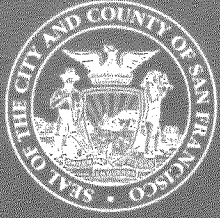May 13, 2015

San Francisco Board of Supervisors

ACA Enrollment and DPH Hiring Update

Barbara Garcia, Director of Health

Ron Weigelt, Public Health Human Resources Director

SEAL OF THE CITY AND COUNTY OF SAN FRANCISCO

SF HEALTH NETWORK
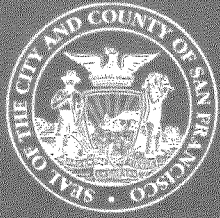SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Presentation Outline

Presentation PART I – ACA Implementation Achievements (Director of Health)

Presentation PART II - Budget Context (Director of Health)

Presentation PART III – Hiring Context, Ron Weigelt (HR Director)

ACA Implementation Achievements 2014

SF HEALTH NETWORK
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

STATE AND CITYWIDE EFFORTS

- **CALIFORNIA: Over 4M people enrolled across the State**
  - ~50% reduction in uninsured

- **SAN FRANCISCO: outreach & enrollment efforts effective**
  - ~54% reduction in overall uninsured
  - 41,000 enrolled in Covered CA
  - 56,000 enrolled in expanded Medi-Cal

- **Healthy San Francisco key to success**
  - Over 13,000 auto-transitioned to Medi-Cal (SF PATH)
  - HSF saw an additional 60% decline in enrollment - from 52,000 in Jan to 18,000 in Dec 2014
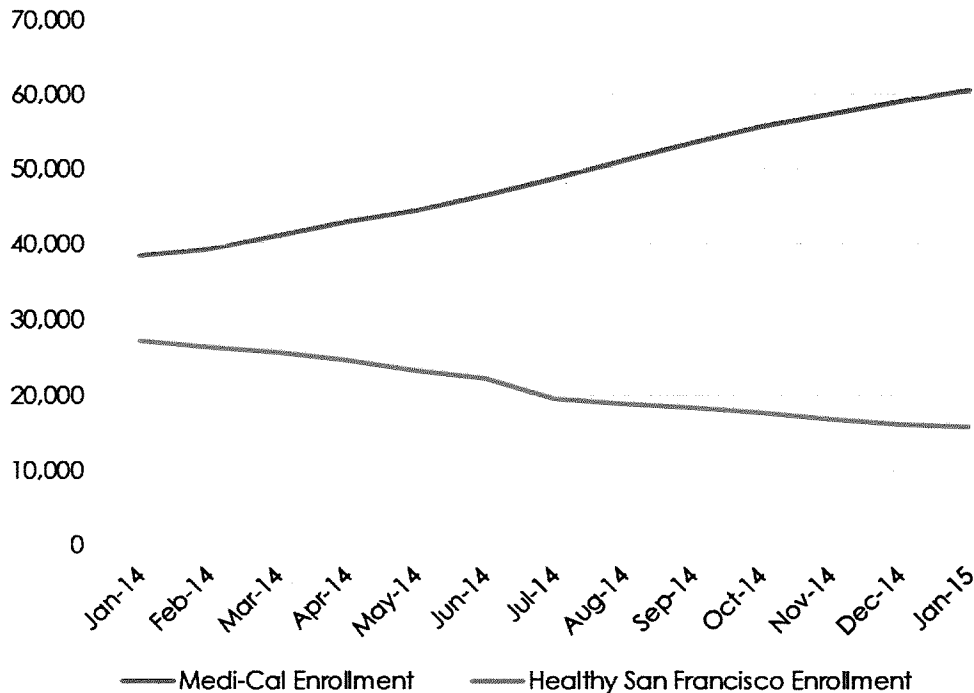
3
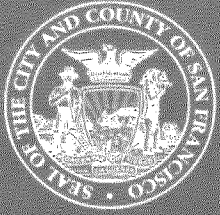
During the first year of ACA implementation, the number of SFHN members enrolled in insurance has grown dramatically

## SFHN Enrollment in Medi-Cal Managed Care and Healthy San Francisco

Medi-Cal Enrollment   Healthy San Francisco Enrollment

SF Health Network ACA Enrollment

|	
ACA Expanded Medi-Cal – number already enrolled in SFHN as of January, 2015	29,295
Healthy SF enrollees potentially eligible for Covered CA (target open-enrollment 2015-16 for contract)	3,805

SF HEALTH NETWORK
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH
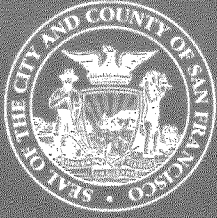
Staffing Efforts are a Key Priority for DPH

- Health Reform Readiness Assessment identified key areas for strategic investment
  - Structural correction to hospital budgets
  - Primary Care Access expansion – ACA (decreased wait times)
  - New San Francisco General Hospital
  - Information Technology

- Hiring to meet these needs is a top departmental priority to meet patient care and financial goals
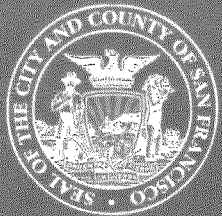
KEY POINTS:

- Significant growth in budgeted positions in 14-15 and 15-16 budgets

- Hiring to fill large number of new positions in addition to pre-existing vacancies requires significant capacity and process improvements

New Positions Added in DPH FY 14-15 and 15-16 Budget			
	FY 14-15	FY 15-16	Total for 2-Year Budget
San Francisco General Hospital	61	90	150
Primary Care	18	11	29
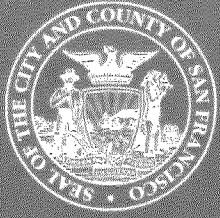
## Stated Goals from May 2014 BOS hearing

New hires responsible for tracking and expedite the filling of vacancies ✓

Lean process analysis and implementation ✓

Reduce our use of temporary employees ✓

Development and use of metrics to measure our performance and create a transparent and useful process ✓

Partnership with CCSF DHR to assist in streamlining and expediting hiring processes, especially for RN classifications ✓
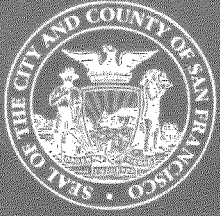
Successful Time to Hire Strategies for RNs

- Increase Outreach and Recruitment
- Rely on Technology to Modernize the Process
- Implement Human-Centered Selection and Communication Processes
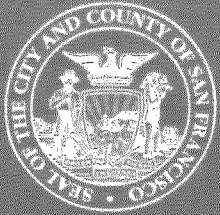
Partnership Achievements

- Continuous Recruitment with On-Line, On-Demand Applications and Examination
- Identification and Elimination of all Process Delays
- Increased Hiring Manager Flexibility and Discretion

Pre-Certification Canvas Process (PCCP)
NEW, expedited hiring process for RNs
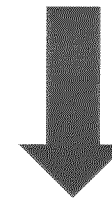
Launched:
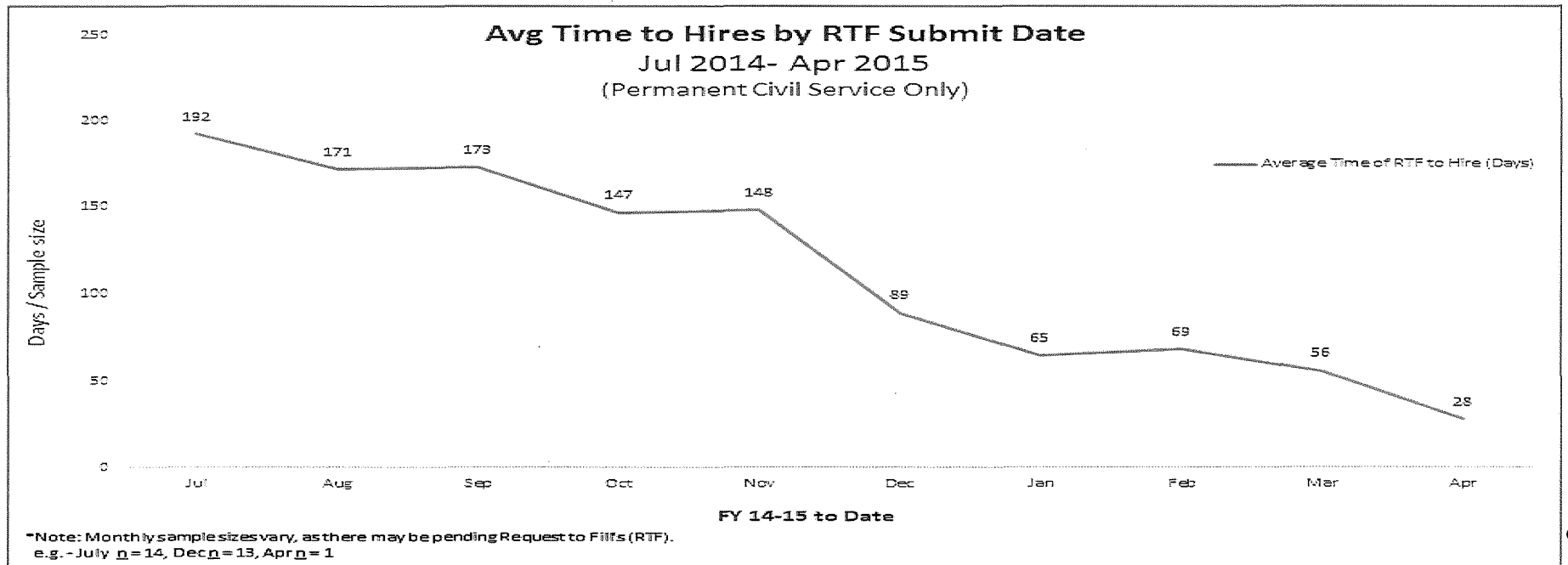April 2015

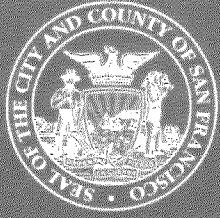**POTENTIAL TO REDUCE TIME TO HIRE TO 40 DAYS**

Added goal: **Partnership with Union** to streamline and expedite hiring process for represented classes

Time to Hire Reductions (RNs)
May 2014: 190 - 200 days
May 2015: 40 - 60 days

Time to Hire Reductions (All Classes)

Avg Time to Hires by RTF Submit Date
Jul 2014- Apr 2015
(Permanent Civil Service Only)

Average Time of RTF to Hire (Days)

Data points: 192, 171, 173, 147, 148, 89, 65, 69, 56, 28

Y-axis: Days / Sample size (0, 50, 100, 150, 200, 250)

X-axis: Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr

FY 14-15 to Date

*Note: Monthly sample sizes vary, as there may be pending Request to Fills (RTF).
e.g. - July n = 14, Dec n = 13, Apr n = 1

9

SF HEALTH NETWORK
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

Job Code	Job Title	Total
2320	Registered Nurse	201
2303	Patient Care Assistant	147
2430	Medical Evaluations Assistant	75
2736	Porter	47
2312	Licensed Vocational Nurse	30
2587	Health Worker III	25
2604	Food Service Worker	21
2930	Psychiatric Social Worker	16

Note: Total number of SEIU Local 1021 hires into budgeted positions is 841 from January 1, 2014 through May 11, 2015
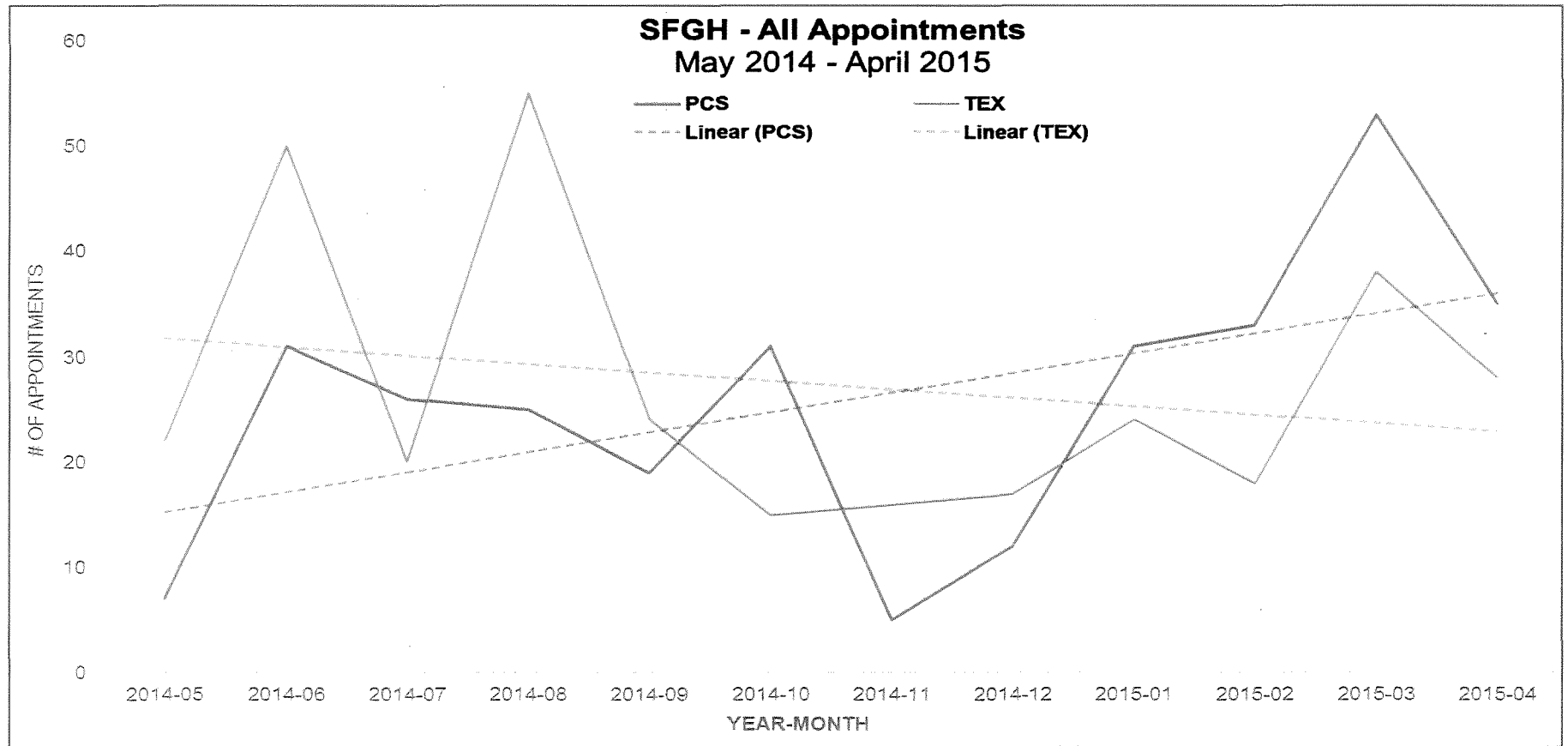
- 90% - Permanent Civil Service
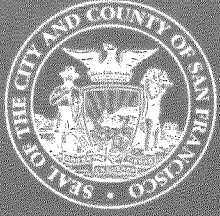- 9% - Temporary Provisional awaiting examination
- 1% - Permanent Exempt staff
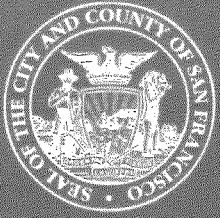
10

Reduce our use of temporary employees ✔

SFGH - All Appointments
May 2014 - April 2015

PCS   TEX
Linear (PCS)   Linear (TEX)

Registry

Purpose – registry services are essential and customary in acute and trauma centers to ensure needs are met during staff vacancy periods.

Current Usage – meet unexpected patient census and/or staffing needs in specialty care units to maintain essential hospital operations

Overall Plan – appropriate use of registry
- Improve hiring of permanent employees to reduce vacancies
- Use of registry to support new hospital during training period

Spring 2016 Expectation – continued but reduced registry usage due to hiring efficiency efforts

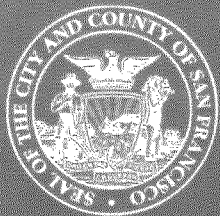## P103 (Per Diem) and Full-Time Nurses
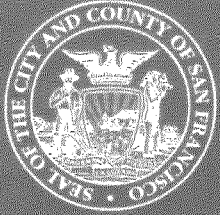
Emergency Department

49 positions filled between May 2014 – April 2015

Radiology

The use of registry for a Trauma Center is usual and customary for contingency staffing. In recent years, Radiology has increased the reliance on use of registry to maintain essential core operations. Department of Public Health (DPH) has been meeting with SEIU to address the union's grievance regarding the overuse of the registry. DPH is making the following investments to minimize the use of the registry:

▪ Since January 1, 2014, hired a total of 10 Diagnostic Imaging Technicians

▪ The Department is funding (FY 2015-2016) 8.5 FTEs in Class 2424 X-Ray Laboratory Aide and 9.5 FTEs in Class 2467 Diagnostic Imaging Technicians

▪ For more efficient on-boarding, the Department implemented expeditious and continuous recruitment for the Radiology Imaging Technician job series

REDUCE TIME TO HIRE, INCREASE EFFICIENCY AND MEET HIRING TARGETS

Recruitment Activities

- Job fairs
  - March: RNs
  - April: all classes

- P103 (per diem) recruitment

- New Project Manager and Recruiter

- Outreach plan

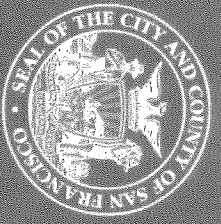## Collaborative Tracking and Monitoring

- Meetings to assess progress

- Strategic Planning

- Troubleshooting

Hiring Efficiency Partnership

- Collaboration between DPH and DHR to expedite hiring process

- Partnership with Union

- Partnership highlight – new, streamlined Registered Nurse expedited PCCP hiring protocol

- Appropriate use of registry

Lean Initiative & Process Improvement Measures

- Continuous process improvement measures and efficiency standards

- Value Stream Mapping and Kaizen workshops

14

Thank you

SF HEALTH NETWORK
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH