

ZSFG HUMAN RESOURCE SERVICES REPORT

Submitted to the Joint Conference Committee (February 2022)

Report Contents:

- Vacancy Report
 - Summary of Hiring Status (Vacancy rate over 10%)
 - Graphs: YTD vacancy rate, new hires and separation
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- 1) Total hospital vacancies decreased to 9.2% as of January 2022, which is down from 9.7% in December 2021. We've hired a total of twenty-five (25) employees between January 1 and January 31, 2022, in various classifications including RNs and had eight (8) separations during the same period of which one (1) was retirement.
- 2) RN vacancy rate remained at 5% this past month.
To mitigate challenges in hiring nurses:
 - Ten (10) P103s were hired last month to fill gaps in vacancies
 - Continuing to direct hire using the Mayor Declaration of emergency for RN permanent positions, which speeds up selection process
 - On January 31, HR sent out a general application to P103s that submitted a response last month to the interest survey so we can assess their skill set. I will provide update next month.
- 3) HR conducts weekly/monthly vacancy meetings with the hospital executive team, or Program Managers, to review hiring plan.
- 4) **RN hiring status update:**
 - Emergency Care Unit-
 - Fifteen (15) Experienced vacancies (12.9% of RNs in this specialty), manager selections in progress
 - Four (4) Training vacancies- manager is reviewing applications
 - Critical Care Unit –
 - Two (2) Experienced vacancies (4.11% of RNs in this specialty), five (5) new hires selected with tentative start work date March 5, 2022
 - Med-Surgical Unit-
 - Five (5) Experienced vacancies (2% of RNs within this specialty); manager selections in progress
 - OR Unit-
 - Two (2) Experienced vacancies (8.72% of RNs within this specialty), manager selections in progress
 - Two (2) Training vacancies to fill, manager selections in progress
- 5) **RN Training Update:**
 - Next training classes for ED and ICU are targeted in April and May
- 6) **Highlights of ZSFG non-RN hiring:**
 - One (1) 1708 Sr. Telephone Operator
 - One (1) 2218 Physician Assistant for CASARC
 - One (1) 2430 Medical Evaluation Assistant
 - One (1) 0923 Manager II – Health Information Services Operations Manager

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Summary of Diversity Hiring review- see attached slides:

This snapshot of RN applicant data is from November 2020 thru November 2021 suggests there is improvement needed in hiring diverse nurses. The data shows that we have diverse applicant pools. Nursing Administration and HR are working on several initiatives and countermeasures to improve diversity hiring.

- Equity work by Hospital and Human Resources directs the initiatives in this area.
- Hospital Administration is working on inclusive, equity- based orientation to improve retention.
- Merit is currently conducting job analysis for RN specialties. We anticipate that this will clarify for candidates the qualifications so that the ratio of applied to qualified for the specialty will improve.
- Nursing Administration outreaches with the following colleges working with nursing students: City College, SFSU and UCSF.
- Thru a hearts grant program, Nursing Administration offers externship opportunities to nursing students in underrepresented races and ethnicities.
- HR will partner with HR leadership to canvas the qualified applicant pools for desirables of lived and worked experience in the communities that match our patient population to better serve our patients.
- HR will also partner with leadership on determining why and when our diverse candidates are dropping out in the process.
- Hospital Administration is working with employees on promotional opportunities in 2020 program (1021 MISC) to get into LVN/RN positions

Recruitment efforts are ongoing using the following outlets:

- LinkedIn
- Indeed
- Bay area Black Nurses
- National Association of Hispanic Nurses
- Sigma Theta Tau International Honor Society
- Facebook-Black Nurses Society
- From New to ICU Nurse
- Northern California Nurse Job Opportunities
- American Association of Critical Care Nurse
- Diversity Nursing
- Emergency Nurses Associations
- National Black Nurses Association
- National Hispanic Nurse Association
- American Association of Men in Nursing
- **Most Colleges with RN programs via Handshake:**
Includes HBC (Historically Black Colleges)
Colleges with higher percentage of Latino population

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Zuckerberg San Francisco General Hospital and Trauma Center
Vacancy Report | January 2022



Budgeted Class	Job Title	Budgeted FTE	Utilized FTE	Vacant FTE	Vacancy Rate
932	Manager IV	1.00	0.00	1.00	100%
1052	IS Business Analyst	1.00	0.00	1.00	100%
1630	Account Clerk	1.00	0.00	1.00	100%
2540	Audiologist	1.00	0.00	1.00	100%
2585	Health Worker I	3.00	0.00	3.00	100%
2620	Food Service Mgr Administrator	1.00	0.00	1.00	100%
5177	Safety Officer	1.00	0.00	1.00	100%
6138	Industrial Hygienist	1.00	0.00	1.00	100%
6139	Sr Industrial Hygienist	1.00	0.00	1.00	100%
7205	Chief Stationary Engineer	2.00	0.00	2.00	100%
7262	Maintenance Planner	1.00	0.00	1.00	100%
1404	Clerk	4.00	1.00	3.00	75%
1649	Accountant II (Accountant Intern)	2.00	1.00	1.00	50%
1824	Principal Administrative Analyst	4.00	2.00	2.00	50%
2114	Medical Records Tech-Supv	2.00	1.00	1.00	50%
2520	Morgue Attendant	1.00	0.50	0.50	50%
2558	Senior Physical Therapist	2.00	1.00	1.00	50%
2822	Health Educator	4.00	2.00	2.00	50%
5506	Project Manager III	2.00	1.00	1.00	50%
9910	Health Worker II (Interpreter Trainee)	10.00	5.00	5.00	50%
2105	Patient Services Finance Tech	11.00	6.00	5.00	45%
2473	Diagnostic Medical Sonographer I, II, III	4.80	2.80	2.00	42%
2305	Psychiatric Technician	42.60	25.20	17.40	41%
941	Manager VI	5.00	3.00	2.00	40%
1654	Accountant III	5.00	3.00	2.00	40%
2654	Cook	10.00	6.00	4.00	40%
2119	Health Care Analyst	18.00	11.00	7.00	39%
7334	Stationary Engineer	26.00	17.00	9.00	35%
1823	Senior Administrative Analyst	3.00	2.00	1.00	33%
2591	Health Program Coordinator II	3.00	2.00	1.00	33%
2740	Porter Supervisor I	9.00	6.00	3.00	33%
2770	Senior Laundry Worker	3.00	2.00	1.00	33%
2593	Health Program Coordinator III	13.00	9.00	4.00	31%
2314	Public Health Team Leader	23.80	16.80	7.00	29%
1635	Health Care Billing Clerk I	4.00	3.00	1.00	25%
2785	Assistant General Services Mgr	4.00	3.00	1.00	25%
4320	Cashier I	4.00	3.00	1.00	25%
1406	Senior Clerk	41.80	31.35	10.45	25%
2930	Behavioral Health Clinic	16.50	12.60	3.90	24%
2587	Health Worker III	27.00	21.00	6.00	22%
1636	Health Care Billing Clerk II	19.00	15.00	4.00	21%

Budgeted Class	Job Title	Budgeted FTE	Utilized FTE	Vacant FTE	Vacancy Rate
922	Manager I	5.00	4.00	1.00	20%
1093	IT Operations Support Admin III	5.00	4.00	1.00	20%
2302	Nursing Assistant	5.00	4.00	1.00	20%
2323	Clinical Nurse Specialist	10.00	8.00	2.00	20%
2322	Nurse Manager	42.00	34.00	8.00	19%
931	Manager III	12.00	10.00	2.00	17%
7335	Sr Stationary Engineer	6.00	5.00	1.00	17%
2908	Hospital Eligibility Worker	73.60	61.60	12.00	16%
2548	Occupational Therapist	17.59	14.99	2.60	15%
2310	Surgical Procedures Technician	21.00	17.90	3.10	15%
2406	Pharmacy Helper	7.00	6.00	1.00	14%
2453	Supervising Pharmacist	7.00	6.00	1.00	14%
2450	Pharmacist	28.50	24.50	4.00	14%
2586	Health Worker II	58.00	50.00	8.00	14%
2622	Dietetic Technician	5.20	4.60	0.60	12%
2903	Eligibility Worker	122.80	109.00	13.80	11%
2471	Radiologic Technologist I, II, III	16.90	15.20	1.70	10%
2846	Nutritionist	5.00	4.50	0.50	10%
1429	Nurses Staffing Assistant	12.00	10.80	1.20	10%
2312	Licensed Vocational Nurse	54.15	49.50	4.65	9%
2909	Hospital Eligibility Worker Supv	12.00	11.00	1.00	8%
2328	Nurse Practitioner	84.01	77.81	6.20	7%
2556	Physical Therapist	24.40	22.60	1.80	7%
2430	Medical Evaluations Assistant	170.56	158.88	11.68	7%
2330	Anesthetist	13.40	12.50	0.90	7%
2424	X-Ray Laboratory Aide	33.50	31.50	2.00	6%
2604	Food Service Worker	52.10	49.00	3.10	6%
1932	Assistant Storekeeper	17.00	16.00	1.00	6%
2320	Registered Nurse	978.35	933.95	44.40	5%
2303	Patient Care Assistant	184.80	176.90	7.90	4%
2736	Porter	187.00	180.56	6.44	3%
2920	Medical Social Worker	37.70	36.60	1.10	3%
2454	Clinical Pharmacist	35.50	34.50	1.00	3%
2409	Pharmacy Technician	55.50	53.98	1.53	3%
1428	Unit Clerk	48.30	47.30	1.00	2%
2468	Diagnostic Imaging Tech II	32.00	31.45	0.55	2%
2325	Nurse Midwife	3.44	3.41	0.03	1%
1708	Senior Telephone Operator	11.00	10.98	0.03	0%
2542	Speech Pathologist	6.20	6.19	0.01	0%
923	Manager II	6.00	6.00	0.00	0%
942	Manager VII	3.00	3.00	0.00	0%

Budgeted Class	Job Title	Budgeted FTE	Utilized FTE	Vacant FTE	Vacancy Rate
943	Manager VIII	1.00	1.00	0.00	0%
1165	Manager, DPH	1.00	1.00	0.00	0%
1167	Physician Administrator, Department of Public Health	1.00	1.00	0.00	0%
1408	Principal Clerk	2.00	2.00	0.00	0%
1410	Chief Clerk	2.00	2.00	0.00	0%
1431	Senior Unit Clerk	1.00	1.00	0.00	0%
1632	Senior Account Clerk	6.00	6.00	0.00	0%
1634	Principal Account Clerk	1.00	1.00	0.00	0%
1637	Patient Accounts Clerk	26.00	26.00	0.00	0%
1652	Accountant II	3.00	3.00	0.00	0%
1657	Senior Systems Accountant	4.00	4.00	0.00	0%
1662	Patient Accounts Asst Supv	3.00	3.00	0.00	0%
1663	Patient Accounts Supervisor	5.00	5.00	0.00	0%
1664	Patient Accounts Manager	1.00	1.00	0.00	0%
1710	Chief Telephone Operator	1.00	1.00	0.00	0%
1822	Administrative Analyst	2.00	2.00	0.00	0%
1922	Senior Inventory Clerk	1.00	1.00	0.00	0%
1934	Storekeeper	3.00	3.00	0.00	0%
1936	Senior Storekeeper	1.00	1.00	0.00	0%
1938	Stores & Equipment Asst Supv	1.00	1.00	0.00	0%
1942	Assistant Materials Coordinator	3.00	3.00	0.00	0%
1944	Materials Coordinator	1.00	1.00	0.00	0%
1950	Assistant Purchaser	2.00	2.00	0.00	0%
2106	Medical Staff Svcs-Specialist	3.00	3.00	0.00	0%
2107	Medical Staff Svcs-Analyst	2.00	2.00	0.00	0%
2110	Medical Records Clerk	3.00	3.00	0.00	0%
2112	Medical Records Technician	4.00	4.00	0.00	0%
2202	Dental Aide	2.00	2.00	0.00	0%
2218	Physician Assistant	8.10	8.10	0.00	0%
2324	Nursing Supervisor	11.00	11.00	0.00	0%
2326	Nursing Supervisor - Psych	1.00	1.00	0.00	0%
2390	CPD Technician	24.80	24.80	0.00	0%
2392	Sr CPD Technician	2.00	2.00	0.00	0%
2408	Senior Pharmacy Helper	1.00	1.00	0.00	0%
2436	Electroencephalograph Tech I	1.00	1.00	0.00	0%
2467	Diagnostic Imaging Tech I	25.00	25.00	0.00	0%
2469	Diagnostic Imaging Tech III	3.80	3.80	0.00	0%
2470	Diagnostic Imaging Tech IV	7.20	7.20	0.00	0%
2472	Radiologic Technologist Lead	3.00	3.00	0.00	0%
2496	Radiologic Technologist Supv	7.00	7.00	0.00	0%

Budgeted Class	Job Title	Budgeted FTE	Utilized FTE	Vacant FTE	Vacancy Rate
2514	Orthopedic Technician I	1.00	1.00	0.00	0%
2515	Orthopedic Technician II	1.00	1.00	0.00	0%
2522	Senior Morgue Attendant	1.00	1.00	0.00	0%
2550	Sr Occupational Therapist	2.00	2.00	0.00	0%
2551	MH Treatment Specialist	2.00	2.00	0.00	0%
2554	Therapy Aide	3.98	3.98	0.00	0%
2555	Physical Therapist Assistant	2.00	2.00	0.00	0%
2589	Health Program Coordinator I	2.00	2.00	0.00	0%
2606	Senior Food Service Worker	8.00	8.00	0.00	0%
2618	Food Service Supervisor	6.50	6.50	0.00	0%
2619	Senior Food Service Supervisor	1.00	1.00	0.00	0%
2624	Dietitian	8.00	8.00	0.00	0%
2626	Chief Dietitian	1.00	1.00	0.00	0%
2656	Chef	1.00	1.00	0.00	0%
2738	Porter Assistant Supervisor	1.00	1.00	0.00	0%
2924	Medical Social Work Supv	2.00	2.00	0.00	0%
3417	Gardener	2.50	2.50	0.00	0%
3422	Park Section Supervisor	1.00	1.00	0.00	0%
3530	Chaplain	1.00	1.00	0.00	0%
4322	Cashier 3	1.00	1.00	0.00	0%
7120	Buildings/Grounds Maint Supe	1.00	1.00	0.00	0%
7203	Buildings/Grounds Maint Supv	2.00	2.00	0.00	0%
7236	Locksmith Supervisor 1	1.00	1.00	0.00	0%
7242	Painter Supervisor I	1.00	1.00	0.00	0%
7342	Locksmith	2.00	2.00	0.00	0%
7344	Carpenter	2.00	2.00	0.00	0%
7345	Electrician	1.00	1.00	0.00	0%
7346	Painter	4.00	4.00	0.00	0%
7347	Plumber	2.00	2.00	0.00	0%
7348	Steamfitter	1.00	1.00	0.00	0%
7524	Institution Utility Worker	4.00	4.00	0.00	0%
	Grand Total	3098.88	2813.82	285.06	9.20%



Zuckerberg San Francisco General Hospital and Trauma Center
 Status of Vacancy Rates Over 10% (January 2022)

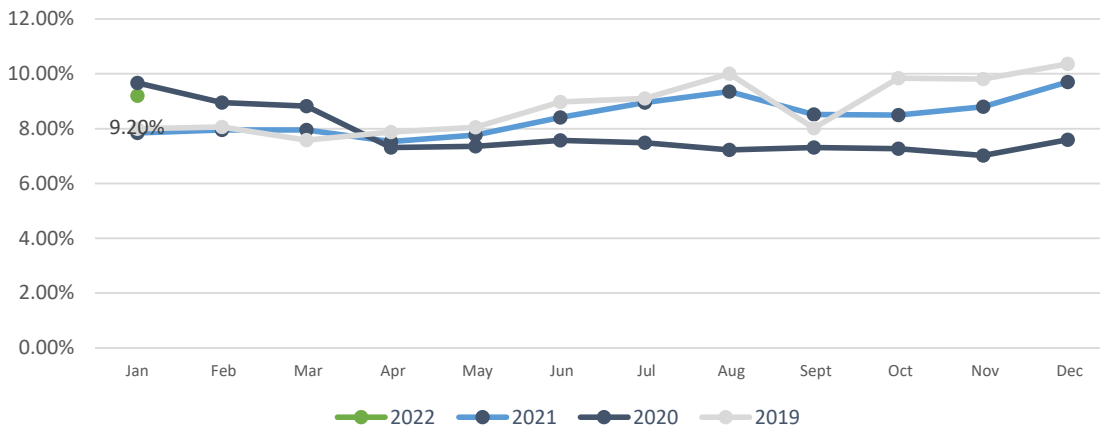


Budgeted Class	Job Title	Vacancy Rate	Utilized FTE	Vacant FTE	Notes
932	Manager IV	100%	0.00	1.00	Pending Announcement/Exam Administration
1630	Account Clerk	100%	0.00	1.00	Pending Requisition Request by Hiring Manager
2540	Audiologist	100%	0.00	1.00	Pending Announcement/Exam Administration
2585	Health Worker I	100%	0.00	3.00	Pending Requisition Request by Hiring Manager/Pending Selection
2620	Food Service Mgr Administrator	100%	0.00	1.00	Interviews in progress
5177	Safety Officer	100%	0.00	1.00	Pending Announcement/Exam Administration
6138	Industrial Hygienist	100%	0.00	1.00	Pending Announcement/Exam Administration
6139	Sr Industrial Hygienist	100%	0.00	1.00	Pending Announcement/Exam Administration
7205	Chief Stationary Engineer	100%	0.00	2.00	Pending Requisition Approval
7262	Maintenance Planner	100%	0.00	1.00	(TX to 7213) Interviews in progress
1052	IS Business Analyst	100%	0.00	1.00	Pending Announcement/Exam Administration
1404	Clerk	75%	1.00	3.00	Interviews in progress
1649	Accountant II (Accountant Intern)	50%	1.00	1.00	Pending Requisition approval
1824	Principal Administrative Analyst	50%	2.00	2.00	Pending Announcement/Exam Administration
2520	Morgue Attendant	50%	0.50	0.50	Pending Requisition Request by Hiring Manager
2822	Health Educator	50%	2.00	2.00	Pending Requisition Approval
5506	Project Manager III	50%	1.00	1.00	Pending Requisition approval
2558	Senior Physical Therapist	50%	1.00	1.00	Pending Requisition approval
2114	Medical Records Tech-Supv	50%	1.00	1.00	Pending Requisition Request by Hiring Manager
9910	Health Worker II (Interpreter Trainee)	50%	5.00	5.00	Pending Announcement/Exam Administration
2105	Patient Services Finance Tech	45%	6.00	5.00	Pending Announcement/Exam Administration
2305	Psychiatric Technician	43%	24.30	18.30	Pending Announcement/Exam Administration
2473	Diagnostic Medical Sonographer I, II, III	42%	2.80	2.00	Interviews in progress
2654	Cook	40%	6.00	4.00	Interviews in Progress
0941	Manager VI	40%	3.00	2.00	Pending Requisition approval
1654	Accountant III	40%	3.00	2.00	Pending Requisition Approval

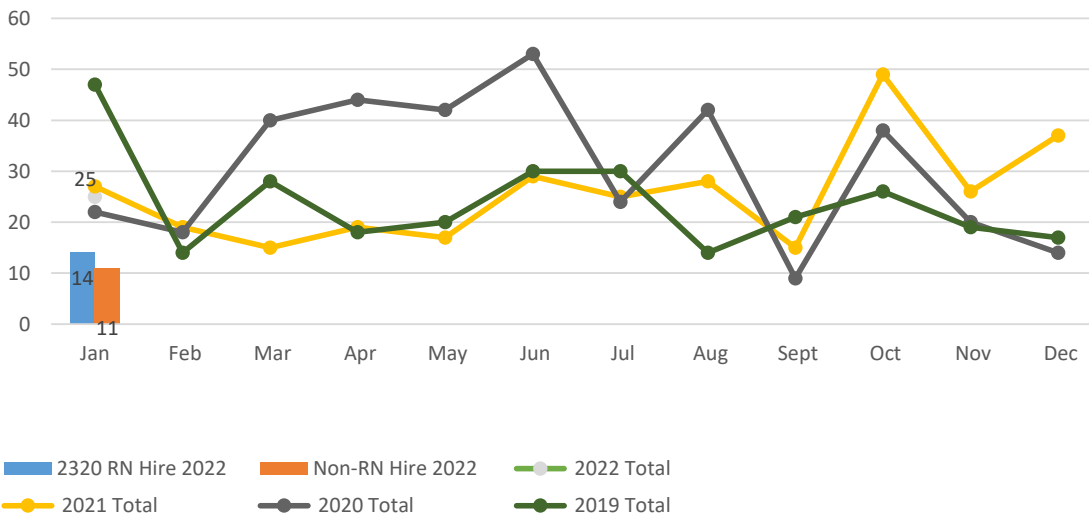
Budgeted Class	Job Title	Vacancy Rate	Utilized FTE	Vacant FTE	Notes
2119	Health Care Analyst	39%	11.00	7.00	Interviews in progress
7334	Stationary Engineer	35%	17.00	9.00	Pending Announcement/Exam Administration
1823	Senior Administrative Analyst	33%	2.00	1.00	Pending Announcement/Exam Administration
2740	Porter Supervisor I	33%	6.00	3.00	Pending Announcement/Exam Administration
2770	Senior Laundry Worker	33%	2.00	1.00	Pending Requisition approval
2591	Health Program Coordinator II	33%	2.00	1.00	Pending Requisition Request by Hiring Manager
2593	Health Program Coordinator III	31%	9.00	4.00	Pending Announcement/Exam Administration
2314	Public Health Team Leader	29%	16.80	7.00	Pending Selection
1635	Health Care Billing Clerk I	25%	3.00	1.00	Pending Requisition Approval
2785	Assistant General Services Mgr	25%	3.00	1.00	Pending Requisition approval
4320	Cashier I	25%	3.00	1.00	Pending Requisition Request by Hiring Manager
1406	Senior Clerk	25%	31.35	10.45	Interviews in progress/Pending Requisition Request by Hiring Manager
2930	Behavioral Health Clinician	24%	12.60	3.90	Pending Announcement/Exam Administration
2587	Health Worker III	22%	21.00	6.00	Interviews in progress/Pending Selection
1636	Health Care Billing Clerk II	21%	15.00	4.00	Pending Requisition Approval
1093	IT Operations Support Admin III	20%	4.00	1.00	Pending Requisition Request by Hiring Manager
0922	Manager I	20%	4.00	1.00	Pending Requisition approval
2302	Nursing Assistant	20%	4.00	1.00	(TX to 2303) Pending Requisition Approval
2323	Clinical Nurse Specialist	20%	8.00	2.00	Pending Requisition Approval
2322	Nurse Manager	19%	34.00	8.00	Pending Announcement/Exam Administration
0931	Manager III	17%	10.00	2.00	(TX to 0923) Pending Requisition approval/Pending Announcement/Exam Administration
7335	Sr Stationary Engineer	17%	5.00	1.00	Pending Requisition approval
2908	Hospital Eligibility Worker	16%	61.60	12.00	Pending Requisition Approval
2548	Occupational Therapist	15%	14.99	2.60	Interviews in Progress
2310	Surgical Procedures Technician	15%	17.90	3.10	Pending Requisition Request by Hiring Manager

Budgeted Class	Job Title	Vacancy Rate	Utilized FTE	Vacant FTE	Notes
2406	Pharmacy Helper	14%	6.00	1.00	Interviews in progress
2453	Supervising Pharmacist	14%	6.00	1.00	Pending Selection
2450	Pharmacist	14%	24.50	4.00	Interviews in progress
2586	Health Worker II	14%	50.00	8.00	Pending Requisition Approval
2622	Dietetic Technician	12%	4.60	0.60	Interviews in progress
2903	Eligibility Worker	11%	109.00	13.80	Pending Requisition approval
2471	Radiologic Technologist I, II, III	10%	15.20	1.70	Pending Announcement/Exam Administration
2846	Nutritionist	10%	4.50	0.50	Pending Requisition Approval
1429	Nurses Staffing Assistant	10%	10.80	1.20	Pending Announcement/Exam Administration

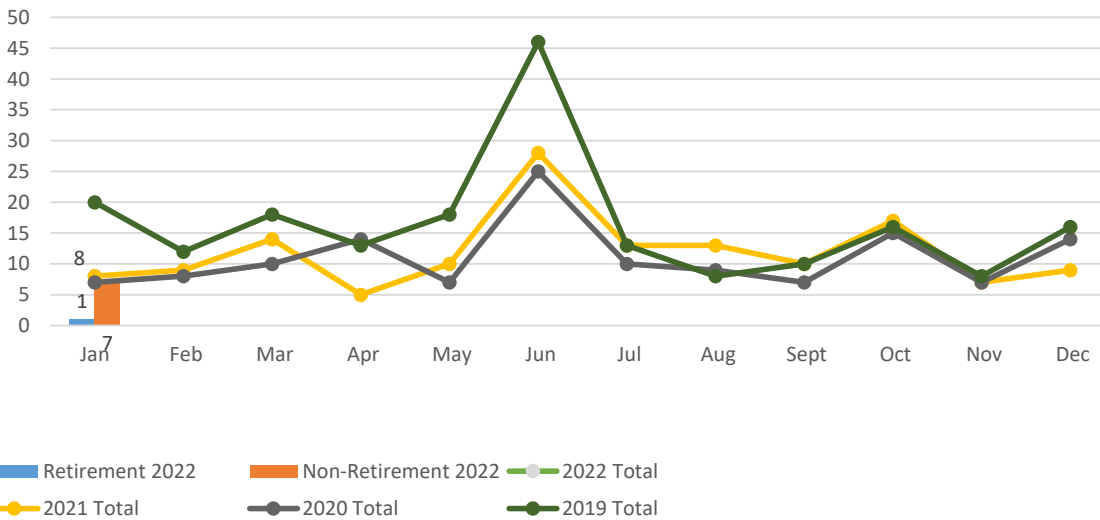
ZSFG Vacancy Rate Trend

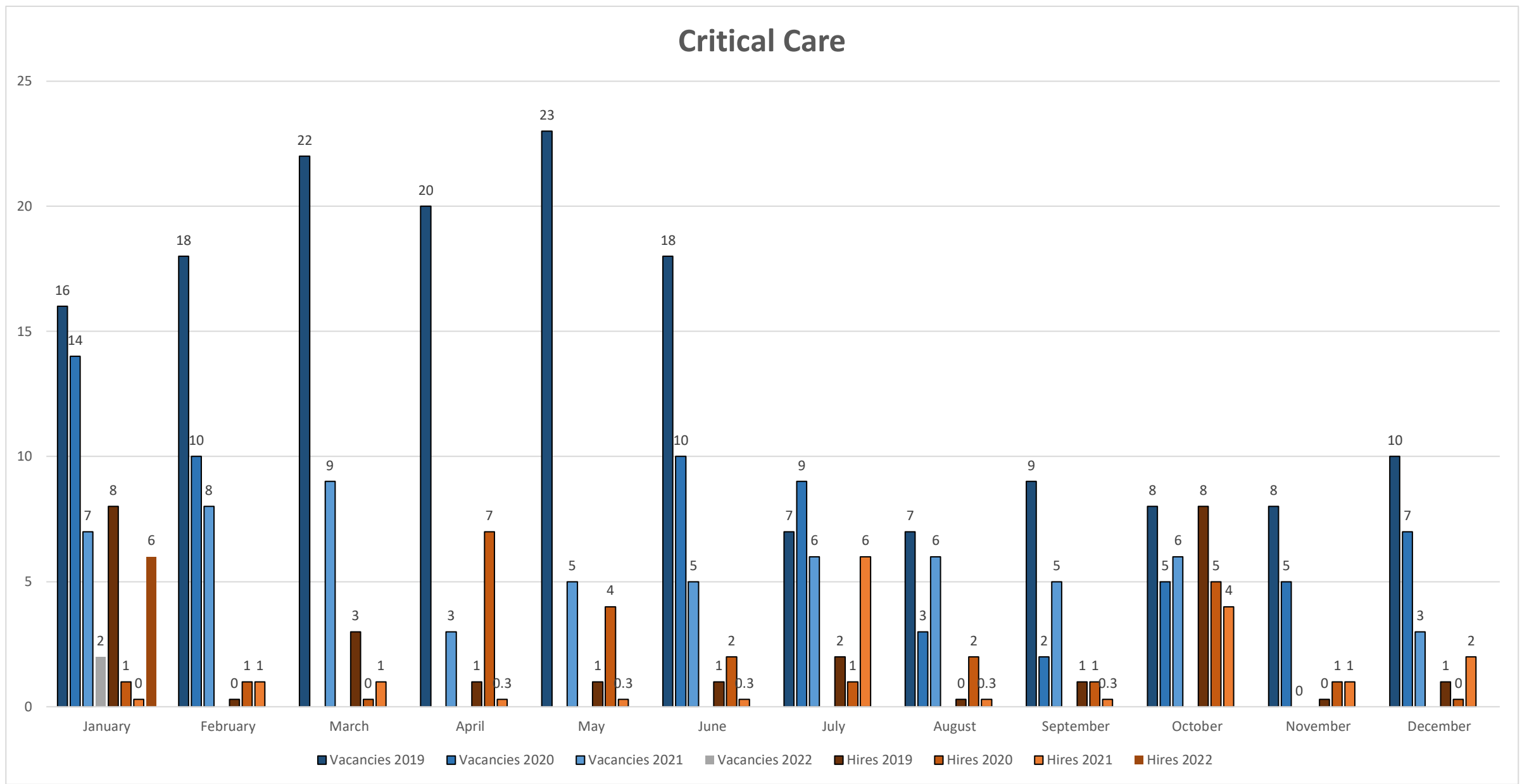
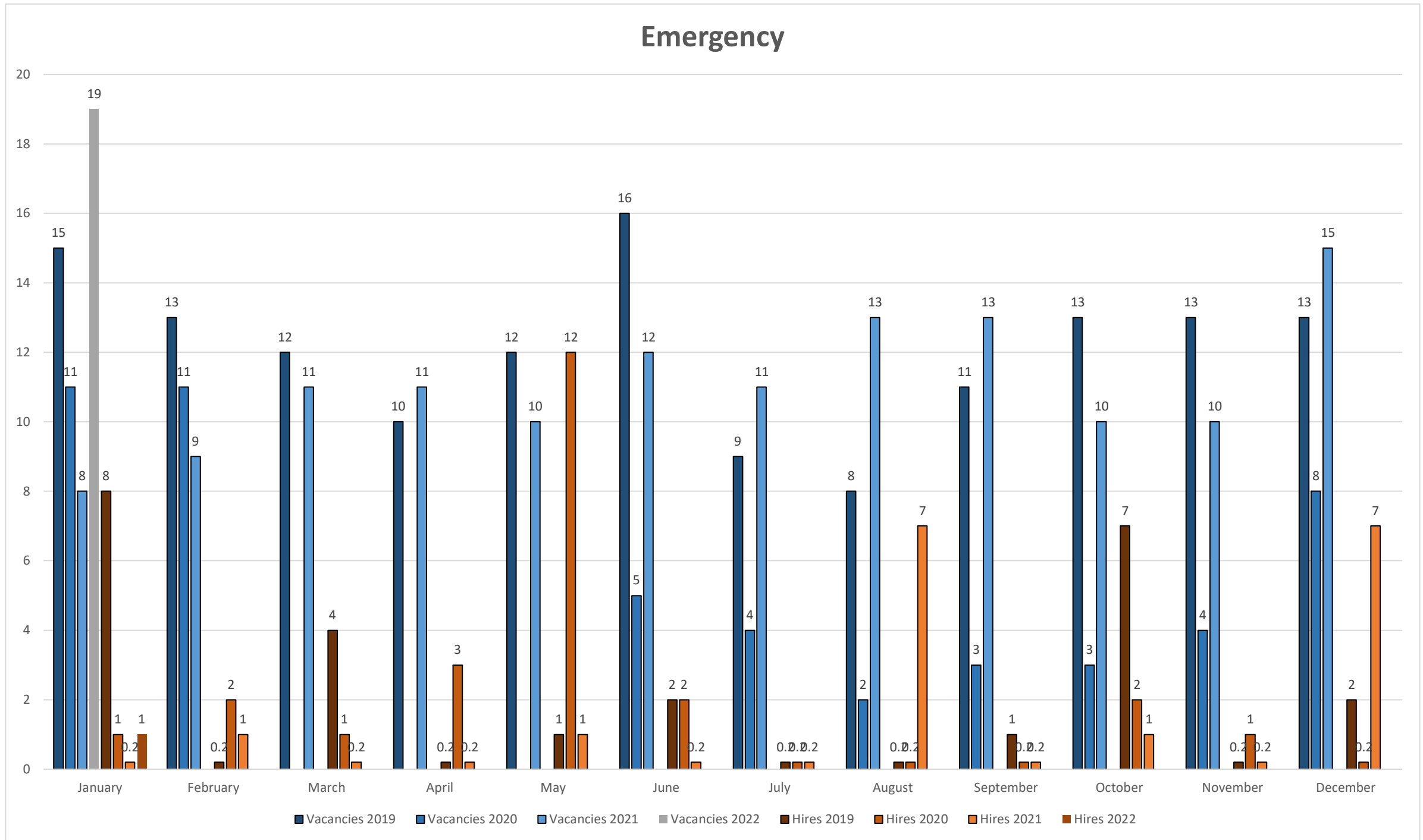


ZSFG New Hire Trend



ZSFG Separation Trend

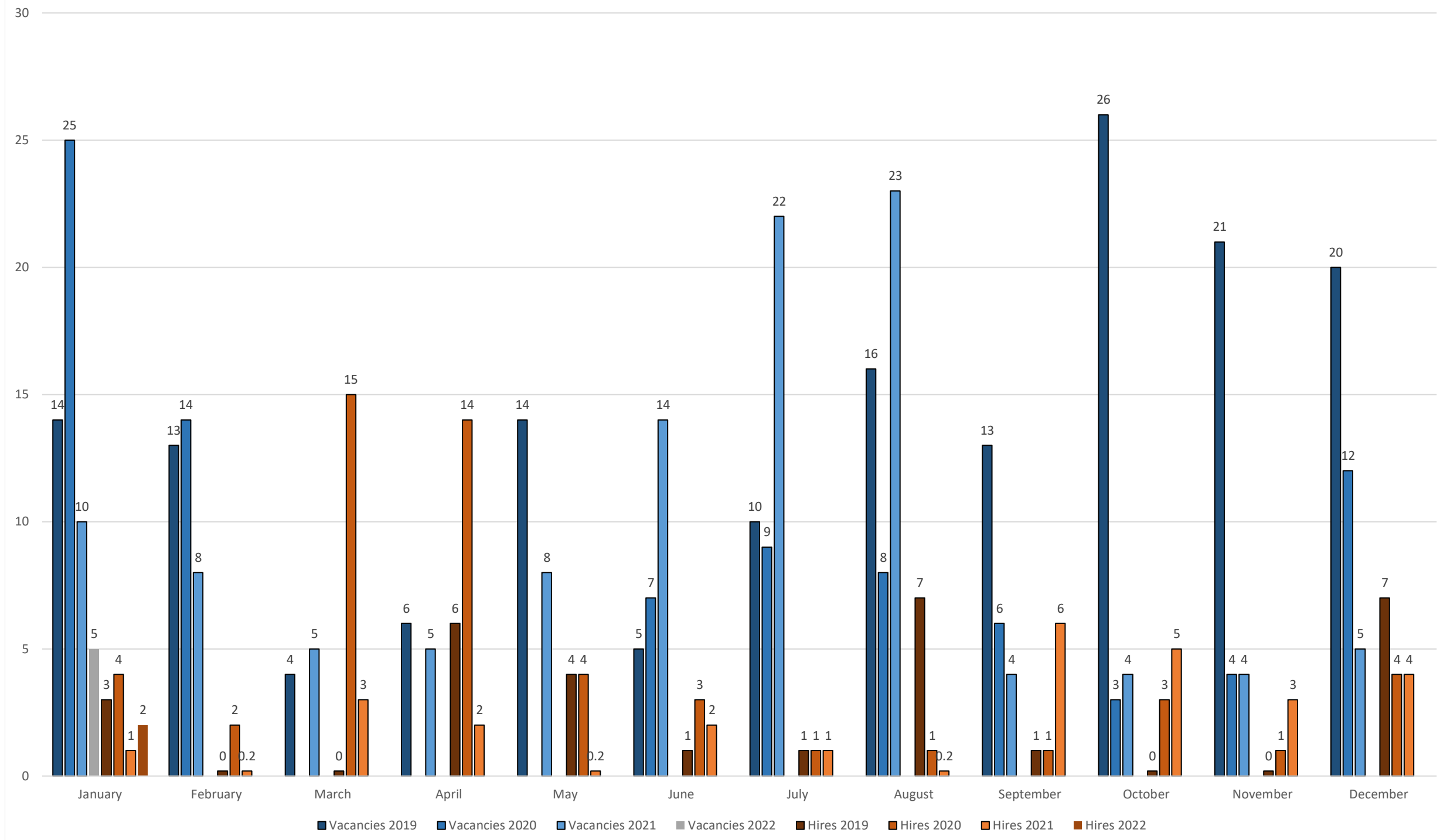




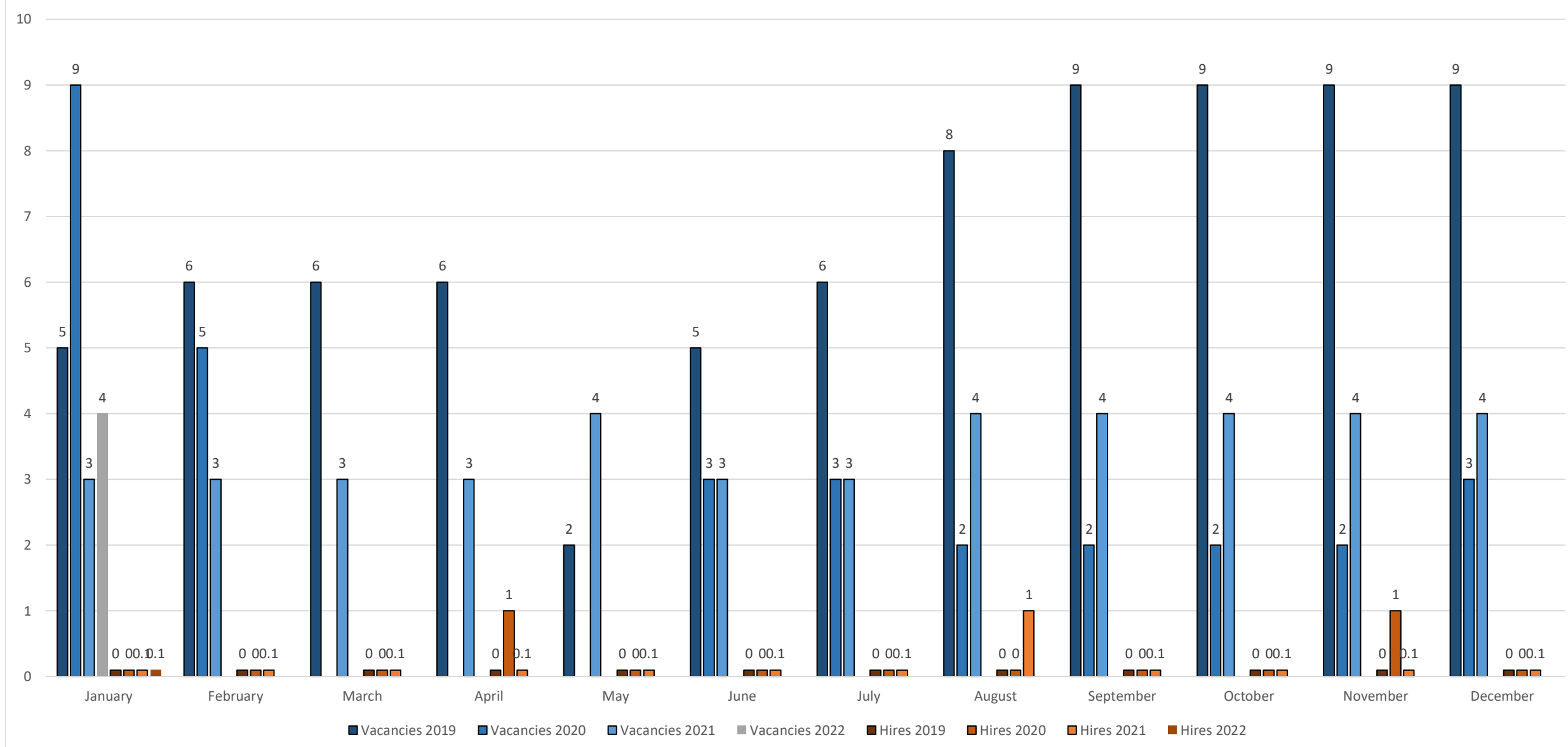
*Vacancies are based on data reported in JCC Summary.

*Data set for hire details may exclude some reassignments and appointment changes.

Medical Surgical



Surgery OR



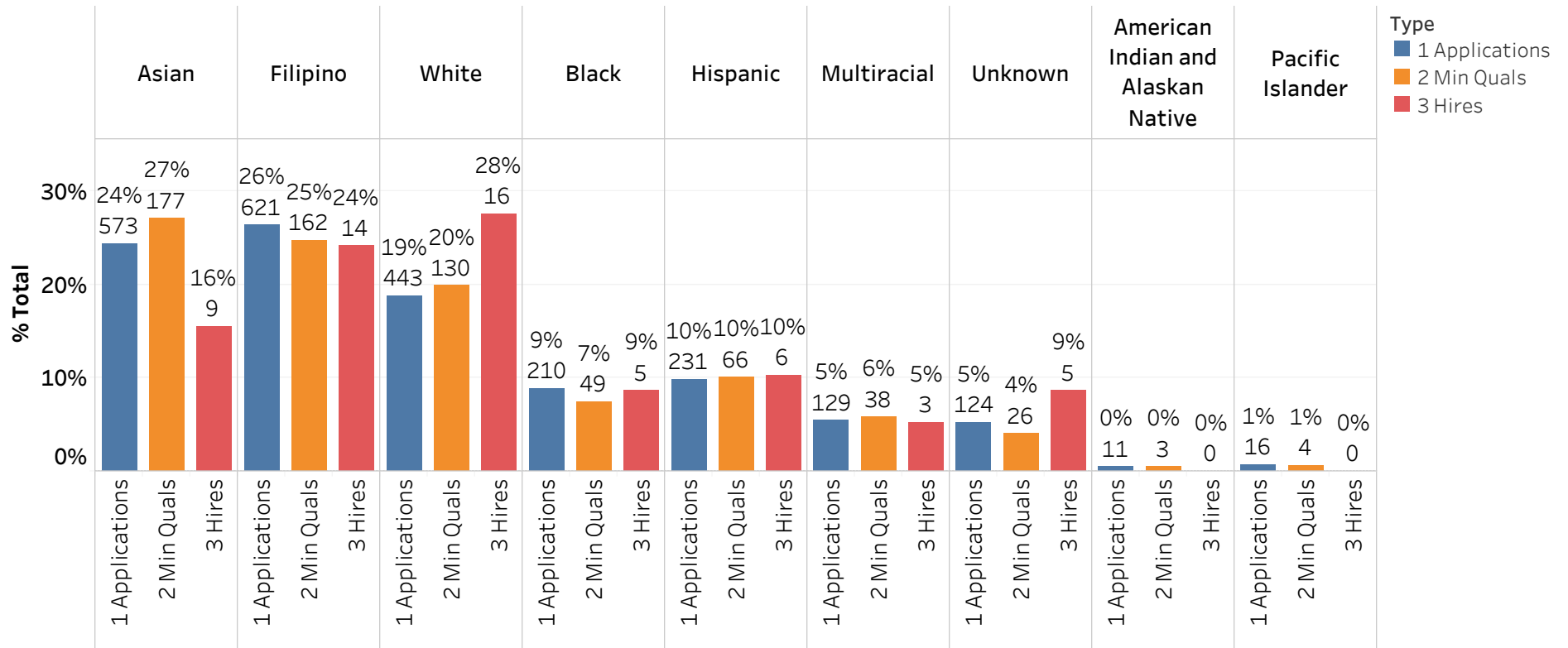
BERT Hiring Trend (Newly Added to ZSFG Budget FY 2021/2022)

Month of 2022 (As of)	2320 Filled Pos	2320 Vacant Pos	2305 Filled Pos	2305 Vacant Pos	2312 Filled Pos	2312 Vacant Pos
January	6	0	6	8	8	0
February	All Filled	N/A			All Filled	N/A
March	All Filled	N/A			All Filled	N/A
April	All Filled	N/A			All Filled	N/A
May	All Filled	N/A			All Filled	N/A

MHSF/BHS Hiring Trend (Newly Added to CO Budget FY 2021/2022)

Month of 2022 (As of)	Total Pos	Filled Pos	Vacant Pos
January	308	118	190
February			
March			
April			
May			

Race/Ethnicity by Different Stages of the Hiring Process at SFDPH



Race/Ethnicity by different stage of the hiring process at SFDPH based on data between Nov 2020 and Nov 2021. Asians and Filipinos are separated.

The Bay Area vs Nursing Hiring Process at SFDPH by Race/Ethnicity

Race/Ethnicity	Bay Area Pop	Applications	Min Quals	Hires	% Diff
American Indian and Alaskan Native	1% 82,447	0% 11	0% 3	0% 0	-100%
Asian	24% 2,281,296	51% 1,194	52% 339	40% 23	119%
Black	6% 534,946	9% 210	7% 49	9% 5	
Hispanic	28% 2,703,917	10% 231	10% 66	10% 6	
Multiracial	4% 376,982	5% 129	6% 38	5% 3	
Pacific Islander	1% 93,554	1% 16	1% 4	0% 0	
Unknown	0%	5% 124	4% 26	9% 5	
White	38% 3,661,349	19% 443	20% 130	28% 16	

The Bay Area Population versus Nursing Hiring Process at SFDPH by Race/Ethnicity. Hiring Time frame between Nov 2020 and Nov 2021. Asians and Filipinos are aggregated together.

Patient Population vs Nursing Hiring Process at SFDPH by Race/Ethnicity

Race/Ethnicity	Patients	Applications	Min Quals	Hires	% Diff
American Indian and Alaskan Native	0%	0% 11	0% 3	0% 0	-100%
Asian	22%	51% 1,194	52% 339	40% 23	135%
Black	14%	9% 210	7% 49	9% 5	-100%
Filipino					
Hispanic	37%	10% 231	10% 66	10% 6	-100%
Multiracial	6%	5% 129	6% 38	5% 3	-100%
Pacific Islander		1% 16	1% 4	0% 0	-100%
Unknown		5% 124	4% 26	9% 5	-100%
White	17%	19% 443	20% 130	28% 16	135%

The Patient Population versus Nursing Hiring Process at SFDPH by Race/Ethnicity. Hiring Time frame between Nov 2020 and Nov 2021. Asians and Filipinos are aggregated together.