



San Francisco
Department of Public Health

HUMAN RESOURCES

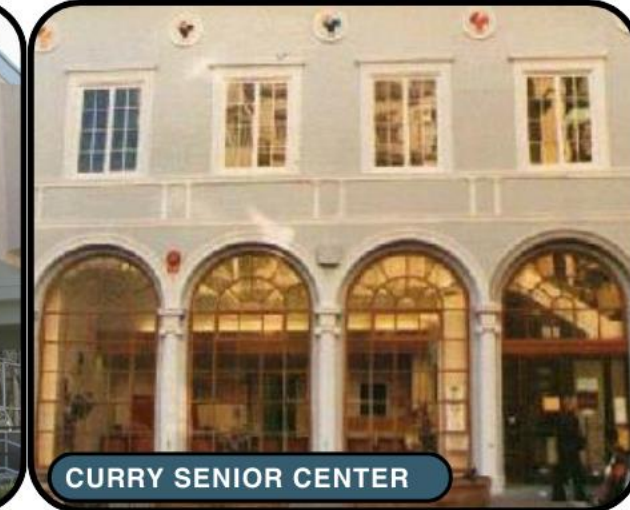
FY23-24 UPDATE

Health Commission
August 20, 2024

Presented by:

Luenna Kim

Chief Human Resources Officer
SFDPH





AGENDA

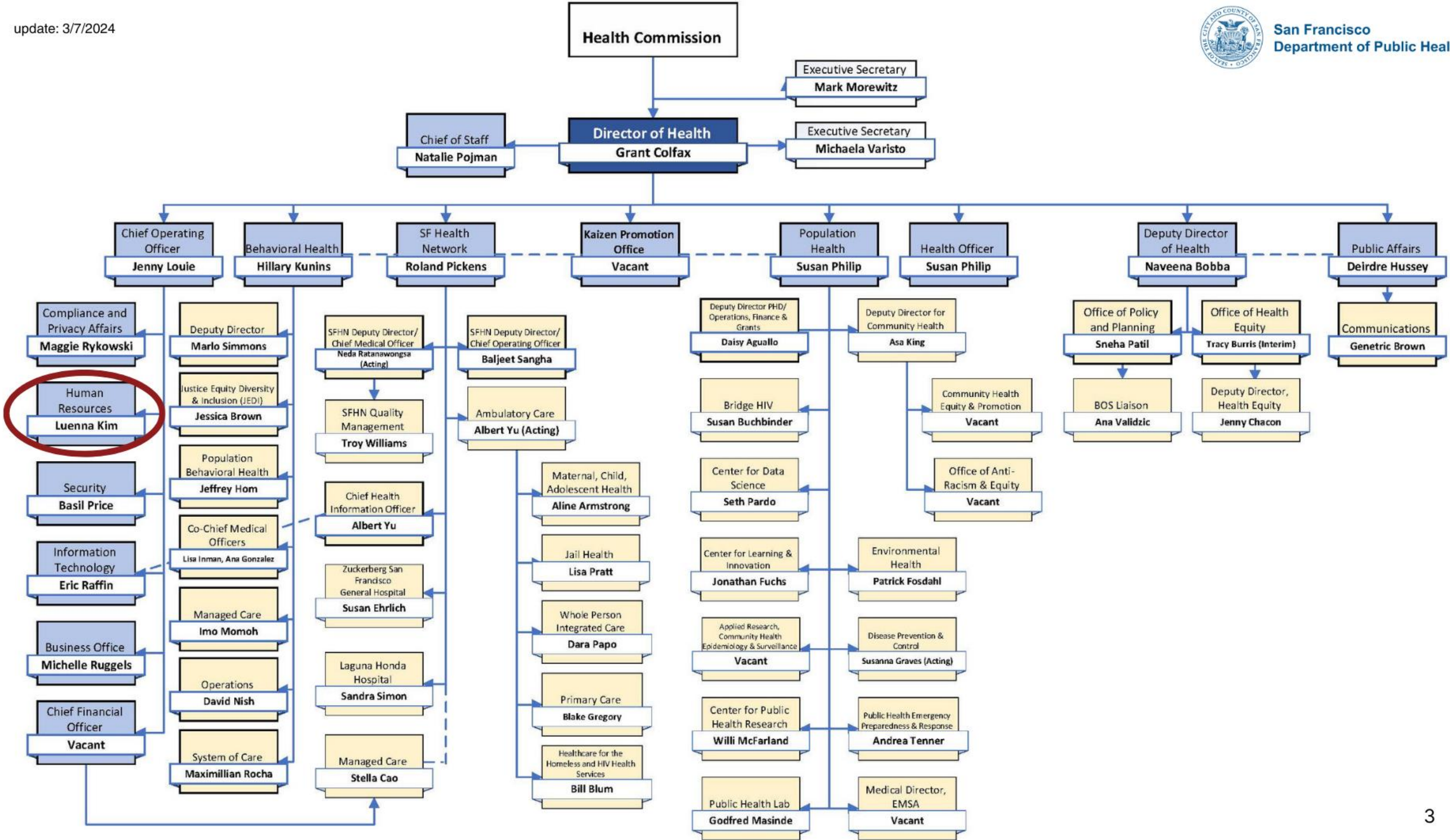


A Year in Review

Human Resources Updates by Area

FY 24-25 Priorities







A YEAR IN REVIEW - PRIORITIES

Fill Vacant
Positions

Improve Work
Culture

Expand Career
Opportunities

Influenced by

2023 Employee Engagement Survey Results And DPH HR OKRs

% agreement	Question
22%	My work unit is adequately staffed
35%	The amount of stress I feel is reasonable
83%	DPH expects employees to treat one another with respect
65%	The people I work with treat each other with respect
18.5%	Would leave DPH for career advancement (highest rated option)

Fully Staff DPH

A YEAR IN REVIEW - METRICS



**\$50- \$59
Million**

average payroll per
period

23,549

applications
screened

Continuous Recruitment Postings

FY 22-23
13
Lists



FY 23-24
17
Lists



30.8%

FY 22-23
89.6%



Retention
FY 23-24
94.8%



5.8%

FY 22-23
7.3%



Turnover
FY 23-24
5.5%



24.7%

FY 22-23
11.3%



Vacancy Rate
FY 23-24
5.8%



48.7%

FY 22-23
5870
Leaves



Leaves Data
FY 23-24
5161
Leaves



12.1%

100+

Labor Relations
consultations

481

employees accessed
HR workshops
& courses

390

reasonable
accommodation
requests completed

361

employees
participated in career
development
information series



HUMAN RESOURCES UPDATES BY AREA



Classification, Compensation, Recruitment & Assessment



Highlights



↑ **30%**

in Continuous Recruitment (CCT) lists from FY22-23, 17 total



21

Recruitment events attended



222

Adopted eligible lists with 8,958 candidates



23,549

Applications screened



2308

Job class created for Endoscopy Tech

Revised Job Classes to Support Diverse Applicant Pools



- 2303 Certified Nursing Assistant: Combined PCA and CNA and removed the 6 months experience requirement
- 2472 Radiologic Technologist Lead: Added substitution of advanced modality with additional radiology technician experience
- 2583 Home Health Aide: Removed the 6 months experience requirement

Implemented New Tools



- TalView - online testing platform for Health Worker & DPH specific assessments, piloting with 2586 job class
- HBCU Connect - recruiting platform and the largest organization of students and alumni from Historically Black Colleges & Universities



Highlights



↓ **100%**

Budgeted RN
vacancy rate
(4.56%)



5.8%

Overall DPH
vacancy rate



1,984

Total hires
processed
(all appt types)

Hiring

Enhancements

- Completed process mapping project with Controller's Office to identify efficiencies in the hiring process
- Implemented Appointment Above Entrance process for consistence evaluation and salary placement of all candidates

Implemented New Resources

- Implemented use of XRef to streamline and conduct references and minimum qualifications (MQ) verification
- Created salary calculator tool to calculate experience, education, and certifications for consistent determinations

Created Focused Teams

- Clinical Team for RN hiring
- Project Team for batch hiring / process improvements
- Pre-employment & Offboarding Services Team (POST)





Experience & Culture

Highlights



107 EEO intakes completed



114 Employees accessed \$4000 each in SEIU tuition incentives



145 Exit interviews conducted



444 Participants in career development sessions



481 Attendees across 59 workshops & e-learning modules, including 396 managers

Employee Experience

HR Help Center

- Centralized website & phone # to contact HR
- Launched the pilot version with Population Health Division (PHD) in March 2024
- Phased expansion across DPH within next 2 fiscal years
- Exit interview data analysis & reporting

EEO Intakes & Case Consults

- Interdisciplinary and efficient EEO system, since July 2023
- EEO intake scheduling queue reduced to 0 on a daily basis
- Consultation with DHR to address EEO intakes

Learning & Development

Workforce & Career Development

- Health Worker to Health Program Coordinator program: 2 cohorts, 50 participants
- Project Promote our People (PoP): 15 virtual info sessions
- 9910 BHC Fellowship Program: Pilot Cohort, 25+ fellows
- RN to BSN SEIU Program: 37 Participants

Learning & Organization Development

- 3 New Leadership Development Programs
- New Operations Training Program: "Getting Things Done at DPH"
- Workshops and Consultation

Ongoing HR Learning

- 1st DPH Employee Engagement Conference
- 2nd Hiring Efficiencies Conference
- 3rd Annual HR Equity Conference
- Strengthening DEIB Commitment Conference
- Monthly HR all-staff



Occupational Safety & Health

Highlights



10

Worksites visited for safety inspections

Of 114 reported injuries:



67%

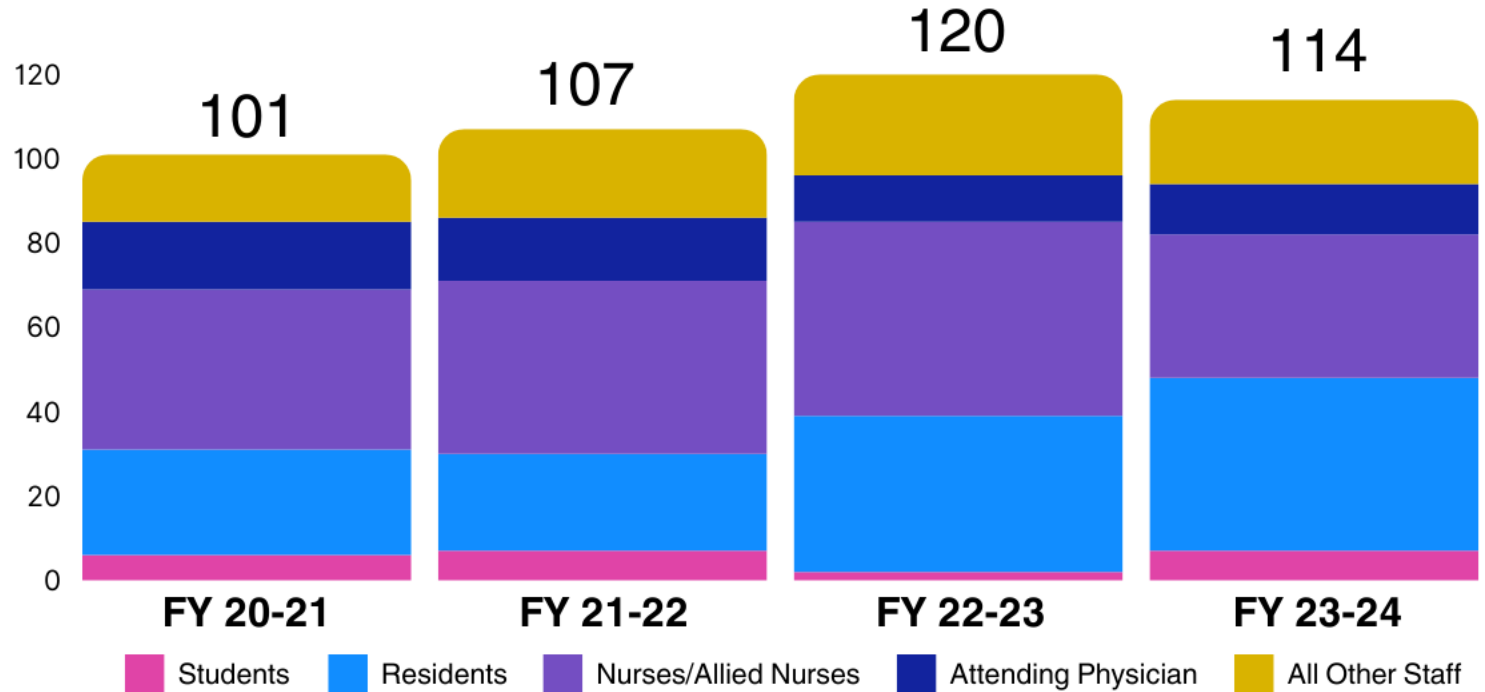
Needle related injury



28%

Occurred in an operating room

5 Fiscal Year Review of Workplace Injuries



Enhancements

Interactive dashboards

- Available to all SFDPH employees
- Detect emerging injury patterns
- Identify high-risk areas and job types

24/7 Triage Hotline

- Launched July 2023, collaboration with Intermed
- Enhances accuracy & reduces labor time
- **51 calls** received in FY 23-24



Civil Rights

Highlights



17

Trainings conducted



33

Investigation responses & requests for information completed



36

EEO cases closed



390

Reasonable Accommodation requests completed

Reasonable Accommodation

- Created a process to review and approve requests made through the Family Friendly Workplace Ordinance
- Implemented procedures to conduct job searches and close out reasonable accommodation (RA) cases

EEO

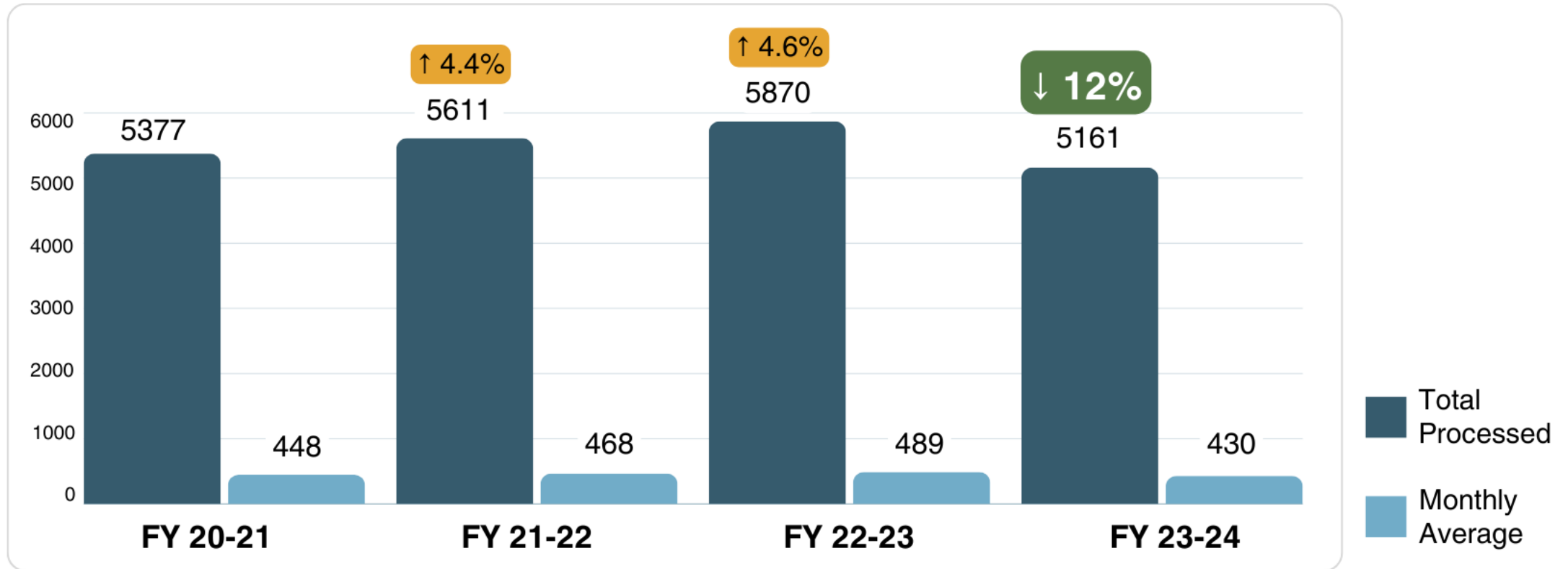
- Continued to improve the data system for tracking and monitoring internal and external employee discrimination complaints
- Organized and completed investigations/responses to all outstanding external discrimination complaints

Trainings

- Conducted trainings for new managers on the following topics:
 - Leaves
 - Reasonable Accommodation
 - Equal Employment Opportunity



Leaves of Absence



FY 23-24
Hours

non-discretionary
461,422 leave hours taken
FMLA most used leave
(205,542 hours used)

discretionary
92,623 leave hours taken
Education most used leave
(79,809 hours used)



Labor Relations



Highlights



17

Contracts ratified in bargaining



100+

Consultations



156

Participants across 14 trainings



LHH

Critical support for recertification

Enhancements



- Reorganized team by function for better efficiency and customer service
- Improved data collection across entire team with advanced trackers to generate detailed reports
 - Ensures discipline consistency across department

Trainings

- Accountability training to Laguna Honda Hospital managers to address conduct and performance at lowest level
- Implemented Probationary Release Checklist and Discipline Checklist
- Monthly office hours to engage managers and supervisors
- New Manager Orientation Contributor



MOU Bargaining Updates



General Wage Increases

all City employees shall earn no less than \$25/hour

13% over 3 years

7/1/24 → 1.5%

1/4/25 → 1.5%

COB 6/30/25 → 1.0%

7/1/25 → 1.0%

1/3/26 → 1.5%

COB 6/30/26 → 2.0%

1/2/27 → 2.0%

COB 6/30/27 → 2.5%

SEIU 1021, RN members will also receive a 1% increase per year in 2024 - 2026 and 1.5% increase in 2027

Commitment to Fill Vacancies

- Exempt to permanent pathways
- Exempt hiring referrals from unions
- New extended ranges & pay premiums
- New staffing workgroups & labor management committees
- Collaborative groups to discuss recruitment & retention
- Equity wage adjustments across 14 DPH classifications

Improved Safety Measures

- Collaborative discussions to address safety concerns
- Increased panic buttons
- Increased signage to educate the public on assault of City workers

Increased Promotive Opportunities

- Flexible staffing programs to advance careers
- Expanded & increased lead pay
- Expanded education leave

Expanded Training Opportunities

- Expanded release time for continuing education
- Additional release time for training new & current shop stewards
- Increased tuition reimbursement amounts



Payroll

Highlights



500+

Payroll staff is responsible for handling over 500+ time rosters each pay period.



~7,600

direct deposits & pay cards per period



\$1.06B

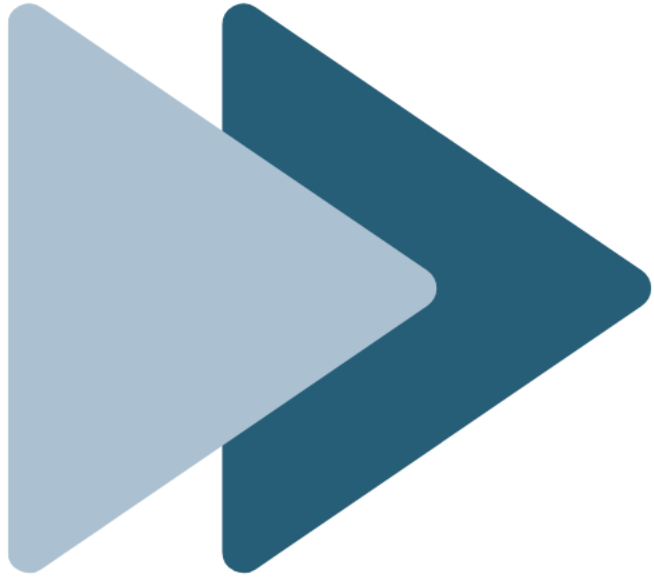
processed in payroll with an avg. payroll per pay period of between \$50 to \$59 million



75%

increase in the # of employees on Self Service Timekeeping





NOW FORWARD....

Goal: Fully Staff DPH





HR Objectives & Key Results (OKRs)

Goal: Fully Staff DPH

Objective 1: Provide an exceptional employee experience:

- Increase retention by 5% in FY 24-25
- Increase positive response in 2025 survey by 5% for:
 - supervisor support
 - respect at work
- Increase positive response in 2025 survey by 10% for DPH as a place to work

Objective 2: Improve efficiency through integrated systems:

- Create self-service reporting module to reduce data requests by 25%
- Reduce manual processing time by 50% through implementation of a fully automated hiring process

Objective 3: Hire the right people at the right time:

- Increase placements by 75% each month
- Reduce speed to offer
- Establish candidate pools of 300% of vacancy rate





Primary Care Physician Series



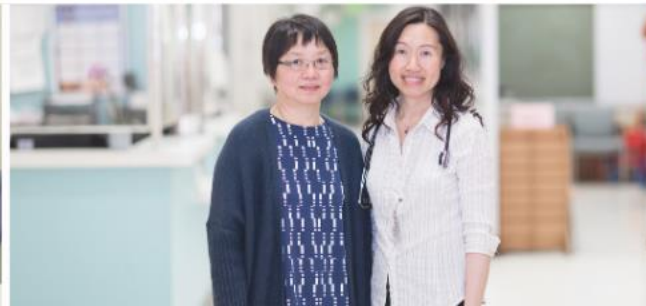
Retention & Turnover Rates

Job Classification	Retention		Turnover	
	FY 22-23	FY 23-24	FY 22-23	FY 23-24
2230	90.2%	88.9%	2.4%	2.1%
2233	60%	85.7%	17.4%	15.2%
2242	100%	80%	0%	17.4%

Vacancy Rates

Job Classification	Vacancy by FTE & # of Positions	Vacancy Rate
	FY 23-24	FY 23-24
2230	10.51 FTE, 13 Positions	32.4%
2233	5 FTE, 5 Positions	45.4%
2242	.6 FTE, 1 Position	5.1%

Joint Labor Monitoring Committee & PC Physician Recruitment & Retention Sub-Committee



Behavioral Health Clinician Series



Retention & Turnover Rates

Job Classification	Retention		Turnover	
	FY 22-23	FY 23-24	FY 22-23	FY 23-24
2930	81.3%	85.0%	9.7%	8.2%

Vacancy Rates

Job Classification	Vacancy Rate	
	FY 22-23	FY 23-24
2930	32%	25.3%

Initiatives:

- Designed the 9910 BHC Fellowship Program
- Organized BHC Recruitment & Retention Workgroup
- Lead Bay Area Mental Health Hiring Strategies Forum
- Supported Controllers Office with Mental Health SF Staffing Analysis Report

Ongoing Work:

- Partner with academic programs and union to expand internship and fellowship
- Rethink each step in the selection process to improve candidate experience
- Improve connection with candidates
- Utilize Prop F to increase clinical supervision
- Build DPH brand and showcase BHC work at clinics, hospitals, and jails.



Thank you!

