ZSFG HUMAN RESOURCE SERVICES REPORT
Submitted to the Joint Conference Committee (SEPTEMBER 2023)

Report Contents:

- Vacancy Report
- Summary of Hiring Status (Vacancy rate over 10%)
- Graphs: YTD vacancy rate, new hires, and separations

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1) Total hospital vacancies decreased to 11% as of August 2023, compared to 11.75% in July 2023. We've hired a total of fifty-two (52) employees between August 1 and August 31, 2023, in various classifications including RNs and had eight (8) separations during the same period of which one (1) was a retirement.

2) RN vacancy rate increased slightly to **9.07%**.

   To mitigate challenges in hiring nurses:
   - Eight (8) P103 Per Diem nurses were hired last month to fill gaps in vacancies
   - Hiring Managers use various selection processes, including application review, to make selections quickly
   - DPH created a new Workforce Data and Process Improvement Team to centralize HR data, design data standards, and support HR teams with data-driven decision making. The Director will be joining by early October and team is under development
   - DPH designed the *Hiring and Retaining our Diverse Workforce A3* in partnership with the Kaizen Promotion Office (KPO) and IT to enable data driven changes and to creates standards for data source information
   - 2023 Employee Engagement Survey results are available via a dashboard and survey data by division and program will be shared with DPH division leaders
   - DPH issued Request for Information (RFI) for a new workforce data management system to improve HR data quality and based on discovery sessions, an RFP is being designed to enable accurate and timely collection of hiring and retention data
   - The RN Hiring Committee reviewed the current RN reassignment process and provided feedback. HR will recommend a more streamlined process soon

3) HR conducts weekly/monthly vacancy meetings with the hospital executive team, or Program Managers, to review hiring plans.

4) **RN hiring status update**:
   - Emergency Care Unit-
     - 32 Vacancies (18.60% RNs in this specialty) with selections in progress
   - Critical Care Unit -
     - 6 Vacancies (3.13% of RNs in this specialty) with 3 selections made, including one with target start work date on September 16, 2023, and two on September 30, 20223
   - Med-Surgical Unit-
     - 45 Vacancies (10.66% of RNs within this specialty) with selections in progress
   - OR Unit-
     - 4 Vacancies (8.00% of RNs within this specialty) with selections in progress

5) **RN Training Update:**
   - Next Critical Care Training program is anticipated October 2, 2023, with a cohort of up to nine (9)
   - Next Emergency Care Training Program is anticipated November 2023, with a cohort of up to nine (9)
   - Next Med/Surg Training Program is targeted for October 2023, with a cohort of up to eighteen (18)
   - Next OR Training Program is targeted for January 2024, with a cohort of up to three (3)

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6) **Highlights of ZSFG non-RN hiring**:

- One (1) 1938 Stores and Equipment Assistant Supervisor
- One (1) 2328 Nurse Practitioner
- One (1) 2472 Radiologic Technologist Lead
- One (1) 2548 Occupational Therapist
- One (1) 2556 Physical Therapist

Zuckerberg San Francisco General Hospital and Trauma Cente

Vacancy Report | August 2023

Utilized Class	Job Title	Budgeted FTE	Utilized FTE	Vacant FTE	Vacancy Rate
1230	Instructional Designer	1.00	0.00	1.00	100%
1664	Patient Accounts Manager	1.00	0.00	1.00	100%
1840	Junior Management Assistant	1.00	0.00	1.00	100%
2326	Nursing Supervisor - Psych	1.00	0.00	1.00	100%
2626	Chief Dietitian	1.00	0.00	1.00	100%
2738	Porter Assistant Supervisor	1.00	0.00	1.00	100%
3422	Park Section Supervisor	1.00	0.00	1.00	100%
7236	Locksmith Supervisor 1	1.00	0.00	1.00	100%
9910	Public Service Trainee	9.00	1.00	8.00	89%
1824	Principal Administrative Analyst	5.00	2.00	3.00	60%
2540	Audiologist	2.10	1.00	1.10	52%
1408	Principal Clerk	4.00	2.00	2.00	50%
1634	Principal Account Clerk	2.00	1.00	1.00	50%
1822	Administrative Analyst	4.00	2.00	2.00	50%
1934	Storekeeper	4.00	2.00	2.00	50%
2591	Health Program Coordinator II	2.00	1.00	1.00	50%
5506	Project Manager III	2.00	1.00	1.00	50%
2310	Surgical Procedures Technician	22.00	11.90	10.10	46%
931	Manager III	13.00	7.00	6.00	46%
2305	Psychiatric Technician	43.40	26.00	17.40	40%
2586	Health Worker II	72.50	43.50	29.00	40%
933	Manager V	3.00	2.00	1.00	33%
1662	Patient Accounts Asst Supv	3.00	2.00	1.00	33%
2558	Senior Physical Therapist	3.00	2.00	1.00	33%
2822	Health Educator	3.00	2.00	1.00	33%
2314	Public Health Team Leader	23.80	16.00	7.80	33%
2119	Health Care Analyst	17.00	12.00	5.00	29%
2622	Dietetic Technician	5.60	4.00	1.60	29%
1406	Senior Clerk	41.80	30.55	11.25	27%
2585	Health Worker I	4.00	3.00	1.00	25%
2909	Hospital Eligibility Worker Supv	12.00	9.00	3.00	25%
4320	Cashier I	4.00	3.00	1.00	25%
1636	Health Care Billing Clerk II	18.00	14.00	4.00	22%
2473	Diagnostic Medical Sonographer I, II, III	4.80	3.80	1.00	21%
941	Manager VI	5.00	4.00	1.00	20%
3417	Gardener	2.50	2.00	0.50	20%
2471	Radiologic Technologist I, II, III	18.90	15.30	3.60	19%
922	Manager I	6.00	5.00	1.00	17%
1632	Senior Account Clerk	6.00	5.00	1.00	17%
7334	Stationary Engineer	26.00	22.00	4.00	15%
2330	Anesthetist	13.40	11.40	2.00	15%
2406	Pharmacy Helper	7.00	6.00	1.00	14%

Utilized Class	Job Title	Budgeted FTE	Utilized FTE	Vacant FTE	Vacancy Rate
2496	Radiologic Technologist Supv	7.00	6.00	1.00	14%
2105	Patient Services Finance Tech	8.10	7.00	1.10	14%
2312	Licensed Vocational Nurse	55.15	47.75	7.40	13%
2548	Occupational Therapist	17.59	15.29	2.30	13%
2322	Nurse Manager	40.00	35.00	5.00	13%
2453	Supervising Pharmacist	8.00	7.00	1.00	13%
2908	Senior Hospital Eligibility Worker	75.60	66.60	9.00	12%
2556	Physical Therapist	25.40	22.48	2.92	11%
1637	Patient Accounts Clerk	27.00	24.00	3.00	11%
2740	Porter Supervisor I	9.00	8.00	1.00	11%
2930	Behavioral Health Clinicn	17.50	15.60	1.90	11%
2430	Medical Evaluations Assistant	172.08	154.10	17.98	10%
2218	Physician Assistant	9.60	8.60	1.00	10%
2654	Cook	10.00	9.00	1.00	10%
1429	Nurses Staffing Assistant	12.00	10.80	1.20	10%
2328	Nurse Practitioner	83.91	75.76	8.15	10%
2903	Hospital Eligibility Worker	119.84	108.84	11.00	9%
2320	Registered Nurse	1040.40	946.00	94.40	9%
1708	Senior Telephone Operator	12.00	10.98	1.03	9%
1428	Unit Clerk	48.30	44.40	3.90	8%
2390	CPD Technician	24.80	22.80	2.00	8%
2587	Health Worker III	27.00	25.00	2.00	7%
2606	Senior Food Service Worker	7.00	6.50	0.50	7%
2593	Health Program Coordinator III	15.00	14.00	1.00	7%
2409	Pharmacy Technician	57.50	53.98	3.53	6%
1932	Assistant Storekeeper	17.00	16.00	1.00	6%
2920	Medical Social Worker	34.70	32.90	1.80	5%
2736	Porter	194.50	185.66	8.84	5%
2303	Patient Care Assistant	194.22	186.01	8.21	4%
2604	Food Service Worker	55.10	53.10	2.00	4%
2454	Clinical Pharmacist	35.50	34.50	1.00	3%
2450	Pharmacist	30.50	29.80	0.70	2%
2468	Diagnostic Imaging Tech II	32.00	31.45	0.55	2%
2542	Speech Pathologist	6.20	6.19	0.01	0%
923	Manager II	7.00	7.00	0.00	0%
932	Manager IV	1.00	1.00	0.00	0%
942	Manager VII	3.00	3.00	0.00	0%
943	Manager VIII	1.00	1.00	0.00	0%
1052	IS Business Analyst	1.00	1.00	0.00	0%
1093	IT Operations Support Admin III	5.00	5.00	0.00	0%
1165	Manager, DPH	1.00	1.00	0.00	0%
1167	Physician Administrator	1.00	1.00	0.00	0%

Utilized Class	Job Title	Budgeted FTE	Utilized FTE	Vacant FTE	Vacancy Rate
1404	Clerk	5.00	5.00	0.00	0%
1410	Chief Clerk	3.00	3.00	0.00	0%
1635	Health Care Billing Clerk I	5.00	5.00	0.00	0%
1649	Accountant Intern	1.00	1.00	0.00	0%
1652	Accountant II	2.00	2.00	0.00	0%
1654	Accountant III	7.00	7.00	0.00	0%
1657	Senior Systems Accountant	3.00	3.00	0.00	0%
1663	Patient Accounts Supervisor	6.00	6.00	0.00	0%
1823	Senior Administrative Analyst	2.00	2.00	0.00	0%
1825	Principal Administrative Anlyst II	1.00	1.00	0.00	0%
1922	Senior Inventory Clerk	1.00	1.00	0.00	0%
1936	Senior Storekeeper	1.00	1.00	0.00	0%
1938	Stores & Equipment Asst Supv	2.00	2.00	0.00	0%
1942	Assistant Materials Coordinator	3.00	3.00	0.00	0%
1950	Assistant Purchaser	4.00	4.00	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%
2114	Medical Records Tech-Supv	1.00	1.00	0.00	0%
2202	Dental Aide	2.00	2.00	0.00	0%
2302	Nursing Assistant	4.00	4.00	0.00	0%
2323	Clinical Nurse Specialist	7.00	7.00	0.00	0%
2324	Nursing Supervisor	12.00	12.00	0.00	0%
2325	Nurse Midwife	3.20	3.20	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%
2424	X-Ray Laboratory Aide	33.50	33.50	0.00	0%
2436	Electroencephalograph Tech I	2.00	2.00	0.00	0%
2467	Diagnostic Imaging Tech I	23.00	23.00	0.00	0%
2469	Diagnostic Imaging Tech III	2.80	2.80	0.00	0%
2470	Diagnostic Imaging Tech IV	7.20	7.20	0.00	0%
2472	Radiologic Technologist Lead	4.00	4.00	0.00	0%
2514	Orthopedic Technician I	1.00	1.00	0.00	0%
2515	Orthopedic Technician II	1.00	1.00	0.00	0%
2520	Morgue Attendant	1.00	1.00	0.00	0%
2524	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	4.00	4.00	0.00	0%
2555	Physical Therapist Assistant	2.00	2.00	0.00	0%
2589	Health Program Coordinator I	3.00	3.00	0.00	0%

As of Augut 30, 2023

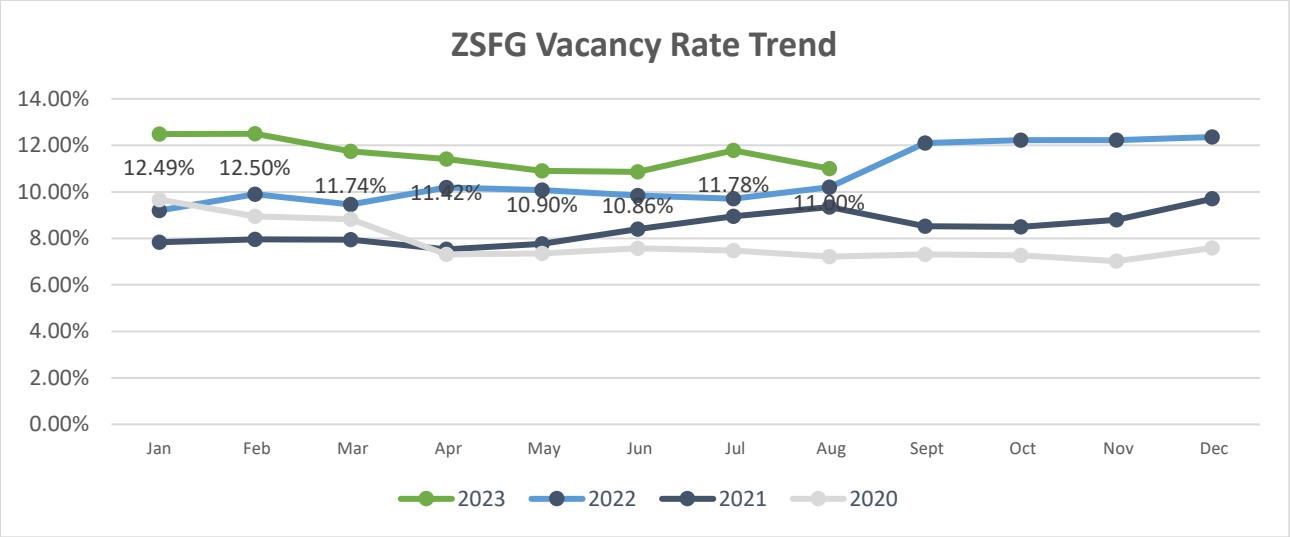
Utilized Class	Job Title	Budgeted FTE	Utilized FTE	Vacant FTE	Vacancy Rate
2618	Food Service Supervisor	7.00	7.00	0.00	0%
2619	Senior Food Service Supervisor	1.00	1.00	0.00	0%
2620	Food Service Mgr Administrator	1.00	1.00	0.00	0%
2624	Dietitian	10.80	10.80	0.00	0%
2656	Chef	2.00	2.00	0.00	0%
2770	Senior Laundry Worker	2.00	2.00	0.00	0%
2785	Assistant General Services Mgr	4.00	4.00	0.00	0%
2846	Nutritionist	4.10	4.10	0.00	0%
2924	Medical Social Work Supv	2.00	2.00	0.00	0%
3530	Chaplain	1.00	1.00	0.00	0%
6138	Industrial Hygienist	1.00	1.00	0.00	0%
6139	Sr Industrial Hygienist	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%
7205	Chief Stationary Engineer	2.00	2.00	0.00	0%
7213	Plumber Supervisor 1	1.00	1.00	0.00	0%
7242	Painter Supervisor I	1.00	1.00	0.00	0%
7335	Sr Stationary Engineer	6.00	6.00	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	**3216.89**	**2863.13**	**353.76**	**11.00%**

Zuckerberg San Francisco General Hospital and Trauma Center
Status of Vacancy Rates Over 10% (August 2023)

Utilized Class	Job Title	Vacancy Rate	Utilized FTE	Vacant FTE	Notes	Est. Timeline (days)
1230	Instructional Designer	100%	0.00	1.00	Pending Announcement/Exam Administration	60-90 days
1664	Patient Accounts Manager	100%	0.00	1.00	Pending Requisition approval	5-10 days
1840	Junior Management Assistant	100%	0.00	1.00	Pending Requistion Request by Hiring Manager	30 days
2326	Nursing Supervisor - Psych	100%	0.00	1.00	Pending Requisition approval	5-10 days
2626	Chief Dietitian	100%	0.00	1.00	Interviews in progress/Pending Selection	30 days
2738	Porter Assistant Supervisor	100%	0.00	1.00	Pending Requisition Request by Hiring Manager	30 days
3422	Park Section Supervisor	100%	0.00	1.00	Pending announcement	60-90 days
7236	Locksmith Supervisor 1	100%	0.00	1.00	Pending requisition approval	5-10 days
9910	Health Worker II (Interpreter Trainee	89%	1.00	8.00	Pending Annoucnment.Exam Administration	60-90 days
1824	Principal Administrative Analyst	60%	2.00	3.00	Interviews in progress/Pending Selection	30 days
2540	Audiologist	52%	1.00	1.10	Pending Requisition Request by Hiring Manager	30 days
1408	Principal Clerk	50%	2.00	2.00	Pending Requisition approval	5-10 days
1634	Principal Account Clerk	50%	1.00	1.00	Pending Requisition approval	5-10 days
1822	Administrative Analyst	50%	2.00	2.00	Onboarding	10-20 days
1934	Storekeeper	50%	2.00	2.00	Pending Announcement/Exam Administration	60-90 days
2591	Health Program Coordinator II	50%	1.00	1.00	Pending Requisition Request by Hiring Manager	30 days
5506	Project Manager III	50%	1.00	1.00	Pending Requisition approval	5-10 days
2310	Surgical Procedures Technician	46%	11.90	10.10	Pending Requisition approval	5-10 days
931	Manager III	42%	7.00	6.00	Pending Announcement/Exam Administration	60-90 days
2305	Psychiatric Technician	40%	26.00	17.40	Interviews in progress/Pending selection	30 days
2586	Health Worker II	40%	43.50	29.00	Interviews in progress/Pending selection	30 days
933	Manager V	33%	2.00	1.00	Pending Announcement/Exam Administration	60-90 days
1662	Patient Accounts Asst Supv	33%	2.00	1.00	Pending Requisition approval	5-10 days
2558	Senior Physical Therapist	33%	2.00	1.00	Interviews in Progress/Pending Selection	30 days
2822	Health Educator	33%	2.00	1.00	Pending Announcement/Exam Administration	60-90 days
2314	Public Health Team Leader	33%	16.00	7.80	Interviews in progress/Pending Selection	30 days
2119	Health Care Analyst	29%	12.00	5.00	Pending Requisition approval	5-10 Days
2622	Dietetic Technician	29%	4.00	1.60	Pending Annoucnment.Exam Administration	60-90 days
1406	Senior Clerk	27%	30.55	11.25	Interviews in progress/Pending Selection	30 days
2585	Health Worker I	25%	3.00	1.00	Pending Requisition approval	5-10 Days
2909	Hospital Eligibility Worker Supv	25%	9.00	3.00	Interviews in Progress/Pending Selection	30 days
4320	Cashier I	25%	3.00	1.00	Pending Requisition Approval	5-10 Days
1636	Health Care Billing Clerk II	22%	14.00	4.00	Pending Requisition Approval	5-10 Days
2473	agnostic Medical Sonographer I, II,	21%	3.80	1.00	Pending Annoucnment.Exam Administration	60-90 days
941	Manager VI	20%	4.00	1.00	Pending Requisition approval	5-10 days
3417	Gardener	20%	2.00	0.50	Pending Requisition approval	5-10 days
2471	Radiologic Technologist I, II, III	19%	15.30	3.60	Pending Annoucnment.Exam Administration	60-90 days
922	Manager I	17%	5.00	1.00	Pending Annoucnment.Exam Administration	60-90 days
1632	Senior Account Clerk	17%	5.00	1.00	Interview in progress/Pending Selection	30 days
7334	Stationary Engineer	15%	22.00	4.00	Interviews in progress/Pending Selection	30 days
2330	Anesthetist	15%	11.40	2.00	On Boarding/Interviews in Progress	10-20 days
2406	Pharmacy Helper	14%	6.00	1.00	Onboarding	10-20 days
2496	Radiologic Technologist Supv	14%	6.00	1.00	Pending Annoucnment.Exam Administration	60-90 days

As of August 30, 2023

Utilized Class	Job Title	Vacancy Rate	Utilized FTE	Vacant FTE	Notes	Est. Timeline (days)
2105	Patient Services Finance Tech	14%	7.00	1.10	Onboarding	10-20 days
2312	Licensed Vocational Nurse	13%	47.75	7.40	Onboarding	10-20 days
2548	Occupational Therapist	13%	15.29	2.30	Pending Announcement/Exam Administration	60-90 days
2322	Nurse Manager	13%	35.00	5.00	Interviews in progress/Pending Selection	30 days
2453	Supervising Pharmacist	13%	7.00	1.00	Pending Annoucnment.Exam Administration	60-90 days
2908	Senior Hospital Eligibility Worker	12%	66.60	9.00	Interviews in progress/Pending Selection	30 days
2556	Physical Therapist	11%	22.48	2.92	Pending Announcement/Exam Administration	60-90 days
1637	Patient Accounts Clerk	11%	24.00	3.00	Pending Announcement/Exam Administration	60-90 days
2740	Porter Supervisor I	11%	8.00	1.00	Interviews in progress/Pending Selection	30 days
2930	Behavioral Health Clinicn	11%	15.60	1.90	Pending requisition approval	5-10 days
2430	Medical Evaluations Assistant	10%	154.10	17.98	Pending requisition approval	5-10 days
2218	Physician Assistant	10%	8.60	1.00	Onboarding	10-20 days
2654	Cook	10%	9.00	1.00	Pending Annoucnment.Exam Administration	60-90 days
1429	Nurses Staffing Assistant	10%	10.80	1.20	Pending requisition approval	5-10 days
2328	Nurse Practitioner	10%	75.76	8.15	Interviews in progress/Pending Selection	30 days


ZSFG Vacancy Rate Trend
14.00%
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
12.49%
12.50%
11.74%
11.42%
10.90%
10.86%
11.78%
11.90%
Jan
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2023
2022
2021
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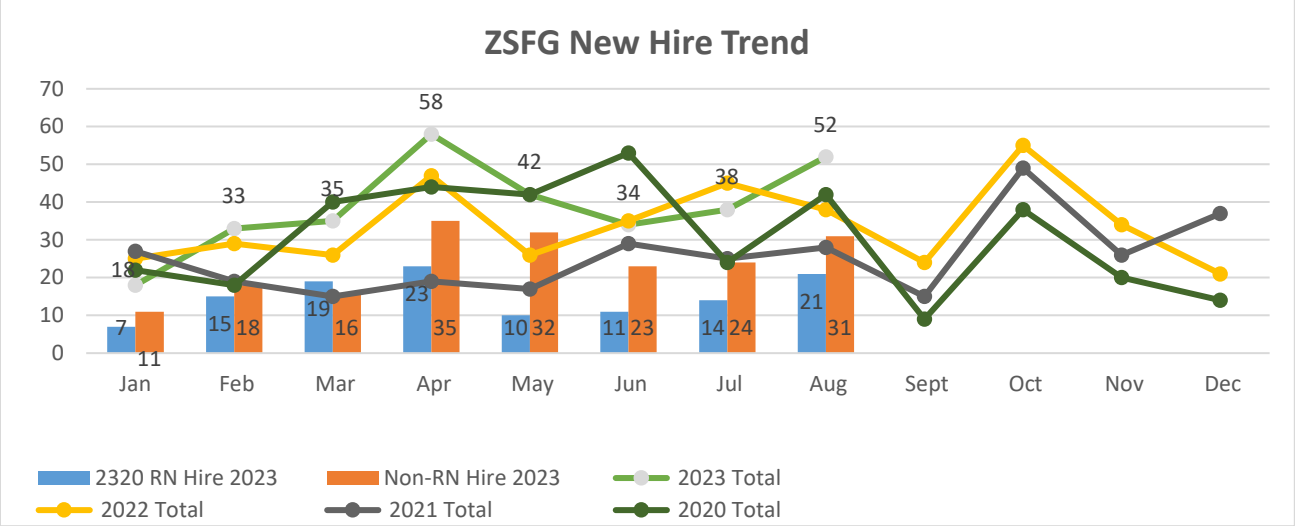
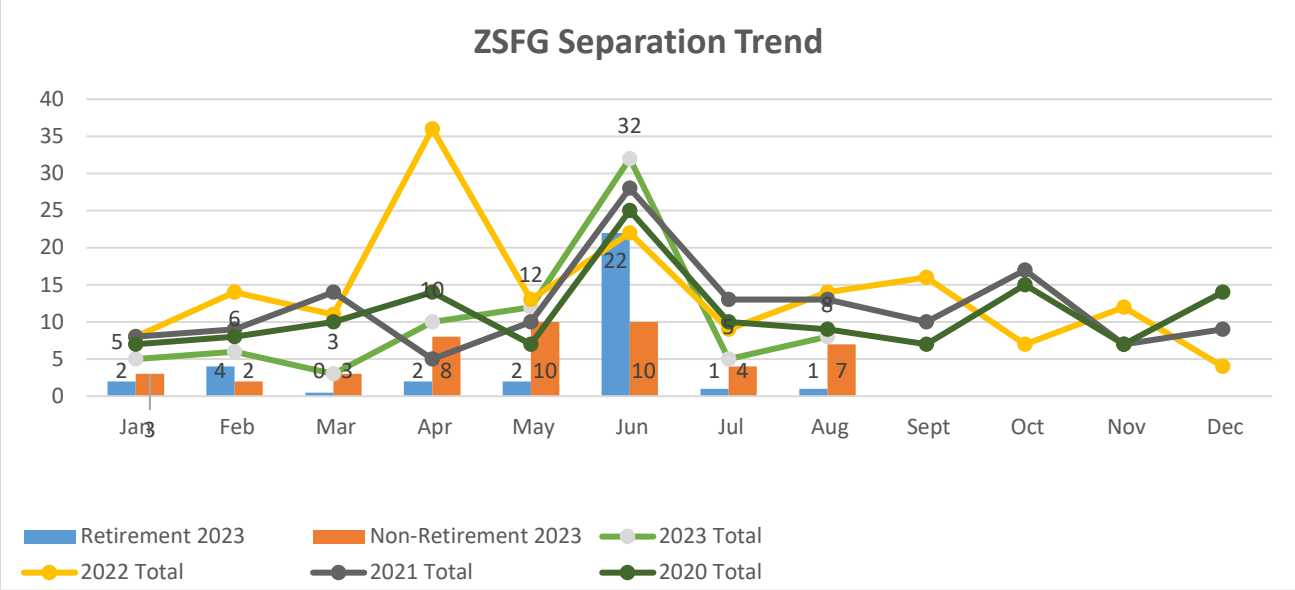

ZSFG New Hire Trend
70
60
50
40
30
20
10
0
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sept
Oct
Nov
Dec
2320 RN Hire 2023
Non-RN Hire 2023
2023 Total
2022 Total
2021 Total
2020 Total


ZSFG Separation Trend
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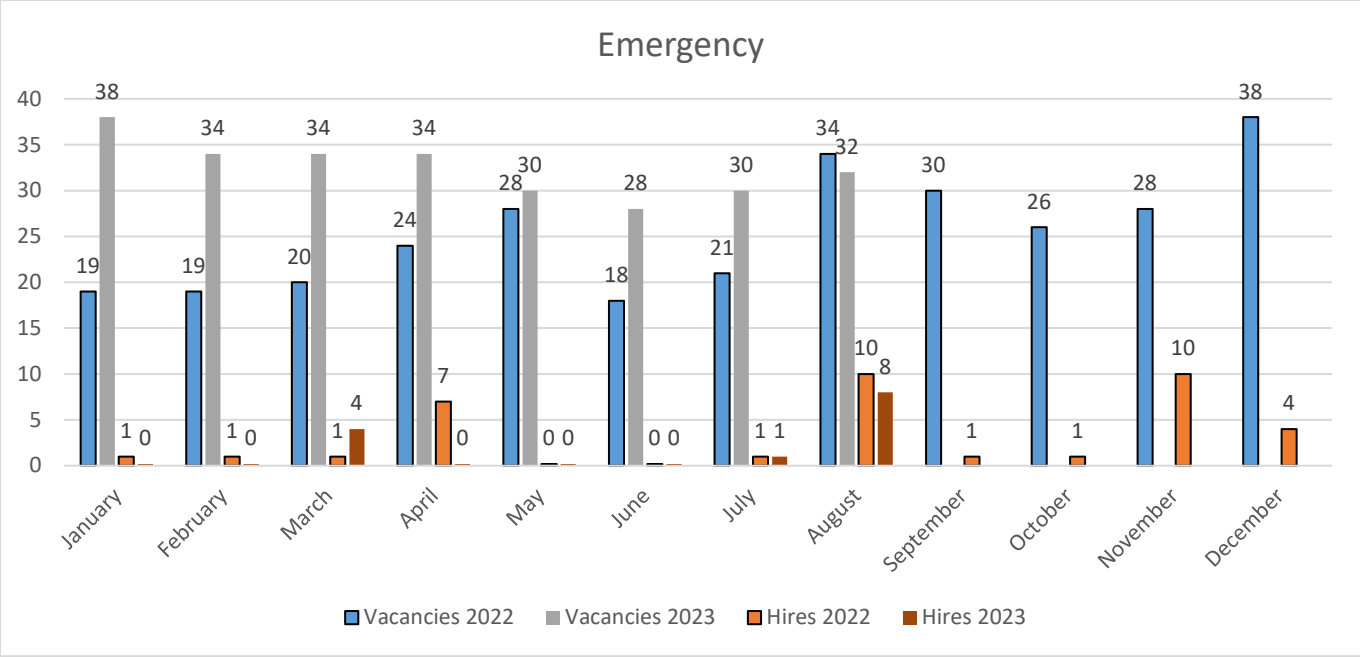
Feb
Mar
Apr
May
Jun
Jul
Aug
Sept
Oct
Nov
Dec
Retirement 2023
Non-Retirement 2023
2023 Total
2022 Total
2021 Total
2020 Total


Emergency
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January
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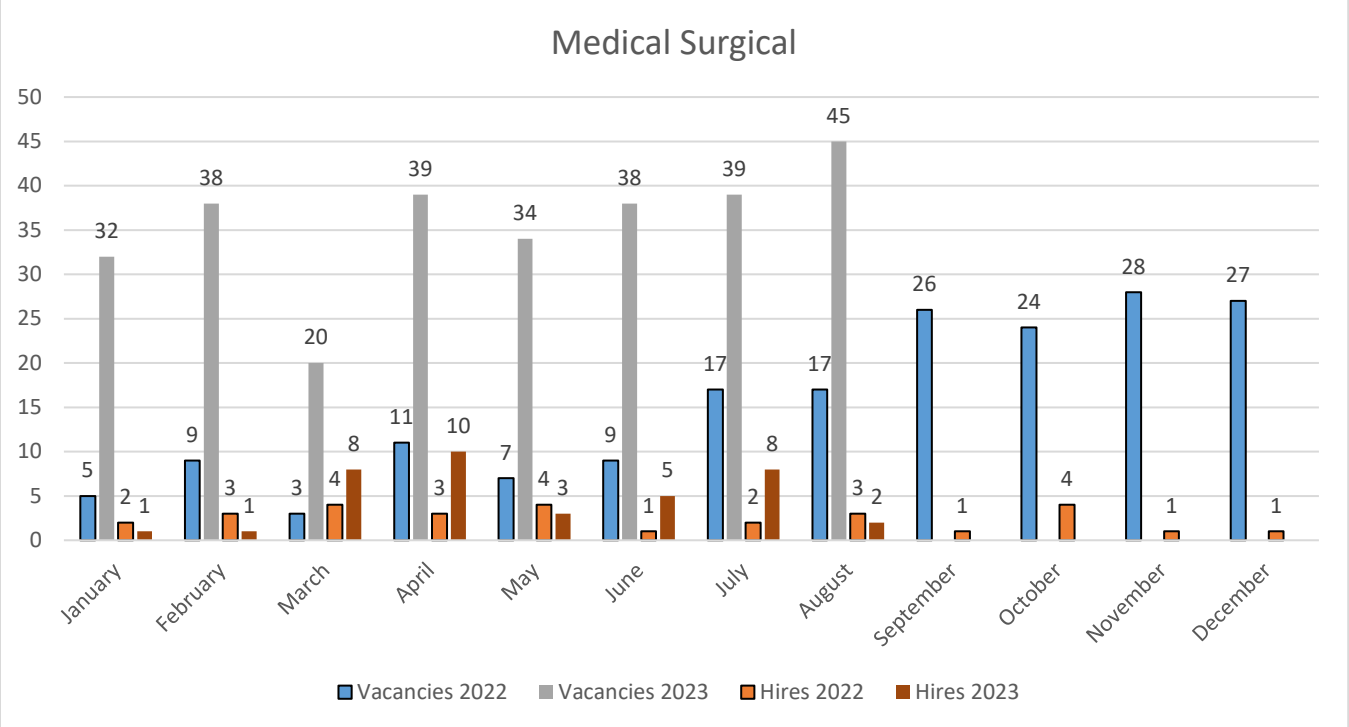
November
December
Vacancies 2022
Vacancies 2023
Hires 2022
Hires 2023


Medical Surgical
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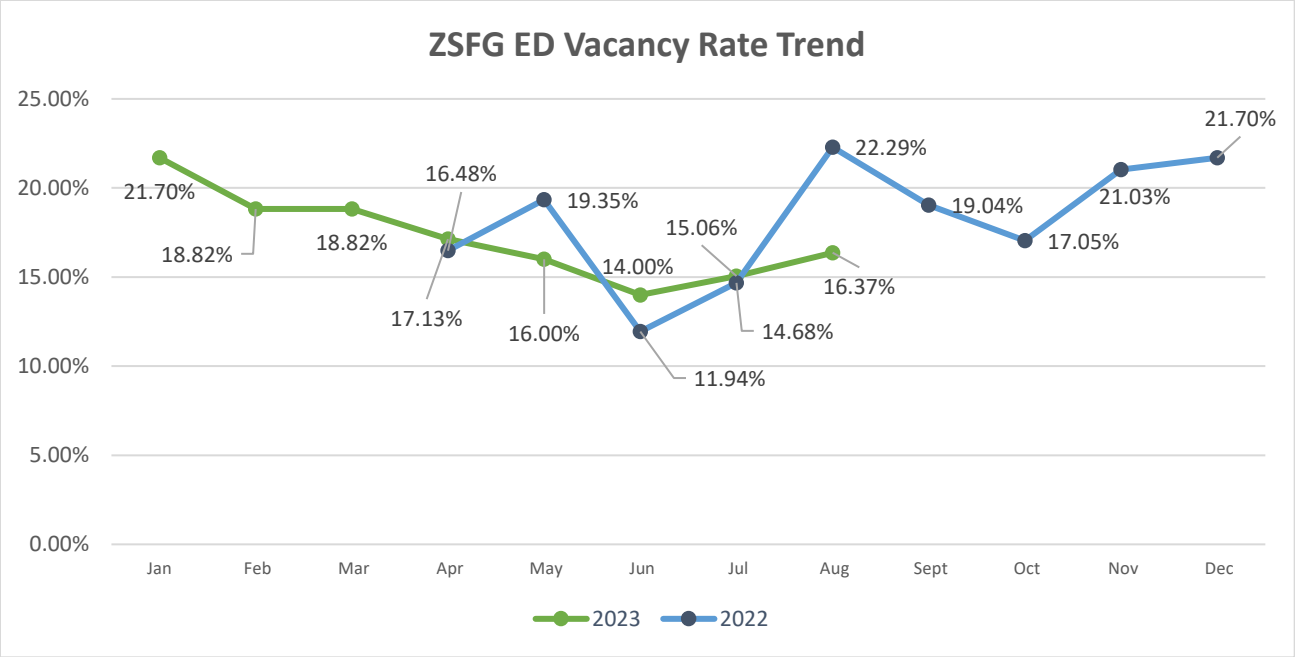
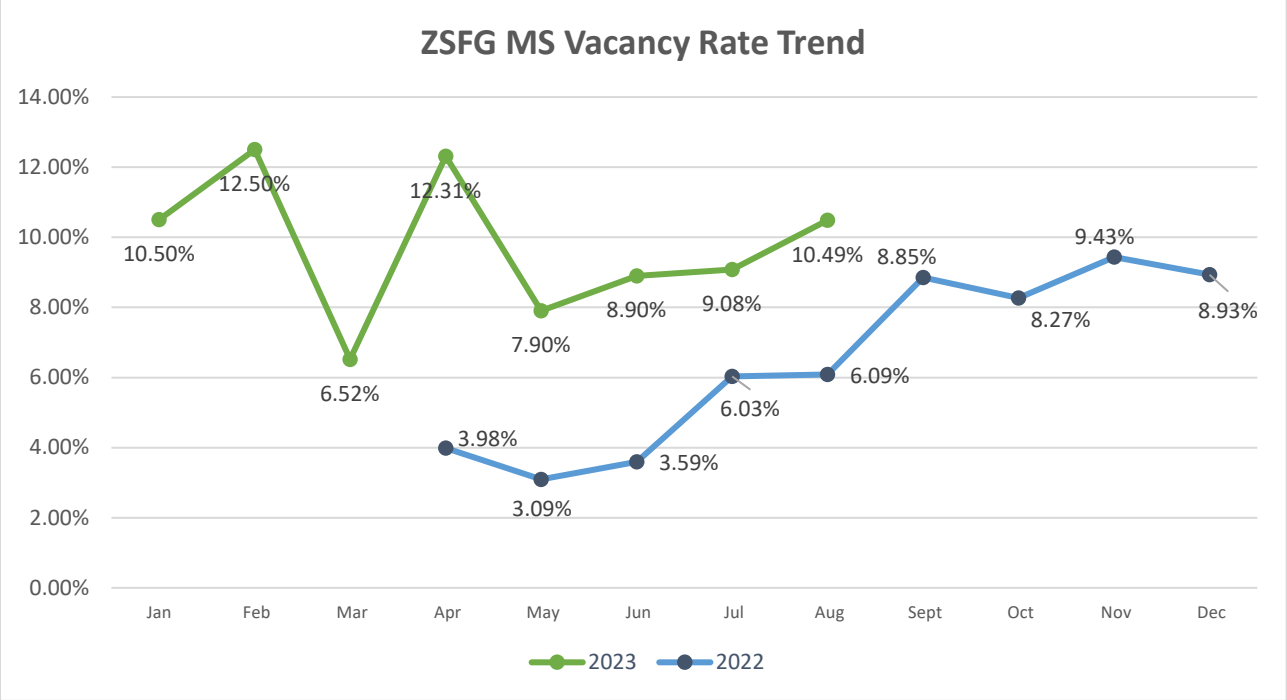
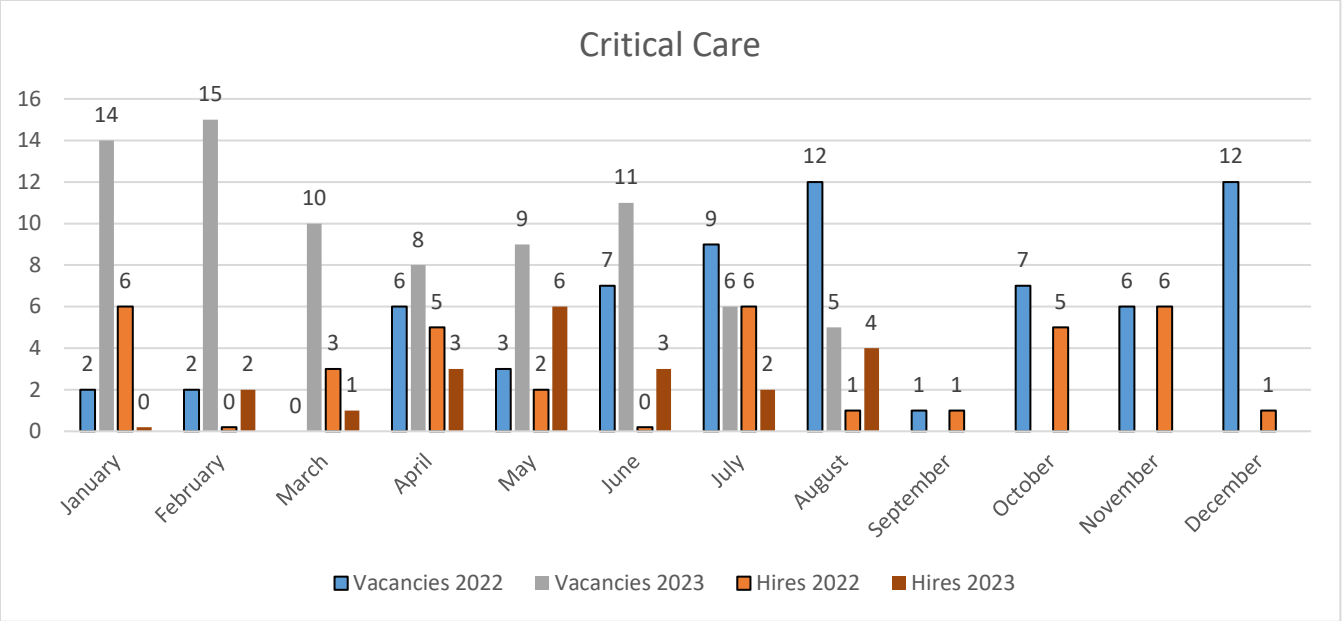
1
January
February
March
April
May
June
July
August
September
October
November
December
Vacancies 2022
Vacancies 2023
Hires 2022
Hires 2023


ZSFG ED Vacancy Rate Trend
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
21.70%
18.82%
18.82%
17.13%
16.48%
16.00%
19.35%
14.00%
11.94%
15.06%
14.68%
22.29%
16.37%
19.04%
17.05%
21.03%
21.70%
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sept
Oct
Nov
Dec
2023
2022


ZSFG MS Vacancy Rate Trend
14.00%
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
10.50%
12.50%
6.52%
12.31%
7.90%
8.90%
9.08%
10.49%
3.98%
3.09%
3.59%
6.03%
6.09%
8.85%
8.27%
9.43%
8.93%
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sept
Oct
Nov
Dec
2023
2022


Critical Care
16
14
12
10
8
6
4
2
0
2 14 6 0
2 15 0 2
0 10 3 1
6 8 5 3
3 9 2 6
7 11 0 3
9 6 6 2
12 5 1 4
1 1
7 5
6 6
12 1
January
February
March
April
May
June
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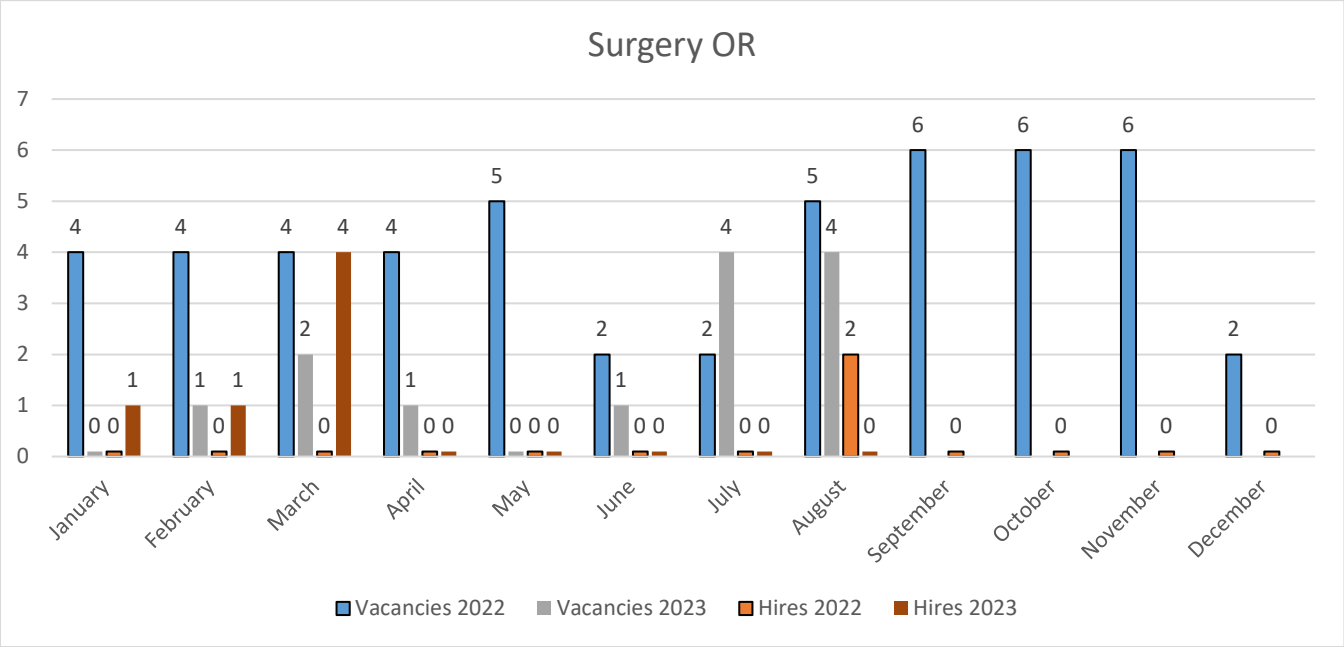
October
November
December
Vacancies 2022
Vacancies 2023
Hires 2022
Hires 2023


Surgery OR
7
6
5
4
3
2
1
0
4 0 0 1
4 1 0 1
4 2 0 4
4 1 0 0
5 0 0 0
2 1 0 0
2 4 0 0
5 4 2 0
6 0
6 0
6 0
2 0
January
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November
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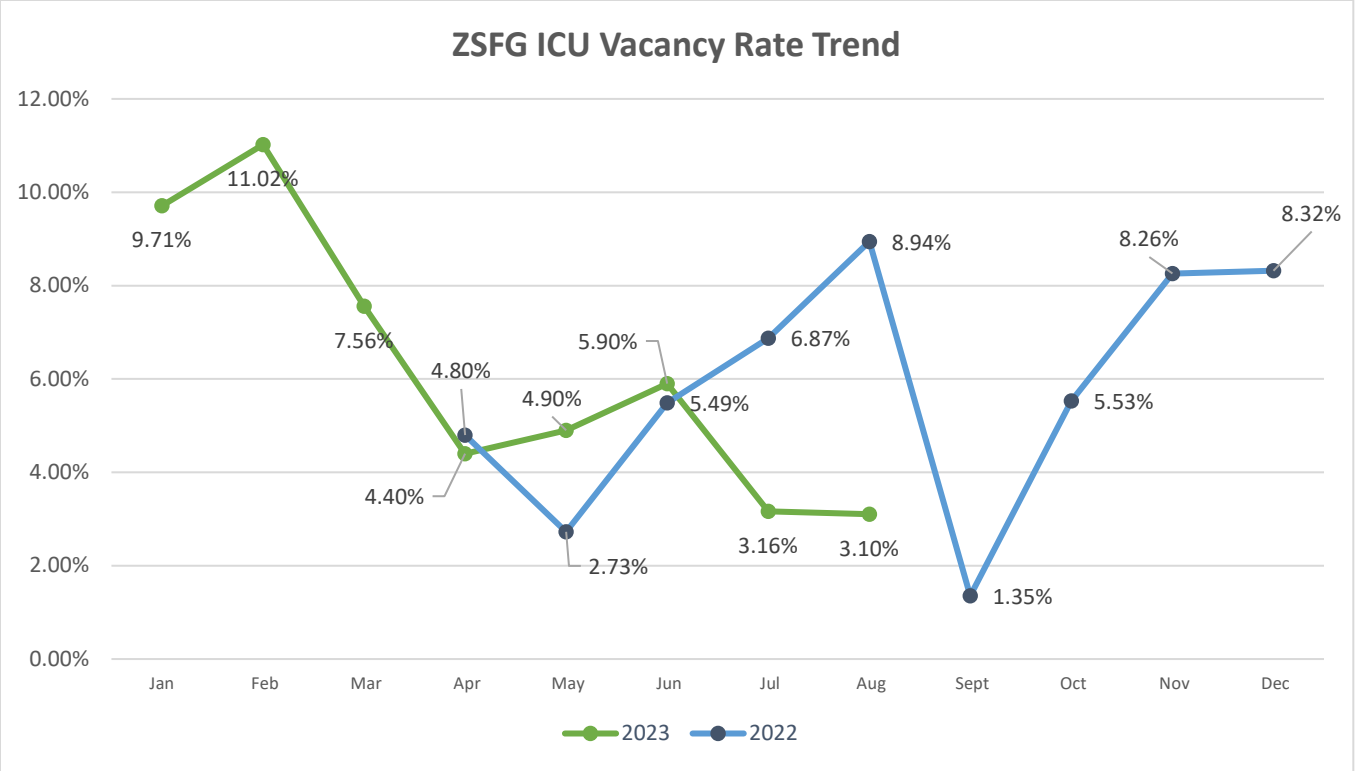
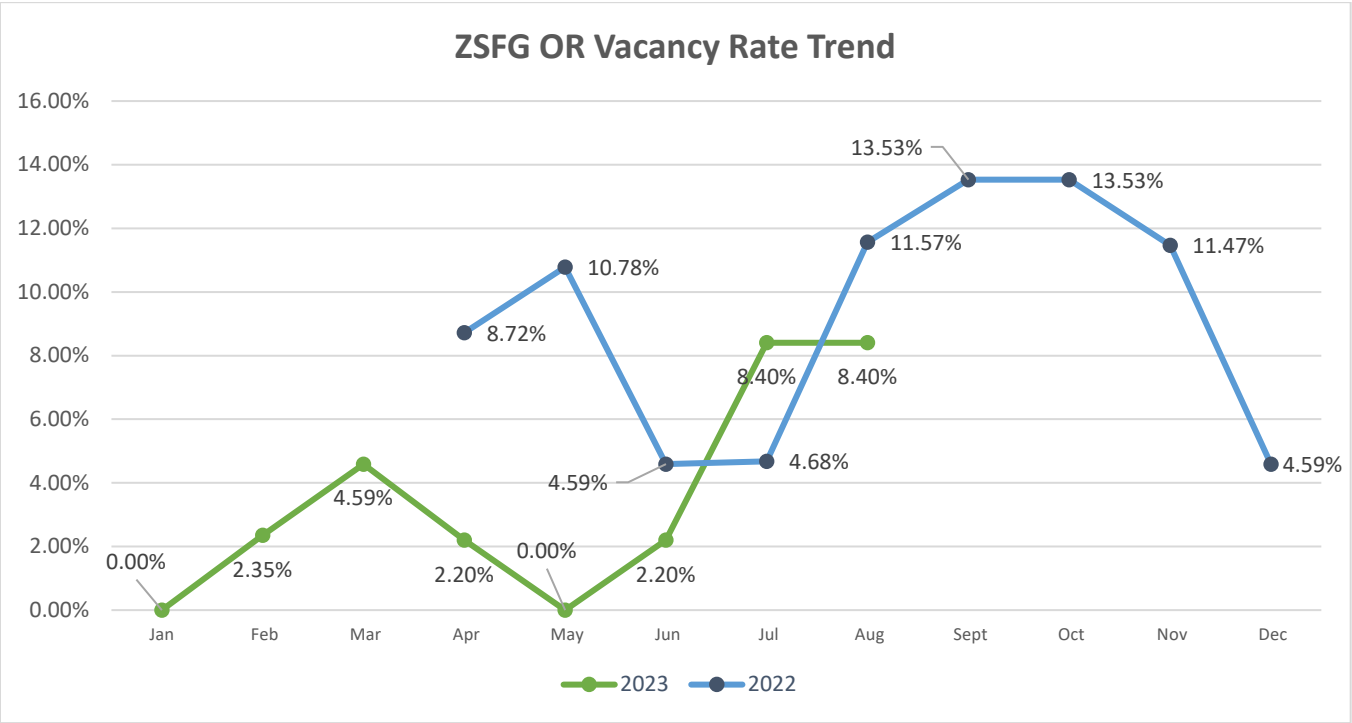
Vacancies 2022
Vacancies 2023
Hires 2022
Hires 2023


ZSFG ICU Vacancy Rate Trend
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sept
Oct
Nov
Dec
9.71%
11.02%
7.56%
4.40%
4.80%
4.90%
5.90%
3.16%
3.10%
2.73%
5.49%
6.87%
8.94%
1.35%
5.53%
8.26%
8.32%
2023
2022


ZSFG OR Vacancy Rate Trend
16.00%
14.00%
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sept
Oct
Nov
Dec
0.00%
2.35%
4.59%
2.20%
0.00%
2.20%
8.40%
8.40%
8.72%
10.78%
4.59%
4.68%
11.57%
13.53%
13.53%
11.47%
4.59%
2023
2022