



**CIVIL SERVICE COMMISSION  
CITY AND COUNTY OF SAN FRANCISCO**

**LONDON N. BREED  
MAYOR**

**Sent Via Electronic Mail**

March 23, 2023

**NOTICE OF CIVIL SERVICE COMMISSION MEETING**

**SUBJECT: STATUS OF 2320 REGISTERED NURSE HIRING AT SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH.**

The above matter will be considered by the Civil Service Commission at a hybrid meeting (in-person and virtual) in Room 400, City Hall, 1 Dr. Goodlett Place, San Francisco, California 94102 and through Cisco WebEx to be held on **April 3, 2023, at 2:00 p.m.**

This item will appear on the Regular Agenda. Please refer to the attached Notice for procedural and other information about Commission hearings.

Attendance by you or an authorized representative is welcome. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting. All calendared items will be heard and resolved at this time unless good reasons are presented for a continuance.

CIVIL SERVICE COMMISSION

/s/

SANDRA ENG  
Executive Officer

Attachments

Cc: Oumar Fall, SEIU Local 1021  
Claude Joseph, SEIU 1021  
Heather E. Bollinger, SEIU Local 1021  
Aaron S. Cramer, SEIU Local 1021  
Megan E. Green, SEIU Local 1021  
Dianna Yanez, Zuckerberg San Francisco General Hospital and Trauma Center  
Bridget H. Fry, Zuckerberg San Francisco General Hospital and Trauma Center  
Joseph D. Duncan, Jail Health Services  
Dana E. Pullman, Zuckerberg San Francisco General Hospital and Trauma Center  
Kristen W. Vandling, Zuckerberg San Francisco General Hospital and Trauma Center  
Luenna Kim, Department of Public Health  
Dr. Ayanna Bennett, San Francisco Department of Public Health  
Richa Dhanju, San Francisco Department of Public Health  
Kim Walden, Department of Public Health  
Ramon Williams, Department of Public Health  
Scott DeWolfe, Department of Public Health  
Carol Isen, Department of Human Resources  
Anna Biasbas, Department of Human Resources  
Shawn Sherburne, Department of Human Resources  
Dave Johnson, Department of Human Resources  
Commission File  
Commissioners' Binder  
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## **NOTICE OF COMMISSION HEARING POLICIES AND PROCEDURES**

### **A. Commission Office**

The Civil Service Commission office is located at, 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. The telephone number is (628) 652-1100. The fax number is (628) 652-1109. The email address is [civilservice@sfgov.org](mailto:civilservice@sfgov.org) and the web address is [www.sfgov.org/civilservice/](http://www.sfgov.org/civilservice/). Office hours are from 8:00 a.m. to 5:00 p.m., Monday through Friday.

### **B. Policy Requiring Written Reports**

It is the policy of the Civil Service Commission that except for appeals filed under Civil Service Commission Rule 111A Position-Based Testing, all items appearing on its agenda be supported by a written report prepared by Commission or departmental staff. All documents referred to in any Agenda Document are posted adjacent to the Agenda, or if more than one (1) page in length, available for public inspection and copying at the Civil Service Commission office. Reports from City and County personnel supporting agenda items are submitted in accordance with the procedures established by the Executive Officer. Reports not submitted according to procedures, in the format and quantity required, and by the deadline, will not be calendared.

### **C. Policy on Written Submissions by Appellants**

All written material submitted by appellants to be considered by the Commission in support of an agenda item shall be submitted to the Commission office, no later than 5:00 p.m. on the fourth (4<sup>th</sup>) business day preceding the Commission meeting for which the item is calendared (ordinarily, on Tuesday). An original copy on 8 1/2-inch X 11 inch paper, three-hole punched on left margin, and page numbered in the bottom center margin, shall be provided. Written material submitted for the Commission's review becomes part of a public record and shall be open for public inspection.

### **D. Policy on Materials being Considered by the Commission**

Copies of all staff reports and materials being considered by the Civil Service Commission are available for public view 72 hours prior to the Civil Service Commission meeting on the Civil Service Commission's website at <https://sf.gov/civilservice> and in its office located at 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. If any materials related to an item on this agenda have been distributed to the Civil Service Commission after distribution of the agenda packet, those materials will be available for public inspection at the Civil Service Commission's during normal office hours (8:00 a.m. to 5:00 p.m. Monday through Friday).

### **E. Policy and Procedure for Hearings to be Scheduled after 5:00 p.m. and Requests for Postponement**

**A request to hear an item after 5:00 p.m. should be directed to the Executive Officer as soon as possible following the receipt of notification of an upcoming hearing. Requests may be made by telephone at (628) 652-1100 and confirmed in writing or by fax at (628) 652-1109.**

A request for a postponement (continuance) to delay an item to another meeting may be directed to the Commission Executive Officer by telephone or in writing. Before acting, the Executive Officer may refer certain requests to another City official for recommendation. Telephone requests must be confirmed in writing prior to the meeting. Immediately following the "Announcement of Changes" portion of the agenda at the beginning of the meeting, the Commission will consider a request for a postponement that has been previously denied. Appeals filed under Civil Service Commission Rule 111A Position-Based Testing shall be considered on the date it is calendared for hearing except under extraordinary circumstances and upon mutual agreement between the appellant and the Department of Human Resources.

### **F. Policy and Procedure on Hearing Items Out of Order**

Requests to hear items out of order are to be directed to the Commission President at the beginning of the agenda. The President will rule on each request. Such requests may be granted with mutual agreement among the affected parties.

### **G. Procedure for Commission Hearings**

All Commission hearings on disputed matters shall conform to the following procedures: The Commission reserves the right to question each party during its presentation and, in its discretion, to modify any time allocations and requirements.

If a matter is severed from the *Consent Agenda* or the *Ratification Agenda*, presentation by the opponent will be for a maximum time limit of five (5) minutes and response by the departmental representative for a maximum time limit of five (5) minutes. Requests by the public to sever items from the [*Consent Agenda* or] *Ratification Agenda* must be provided with justification for the record.

For items on the *Regular Agenda*, presentation by the departmental representative for a maximum time of five (5) minutes and response by the opponent for a maximum time limit of five (5) minutes.

For items on the *Separations Agenda*, presentation by the department followed by the employee or employee's representative shall be for a maximum time limit of ten (10) minutes for each party unless extended by the Commission.

Each presentation shall conform to the following:

1. Opening summary of case (brief overview);
2. Discussion of evidence;
3. Corroborating witnesses, if necessary; and
4. Closing remarks.

The Commission may allocate five (5) minutes for each side to rebut evidence presented by the other side.

**H. Policy on Audio Recording of Commission Meetings**

As provided in the San Francisco Sunshine Ordinance, all Commission meetings are audio recorded in digital form. These audio recordings of open sessions are available starting on the day after the Commission meeting on the Civil Service Commission website at [www.sfgov.org/civilservice/](http://www.sfgov.org/civilservice/).

**I. Speaking before the Civil Service Commission**

Speaker cards are not required. The Commission will take public comment on all items appearing on the agenda at the time the item is heard. The Commission will take public comment on matters not on the Agenda, but within the jurisdiction of the Commission during the “Requests to Speak” portion of the regular meeting. Maximum time will be three (3) minutes. A subsequent comment after the three (3) minute period is limited to one (1) minute. The timer shall be in operation during public comment. Upon any specific request by a Commissioner, time may be extended.

**J. Public Comment and Due Process**

During general public comment, members of the public sometimes wish to address the Civil Service Commission regarding matters that may come before the Commission in its capacity as an adjudicative body. The Commission does not restrict this use of general public comment. To protect the due process rights of parties to its adjudicative proceedings, however, the Commission will not consider, in connection with any adjudicative proceeding, statements made during general public comment. If members of the public have information that they believe to be relevant to a matter that will come before the Commission in its adjudicative capacity, they may wish to address the Commission during the public comment portion of that adjudicative proceeding. The Commission will not consider public comment in connection with an adjudicative proceeding without providing the parties an opportunity to respond.

**K. Policy on use of Cell Phones, Pagers and Similar Sound-Producing Electronic Devices at and During Public Meetings**

The ringing and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

**Information on Disability Access**

The Civil Service Commission normally meets in Room 400 (Fourth Floor) City Hall, 1 Dr. Carlton B. Goodlett Place. However, meetings not held in this room are conducted in the Civic Center area. City Hall is wheelchair accessible. The closest accessible BART station is the Civic Center, located 2 ½ blocks from City Hall. Accessible MUNI lines serving City Hall are 47 Van Ness Avenue, 9 San Bruno and 71 Haight/Noriega, as well as the METRO stations at Van Ness and Market and at Civic Center. For more information about MUNI accessible services, call (415) 923-6142. Accessible curbside parking has been designated at points in the vicinity of City Hall adjacent to Grove Street and Van Ness Avenue.

The following services are available on request 48 hours prior to the meeting; except for Monday meetings, for which the deadline shall be 4:00 p.m. of the last business day of the preceding week. For American Sign Language interpreters or the use of a reader during a meeting, a sound enhancement system, and/or alternative formats of the agenda and minutes, please contact the Commission office to make arrangements for the accommodation. Late requests will be honored, if possible.

Individuals with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities should call our ADA coordinator at (628) 652-1100 or email [civilservice@sfgov.org](mailto:civilservice@sfgov.org) to discuss meeting accessibility. In order to assist the City’s efforts to accommodate such people, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City to accommodate these individuals.

**Know your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)**

Government’s duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people’s business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people’s review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, or to obtain a free copy of the Sunshine Ordinance, contact Victor Young, Administrator of the Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102-4689 at (415) 554-7724, by fax: (415) 554-7854, by e-mail: [soff@sfgov.org](mailto:soff@sfgov.org), or on the City’s website at [www.sfgov.org/bdsupvrs/sunshine](http://www.sfgov.org/bdsupvrs/sunshine).

**San Francisco Lobbyist Ordinance**

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (San Francisco Campaign and Governmental Conduct Code Section 2.100) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Ave., Suite 220, San Francisco, CA 94102, telephone (415) 252-3100, fax (415) 252-3112 and web site <https://sfethics.org/>.



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# San Francisco Department of Public Health

Grant Colfax, MD  
Director of Health

City and County of San Francisco  
London N. Breed  
Mayor

DATE: March 23, 2023

TO: The Honorable Civil Service Commission

THROUGH: Carol Isen, Human Resources Director  
Department of Human Resources

THROUGH: Luenna Kim, Chief Human Resources Officer  
Department of Public Health

FROM: Kim Walden, Director for Staffing  
Scott DeWolfe, Director for Merit Division  
Department of Public Health

RE: Status of 2320 Registered Nurse Hiring at San Francisco Department of Public Health

The San Francisco Department of Public Health (DPH) respectfully submits this staff report in response to the Civil Service Commission’s (CSC) inquiry on the status of nurse hiring following the November 7, 2022, CSC meeting. The purpose of the report is to provide details about hiring challenges, relevant metrics, and current and future interventions to improve nurse hiring.

### Current Metrics for Fiscal Year 2022/2023 As of March 21, 2023

Vacancies:	229.47 FTE (15.44%)
Applicants (Open jobs):	1,640
Number of Eligible Applicants:	572
Total Number of PCS Appointments:	270**
Average Days to Hire RN:	140 days

\*\*Includes reassignments

### Challenges

The Department of Public Health has experienced recruitment, selection, onboarding, and retention challenges for many years. Increased need for health services, a new hospital, approximately 980 full time equivalent positions added over the past few years, smaller candidate pools, increased separations, insufficient staffing, turnover, and resources in DPH’s human resources department, excessive unnecessary processes, and the pandemic has led to DPH’s current vacancy rate and time to hire.

## **Current Improvements**

DPH Human Resources has been working in close collaboration with the Department of Human Resources, SEIU Local 1021, Local 21, L 856, UAPD, DPH's Office of Health Equity, and DPH equity leaders, managers, supervisors, and staff to develop, implement, and evaluate over thirty (30) improvements and efficiencies in equity-based recruitment, hiring, and retention.

Currently, DPH has increased the usage of continuous class testing (CCT) by posting job announcements continuously, using training and experience evaluations (T&Es) to screen applicants, refreshing eligible lists on agreed upon intervals, and expanding certification rules. It has also increased recruiting efforts by dedicating a recruiter at Zuckerberg San Francisco General Hospital, obtaining a LinkedIn account, attending nurse job fairs, and expanding our presence in social media.

Additionally, DPH HR has streamlined its hiring processes by eliminating unnecessary tasks, combining others, creating consistent hiring plan spreadsheets and real time data via dashboards, hiring across divisions for same classifications, holding in-person hiring events which consisted of same day hiring and one-stop onboarding.

Also, DPH HR has formed a clinical operations team to focus on hiring registered nurses. It has also created the Office of Employee Experience to focus on retaining DPH staff by designing processes that bridge HR services with an employee and candidate centered perspective.

In addition, DPH HR has held several mandatory, all staff conferences on imbedding equity in all aspects of human resources. Staff have toured ZSFG to connect their work to the mission of DPH.

Finally, DPH HR has met with SEIU Local 1021 regularly, and through shared goals, has prioritized permanent civil service appointments. DPH and SEIU Local 1021 have also been partnering together to hold several nurse and social worker recruitment and hiring events. This collaboration has been instrumental in moving permanent civil service hiring forward at DPH.

## **Future Improvements**

DPH comprises a workforce that is deeply dedicated to equitable health outcomes for all patients. To further that commitment, it must recruit, hire, and retain in a manner that is consistent with other health care organizations in the country. This includes the ability to offer jobs within a competitive timeframe with minimal, simple, and straightforward processes. It also means increasing in person professional development opportunities, expanding student internship programs, and developing career pathways for current employees.

DPH values its partnership with the Civil Service Commission, DHR, Office of Health Equity, and labor organizations such as SEIU Local 1021, Local 21, Local 856, and UAPD in its continuous effort to reduce the number of vacancies, decrease the time to hire, and increase employee engagement and retention.

## **Recommendation**

Adopt the report of the Department of Public Health and request an annual report on nurse hiring.