

**Board of Supervisors
Government Audit & Oversight Committee
March 5, 2020**



**Department of Public Health
Director of Human Resources
Michael L. Brown**





CURRENT STATE OF RN HIRING

The impact on the length of time it takes to hire staff may result in the closure of beds which could lead to increased diversion, operational complexities and staff satisfaction issues, which is more pronounced in the PES and the ED at ZSFG.

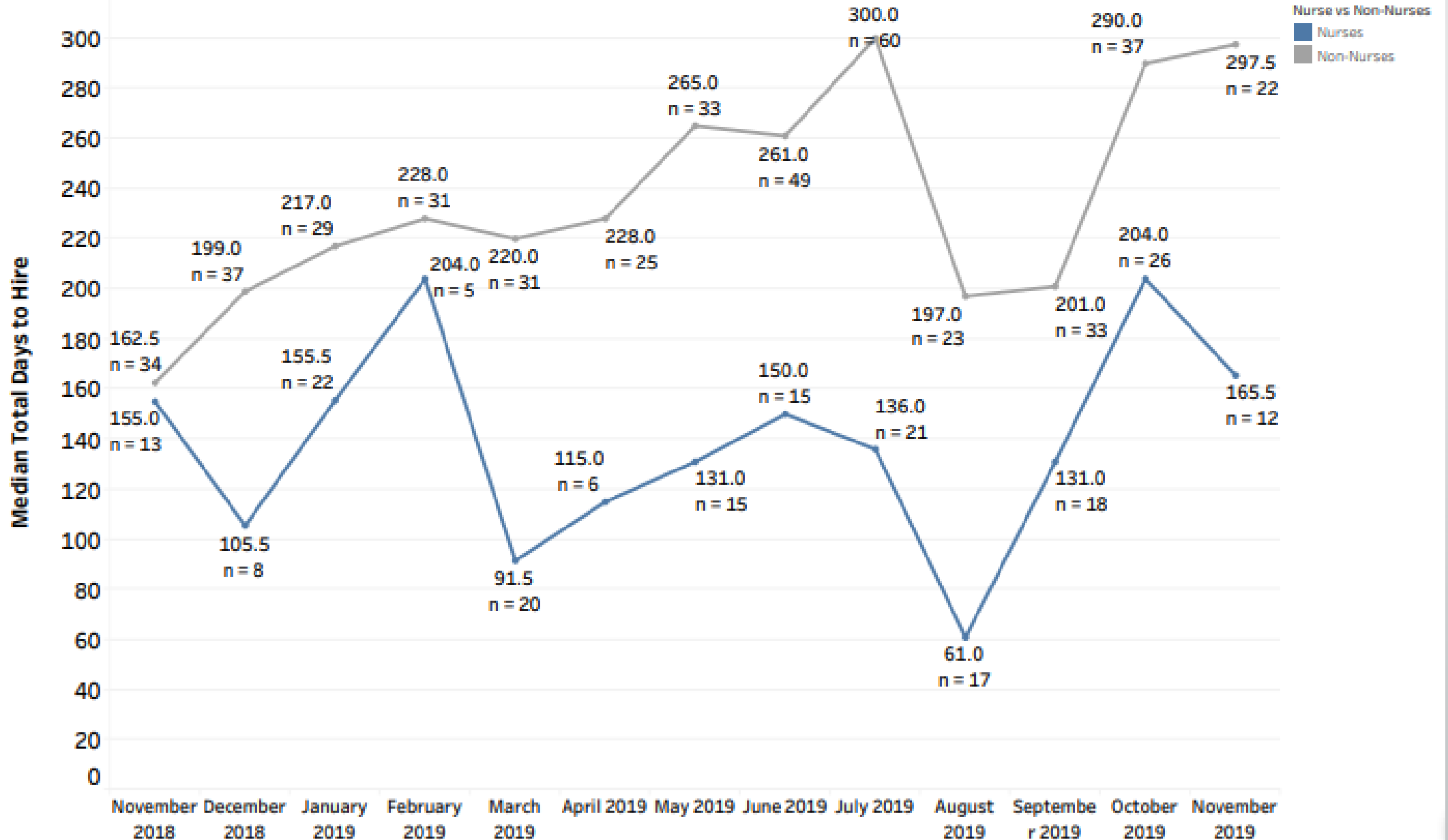
As of November 2019 the hiring time for nurses was calculated to be 165.5 days. This is calculated from the request to fill to offer of employment.



HIRING PROCESS OVERVIEW

- **Position Approval Process**
- **Referral Issuance Process**
- **Candidate Selection Process**
- **Onboarding Process**

Hiring Timelines at SFDPH for Nursing vs. Non-Nursing Classifications by Month



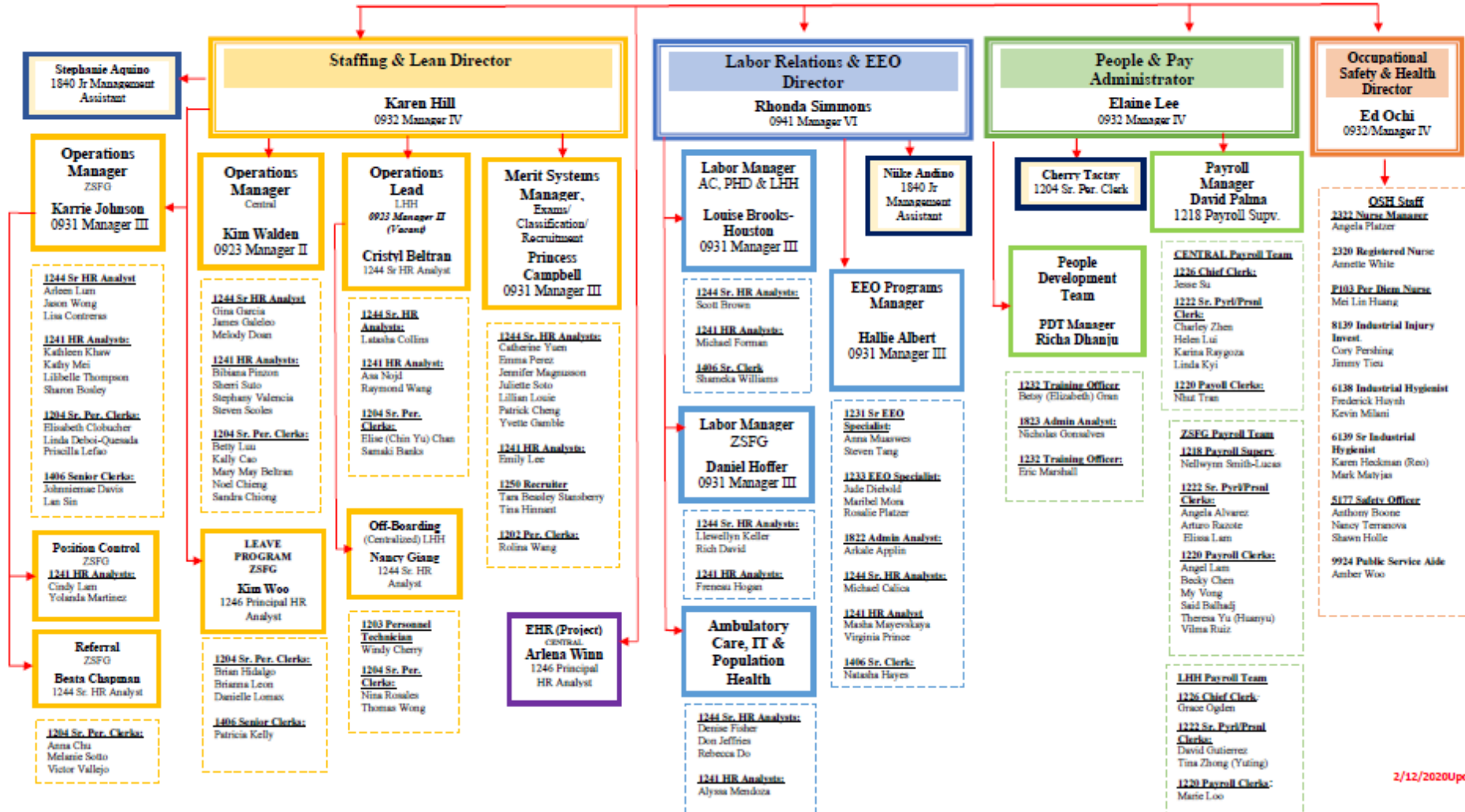


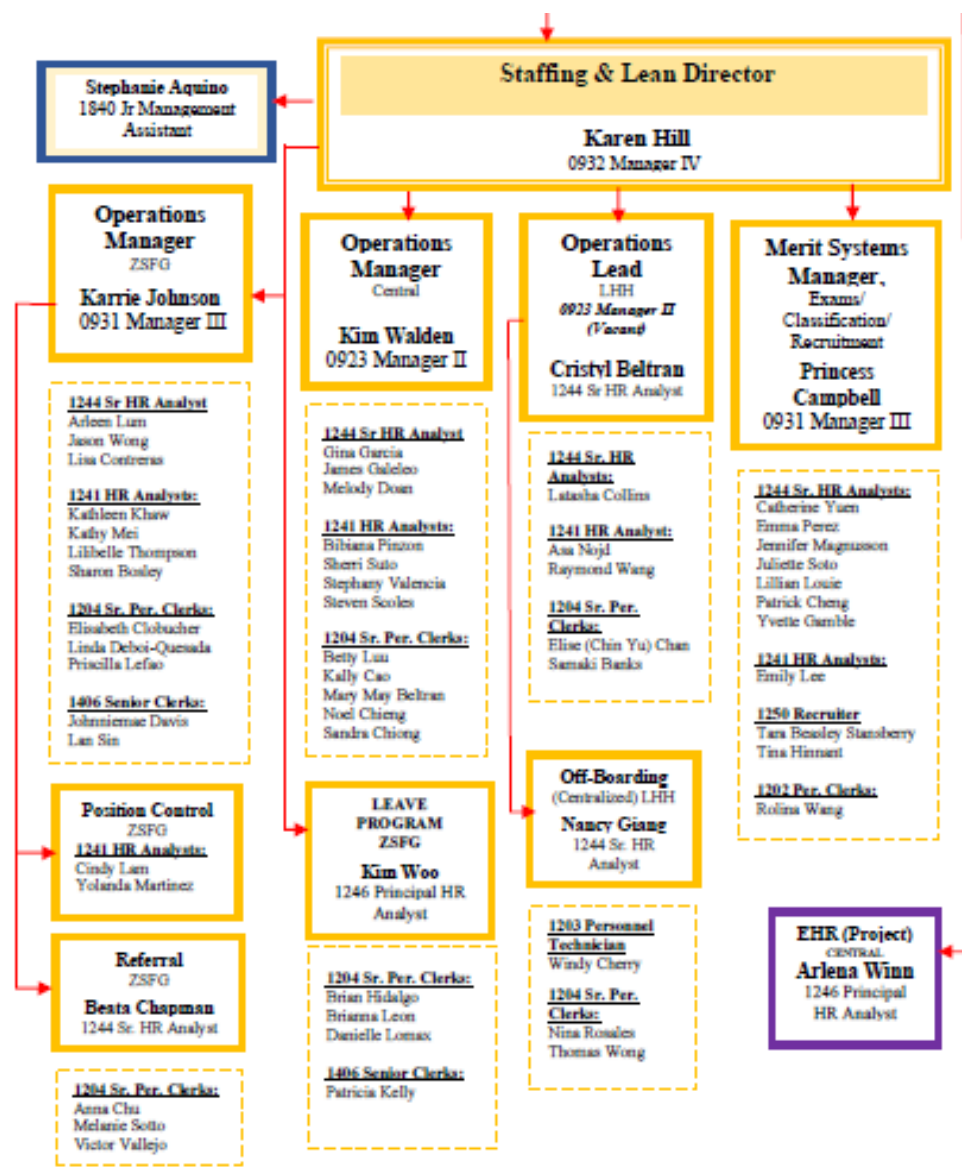
HUMAN RESOURCES STAFFING

- Although there are some **117** FTE attributed to HR under my direction, these FTE's are not all involved in hiring.
- Our Onboarding, Position Control, and Referral Teams at ZSFG consist of the following classifications:
 - 1 – **0931** Manager III
 - 4 – **1244** Senior Human Resources Analyst
 - 6 – **1241** Human Resources Analyst
 - 2 – **1406** Senior Clerks
 - 6 – **1204** Sr. Personnel Clerks
- Current staffing is not adequate to sustain a hiring process with a **90** day turn-around without making changes.
- ZSFG has the largest component of nurse hires and highest turnover rate.

Michael Brown
Director of Human Resources

Maria Fu-Vong
1842 Management Assistant





PROGRESS AND ACTION PLANS



- ✓ Removed inefficiencies in the Candidate Selection Process resulting in approximately **17** selections for hire within a week.
 - From a reported **79** vacancies or @ **75** FTE at ZSFG there are **27** hire packets for RN selection waiting to be finalized for an offer of employment.
- ✓ Requested additional HR staffing through the budget process to help stabilize HR Operations at ZSFG and throughout the Department.
- ✓ Working with my Workforce Development team to provide identified training for HR staff, supervisors and managers.
- ✓ Exploring best practices to implement equity and diversity in the hiring process.
 - Requesting to add description of their active role as a hiring supervisor or manager in the performance appraisals for **2020** to further equity and diversity.
- ✓ Consistent with **2019 SEIU 1021** Registered Nurses, Side Letter Agreement, DPH is engaged with DHR to make improvements and streamline the hiring process for nurses.



Here to provide a brief overview of additional information are:

Anna Biasbas, Deputy Director of Employment Services, DHR

Susan Ehrlich, MD, Chief Executive Officer, ZSFG, SFHN

Terry Dentoni, MSN, RN, CNL, Chief Nursing Officer Nursing Administration