

Reinvesting in Our People



Protecting and Promoting Health and Equity

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Director, Center for Learning & Innovation, SFDPH

Professor of Medicine, UCSF

September 20, 2022

Grant Colfax, MD
Director of Health, DPH

Susan Philip, MD. MPH
Director, Population Health Division (PHD),
County Health Officer

Daisy Aguallo. MS-HCA(c)
Deputy Director, Population Health Division
(PHD)

Vacant
Director, Operations, Finance, and
Performance Management (OFPM)

Mission:
To protect and promote the
health and well-being for all
in San Francisco

John Brown, MD, MPH
Medical Director, Emergency Medical
Services Agency (EMSA)

Susan Buchbinder, MD
Director, BridgeHIV

Seth Pardo, PhD
Director, Center for Data Science (CDS)

Stephanie Cohen, MD
Acting Director, Disease Prevention and
Control (DPC)

Willi McFarland, MD, PhD
Director, Center for Public Health Research

Andrea Tenner, MD, MPH
Director, Public Health Emergency
Preparedness and Response (PHEPR)

Jonathan Fuchs, MD, MPH
Director, Center for Learning and Innovation
(CLI)

Veronica Shepard
Director, Office of Anti-Racism and Equity
(OARE)

Ling Hsu, MPH
Interim Director, Applied Research
Community Health Epidemiology and
Surveillance (ARCHES)

Vacant
PHD Policy Director

Patrick Fosdahl, MS, REHS
Director, Environmental Health

Patricia Erwin, MPH
Interim Director, Community Health Equity
and Promotion (CHEP)

Godfred Masinde, PhD
Director, Public Health Laboratory (PHL)

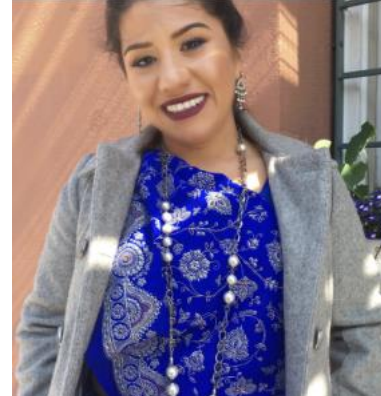
Our team



Jesus Gaeta, MPH
Coordinator, HIV CBA Coordinator



Berta Hernandez, PhD
People Development Manager



Adriana Argueta, MPH
Workforce Development Specialist



Fredah Rajab
SHARP Coordinator



Jess Bloome, MD
Deputy Director, HIV CBA Program



Dallas Baker Jr.
Program Assistant



Amy Lee, MPhil
Distance Learning Specialist



Jonathan Fuchs, MD, MPH
Director

Our work

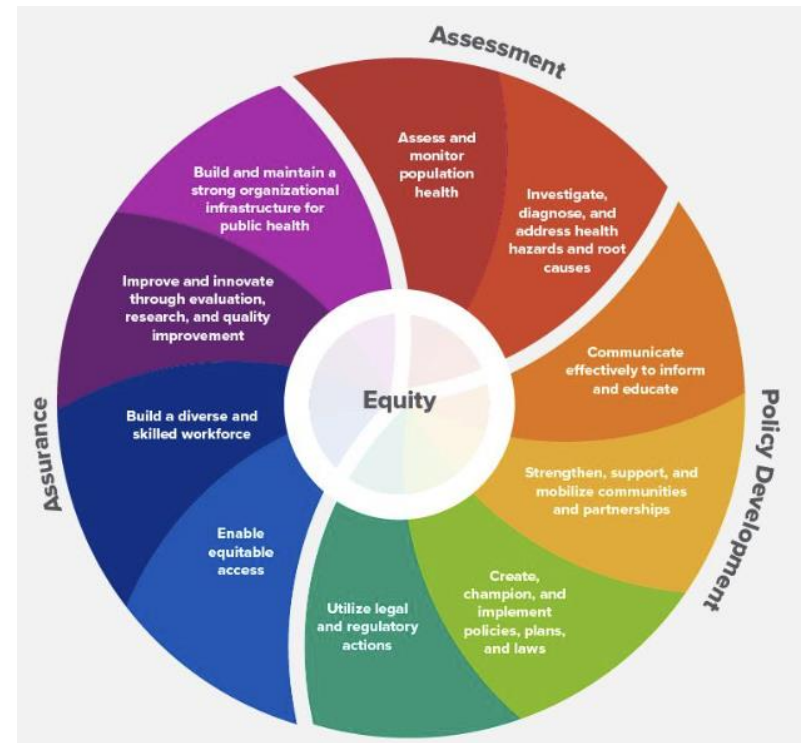
- **Internal Workforce Development**
 - Addressing **gaps in capacity and capabilities**
 - **Project INVEST** (Innovations that Value Equity and Strengthen Teams)
 - Pathway programs
 - **NIH-funded Summer HIV/AIDS Research Program**
 - **Population Health Scholars**
- **External CBA (Capacity Building Assistance)**
 - CDC-funded Capacity Building Assistance Program in High Impact HIV Prevention
 - **Learning Portal (learnsfdph.org)**



Determining workforce development priorities

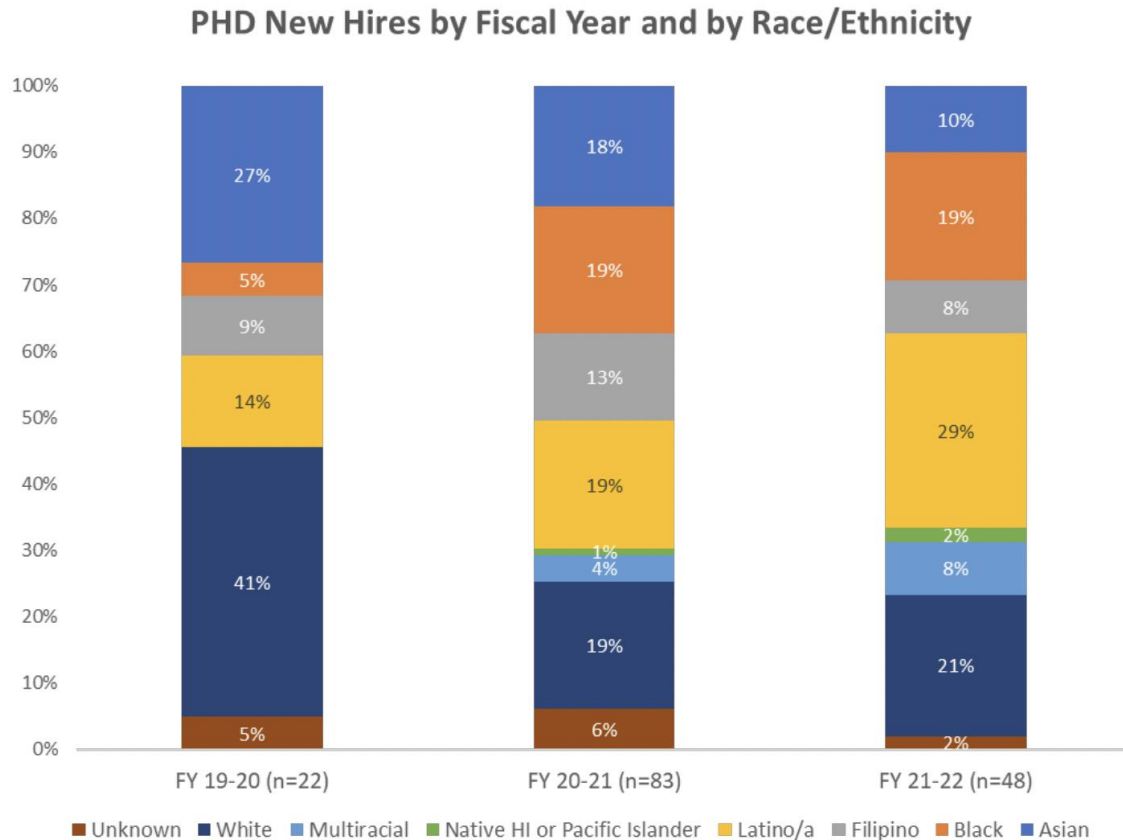


- **Accreditation Standards**
- **Formal needs assessment**
 - PHWINS 2021
 - Press Ganey 2019
 - HR data
- **Racial Equity Action Plan (REAP)**
- **Public Health core competencies**
 - Council on Academic Linkages



Current Strengths

- Staff value data-driven decision making
- Community Academic Public Health partnerships
- 94% see the importance of the work they do to support public health*
- Recent efforts have increased the diversity of new PHD hires



*Data from PHWINS 2021

Challenges and areas for improvement

- Demands of **three activations** since March 2020
- **27% vacancy rate** observed across PHD civil service positions
- High levels of **staff burnout**
 - ¼ of staff rated their mental health or emotional health as fair or poor*
- Approximately 1/3 of staff are considering leaving SFDPH in the next year, **threatening retention***
 - Lack of advancement opportunities
- **Only half of staff reported their training needs were assessed** in the past year*

Focus on Equity

Question	PHD	Asian	Black	Latinx	White
I feel comfortable talking about race and racism in the workplace	50% n=382	44% n=137	38% n=50	60% n=52	56% n=132
My department is taking active steps to improve racial equity.	58% n=368	55% n=126	41% n=49	60% n=52	65% n=130
Managers in my department treat staff from all racial/ethnic groups with respect.	75% n=389	76% n=142	59% n=51	76% n=55	78% n=130
Staff in my department treat community members from all racial/ethnic groups with respect.	76% n=385	78% n=139	53% n=51	76% n=55	80% n=129

% Diff
-30.6% 30.6%

The percent Population Health Division (PHD) Employees that Responded Favorably (4-agree or 5-strongly agree) to questions on the 2019 SFDPH Employee Survey.

Significant differences in perception of PHD's racial equity efforts when stratified by the race/ethnicity of respondents.

Theory of Action to improve recruitment and retention



Project INVEST

(INnovations that Value Equity and Strengthen Teams)

- **Workforce**
 - Recruit, retain, sustain, train
 - Bolster workforce planning
- **Strengthen Foundational Capabilities**
 - Community partnerships
 - Enhance communications using novel technologies
 - Invest in leadership competencies



Our work

- **Internal Workforce Development**
 - Addressing gaps in capacity and capabilities
 - **Project INVEST** (Innovations that Value Equity and Strengthen Teams)
 - Pathway programs
 - **NIH-funded Summer HIV/AIDS Research Program**
 - **CDC-supported Population Health Scholars**
- **External CBA (Capacity Building Assistance)**
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Summer HIV/AIDS Research Program (SHARP)



National Institute
on Drug Abuse

AIDS Behav
DOI 10.1007/s10461-016-1392-z

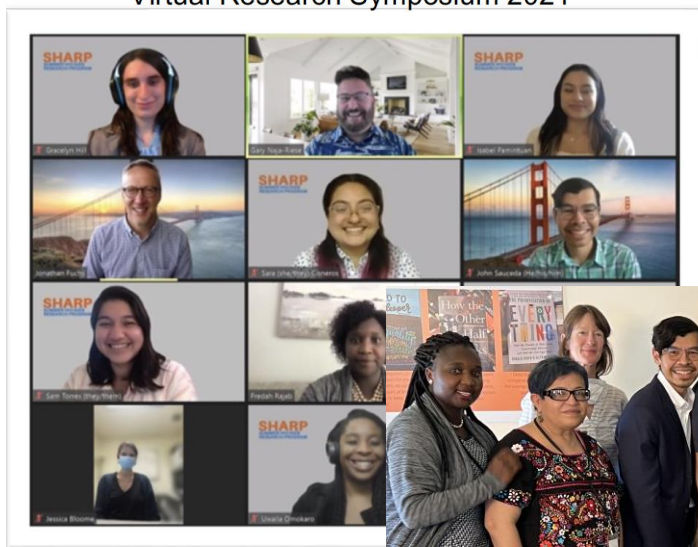


ORIGINAL PAPER

Growing the Pipeline of Diverse HIV Investigators: The Impact of Mentored Research Experiences to Engage Underrepresented Minority Students

Jonathan Fuchs^{1,2} · Aminta Kouyate¹ · Liz Kroboth¹ · Willi McFarland^{1,2}

Virtual Research Symposium 2021



SHARP, by the numbers

- 12-week internship
- 10 years
- 57 scholars
- 100% retention
- 96% URM identified
- 78% going on to graduate school/graduated
- One third have been employed at SFDPH

Population Health Scholars: an MPH-level training program



Our work

- **Internal Workforce Development**
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 - CDC-funded Capacity Building Assistance Program in High Impact HIV Prevention (**getSFcba**)
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PS19-1904 TA provider to the West Region focused on HIV testing and PrEP



- HIV testing CBA
- HIV Prevention Services CBA

Oregon: worked w/ HD and Cascade AIDS Foundation staff to implement Determine HIV testing; helped HD w/ social media protocols to recruit for HIV testing and EBIs

California: facilitated State Office of AIDS strategic planning session on measuring impact of PrEP social marketing strategies

Fresno County, CA: Convened HD, Ryan White clinical providers, and community testing sites to address lags in HIV linkage rates; reviewed RAPID ART protocols

Los Angeles, CA: Provided coaching to HD leadership on strategies to engage cisgender women in PrEP services; actively participated in Project PrIDE LC

San Diego, CA: led workshop and mentored HD and CBO network on using technology, including dating apps, to expand outreach for HIV testing

Nevada: led a 2 day PrEP training for HD staff and invited clinicians; Public health detailing training for DIS to increase provider outreach in Southern Nevada

Washington: Hosted reverse site visit for Seattle STD clinic staff to improve trans-inclusiveness of HIV services

Idaho: TA for HD leadership on strategies to operationalize HIV/STD program integration

Montana: Coached HD staff on PrEP campaign messaging focused on young MSM

Utah: Offered TA to HD epi staff on monitoring PrEP uptake in the community

Wyoming: Shared PrEP Public Health Detailing kit and other resources

Colorado: Hosted a reverse site visit for HD PrEP Public Health detailer under Project PrIDE; shared PrEP retention protocols; organized peer-to-peer site visit with Michigan

New Mexico: Provided extensive TA and mentoring to HD staff who oversee community-based targeted testing programs

Arizona: Supported Tucson-based HD and CBO staff in PrEP navigation; reviewed policies, resources, and implementation plans

Hawai'i: Trained DIS in use of dating apps to improve partner services; offered HD and CBO testing staff training in Determine

Alaska: delivered PrEP overview for HD clinicians & counselors through Zoom

Over the past 9 years, we responded to over **450 TA/training requests** by jurisdictional health departments

Learnsfdph: a Learning Management System for DPH & community partners

English ▾ | Register | Login



POPULATION HEALTH DIVISION
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH
CENTER FOR LEARNING & INNOVATION

[ABOUT](#) [PROGRAMS](#) [CATALOG](#) [MY LEARNING](#) [CALENDAR](#)

Learning Resource Center

LearnSFDPH is a collaborative learning space hosted by the San Francisco Department of Public Health for community partners. Our trainings center health equity and aim to strengthen the capacity of the public health workforce.

Username

Password



☐ Remember Me

LOG IN

[Register](#) | [Lost your password?](#)

Current Partners



Learnsfdph can host different types of courses

15 minutes



Opioid Overdose Recognition and Response

Training Institutes

Create weekly lessons for multi-week trainings

E-learning Modules

Online interactive learning taken at the learner's convenience

Recorded Webinars

Add interactions to recorded webinars to re-create the experience of a live training

Hybrid Learning

Facilitate in-person training with online tools

Learning communities

Participate in a discussion forum

The Campaign for Exceptional Smiles

Amy Lee | September 05, 2022

Speaker Series 2022

Welcome to the Campaign for Exceptional Smiles, University of California, San Francisco (UCSF) School of Dentistry's initiative to improve the oral health of people with Developmental Disabilities in the San Francisco Bay Area through dental workforce development, increased availability of dental services in dental offices and within community settings, and reduction in the dependence of people with Developmental Disabilities...

[More]

- March 21, 2022: An Overview Of Developmental Disabilities Across The Lifespan
- April 28, 2022: The Landscape Of Special Needs Care In California And Opportunities To Advocate
- May 10, 2022: Innovation In The Dental Care Delivery System For People With Developmental Disabilities
- June 1, 2022: Evidence-Based Techniques For Oral Health Behavior And Oral Health Promotion For People With Developmental Disabilities
- July 25, 2022: Limiting Architectural Barriers In Dental Office Design For Patients With SHCN
- September 6, 2022: Diagnosis, Preventive, And Restorative Treatment In The Traditional Dental Clinic For Patients With Special Health Care Needs



Enrolled in course

COURSE INCLUDES

9 Lessons

CEU Type:

Continuing Dental Education Credit

COURSE TOOLS

ANNOUNCEMENTS

No announcements

DISCUSSION FORUM

June Session: Evidence Based Techni...

Session 3: Innovation in the Dental...

Session 2: The Landscape of Special...

> See all discussions

ASSIGNMENTS

March CDE Units (SF Provider)

03/14/2022 at 10:35 pm

#10376

Please post your questions and comments for the speakers here.



Amy Lee
Moderator
(9,47,15,74)

04/27/2022 at 3:58 pm

Showing 1 reply thread #10381



Sruvi
Member
(79,168,212,178)

I believe it is a lack of adequate oral health literacy, cost of dental treatment, and access to care that provide for vulnerable populations.

03/16/2022 at 10:54 am

#10382



Yolanda Beasley
Member
(100,201,100,200)

Why does special need ppl tend to get perio disease and where can you get good dental care for a DD adult?

Hi-P... Select content type

Create Content Upload Paste

Search for Content Types

Interactive Video

Joubel

Add interactivity to your video with explanations, extra pictures, tables, Fill in the Blank and multiple choice questions. Quiz questions support adaptivity, meaning that you can jump to another part of the video based on the user's input. Interactive summaries can be added at the e... [Read more](#)

Content Demo

Update Use

License

More than 700 Learners took courses on Learnsfdph in 2022

Over 500 learners attended webinars offered by the Harm Reduction Training Institute

More than 70 learners completed the Opioid Overdose Recognition and Response module since it launched the end of Aug 2022

More than 100 learners enrolled in the Campaign for Exceptional Smiles year-long webinar series

Summary

- **CLI is committed to strengthening workforce capacity and capabilities in the face of ongoing stressors**
 - **Multi-component effort** will tap new resources to invest in our people
 - Ongoing commitment to recruit and train the **next generation of public health leaders**
 - **Make use of a new learning platform** to engage learners outside DPH (learnsfdph.org)
- **Our participation as an HIV capacity building assistance provider** also advances our local work

Questions?



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