

File No. 231160

Committee Item No. 8

Board Item No. 11

## COMMITTEE/BOARD OF SUPERVISORS

### AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance Committee

Date November 29, 2023

Board of Supervisors Meeting

Date December 5, 2023

#### Cmte Board

- |                                     |                                     |  |
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| <input type="checkbox"/>            | <input type="checkbox"/>            | Motion                                       |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Resolution                                   |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Digest                           |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Budget and Legislative Analyst Report        |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Youth Commission Report                      |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Introduction Form                            |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/>            | MOU  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Grant Information Form                       |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Contract/Agreement                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Form 126 – Ethics Commission                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Award Letter                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Public Correspondence                        |

#### OTHER (Use back side if additional space is needed)

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| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <u>DPH Presentation 11/29/2023</u> |
| <input type="checkbox"/>            | <input type="checkbox"/>            | _____                              |
| <input type="checkbox"/>            | <input type="checkbox"/>            | _____                              |
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Completed by: Brent Jalipa

Date November 21, 2023

Completed by: Brent Jalipa

Date December 1, 2023

1 [De-Appropriation and Appropriation - Expenditures of \$39,500,000 Supporting  
 2 Increased Overtime Expenditures - Department of Public Health - FY2023-2024]

3 **Ordinance de-appropriating \$39,500,000 from permanent salaries and dependent**  
 4 **coverage fringe benefits, and appropriating \$39,500,000 to overtime in the**  
 5 **Department of Public Health, in order to support the Department’s projected**  
 6 **increases in overtime as required per Administrative Code, Section 3.17.**

7

8 Note: Additions are *single-underline italics Times New Roman*;  
 9 deletions are ~~*strikethrough italics Times New Roman*~~.  
 10 Board amendment additions are double underlined.  
 Board amendment deletions are ~~strikethrough normal~~.

11 Be it ordained by the People of the City and County of San Francisco:

12

13 Section 1. The uses of funding outlined below are herein de-appropriated to  
 14 reflect the projected funding available for FY2023-2024.

15

16 **USES De-Appropriation**

17 Fund /	Project & Activity /	Account	Description	Amount
18 Department ID	Authority			
19 10000 GF Annual	10001785-0007	501010	Perm	(\$500,000)
20 Account Ctrl / 251910	HD PHHA DPH Admin	Perm	Salaries-	
21 HAD DPH Admin HR	HREPR- HR-Payroll /	Salaries-	Misc-Regular	
	10000 Operating	Misc-Regular		

22

23

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1	Fund /	Project & Activity /	Account	Description	Amount
2	Department ID	Authority			
3	10000 GF Annual	10001792-0001	501010	Perm	(\$200,000)
4	Account Ctrl / 251984	HB MH Adult Care-Admin	Perm	Salaries-	
5	HBH Mental Health Adult	/ 10000 Operating	Salaries-	Misc-Regular	
6			Misc-Regular		
7					
8	10000 GF Annual	10001997-0002	501010	Perm	(\$1,000,000)
9	Account Ctrl / 210705	HC Medical Respite-	Perm	Salaries-	
10	HNS WPIC	Medical Respite and	Salaries-	Misc-Regular	
11		Sobering / 10000	Misc-Regular		
12		Operating			
13					
14	10000 GF Annual	10001788-0002	501010	Perm	(\$25,000)
15	Account Ctrl / 152644	HD PHEPR-PublicHlth	Perm	Salaries-	
16	HPH	Emergency Prep&Resp /	Salaries-	Misc-Regular	
17	Operations&Infrastructure	10000 Operating	Misc-Regular		
18					
19	21490 LHH-Op Annual	10001949-0014	501010	Perm	(\$15,225,000)
20	Account Ctrl / 251703	HL SNF Inpatient-Skilled	Perm	Salaries-	
21	HLH NS-SNF Skilled	Nursing Care – GEN SNF	Salaries-	Misc-Regular	
22	Nrsg Facilt	/ 10000 Operating	Misc-Regular		
23					
24					
25					

1	Fund /	Project & Activity /	Account	Description	Amount
2	Department ID	Authority			
3	21080 SFGH-Op Annual	10001854-0002	501010	Perm	(\$7,000,000)
4	Account Ctrl / 251649	HG EMERGENCY	Perm	Salaries-	
5	HGH Emergency	AMBULATORY-7012	Salaries-	Misc-Regular	
6		EMERGENCY DEPT /	Misc-Regular		
7		10000 Operating			
8					
9	21080 SFGH-Op Annual	10001854-0002	515710	Dependent	(\$2,000,000)
10	Account Ctrl / 251649	HG EMERGENCY	Dependent	Coverage	
11	HGH Emergency	AMBULATORY-7012	Coverage		
12		EMERGENCY DEPT /			
13		10000 Operating			
14					
15	21080 SFGH-Op Annual	10001846-0001	501010	Perm	(\$1,000,000)
16	Account Ctrl / 251651	HG HOSPITAL I/P-ICU -	Perm	Salaries-	
17	HGH Intensive Care &	6130 ICU CIVIC CTR	Salaries-	Misc-Regular	
18	Other	H32 & H38 / 10000	Misc-Regular		
19		Operating			
20					
21	21080 SFGH-Op Annual	10001846-0001	515710	Dependent	(\$1,000,000)
22	Account Ctrl / 251651	HG HOSPITAL I/P-ICU -	Dependent	Coverage	
23	HGH Intensive Care &	6130 ICU CIVIC CTR	Coverage		
24	Other	H32 & H38 / 10000			
25		Operating			

1	Fund /	Project & Activity /	Account	Description	Amount
2	Department ID	Authority			
3	21080 SFGH-Op Annual	10001843-0014	501010	Perm	(\$2,250,000)
4	Account Ctrl / 251662	HG HOSPITAL	Perm	Salaries-	
5	HGH Environmental	GENERAL_SERVICES-	Salaries-	Misc-Regular	
6	Services	8440 ENVIRONMENTAL	Misc-Regular		
7		SVCS / 10000 Operating			
8					
9	21080 SFGH-Op Annual	10001843-0014	515710	Dependent	
10	Account Ctrl / 251662	HG HOSPITAL	Dependent	Coverage	(\$2,000,000)
11	HGH Environmental	GENERAL_SERVICES-	Coverage		
12	Services	8440 ENVIRONMENTAL			
13		SVCS / 10000 Operating			
14					
15	21080 SFGH-Op Annual	10001848-0004	501010	Perm	
16	Account Ctrl / 251652	HG HOSPITAL I/P-	Perm	Salaries-	(\$1,000,000)
17	HGH Medical-Surgical	MEDSURG-6168 MED-	Salaries-	Misc-Regular	
18		SURG GOLDEN GATE /	Misc-Regular		
19		10000 Operating			
20					
21	21080 SFGH-Op Annual	10001848-0004	515710	Dependent	(\$1,000,000)
22	Account Ctrl / 251652	HG HOSPITAL I/P-	Dependent	Coverage	
23	HGH Medical-Surgical	MEDSURG-6168 MED-	Coverage		
24		SURG GOLDEN GATE /			
25		10000 Operating			

1	Fund /	Project & Activity /	Account	Description	Amount
2	Department ID	Authority			
3	21080 SFGH-Op Annual	10001848-0005	501010	Perm	(\$2,000,000)
4	Account Ctrl / 251652	HG HOSPITAL I/P-	Perm	Salaries-	
5	HGH Medical-Surgical	MEDSURG-6168 MED-	Salaries-	Misc-Regular	
6		6180 MED-SURG	Misc-Regular		
7		LOMBARD H42&H44 /			
8		10000 Operating			
9					
10	21080 SFGH-Op Annual	10001840-0003	501010	Perm	(\$2,000,000)
11	Account Ctrl / 251646	HG HOSPITAL	Perm	Salaries-	
12	HGH Perioperative	ANCILLARY-7421	Salaries-	Misc-Regular	
13		SURGERY OR / 10000	Misc-Regular		
14		Operating			
15					
16	21080 SFGH-Op Annual	10036077-0001	501010	Perm	(\$1,300,000)
17	Account Ctrl / 210683	HC Clinical Support-	Perm	Salaries-	
18	HPC 7090 Family Health	Medical Evaluations	Salaries-	Misc-Regular	
19	Center	Assistant / 10000	Misc-Regular		
20		Operating			
21					
22	<b>Total USES De-Appropriation</b>				<b>(\$39,500,000)</b>
23					
24					
25					

1 Section 2. The uses of funding outlined below are herein appropriated to reflect  
 2 the projected use of funding for FY2023-2024.

3

4 **USES Appropriation**

5	Fund /	Project & Activity /	Account	Description	Amount
6	Department ID	Authority			
7	10000 GF Annual Account	10001784-0001	511010	Overtime -	\$500,000
8	Ctrl / 251912 HAD DPH	HA DPH Admin Exec-	Overtime -	Scheduled	
9	Admin Exec	Exec / 10000 Operating	Scheduled	Misc	
10			Misc		
11	10000 GF Annual Account	10001792-0001	511010	Overtime -	\$200,000
12	Ctrl / 251984 HBH Mental	HB MH Adult Care-Admin /	Overtime -	Scheduled	
13	Health Adult	10000 Operating	Scheduled	Misc	
14			Misc		
15	10000 GF Annual Account	10001997-0002	511010	Overtime -	\$1,000,000
16	Ctrl / 210705 HNS WPIC	HC Medical Respite-	Overtime -	Scheduled	
17		Medical Respite and	Scheduled	Misc	
18		Sobering / 10000	Misc		
19		Operating			
20					
21	10000 GF Annual Account	10001788-0002	511010	Overtime -	\$25,000
22	Ctrl / 152644 HPH	HD PHEPR-PublicHlth	Overtime -	Scheduled	
23	Operations&Infrastructure	Emergency Prep&Resp /	Scheduled	Misc	
24		10000 Operating	Misc		

25

1	Fund /	Project & Activity /	Account	Description	Amount
2	Department ID	Authority			
3	21490 LHH-Op Annual	10001949-0014	511010	Overtime -	\$15,225,000
4	Account Ctrl / 251703 HLH	HL SNF Inpatient-Skilled	Overtime -	Scheduled	
5	NS-SNF Skilled Nrsg Facilt	Nursing Care - Gen SNF /	Scheduled	Misc	
6		10000 Operating	Misc		
7					
8	21080 SFGH-Op Annual	10001854-0002	511010	Overtime -	\$7,000,000
9	Account Ctrl / 251649 HGH	HG EMERGENCY	Overtime -	Scheduled	
10	Emergency	AMBULATORY-7012	Scheduled	Misc	
11		EMERGENCY DEPT /	Misc		
12		10000 Operating			
13					
14	21080 SFGH-Op Annual	10001854-0002	511010	Overtime -	\$2,000,000
15	Account Ctrl / 251649 HGH	HG EMERGENCY	Overtime -	Scheduled	
16	Emergency	AMBULATORY-7012	Scheduled	Misc	
17		EMERGENCY DEPT /	Misc		
18		10000 Operating			
19					
20	21080 SFGH-Op Annual	10001846-0001	511010	Overtime -	\$1,000,000
21	Account Ctrl / 251651 HGH	HG HOSPITAL I/P-ICU -	Overtime -	Scheduled	
22	Intensive Care & Other	6130 ICU CIVIC CTR H32	Scheduled	Misc	
23		& H38 / 10000 Operating	Misc		
24					
25					

1	Fund /	Project & Activity /	Account	Description	Amount
2	Department ID	Authority			
3	21080 SFGH-Op Annual	10001846-0001	511010	Overtime -	\$1,000,000
4	Account Ctrl / 251651 HGH	HG HOSPITAL I/P-ICU -	Overtime -	Scheduled	
5	Intensive Care & Other	6130 ICU CIVIC CTR H32	Scheduled	Misc	
6		& H38 / 10000 Operating	Misc		
7					
8	21080 SFGH-Op Annual	10001843-0014 HG	511010	Overtime -	\$2,250,000
9	Account Ctrl / 251662 HGH	HOSPITAL	Overtime -	Scheduled	
10	Environmental Services	GENERAL_SERVICES-	Scheduled	Misc	
11		8440 ENVIRONMENTAL	Misc		
12		SVCS/ 10000 Operating			
13					
14	21080 SFGH-Op Annual	10001843-0014 HG	511010	Overtime -	\$2,000,000
15	Account Ctrl / 251662 HGH	HOSPITAL	Overtime -	Scheduled	
16	Environmental Services	GENERAL_SERVICES-	Scheduled	Misc	
17		8440 ENVIRONMENTAL	Misc		
18		SVCS/ 10000 Operating			
19					
20	21080 SFGH-Op Annual	10001848-0004	511010	Overtime -	\$1,000,000
21	Account Ctrl / 251652 HGH	HG HOSPITAL I/P-	Overtime -	Scheduled	
22	Medical-Surgical	MEDSURG-6168 MED-	Scheduled	Misc	
23		SURG GOLDEN GATE /	Misc		
24		10000 Operating			
25					

1	Fund /	Project & Activity /	Account	Description	Amount
2	Department ID	Authority			
3	21080 SFGH-Op Annual	10001848-0004	511010	Overtime -	\$1,000,000
4	Account Ctrl / 251652 HGH	HG HOSPITAL I/P-	Overtime -	Scheduled	
5	Medical-Surgical	MEDSURG-6168 MED-	Scheduled	Misc	
6		SURG GOLDEN GATE /	Misc		
7		10000 Operating			
8					
9	21080 SFGH-Op Annual	10001848-0005	511010	Overtime -	\$2,000,000
10	Account Ctrl / 251652 HGH	HG HOSPITAL I/P-	Overtime -	Scheduled	
11	Medical-Surgical	MEDSURG-6168 MED-	Scheduled	Misc	
12		6180 MED-SURG	Misc		
13		LOMBARD H42&H44 /			
14		10000 Operating			
15					
16	21080 SFGH-Op Annual	10001840-0003	511010	Overtime -	\$2,000,000
17	Account Ctrl / 251646 HGH	HG HOSPITAL	Overtime -	Scheduled	
18	Perioperative	ANCILLARY-7421	Scheduled	Misc	
19		SURGERY OR / 10000	Misc		
20		Operating			
21					
22					
23					
24					
25					

1	Fund /	Project & Activity /	Account	Description	Amount
2	Department ID	Authority			
3	21080 SFGH-Op Annual	10036077-0001	511010	Overtime -	\$1,300,000
4	Account Ctrl / 210683 HPC	HC Clinical Support-	Overtime -	Scheduled	
5	7090 Family Health Center	Medical Evaluations	Scheduled	Misc	
6		Assistant / 10000	Misc		
7		Operating			
8					
9					
10	<b>Total USES Appropriation</b>				<b>\$39,500,000</b>
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<p><b>Item 8</b> <b>File 23-1160</b></p>	<p><b>Department:</b> Department of Public Health (DPH)</p>
<p><b>EXECUTIVE SUMMARY</b></p>	
<p style="text-align: center;"><b>Legislative Objectives</b></p>	
<ul style="list-style-type: none"> <li>The proposed ordinance would de-appropriate \$39,500,000 from permanent salaries and dependent coverage fringe benefits and appropriate \$39,500,000 to overtime in the Department of Public Health’s (DPH) FY 2023-24 budget.</li> </ul>	
<p style="text-align: center;"><b>Key Points</b></p>	
<ul style="list-style-type: none"> <li>As of October 27, 2023, DPH has expended approximately 59 percent of its overtime budget for FY 2023-24. DPH anticipates that it will exceed its overtime budget in the San Francisco General Hospital (SFGH) and Laguna Honda Hospital (LHH) operating funds on approximately January 5, 2024 and in the General Fund on approximately April 12, 2024.</li> <li>High overtime needs are largely driven by vacancies, increased turnover, and minimum staffing levels to support patients. DPH reports that while it has been filling vacant positions, many vacancies are filled through internal promotions or reassignments requested by existing employees, which do not increase overall headcount. DPH has also struggled to keep up with staff departures.</li> </ul>	
<p style="text-align: center;"><b>Fiscal Impact</b></p>	
<ul style="list-style-type: none"> <li>The proposed ordinance would increase the DPH FY 2023-24 overtime budget by \$39,500,000, or 123 percent over the budgeted amount of \$32,109,441. This amount is based on actual overtime expenditures of \$19,045,960 through October 27, 2023, or approximately \$2,221,368 per pay period. Over the remainder of the fiscal year, DPH estimates that it will spend approximately \$59.4 million in overtime. Overtime costs would be funded by the proposed reallocation of vacancy savings.</li> </ul>	
<p style="text-align: center;"><b>Policy Consideration</b></p>	
<ul style="list-style-type: none"> <li>The fact that overtime spending is projected to be over 123 percent above budget may reflect a lack of internal controls over overtime use. Administrative Code Chapter 18.13-1 states that City staff should not work overtime hours that exceed 25 percent of their regular hours (typically 520 overtime hours per year), yet we project 350 DPH staff (5 percent of total DPH staff) will exceed that threshold. The Department is in the process of requesting exemptions from the Department of Human Resources for the 16 staff who have already exceeded 520 overtime hours this fiscal year.</li> <li>To avoid future supplemental appropriation requests, the Board of Supervisors may consider requesting DPH and the Mayor’s Budget Office to more accurately forecast its overtime needs in the upcoming FY 2024-26 two-year budget.</li> </ul>	
<p style="text-align: center;"><b>Recommendation</b></p>	
<ul style="list-style-type: none"> <li>Approve the proposed ordinance.</li> </ul>	

**MANDATE STATEMENT**

Charter Section 9.105 provides that amendments to the Annual Appropriation Ordinance be subject to Board of Supervisors approval by ordinance, after the Controller certifies the availability of funds.

Administrative Code Section 3.17 states that the Airport, Department of Emergency Management, Fire Department, Police Department, Department of Public Health, Public Utilities Commission, Department of Public Works, Recreation and Park Department, and Sheriff must obtain a supplemental appropriation to exceed the overtime budgets in their annual operating funds.

**BACKGROUND**

The Department of Public Health (DPH) is requesting a supplemental appropriation to increase its overtime budget in annual operating funds, as per Administrative Code Section 3.17. The need for additional overtime funds is due to vacancies, increased turnover, and minimum staffing levels to support patients.

As of October 27, 2023, DPH has expended approximately 59 percent of its overtime budget for FY 2023-24. DPH anticipates that it will exceed its overtime budget in the San Francisco General Hospital (SFGH) and Laguna Honda Hospital (LHH) operating funds on approximately January 5, 2024 and in the General Fund on approximately April 12, 2024.

**DETAILS OF PROPOSED LEGISLATION**

The proposed ordinance would de-appropriate \$39,500,000 from permanent salaries and dependent coverage fringe benefits and appropriate \$39,500,000 to overtime in the DPH FY 2023-24 budget. Approval of this ordinance would not result in an increase in overall appropriation for the department.

The proposed de-appropriation and appropriation of funds are shown in Exhibit 1 below.

**Exhibit 1: Proposed De-Appropriation and Appropriation of Funds**

Sources	General Fund	SFGH Operating Fund	LHH Operating Fund	Total
Permanent Salaries	\$1,725,000	\$16,550,000	\$15,225,000	\$33,500,000
Dependent Coverage		6,000,000		6,000,000
<b>Total Sources</b>	<b>\$1,725,000</b>	<b>\$22,550,000</b>	<b>\$15,225,000</b>	<b>\$39,500,000</b>
Uses	General Fund	SFGH Operating Fund	LHH Operating Fund	Total
Overtime	\$1,725,000	\$22,550,000	\$15,225,000	\$39,500,000
<b>Total Uses</b>	<b>\$1,725,000</b>	<b>\$22,550,000</b>	<b>\$15,225,000</b>	<b>\$39,500,000</b>

Source: Proposed ordinance

**FISCAL IMPACT**

The proposed ordinance would increase the DPH FY 2023-24 overtime budget by \$39,500,000, or 123 percent over the budgeted amount of \$32,109,441. This amount is based on actual overtime expenditures of \$19,045,960 through October 27, 2023, or approximately \$2,221,368 per pay period. Over the remainder of the fiscal year, DPH estimates that it will spend approximately \$59.4 million in overtime. Actual and projected overtime expenditures by fund are shown in Exhibit 2 below.

**Exhibit 2: Actual and Projected Overtime Expenditures by Fund**

<b>Fund</b>	<b>FY 2023-24 Overtime Budget</b>	<b>Actual Overtime Expenditures (through 10/27/23)</b>	<b>Total Projected FY 2023-24 Expenditures (with 10% Buffer)<sup>1</sup></b>	<b>Additional Amount Needed</b>
General Fund	\$3,711,500	\$1,337,872	\$5,243,035	\$1,531,535
SFGH Operating Fund	16,622,210	10,956,618	39,395,793	22,773,583
LHH Operating Fund	11,775,731	6,751,470	26,769,316	14,993,585
<b>Total</b>	<b>\$32,109,441</b>	<b>\$19,045,960</b>	<b>\$71,408,144</b>	<b>\$39,298,703</b>

Source: DPH

As noted above, high overtime needs are largely driven by vacancies, increased turnover, and minimum staffing levels to support patients. According to DPH, the department is in a unique situation in the current year for two reasons. First, at LHH, the need is driven by additional staff training, work to prepare for recertification, and increased turnover and leadership transitions. Second, SFGH has experienced higher than anticipated patient levels, which increases the need for positions such as nurses, porters, and food service workers. DPH reports that while it has been filling vacant positions, many vacancies are filled through internal promotions or reassignments requested by existing employees, which do not increase overall headcount. DPH has also struggled to keep up with staff departures, which is an issue across all areas of the healthcare industry. The classifications with the highest overtime utilization and the vacancy rates for those classifications are shown in Exhibit 3 below.

<sup>1</sup> DPH has included a 15 percent buffer for LHH operating fund overtime to ensure while it still awaits recertification and 10 percent for the remainder of the divisions to adjust for seasonal fluctuations, for an average of 12 percent overall.

**Exhibit 3: DPH Classifications with Largest Overtime Expenditures and Vacancies**

<b>Classification</b>	<b>Authorized Positions</b>	<b>Vacancies (as of 10/24/23)</b>	<b>Percent Vacant (as of 10/24/23)</b>	<b>Year to Date Overtime Expenditures (as of 10/24/23)</b>
2320 Registered Nurse	1,508	205	14%	\$4,683,878
2303 Certified Nursing Assistant	552	37	7%	2,569,042
P103 Special Nurse <sup>2</sup>	n/a	n/a	n/a	1,969,640
2736 Porter	337	21	6%	1,724,198
2312 Licensed Vocational Nurse	198	35	18%	823,722
2322 Nurse Manager	104	22	21%	695,772
2604 Food Service Worker	121	11	9%	685,826
2328 Nurse Practitioner	165	20	12%	577,978
2430 Medical Evaluations Assistant	257	34	13%	426,814
2903 Hospital Eligibility Worker	234	51	22%	423,890
7334 Stationary Engineer	52	16	31%	339,019
2302 Nursing Assistant	107	14	13%	302,739
2471 Radiologic Tech I, II, III	79	11	14%	270,827
2409 Pharmacy Technician	90	8	9%	251,490
2330 Anesthetist	13	2	14%	202,755

Source: DPH. Full-time equivalent (FTE) positions are rounded to the nearest position.

In total, DPH has 1,700 vacancies out of 8,370 authorized full-time equivalent positions, or a 20 percent vacancy rate (as of October 24, 2023). However, there is only budget authority for approximately 10 percent of these vacancies given budgeted attrition savings for FY 2023-24, so roughly 850 of these vacant positions can be filled for the Department to stay within its budget.

## **POLICY CONSIDERATION**

### **Internal Controls for Overtime**

The fact that overtime spending is projected to be 123 percent above budget may reflect a lack of internal controls over overtime use. While certain hospital operations have minimum staffing requirements set by state agencies, other overtime spending is discretionary and likely unnecessary. Administrative Code Chapter 18.13-1 states that City staff should not work overtime hours that exceed 25 percent of their regular hours (typically 520 overtime hours per year). According to overtime spending data provided by DPH, as of October 27, 2023, 16 positions had already exceeded 520 hours of overtime, and DPH reports that it is requesting exemptions for these positions. Using a straight-line projection from this data, we estimate an additional 350 DPH positions would incur more than 520 hours of overtime, amounting to approximately five

<sup>2</sup> All P103 position appointments are as needed to backfill paid time off, 2320 Registered Nurse vacancies, and staff for increased patient census. Therefore, there are no P103 vacancies.

percent of all DPH staff incurring more overtime than is allowed by local law. This number would be lower to the extent that positions experience turnover and therefore occupied by more than one person.

**Budget Practices**

In FY 2022-23, DPH initially had an overtime budget of \$25,660,412, but requested a supplemental appropriation of an additional \$30,700,000 for overtime (File 23-0257). This amounted to a 120 percent increase in the Department's overtime budget. Despite this large increase and ongoing high vacancy rate, DPH's FY 2023-24 budget only included \$32,109,441 in overtime. DPH is now requesting a supplemental appropriation of \$39,500,000, which is a 123 percent increase in its overtime budget. To avoid future supplemental appropriation requests, the Board of Supervisors may consider requesting DPH and the Mayor's Budget Office to more accurately forecast its overtime needs in the upcoming FY 2024-26 two-year budget.

**RECOMMENDATION**

Approve the proposed ordinance.

# DEPARTMENT OF PUBLIC HEALTH OVERTIME PROJECTION

# Overview of Request

2

- Requests budget neutral adjustment shifting \$39.5 M of regular hours to overtime hours to comply with overtime ordinance
- No change in overall expenditure authority - Department is expected to stay within its approved operating budget
- If approved, DPH's total overtime budget increases to \$71.6 M and would represent of 6.2% its total salary budget

Fund	FY 22-23 Actual	FY23-24 Budget	Actual thru 10.27.23	Revised Appropriation, if approved*
ZSFG	35,599,343	16,622,210	10,956,618	39,172,210
Laguna Honda	15,433,312	11,775,731	6,751,470	27,000,731
All Other Divisions	4,704,269	3,711,500	1,337,872	5,436,500
<b>Totals</b>	<b>55,736,923</b>	<b>32,109,441</b>	<b>19,045,960</b>	<b>71,609,441</b>

# Overtime Usage By Hours

By Hours	FY22-23 Actual	FY23-24 YTD (through 10.27.23)	FY23-24 Projection
ZSFG	363,496	111,618	378,451
Laguna Honda	216,549	89,913	318,715
Rest of DPH	69,476	21,543	73,043
<b>Total</b>	<b>649,521</b>	<b>223,074</b>	<b>770,209</b>

- Straight-line projection shows over-time usage similar to prior years
- Request calculated using straight line projection adding 12% to adjust for additional COLA increase in salaries slated for January and seasonal fluctuations to ensure we remain in compliance by year end

# Top Ten Classes of Overtime by Hours

	<b>Job Class</b>	<b>FY23-24 YTD Hours</b>	<b>FY23-24 Straightline Projection Hours</b>	<b>FY23-24 Straightline Projection \$s</b>
1	Certified Nursing Assistant	41,918	129,206	\$ 8,313,420
2	Registered Nurse	35,329	119,007	\$ 15,157,030
3	Porter	31,783	97,967	\$ 5,579,505
4	Food Service Worker	14,956	46,098	\$ 2,219,333
5	Licensed Vocational Nurse	11,442	35,267	\$ 2,665,564
6	Special Nurse	10,891	33,571	\$ 6,373,754
7	Medical Evaluations Assistant	6,828	21,045	\$ 1,381,170
8	Hospital Eligibility Worker	6,756	20,825	\$ 1,371,708
9	Nursing Assistant	4,328	13,340	\$ 979,665
10	Home Health Aide	4,239	13,067	\$ 637,545

# Characteristics of Overtime at DPH

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- Overtime is needed at 24/7 facilities to ensure adequate staffing across all operations from clinical to food service and environmental services
  - ▣ Increased needs at LHH during recertification
    - Changes in staffing based on regulatory compliance issues
    - Increased training of staff
  - ▣ Higher Census at ZSFG
- Continued focus on filling permanent positions to reduce overtime
- Overtime costs also increases annual consistent with negotiated MOU raises

# Overtime as Straight-Time

- Of the total hours projected, 17.5% of these hours are expected to be “Overtime as Straight-time Hours”
- Part-time workers working additional hours above their regular shift, but 40 or fewer in a work week
- Paid as regular hourly wage and not time and a half

Share of Overtime Hours are Straight Hours	17.5%
Straight Time OT for Top Classifications:	
Certified Nursing Assistant	15%
Registered Nurse	28%
Porter	11%
Food Service Worker	28%
Licensed Vocational Nurse	22%
Special Nurse	8%

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# Questions

Thank You

**From:** [Conine-Nakano, Susanna \(MYR\)](#)  
**To:** [BOS Legislation, \(BOS\)](#)  
**Cc:** [Paulino, Tom \(MYR\)](#); [Duning, Anna \(MYR\)](#); [Ma, Sally \(MYR\)](#)  
**Subject:** Mayor -- Ordinance -- DPH Overtime Supplemental  
**Date:** Tuesday, November 7, 2023 3:34:57 PM  
**Attachments:** [Public Health Overtime De-Appropriation and Appropriation - FY2023-24 CON and CAT Approval.pdf](#)  
[Public Health Overtime De-Appropriation and Appropriation - FY2023-24.docx](#)  
[Public Health Overtime De-Appropriation and Appropriation - FY2023-24.pdf](#)

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Hello Clerks,

Attached for introduction to the Board of Supervisors is an Ordinance de-appropriating \$39,500,000 from permanent salaries and dependent coverage fringe benefits, and appropriating \$39,500,000 to overtime in the Department of Public Health, in order to support the Department's projected increases in overtime as required per Administrative Code Section 3.17.

Best,

Susanna

Susanna Conine-Nakano

Office of Mayor London N. Breed

City & County of San Francisco

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