

# Culture and Belonging Annual Report 2024

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# Message from Dr. Odi Ehie and Leah Pimentel

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Last year, our department achieved significant milestones in strengthening our Culture and Belonging initiatives. We aimed to cultivate a more inclusive and equitable environment through comprehensive training programs that promote allyship, address microaggressions, and prioritize health equity. Our efforts have spanned faculty, residents, and staff across multiple sites, with a dedicated focus on unconscious bias, racism, and cultural competence.

Collaborative endeavors, including our Diversity, Equity, and Inclusion Journal Club and Grand Rounds, have facilitated vibrant discussions that deepen our understanding and embed these vital principles into our departmental fabric. We are committed to creating a welcoming space where every member feels valued and connected, recognizing that a strong community is essential for both individual growth and collective success.

Our diverse and innovative programs have strengthened partnerships, fostered interpersonal connections, and contributed to a supportive, inclusive workplace culture. The impact of these initiatives has been profound: our training sessions have received positive feedback and gained recognition at national conferences, while our allyship and unconscious bias workshops have educated our department and influenced broader professional discourse.

Furthermore, our efforts in recruiting and retaining underrepresented trainees, coupled with mentorship and pathway programs, are helping to shape the next generation of healthcare leaders. Our well-being and morale-boosting events have reinforced a sense of camaraderie, making our department a more enriching and equitable environment for all members.

## **Odi Ehie, MD, MaEd, FASA**

Vice Chair, Diversity, Equity and Inclusion

## **Leah Pimentel, MBA**

Director, Culture and Belonging



# Message from Dr. Jina Sinskey

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Belonging is the foundation of a healthy and high-performing department. It's the feeling that each of us is valued, supported, and seen - not just for what we do, but for who we are. Over the past year, we've made significant strides toward cultivating a culture where belonging is not just an aspiration, but a daily experience. Improvements in our Net Promoter and Gallup scores reflect growing trust, connection, and engagement across our teams. These gains reflect not only our shared values but also a collective commitment to listening and responding to one another.

Through the work of dedicated well-being groups, we've implemented initiatives that prioritize psychological safety, work-life integration, and inclusive support systems. We've also taken important steps to address equity and retention, including focused efforts to support women faculty and ensure all members of our community have the opportunity to grow and thrive.

This report highlights the progress we've made and the work still ahead. Belonging doesn't happen by chance - it's something we build together. Thank you for being an essential part of that journey.

**Jina Sinskey, MD**  
Vice Chair of Wellbeing



# Message from Dr. Michael Gropper

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In 2024, our department made clear progress in advancing our commitment to Culture and Belonging, and Well-being. With the engagement of faculty, trainees, and staff across all sites, we have expanded our efforts through a series of department-wide initiatives designed to foster a more inclusive and equitable environment. Our mission is patient-centered care that is guided by innovative research, education, and our commitment to health equity.

Also central to our work has been a focus on building community. I recognize that a strong sense of well-being and work-life balance is essential to the success of every member of our department. We continue to prioritize well-being with our faculty working groups to strengthen connections, reflecting our belief that our people are foundational to our success as a department.

Our vision is to advance perioperative care by cultivating the next generation of diverse leaders in the field, and I am pleased that we are seeing meaningful progress in recruitment and retention of trainees from groups underrepresented in medicine, supported by mentorship and pipeline programs.

I'm proud of what we've accomplished this year and remain deeply committed to continuing this work in the years ahead.

**Michael Gropper, MD, PhD**  
Chair





# Workshops and Trainings

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- 7 Resident Training Sessions during Anesthesia Education Day (25-35 attendees per session).
  - CA-1 Allyship
  - CA-1 Microaggression
  - CA-2 Structural Racism
  - CA-1 Unconscious Bias
  - CA-2 Safety Net Systems
  - CA-3 Structural Competence and Cultural Humility
  - CA-2 Health Disparities and Social Determinants of Health
- 9 Quarterly Departmental Journal Clubs
- Anesthesia and Perioperative Care Executive Committee Leadership Allyship Training. Moderated by Odi Ehie, MD, and featuring Matthew Wixson, MD, vice chair of DEI at University of Michigan
- 5 Faculty allyship training courses at all clinical sites



# Selected Presentations

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- Dr. Solmaz Manuel presented at the Anesthesia Clinical and Translational Science Research Seminar. **Tackling Challenges in Perioperative Care for Patients with Limited English Proficiency.**
- Dr. Odmara Barreto Chang was a presenter and panelist at the Society for the Advancement of Chicanos/Hispanics and Native Americans in Science (SACNAS) National Diversity in STEM (NDiSTEM) Conference. **Translating Personal Resilience into Professional Success.**
- Dr. Odmara Barreto Chang was a presenter and lead faculty member at the American Society of Anesthesiologists (ASA) Meeting for the Doctors Back to School Program. **Mentorship Matters: The Power of Pipelines.**
- Dr. Odi Ehie and Leah Pimentel were presenters at the American Society of Anesthesiologists (ASA) Meeting. **RADAR: ABCs of Diversity, Equity, and Inclusion.**
- Drs. Odi Ehie and Karen Fleming were panelists at the American Medical School Association (AMSA), UC Berkeley Chapter. They talked to UC Berkeley undergraduate students about **pathways in medicine.**
- Dr. Anne Donovan led the initiative **Leveling Academic Anesthesiology Disparities and Inequities to Encourage Success (LAADIES). Career Advancement for Women Faculty Members in Academic Anesthesiology. Improving Work Culture and Work-Life Balance for Women Faculty Members in Academic Anesthesiology.** Abstracts accepted for the 2025 International Anesthesia Research Society (IARS) Meeting.
- Dr. Odi Ehie was a visiting professor for the Stanford University School of Medicine Department of Surgery Grand Rounds. **The Importance of Allyship - Actions to Consider.**
- Dr. Odi Ehie was a visiting professor at the Cleveland Clinic. **The Importance of Allyship - Strategies to Foster Inclusivity.**
- Dr. Odi Ehie provided an invited lecture and workshop at the International Transformational Learning Conference at the University of Siena. **Allyship: How to Create a Space of Belonging.**
- Dr. Odi Ehie was a moderator and Dr. Renee Navarro was a speaker at the National Medical Association (NMA) Annual Convention and Scientific Assembly. **SCOTUS Ruling and What it Means.**
- Dr. Odi Ehie and Leah Pimentel authored an abstract that was accepted for the 2025 International Anesthesia Research Society (IARS) Meeting. **Building Bridges: Evaluating the Impact of an Allyship Workshop on Leadership.**
- Dr. Renee Navarro was a speaker at the American Society of Anesthesiologists (ASA) Meeting workshop, the **Medical Education Landscape: Legislative Challenges in Achieving Diversity, Equity, and Inclusion. New Challenges in Medical School Admissions and Residency Selection.**
- Drs. Jina Sinskey, Karen Fleming, Nicholas Mendez, Jeremy Juang, Jennifer Woodbury, Ranjani Venkataramani, Helge Eilers, Christina Inglis-Arkell, Manuel Pardo, Oana Maties, Odi Ehie, and Joyce Chang authored an abstract that was accepted for the 2025 International Anesthesia Research Society (IARS) Meeting. **Supporting Anesthesiologist Well-Being through Two-Way Communication and Stakeholder Engagement.**

# Selected Presentations (cont'd)

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- Dr. Jina Sinskey was a keynote speaker, seminar speaker, and roundtable speaker at the Society for Pediatric Anesthesia (SPA) – American Academy of Pediatrics (AAP) Meeting. **Into the Unknown: Physician Well-being. First Steps in Transforming Culture in Well-being: Selecting Evidence-based Interventions to Promote an Environment of Well-Being. Wellness as Pathway to Leadership/Promotion.**
- Dr. Jina Sinskey was a speaker at the KoreAnesthesia Annual Scientific Meeting of the Korean Society of Anesthesiologists. **Developing a Systems Approach to Physician Well-Being.**
- Dr. Jina Sinskey was a visiting professor at UCLA Anesthesiology and Perioperative Medicine. Well-Being Workshop: **Quality of Life Improvement.** Grand Rounds: **Beyond Resilience: How Do We Support Our People?**

## Additional Programs

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- AAPI Allyship Workshop with Dear Community: The workshop was designed to educate and raise awareness, equipping Anesthesia faculty, staff, and residents with essential tools to support the Asian American and Pacific Islander (AAPI) community.
- National Latiné Physician Day: Sponsored a reception for Pilar Ortega, the Vice President of Diversity, Equity, and Inclusion for the ACGME.
- Sponsored the 4th Annual Asian American Native Hawaiian Pacific Islander (AANHPI) Leadership Panel Discussion, hosted by the UCSF Asian Pacific American Systemwide Alliance (APASA).
- Doctor's Day celebrations across sites.
- Continued monthly "Gather with Gropper" events across all sites.
- LGBTQIA+ Allyship Event with San Francisco Drag Laureate D'Arcy Drollinger: Hearing from San Francisco's first Drag Laureate about how to be an ally for the LGBTQIA+ community.
- Financial Well-being Event: Discussion and Q&A session hosted by Fidelity representatives and members of the Anesthesia community, focused on answering department members' questions about financial well-being at UCSF. All in-person attendees received a copy of the book, *I Will Teach You to Be Rich*.



# Department-wide Book Clubs

The department sponsored the opportunity for staff to receive up to 5 books, discuss them with their peers, and learn more about a variety of cultures. The books offered throughout the year were:

- I Was Their American Dream by Malaka Gharib.
- O Freedom! Afro-American Emancipation Celebrations by William H. Wiggins, Jr.
- Held by the Land: A Guide to Indigenous Plants for Wellness by Leigh Joseph.
- Demystifying Disability: What to Know, What to Say, and How to Be an Ally by Emily Ladau.
- Solito: A Memoir by Javier Zamora.

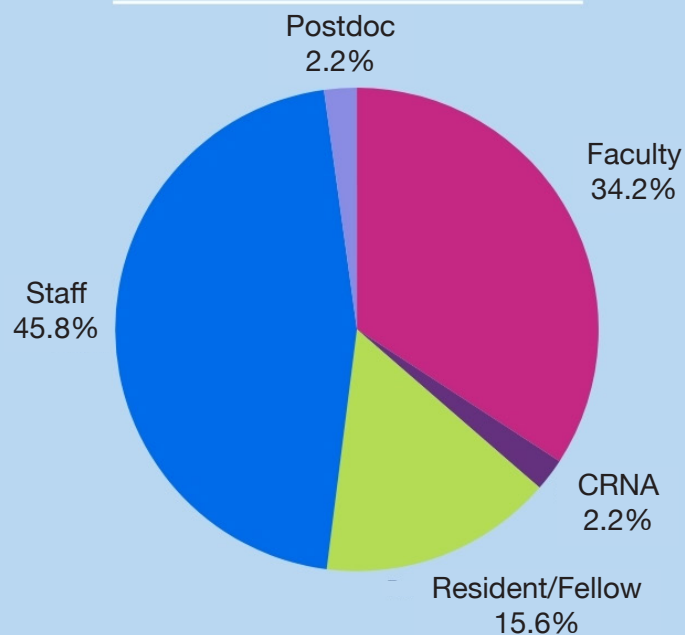


# Morale Building Events

## 9 Morale events in 2024

275

TOTAL PARTICIPANTS



## Event attendees by role

94 Faculty

43 Resident/Fellow

126 Staff

6 CRNA

6 Post Doc

33% of faculty attended an event in 2024

59% of staff attended an event in 2024

- 4 Department sponsored Warriors Games.
- Department-sponsored Giants game at Oracle Park.
- Halloween Lunches and Celebration.
- Truffle Shuffle Virtual Cooking Experience.
- Wellness Wednesday Guided Meditation.
- Golden Girls Christmas with D'Arcy Drollinger. Department-sponsored 17 tickets for The Golden Girls Live: The Christmas Episodes at the Curran Theater in San Francisco.
- Hosted a Department Mentor-Mentee Mixer at Lucky Strike Bowling.
- Brunch for underrepresented residents and faculty.
- Chinatown Experience with Dear Community: Staff members, faculty, and residents joined a cultural adventure in Chinatown.

# Partnerships

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We have continued our efforts to forge partnerships across UCSF and with the local community.

- Collaborative Well-being Grand Rounds on Perioperative Teamwork, Communication, and Safety. Moderator: Jina Sinskey, MD. This was an interactive virtual session aimed to address and improve these core values through interprofessional collaboration.
- Two-part Joint Perioperative Grand Rounds focused on enhancing Teamwork within the Perioperative Environment.
- Department Grand Rounds, featuring Visiting Professor Matthew Wixson, MD, University of Michigan. “DEI: Intersectionality and Cultural Competency.”
- Department Grand Rounds, Pediatric Anesthesia, featuring Visiting Professor Travis Reece-Nguyen, MD, MPH, FAAP, Stanford University. “High Yield Concepts in Gender-Affirming Perioperative Care.”
- Joint DEI Grand Rounds (Department of Anesthesia, Surgery, Orthopedic Surgery, Ophthalmology, Otolaryngology) with Feranmi Okanlami, MD, University of Michigan. “Disability Does Not Mean Inability.”

## Community Collaborations

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- San Francisco Drag Laureate D’Arcy Drollinger. Other UCSF departments have since contacted D’Arcy to collaborate on their own partnerships.
- Dear Community: We hosted an online workshop in addition to supporting local family-owned restaurants to cater our department events.
- Truffle Shuffle cooking experience: a local small business.
- Ujima summer camp as part of a panelist of Black female physicians speaking to junior and high school kids about STEM and our career pathways. Odi Ehie, MD, Nyemachi Chikere, MD (CA3 resident).
- American Society of Anesthesiologists’ (ASA) Doctors Back to School Program. Odmara Barreto Chang, MD, PhD, lead faculty.



# Committees

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Our department's Culture and Belonging Committees work in tandem to support the department. To ensure an organized approach, our Diversity, Equity, and Inclusion Committee includes the following task forces: education and training, communications, equity, recruitment, journal club, and research.

Our Staff Advisory Committee members ensure valuable staff perspectives and voices are heard and assist in designing programs and initiatives such as our department's book club as well as the flex spaces initiative.

Direct quotes from users of the flex spaces include, "The dedicated hotel desks with our names really helped us identify our workspace easily. It was fantastic to have everything set up before our arrival," and "I really appreciate the accommodations made to ensure we were all set. I was able to get straight to work with zero effort on my end."

## Well-being Working Groups

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In February 2024, the department launched five well-being working groups that are focused on designing and implementing solutions to the most pressing well-being challenges faced by our faculty.

1. Scheduling predictability and overscheduling.
2. Onboarding, orientation, and hiring.
3. The clinical work environment.
4. Equity for faculty.
5. Retention of at-risk faculty groups.

The working groups are using the department's Quality of Life Improvement (QOLI) approach, a novel process that incorporates human-centered design, quality improvement and implementation science as described in an article written by Drs. Jina Sinskey, Joyce Chang, Dorre Nicholau, and Michael Gropper.



# Engagement Survey Results

## Gallup

The mean engagement score for those in the department increased from 3.94 in 2023 to 3.95 in 2024. The percentage of engaged employees increased from 49% to 53%.

The Gallup Engagement results were shared across the department and presented in our July 2024 All Staff meeting, including next steps for each area of concern.

## NPS

We saw a major change in Net Promoter Score for overall work within the survey. The department went from -26 in FY23 to -2 in FY24 with promoters being 26% of our faculty. Our department had the 4th largest increase of all departments.



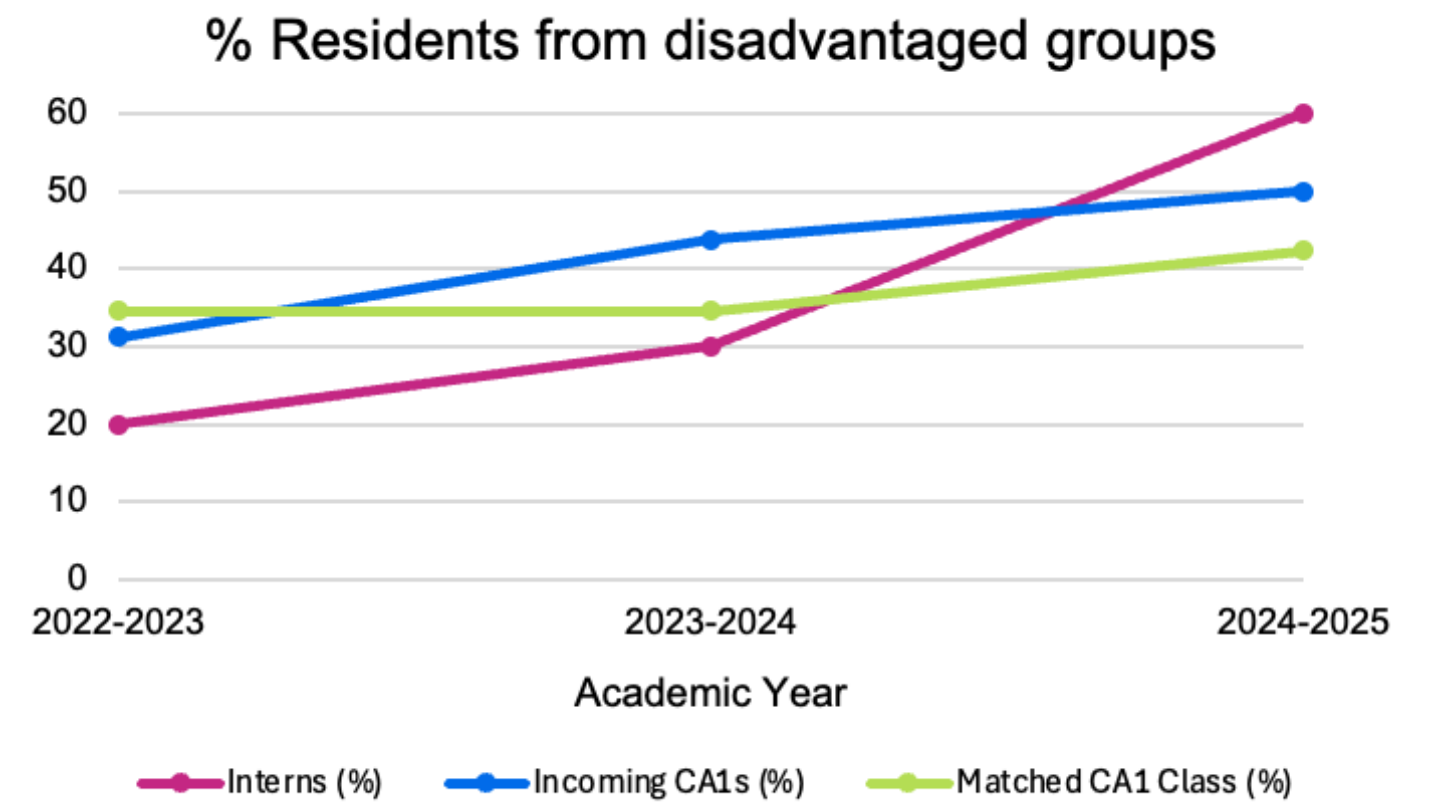


# Health Equity

## CHESA

With the Center for Health Equity in Surgery and Anesthesia (CHESA), we continue to work on the Open Oximetry Project which includes the FDA-funded clinical trial EquiOx at ZSFG – a study of how pulse oximeters perform in patients with different skin colors. We also continue to work on the lab component of the project, studying pulse oximeter performance in the Hypoxia Lab among healthy volunteers. The team is leading a collaborative community of >150 stakeholders across industry, regulatory, global health, engineering, and many other fields to try to improve equity in pulse oximeter performance. This work was highlighted in KFF Health News and CBS News in October 2024.

## Recruitment



# Mentorship and Pathway Programs

We remain active in mentorship and pathway programs to foster recruitment of underrepresented trainees, faculty, and staff to our department, as well as to the health sciences and the Anesthesia specialty as a whole.

The department participates in two underrepresented recruitment programs aimed at Clinical Research Coordinators (CRCs): a CRC training program and a CRC Job Fair. Since many CRCs are pre-med, these activities are exceptional opportunities to recruit diverse candidates to our department as they prepare for applying to medical school. Beyond these programs, the department is dedicated to fostering mentorship and exposure at multiple levels—from high school and undergraduate students exploring careers in medicine, to medical students and residents navigating their clinical training and career choices.

## Programs

- Odi Ehie, MD, Fekir Negussie, MPH. Center for Health Equity in Surgery and Anesthesia (CHESA) Interns (2), in partnership with First Gen Interns, a summer pathway program for college students.
- Charlene Blake, MD, PhD, Creator and Planning Committee Chair. Students Capturing the OR Experience (SCORE) Program, a one-day event that aims to spark interest in medicine and build students' confidence.
- The Anesthesia department collaborated with the OB/Gyn department to organize the Undergraduate Research Internship (URI) Program, which provides disadvantaged University of California, Berkeley students interested in a career in medicine with research experience, clinical shadowing, and extensive mentoring.





Acknowledgments: Dr. Odi Ehie, Leah Pimentel, Isabel Alves de Lima, Dr. Jina Sinskey, Dani Cambier, Morgen Ahearn, Department of Anesthesia and Perioperative Care Diversity, Equity, and Inclusion, Well-being, and Staff Advisory Committees