



**DEPARTMENT OF PUBLIC HEALTH**  
HUMAN RESOURCES - OCTOBER 2, 2018

**2018  
UPDATES**

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Director of Human Resources

# EPIC Electronic Health Records Project

## Phase I

**Staff Epic Project Team**  
(Nov. 2017 - Jun. 2018)



### **Completed**

- 8 week average hire time
- 1,500+ applications reviewed
- 200+ Interviews conducted
- 74 Team Members Hired
- 350+ Epic exams proctored

Now all of the Epic Implementation Team is Epic Certified which means they can build on the Epic system.

## Phase II

**Discover Current State & Design Future State Workforce Model**  
(Apr. 2018 – Dec. 2018)

### In Progress

- 260 Classifications must be reviewed to understand how workflows will be modified to support the Epic system and DPH's mission.

## Phase III

**Execute Future State Workforce Model**  
( Jul. 2018 – Sept. 2020)

### In Progress

- Training Modules created by November 2018
- New Electronic Learning Module (ELM) system live March 1, 2019
- May 1, 2019 – July 31, 2019: 300 online and 100 in person trainings implemented
- Personal time off restrictions and job classification discussions with unions

Epic Go-Live August 03, 2019



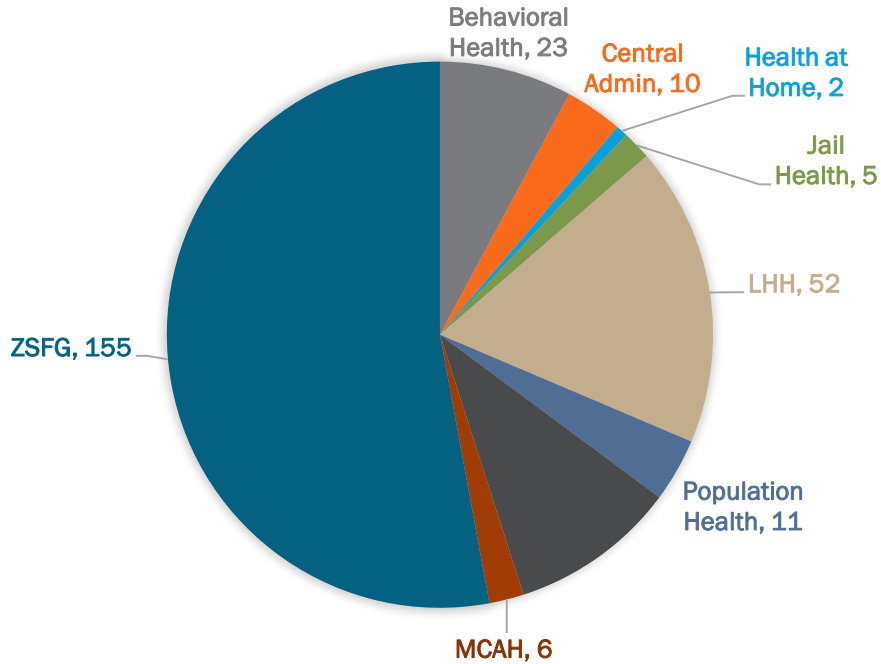
# EQUAL EMPLOYMENT OPPORTUNITY (EEO) AND DISABILITY ACCOMODATION

## ENSURING COMPLIANCE AND REDUCING RISK

- The EEO Team Filled All Vacancies: Moving from 3 FTE to 10 FTE with a Permanent EEO Programs Manager
  - 1231 EEO Programs Senior Specialists (3)
  - 1233 EEO Programs Specialists (3)
  - 1241 Reasonable Accommodation Coordinators (2)
  - 1406 EEO Programs Assistant
  - 1822 EEO Programs Analyst
- Standardized Reasonable Accommodation processes to ensure efficient workflow and compliance with all applicable laws and policies
- Improved collaboration with Workers' Compensation and Leaves Team
- Using DocuSign for EEO and Reasonable Accommodation forms

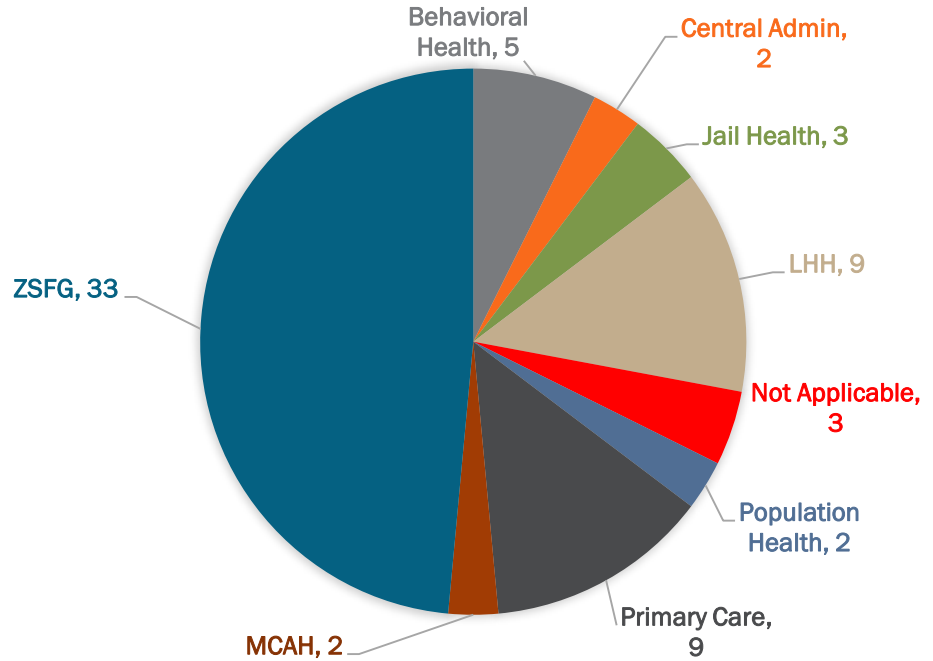
## DPH HR-EEO

ADA Accommodation Requests Received in FY17-18  
Total=293



## DPH HR-EEO

EEO Complaints Received in FY17-18  
Total=68

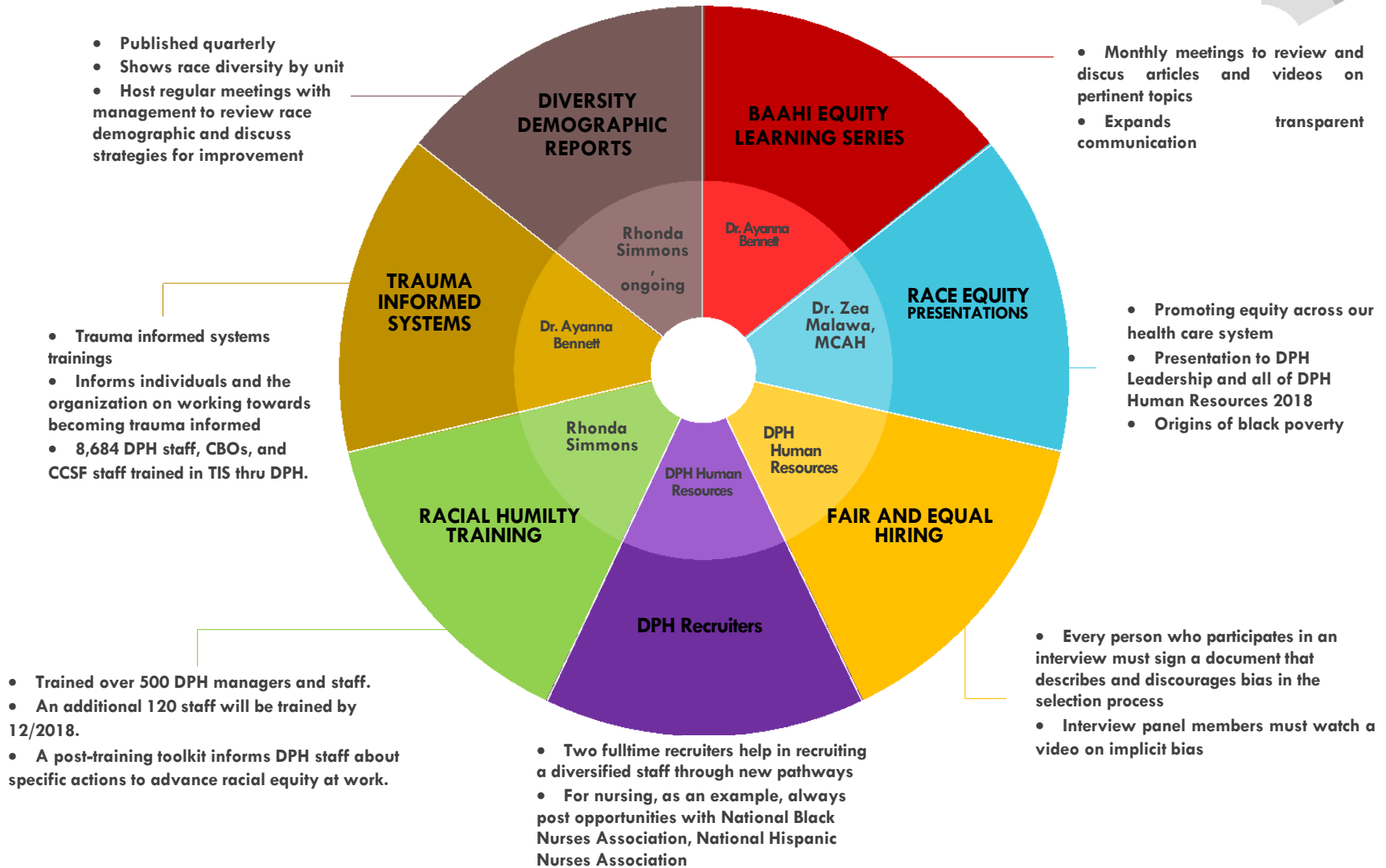


Number of active employees on payroll  
as of July 1, 2018:

|                   |       |
|-------------------|-------|
| ZSFG              | 4,507 |
| LHH               | 1,611 |
| Behavioral Health | 1,265 |
| Primary Care      | 723   |

# SNAPSHOT OF DPH EQUITY AND DIVERSITY ACTIONS

(UPDATED OCT 2018)



# Labor Relations

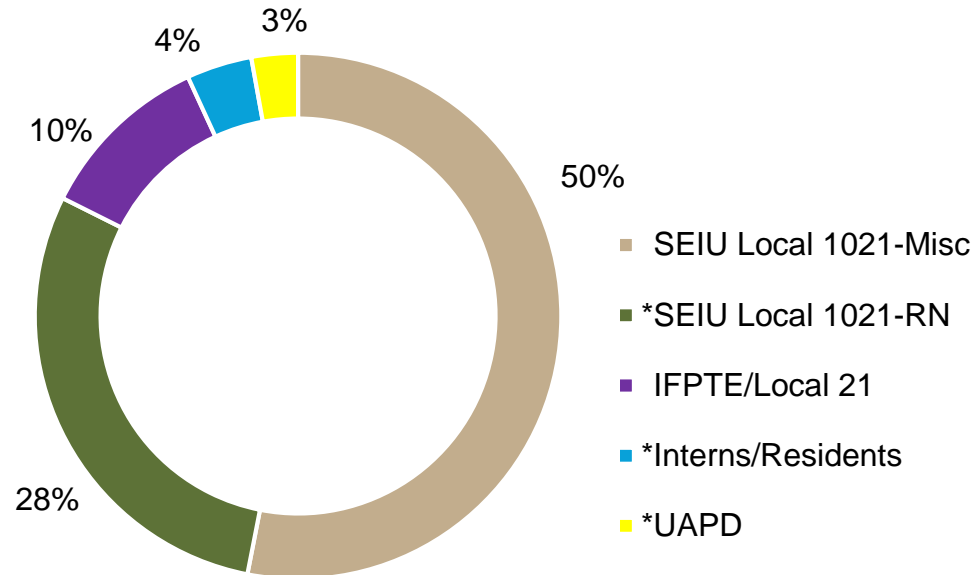
The Labor Relations team negotiates and administers our Collective Bargaining Agreements. They respond to grievances, mediate disputes, engage in meet and confer obligations, administer corrective measures and partner with management in enhancing staff performance.

# DPH Unions

The Department of Public Health, the largest department in the City, approximately 8,000 FTEs, whose workforce is represented by the following union (data as of March 2017):

| Union                                   | Count       |
|---|-------------|
| SEIU Local 1021-Misc                    | 4062        |
| SEIU Local 1021-RN + External P103s     | 1924        |
| IFPTE/Local 21                          | 794         |
| Interns/Residents                       | 400         |
| UAPD                                    | 251         |
| MEA (Municipal Executive Association)   | 159         |
| Teamsters/Local 856                     | 138         |
| TWU-Transport Workers Union/Local 250-A | 73          |
| Stationary Engr/Local 39                | 51          |
| Teamsters/Local 856 Multi-Unit          | 33          |
| Trades/Crafts                           | 27          |
| <b>Total</b>                            | <b>7912</b> |

94% of the DPH workforce is represented by 5 unions:



\*These unions are solely within DPH.

## MISSION

Building partnerships by promoting positive outcomes and maximizing staff performance while promoting accountability; and striving to improve, be flexible and diligent in moving forward DPH's mission while being professional, collaborative and responsible in a timely manner to employees, management and our labor partners.

# Labor Relations Productivity Analytics

January 1, 2017 to December 31, 2017

|  |      |
|--|------|
| Written Warning                            | 113  |
| Suspension                                 | 67   |
| Dismissal from Permanent Position          | 11   |
| Release (Probation, Temporary Assignments) | 27   |
| Meet & Confer                              | 31   |
| Mediation                                  | 20   |
| Arbitration                                | 9    |
| Medical Separation                         | 13   |
| Labor Training Event                       | 12   |
| Grievances                                 | 39   |
| Consultation with Employees/Management     | 1620 |
| Investigatory Reports                      | 45   |



# QUALITY ASSURANCE UNIT

- Manages **3 to 5 whistleblower** cases **per month** in coordination with the DPH Privacy and Compliance Office, and the Controller's Office  
A cross-over effort with Labor, EEO, and ADA.
- Conducts improvements to standardize and document HR processes to ensure efficient workflow and compliance to policies and procedures
- Human Resources Case Management Review – Cross disciplines
- DPH's Compliance of Statement of Economic Interest (Form 700)
- Compliance of Fair and Equal Hiring (FEH) Policy

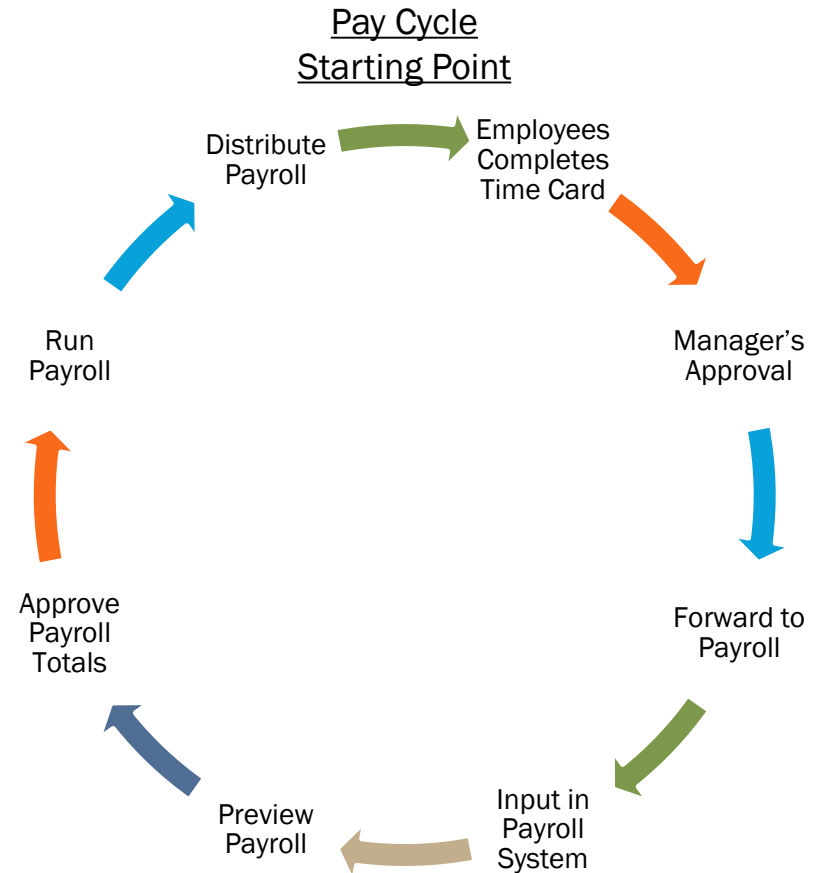
# DIVERSIFYING STAFF AT SF DPH

- SF DPH has embarked on a concerted effort to diversify its staff utilizing the following approaches:
  - Creating demographic analysis to inform managers of their existing staff and assist with increasing diversity
  - Utilize a fair and equal hiring policy to diversify panels
  - Evaluating whether hiring has diversified staffing (e.g., the number of minorities staffing Health Program Coordinator positions has increased at Population Health and ZSFG in the last two years)

# Payroll

July 1, 2016 to June 30, 2017

- Total Gross Pay \$741,745,729.44  
(Average \$28,528,681.90 per pay period)
- Total Number of Transactions for FY 2016-2017= 185,400



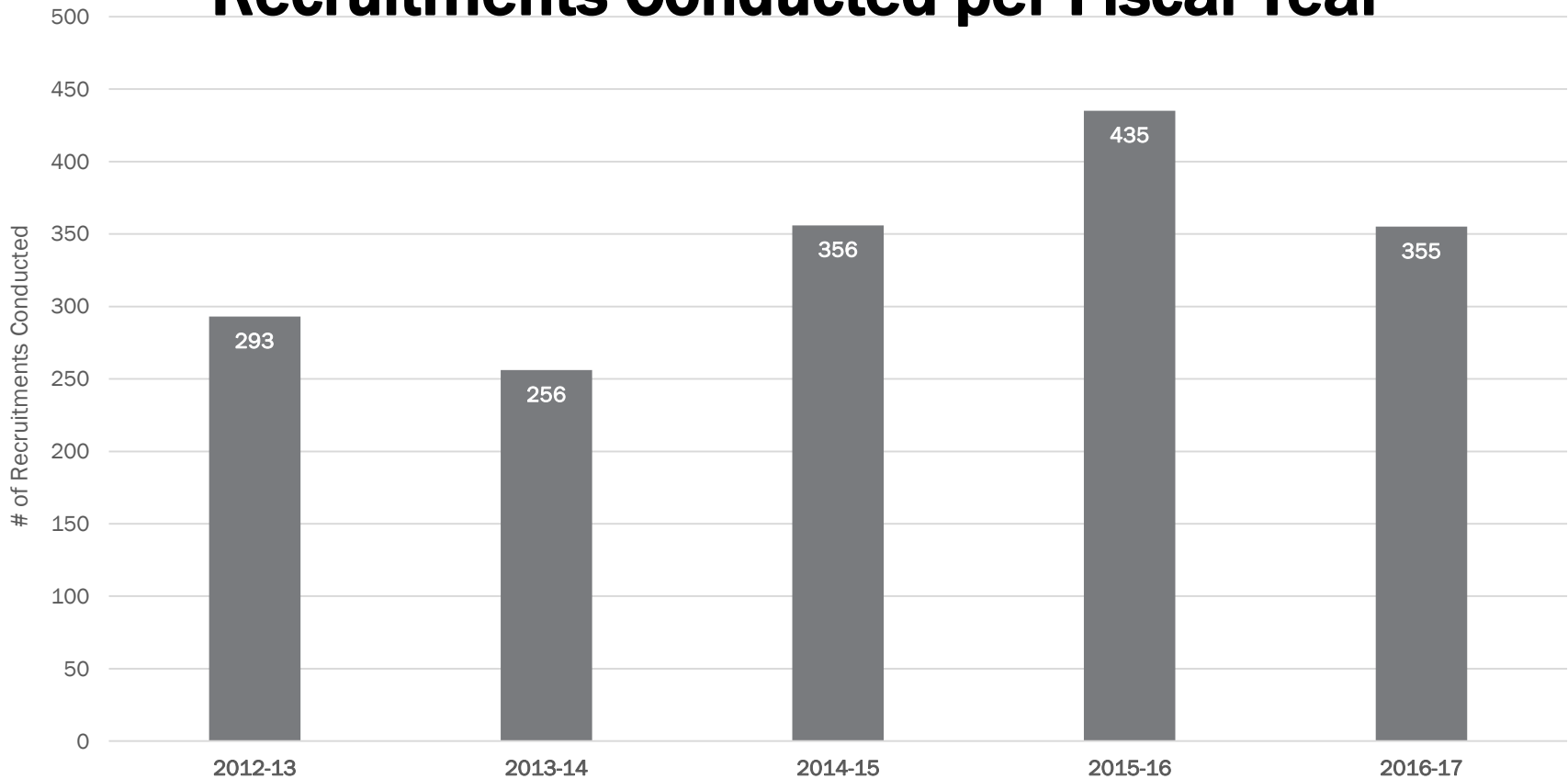
- The Department of Public Health is currently using three methods to report payroll data to our Payroll Office. We are using People Soft Self-Service, One Staff in our Hospital Environment and Standard Paper Timesheets.

# Merit

## Main Functions

- Conducts recruitments to fill permanent and temporary vacancies
- Serves as a consultant in the areas of recruitment, examination and classification
- Conducts analysis and makes recommendations on classification actions
- Educates and informs managers and employees on Merit System policies and procedures
- Administers bi-lingual testing for DPH staff and new hires

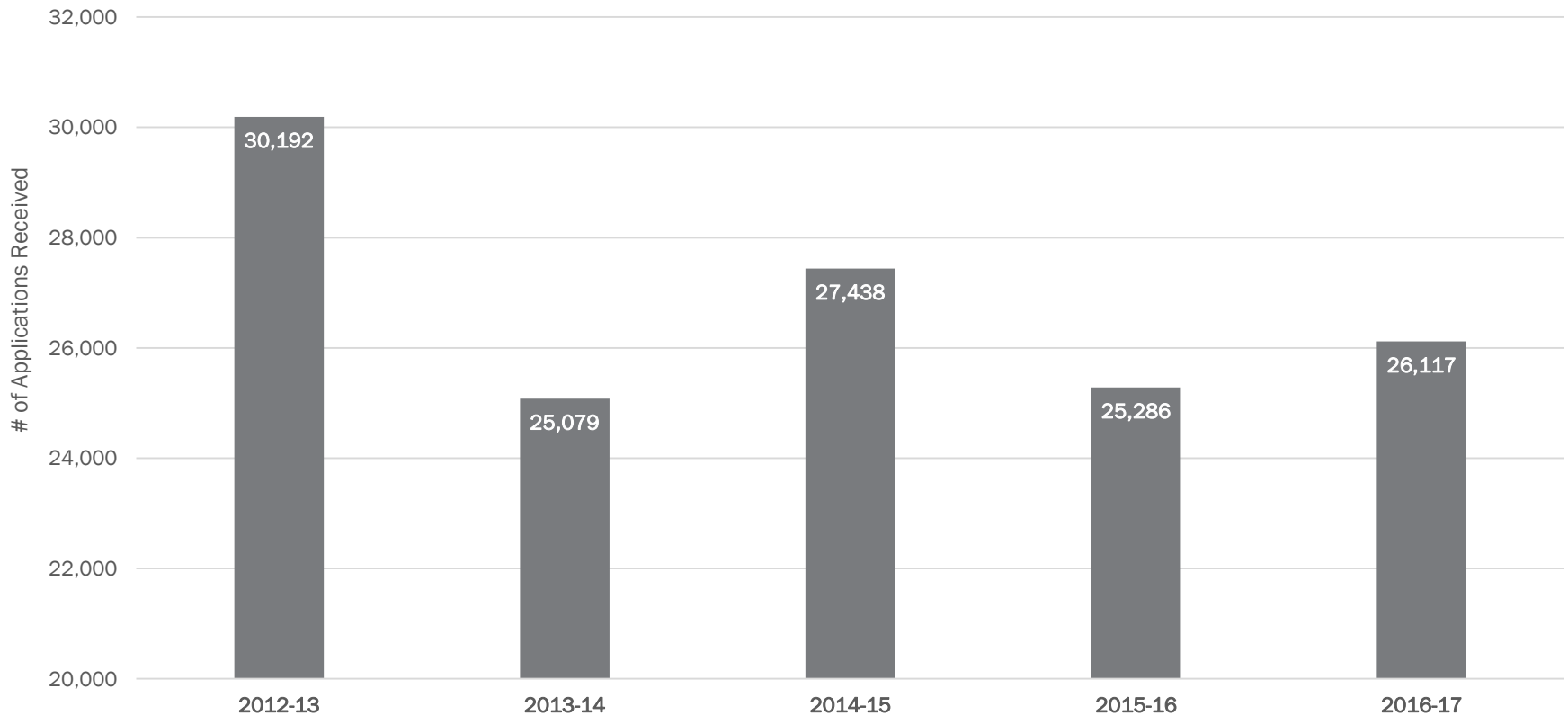
# Recruitments Conducted per Fiscal Year



16-17 data reflects 69 less temporary recruitments and 11 less permanent recruitments.  
Reasons for the decrease:

- Eligible lists are available for longer periods of time.
- Additional hires were attributed to the opening of the new hospital (ZSFG)

# Applications Received per Fiscal Year

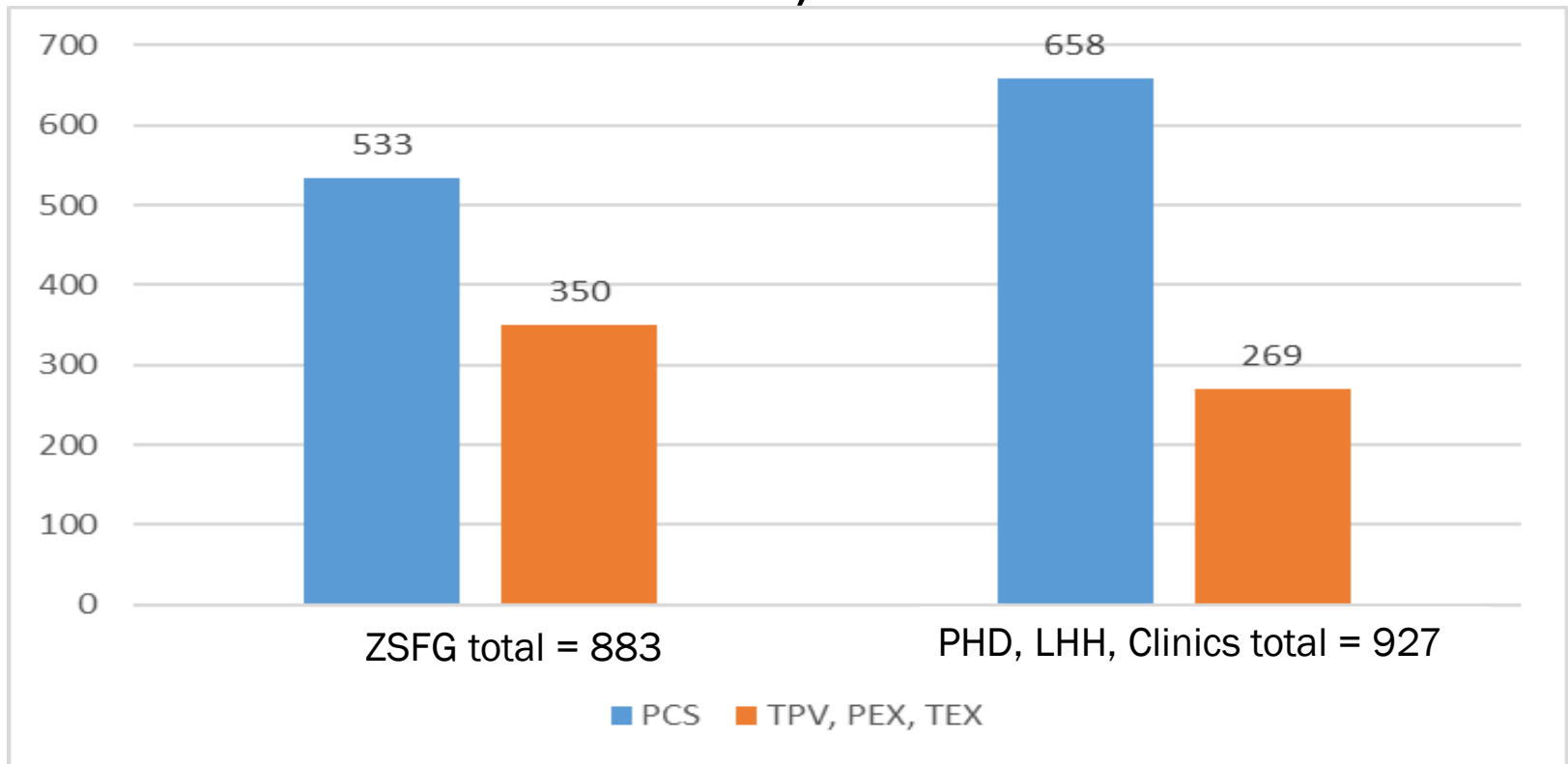


- Increase from 2015-16 to 2016-17 can be attributed to improved and increased recruiting efforts
- Precise job descriptions/announcements to discourage unqualified applicants from applying
- USA unemployment rate @ approximately 4% (lower in the SF Bay area)

# Operations

## New Hires for FY 2016-2017

Total=1,810



From July 1, 2016 to June 30, 2017, the total number of new hires were 1,810 which included 1191 Permanent Civil Service positions.

\* Temporary Provisional (TPV), Permanent Exempt (PEX), Temporary Exempt (TEX)

# TOP 10 HIRED CLASSIFICATIONS FY 2016-2017

| ZSFG Top 10 Classifications |                                    |            |
|-----------------------------|------------------------------------|------------|
| 1                           | 2320 Registered Nurse              | 218        |
| 2                           | 2903 Hospital Eligibility Worker   | 27         |
| 3                           | 2430 Medical Evaluations Assistant | 25         |
| 4                           | 2303 Patient Care Assistant        | 18         |
| 5                           | 2736 Porter                        | 14         |
| 6-7                         | 2586 Health Worker II              | 12         |
|                             | 2604 Food Service Worker           |            |
| 8-10                        | 2119 Health Care Analyst           | 11         |
|                             | 1406 Senior Clerk                  |            |
|                             | 2328 Nurse Practitioner            |            |
| <b>Grand Total</b>          |                                    | <b>359</b> |

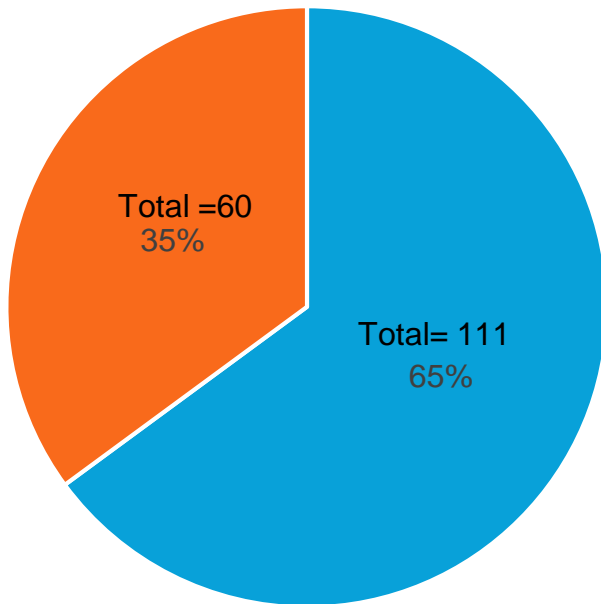
| PHD, LHH, Clinics Top 10 Classifications |                                      |            |
|--|--------------------------------------|------------|
| 1  | 2586 Health Worker II                | 66         |
| 2  | 2930 Behavioral Health Clinician     | 62         |
| 3  | 2303 Patient Care Assistant          | 56         |
| 4  | 2320 Registered Nurse                | 45         |
| 5  | 2736 Porter                          | 29         |
| 6  | 2604 Food Service Worker             | 28         |
| 7  | 2587 Health Worker III               | 25         |
| 8-10                                     | 2932 Sr. Behavioral Health Clinician | 17         |
|  | 2312 Licensed Vocational Nurse       |            |
|  | 2302 Nurse Assistant                 |            |
| <b>Grand Total</b>                       |                                      | <b>362</b> |



# 2320 Registered Nurse Appointments, FY 2016-2017

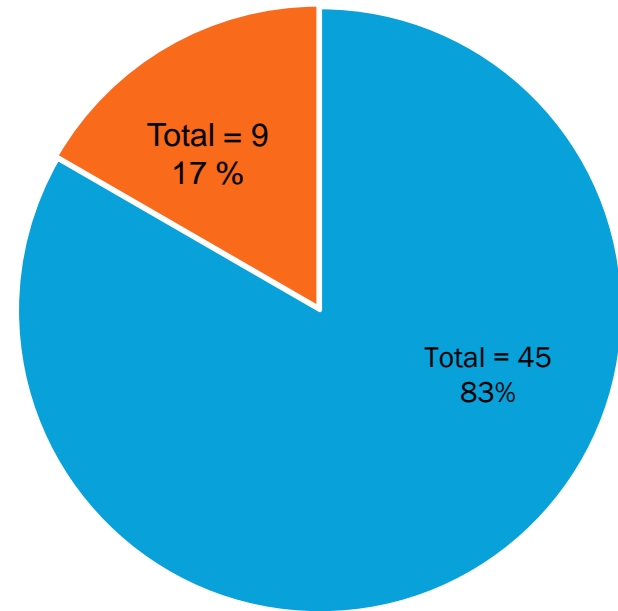
## Total=225

ZSFG  
Total= 171



■ external hires   ■ P103 transitioned to 2320

PHD, LHH, Clinics  
Total = 54

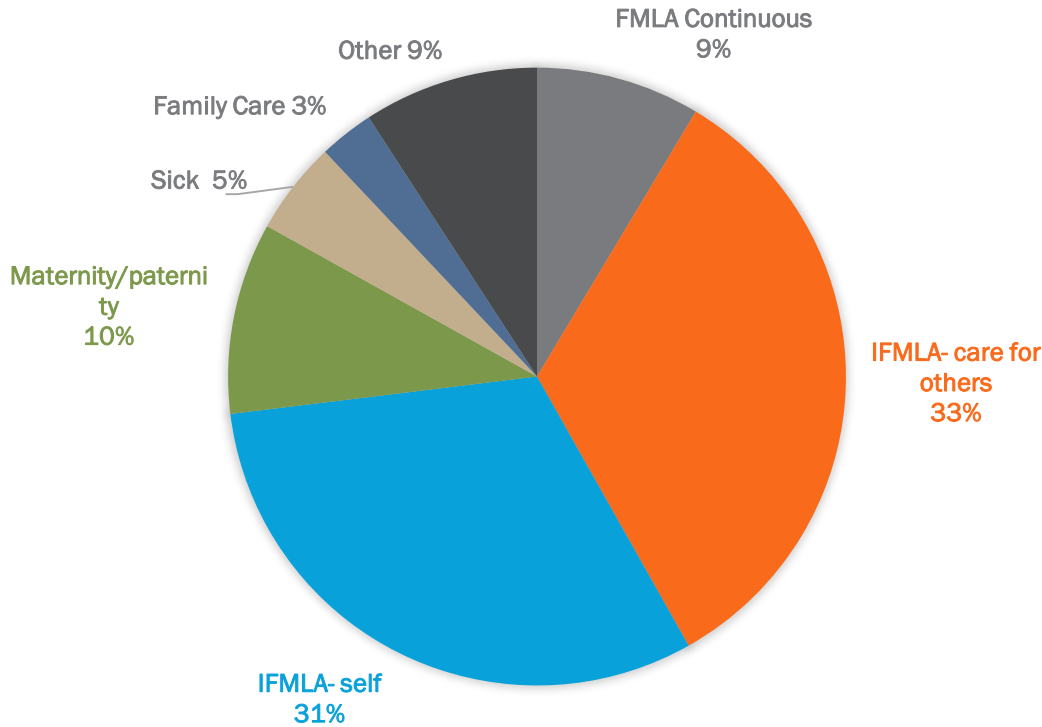


■ external hires   ■ P103 transitioned to 2320

From July 1, 2016 to June 30, 2017, there were 225 Registered Nurses hired. Of those hired, 60 internal P103's at ZSFG were transitioned to permanent benefited 2320 positions. Throughout the rest of the system, an additional 9 P103's were transitioned to permanent.

# Snapshot of Current Leaves by Type

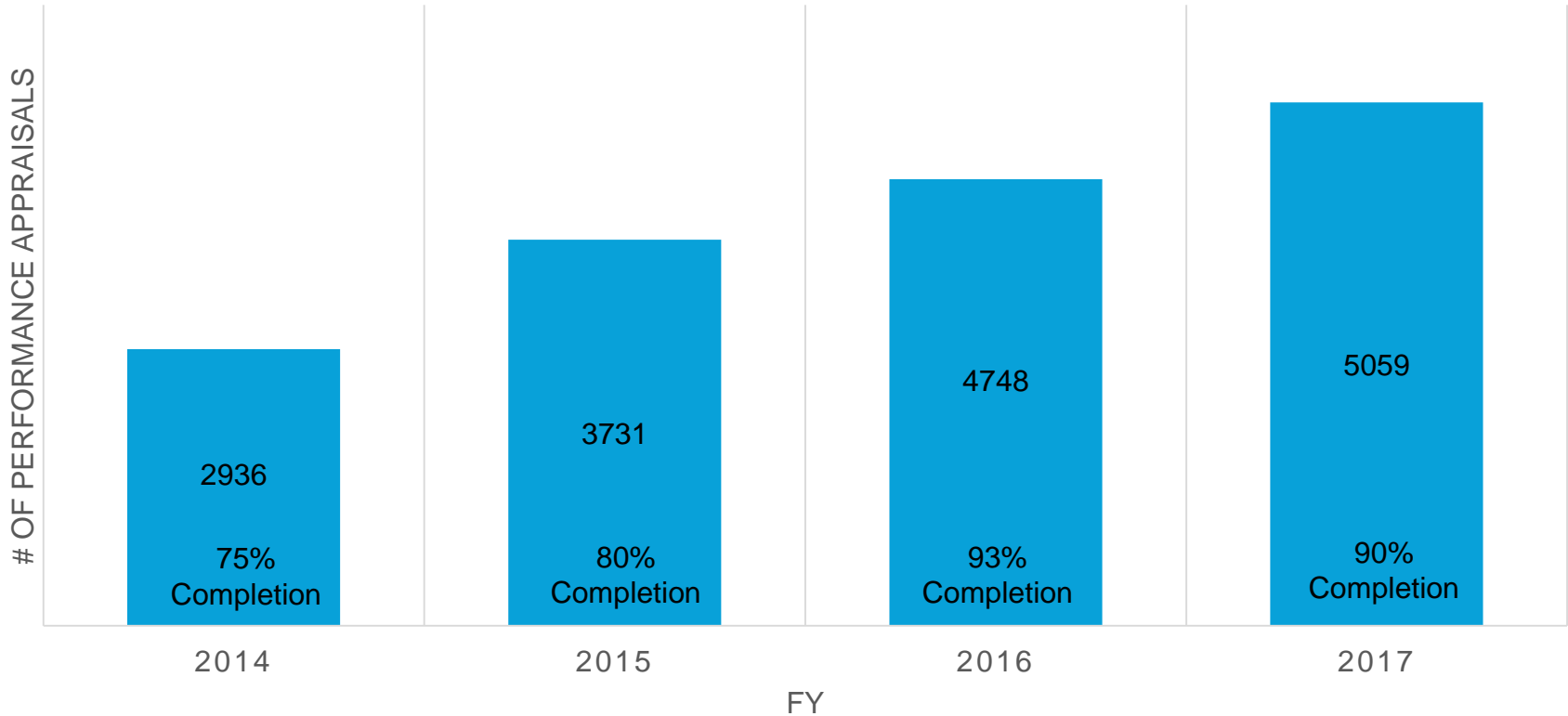
## Total Employees currently on leave = 763



|   | ZSFG      | PHD, LHH, Clinics |
|---|-----------|-------------------|
| FMLA Continuous                                       | 30        | 29                |
| IFMLA- care for others                                | 116       | 144               |
| IFMLA- self   | 109       | 122               |
| Maternity/paternity                                   | 35        | 46                |
| Sick  | 17        | 14                |
| FCL   | 10        | 29                |
| Other   | <u>32</u> | <u>30</u>         |
| Total for each location                               | 349       | 414               |
| Grand Total of all employees currently on leave = 763 |           |                   |
| *Intermittent FMLA                                    |           |                   |

\*Others: Personal Leave, Educational Leave, Military Leave, Worker's Compensation Leave, and American's with Disabilities Act

# Performance Appraisal Completion Rates



Response Rate continues to go up for completing the Performance Appraisals (PA). HR is holding managers accountable for timely completion of PA's. Our goal is a 100% response rate.

# Service Awards, Career Coaching and Training

- **Service Awards**
  - Initiated and organized **5 year** interval service award ceremony for **over 350** staff at Central Administration, Ambulatory Care, and Population Health, supplementing the two existing hospital programs
- **Career Coaching**
  - **87** career coaching clients, a majority of whom (**77.4%**) stated they see Career Coaching as needed at DPH
- **Training**
  - Trained more than **400** managers in **20+** three-hour workshops at **10+** DPH locations in crafting effective **performance appraisals**
  - Hosted monthly new **employee orientations** for over **340** new employees focused on introducing the **policies, mission, initiative, values, and structure** of DPH



**Thank You**

**Questions?**

