th	3.84	52nd
Q06	Development	N/A	N/A	4.08	24th	4.48	56th	4.12	35th	4.19	38th	4.27	47th	3.66	15th	3.95	41st
Q05	Cares	N/A	N/A	4.54	31st	4.82	73rd	4.50	47th	4.55	48th	4.40	37th	3.81	11th	4.24	44th
Q04	Recognition	N/A	N/A	4.38	51st	4.48	67th	3.93	38th	4.11	48th	3.97	38th	3.32	16th	3.71	49th
Q03	Do Best	N/A	N/A	4.38	33rd	4.41	52nd	4.28	43rd	4.13	30th	4.26	43rd	4.00	29th	4.08	34th
Q02	Materials	N/A	N/A	4.38	31st	4.55	65th	4.44	55th	4.21	38th	4.27	45th	3.76	16th	4.07	39th
Q01	Expectations	N/A	N/A	4.69	39th	4.45	34th	4.45	34th	4.43	33rd	4.40	32nd	4.32	25th	4.39	29th

Percentile Rank: | 1st–24th | 25th–49th | 50th–74th | 75th-89th | 90th+ |

Note: UCSF Finance & Administrative Services. Percentiles based on Gallup's 2022 Q12 Healthcare - [1]Executive, [2]Manager and [3]Non-Manager Workgroup-Level Databases.

Learning & Organization Development at UCSF

UCSF

Manager Engagement Item Level Results

| Percentile Rank: | 1st–24th | 25th–49th | 50th–74th | 75th-89th | 90th+ |

		F_2 (n=10)		F_3 (n=51)		F_4 (n=183)		F_5 (n=497)		F_6 (n=399)		F_7 (n=155)		F_8 (n=115)	
		2022 MEAN	2022 PTILE	2022 MEAN	2022 PTILE	2022 MEAN	2022 PTILE	2022 MEAN	2022 PTILE	2022 MEAN	2022 PTILE	2022 MEAN	2022 PTILE	2022 MEAN	2022 PTILE
GRANDMEAN:		4.58	86th	4.55	84th	4.28	66th	4.15	56th	4.00	44th	3.87	34th	3.63	20th
Q12	Learn & Grow	4.60	77th	4.64	80th	4.33	60th	4.11	46th	3.88	33rd	3.78	28th	3.47	15th
Q11	Progress	4.50	73rd	4.49	72nd	4.29	62nd	4.15	53rd	4.12	51st	3.92	42nd	3.45	22nd
Q10	Best Friend	4.40	80th	4.14	70th	3.92	59th	3.81	55th	3.70	48th	3.53	41st	3.38	33rd
Q09	Quality	5.00	99th	4.64	81st	4.35	60th	4.23	51st	4.11	42nd	3.91	29th	3.64	16th
Q08	Mission	4.80	89th	4.75	86th	4.53	74th	4.34	60th	4.19	49th	4.02	42nd	3.78	26th
Q07	Opinions	4.70	89th	4.65	88th	4.28	70th	4.01	56th	3.83	43rd	3.61	30th	3.32	18th
Q06	Development	4.10	51st	4.36	68th	4.20	57th	4.08	51st	3.92	41st	3.81	36th	3.64	27th
Q05	Cares	4.70	76th	4.67	75th	4.46	59th	4.39	54th	4.30	49th	4.05	34th	3.61	15th
Q04	Recognition	4.50	83rd	4.37	77th	3.96	57th	3.89	55th	3.63	42nd	3.70	45th	3.12	21st
Q03	Do Best	4.60	80th	4.53	76th	4.21	52nd	4.15	46th	3.99	39th	3.92	31st	4.09	43rd
Q02	Materials	4.50	71st	4.71	85th	4.35	60th	4.22	50th	3.98	37th	3.90	30th	3.71	20th
Q01	Expectations	4.60	61st	4.65	65th	4.48	45th	4.38	38th	4.40	41st	4.33	35th	4.31	33rd

Note: UCSF Finance & Administrative Services; Percentiles based on Gallup's 2022 Q^{12} Overall Workgroup Level Database.

Learning & Organization Development at UCSF

UCSF Entity by eNPS Results

eNPS	<=-21	-20 to 19	20 to 52	53 =>

NET PROMOTOR SCORE (eNPS) BY ENTITY			
		2022	**Change (from 2021)**
Overall	**UCSF Overall**	20	-4
Entity	**Health**	18	-3
	School of Medicine	21	+3
	FAS	29	-8
	Campus	22	-7
	BCH-Oakland	3	-11

eNPS using a scale of 0-10:

"How likely are you to recommend UCSF as a place to work?"

Promoters are those who provide responses 9 and 10.

Detractors are those who provide responses 0-6.

Promoters – Detractors = Net Promoters.

This results in a range -100 to +100.

_____

For FAS, the eNPS result is 29. While the result is lower than in 2021, FAS leads other entities in advocacy for the workplace.

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; UCSF Health (Suresh Gunasekaran's Rollup); UCSF BCH (BCH-Oakland and BCH-SF combined) eNPS results are in a range from -100 to +100.

Impact of Action Planning

Employee's who strongly agree their team is making progress on action plans are among the most engaged with UCSF and in all workplaces.

My team has made progress on the goals set during our action planning sessions.
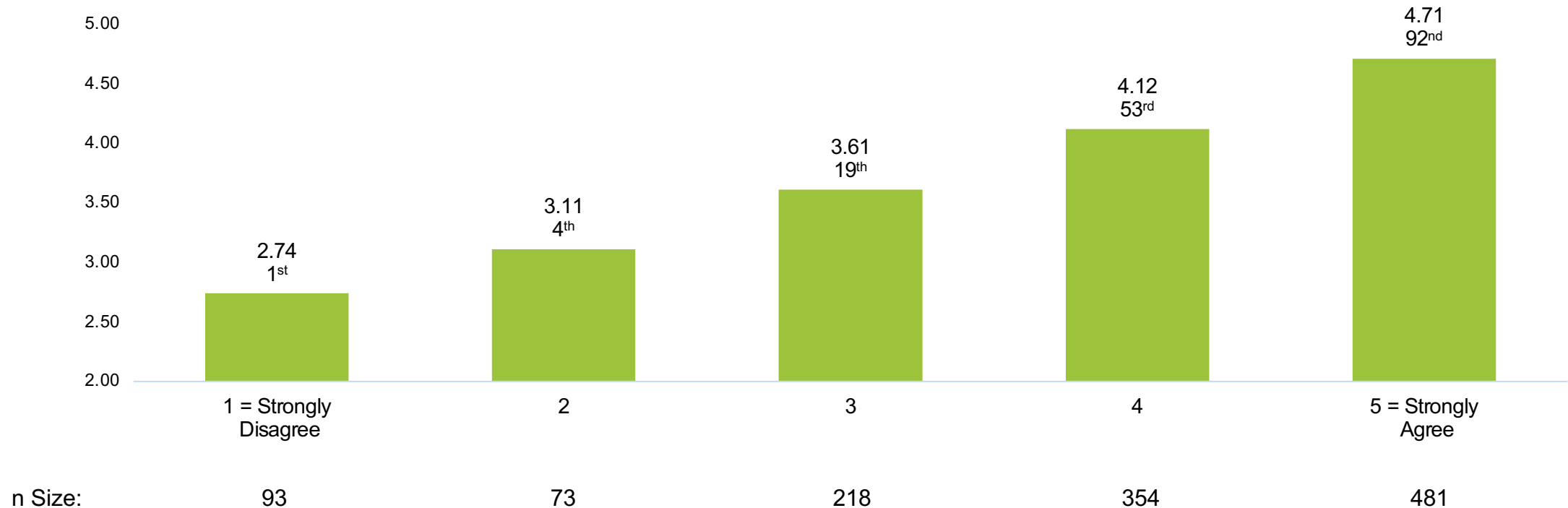
	1 = Strongly Disagree	2	3	4	5 = Strongly Agree
Score	2.74 (1st)	3.11 (4th)	3.61 (19th)	4.12 (53rd)	4.71 (92nd)
n Size:	93	73	218	354	481

Note: UCSF Finance & Administrative Services; Percentiles based on Gallup's 2022 Q^{12} Overall Workgroup Level Database.

Learning & Organization Development at UCSF

UCSF

Engagement is Higher For Those Participating in ADE(Active Daily Engagement) Huddles

Huddles are a known best practice, creating opportunity for alignment, information sharing and support for collaboration. At FAS, engagement is .20 higher for those who practice ADE; all engagement items are higher but especially Recognition.

		ADE (n=153)	FAS COMBINED (n=1,457)
% ENGAGED		**62%**	**52%**
		2022 MEAN	**2022 MEAN**
	GRANDMEAN:	4.27	4.07
Q12	Learn & Grow	4.28	4.00
Q11	Progress	4.35	4.09
Q10	Best Friend	3.87	3.74
Q09	Quality	4.19	4.16
Q08	Mission	4.33	4.26
Q07	Opinions	4.18	3.92
Q06	Development	4.16	3.99
Q05	Cares	4.53	4.28
Q04	Recognition	4.19	3.76
Q03	Do Best	4.32	4.10
Q02	Materials	4.31	4.10
Q01	Expectations	4.50	4.40

Note: UCSF Finance & Administrative Services. ADE represents Active Daily Engagement. Percentiles based on Gallup's 2022 Q[12] Overall [1]Workgroup-Level and [2]Company-Level Databases. **Bold** font indicates meaningful change of +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.

Learning & Organization Development at UCSF

UCSF

UCSF FAS Individual Engagement Movement

While results overall look stable, there is significant movement at the individual level; 43% of employees remained engaged from 2021 to 2022.

■ Actively Disengaged   ■ Not Engaged   ■ Engaged

MAY 2021 ——— Engagement Index Movement ———> **MAY 2022**

The biggest reason for moves up or down:

Recognition

Development

56%   **43%**   **53%**

9%

12%

36%   **24%**   **38%**

8%   **5%**   **10%**
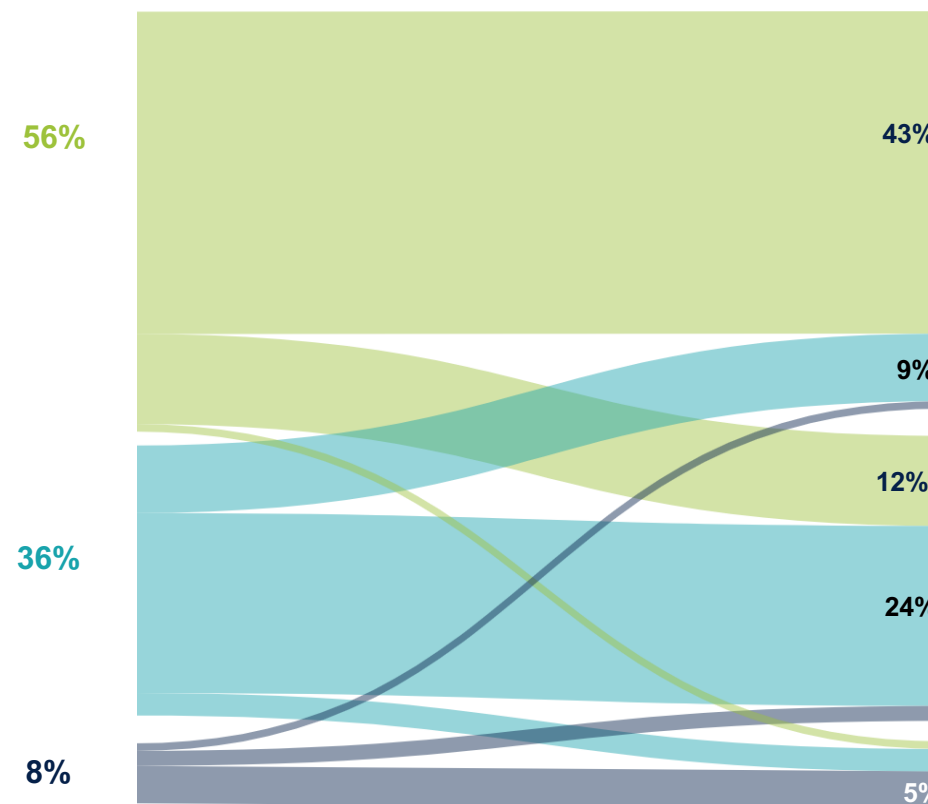
Employees Joining Engaged
- 43% of employee remained engaged from 2021; 10% joined from the two other segments for a total of 53% engaged.

Not Engaged Employees
- 24% of employees remained not engaged. 12% joined from engaged and 2% from actively disengaged to total 38% not engaged.

Actively Disengaged
- 5% remained actively disengaged from 2021. 4% joined from not engaged and 1% joined from engaged to total 10% actively disengaged.

Note: UCSF Finance & Administrative Services; Year-over-year analysis includes 1,146 total respondents who participated in both the 2021 and 2022 surveys with engagement classification; Due to rounding, percentages may add up to 100% ±1%; Numerical values shown when 5% or higher.

UCSF

Belonging & Engagement

Those who are experiencing a sense of belonging are 9.3x more likely to be engaged

- ■ % Engaged
- ■ % Not Engaged
- ■ % Actively Disengaged

High Belonging: 74%, 25%, 0%

Low Belonging: 8%, 63%, 30%
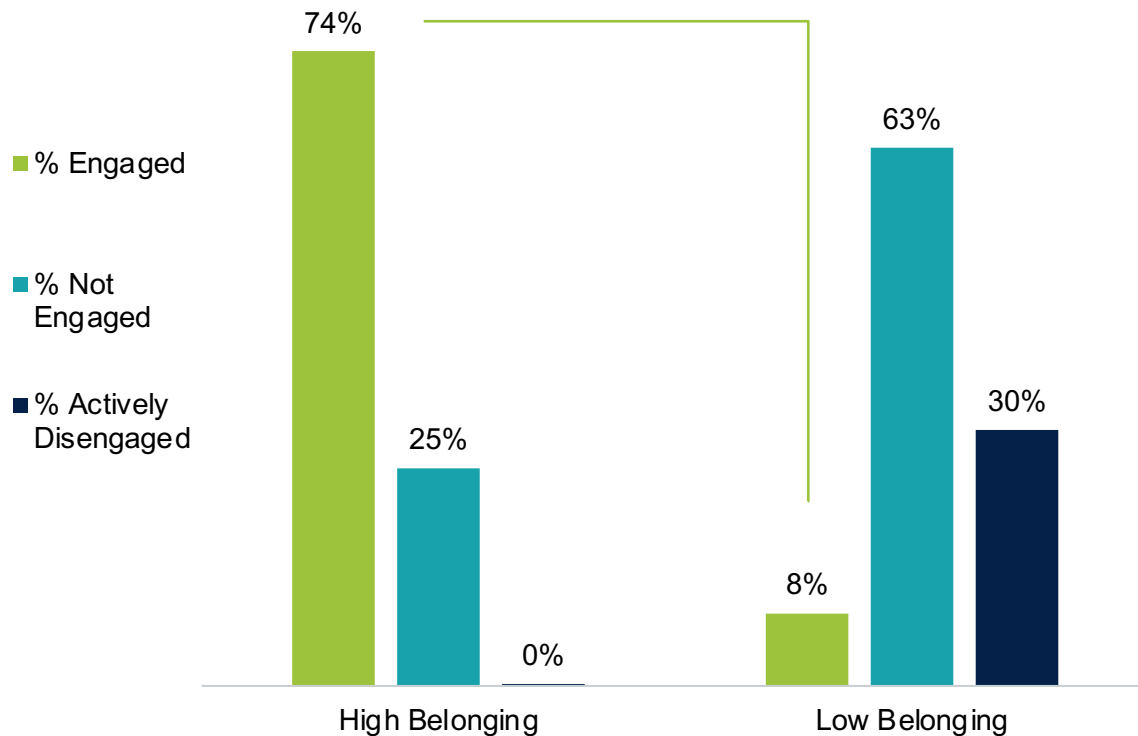
Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; The six-item Belonging Index composite is included in this analysis to define high and low belonging.

FOUR ATTRIBUTES EXPLAIN
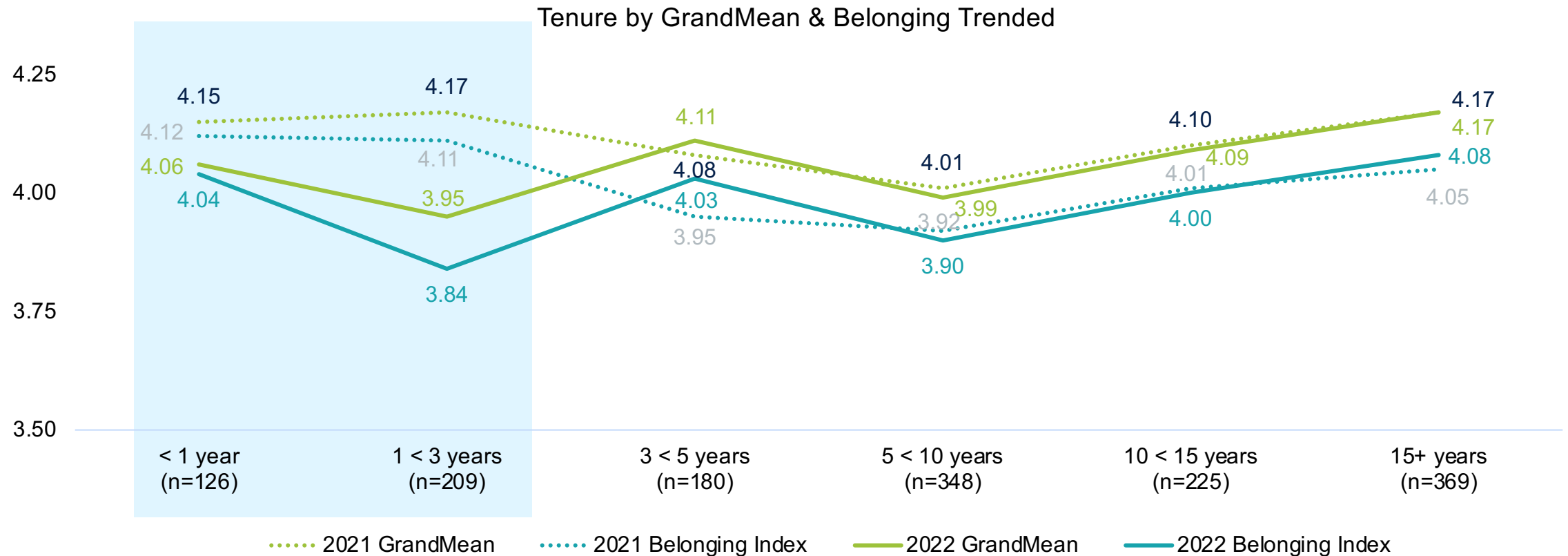
75%

OF VARIATION IN PERCEPTIONS OF BELONGING

Q07 Opinions Count

Q12 Learn and Grow

Q03 Opportunity to Do Best

Q05 Cares About Me

Learning & Organization Development at UCSF

Engagement by Tenure

Engagement and Belonging are less strong for tenure bands <1 year and 1<3 years than was shown in 2021 results.

Tenure by GrandMean & Belonging Trended

	< 1 year (n=126)	1 < 3 years (n=209)	3 < 5 years (n=180)	5 < 10 years (n=348)	10 < 15 years (n=225)	15+ years (n=369)
2021 GrandMean	4.15	4.17	4.11	4.01	4.10	4.17
2021 Belonging Index	4.12	4.11	3.95	3.92	4.01	4.05
2022 GrandMean	4.06	3.95	4.08	3.99	4.09	4.17
2022 Belonging Index	4.04	3.84	4.03	3.90	4.00	4.08

Legend: 2021 GrandMean · · · · · · | 2021 Belonging Index · · · · · · | 2022 GrandMean —— | 2022 Belonging Index ——

Note: UCSF Finance & Administrative Services; 2022 represents the tenure population during the 2022 survey period; Belonging Index defined as the 10-item composite.

Learning & Organization Development at UCSF

UCSF

UCSF FAS Engagement by Race/Ethnicity Trending
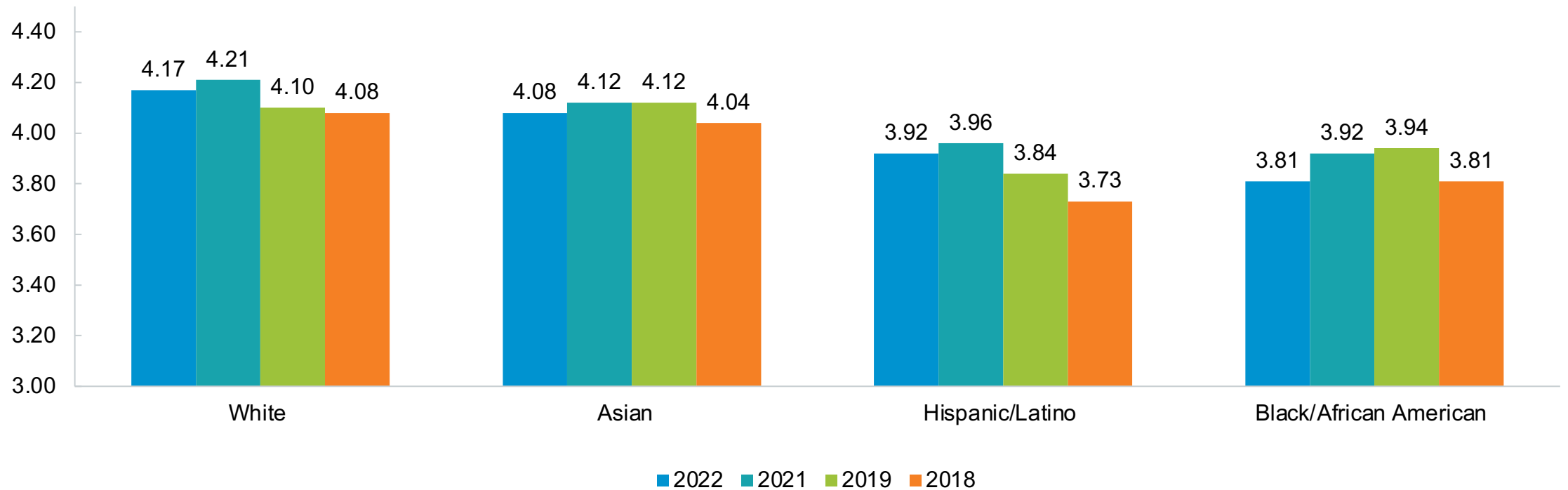
Note: UCSF Finance & Administrative Services; 2018 and 2019 are Control Point FAS; 2021 and 2022 are FAS Combined; No 2020 Census survey.

Learning & Organization Development at UCSF

UCSF FAS 2022 Disability Comparison
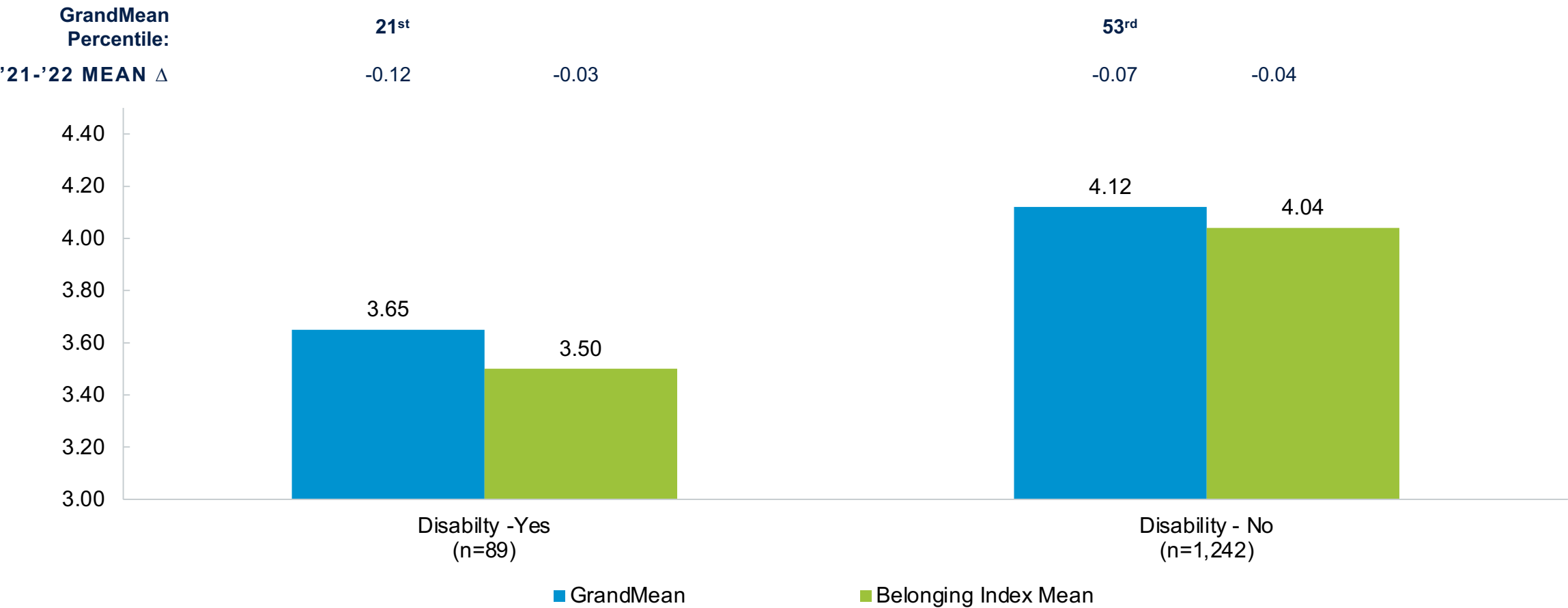
	21st		53rd	
GrandMean Percentile:				
'21-'22 MEAN △	-0.12	-0.03	-0.07	-0.04

Disabilty -Yes (n=89)
- GrandMean: 3.65
- Belonging Index Mean: 3.50

Disability - No (n=1,242)
- GrandMean: 4.12
- Belonging Index Mean: 4.04

■ GrandMean   ■ Belonging Index Mean

Note: UCSF Finance & Administrative Services; Percentiles based on Gallup's 2022 Q^{12} Overall Workgroup Level Database; Belonging Index defined as the 10-item construct; **Bold** font indicates meaningful change of +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.

Learning & Organization Development at UCSF

UCSF FAS 2022 Generational Comparison
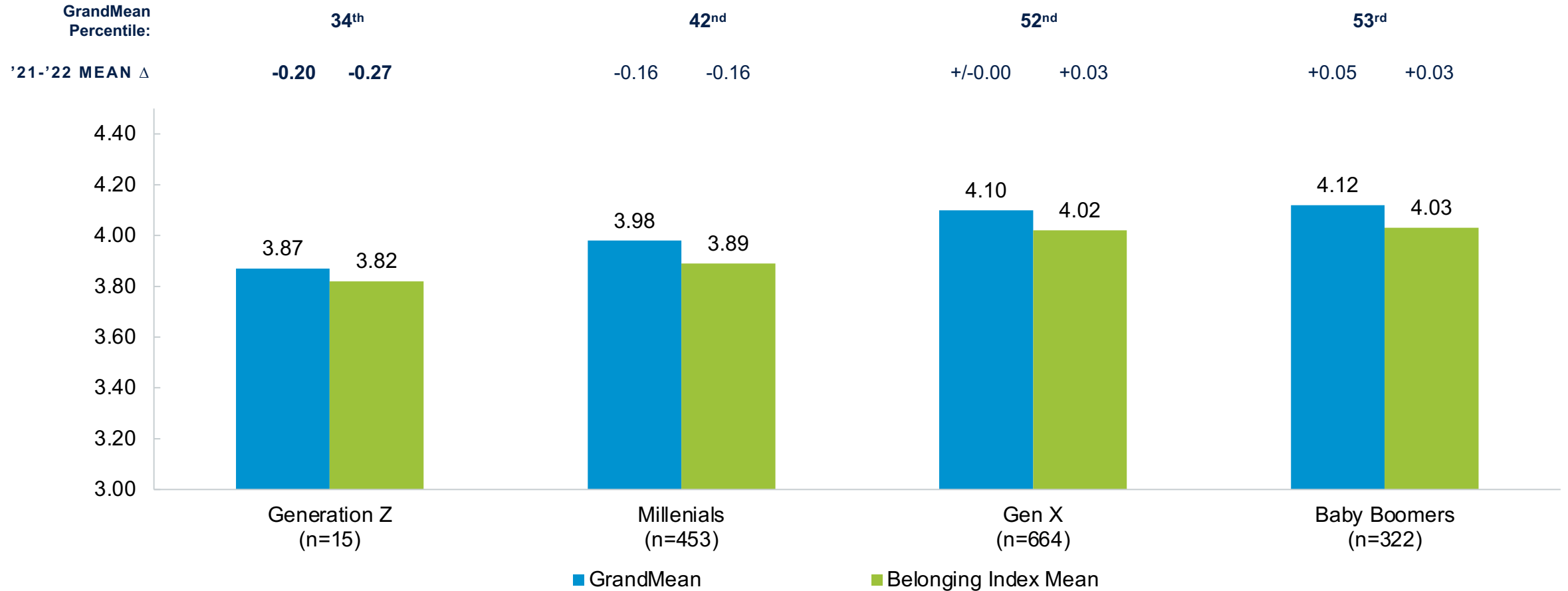
	Generation Z (n=15)		Millenials (n=453)		Gen X (n=664)		Baby Boomers (n=322)	
GrandMean Percentile:	**34th**		**42nd**		**52nd**		**53rd**	
'21-'22 MEAN Δ	**-0.20**	**-0.27**	-0.16	-0.16	+/-0.00	+0.03	+0.05	+0.03

Chart values:

- Generation Z (n=15): GrandMean 3.87, Belonging Index Mean 3.82
- Millenials (n=453): GrandMean 3.98, Belonging Index Mean 3.89
- Gen X (n=664): GrandMean 4.10, Belonging Index Mean 4.02
- Baby Boomers (n=322): GrandMean 4.12, Belonging Index Mean 4.03

Legend: ■ GrandMean ■ Belonging Index Mean

Note: UCSF Finance & Administrative Services; Percentiles based on Gallup's 2022 Q^{12} Overall Workgroup Level Database; Belonging Index defined as the 10-item construct; **Bold** font indicates meaningful change of +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents. .

Learning & Organization Development at UCSF

The "Core" and the "Periphery" Engagement Remain Linked …

> Those who are in the "core" are more likely to be engaged than those in the "periphery."

- The largest difference between periphery and core is between Represented populations; this gap increased.

- When individuals don't strongly agree that **someone at work cares** about them, only 10% are engaged.

- When individuals strongly agree that their **opinions count**, 89% are engaged.
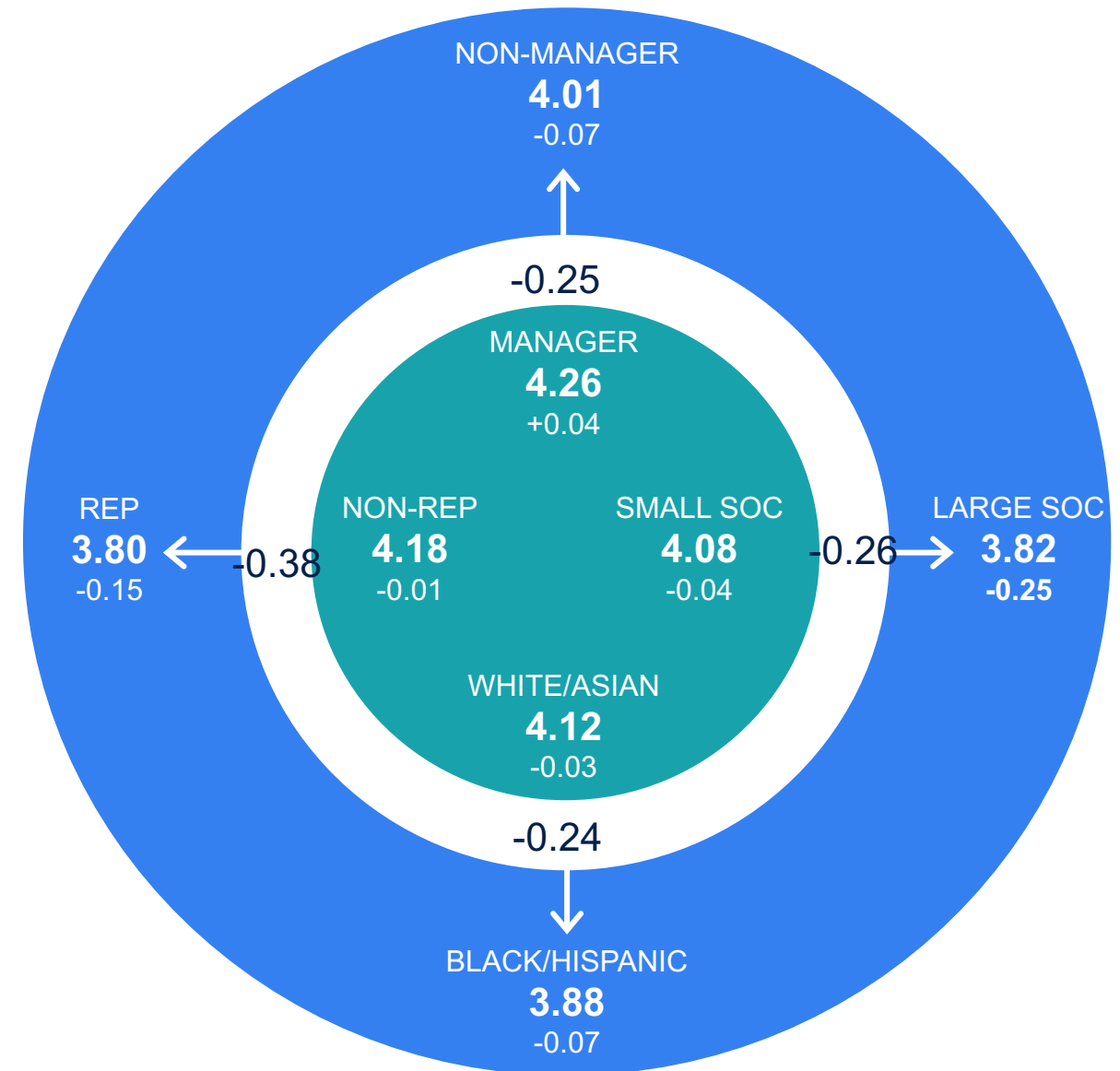
NON-MANAGER
4.01
-0.07

-0.25

MANAGER
4.26
+0.04

NON-REP
4.18
-0.01

SMALL SOC
4.08
-0.04

REP
3.80
-0.15

-0.38

-0.26

LARGE SOC
3.82
-0.25

WHITE/ASIAN
4.12
-0.03

-0.24

BLACK/HISPANIC
3.88
-0.07

Note: UCSF Finance & Administrative Services; The differences shown in Race/Ethnicity data have been verified at an overall level using a General Linear Model (GLM) that estimates mean scores while controlling for other factors of Job Category, Union Status, and Manager Status. Results of the GLM did not show any significant differences compared to Overall GrandMean, when controls are applied; Raw (uncontrolled) data is shown; Change shown is based on overall scores from 2021 and 2022 surveys. SOC represents Span of Control; Large SOC defined as 15 or more population size.

Learning & Organization Development at UCSF

UCSF

The "Core" and the "Periphery" Belonging Remain Linked …

Those who are in the "core" are more likely to be engaged than those in the "periphery."

- When individuals don't strongly agree that **someone at work cares** about them, only 1% have a strong sense of belonging.

- When individuals strongly agree that their **opinions count**, 40% have a strong sense of belonging.
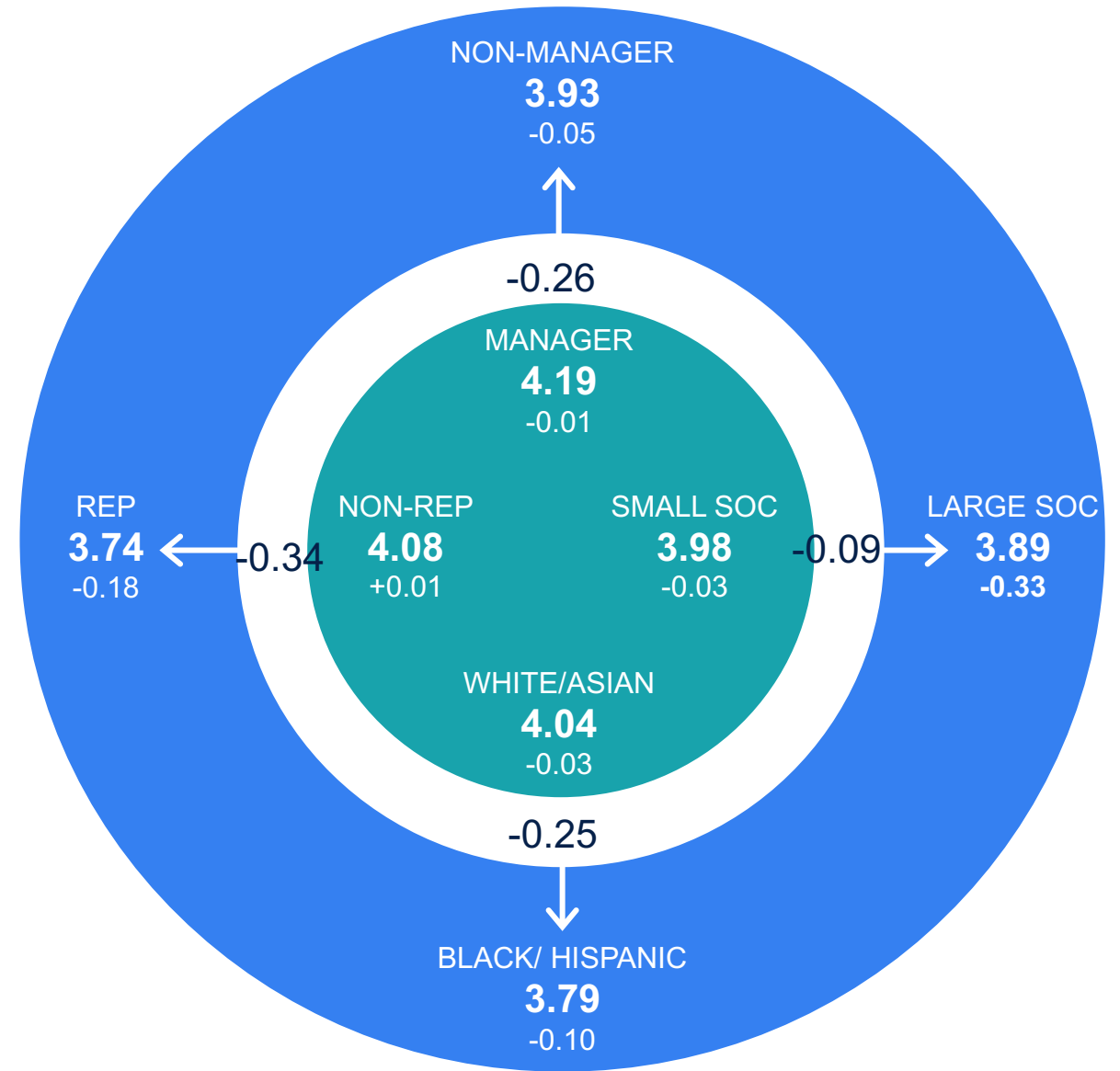
NON-MANAGER
3.93
-0.05

-0.26

MANAGER
4.19
-0.01

REP
3.74
-0.18

-0.34

NON-REP
4.08
+0.01

SMALL SOC
3.98
-0.03

-0.09

LARGE SOC
3.89
-0.33

WHITE/ASIAN
4.04
-0.03

-0.25

BLACK/ HISPANIC
3.79
-0.10

Note: UCSF Finance & Administrative Services; The differences shown in Race/Ethnicity data have been verified at an overall level using a General Linear Model (GLM) that estimates mean scores while controlling for other factors of Job Category, Union Status, and Manager Status. Results of the GLM did not show any significant differences compared to Overall Belonging Index Mean, when controls are applied; Raw (uncontrolled) data is shown; Belonging Index defined as the 10-item construct. Change shown is based on overall scores from 2021 and 2022 surveys. SOC represents Span of Control; Large SOC defined as 15 or more population size

Learning & Organization Development at UCSF

UCSF

Open-End Analysis Summary

"What could UCSF do to make this an even better place to work?"

Theme	Number of Comments	GrandMean
Accommodations at work	87	4.22
Systems/support	52	4.05
Pay/traditional benefits	139	4.03
Staffing/scheduling/workload	113	3.94
Learning and development	82	3.74

Note: UCSF Finance & Administrative Services.

- Dominant themes: understaffing & individualized development

- Comments about pay/benefits also referred to need for more resources AND highlighted the importance of career paths

- This extends throughout the employee experience with callouts to improve training for specific teams, onboarding, remote work, etc.

- Understaffing was a source of concern and a contributor to feelings of disengagement

Learning & Organization Development at UCSF

UCSF

Open-End Theme Frequency

"What could UCSF do to make this an even better place to work?"

Theme		Details	Sample Quote
Pay/traditional benefits	10%	Better benefits/pensions/better housing accommodations and Better pay scale/incentives/bonuses	"Add more resources financial and human, increase core funding for auxiliary units, provide long term visions of career paths for employees, beyond one or two jobs."
Staffing/scheduling/workload	8%	Hire appropriate number of staff/ short-staffed/better allocation of staff and Better scheduling/work-life balance/scheduling structured to goals	"Staff adequately. Understaffing is chronic and leads to stress, overwork, and saps our ability to do our best thinking when we are asked to work on important, potentially impactful projects. As a result, we miss our chance at transformation."
Accommodations at work	6%	Improved parking/cap parking fee/offer shuttle service and Opportunity to work from home/work remotely	"I'm in a position to where I need to drive to work. Taking public transportation or other means of commuting is not possible. I find it difficult to find reasonable parking on-site. The cost of parking at UCSF puts a heavy burden on employees."
Learning and development	6%	More training/education/learning opportunities/financial assistance and More opportunities for growth/development/advancement/ promote from within	"Clear training paths for teams/departments need to be in place. Additionally, the onboarding process for remote candidates outside of CA needs to have trained/dedicated individuals to ensure a smooth onboarding process."
Systems/support	4%	Lack of vital supplies/materials/tools/resources/equipment and Updated systems/technology	"We do not have the tools needed to streamline our job. The machinery we use, and the facilities themselves are falling apart."

Note: UCSF Finance & Administrative Services.

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Engagement Predicts Performance

There is a strong connection between engagement and business results.

53% less absenteeism	*58% fewer patient safety incidents*	*55% less turnover**	*10% higher customer loyalty*	*20% higher productivity*

Source: 2022 Q^{12} Meta-Analysis Healthcare.

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Fostering Belonging

Roadmap

Engagement

Manager Advocate

Unconscious Bias

- focus employees on the right **behaviors that demonstrate belonging**

- share stories where **UCSF is "at its best"**

- **communicate** the behaviors and stories throughout the organization

- remove systemic and structural **barriers**

- **review the employee experience** to include key aspects of belonging – from onboarding to employee development and growth

- leaders to actively **role model behaviors that demonstrate belonging**

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2022 Questionnaire

Gallup Q12 Items

- How satisfied are you with your organization as a place to work? I know what is expected of me at work.

- I have the materials and equipment I need to do my work right.

- At work, I have the opportunity to do what I do best every day.

- In the last seven days, I have received recognition or praise for doing good work.

- My supervisor, or someone at work, seems to care about me as a person.

- There is someone at work who encourages my development.

- At work, my opinions seem to count.

- The mission or purpose of my organization makes me feel my job is important.

- My coworkers are committed to doing quality work.

- I have a best friend at work.

- In the last six months, someone at work has talked to me about my progress.

- This last year, I have had opportunities at work to learn and grow.

Accountability Index

- I received feedback on the last Employee Engagement Survey conducted at my workplace.

- My team participated in an effective action planning session following the last Employee Engagement Survey.

- My team has made progress on the goals set during our action planning sessions after the last Employee Engagement Survey.

UCSF Belonging Index

- I know where to find the information and resources I need to help me do my job effectively.

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

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

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

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

- I have the same opportunities for advancement as other employees at my organization with similar experience and qualifications.

Patient Experience Index (Clinical Staff Only)

- Every week, my team has meaningful conversations about improving the patient's experience.

- My team has made progress on our goals of improving the patient's experience.

- I would recommend my organization's hospitals to my friends and family for care.

Additional Items

- On a scale from 0-10, how likely are you to recommend UCSF as a place to work?

- I plan to be working at my organization one year from now.

- If you plan to leave UCSF in the next year, which reason is most important in your decision?

- If you plan to stay with UCSF beyond the next year, which reason is most important in your decision?

- How often do you feel burned out at work?

Open-Ended

- What could UCSF do to make this an even better place to work?

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