

San Francisco
Department of Public Health

HUMAN RESOURCES ANNUAL UPDATE

Health Commission

September 19, 2023



AGENDA

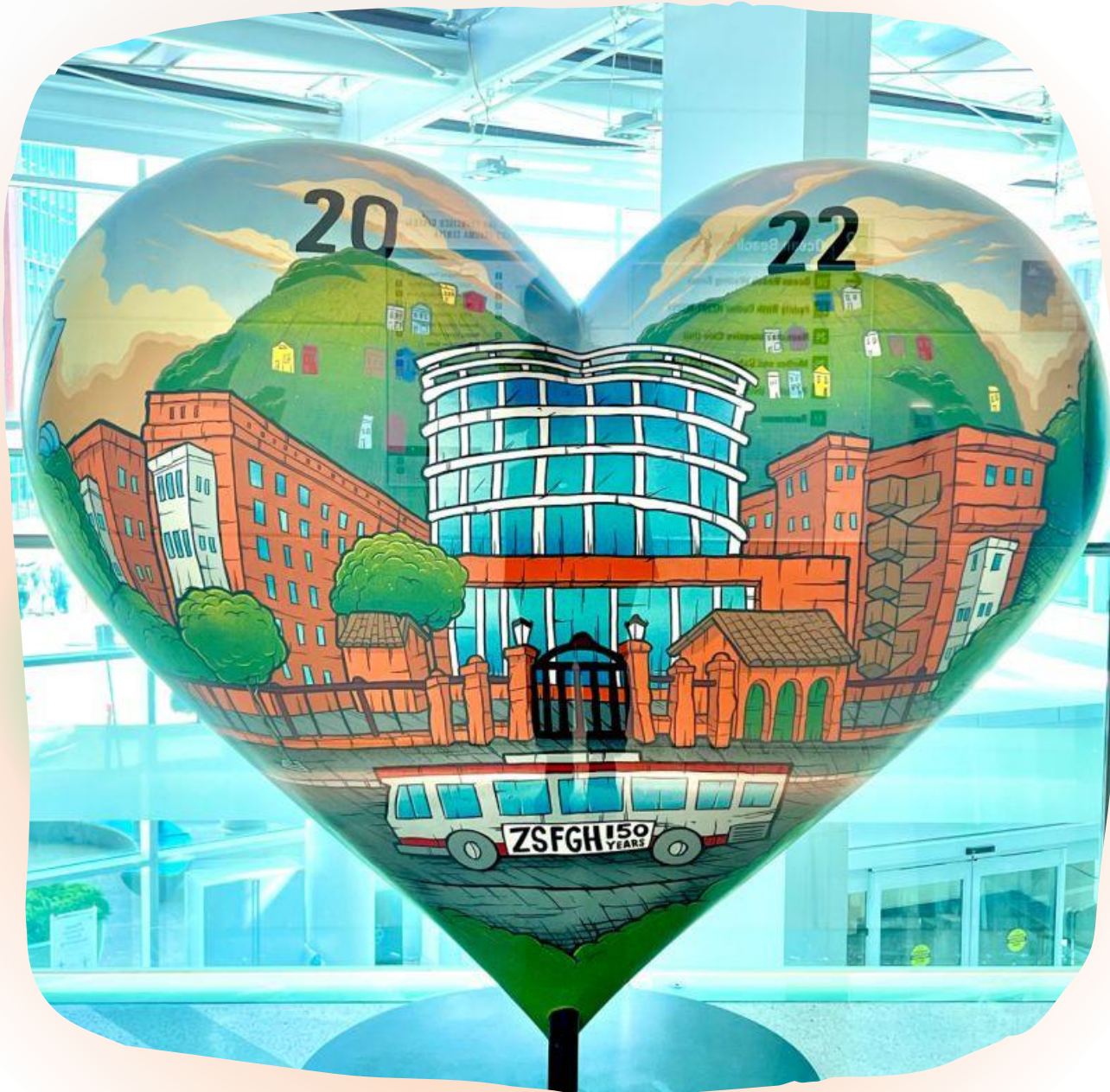
Who We Are

Staffing Highlights

Retention Highlights

Goals for FY 2023-2024

Challenges & Countermeasures





WHO WE ARE

Classification, Assessment, Recruitment

- Classification & Compensation
- Recruitment
- Assessment (Exams)

Culture & Experience, Policy & Compliance, Equity, Communication

- Organizational Culture & Employee Experience
- Professional Development, Career Advancement
- Racial Equity / DEIB
- Policy, Compliance, Communications
- Workforce Pathways, Traineeships, Internships

Staffing

- Hiring
- Vacancy Management
- Onboarding
- Offboarding

Workforce & WMS Project Director

- Workforce Management System
- Recruitment Strategy (RN, MD)

Health & Safety

- Health, Safety (CalOSHA)
- Workers Compensation
- Ergonomics

Chief of Staff

- Internal HR Administration
- Information Requests
- Subpoenas

Civil Rights (EEO & ADA), Leaves

- EEO
- ADA
- Leaves Management

Payroll

- DPH Payroll
- MOU Compliance

Workforce Analytics & Process Improvement

- Workforce Analytics
- Data and Evaluation
- Position Control
- Process Improvement
- Workflow
- Service Delivery

Labor Relations

- Investigations
- Corrective Action Consultation
- Grievances, Arbitrations, PERBs
- Meet & Confer
- Labor Management Committee (LMC)

STAFFING HIGHLIGHTS

1711 ↑ Positions Filled in FY 22-23
15%, Relative to FY 21-22

80 ↓ Days Taken to Hire RNs
43%, Relative to 140 Days

15 Job Classes Moved to Continuous Testing



RN Hiring Committee

Partnered with SEIU L1021 RN & Nursing Leadership to Reduce Vacancy & Time to Hire



Dedicated RN Hiring Team



Expanded Recruiter Team

Hired Dedicated Recruiter for Clinical Roles (RN, Physician, Behavioral Health)



120 Hires in Population Health

Exceeded Goal Within 6 Months



Doubled Training Cohorts in Urgent Care for ED Pipeline



Developed Hiring Process Map

Partnered with Controller's Office, DHR, SEIU L1021 RN to Identify Areas of Improvement



Hiring Efficiencies Phase 1 & 2

250+ Managers Attended Information Sessions

UPCOMING



Focus on Batch Hiring

SmartRecruiters Conference with DHR

Data Analytics & Process Improvement Team

RETENTION HIGHLIGHTS

1800 Employees Accessed Professional & Career Advancement Services, Trainings, Resources (FY 22-23)

>85% Employees Received CA Retention Worker Payments

61% 2023 Employee Engagement Survey Response Rate

3 HR Conferences for Racial Equity, System Improvements & Professional Development



Respect in the Workplace Initiative

- Made "We are SFDPH" Video
- Piloting Initiative at Clinic
- Producing "Respect at SFDPH" Video



DPH Transforming Leadership Program



New Intake Taskforce

- Launched to Better Serve Our Employees
- Started with EEO



Revamped Exit Interview Process

- Gathering Detailed Feedback about Separated Employee's Experience



Expanded Career Advancement Program

- Partnering with SEIU L1021 RN & Misc Chapters, DPH Leadership, DHR, CBO, Colleges
- Project Promote our People (POP): Info Sessions, Coaching, Resources

UPCOMING



Executive Leadership 360 Assessment Program [Oct 2023]

1st Employee Engagement Conference [Nov 2023]

3rd HR Annual Equity Conference [Dec 2023]

DPH HR EVENTS

Learning & Innovating as One Team





GOALS FOR FY 23-24



Staffing



Fill 2500 positions in FY23-24, up 1700 positions from FY22-23



Implement Hiring Process Improvements Recommended by DPH HR, DPH Leadership, Staff, SEIU, Controller's Office, DHR



Expand and Diversify Recruitment Pipelines for RNs, Physicians, and Behavioral Health Clinicians



Launch Hiring Efficiencies Phase 3, Focusing on Continuous Testing & Batch Hiring

Retention



Launch Comprehensive HR Helpline



Launch Paid Internship Programs for RNs, Behavioral Health Clinicians, Technicians, CNAs, Accounting Clerks, HR Analysts



Launch Mentorship Program for Job Classes with Low Retention and Limited Engagement

CHALLENGES & COUNTERMEASURES

CHALLENGES

Difficult to Hire in Healthcare:
[Burnout & Low Enrollments in Nursing
and other Clinical Academic Programs]

Upcoming Budget Year

Bargaining

COUNTERMEASURES

- Resource Clinical Recruitment and Hiring Teams
- Hold Regular Onboarding Events

- Develop Pathways For Students and Recent Graduates
- Expand Career Advancement Opportunities for Our Employees

- Streamline Selection Processes
- Prioritize PCS Positions
- Develop Dashboards

- Establish and Convene Teams
- Conduct Training
- Build and Refresh Data



Thank You