



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

**LONDON N. BREED  
MAYOR**

**Sent via Electronic Mail**

March 7, 2024

**NOTICE OF CIVIL SERVICE COMMISSION MEETING**

**SUBJECT: FOLLOW-UP REPORT ON REGISTERED NURSE (2320) HIRING FROM THE 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 **March 18, 2024, 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 recommended. 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

SANDRA ENG  
Executive Office

Attachment

Cc: Oumar Fall, SEIU Local 1021  
Claude Joseph, SEIU Local 1021  
Khalil Kaid, SEIU Local 1021  
Jessica Inouye, SEIU Local 1021  
Thomas Vitale, SEIU Local 1021  
Heather E. Bollinger, SEIU Local 1021  
Dana E. Pullman, Department of Public Health  
Aaron S. Cramer, SEIU Local 1021  
Joseph Duncan, Department of Public Health  
Jennifer Esteen, SEIU Local 1021  
Megan E. Green, SEIU Local 1021  
Dianna Yanez, Department of Public Health  
Bridget H. Fry, Department of Public Health  
Kristen W. Vandling, Department of Public Health  
Luenna Kim, Department of Public Health  
Richa Dhanju, Department of Public Health  
Ericka Thorson, 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 in-person 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. People who have received an accommodation due to a disability (as described below) may provide their public comments remotely. The Commission will also allow public comment from members of the public who choose to participate remotely. It is possible that the Commission may experience technical challenges that interfere with the ability of members of the public to participate in the meeting remotely. If that happens, the Commission will attempt to correct the problem, but may continue the hearing so long as people attending in-person are able to observe and offer public comment.

#### **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: [soft@sfgov.org](mailto:soft@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 5, 2024  
TO: The Civil Service Commission  
THROUGH: Carol Isen, Human Resources Director  
FROM: Human Resources, Department of Public Health  
RE: Status of 2320 Registered Nurse Hiring

**Background**

The Department of Public Health (DPH) is responding to the request for a follow up report on the status of Classification 2320, Registered Nurse (RN) hiring. This report provides a brief update on the RN hiring activities. Responses to most of the topics submitted by the Commissioners and Executive Officer have been incorporated into the report. The other topics will be covered in the presentation.

**Current Data as of January 2024**

As of March 5, 2024,<sup>1</sup> 93%<sup>2</sup> of all RN positions were filled (7.3% vacancy rate). The average time to hire nurses is 93 days.

Department of Public Health hired 161 RNs in FY23-24 (to date), including 67 registered nurses (permanent civil service) since December 2023. In addition, we expect to hire 94 RNs by mid-April. With these ongoing hiring efforts, DPH anticipates attaining and maintaining a 4.76% budgeted vacancy rate.

In Fiscal Year 2023/2024, the nurse retention rate was 95% which represented a 5% increase from the previous fiscal year, which was 90%.

In 2023, 28 nurses retired. In 2024 to date, two nurses have retired.

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<sup>1</sup> All dates are in 2024 unless otherwise noted.

<sup>2</sup> This incorporates a 5% attrition rate.

## **Summary of Nursing Hiring Activities**

Recruiting, hiring, and retaining RNs remains a priority at DPH.

Consolidating the 19 eligible lists to two (based on training and experience) provided nursing leadership access to a larger pool of candidates and eliminated any chance of less than three eligibles on a list. It also enabled Human Resources to manage the hiring process more efficiently by using a batch process to consolidate selection process steps.

To maintain the momentum and consistent hiring, DPH HR developed a strategic hiring plan and timeline to conduct a continuous selection process running on a monthly cycle, which will result in quicker selection times and lower vacancy rates. The “Fill a Future Vacancy” process will be proactively utilized to backfill reassigning or separating RNs to minimize the operational gap.

Also, we have partnered with the Department of Human Resources (DHR) Hiring Modernization Team to better utilize the SmartRecruiters tools, including XREF to obtain references and work verification. Increasing our reliance on tools native to SmartRecruiters will streamline the process and provide a consistent experience for our candidates.

We remain focused on employee experience and engagement to enable higher RN retention and lower turnover with the following activities.

1. Ongoing partnership with SEIU Local 1021 RN Chapter and SEIU Local 1021 Education Fund for RN recruitment, career advancement, and pathways development; and
2. Conducting workshops and building resources for RN career and professional development; and
3. Streamlining HR processes to support employees promptly with their workplace concerns or questions through the HR Help Center; and
4. Hosting an annual mandatory equity conference for all DPH HR staff to imbed equity in all aspects of HR decision-making.

## **SEIU Local 1021 Partnership and Programs related to RN Hiring**

DPH HR and Nursing Leadership, DHR, and SEIU Local 1021 met three times in 2023 to find and implement solutions to increase the speed of hiring and improve the experience of candidates, hiring managers, and HR. Based on the productive conversations several improvements were implemented such as reducing the number of eligible lists from 19 to two.

### **SEIU Local 1021 and SEIU Education Fund Grant**

SEIU Local 1021 received a grant to support their members financially in obtaining degrees as licensed vocational nurses (LVN) and registered nurses – tuition free. DPH partnered with SEIU Local 1021 and SEIU Education Foundation to assist with promoting the opportunity.



In 2023, eleven certified nursing assistants were enrolled in an LVN program. Twenty RNs were enrolled in the RN to Bachelor of Science in Nursing program.

Due to the success of the program, DPH HR and DHR have partnered with SEIU Local 1021 to promote the increased opportunities for 2024. Specifically, DPH HR is conducting online and in-person information sessions with SEIU Local 1021 and SEIU Education Fund at Zuckerberg San Francisco General Hospital (ZSFG) and Laguna Honda Hospital (LHH) to ensure that employees receive firsthand relevant information and resources about pathways development opportunities. DPH HR has granted SEIU Local 1021 request to speak at the March 2024 DPH All Staff meeting to provide details about the upcoming pathway opportunities:

- 80 RN to BSN Pathways Opportunities
- Phlebotomy & Sterile Processing Pathways (opening soon)

#### SEIU Work Training Program

In partnership with DHR, effective February 26, 2024, DPH is offering group coaching support to 41 DPH employees participating in the SEIU Local 1021 Work Training Program. This includes a tailored version of DPH's career advancement webinar content, along with group career coaching sessions. Participants will be provided opportunities to engage in mock interviewing, resume writing, and career exploration. Our aim is to support participating employees' promotion within DPH.

#### **Overview of DPH's New Employee Experience and Engagement Team**

The Office of Experience and Culture (OEC) was created in November 2021 to function as a key liaison between HR and the workforce to proactively address employee concerns around workplace experience. OEC works to thoughtfully align all HR functions into a cohesive whole to serve all employees.

OEC's vision is to make SFDPH the number one public health employer of choice in the US. To achieve this vision, OEC functions through four teams:

#### Employee Experience and Engagement Team

- To better serve employees, DPH formed a dedicated HR Help Center (including EEO Intake Team) that elevates HR responsiveness to employee complaints through streamlined intake, efficient routing, and timely advice and resolution. This model aims to eliminate employee confusion and delays with HR questions or workplace complaints. The model applies an equity-focused interdisciplinary approach for problem solving and case management within HR.
- Lead the biennial DPH employee engagement survey which serves as one consolidated source of organizational assessment and strategic action planning based on survey results.
- Conduct ongoing exit interviews with employees that leave DPH (include resignations and transfers) to understand and address systemic workplace culture issues.
- Offer intact team interventions to support teams experiencing conflict and instability, in partnership with the HR Learning & Organizational Team.

- Work on other projects that promote employee engagement, like the California Worker Retention Payment (received by over 85% of DPH employees).

#### Compliance and Policy Team

To proactively inform employees about their responsibilities and rights, ensure compliance with HR policies, track and report on compliance data, and review and design HR policies through the lens of equity and efficiency.

#### Learning & Organizational Development Team

To offer leadership development programs, new employee orientation, intact team trainings, and ongoing professional development workshops to empower the DPH workforce with current skills and resources to thrive and grow at DPH. The team organizes three annual conferences for HR professionals, including the annual HR equity conference, annual hiring efficiencies conference, and annual employee engagement conference. These conferences aim to implement system efficiencies and build a cohesive HR team that serves all DPH employees with respect and impact.

#### Workforce and Career Advancement Team

To diversify the DPH workforce through intentional pathways from academic programs and Community Based Organizations into DPH while enabling internal mobility and promotion for current employees, especially those in entry-level job classifications that may not have a clear career ladder. This team designs partnerships with academic programs and unions to create traineeship programs and offers information sessions, coaching, and resources for current employees to grow their careers within DPH.

#### Conclusion

The Department of Public Health Human Resources, in close partnership with the Department of Human Resources, is making steady progress on RN hiring. DPH appreciates the support and collaboration with the Department of Human Resources, Civil Service Commission, and SEIU Local 1021.

#### Recommendation

Adopt the report.