

Investing in our People



POPULATION HEALTH DIVISION
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Protecting and Promoting Health and Equity

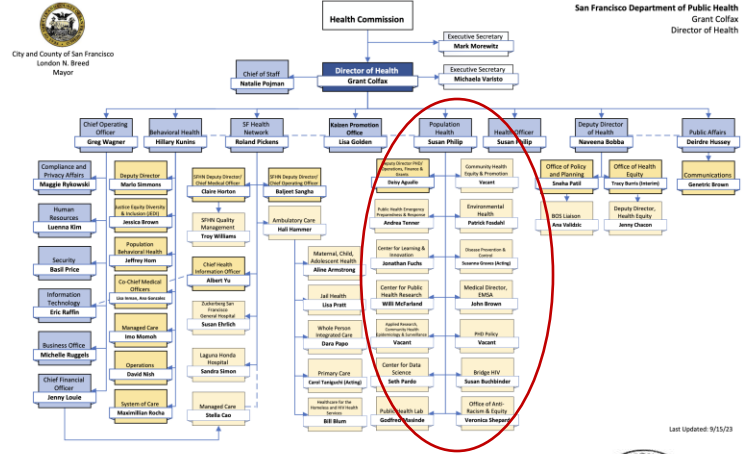
Jonathan Fuchs, MD, MPH

Director, Center for Learning & Innovation, SFPDH

Professor of Medicine, UCSF

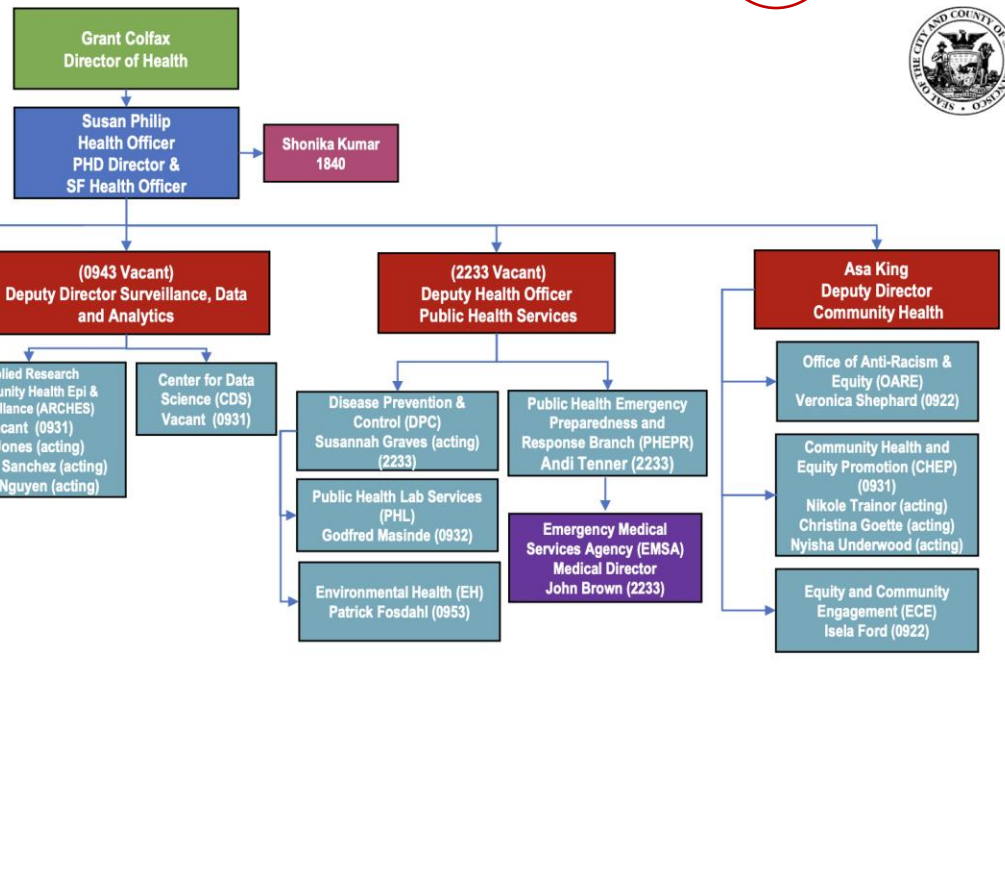
October 17, 2023





Population Health Division (PHD) Organizational Chart – Executive and Branches

Revised 09/11/2023



Color Key

- PHD Executive Deputies (Red box)
- PHD Branches (Blue box)



Last Updated: 9/15/23

Our team



**Lorren
Dangerfield**
Pathways Coordinator



Sophia Kass
Coordinator, HIV CBA



Berta Hernandez, PhD
People Development
Manager



Fredah Rajab
CLI Coordinator



Jess Bloome, MD
Deputy Director, HIV CBA
Program



Jesus Gaeta, MPH
Coordinator, HIV CBA



**Jonathan Fuchs,
MD, MPH**
Director



Aira Villareal
Training
Communications
Coordinator



**Frank Sidders,
MPH**
Manager, HIV CBA
Program



**Adriana Argueta,
MPH**
Workforce Development
Specialist



Amy Lee, MPhil
Distance Learning
Specialist



**Meme Than,
MPH**
Senior Program
Evaluator

Our work

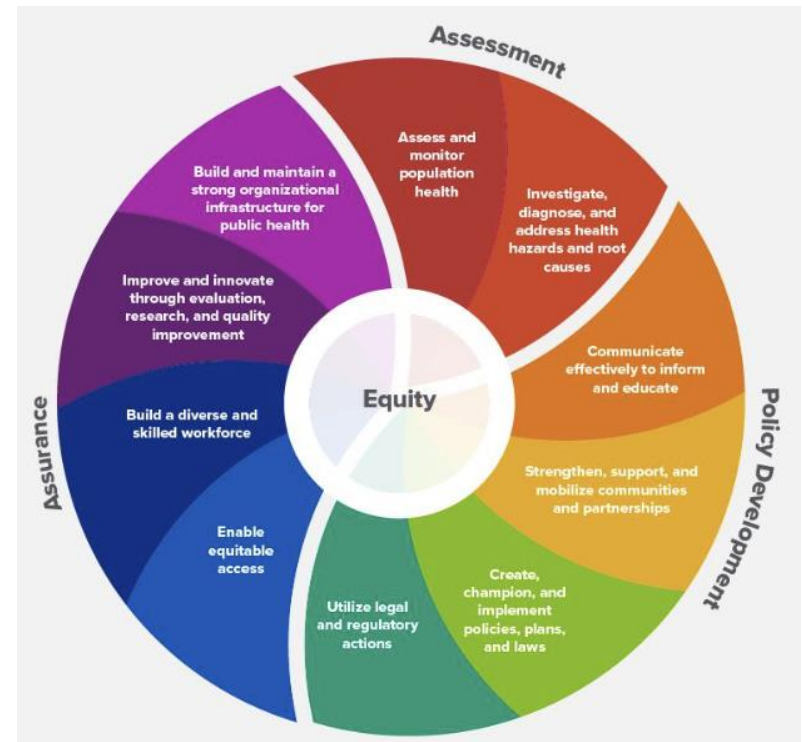
- **Internal Workforce Development**
 - **Workforce Development Plan:** Addressing gaps in capacity and capabilities
 - **Project INVEST** (Innovations that Value Equity and Strengthen Teams)
 - Pathway programs
 - **NIH-funded Summer HIV/AIDS Research Program**
 - **CDC-supported Population Health Fellows**
- **External CBA (Capacity Building Assistance)**
 - CDC-funded Capacity Building Assistance Program in High Impact HIV Prevention
 - **Local Community Partners**
 - **Learning Portal (learnsfdph.org)**
 - **Heart of Access Documentary**



Determining workforce development priorities



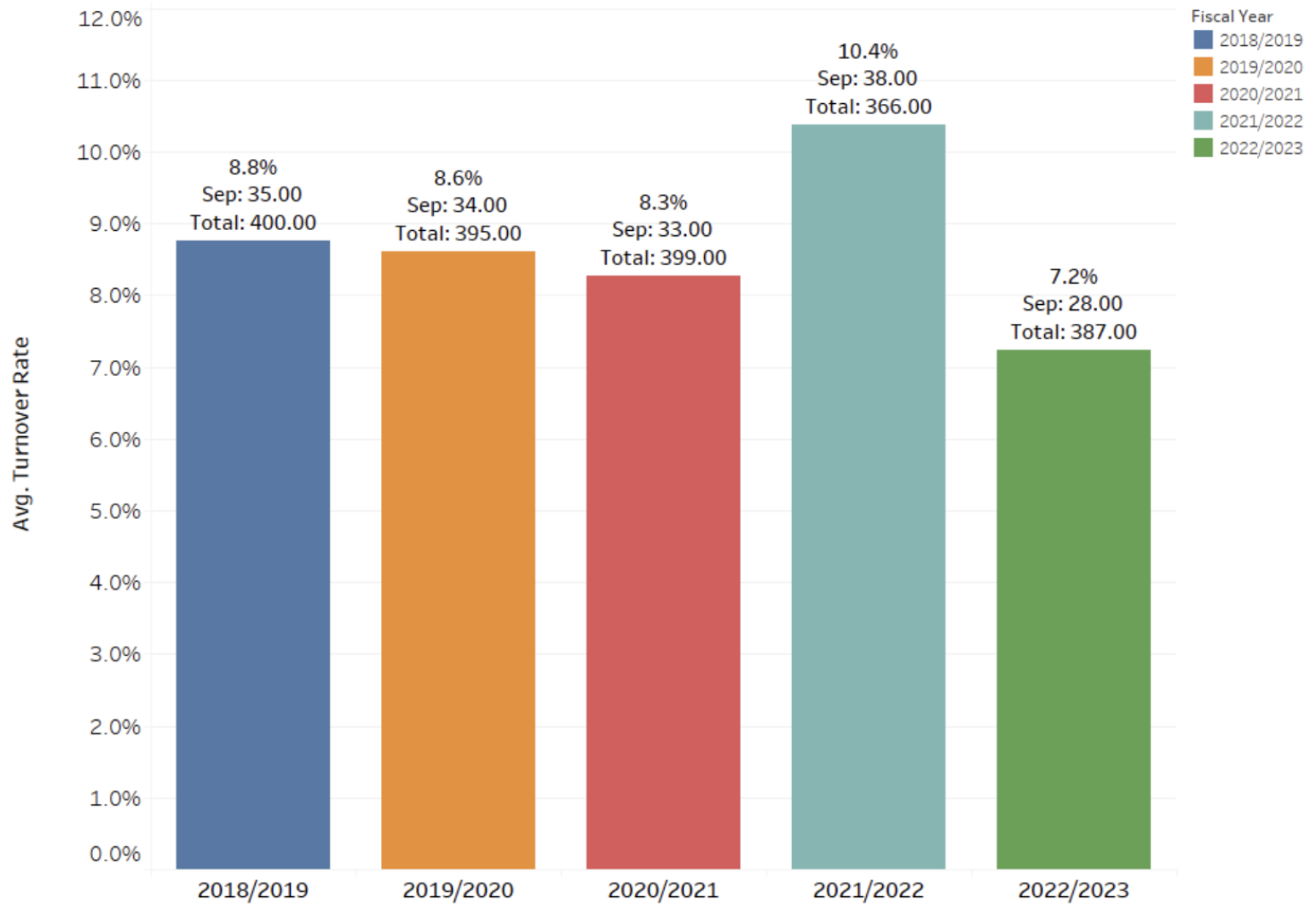
- **Accreditation Standards**
- **Formal needs assessment**
 - PHWINS 2021
 - NRC Picker 2023
 - HR data
- **Racial Equity Action Plan (REAP)**
- **Public Health core competencies**
 - Council on Academic Linkages
- **Listening sessions** with staff
- **Close collaboration** with DPH HR



Current state of the PHD workforce

- Emerging from **multiple activations** since March 2020
- **Insufficient staffing reflecting national workforce trends**
 - **27% vacancy rate in 2022** observed across PHD civil service positions
 - Substantial hiring effort (n=175) since November 2022
- High levels of **staff burnout**
 - ¼ of staff rated their mental health or emotional health as fair/poor*
- Approximately 1/3 of staff are considering leaving SFDPH in the next year, **threatening retention***
 - Lack of advancement opportunities cited as primary concern
- Encouraged by **limited staff turnover** over the past year

Turnover at PHD by Fiscal Year



PHD turnover rate by Branch and by Fiscal Year based on data pulled from HRiMS on 5/23/2019, 4/1/2020, 4/19/2021, 4/11/2022, 4/11/2023, and 4/19/2023. Turnover rate is the total number of separations divided by total number employees at PHD in a given Fiscal Year.

Theory of Action to improve recruitment and retention



Workforce Development Plan Priorities



OCTOBER 2022

- **Expand Capacity**
- **Strengthen Capabilities**
- **Promote Equity**

**PHD Workforce Development Plan
2022 – 2027**

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH
POPULATION HEALTH DIVISION



Expanding Capacity

- Hiring with expanded new employee orientation and mixers

The screenshot shows a presentation slide for 'PHD New Employee Orientation'. The slide is titled 'Lesson 1 of 15' and 'Welcome from the Director'. It features the San Francisco Department of Public Health logo and a video player showing a cityscape. Below the video, it says 'Welcome to the Population Health Division' and 'Featuring Dr. Susan Phillip, Health Officer for the City and County of San Francisco and Director for the Population Health Division'. A sidebar on the left lists various topics like 'PHD Strategic Plan', 'PHD Organizational Chart', and 'Introduction to Equity at PHD'. A photo at the bottom shows a group of people in a meeting.



Strengthening Capabilities

- Hosted 44 events from Oct '22- Aug '23
 - 6 professional development workshops
 - 8 Healing & Wellness events
 - 8 Digital literacy trainings
 - 4 JEDI-focused workshops
 - 11 Manager Community of Practice sessions

Promoting Equity

- Anti-bias training for hiring managers
- Racial Equity Leads and Champions working with leadership on promoting Inclusion/Belonging





Calendar view showing training events for September 28-29 and October 3. The events listed include:

- SEP 28-29:** Non-communicable diseases, DPH-PHD Training Resource and Information P..., Advancing Health Equity through Culture-Centered Dietary Interventions. Thu, Sep 28, 9:00 AM.
- SEP 29:** Staff Engagement Events, DPH-PHD Training Resource and Information P..., National Latinx Heritage Month: Unveiling the Treasures of the Spanish. Fri, Sep 29, 12:00 PM.
- SEP 29:** Management and Leadership, DPH-PHD Training Resource and Information P..., PHD Spring 2024 Prospective Intern Preceptor Meeting. Fri, Sep 29, 2:00 PM.
- OCT 3:** Healing and Wellness Events, DPH-PHD Training Resource and Information P..., Transforming Stress & Trauma: New Employee (TIS 101). Tue, Oct 3, 9:30 AM.

• One stop shop for professional development opportunities

- 240 trainings and events featured since 8/23
- 165 unique site visitors since April launch
- 5500 site visits

Quick links

PHD Operations Manual

PHD Staff Location and Telephone Directory Ordered by First Name...

All PHD staff Work Number By Branch and Last Name (Updated 8.17.23)

SF Employee Gateway

Book a Conference Room

DPH HR - PPARs

PHD Workforce Development Plan 2022 - 2027

SFDPH Racial Equity Action Plan

“This is an invaluable resource for all PHD staff. Thank you for creating it and organizing it so well”

Project INVEST

(INnovations that Value Equity and Strengthen Teams)

- **Workforce**
 - Recruit, retain, sustain, train
 - Bolster workforce planning
- **Strengthen Foundational Capabilities**
 - Community partnerships
 - Enhance communications with external stakeholders
 - Invest in leadership competencies



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}



SHARP 2023 Cohort and Mentors

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 Fellowship: a 10-month training program



SAN FRANCISCO
STATE UNIVERSITY



Placement sites

- Community Health Equity and Promotion
- Center for Substance Use and Health
- Center for Data Science
- Center for Learning & Innovation
- TB Clinic



Our work

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- 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

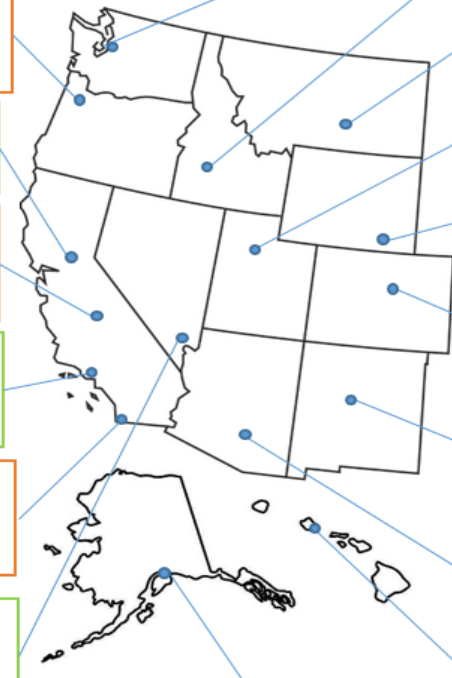
Colorado: Hosted a reverse site visit for HD PrEP Public Health detailer under Project PrIDE; shared PrEP retention protocols; organized peer-to-peer site visit with Michigan

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 10 years, we responded to over **500 TA/training requests by jurisdictional health departments and community-based organizations**

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

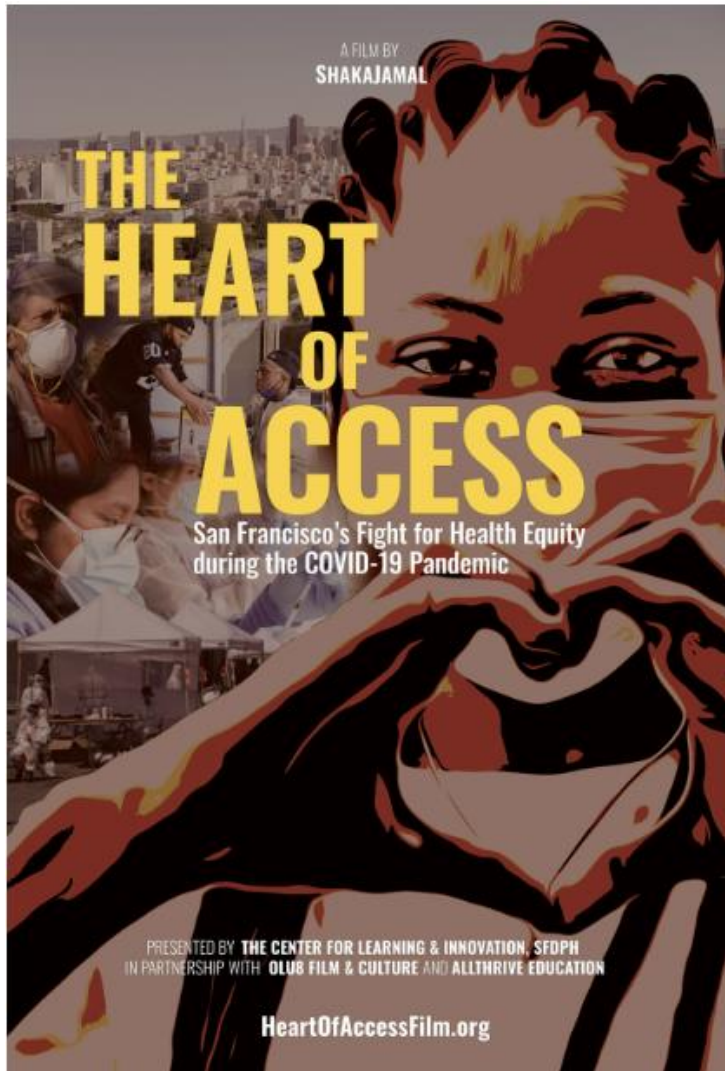
LOG IN

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

Since the launch of Learnsfdph in 2022, 121 courses offered to over 5804 learners

3484 learners completed the Opioid Overdose Recognition and Response module since it launched the end of Aug 2022

532 learners taking recorded Harm Reduction trainings to fulfill DPH requirement



[Heartofaccessfilm.org](https://heartofaccessfilm.org)



Summary

- CLI is committed to **strengthening workforce capacity and capabilities** as we emerge from several activations
- Launch a multi-component effort through **Project INVEST** to advance our **Workforce Development Plan**
 - Ongoing commitment to recruit and train the **next generation of public health leaders**
 - **Leverage our learning platform** to engage learners in and outside DPH (learnsfdph.org)
 - Disseminate key lessons from our **community-led COVID response**
- **Our participation as an HIV capacity building assistance provider** also advances our local work