



**San Francisco**  
**Department of Public Health**

# Nurse Staffing Update

March 19, 2024





# Guiding Principles

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- ▶▶ Hire Faster while Removing Barriers
  - 3 Phase Hiring Efficiencies
  - HR Learning, Development, Innovation

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- 📍 Build Pathways to Grow, Retain, & Engage Our Workforce

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- 🤝 Ensure a Respectful & Productive Work Environment for All Employees

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- 🌐 Expand Communication & Feedback Channels with Workforce & Unions

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# HR Improvements



## Recruitment

Expanded  
Recruitment Team

Focused Recruitment  
Events



## Assessment

Training & Experience  
[For licensed positions]

Remote / On-Demand  
Testing

Broad Interpretation  
of Qualifications

Competency & KSA  
Bank



## Selection

Question Bank for RNs  
& Others

Streamlined Interview  
Process

Dedicated Clinical  
Hiring Team



## OnBoarding

Updated Medical  
Clearance Policy

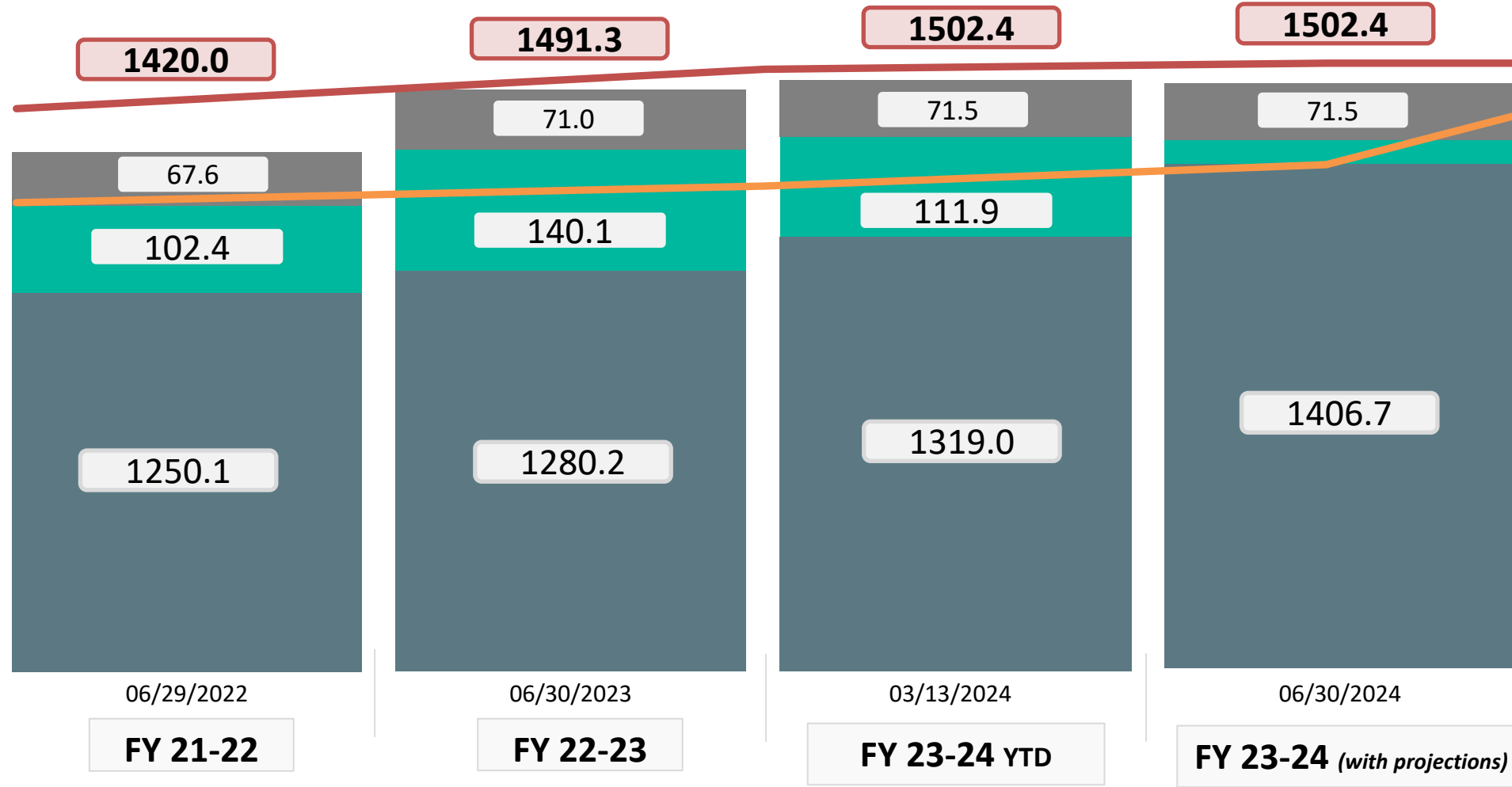
In-House  
Fingerprinting

Mass Onboarding

Batch Hiring



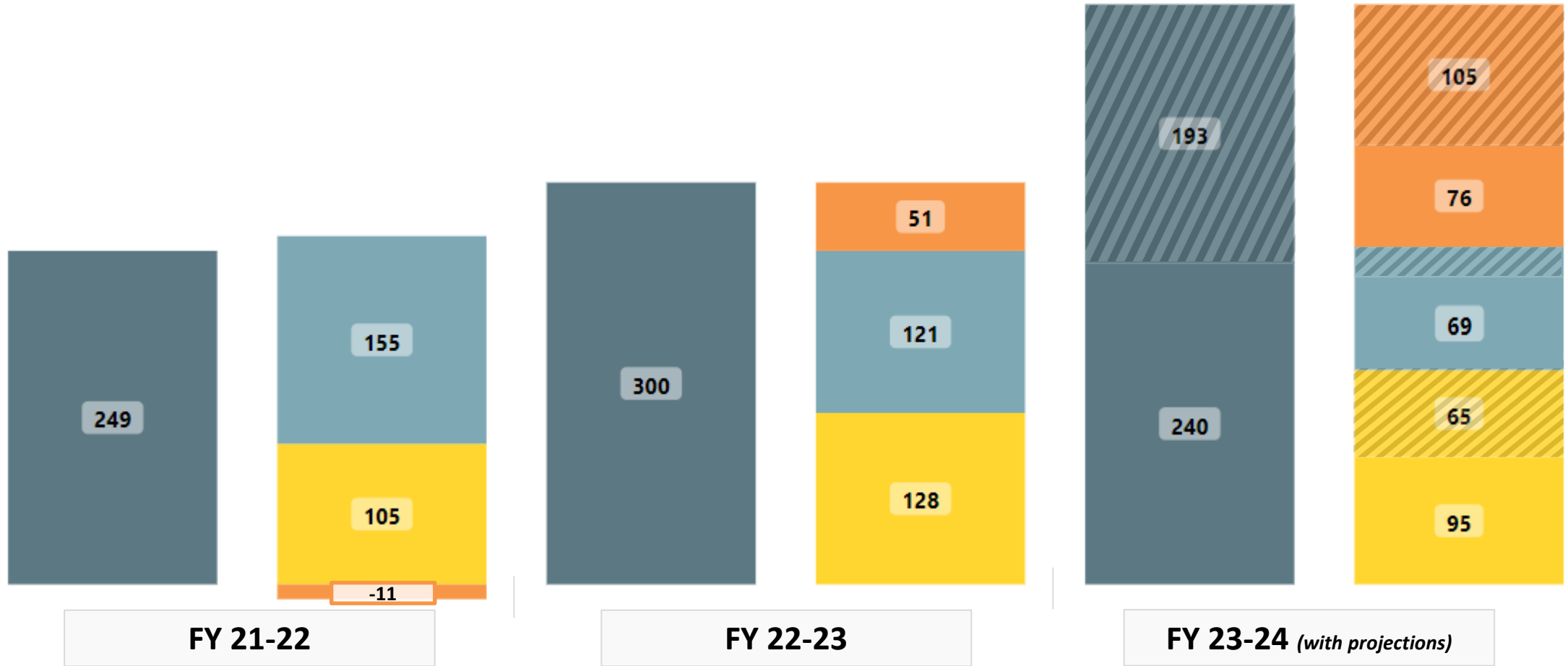
# RN FTEs & Trend Lines



- DPH RN Filled FTEs
- DPH RN Unbudgeted Vacancies
- Total Position Authority
- DPH RN FTE Vacancies
- DPH RN Filled FTEs Trend



# RN Hiring, Reassignment, Separations by Position



- PCS Hires
- Net Additions (Net New Hires)
- Separations
- Reassignment / Appointment Change
- Projected PCS Hires
- Projected Net Additions (Net New Hires)
- Projected Separations
- Projected Reassignment / Appointment Change



# RN Hiring Snapshot & Projections by Position

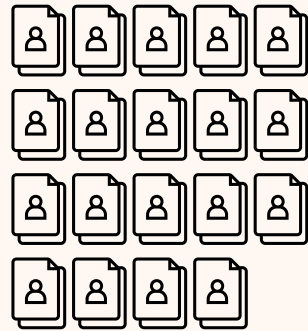
Positions	Hiring Phases	March 2024	April 2024	May 2024 & Beyond
95	<b>In Onboarding Phase</b> Candidates have accepted conditional offer & have started pre-employment processes			
32	<b>In Request to Hire Phase</b> Selection completed & RTH submitted. HR in process to issue conditional offer to candidate			
26	<b>In Selection Phase</b> No selection made yet, in post-referral selection process (could be application review)			
153	<b>Projected Hires by End of FY23-24</b>			



# RN Recruiting & Assessment

## RN RECRUITMENT PROCESS

19 Applications



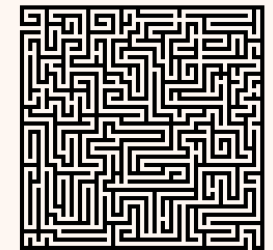
19  
Questionnaires



Specific  
Qualifications



Complex Process



PREVIOUS

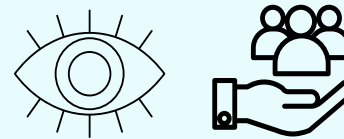
2 Applications



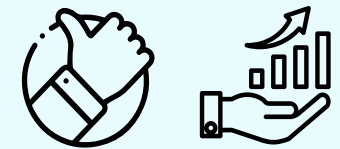
No  
Questionnaire



Holistic  
Review



Better Candidate  
Experience

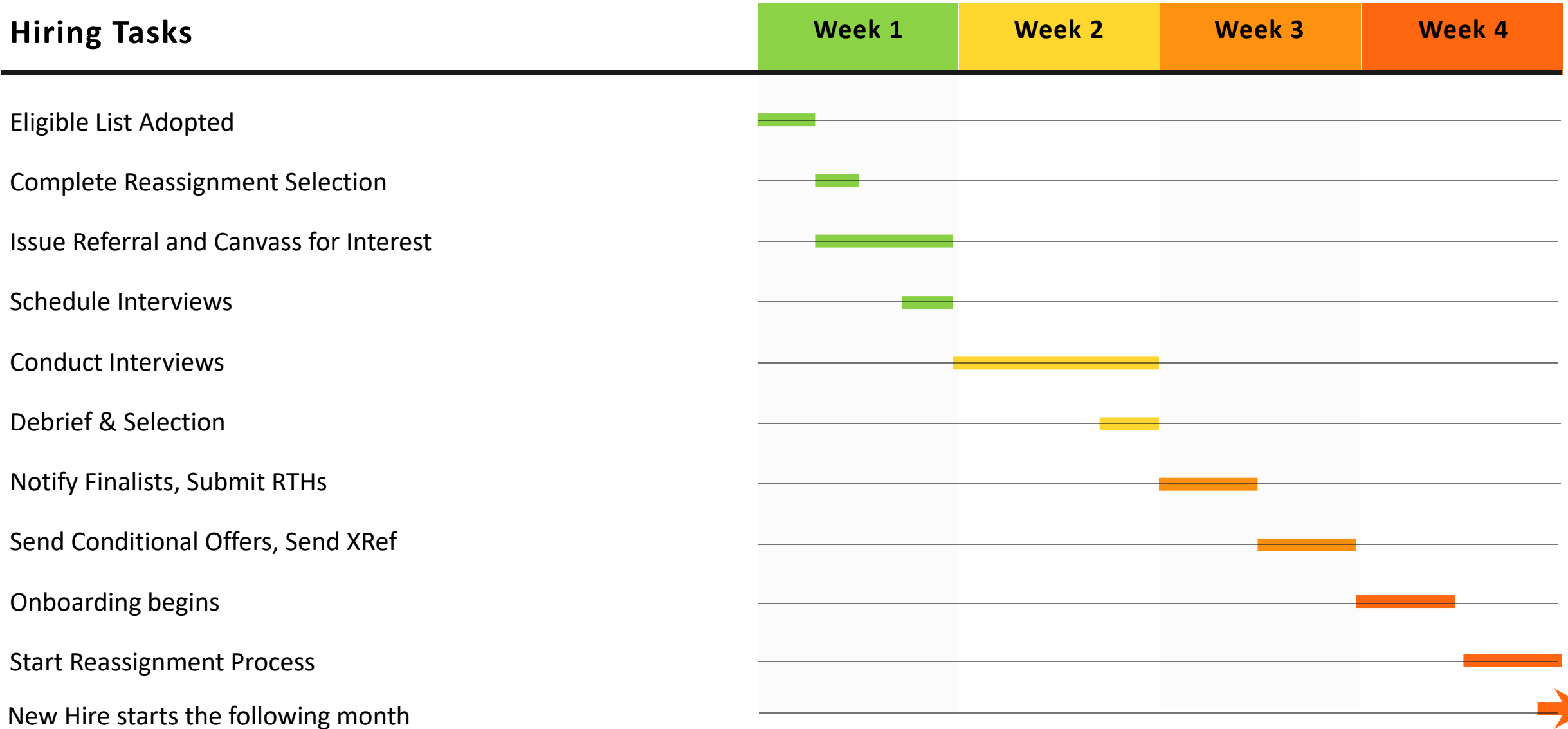


CURRENT



# RN Monthly Hiring Plan | May 2024 Onward

## Hiring Tasks







# DPH Partnerships



## RN Hiring Committee

SEIU L1021 RN Chapter & Nursing Leadership  
[3 sessions in 2023]



## DHR + DPH HR Info Sessions with SEIU L1021 Tuition Support Programs

2023

CNA > LVN Pathway  
RN > BSN Pathway

2024

RN > BSN, Phlebotomy, Sterile  
Processing Pathways



## SEIU Work Training Program

DPH Group Career Coaching for Participating Staff  
Current Cohort: 41 DPH employees [22 Nurses]



## Exploring Apprenticeship & Training Programs

Community Health Worker Apprenticeship  
Licensed Psychiatric Technician Apprenticeship  
RN Training Program





# RN Staffing, Engagement, Growth



## Employee Engagement Survey



Nurse Participation

- 75% Feel supported
- 73% Feel pride in their job

## Career Development



Workforce and Career Development Team

Partnerships with SEIU L1021, Ed Fund, DHR

## Retention & Growth



2024 Info Sessions:

- 6 sessions
- 240 participants

Ongoing Workshops

## Building Internal Pipelines



Doubled Training Cohorts in Urgent Care for ED Pipeline

## CA Healthcare Worker Retention



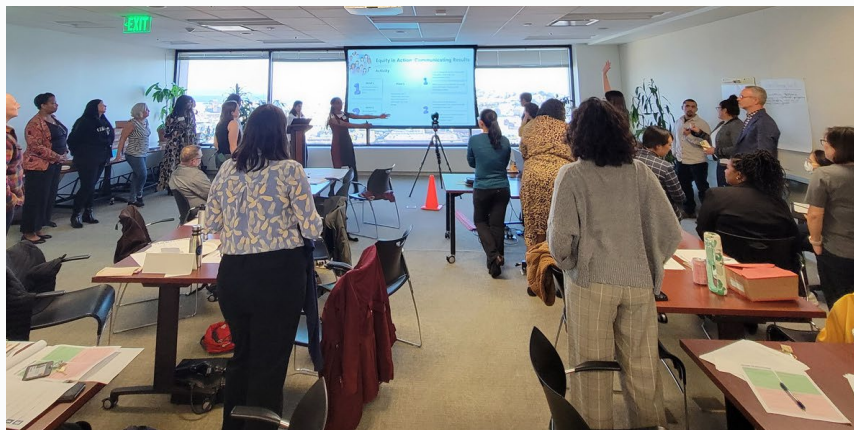
~1376 DPH Nurses received CA Healthcare Retention Worker Payments

## HR Help Center



- Prompt Responses
- EEO Intake Taskforce
- Exit Interviews
- HR Process Improvements





# DPH HR Conferences

Learning & Innovating as  
One Team





**San Francisco  
Department of Public Health**



**Thank You**