



**CIVIL SERVICE COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

**LONDON N. BREED
MAYOR**

Amended

Sent via Electronic Mail

September 9, 2024

NOTICE OF CIVIL SERVICE COMMISSION MEETING

SUBJECT: FOLLOW-UP REPORT ON PERSONAL SERVICES CONTRACT NUMBER 49137-14/15 FROM THE DEPARTMENT OF PUBLIC HEALTH.

The above matter will be considered by the Civil Service Commission at a hybrid meeting (in-person and virtual) in Room 400, City Hall, 1 Dr. Goodlett Place, San Francisco, California 94102 and through Cisco WebEx to be held on **September 16, 2024, at 2:00 p.m.**

This item will appear on the **Consent** Agenda. Please refer to the attached notice for procedural and other information about Commission hearings.

Attendance by you or an authorized representative is recommended. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting. All calendared items will be heard and resolved at this time unless good reasons are presented for a continuance.

CIVIL SERVICE COMMISSION

LAVENA HOLMES
Deputy Director

Attachments

Cc: Reanna Albert, Department of Public Health
Kelly Hiramoto, Department of Public Health
Troy Williams, Department of Public Health
Drew Murrell, Department of Public Health
Lucinda Huang, Department of Public Health
Commission File
Commissioners' Binder
Chron

NOTICE OF COMMISSION HEARING POLICIES AND PROCEDURES

A. Commission Office

The Civil Service Commission office is located at, 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. The telephone number is (628) 652-1100. The fax number is (628) 652-1109. The email address is civilservice@sfgov.org and the web address is www.sfgov.org/civilservice/. Office hours are from 8:00 a.m. to 5:00 p.m., Monday through Friday.

B. Policy Requiring Written Reports

It is the policy of the Civil Service Commission that except for appeals filed under Civil Service Commission Rule 111A Position-Based Testing, all items appearing on its agenda be supported by a written report prepared by Commission or departmental staff. All documents referred to in any Agenda Document are posted adjacent to the Agenda, or if more than one (1) page in length, available for public inspection and copying at the Civil Service Commission office. Reports from City and County personnel supporting agenda items are submitted in accordance with the procedures established by the Executive Officer. Reports not submitted according to procedures, in the format and quantity required, and by the deadline, will not be calendared.

C. Policy on Written Submissions by Appellants

All written material submitted by appellants to be considered by the Commission in support of an agenda item shall be submitted to the Commission office, no later than 5:00 p.m. on the fourth (4th) business day preceding the Commission meeting for which the item is calendared (ordinarily, on Tuesday). An original copy on 8 1/2-inch X 11 inch paper, three-hole punched on left margin, and page numbered in the bottom center margin, shall be provided. Written material submitted for the Commission's review becomes part of a public record and shall be open for public inspection.

D. Policy on Materials being Considered by the Commission

Copies of all staff reports and materials being considered by the Civil Service Commission are available for public view 72 hours prior to the Civil Service Commission meeting on the Civil Service Commission's website at <https://sf.gov/civilservice> and in its office located at 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. If any materials related to an item on this agenda have been distributed to the Civil Service Commission after distribution of the agenda packet, those materials will be available for public inspection at the Civil Service Commission's during normal office hours (8:00 a.m. to 5:00 p.m. Monday through Friday).

E. Policy and Procedure for Hearings to be Scheduled after 5:00 p.m. and Requests for Postponement

A request to hear an item after 5:00 p.m. should be directed to the Executive Officer as soon as possible following the receipt of notification of an upcoming hearing. Requests may be made by telephone at (628) 652-1100 and confirmed in writing or by fax at (628) 652-1109.

A request for a postponement (continuance) to delay an item to another meeting may be directed to the Commission Executive Officer by telephone or in writing. Before acting, the Executive Officer may refer certain requests to another City official for recommendation. Telephone requests must be confirmed in writing prior to the meeting. Immediately following the "Announcement of Changes" portion of the agenda at the beginning of the meeting, the Commission will consider a request for a postponement that has been previously denied. Appeals filed under Civil Service Commission Rule 111A Position-Based Testing shall be considered on the date it is calendared for hearing except under extraordinary circumstances and upon mutual agreement between the appellant and the Department of Human Resources.

F. Policy and Procedure on Hearing Items Out of Order

Requests to hear items out of order are to be directed to the Commission President at the beginning of the agenda. The President will rule on each request. Such requests may be granted with mutual agreement among the affected parties.

G. Procedure for Commission Hearings

All Commission hearings on disputed matters shall conform to the following procedures: The Commission reserves the right to question each party during its presentation and, in its discretion, to modify any time allocations and requirements.

If a matter is severed from the *Consent Agenda* or the *Ratification Agenda*, presentation by the opponent will be for a maximum time limit of five (5) minutes and response by the departmental representative for a maximum time limit of five (5) minutes. Requests by the public to sever items from the [*Consent Agenda* or] *Ratification Agenda* must be provided with justification for the record.

For items on the *Regular Agenda*, presentation by the departmental representative for a maximum time of five (5) minutes and response by the opponent for a maximum time limit of five (5) minutes.

For items on the *Separations Agenda*, presentation by the department followed by the employee or employee's representative shall be for a maximum time limit of ten (10) minutes for each party unless extended by the Commission.

Each presentation shall conform to the following:

1. Opening summary of case (brief overview);
2. Discussion of evidence;
3. Corroborating witnesses, if necessary; and
4. Closing remarks.

The Commission may allocate five (5) minutes for each side to rebut evidence presented by the other side.

H. Policy on Audio Recording of Commission Meetings

As provided in the San Francisco Sunshine Ordinance, all Commission meetings are audio recorded in digital form. These audio recordings of open sessions are available starting on the day after the Commission meeting on the Civil Service Commission website at www.sfgov.org/civilservice/.

I. Speaking before the Civil Service Commission

Speaker cards are not required. The Commission will take in-person public comment on all items appearing on the agenda at the time the item is heard. The Commission will take public comment on matters not on the Agenda, but within the jurisdiction of the Commission during the "Requests to Speak" portion of the regular meeting. Maximum time will be three (3) minutes. A subsequent comment after the three (3) minute period is limited to one (1) minute. The timer shall be in operation during public comment. Upon any specific request by a Commissioner, time may be extended. People who have received an accommodation due to a disability (as described below) may provide their public comments remotely. The Commission will also allow public comment from members of the public who choose to participate remotely. It is possible that the Commission may experience technical challenges that interfere with the ability of members of the public to participate in the meeting remotely. If that happens, the Commission will attempt to correct the problem, but may continue the hearing so long as people attending in-person are able to observe and offer public comment.

J. Public Comment and Due Process

During general public comment, members of the public sometimes wish to address the Civil Service Commission regarding matters that may come before the Commission in its capacity as an adjudicative body. The Commission does not restrict this use of general public comment. To protect the due process rights of parties to its adjudicative proceedings, however, the Commission will not consider, in connection with any adjudicative proceeding, statements made during general public comment. If members of the public have information that they believe to be relevant to a matter that will come before the Commission in its adjudicative capacity, they may wish to address the Commission during the public comment portion of that adjudicative proceeding. The Commission will not consider public comment in connection with an adjudicative proceeding without providing the parties an opportunity to respond.

K. Policy on use of Cell Phones, Pagers and Similar Sound-Producing Electronic Devices at and During Public Meetings

The ringing and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

Information on Disability Access

The Civil Service Commission normally meets in Room 400 (Fourth Floor) City Hall, 1 Dr. Carlton B. Goodlett Place. However, meetings not held in this room are conducted in the Civic Center area. City Hall is wheelchair accessible. The closest accessible BART station is the Civic Center, located 2 ½ blocks from City Hall. Accessible MUNI lines serving City Hall are 47 Van Ness Avenue, 9 San Bruno and 71 Haight/Noriega, as well as the METRO stations at Van Ness and Market and at Civic Center. For more information about MUNI accessible services, call (415) 923-6142. Accessible curbside parking has been designated at points in the vicinity of City Hall adjacent to Grove Street and Van Ness Avenue.

The following services are available on request 48 hours prior to the meeting; except for Monday meetings, for which the deadline shall be 4:00 p.m. of the last business day of the preceding week. For American Sign Language interpreters or the use of a reader during a meeting, a sound enhancement system, and/or alternative formats of the agenda and minutes, please contact the Commission office to make arrangements for the accommodation. Late requests will be honored, if possible.

Individuals with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities should call our ADA coordinator at (628) 652-1100 or email civilservice@sfgov.org to discuss meeting accessibility. In order to assist the City's efforts to accommodate such people, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City to accommodate these individuals.

Know your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, or to obtain a free copy of the Sunshine Ordinance, contact Victor Young, Administrator of the Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102-4689 at (415) 554-7724, by fax: (415) 554-7854, by e-mail: soff@sfgov.org, or on the City's website at www.sfgov.org/bdsupvrs/sunshine.

San Francisco Lobbyist Ordinance

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (San Francisco Campaign and Governmental Conduct Code Section 2.100) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Ave., Suite 220, San Francisco, CA 94102, telephone (415) 252-3100, fax (415) 252-3112 and web site <https://sfethics.org/>.



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

CIVIL SERVICE COMMISSION REPORT TRANSMITTAL (FORM 22)

Refer to Civil Service Commission Procedure for Staff - Submission of
Written Reports for Instructions on Completing and Processing this Form

1. Civil Service Commission Register Number: _____ - _____ -
2. For Civil Service Commission Meeting of: September 16, 2024
3. Check One: ☒ **Consent Agenda**
4. Subject: Personal Services Contract # 49137-14/15 Modification 5 with the Department of Public Health; Report Back nine (9) months before expiration.
5. Recommendation: Adopt the report.
6. Report prepared by: Reanna Albert, PSC Coordinator, Department of Public Health
Telephone number: reanna.albert@SFDPH.org
7. Notifications: none
8. Reviewed and approved for Civil Service Commission Agenda:

Human Resources Director:

Date:

9. Submit the original time-stamped copy of this form and person(s) to be notified (see Item 7 above) along with the required copies of the report to: **Executive Officer, Civil Service Commission, 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102**
10. Receipt-stamp this form in the ACSC RECEIPT STAMP box to the right using the time-stamp in the CSC Office.

CSC RECEIPT STAMP



San Francisco Department of Public Health

Dr. Grant Colfax
Director of Health

City and County of San Francisco
London Breed
Mayor

DATE: September 4, 2024

TO: Sandra Eng, Executive Officer, Civil Service Commission

FROM: Reanna Albert, PSC Coordinator, Department of Public Health

RE: Report Back for PSC #49137-14/15 Intermittent, Supplemental Temporary Nursing Personnel for San Francisco Health Network

At the Civil Service Commission meeting on March 18, 2024, the Civil Service Commission conditionally approved PSC #49137-14/15 for Intermittent, Supplemental Temporary Nursing Personnel for San Francisco Health Network, provided that the Department of Public Health (DPH) report back to the Commission nine (9) months before expiration. Attached is our status report for the contract.

We hope that this addresses the Commission's request. Please let us know if there are further questions. I can be reached at reanna.albert@sfdph.org.

Attachments:
Status Report
PSC 49137-14/15
Notice of Action from 3/18/24

cc: Kelly Hiramoto, Interim Director, Office of Contract Management and Compliance, DPH
Troy Williams, Chief Nursing Officer, SF Health Network, DPH
Drew Murrell, Chief Financial Officer, DPH
Lucinda Huang, Pre-Award Unit Supervisor, DPH



**Report Back to Civil Service Commission on PSC 49137-14/15 Mod 5 Intermittent, Supplemental
Temporary Nursing Personnel for San Francisco Health Network**

Thank you for this opportunity to update the Civil Service Commission (CSC) on the San Francisco Department of Public Health's (SFDPH) work to expedite nursing hiring and decrease our use of nursing registry contracts. The Department of Public Health would like to express gratitude for the hard work and commitment of our nursing staff. They are the backbone of our care and, as you all know, during and after the pandemic, fatigue and burn out took its toll on healthcare staff everywhere. That's why we have been so focused on hiring and retaining nursing staff.

We have some exciting information to share about the improvements we have made to hiring and a significant decrease in the usage of nursing registry contracts since we appeared before you in March 2024. The decrease in utilization and expenditure is the direct result of our focus on streamlining our nursing hiring, improving data-driven registry oversight processes, and successfully negotiating reduced rates with nursing registry agency vendors. These permanent process improvements have been made in partnership with the San Francisco Department of Human Resources and our union partner, SEIU.

As a result of these improvements SFDPH anticipates that the personal services contracting (PSC) authority increase of \$55 million granted by the CSC in March 2024 will be sufficient for SFDPH nursing registry contracts through June 30, 2025.

SFHN Weekly Registry Hours March 2024 - July 2024



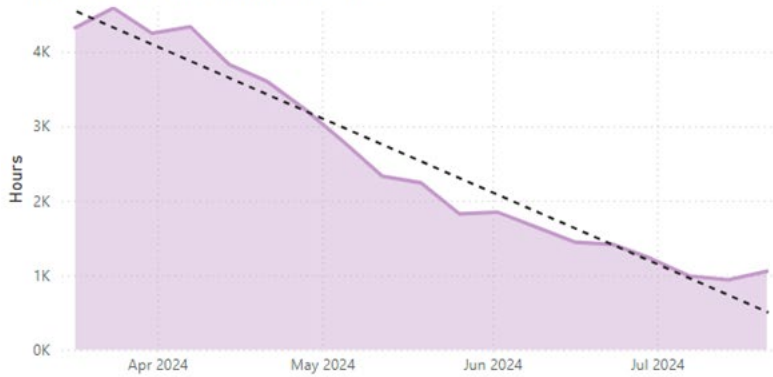
Weekly usage of registry has decreased 74.7% from March 17th to July 20th.

- week of 3/17, we had approx 170.4 FTEs of Registry
- week of 7/14 we had approx 43.1 FTEs of Registry

*3/17-4/27 includes clerical registry which have been discontinued as of April 28th.



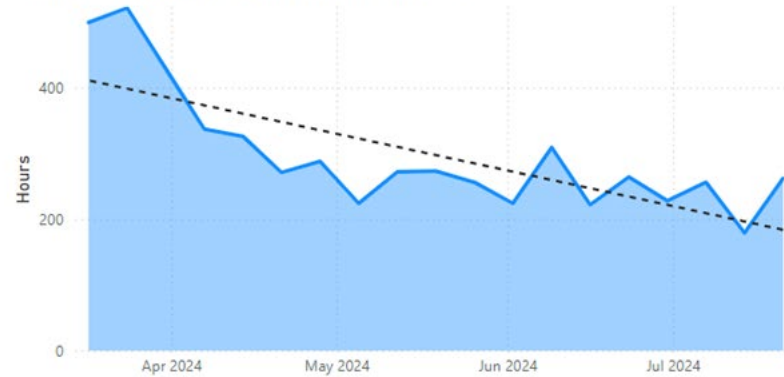
Registered Nurse Weekly Registry Hours



Weekly usage of RN (2320) registry has decreased 75.5% from March 17th to July 27th.

- week of 3/17, we had approx 108.1 FTEs of RN Registry
- week of 7/21 we had approx 26.4 FTEs of RN Registry

Licensed Vocational Nurse Weekly Registry Hours



Weekly usage of LVN (2312) registry has decreased 47.5% from March 17th to July 27th.

- week of 3/17, we had approx 12.5 FTEs of LVN Registry
- week of 7/21 we had approx 6.6 FTEs of LVN Registry

Certified Nursing Assistant Weekly Registry Hours



Weekly usage of CNA registry has decreased 80.2% from March 17th to July 27th.

- week of 3/17, we had approx 33.7 FTEs of CNA Registry
- week of 7/21 we had approx 6.7 FTEs of CNA Registry

Medical Social Worker Weekly Registry Hours



Weekly usage of MSW registry has decreased 87.9% from March 17th to July 27th.

- week of 3/17, we had approx 8.3 FTEs of MSW Registry
- week of 7/21 we had approx 1 FTEs of MSW Registry

Medical Evaluations Assistant Weekly Registry Hours



Weekly usage of MEA registry has decreased 16.9% from March 16th to July 13th.

- week of 3/16, we had approx 6.8 FTEs of MEA Registry
- week of 7/13 we had approx 5.7 FTEs of MSW Registry

*Primary Care has not yet been invoiced for the week of 7/21 MEA registry



As discussed in the March 2024 presentation, two significant drivers to SFDPH nursing registry utilization are: filling vacant positions and backfilling while new nurses are being onboarded and trained.

Recognizing the need to fill positions quickly to address nursing vacancies, SFDPH implemented a standardized, reliable, and predictive process to improve hiring. In addition, SFDPH reviewed and streamlined the onboarding process and now performs hiring tasks in tandem rather than sequentially.

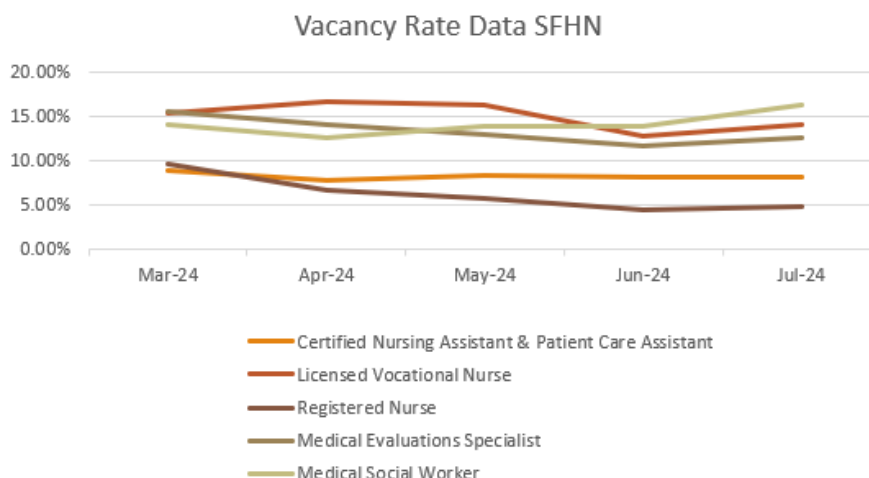
This work significantly increased the pace of registered nurse hiring at SFDPH and reduced vacancy rates since March 2024. Most notably, registered nurse (RN) vacancy rate decreased from 9.5% in March 2024 to 4.7% in July 2024 which placed us at budgeted staffing, which assumed a 4.7% vacancy rate. In addition, SFDPH added 47 new nursing positions in July as a result of collaborative negotiations with SEIU 1021. In order to bring on more nurses faster, SFDPH is inviting approximately 100 registered nurse candidates who have been selected by hiring managers to attend a hiring event at ZSFG. The event will include tours of the hospital and meet and greets with hiring managers. Interviews will be held for selected candidates the following week and hiring documents will be submitted by September 19th with start dates no later than October 28th.

Additionally, we have seen decreased vacancy rates in other nursing classifications including: Medical Evaluation Assistants (job class 2430), Licensed Vocational Nurses (job class 2312), Certified Nursing Assistants (job class 2302) and Patient Care Assistants (job class 2303). The reduction in the vacancy rates and executive leadership oversight directly translates to the decrease in our registry usage. Furthermore, we are confident that as hiring efforts continue across other nursing job classes mentioned above, we anticipate further registry reduction as we utilize our new hiring practices and onboard new staff.

Position	Mar-24	Apr-24	May-24	Jun-24	Jul-24*
Certified Nursing Assistant & Patient Care Assistant	8.80%	7.70%	8.20%	8.10%	8.10%
Licensed Vocational Nurse	15.30%	16.60%	16.20%	12.80%	14.10%
Registered Nurse	9.50%	6.70%	5.70%	4.40%	4.70%
Medical Evaluations Specialist	15.50%	14.10%	13.00%	11.60%	12.60%
Medical Social Worker	14.10%	12.50%	13.90%	13.90%	16.20%

*Disclaimer: positions are going through ASO reconciliation, so the data cannot be fully confirmed until we get the Active Positions validated in September.

**The vacancy rates above do not include attrition.



As we discussed in the March Civil Service Commission SFDPH staffing update, registry continues to be a critical tool that fills immediate needs in times of staffing challenges. We utilize registry to ensure safe working environments for our staff and to abide by state-mandated and union-negotiated staffing ratios to provide the best care to our patients. As we explained in March 2024, registry is an industry standard that is critical in times of increased vacancies, leaves, or surges. Acknowledging the need and value of permanent nursing staff, SFDPH's goal is to hire Permanent Civil Service employees to care for our patients. This is our priority and will remain our keen focus.

We are committed to maintaining oversight and clear reporting regarding registry usage. This includes always being data driven and consistently assessing our current needs to ensure low registry usage.

Furthermore, with detailed tracking of these trends, we continue to develop baselines for our staffing during times of surge, so we are better equipped to deal with staffing challenges. In addition, we review surges to ensure that we use our own resources first (permanent civil service staff, overtime, and per diem staff) prior to using registry nurses for support. We bolstered our financial projection procedures with standard work that ensures robust lines of communication between DPH finance and nursing operational leaders to discuss registry expenditure and future planning. Under the guidance of the new SFHN Chief Nursing Officer (CNO), registry usage is reviewed daily by the CNO and weekly by all facility nursing leaders to assess for opportunities towards our registry reduction goals. All the aforementioned procedures and standard work lay the foundation for regular monitoring and data-driven reflection to keep Nursing Leadership, Finance, and HR working together and accountable.

In addition to standardized procedures, we are committed to frequent and collaborative communication with SIEU RN and SIEU Citywide regarding registry utilization. Upon receipt and review of this response letter, Nursing Leadership will have met with SEIU RN and SEIU Citywide representatives three times since March of 2024 to review registry utilization trends and data. A registry dashboard, with similar data visuals to those embedded in this letter, is shared with the union representatives monthly to reflect data updates. Furthermore, to date, DPH HR responded to nine data requests by union representatives



surrounding hiring, overtime, temporary employment, and registry employment in the past three months. DPH continues to diligently respond to requests for information that contextualize our supplemental staffing (overtime, per diem staff, and registry).

The final component we would like to highlight relates to the new nursing registry contracts we negotiated that went into effect July 1, 2024. Negotiating rates with our registry agency partners is key in upholding our fiduciary responsibility to the residents of San Francisco. Negotiations specifically included the removal of 'Emergent Registry Rates', which were initiated during the Covid pandemic and continued beyond. Newly negotiated rates better align with regional standards and were significantly lower than many of the vendor's proposed rates.

Overall, SFHN Nursing Leadership implemented the necessary registry utilization oversight, HR worked diligently in their hiring efforts, and finance partners helped establish more robust financial tracking and trending. As a team, we know there is still work to be done however, we hope that these steps show our commitment to and progress towards follow through on the assurances we discussed in March 2024.



Questions and Answers

Question 1: The contracts executed under the PSC since the last report, including duration.

Answer: Extended 2 registry CNA contracts:

- Supplemental
- Amergis

Entered 4 new 1-year RN, LVN, MSW, etc. contracts:

- Triage
- Amergis
- Cross Country
- Aya

Duration for the contracts is through June 30, 2025.

Question 2: The types of services rendered under the approved PSC since the last report.

Answer: The types of services rendered include registry CNA, RN, LVN, and MSW.

Question 3: The amounts expended under the contracts executed under the approved PSC since the last report.

Answer: \$24,237,474

Question 4: Whether there have been any new classifications created that can perform the work, or whether any such efforts are underway.

Answer: No new classifications have been created who can perform the supplemented work; however, the SFHN Human Resource Department has prioritized the hiring of PCS staff to fill vacancies to alleviate the requirement of registry usage. We also continue to supplement staffing using overtime and per diem staff.



Question 5: The identities of any potentially affected unions.

Answer: SEIU RN and SEIU Citywide

Question 6: The progress made, (e.g., the extent of the scope of work accomplished) under the contract since the last report.

Answer: As previously highlighted, registry is an industry standard that remains important to protect our patients and SFHN civil service staff. As this contract is meant to supplement permanent civil service staff, it is not a traditional time-restricted or deliverable-based contract. It is meant to supplement work when unforeseen circumstances cause a reduction in our permanent staff manpower and to ensure safe working environments for the best care to our patients. Therefore, this contract operates on an as-needed baseline and changes according to the flow of staffing challenges. Our intention is to continue reducing the utilization of registry while also taking advantage of it as a resource to support our staff in times of increased vacancies, leaves, or surges. It is clear through our rigorous monitoring and continuous assessment of registry needs, that our registry partners are successfully filling our staffing gaps which are appropriately identified by nursing leadership and further vetted by Troy Williams, the CNO of the SFHN. Multiple levels of oversight ensure that the work meets our needs, and more importantly, that we are identifying internal processes to cover our staffing challenges prior to resorting to registry.

Question 7: Additional information requested by the Commission.

Answer: N/A please see update on pages 2-6.

PERSONAL SERVICES CONTRACT SUMMARY ("PSC FORM 1")

Department: PUBLIC HEALTH

Dept. Code: DPH

Type of Request: ☐ Initial ☒ Modification of an existing PSC (PSC # 49137 - 14/15)

Type of Approval: ☐ Expedited ☒ Regular ☐ Annual ☐ Continuing ☐ (Omit Posting)

Type of Service: Intermittent, supplemental temporary nursing personnel for San Francisco Health Network

Funding Source: General Fund

PSC Original Approved Amount: \$18,000,000 PSC Original Approved Duration: 07/01/15 - 12/31/17 (2 years 26 weeks)

PSC Mod#1 Amount: \$40,000,000 PSC Mod#1 Duration: 05/01/17-12/31/21 (4 years 1 day)

PSC Mod#2 Amount: \$30,000,000 PSC Mod#2 Duration: 08/10/18-12/31/22 (1 year)

PSC Mod#3 Amount: \$31,748,074 PSC Mod#3 Duration: 08/01/20-06/30/24 (1 year 25 weeks)

PSC Mod#4 Amount: \$50,000,000 PSC Mod#4 Duration: 08/01/21-07/30/25 (1 year 4 weeks)

PSC Mod#5 Amount: \$55,000,000 PSC Mod#5 Duration: 12/01/23-06/30/25 (0 sec)

PSC Cumulative Amount Proposed: \$224,748,074 PSC Cumulative Duration Proposed: 10 years 2 days

1. Description of Work

A. Scope of Work/Services to be Contracted Out:

Contractors will provide San Francisco General Hospital (SFGH) and Laguna Honda Hospital (LHH) a continuous, reliable source of intermittent, supplemental, and travel nursing personnel during high patient census, high acuity, unexpected staff illnesses and/or vacations, and to meet State nurse-to-patient staffing ratio requirements. In addition, SFGH is scheduled to transition to a new acute care facility in December of 2015. In order for that transition to be successful, the current staff will require training on the new equipment, technology, patient flow and workflow processes. Supplemental contract nurses and ancillary personnel will be necessary to provide surge capacity in order to backfill SFGH staff while they attend training sessions and scheduled "day-in-the-life" training simulations.

B. Explain why this service is necessary and the consequence of denial:

The ability to access supplemental, temporary nursing personnel enables SFGH and LHH to reduce the frequency and duration of ambulance diversions, creating flexibility in responding to crisis, such as multiple victim situations and maintaining inpatient revenue-generating capacity in the face of an ongoing shortage of nursing staff. In 1999, the State passed AB 394 mandating specific nurse-to-patient ratios for acute care hospitals and specialty hospitals in California. This requires SFGH and LHH to maintain adequate nurse staffing. Without these contract services, the SFGH and LHH will not be able to maintain required nurse-to-patient ratios during unexpected staff shortages. (Continued on attachment)

C. Has this service been provided in the past? If so, how? If the service was provided under a previous PSC, attach copy of the most recently approved PSC.

Yes

D. Will the contract(s) be renewed?

If needed.

E. If this is a request for a new PSC in excess of five years, or if your request is to extend (modify) an existing PSC by another five years, please explain why:

The duration of this PSC is more than five years because there continues to be a nationwide shortage of nurses. In order to maintain mandated nurse staffing ratios the Department must continue to utilize temporary staff. The Department forecasts this trend to continue for the foreseeable future.

2. Reason(s) for the Request

A. Display all that apply

☒ Services required on an as-needed, intermittent, or periodic basis (e.g., peaks in workload).

Explain the qualifying circumstances:

Contractors will provide San Francisco General Hospital (SFGH) and Laguna Honda Hospital (LHH) a continuous, reliable source of intermittent, supplemental, and travel nursing personnel during high patient census, high acuity, unexpected staff illnesses and/or vacations, and to meet State nurse-to-patient staffing ratio requirements. Contractors will also allow current staff to be trained on the new equipment, technology, patient flow and workflow processes in the new SFGH hospital building by assisting with maintaining nursing staff in the present building during training.

B. Reason for the request for modification:

The modification is to increase the amount of the PSC request and to extend the term in order to respond to ongoing needs for nursing support due to ongoing operations, responding to surges as a result of emergent needs such as COVID-19 outbreaks, or other communicable diseases, and to ensure coverage when existing staff are unable to fill scheduled or unscheduled shifts. Covered locations include Jail Health Services and Primary Care.

3. Description of Required Skills/Expertise

A. Specify required skills and/or expertise: Contractors must be able to provide traveling personnel who are California-licensed nurses with a minimum of one year of nursing experience as well as specialty experience where applicable, current CardioPulmonary Resuscitation (CPR) certifications, and current health and safety classes congruent with City and County policy (DPH Health and Safety Policy) and Joint Commission requirements for hospital accreditation and California Title 22 Standards. (Continued on attachment)

B. Which, if any, civil service class(es) normally perform(s) this work? 2302, Nursing Assistant; 2303, Patient Care Assistant; 2310, Surgical Procedures Technician; 2312, Licensed Vocational Nurse; 2320, Registered Nurse; 2340, Operating Room Nurse; 2430, Medical Evaluations Assistant;

C. Will contractor provide facilities and/or equipment not currently possessed by the City? If so, explain: No.

4. If applicable, what efforts has the department made to obtain these services through available resources within the City?

Not Applicable

5. Why Civil Service Employees Cannot Perform the Services to be Contracted Out

A. Explain why civil service classes are not applicable.

Civil service classifications already exist. These registry services are necessary for intermittent, temporary, as-needed services to provide back-up coverage during times of high patient census, high acuity, unexpected staff illnesses and/or vacations and/or unanticipated staff shortages. It is standard practice to use surge staffing during transitions requiring training of large numbers of staff. The expected length of the surge registry services would be from August 2015 to December 2015.

B. If there is no civil service class that could perform the work, would it be practical and/or feasible to adopt a new civil service class to perform this work? Explain: No, because the City currently has Civil Service classifications used to provide a portion of these services on a regular basis. These registry services are needed to meet intermittent staffing needs during periods of unusually high patient activity or low staffing of civil service employees (Continued on attachment)

6. Additional Information

A. Will the contractor directly supervise City and County employee? If so, please include an explanation.
No.

B. Will the contractor train City and County employees and/or is there a transfer of knowledge component that will be included in the contract? If so, please explain what that will entail; if not, explain why not.
Please see attachment.

C. Are there legal mandates requiring the use of contractual services?
No.

D. Are there federal or state grant requirements regarding the use of contractual services? If so, please explain and include an excerpt or copy of any such applicable requirement.
No.

E. Has a board or commission determined that contracting is the most effective way to provide this service? If so, please explain and include a copy of the board or commission action.
No.

F. Will the proposed work be completed by a contractor that has a current PSC contract with your department? If so, please explain.
Cross Country Staffing; Aya Healthcare, Inc.; TaleMed, LLC

7. **Union Notification:** On 10/10/23, the Department notified the following employee organizations of this PSC/RFP request:
SEIU, Local 1021 (Staff Nurse & Per Diem Nurse); SEIU Local 1021; SEIU 1021 Miscellaneous; Professional & Tech Engrs, SFAPP; Professional & Tech Engrs, Local 21; Prof & Tech Eng, Local 21; Architect & Engineers, Local 21;

☒ I CERTIFY ON BEHALF OF THE DEPARTMENT THAT THE INFORMATION CONTAINED IN AND ATTACHED TO THIS FORM IS COMPLETE AND ACCURATE:

Name: Kelly Hiramoto Phone: 415-255-3492 Email: kelly.hiramoto@sfdph.org

Address: 101 Grove Street, Room 307, San Francisco, CA 94102

FOR DEPARTMENT OF HUMAN RESOURCES USE

PSC# 49137 - 14/15

DHR Analysis/Recommendation:

03/18/2024

Commission Approval Required

Approved by Civil Service Commission with conditions

03/18/2024 DHR Approved for 03/18/2024



**CIVIL SERVICE COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

**LONDON N. BREED
MAYOR**

Sent via Electronic Mail

March 22, 2024

NOTICE OF CIVIL SERVICE COMMISSION ACTION

**SUBJECT: REVIEW OF REQUEST FOR APPROVAL OF PROPOSED PERSONAL SERVICES
 CONTRACT NUMBER 49137-14/15 FROM THE DEPARTMENT OF PUBLIC HEALTH.**

At its meeting on **March 18, 2024**, the Civil Service Commission had for its consideration the above matter.

The Civil Service Commission adopted the report. Approved PSC# 49137-14/15 for a term through June 30, 2025, for \$55 Million. Need to report back to Civil Service Commission nine (9) months before expiration. Notify the office of the Controller and the Office of Contract Administration.

If this matter is subject to Code of Civil Procedure (CCP) Section 1094.5, the time within which judicial review must be sought is set forth in CCP Section 1094.

CIVIL SERVICE COMMISSION

SANDRA ENG
Executive Officer

Cc: Reanna Albert, Department of Public Health
 Kelly Hiramoto, Department of Public Health
 Commission File
 Chron