



**City and County of San Francisco**  
**Department of Public Health**  
SAN FRANCISCO HEALTH NETWORK

**Behavioral Health Services**  
**1380 Howard Street**  
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**London N. Breed,**  
**Mayor of San Francisco**

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DATE: October 16, 2020

TO: Dan Bernal, Health Commission President, and Members of the Health Commission

FROM: Marlo Simmons, MPH  
Acting Director, Behavioral Health Services

SUBJECT: Behavioral Health Services (BHS) Hiring Update

Behavioral Health Services has a high number of civil service vacancies (17% for clinicians and 35% for leadership) which significantly impacts client care and staff morale. Currently, across BHS, there are approximately 95 vacancies which Human Resources (HR) is actively working to process.

On average, the hiring process takes about 12 months\*. Department of Public Health (DPH), BHS and HR leadership is committed to reducing the time it takes to hire new BHS staff. From Position Approval to Reassignment, to Job Posting to Interviews and Request to Hires, BHS Leadership and HR Operations are trying to streamline and improve the hiring process. BHS Leadership and Central HR Operations have been meeting every two weeks to prioritize and track BHS vacancies. BHS has also assigned a dedicated HR Liaison to improve communication with HR and to support BHS Hiring Managers to submit needed information quickly and accurately. HR developed and maintains the *BHS Hiring Plan* which is a data set that identifies where each position is along every step of the hiring process.

Because of HR's effort in this area I am pleased to report that we are starting to see results. HR is moving vacant positions through the approval, selection and hiring process faster. BHS is working with HR to develop a Position Data Dashboard to effectively track hiring, measure and report on improvements. In addition, HR will soon be hiring new staff to specifically support BHS hiring. This extra support will be critical in meeting hiring targets for new initiatives related to Mental Health SF.

There are additional hiring challenges BHS Hiring Managers have experienced that are outside the scope of DPH HR. This includes working with old job class Eligible Lists, delays in Department of Human Resources testing, and delays in required approvals.

\* According to data from the HR Hiring Plan for the most recently (50) hired BHS employees.



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With the support of Human Resources, and in partnership with other DPH sections including Primary Care and Jail Health Services, we will be able to prioritize and streamline the hiring process for the many current 2930/Behavioral Health Clinician vacancies this fall, 2020. We believe this plan will allow the majority of our vacant 2930 positions to be filled early 2021 and will be working closely with Clinic Directors and program leadership as we roll out this process.

In addition to clinical positions, there are a number of other vacant position classifications that are also being prioritized to fill, including health workers. In partnership with COVID Command Center, we are working to identify a number of temporary positions to support gaps across deployment and relieve some of the pressure on current programs. While we will continue to be an integral part of the COVID response, we hope these efforts will allow us to focus more on our ongoing work within BHS and the implementation of Mental Health SF.

Per the Health Commission's request for more information on **Intensive Case Management (ICM) Vacancies:**

- **TAY, Adult and Older Adult ICMs**
  - The majority of ICM programs are operated by CBOs. Of the 153 FTE direct services staff (clinicians, health workers, psychiatrists) funded by BHS, only 36 FTE are part of civil service programs.
  - For the 77.6 FTE of ICM clinicians funded by BHS, only 15 are part of civil service programs. The balance of 62.6 FTE are employed by CBOs.
  - There are currently 4 clinician vacancies (2 for CBOs and 2 for civil service)
- **Children, Youth and Families (CYF) ICM**
  - Family Mosaic Program (FMP) (civil service) has 40 budgeted FTE. BHS leadership prioritized hiring for FMP and the number of vacancies has decreased from 12 to 9 in the last few months.

Should you have any questions, please feel free to contact me at [Marlo.Simmons@sfdph.org](mailto:Marlo.Simmons@sfdph.org).

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