



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

CIVIL SERVICE COMMISSION REPORT TRANSMITTAL (FORM 22)

Refer to Civil Service Commission Procedure for Staff - Submission of
Written Reports for Instructions on Completing and Processing this Form

1. Civil Service Commission Register Number: _____ - _____ -
2. For Civil Service Commission Meeting of: June 1, 2026
3. Check One: **Regular Agenda**
4. Subject: Personal Services Contract # DHRPSC0006205 (As-Needed, Temporary Ancillary Nursing and Clinical Support Staff)
5. Recommendation: Adopt the report.
6. Report prepared by: Reanna Albert, PSC Coordinator, Department of Public Health, reanna.albert@sfdph.org
7. Notifications: See attached list of the person(s) to be notified
8. Reviewed and approved for Civil Service Commission Agenda:

Human Resources Director:

Date:

9. Submit the original time-stamped copy of this form and person(s) to be notified (see Item 7 above) along with the required copies of the report to: **Executive Officer, Civil Service Commission, 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102**
10. Receipt-stamp this form in the ACSC RECEIPT STAMP box to the right using the time-stamp in the CSC Office.

CSC RECEIPT STAMP

CSC-22 (11/97)

NOTIFICATIONS

Troy Williams troy.williams@sfdph.org
Claudia Nehme claudia.nehme@sfdph.org
Jonathan Lyens jonathan.lyens@sfdph.org
Jonathan Wright jonathan.wright@sfgov.org
Amanda Chu amanda.l.chu@sfgov.org
Carol Delorio carol.delorio@sfgov.org
Luenna Kim luenna.kim@sfdph.org
Roland Pickens roland.pickens@sfdph.org
Tangerine Brigham tangerine.brigham@sfdph.org
Ramon Williams ramon.williams@sfdph.org
Gillian Otway gillian.otway@sfdph.org
My Lan Do Nguyen mylando.nguyen@sfdph.org
Reanna Albert reanna.albert@sfdph.org
Letania Ferreira letania.ferreira@sfdph.org
Gregory Stalfa gregory.stalfa@sfgov.org
Oumar Fall oumar.fall@seiu1021.org
Najuawanda Daniels najuawanda.daniels@seiu1021.org
Nato Green nato.green@seiu1021.org
Derek Arthur Derek.Arthur@seiu1021.org
Daniel Becker Daniel.Becker@seiu1021.org
Elizabeth Travelslight Elizabeth.Travelslight@seiu1021.org
Rob Szykowny rszykowny@unioncounsel.net

DATE: May 26, 2026

TO: Sandra Eng, Executive Officer, Civil Service Commission

FROM: Reanna Albert, PSC Coordinator, Department of Public Health

RE: Request for Emergency Approval of DHRPSC0006205 – As-Needed, Temporary Ancillary Nursing and Clinical Support Staff

The San Francisco Department of Public Health respectfully requests that the Civil Service Commission grant emergency review and approval of PSC DHRPSC0006205, As-Needed, Temporary Ancillary Nursing and Clinical Support Staff, at the June 1, 2026 meeting. Approval at this meeting is critical to ensuring continuity of patient care and maintaining safe clinical operations across the Department.

DPH began preparatory work on this PSC in late 2025 and continued through early 2026. DPH did not submit the PSC for formal review until March 2026, as a critical team member was out on leave. Given the specialized subject matter expertise this PSC requires, DPH made the decision in good faith to wait until all relevant stakeholders were available and could engage fully in the process.

This PSC was subsequently selected for the City's pilot factfinder program, and the factfinding hearing was held on May 18, 2026. Upon receipt of the factfinder report, which completed the CSC bundle requirements, DPH submitted this emergency request at the earliest possible opportunity.

The professional services contracts authorized under this PSC are scheduled to begin on July 1, 2026. These as-needed registry contracts are an industry standard and an essential component of healthcare operations. They allow DPH to maintain safe staffing levels by responding quickly to patient surges, leaves, vacancies, and other unforeseen clinical demands. Without these contracts in place at the start of the fiscal year, DPH's ability to rapidly deploy qualified ancillary nursing and clinical support staff will be significantly constrained, creating substantial operational challenges and increasing risks to continuity of patient care.

We appreciate your time and consideration. Please let us know if you need further information. I can be reached at reanna.albert@sfdph.org.

Personal Service Contract Summary (PSC Form 1)

PSC Basic Information

Submitting Department: DPH

Submitted By: Letania Ferreira

Department Coordinator: Reanna Albert,
reanna.albert@sfdph.org

Project Manager: Troy Williams

ServiceNow Number: DHRPSC0006205

Version: 0.01

Version Type: New

Brief description of proposed work: Contractors will provide the San Francisco Health Network (SFHN), which includes San Francisco General Hospital, Laguna Honda Hospital, and Ambulatory Care Services (includes Jail Health Services, Primary Care, Whole Person Integrated Care, Maternal Child Adolescent Health, HIV Health Services) a continuous, reliable source of intermittent, supplemental, and travel clinical nursing staff and clinical support staff to backfill staffing in times of staffing challenges to ensure safe and high-quality patient care.

Review Type and Reason

CSC Review Required: Yes

CSC Review Reason(s):

- Requires CSC Approval by Amount

Amount

PSC Amount: \$11,500,000

Does contract include items other than services?: No

Duration

Is PSC by Duration or Continuing: Duration

PSC Duration (Months): 12

Funding

Funding Source: City Funds

Special circumstances related to funding: No

Scope of Work

Clearly describe scope and detail the services to be performed: Contractors will provide the San Francisco Health Network (SFHN), which includes San Francisco General Hospital (SFGH), Laguna Honda Hospital (LHH), and Ambulatory Care Services (includes Jail Health Services, Primary Care, Whole Person Integrated Care, Maternal Child Adolescent Health, HIV Health Services) a continuous, reliable source of intermittent, supplemental, and travel clinical nursing staff and clinical support staff to backfill staffing in times of staffing challenges to ensure safe

Post Union Notification

05/12/2026

and high-quality patient care.

Why are these services required and what are the consequences of denial?: The ability to access supplemental, temporary nursing personnel and clinical support staff enables SFHN facilities to reduce adverse outcomes in patient care in the face of unpredictable or temporary staffing shortages. It is a priority for DPH Human Resources and the SFHN Nursing Department to have permanent civil service staff caring for the patients in our facilities and programs. However, some circumstances such as high patient census surge, leaves, vacancies and/or unforeseen circumstances, may cause staffing shortages. To ensure the safest conditions for SFHN employees and patients during these or similar scenarios, SFHN relies on registry nursing staff and clinical support staff.

Has your department contracted out these services in the last three years?: Yes. See attached list of contracts entered into for these or similar services in the last 3 years.

How many contracts?: 2

Why have you not hired City employees to perform the services?: The Department of Public Health Human Resources has continued to hire in all the job classifications mentioned in this request. The supplemental requested services are to meet operational needs in which despite utilizing SFHN permanent civil service employees, issues such as excess leaves and vacancies and/or high patient census surge require additional staffing. Registry staffing is only ever used if all other avenues of staffing have been exhausted. Registry utilization is monitored daily and weekly by nursing leadership as well as monthly in collaboration with SEIU representatives. In times of urgent staffing needs, it is important to have a reliable and skilled source of nursing personnel and clinical support to ensure patient care is not jeopardized.

Board and Commission Approvals

Will any contracts under this PSC require department Commission approval: No

Will any contracts under this PSC require Board of Supervisors approval: No

Justification

Q1 - Are there any regulatory or legal requirements supporting outsourcing of this work?:

No

Q2 - Does performing these services cause a conflict of interest?: No

Q3 - Are these proprietary services City is not authorized to do?: No

Q4 - Does City lacks necessary facilities/equipment?: No

Q5 - Are the services required on a temporary basis or on a long-term basis?: Long-term Basis

Q5a) Are the services required on an as-needed, intermittent, or periodic basis?: Yes

Q5a1) Why are the services required on an as-needed, intermittent and periodic basis?: The

services are required in times of staffing shortages on an as-needed basis. In alignment with healthcare industry standards, the Department expects the intermittent need to be ongoing.

Q5b) Do the services require specialized expertise, knowledge experience?: Yes

Q5b1) Describe the specialized skills and expertise required to perform the services: For clinical staff, a valid nursing license and/or basic life support license is required. Required skills and expertise are consistent with the requirements for permanent civil service hires. All licenses must be up to date and valid throughout the duration of the contract.

Q5c) Does City have classifications with the required specialized skills or expertise?: Yes

Q5c1) Identify the classifications: 2303 - Certified Nursing Assistant, 1429 - Nurses Staffing Assistant, 2312 - Licensed Vocational Nurse, 2302 - Nursing Assistant, 1428 - Unit Clerk, 2310 - Surgical Procedures Technician, 2430 - Medical Evaluations Assistant, 2920 - Medical Social Worker

Q5c2) Does the Department have employees in these classifications?: Yes

Q5c3) Why are they not able to perform the services?: Civil service classifications already exist, and as human resources continues to hire more candidates into permanent civil service positions, there are still circumstances that lead to staffing challenges. These registry services are necessary for intermittent, temporary, as-needed services to provide back-up coverage during times of unexpected high patient census, high leaves and vacancies or when civil service staff is otherwise unavailable to meet the full need of SFHN facilities. It is standard healthcare industry practice to retain reliable and skilled travel nursing support staff should any of the aforementioned or similar scenarios cause staffing shortages that require coverage.

Q5d) Will contractor directly supervise City employees?: No

Q5e) Will contractor train City employees?: No

Q5e1) Explain why training of City employees is not required: Training of City employees is not required because this request is for augmentation of existing staff with clinical nursing and clinical support staff in time of staffing shortages.

Q5f) Is there a plan to transition this work back to the City?: No

Q5f1) Explain why the work will not be transitioned back to the City: While this work is for intermittent and temporary staffing to meet operational needs and cover for specific positions at specific times and will be transitioned back to permanent civil service staff as soon as practicable, and the intent of SFDPH is to use permanent civil service staff at every opportunity available, the Department does expect this need to be ongoing across SFHN facilities.

Additional information to support your request (Optional):

Union Notifications

Job Class(es): 2303 - Certified Nursing Assistant, 1429 - Nurses Staffing Assistant, 2312 - Licensed Vocational Nurse, 2302 - Nursing Assistant, 1428 - Unit Clerk, 2310 - Surgical Procedures Technician, 2430 - Medical Evaluations Assistant, 2920 - Medical Social Worker

Labor Unions: 250 - SEIU 1021, 790 - SEIU, Local 1021, Misc

Labor Union Email Addresses: PSCreview@seiu1021.org, PSCreview@seiu1021.org

Union Review Sent On: 3/23/2026

Union Review End Date: 4/2/2026
Union Review Duration Met On: 4/2/2026

List of Previously Approved Contracts for Similar Services (Measured 3 years from the PSC Submission Date)

Instructions:

- Step 1: Download and save this template to your desktop.
- Step 2: Complete the fields below.
- Step 3: Upload a copy of the completed file to your PSC record under the "Required Documentation" tab.

Document Content:

Do not use this document to list contracts let under this PSC record; those will be tracked separately in the PSC record itself at the end of each fiscal year. Rather, use this template to identify other contracts executed by your department for the services now being requested with this PSC submission. The list of contracts should be limited to those executed within the last three years, measured from the date of the PSC submission. The Commission will use this information to determine if there is a pattern of contracting this or similar work out, regardless of which PSC record is associated with those other contracts.

Other than completing the blank fields below and adding row at the bottom, do not change or alter this template.

Dept Acronym:	DPH
Dept Name:	Department of Public Health
PSC Coordinator Name:	Reanna Albert
PSC Coordinator Email:	reanna.albert@sfdph.org
PSC ServiceNow Record No.:	DHRPSC0006205

PS Contract ID	Contract Start Date	Contract End Date	Contract Not to Exceed Amount	PSC ServiceNow Record Number (if PSC approval was obtained)	Brief Description of Services Rendered
1000035645	7/1/2025	6/30/2026	\$ 2,600,000	DHRPSC0005116	as-needed, temporary nursing ancillary (Non-RN) and Clinical Support Staff Registry
1000035644	7/1/2025	6/30/2026	\$ 9,900,000	DHRPSC0005116	as-needed, temporary nursing ancillary (Non-RN) and Clinical Support Staff Registry

DATE: May 20, 2026

TO: Suzanne Choi, Citywide PSC Coordinator, DHR

FROM: Reanna Albert, PSC Coordinator, Department of Public Health

RE: DHRPSC0006205 – As-Needed, Temporary Ancillary Nursing and Clinical Support Staff

Timeline of DHRPSC0006205:

3/23/26: DPH submitted PSC in ServiceNow (SN) and SEIU was notified via SN.

3/27/26: SEIU objected and submitted RFI to DPH.

4/7/26: DPH submitted RFI response to SEIU.

4/8/26: Meeting #1 held to discuss both 6205 and 6206. SEIU raised the possibility of bringing 6205 to factfinder.

4/13/26: SEIU submitted official factfinding request to ERD.

4/17/26: DPH submitted written rebuttal to Factfinder Dooley.

4/22/26: Pre-Hearing Conference held with Factfinder Dooley; she recommended the parties meet again to clarify the dispute.

4/30/26: Meeting #2 held with SEIU. SEIU submitted a proposed settlement to DPH. ERD to schedule a Joint Stipulation meeting with SEIU and DPH.

5/5/26: DPH provided SEIU with our response to their proposal settlement.

5/8/26: Joint Stipulation meeting held between ERD, SEIU, and DPH.

5/18/26: Factfinding Hearing held between Factfinder Andrea Dooley, SEIU, and DPH.

Summary of Union Objection:

On April 8, 2026, and April 30, 2026, representatives from the Department of Public Health and SEIU Local 1021 met to discuss DHRPSC0006205 – As-Needed, Temporary Ancillary Nursing and Clinical Support Staff.

During the meeting, SEIU informed us that they do not support the PSC request, citing the following reasons:

- SEIU stated DPH has not adequately justified the total PSC amount, asserting the Department didn't provide adequate information to explain how it calculated the requested authorization.

- SEIU proposed a \$6M cap, arguing DPH does not need surge-related capacity and could request additional authority from the CSC separately in case of emergency.
- SEIU emphasized high vacancy rates in many Non-RN classifications and indicated DPH has not shown sufficient effort to fill permanent positions.
- SEIU expressed concern that the citywide hiring freeze (effective March 20th) will lead to even higher registry usage while SEIU members face layoffs and frozen vacancies.
- SEIU stated DPH lacks an adequate pipeline to hire, noting that university graduates are available but not being hired, and requested a workgroup to focus on classifications, pipelines, and workforce development.
- SEIU emphasized the need to ensure registry is used only for vacancies and long-term leaves, and asked whether P103 opportunities are offered before registry is used.
- SEIU cited the broader political context, stating concerns are heightened under the City's current administration and that the PSC request feels like a "wasteful expenditure" while members are facing job threats.
- SEIU raised that some RFI questions were not directly answered and indicated they may consider factfinding for PSC 6205.

In response, the Department explained that:

- DPH reiterated that registry usage is an industry standard, consistent across health systems, and noted that Factfinder Dooley did not see a clear dispute over the underlying facts of the PSC.
- DPH explained registry is only used for vacancies, long-term leaves, and operational surges, and affirmed this has consistently been DPH's practice.
- DPH provided spending data:
 - FY 24–25 registry spending (combined): \$8.3M
 - FY 25–26 YTD Non-RN spending: \$1.2M (July–March)
 - FY 24–25 cannot be split by RN vs Non-RN; FY 25–26 is split.
- DPH confirmed there is a moderation of hiring, explaining that DPH is prioritizing exception requests and does not expect to exhaust the PSC budget.
- DPH highlighted its success in reducing registry usage compared to prior years, noting registry contracts end once permanent hires begin and that COVID-related surges previously drove higher utilization.
- DPH described ongoing efforts to fill difficult-to-recruit classifications, including

PCA (Patient Care Assistant) TEX hiring, budget requests for added FTEs, and challenges in classifications such as 2920 social workers.

- DPH emphasized existing oversight mechanisms, including monthly DPH-SEIU registry review meetings and six-month CSC report-backs (as recently done for PSC 5116).
- DPH expressed willingness to discuss SEIU's concerns, strengthen transparency, and address working-conditions concerns collaboratively.
- DPH committed to sending SEIU a written response to the April 30th settlement proposal within one week and encouraged continued collaboration.
- DPH provided a written response to SEIU's settlement proposal, and expressed our commitment and willingness to meet with the union again prior to the June 1, 2026 Civil Service Commission meeting.

We appreciate your time and consideration. Please let us know if you need further information. I can be reached at reanna.albert@sfdph.org.

**PSC 6205:
SEIU's
Objection, Request for
Information and DPH-
SEIU First Meeting on
April 8, 2026**



San Francisco Department of Public Health

Daniel Tsai
Director of Health

City and County of San Francisco
Daniel Lurie
Mayor

PSC 6205 (Ancillary Nursing) and PSC 6206 (Registered Nursing)

DPH & SEIU Meeting Minutes – 11:00am-1:00pm on 4/8/26

Attendees:

My Lan Do Nguyen, DPH Manager of Pre-Award Unit

Reanna Albert, DPH PSC Coordinator

Letania Ferreira, DPH Junior PSC Coordinator

Troy Williams, DPH SFHN Chief Nursing Officer

Claudia Nehme, DPH Nursing Leadership Analyst

Erika Thorson, DPH Director of Hiring and Selection

Ramon Williams, DPH Director of Labor Relations

Jonathan Lyens, DPH Director of Contract Strategy

Gillian Otway, DPH Chief Nursing Officer

Carey Dall, SEIU Field Rep

Dominic Curcuruto, SEIU Field Rep for Nurses at ZFGH

Katie Aschero, SEIU Chapter President and RN in Emergency Dept

Joseph Duncan, SEIU Jail Health Services Co-Chair

Derek Arthur, SEIU Field Rep covering RNs

DPH began the meeting by providing a presentation.

SEIU: SEIU acknowledged that registry usage is an industry standard and the union understands that registry does need to be used. SEIU also acknowledged the work DPH has done to hire and to

significantly decrease registry use.

SEIU: On the Non-RN listing of classifications, this is not exhaustive? Where is pharmacy?

DPH: It is, it's included in the PSC. Pharmacy is not under me (SFHN/Troy Williams). With the increased use in psychiatry, we have gotten 16 as-needed PCA TEX positions that we are trying to fill and have submitted a budget plan and request for additional FTEs to be added.

DPH: With the increased use of PCAs in psychiatry, we have 16 as-needed PCA TEX positions we are trying to fill. We have submitted a budget plan and request for additional FTEs.

SEIU: What was actually spent under the PSCs? Particularly in FY 25–26.

DPH: For FY 24–25 the PSCs were not split between RN and non-RN. For FY 25–26 they are split. Year-to-date spending is under \$3 million.

SEIU: So for July 2025 to March 2026, \$1.2M was spent? And in the prior year \$8.3M?

DPH: \$8.3M refers to FY 24–25. Yes, \$1.2M aligns with year-to-date spending for FY 25–26.

SEIU: Do you currently have openings for classifications or are the classifications frozen?

DPH: The Mayor has put a freeze on all positions citywide. Since March 20, all positions are frozen, though we are prioritizing some for exception requests.

SEIU: If positions remain frozen, you will be using all the money in the registry. How are we expected to embrace registry usage when our members face layoffs and vacancies are frozen?

DPH: We understand the concern. This is a difficult time. We have shown that we can control registry use. We do not expect to run through the PSC budget.

SEIU: We need guardrails to ensure registry is only used for vacancies and leaves. Will the Department commit to that?

DPH: Yes. We use registry for vacancies, long-term leaves, and surges. That continues to be our commitment.

SEIU: Once the PSC is approved, is there oversight from SEIU to ensure use follows what was presented?

DPH: We have monthly meetings with SEIU to review registry data and vacancies. These are part of the oversight and collaboration.

SEIU: Are classifications like 2320s getting P103 opportunities before registry is used?

DPH: We are not using registry for purposes other than vacancies, leaves, and surges.

SEIU: There are very high vacancy rates in classifications like 2320, 2302, 2920. Members report poor working conditions.

DPH: Social workers are historically difficult to recruit for nationwide. When the freeze is lifted, we can renew efforts to understand challenges.

SEIU: We need guarantees. If vacancy rates drop below 5%, certain conditions should be triggered.

DPH: We are open to discussing guardrails. We want permanent staff caring for patients.

SEIU: Why did registry usage drop from FY 24–25 to FY 25–26?

DPH: Registry contracts now end as soon as a hire begins. COVID years required high registry use. Kaiser strike also affected staffing.

SEIU: Are registry rates rising? Are vendors saying rates are too low?

DPH: No. People want permanent jobs. Rates are public in the Appendix B's of the contracts we provided.

SEIU: We may need to consider additional internal review or factfinding.

DPH: Factfinding would be disappointing given our collaboration. A formal request must be submitted within 5 days.

SEIU: We did not receive direct responses to all of the RFI questions. Members are under attack and facing layoffs.

DPH: We appreciate SEIU's work and hope objections can be withdrawn.

DPH: I would emphasize to move as closely as possible to collaborate and not just combat. I thank everyone on the call for the work together.

SEIU: One of the questions in the RFI was trying to parse out what was spent under the different PSCs – understanding what was spent on RNs and the other classifications. The expenditures were clumped together?

DPH: The response is split into two sections – FY 23-24 and FY 24-25 couldn't be split because the PSCs weren't grouped that way. FY 25-26 is split that way.

SEIU: To make sure I'm understanding, for July 2025 to March 2026 – what was spent was \$1.2M.

SEIU: On the classifications on the Nursing Ancillary request, are those classifications currently frozen? Are there vacancies in those?

DPH: At this moment, the Mayor has put a freeze on all positions across the city. We're prioritizing some positions to put in front of the Mayor's office. Since March 19th, all positions were frozen effective March 20th.

SEIU: You will probably utilize the full budget of this PSC? What vacancies are this PSC covering? Will utilization be rather high?

DPH: We do connect registry use. We're not worried about going through the budget.

SEIU: The context is very different than PSC 5109 and PSC 5116. Our members weren't being threatened with layoffs at that point. How should we be expected to embrace registry when vacancies have gone unfilled and are now being frozen?

DPH: I understand the concern. This has been a hard week for many people in DPH. We should see how things play out with this pause. For the PSC, in collaboration with your group we've shown you that we've been able to control this. This is a hard time. I'd caution us to see how this plays out. We have a health system we have to operate. We don't know when it will be un-paused.

SEIU: From our perspective, we support there will be some. We need some form of guardrails. Registry use is tied to vacancies and long-term leaves. Is Dept willing to embrace that?

DPH: Yes, we've embraced that. We use registry for vacancies, leaves, and surge.

SEIU: I'm new to this section – once this is approved, is it something that is cart blanche? What is the next stage?

DPH: We have a monthly meeting with SEIU to review all of our registry data and vacancies.

SEIU: If there's a discrepancy, what is the process going forward? Is there a pause in the use of registry?

DPH: We haven't had to do that, if there was an issue we would come together and reconcile whatever that is. There shouldn't be any surprises.

DPH: In addition to monthly meetings, we're also having report backs to Civil Service Commission and we're happy to do that. We did a six-month report back for PSC 5116 (Non-RN PSC) in March 2026. The convergence of lower vacancy rates and low turnover, we're in a really good place. We do have guardrails in place.

SEIU: 2320s not getting the same P103 opportunities – are you seeing a similar trend? Can you utilize P103s before they go to registry?

DPH: This was in the presentation, we're not using registry for that purpose per se. A few things go into decreased use of per diem, we've done a great job of filling our RN vacancies which has also led to decreased need for per diem. Our census dictates staffing, our census has dropped, we've made operational changes at hospital. Currently, 7 registry staff are backfilling 9.6 FTEs of leave time.

SEIU: Regarding the other PSC and job classifications, the concern is about classifications with very high vacancy rates. How did they get to where they got? How do you quiet our concerns?

DPH: The 2920 social workers has been historically difficult to recruit for. I don't know the specific compensation. Overall for that classification there is a shortage of social workers, we've not been very successful. We were doing a focus on that classification so we could try to do early recruitment and have students on campus. It's an industry issue, even filling social workers for registry. One of the jobs that's

hard to recruit for at a national level.

SEIU: Across the board there are high volume frustrations with how people are treated in those classifications. The city gets put on blast on social work.

DPH: I understand that. This is something we need to focus on. When the pause is lifted, we need to have a renewed effort to see what the challenges are.

SEIU: We need some guarantees here. What is the industry norm.

DPH: We have to see what we can do. LVNs are very critical classification. We would have to talk it through and would want Erika and her team. Open to discussions around it. My hope is we want what you want. We do want PCS staff caring for our patients. We don't want to use registry if we don't have to.

SEIU: I appreciate that, but some concerns have to do with economics and working conditions. What would be helpful is improvement in people's conditions. You have high vacancy rates and now you're asking for registry. The contradiction. Collective bargaining is coming and this can be discussed.

DPH: Once this pause is done, we can focus on this. From a registry perspective, we're looking forward at bringing down vacancy rates. We hear you when you say staff are unhappy. Let us know what the issues are. Let's open the dialogue.

SEIU: We could go around and around with vacancies and registry and this should be continued to another day. I don't think we'll be able to reach agreement. We're going to need some guarantees. Is there an explanation about how in FY24-25 there was a 65% utilization of the PSC and that dropped to 35% utilization of registry?

DPH: When someone starts, the registry contract ends. The oversight has everything to do with it. We were using registry from 2021 at high rates related to COVID which saved us from becoming a New York.

SEIU: We might send another RFI about what the rates have been. I didn't get an answer to the vendor's performance?

DPH: People want permanent jobs. The areas where we saw struggles also lined up after the Kaiser strike; a lot of registry had been hired for that strike. We're happy to share the rates; they are public. We also shared the contracts with you – look at the Appendix B's.

SEIU: Given the opportunity to review what you've sent, we need to have more internal review over these two PSCs. Curious about how you all want to proceed. There are two MOUs governing these PSCs.

DPH: We have over a month before the CSC hearing. We'd like to come hand in hand. Open to keeping the dialogue open. We're open to having additional conversations if helpful. Union may not be ready to support it; our bottom line ask is that you withdraw your objection to both PSCs.

SEIU: We'll get back to you. For 6205, there's a pilot program – how would Department feel about

factfinding for this?

DPH: We would want to consult our partners in ERD. I would say initially it'd be disappointing. We've accomplished a lot and are committed to working in this forum together. I don't think there's a need for it.

SEIU: You don't need to tell us what we need. We have some study to do. We got this information from you 21 hours ago. We see this as wasteful expenditure on registry. We appreciate you bringing down the amount aggressively, but our members are under attack.

DPH: For factfinder, SEIU would have to submit request within 5 days of today's meeting. Can you give us feedback on the consideration for factfinder. Is there something with the RFI, is there something we weren't transparent about?

SEIU: We didn't get direct responses to all of our questions in the RFI. It doesn't sit well with us. The social safety net is far too thin in this city. To request these kinds of amounts in light of the threats that our members are under in terms of losing their jobs, we're not happy about that right now.

SEIU shared that their concerns about the PSC are influenced by the City's current Mayor/administration.

DPH: I genuinely appreciate the work you all do. I hope you and your team and members see there's a genuine desire to right size our registry usage that are controllable and reasonable. If another conversation is productive, we're happy to schedule that. If you can withdraw your objection, we would appreciate that.

SEIU: SEIU acknowledged that this is one of the processes that SEIU does trust and acknowledged the collaboration between SEIU and DPH.

SEIU: Appreciate your time and work, and hopefully we'll be able to agree.



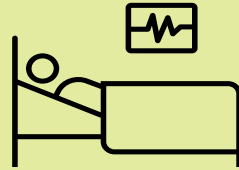
PERSONAL SERVICES CONTRACT REVIEW

RN and Nursing Ancillary (Non-RN)





Nursing Leadership Priorities



Quality care for all
patients



Safe working conditions for
all nursing staff



Hiring permanent civil
service staff

How we staff



Permanent civil service
nursing staff



Overtime

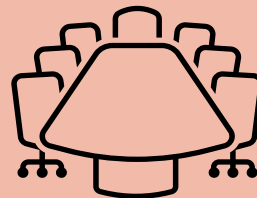


P103

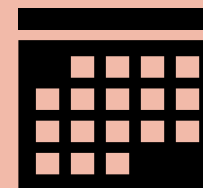


Registry

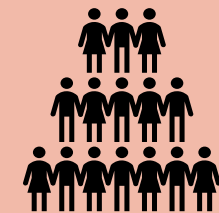
Registry Usage



Vacancies



Leaves

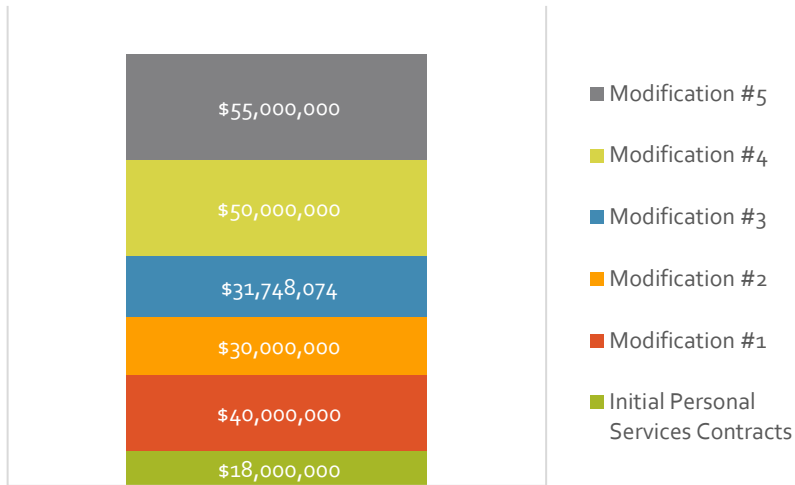


Patient Surge



Personal Services Contract History and Current Request

PERSONAL SERVICES CONTRACT 10 YEAR HISTORY [JULY 1, 2015 - JUNE 30, 2025]

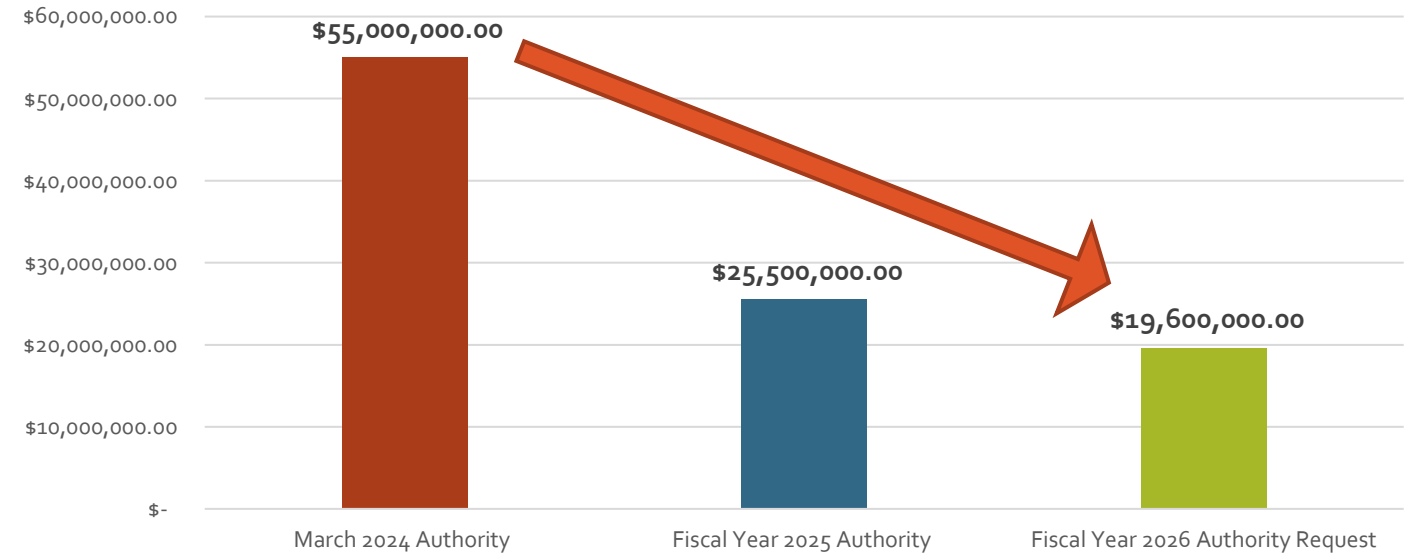


CUMULATIVE AUTHORITY OVER 10 YEARS

Current Authority Request [July 1, 2026 – June 30, 2027]

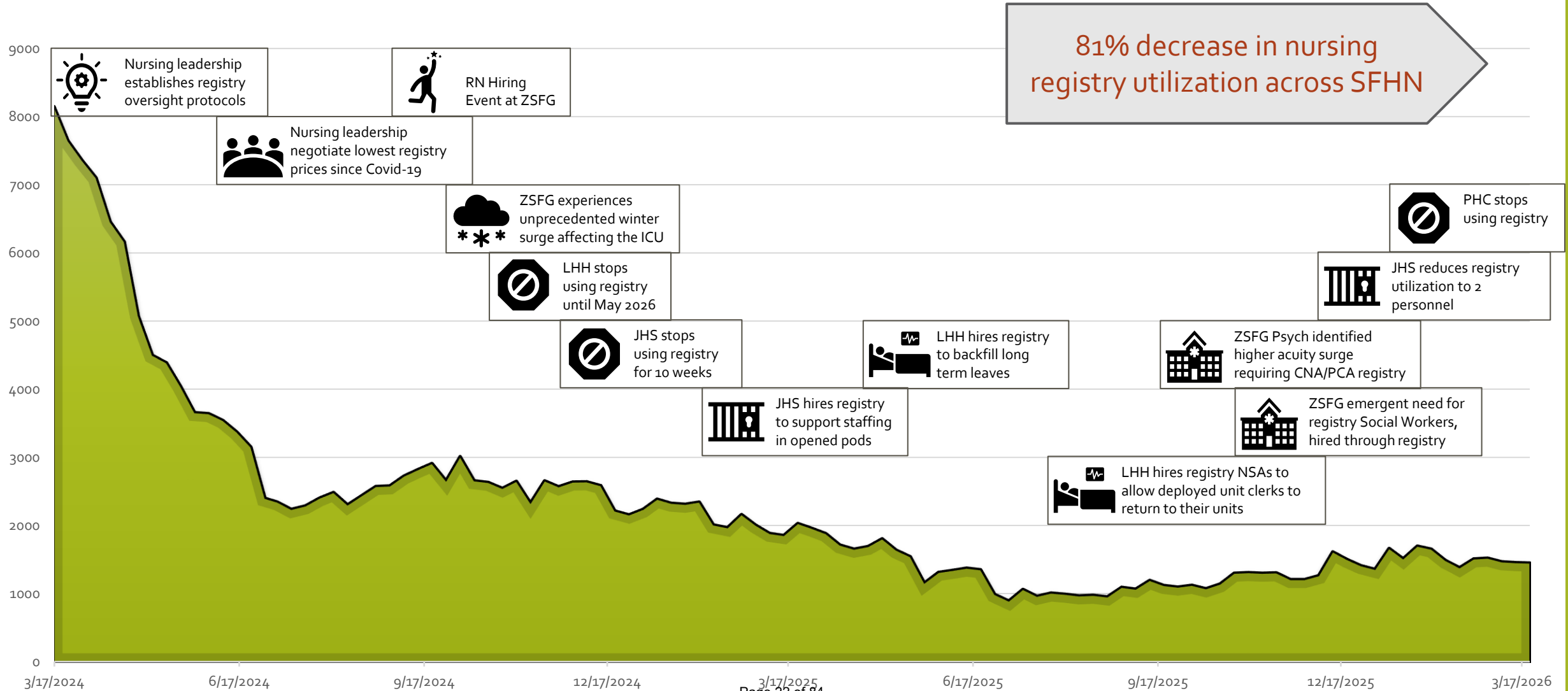
Amount	Time Period
\$19,600,000.00	July 1, 2026 – June 30, 2027

Recent PSC Authority Requests and Actual Expenditure





Weekly Nursing Registry Usage (March 2024 – March 2026)

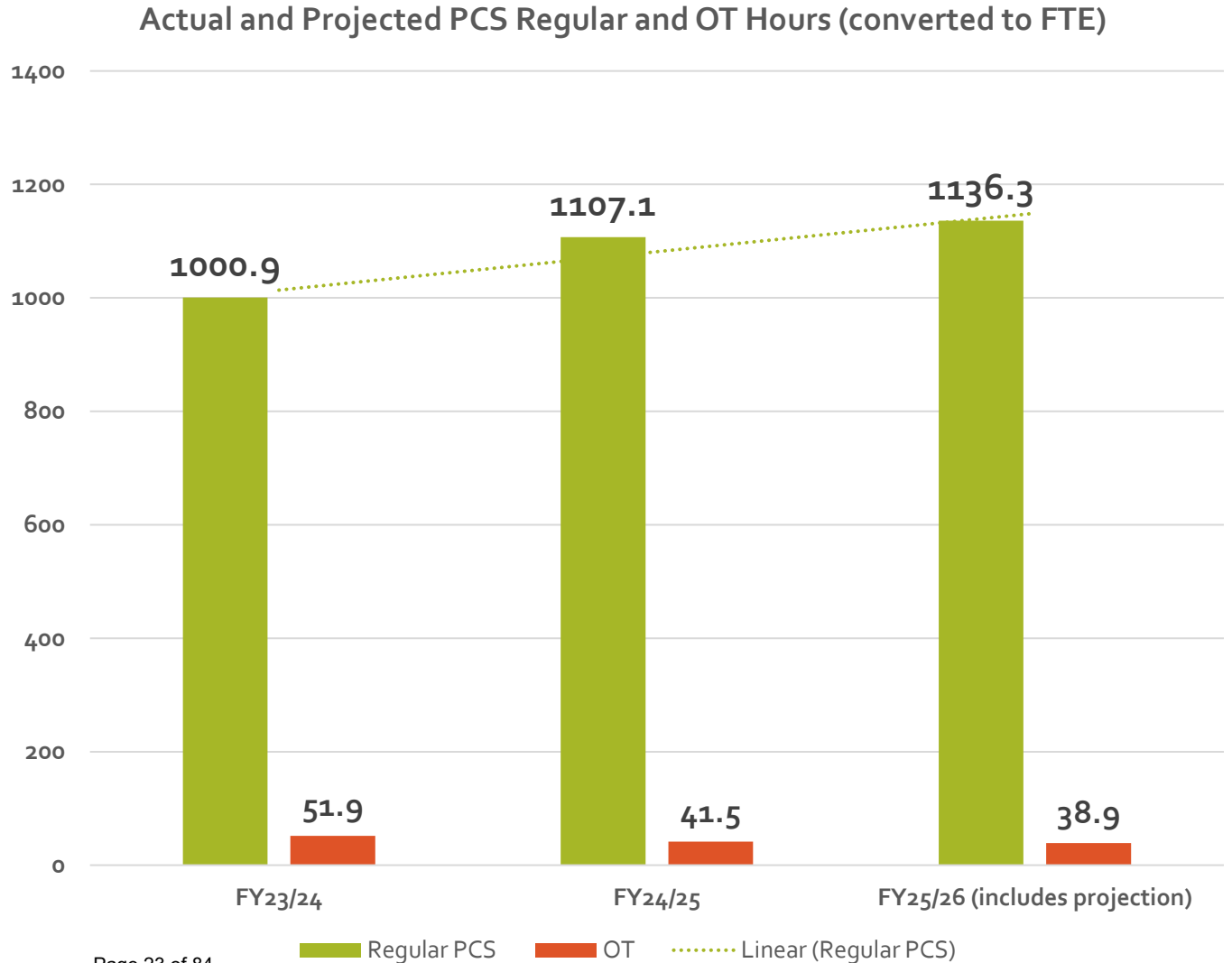
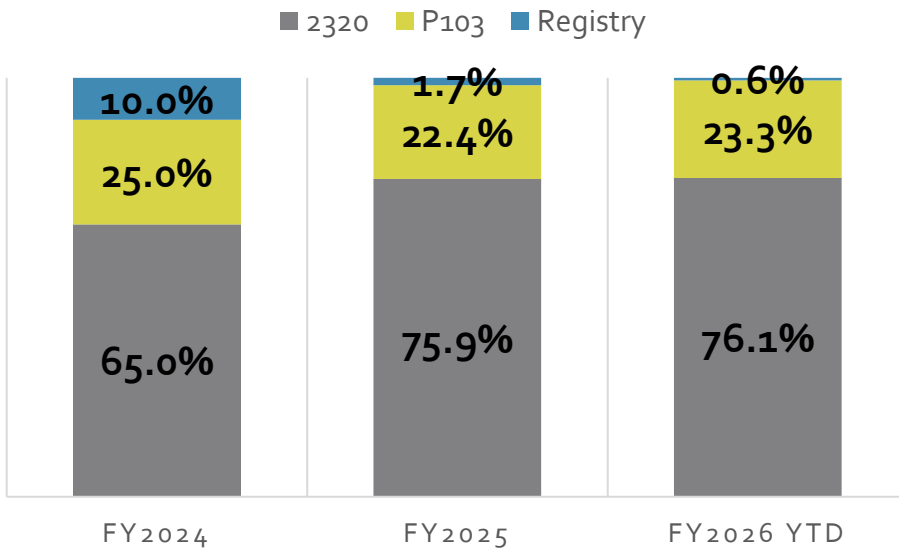




81.7%
of all DPH 2320s are
dual appointed
P103s

Current DPH RN
vacancy rate with
attrition:
0.0%

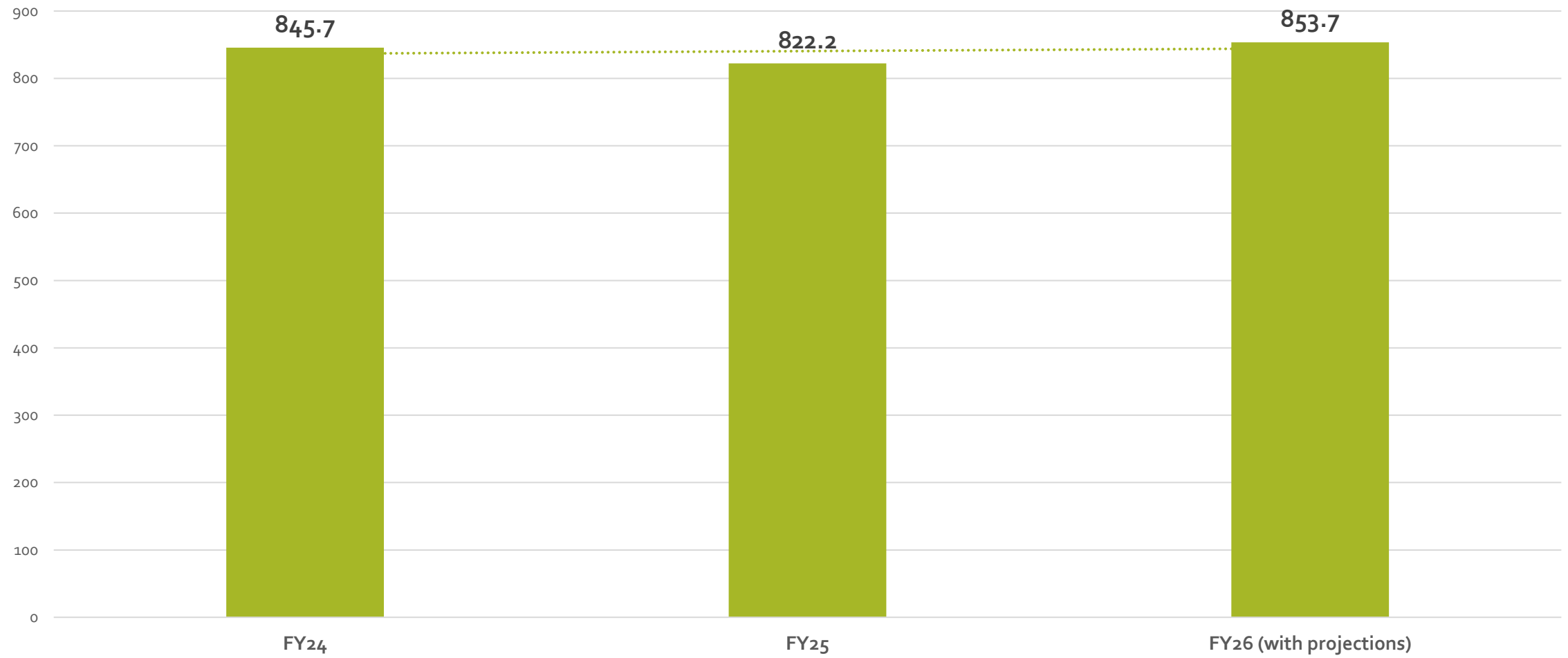
2320 VS P103 VS REGISTRY (BASED ON HOURS)





Ancillary Nursing and Clinical Support Staff

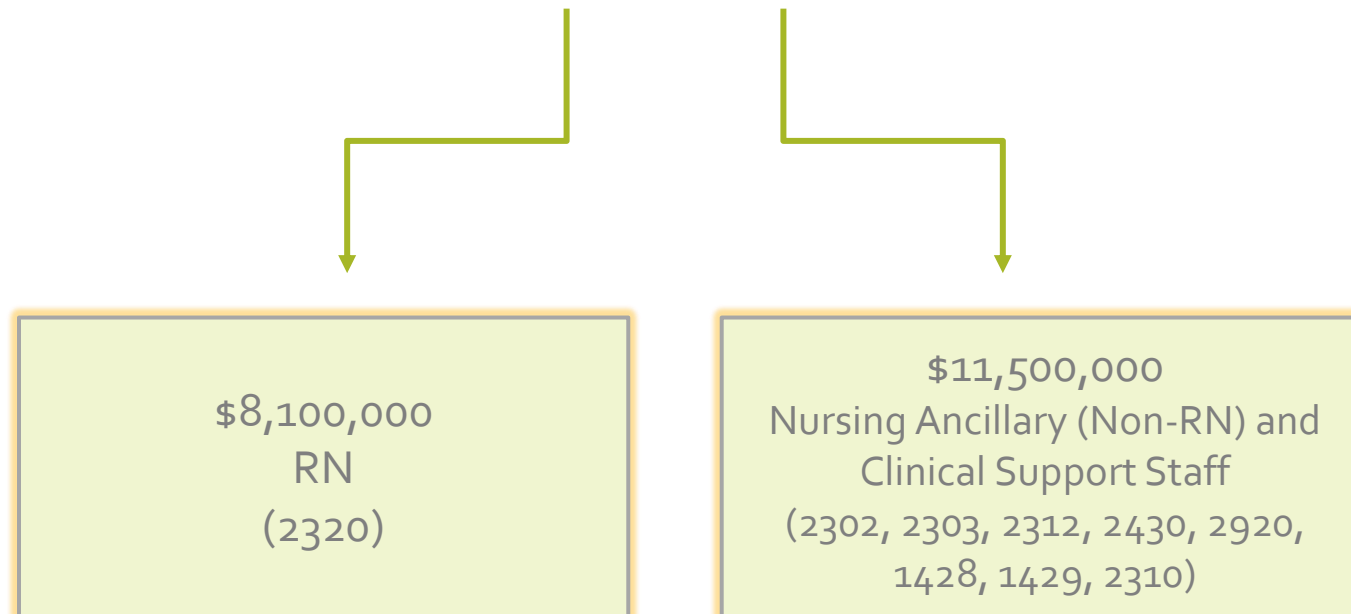
Combined 2302, 2304, 2312, 2340, 2920 PCS Hours Converted to FTEs





Summary of Personal Services Contract Request

Present Personal Services Contract Request	Amount	Time Period
Initial Personal Services Contract Request	\$19,600,000	July 1, 2026 – June 30, 2027



SEIU Request for Information – PSC 6205 – Ancillary Nursing

1- The names of vendors and contracts used previously to contract out registry services for the classifications identified in PSC 6205, and copies of the contracts with the associated vendors.

Answer: Tryfacta (CID 1000035645) and Cross Country Staffing (CID 1000035644)

2- All invoices and DPH performance evaluations for services rendered by vendors to whom these services were contracted out in the past 3 years. *Clarification from SEIU on 4/2/26: The relevance of this request: in order for us to gauge whether we will be in a position to support the Department’s registry funding request, we need to know what the Department has spent on vendors AND whether the vendors have met quality standards.*

Answer: At this time, we do not agree that vendor performance evaluations or invoices from the past three years are relevant to the PSC authority request. We maintain that the purpose of the PSC process is to evaluate the current operational need for registry staffing and the justification for the authority request, not to audit past vendor performance or historical billing activity. To the extent the union believes additional information is necessary beyond what is relevant to the PSC process, we are open to discussing that further in the meeting.

We are happy to provide responsive and relevant documentation and will be prepared to explain the basis for the PSC authority request at the meeting.

3- The total amount of money spent on registry for the classifications identified in PSC 6205 for the following fiscal years: 23/24, 24/25, and 25/26 (to date).

Answer: For FY24 and FY25, the PSCs were split differently and as such we cannot separate the expenditure of the classifications under 6205 from the RN expenditure as they were charged to the same purchase orders. Below is the money spent on nursing registry (including RNs and ancillary/clinical support staff) for FY24 and FY25:

FY24: \$49,981,644 FY25: \$8,320,514

In FY26, nursing ancillary and clinical support registry were grouped under one of the PSCs. Therefore, we have the spend to date of those classifications under the ancillary nursing clinical support registry PSC:

FY26 (to-date): 3,863,306.97 (please note that not all shifts worked to date have been invoiced)

4- Any department documents including strategic plans, department policies and procedures, legal and funding requirements, audits, etc. that led to the decision to seek

registry usage at the rate of \$11.5 million per year. Update from SEIU: Please note that we are requesting documentation (strategic plans, department policies and procedures, legal and funding requirements, audits, etc.) that led DPH to seek registry usage at a rate of **up to** \$11.5 million per year for this PSC, and **up to** \$8.1 million per year for PSC 6206 (RNs). While we appreciate and look forward to receiving “relevant nursing documentation for safe care for patients and staff”, our request for documentation is broader than that.

Answer: SFHN Nursing strategy is to maintain state mandated and MOU negotiated ratios with registry in response to vacancies, leaves and surge. Attached is SEIU Citywide MOU.

5- A list of department decision makers who determined the need to contract out these services. *Clarification from SEIU on 4/2/26: we may need to speak directly with decision makers and ask direct questions of them as we prepare to make a decision on whether we will support the PSC request.*

Answer: Troy Williams, Gillian Otway, Christian Kitchin, Maria Antoc, and Philippa Doyle

6- Vacancy data for the SEIU classifications identified in PSC 6205 for the past three years.

Answer: Data points below reflect without attrition

Job Classifications	06/26/24	06/16/25	04/03/26
1428 Unit Clerk	8.60%	9.80%	9.87%
1429 Nurses Staffing Assistant	8.50%	5.18%	0.00%
2302 Nursing Assistant	13.17%	21.57%	16.57%
2303 Certified Nursing Assistant	7.27%	6.20%	6.91%
2305 Licensed Psychiatry Technician	28.76%	17.86%	19.84%
2310 Surgical Procedures Technician	31.82%	40.91%	27.78%
2312 Licensed Vocational Nurse	12.95%	16.36%	10.34%
2430 Medical Assistant	11.42%	11.23%	2.42%
2920 Medical Social Worker	13.07%	8.02%	14.67%

7- Evaluation metrics and impact analysis conducted to assess the contractors’ performance, including the vendors’ abilities to provide staffing when requested.

Answer: Included in the attached contracts.

8- The specific DPH programs or systems of care that will be supported by the vendor.

Answer: Outlined in PSC. Registry is utilized on an as-needed basis in SFHN dependent on operational needs.

PSC 6205: DPH-SEIU
Second
Meeting on April
30, 2026 and
Proposals for
Settlement



San Francisco Department of Public Health

Daniel Tsai
Director of Health

City and County of San Francisco
Daniel Lurie
Mayor

PSC 6205 (Ancillary Nursing)

DPH & SEIU Meeting Minutes – 9:30-10:30am on 4/30/26

Attendees:

My Lan Do Nguyen, DPH Manager of Pre-Award Unit

Reanna Albert, DPH PSC Coordinator

Letania Ferreira, DPH Junior PSC Coordinator

Troy Williams, DPH SFHN Chief Nursing Officer

Claudia Nehme, DPH Nursing Leadership Analyst

Erika Thorson, DPH Director of Hiring and Selection

Ramon Williams, DPH Director of Labor Relations

Jonathan Lyens, DPH Director of Contract Strategy

Gillian Otway, DPH Chief Nursing Officer

Carey Dall, SEIU Field Rep

Daniel Becker, SEIU Field Rep for SF General Non-RN Chapter

Brenda Barros, SEIU Chapter President for Non-RN staff

Cheryl Thornton, Eligibility Supervisor at Tom Waddell & Curry Senior Center

Naj Daniels, Supervisor for SEIU

Laura Ocon, Health Worker II at Potrero Hill Center

Derek Arthur, SEIU Field Rep covering RNs

Debbie Dobson, Laguna Honda CNA

The meeting was scheduled to begin at 9:30am.

DPH received an email from SEIU at 9:30am with the subject line "We're caucusing" and the body of the email stated, "We need 10 minutes, see you at 9:40am".

The meeting began at 9:45am and opened with introductions from DPH and SEIU attendees.

At 9:50am, SEIU emailed a draft settlement offer to two DPH staff (Manager of Pre-Award Unit and PSC Coordinator).

DPH: Thank you everyone for making time for today's meeting. The purpose of the meeting is to follow up on Factfinder Dooley's request to clarify the dispute regarding PSC 6205, as discussed during the pre-hearing conference on April 22. Factfinder Dooley noted that there are a range of perspectives involved, but that she did not see a clear dispute over the underlying facts of this PSC, including that registry usage is standard across health systems.

SEIU: Our side is very clear on what your intentions are. I emailed a settlement option. I will share my screen so we all can look at it. I will walk over my proposal, if your side has any questions we can pause for these.

We are offering this in the attempt to find agreement so we can walk arm-in-arm to the CSC.

1st point- Formalizing some sort of agreement. We would like to memorialize that in writing. Make it clear that the registry cannot be used to hire for classifications

2nd- We would like to continue with the monitoring meetings.

3rd- We want to put a \$6M dollar cap on the PSC amount. Our sense is that you don't need surge coverage for a pandemic or otherwise. In case of emergency, you can get authorization from civil service to hire as needed. You have not explained adequately how you got to that number that you are requesting.

4th- Lack of hiring. We want to create a workgroup to understand classifications and to work on a global solution for pipeline, workforce development, extension, etc.

This is our proposal. How would you like to proceed?

DPH asked for a caucus.

DPH returned and told SEIU we would provide a written response to their draft settlement within 1 week. DPH commented that SEIU only sent their draft settlement to two of us, and asked that SEIU send it to the larger group.

DPH: For the remaining time, I'd like to bring the conversation back to what Factfinder Dooley said and hear from SEIU regarding what the dispute is.

SEIU: The dispute is that we don't believe that you need the amount that you claim you need, and you need to fully fill these classifications.

DPH: Tell us more about both points.

SEIU: We don't think you need this amount. There is a sense of gratitude for some of you in this call for the work you have done. That being said, you didn't provide the adequate information to explain that amount. SFHN (San Francisco Health Network) has other dynamics at play. If there is a surge or a pandemic you have the full authority to request more authority to spend from the CSC and if we agree with the request, we will support you on that.

DPH: Can you tell us more about the dynamics you mentioned. What exactly is that?

SEIU: You have incredible vacancy rates. That is in contrast with what is happening in other systems. The mayor has every intention of undermining. You are finding ways to limit our members ability to have a full staff. We understand this is a neoliberal regime in San Francisco, a pro capitalist Mayor and his McKinsey goons. The DPH Director is one of them.

One of our major issues is that when we see the list of classifications and we don't see effort to fill them. There are too many unanswered questions.

There are a lot of these classifications open. People are graduating from universities. Why is there not a pipeline to hire? I am totally against any contracting.

That is it. We don't have anything else to add here. Can you put your reply into writing that you'll respond within one week?

DPH: Yes, we'll respond to your email once we receive your proposal via the wider email. Everything will go into the CSC bundle so CSC can understand the timeline and exchanges.

SEIU: We look forward to that. Thank you for your time today.

SEIU 1021 Proposals for Settlement – PSC 6205

1. Usage of registry directly tied to vacancies and extended leaves. Usage of registry cannot be used to cover for lack of hiring. DPH must maintain a dashboard showing the relation of each individual registry use and its cost to a position number for vacancy or leave of absence.
2. Ongoing monthly monitoring meetings with ongoing release for SEIU 1021 member leaders from SFGH, LHH, and Community Clinics/Primary Care.
3. PSC Amount: \$6 million. If pandemic or other surge occurs, DPH returns to CSC for emergency registry expansion. SEIU 1021 will support any reasonable request in such a context.
4. Establishment of a joint SEIU 1021 – DPH workgroup to focus on understaffed classifications, and work on solutions to attain full staffing in these classifications.

SFHN Response to SEIU 1021 Proposal for Settlement

The scope of Personal Service Contracts as outlined in the Policy of the Civil Service Commission on Personal Service contracts, approved November 6, 2023 and dated December 19, 2023 is as follows: (1) “[i]mmediately needed services to address unanticipated or transitional situations, or services needed to address urgent situations that do not rise to the level of an “emergency”; “[s]ervices required on an as-needed, intermittent or periodic basis.” In accordance with the aforementioned policy, SFHN utilizes registry to backfill vacancies, leaves, and unforeseen circumstances such as patient surge (not rising to the level as ‘emergency’) on an as-needed basis, as outlined in the PSC 6205 submission.

In response to SEIU’s proposals:

(1) Usage of registry directly tied to vacancies and extended leaves. Usage of registry cannot be used to cover for lack of hiring. DPH must maintain a dashboard showing the relation of each individual registry use and its cost to a position number for vacancy or leave of absence.

SFHN Response: As stated in SFHN’s PSC 6205 submission, the initial PSC review meeting with SEIU, and in the rebuttal statement to the Fact-Finding request, SFHN remains committed to using nursing registry only when necessary, and leadership continues to limit registry utilization to vacancies, leaves, and unforeseen circumstances such as sudden patient surges. This approach reflects our shared responsibility to ensure safe, continuous patient care while also maintaining responsible and judicious use of registry resources. At the same time, SFHN must retain the ability to make operational decisions required to meet patient care needs in real time. We value the partnership with labor and will continue to monitor usage and proactively communicate around trends and staffing needs.

Additionally, SFHN meets with SEIU representatives monthly to share data regarding the use of registry and how it relates to each of the aforementioned categories. SFHN is committed to the continuation of this data sharing and monthly reports; however, SFHN cannot provide specific position numbers due to employee confidentiality.

(2) Ongoing monthly monitoring meetings with ongoing release for SEIU 1021 member leaders from SFGH, LHH, and Community Clinics/Primary Care.

SFHN Response: Per our rebuttal, SFHN clarified that Nursing Leadership and HR Leadership have met with SEIU twenty-two (22) times prior to April 17th and have since met with SEIU an additional time to discuss registry across all SFHN locations. SFHN remains committed to the ongoing monthly meetings and collaboration with SEIU.

(3) PSC Amount: \$6 million. If pandemic or other surge occurs, DPH returns to CSC for emergency registry expansion. SEIU 1021 will support any reasonable request in such a context.

SFHN Response: Nursing Leadership is responsible for the care of all SF patients and must uphold the mission and vision of San Francisco’s Department of Public Health. SFHN maintains the goal of ensuring quality care is delivered to patients by permanent civil service staff. However, in times of need, the use of registry ensures SFHN has the clinical resources present to provide critical patient care. SFHN may not have the time to present to CSC if an emergent issue arises and must be able to respond nimbly when the

operational needs are critical and patient care and patient safety are on the line. As such, SFHN Nursing Leadership requests \$11.6 million in PSC authority to ensure safe patient care is provided, despite any unforeseen circumstances. Nursing leadership diligently reviews past registry usage and current registry burn rates along with contingencies for the fluid landscape that is healthcare nursing operations when requesting authority. Additionally, SFHN projects \$8.6 million in unused, approved spending authority for the current PSC covering the same classifications as PSC 6205. This amounts to 69% of the approved current PSC authority. This figure demonstrates that SFHN monitors registry utilization with fiduciary concern and responsibility. SFHN does not seek to spend all granted authority; however, SFHN maintains that the request for additional buffer in the PSC authority is critical to ensure SFHN is able to respond immediately to unforeseen issues needing extremely fast turnaround to ensure safe patient care.

(4) Establishment of a joint SEIU 1021 – DPH workgroup to focus on understaffed classifications, and work on solutions to attain full staffing in these classifications.

SFHN Response: SFHN is committed to the previously established monthly monitoring meetings in which hiring data is reviewed. Staffing data is also reviewed in monthly Labor Monitoring Committees. Establishing an additional workgroup, with required release time, is outside of the scope of the PSC review and Civil Service Commission. If the Union feels strongly that another workgroup is needed, it is within their rights to address it during bargaining.

Re: DPH & SEIU: PSC 6205

Organizer Albert, Reanna (DPH) <reanna.albert@sfdph.org>
Meeting time This event occurred 1 week ago (Tue 4/28/2026 10:30 AM - 11:30 AM)
Location Microsoft Teams Meeting
My response Accepted
Required attendees Albert, Reanna (DPH), Williams, Troy (DPH), Nehme, Claudia (DPH), Otway, Gillian (DPH), Dentoni, Terry (DPH), Nguyen, My Lan Do (DPH), Ferreira, Letania (DPH), Kim, Luenna (DPH), Murrell, Drew (DPH), Thorson, Erika (DPH), Lyens, Jonathan (DPH), Williams, Ramon (DPH), Carey Dall
Optional attendees Nato Green, Elizabeth Travelsight, Derek.Arthur@seiu1021.org, Najuwanda Daniels, Barros, Brenda (DPH)
Message sent Fri 5/8/2026 4:24 PM

Hi Carey,

Thank you for your email and for reaffirming SEIU 1021's commitment to continued discussions regarding the Nursing Ancillary and Clinical Support Staff Registry PSC.

We want to reiterate that the Department remains fully willing to meet and address the union's concerns. The Civil Service Commission specifically requested that the department and SEIU 1021 meet together not only to exchange information, but also to work through the union's questions and attempt to reach agreement so that we may return to the Commission with a jointly supported PSC recommendation. We remain committed to that expectation.

As you know, we have been meeting monthly per the CSC's direction for nearly two years, and we value the union's engagement in those sessions. We also acknowledge your stated objections and your continued willingness to meet in an effort to resolve them.

This PSC is scheduled for the June 1 CSC meeting. We would welcome the opportunity to meet with you prior to that date to continue working toward resolution of the union's concerns and, ideally, to return to the Commission with shared agreement. Please provide your availability so that we may coordinate a follow-up meeting promptly.

We appreciate your partnership and look forward to continuing our work together!

My Lan

My Lan Do Nguyen (she/her)

Manager of Contractual Pre-Award, Compliance and Training Services
Office of Contracts Management and Compliance
San Francisco Department of Public Health
101 Grove St., Room 410
San Francisco, CA 94102
mylando.nguyen@sfdph.org
628-271-7580 (WRK-Teams)

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From: Carey Dall <Carey.Dall@seiu1021.org>

Sent: Friday, May 8, 2026 11:30 AM

To: Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Murrell, Drew (DPH) <drew.murrell@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; DHR-PSCCoordinator, DHR (HRD) <dhr-psccoordinator@sfgov.org>

Cc: Nato Green <nato.green@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Najuwanda Daniels <najuawanda.daniels@seiu1021.org>; Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>; Rob Szykowny <rszykowny@unioncounsel.net>; DPH-sfdph-psccoordinator <sfdph-psccoordinator@sfdph.org>

Subject: RE: DPH & SEIU: PSC 6205

Hello Reanna et al –

As DPH's response to our proposals for around PSC 6205 provide no substantive effort to meet our needs or reach agreement, SEIU 1021 maintains its objection. Suggesting that we "address it during bargaining" (DPH response to our 4th proposal) does not show a willingness to compromise, or in any way attempt to reach agreement on this PSC.

We remain committed and willing to meeting with you in an attempt to reach agreement around this PSC. Please let us know if you have any interest in meeting to continue negotiating.

Thank you.

Carey Dall
SEIU Local 1021
Cell (415) 717-9604

From: Albert, Reanna (DPH) <reanna.albert@sfdph.org>

Sent: Tuesday, May 5, 2026 12:51 PM

To: Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Carey Dall <Carey.Dall@seiu1021.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Murrell, Drew (DPH) <drew.murrell@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; DHR-PSCCoordinator, DHR (HRD) <dhr-psccoordinator@sfgov.org>

Cc: Nato Green <nato.green@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Derek

Arthur <Derek.Arthur@seiu1021.org>; Najuwanda Daniels <Najuawanda.Daniels@seiu1021.org>; Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>; Rob Szykowny <rszykowny@unioncounsel.net>; DPH-sfdph-psccordinator <sfdph-psccordinator@sfdph.org>
Subject: Re: DPH & SEIU: PSC 6205

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Carey,

Attached please find DPH's written response to the proposals that SEIU presented during our last meeting. Thank you.

Reanna Albert (she/her)

Pre-Award Unit Analyst | PSC Coordinator
SFDPH Office of Contracts Management & Compliance
101 Grove Street, Room 410
San Francisco, CA 94102
reanna.albert@sfdph.org
628-271-6178

From: Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>

Sent: Thursday, April 30, 2026 11:19 AM

To: Carey Dall <Carey.Dall@seiu1021.org>; Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Murrell, Drew (DPH) <drew.murrell@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; DHR-PSCCoordinator, DHR (HRD) <dhr-psccordinator@sfgov.org>

Cc: Nato Green <nato.green@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Najuwanda Daniels <najuawanda.daniels@seiu1021.org>; Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>; Rob Szykowny <rszykowny@unioncounsel.net>; DPH-sfdph-psccordinator <sfdph-psccordinator@sfdph.org>

Subject: Re: DPH & SEIU: PSC 6205

Hi Carey,

We appreciate the thoughtful conversation this morning and the opportunity to hear your perspectives. Please extend our appreciation to everyone who participated.

DPH confirms receipt of the proposals shared. We will provide a written response within one week.

Have a great rest of the day!

My Lan

My Lan Do Nguyen (she/her)

(DPH) <brenda.barros@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>; Rob Szykowny <rszykowny@unioncounsel.net>; DPH-sfdph-psccordinator <sfdph-psccordinator@sfdph.org>

Subject: Re: DPH & SEIU: PSC 6205

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My Lan

My Lan Do Nguyen (she/her)

Manager of Contractual Pre-Award, Compliance and Training Services
Office of Contracts Management and Compliance
San Francisco Department of Public Health
101 Grove St., Room 410
San Francisco, CA 94102
mylando.nguyen@sfdph.org
628-271-7580 (WRK-Teams)

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From: Carey Dall <Carey.Dall@seiu1021.org>

Sent: Thursday, April 30, 2026 10:47 AM

To: Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Murrell, Drew (DPH) <drew.murrell@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; DHR-PSCCoordinator, DHR (HRD) <dhr-psccordinator@sfgov.org>

Cc: Nato Green <nato.green@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Najuwanda Daniels <najuawanda.daniels@seiu1021.org>; Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>; Rob Szykowny <rszykowny@unioncounsel.net>

Subject: RE: DPH & SEIU: PSC 6205

Hello all –

Thank you for meeting with us today on PSC 6205 (Ancillary Nursing Registry).

Today SEIU 1021 offered proposals for reaching agreement around PSC 6205 (please see attached). We understand that DPH will respond to our proposals after internal review – please let us know in writing when we can expect your response.

Regards,

Carey Dall
SEIU Local 1021
Cell (415) 717-9604

From: Albert, Reanna (DPH) <reanna.albert@sfdph.org>
Sent: Tuesday, April 28, 2026 11:44 AM
To: Carey Dall <Carey.Dall@seiu1021.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Murrell, Drew (DPH) <drew.murrell@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>
Cc: Nato Green <nato.green@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Najuawanda Daniels <Najuawanda.Daniels@seiu1021.org>; Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>
Subject: Re: DPH & SEIU: PSC 6205

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Hi Carey,

As the Contracts team does not have the authority to release staff, we will defer to the Labor Relations team (@Hoffer, Daniel (DPH) and @Poole, Danielle (DPH)) to confirm.

Thanks,
Reanna

Reanna Albert (she/her)
Pre-Award Unit Analyst | PSC Coordinator
SFDPH Office of Contracts Management & Compliance
101 Grove Street, Room 410
San Francisco, CA 94102
reanna.albert@sfdph.org
628-271-6178

From: Carey Dall <Carey.Dall@seiu1021.org>
Sent: Tuesday, April 28, 2026 11:41 AM
To: Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Murrell, Drew (DPH) <drew.murrell@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>; Lyens, Jonathan (DPH)

<jonathan.lyens@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>

Cc: Nato Green <nato.green@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Najuwanda Daniels <najuawanda.daniels@seiu1021.org>; Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>

Subject: RE: DPH & SEIU: PSC 6205

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Reanna –

Please have the following members released for 9am on Thursday morning:

- Brenda Barros
- Debra Dobson
- Cheryl Thornton
- Laura Ocon

(Brandon Dawkins will not be able to attend, and does not need release time.)

Thank you,
CD

From: Albert, Reanna (DPH) <reanna.albert@sfdph.org>

Sent: Tuesday, April 28, 2026 11:22 AM

To: Williams, Troy (DPH) <troy.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Murrell, Drew (DPH) <drew.murrell@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Carey Dall <Carey.Dall@seiu1021.org>

Cc: Nato Green <nato.green@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Najuwanda Daniels <Najuawanda.Daniels@seiu1021.org>; Barros, Brenda (DPH) <brenda.barros@sfdph.org>

Subject: Re: DPH & SEIU: PSC 6205

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi All,

This meeting has been rescheduled for Thursday, 4/30 at 9:30am. Thank you.

Reanna Albert (she/her)

Pre-Award Unit Analyst | PSC Coordinator
SFDPH Office of Contracts Management & Compliance
101 Grove Street, Room 410
San Francisco, CA 94102
reanna.albert@sfdph.org
628-271-6178

From: Albert, Reanna (DPH) <reanna.albert@sfdph.org>
Sent: Tuesday, April 28, 2026 10:27 AM
To: Williams, Troy (DPH) <troy.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Murrell, Drew (DPH) <drew.murrell@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Carey Dall <carey.dall@seiu1021.org>
Cc: Nato Green <nato.green@seiu1021.org>; Elizabeth Travelslight <elizabeth.travelslight@seiu1021.org>; Derek.Arthur@seiu1021.org <derek.arthur@seiu1021.org>; Najuawanda Daniels <najuawanda.daniels@seiu1021.org>; Barros, Brenda (DPH) <brenda.barros@sfdph.org>
Subject: Canceled: DPH & SEIU: PSC 6205
When: Tuesday, April 28, 2026 10:30 AM-11:30 AM.
Where: Microsoft Teams Meeting

As there was confusion this morning regarding the release time for today, let's please reschedule this meeting for tomorrow, Wednesday. We want to ensure that all stakeholders are able to attend. [@Carey Dall](mailto:Carey.Dall) would you please provide times that work for SEIU.

Re: DPH [DHRPSC0006205] submitted for Union Review

From Albert, Reanna (DPH) <reanna.albert@sfdph.org>

Date Tue 4/28/2026 10:26 AM

To Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Carey Dall <Carey.Dall@seiu1021.org>; Hoffer, Daniel (DPH) <daniel.hoffer@sfdph.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>

Cc Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Daniel Becker <Daniel.Becker@seiu1021.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; DPH-sfdph-psccordinator <sfdph-psccordinator@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>

Hi All,

As there was confusion this morning regarding the release time for today, let's please reschedule this meeting for tomorrow, Wednesday. We want to ensure that all stakeholders are able to attend. [@Carey Dall](#) would you please provide times for tomorrow that work for SEIU?

Thank you,
Reanna

Reanna Albert (she/her)

Pre-Award Unit Analyst | PSC Coordinator
SFDPH Office of Contracts Management & Compliance
101 Grove Street, Room 410
San Francisco, CA 94102
reanna.albert@sfdph.org
628-271-6178

From: Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>

Sent: Tuesday, April 28, 2026 9:50 AM

To: Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Carey Dall <Carey.Dall@seiu1021.org>; Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Hoffer, Daniel (DPH) <daniel.hoffer@sfdph.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>

Cc: Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Daniel Becker <Daniel.Becker@seiu1021.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; DPH-sfdph-psccordinator <sfdph-psccordinator@sfdph.org>; Kim, Luenna (DPH)

<luenna.kim@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>

Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

Hi All,

All were processed yesterday afternoon. Please see attached email.



Danielle S. Poole (She/her)

Deputy Director, Labor Relations

Labor Relations Team

San Francisco Department of Public Health

☎ 415-583-4757

✉ Danielle.S.Poole@sfdph.org

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From: Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>

Sent: Tuesday, April 28, 2026 9:36 AM

To: Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Carey Dall <Carey.Dall@seiu1021.org>; Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Hoffer, Daniel (DPH) <daniel.hoffer@sfdph.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>

Cc: Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Daniel Becker <Daniel.Becker@seiu1021.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; DPH-sfdph-psccordinator <sfdph-psccordinator@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>

Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

Hi all,

The release time will be processed and is approved. I will respond to your supervisors' concerns.



Danielle S. Poole (She/her)

Deputy Director, Labor Relations

Labor Relations Team

San Francisco Department of Public Health

☎ 415-583-4757

✉ Danielle.S.Poole@sfdph.org

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Page 43 of 64

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From: Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>

Sent: Tuesday, April 28, 2026 8:39 AM

To: Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Carey Dall <Carey.Dall@seiu1021.org>; Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Hoffer, Daniel (DPH) <daniel.hoffer@sfdph.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>

Cc: Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Daniel Becker <Daniel.Becker@seiu1021.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; DPH-sfdph-psccoordinator <sfdph-psccoordinator@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>

Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

Hi all,

I have responded directly to Carey regarding this request last night. Due to the tight turnaround I asked if the meeting could be rescheduled.

Sorry to cause any confusion.



Danielle S. Poole (She/her)

Deputy Director, Labor Relations

Labor Relations Team

San Francisco Department of Public

Health

☎ [415-583-4757](tel:415-583-4757)

✉ Danielle.S.Poole@sfdph.org

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Re: DPH [DHRPSC0006205] submitted for Union Review

From Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>

Date Mon 4/27/2026 7:53 PM

To Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Carey Dall <Carey.Dall@seiu1021.org>; Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Hoffer, Daniel (DPH) <daniel.hoffer@sfdph.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>

Cc Hoffer, Daniel (DPH) <daniel.hoffer@sfdph.org>

Hi Carey,

Operationally, I don't think we are providing enough notice for this release request. Do you think you can reschedule ?



Danielle S. Poole (She/her)

Deputy Director, Labor Relations

Labor Relations Team

San Francisco Department of Public Health

☎ 415-583-4757

✉ Danielle.S.Poole@sfdph.org

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From: Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>

Sent: Monday, April 27, 2026 5:59 PM

To: Carey Dall <Carey.Dall@seiu1021.org>; Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Hoffer, Daniel (DPH) <daniel.hoffer@sfdph.org>; Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>

Cc: Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Daniel Becker <Daniel.Becker@seiu1021.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; DPH-sfdph-psccoordinator <sfdph-psccoordinator@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>

Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

Hi Carey,

From: Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>

Sent: Monday, April 27, 2026 5:59:39 PM

To: Carey Dall <Carey.Dall@seiu1021.org>; Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Hoffer, Daniel (DPH) <daniel.hoffer@sfdph.org>; Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>

Cc: Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Daniel Becker <Daniel.Becker@seiu1021.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>; DPH-sfdph-psccordinator <sfdph-psccordinator@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Thorson, Erika (DPH) <erika.thorson@sfdph.org>

Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

Hi Carey,

The Contracts Office is in receipt of your request to reschedule if members are unable to be released starting at 10:00 AM for tomorrow's meeting.

As we do not have the authority to release staff, we will defer to the Labor Relations team ([@Hoffer, Daniel \(DPH\)](#)) and [@Poole, Danielle \(DPH\)](#)) to confirm.

Thank you!

My Lan

My Lan Do Nguyen (she/her)

Manager of Contractual Pre-Award, Compliance and Training Services

Office of Contracts Management and Compliance

San Francisco Department of Public Health

101 Grove St., Room 410

San Francisco, CA 94102

mylando.nguyen@sfdph.org

628-271-7580 (WRK-Teams)

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From: Carey Dall <Carey.Dall@seiu1021.org>

Sent: Monday, April 27, 2026 3:42 PM

To: Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Hoffer, Daniel (DPH) <daniel.hoffer@sfdph.org>; Poole, Danielle (DPH) <danielle.s.poole@sfdph.org>; Chu, Amanda (HRD) <amanda.l.chu@sfgov.org>

Cc: Barros, Brenda (DPH) <brenda.barros@sfdph.org>; Thornton, Cheryl (DPH) <cheryl.thornton@sfdph.org>; Ocon, Laura (DPH) <laura.ocon@sfdph.org>; Dawkins, Brandon (DPH) <brandon.dawkins@sfdph.org>; Dobson, Debra (DPH) <debra.dobson@sfdph.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Daniel Becker <Daniel.Becker@seiu1021.org>; Williams, Troy (DPH)

<troy.williams@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>

Subject: RE: DPH [DHRPSC0006205] submitted for Union Review

Hello Reanna, Daniel, Danielle and Amanda –

For purposes of tomorrow's 1030am PSC meeting on ancillary nurse registry, please have the following SEIU 1021 members released starting at 10am:

- Brenda Barros
- Cheryl Thornton
- Laura Ocon
- Brandon Dawkins
- Debra Dobson

If the release of these SEIU 1021 members proves impossible, we will need to reschedule the meeting. Please advise.

Regards,

Carey Dall
SEIU Local 1021
Cell (415) 717-9604

From: Albert, Reanna (DPH) <reanna.albert@sfdph.org>
Sent: Thursday, April 23, 2026 4:32 PM
To: Carey Dall <Carey.Dall@seiu1021.org>
Cc: DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>
Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Carey,

Thanks for confirming, I'll send a meeting invite for Tuesday 4/28 at 10:30am to continue discussion on PSC 6205.

Since 6205 has proceeded to factfinder, we can find a separate time to discuss 6206 since it is on a separate track.

Thanks,
Reanna

Reanna Albert (she/her)
Pre-Award Unit Analyst | PSC Coordinator
SFDPH Office of Contracts Management & Compliance
101 Grove Street, Room 410
San Francisco, CA 94102
reanna.albert@sfdph.org
628-271-6178

From: Carey Dall <Carey.Dall@seiu1021.org>
Sent: Thursday, April 23, 2026 4:14 PM
To: Albert, Reanna (DPH) <reanna.albert@sfdph.org>
Cc: DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>
Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

Hello Reanna -

We prefer Tuesday morning.

Does DPH want to meet on 6205 and 6206 simultaneously again? Please advise.

Thanks,
Carey

On Apr 22, 2026, at 5:16 PM, Albert, Reanna (DPH) <reanna.albert@sfdph.org> wrote:

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Carey,

Following up on Arbitrator Dooley's recommendation at the pre-hearing today for the City and SEIU to meet again, we'd like to see if you're available next Monday afternoon or Tuesday morning. Please let us know if any of the following times will work. Thank you.

Monday 4/27 - 3:30pm
Tuesday 4/28 - 10am or 11am

Reanna Albert (she/her)
Pre-Award Unit Analyst | PSC Coordinator
SFDPH Office of Contracts Management & Compliance
101 Grove Street, Room 410
San Francisco, CA 94102

reanna.albert@sfdph.org

628-271-6178

From: Carey Dall <Carey.Dall@seiu1021.org>

Sent: Thursday, April 2, 2026 10:00 AM

To: Albert, Reanna (DPH) <reanna.albert@sfdph.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>

Subject: RE: DPH [DHRPSC0006205] submitted for Union Review

Hello Reanna –

We are available to meet with DPH on this PSC on April 8 at 11am.

The relevance of the first bulletpoint: in order for us to gauge whether we will be in a position to support the Department's registry funding request, we need to know what the Department has spent on vendors AND whether the vendors have met quality standards.

The relevance of the second bulletpoint: we may need to speak directly with decision makers and ask direct questions of them as we prepare to make a decision on whether we will support the PSC request.

Please provide this information – and the rest of the information we requested – as soon as possible. Thank you.

Regards,
Carey

From: Albert, Reanna (DPH) <reanna.albert@sfdph.org>

Sent: Monday, March 30, 2026 3:55 PM

To: Carey Dall <Carey.Dall@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>

Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Carey,

We also want to state that the requested information in the two bullet points below is not relevant to the services to be contracted out. If you believe that this information is relevant, please provide a statement explaining its relevance by Friday 4/3.

- All invoices and DPH performance evaluations for services rendered by vendors to whom these services were contracted out in the past 3 years.
- A list of department decision makers who determined the need to contract out these services.

Thank you,
Reanna

Reanna Albert (she/her)

Pre-Award Unit Analyst | PSC Coordinator
SFDPH Office of Contracts Management & Compliance
101 Grove Street, Room 410
San Francisco, CA 94102
reanna.albert@sfdph.org
628-271-6178

From: Albert, Reanna (DPH) <reanna.albert@sfdph.org>

Sent: Monday, March 30, 2026 2:20 PM

To: Carey Dall <Carey.Dall@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>

Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

Hi Carey,

While working on the RFI, we would like to provide clarification on your following question:

- Any department documents including strategic plans, department policies and procedures, legal and funding requirements, audits, etc that led to the decision to seek registry usage at the rate of \$11.5 million per year.

As the PSC request is not stating that there is a need to seek registry usage at the rate of \$11.5 million per year, we'd like to clarify that this is a one-year PSC authority request to ensure there are funds to support necessary and appropriate registry usage per the reasons and monitoring that has been shared ongoingly with SEIU. Additionally, we want to clarify that this is a request for authority, which is not a decision to spend \$11.5 million per year. As for documentation, we will supply with relevant nursing documentation for safe care for patients and staff.

Thank you,
Reanna

Reanna Albert (she/her)

Pre-Award Unit Analyst | PSC Coordinator
SFDPH Office of Contracts Management & Compliance
101 Grove Street, Room 410

San Francisco, CA 94102

reanna.albert@sfdph.org

628-271-6178

From: Albert, Reanna (DPH) <reanna.albert@sfdph.org>

Sent: Monday, March 30, 2026 11:54 AM

To: Carey Dall <Carey.Dall@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>

Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

Hi Carey,

Confirming receipt of your email. DPH staff are preparing responses to your questions. Regarding potential dates/times, could we please request an extension to meet with SEIU next week instead of this week, at any of the times below? Our CFO is currently out of the office, and we would like him to review the information we're compiling prior to the meeting.

Below is DPH staff availability. Please let me know what works best for SEIU.

Weds 4/8 at 9am

Weds 4/8 at 11am
Weds 4/8 at 4pm

Thank you,
Reanna

Reanna Albert (she/her)

Pre-Award Unit Analyst | PSC Coordinator
SFDPH Office of Contracts Management & Compliance
101 Grove Street, Room 410

San Francisco, CA 94102

reanna.albert@sfdph.org

628-271-6178

From: Carey Dall <Carey.Dall@seiu1021.org>

Sent: Friday, March 27, 2026 5:15 PM

To: DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>

Cc: DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>

Subject: RE: DPH [DHRPSC0006205] submitted for Union Review

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello –

SEIU 1021 objects to this PSC and demands to meet and confer.

Please send us dates/times.

Meanwhile, we request the following information before we meet:

- The names of vendors and contracts used previously to contract out registry services for the classifications identified in PSC 6205, and copies of the contracts with the associated vendors.
- All invoices and DPH performance evaluations for services rendered by vendors to whom these services were contracted out in the past 3 years.
- The total amount of money spent on registry for the classifications identified in PSC 6205 for the following fiscal years: 23/24, 24/25, and 25/26 (to date).
- Any department documents including strategic plans, department policies and procedures, legal and funding requirements, audits, etc that led to the decision to seek registry usage at the rate of \$11.5 million per year.
- A list of department decision makers who determined the need to contract out these services.
- Vacancy data for the SEIU classifications identified in PSC 6205 for the past three years.
- Evaluation metrics and impact analysis conducted to assess the contractors' performance, including the vendors' abilities to provide staffing when requested.
- The specific DPH programs or systems of care that will be supported by the vendor.

In the event that SEIU 1021 requires further information, we will let you know.

Thank you.

Carey Dall

SEIU Local 1021

Cell (415) 717-9604

From: CCSF IT Service Desk <ccsfdt@service-now.com>

Sent: Monday, March 23, 2026 11:10 AM

To: michelle.ruggels@sfdph.org; ian.fernando@sfdph.org; DHR-PersonalServicesContracts@sfgov.org; victoria.falcon@sfdph.org; terry.dentoni@sfdph.org; luenna.kim@sfdph.org; ramon.williams@sfdph.org; lisa.lui@sfdph.org; troy.williams@sfdph.org;

gillian.otway@sfdph.org; claudia.nehme@sfdph.org; jonathan.lyens@sfdph.org;
lucinda.huang@sfdph.org; PSCreview <PSCreview@seiu1021.org>; mylando.nguyen@sfdph.org;
reanna.albert@sfdph.org; letania.ferreira@sfdph.org

Subject: DPH [DHRPSC0006205] submitted for Union Review

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello union representatives,

DPH is requesting your review of PSC [DHRPSC0006205]. Please see relevant details of this request below and in the attached document(s). **Should you have any questions or objections, please state them by replying all to this email by 2026-04-02. If you would like to request a factfinder review for this PSC, please submit the [PSC factfinder review request form](#) within 5 days of your initial meeting with the department.**

PSC Summary

=====

Record Number: DHRPSC0006205 v 0.01

Description of Proposed Work: Contractors will provide the San Francisco Health Network (SFHN), which includes San Francisco General Hospital, Laguna Honda Hospital, and Ambulatory Care Services (includes Jail Health Services, Primary Care, Whole Person Integrated Care, Maternal Child Adolescent Health, HIV Health Services) a continuous, reliable source of intermittent, supplemental, and travel clinical nursing staff and clinical support staff to backfill staffing in times of staffing challenges to ensure safe and high-quality patient care.

Request Type: New

Approval Type: CSC Approval

CSC Review Reason(s):

<image001.png>

CSC Approval by Amount

Submitting Department: DPH

Dept PSC Coordinator: Reanna Albert

Dept PSC Coordinator Email: reanna.albert@sfdph.org

Dept PSC Coordinator Phone: +1 (415) 557-6693

PSC Amount: \$11,500,000.00

PSC Duration (months): 12

Funding Source(s): City Funds

Scope of Work: Contractors will provide the San Francisco Health Network (SFHN), which includes San Francisco General Hospital (SFGH), Laguna Honda Hospital (LHH), and Ambulatory Care Services (includes Jail Health Services, Primary Care, Whole Person Integrated Care, Maternal Child Adolescent Health, HIV Health Services) a continuous, reliable source of intermittent, supplemental, and travel clinical nursing staff and clinical support staff to backfill staffing in times of staffing challenges to ensure safe and high-quality patient care.

Job Class(es): 1428 - Unit Clerk, 1429 - Nurses Staffing Assistant, 2302 - Nursing Assistant, 2303 - Certified Nursing Assistant, 2312 - Licensed Vocational Nurse, 2430 - Medical Evaluations Assistant, 2920 - Medical Social Worker, 2310 - Surgical Procedures Technician

Labor Unions: 250 - SEIU 1021, 790 - SEIU, Local 1021, Misc

PSC Justification(s)

=====

<image001.png>

Services required on an as-needed, intermittent, or periodic basis

<image001.png>

Services requiring specialized expertise, knowledge experience

Ref:TIS6541847_iexJ7pRFqILY1IQi0cuU

RE: DPH [DHRPSC0006205] submitted for Union Review

From Carey Dall <Carey.Dall@seiu1021.org>

Date Mon 3/30/2026 3:53 PM

To Albert, Reanna (DPH) <reanna.albert@sfdph.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>

Cc DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Rob Szykowny <rszykowny@unioncounsel.net>; Nato Green <nato.green@seiu1021.org>; Oumar Fall <oumar.fall@seiu1021.org>; Najuawanda Daniels <najuawanda.daniels@seiu1021.org>; Daniel Becker <Daniel.Becker@seiu1021.org>; Elizabeth Travelslight <Elizabeth.Travelslight@seiu1021.org>; Dominic Curcuruto <Dominic.Curcuruto@seiu1021.org>; Derek Arthur <Derek.Arthur@seiu1021.org>; Khalil Kaid <Khalil.Kaid@seiu1021.org>

Hi Reanna –

Thank you for the correction.

Please note that we are requesting documentation (strategic plans, department policies and procedures, legal and funding requirements, audits, etc.) that led DPH to seek registry usage at a rate of **up to** \$11.5 million per year for this PSC, and **up to** \$8.1 million per year for PSC 6206 (RNs). While we appreciate and look forward to receiving “relevant nursing documentation for safe care for patients and staff”, our request for documentation is broader than that.

Best regards,

Carey Dall
SEIU Local 1021
Cell (415) 717-9604

RE: DPH [DHRPSC0006205] submitted for Union Review

From Carey Dall <Carey.Dall@seiu1021.org>

Date Thu 4/2/2026 10:01 AM

To Albert, Reanna (DPH) <reanna.albert@sfdph.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>

Hello Reanna –

We are available to meet with DPH on this PSC on April 8 at 11am.

The relevance of the first bulletpoint: in order for us to gauge whether we will be in a position to support the Department's registry funding request, we need to know what the Department has spent on vendors AND whether the vendors have met quality standards.

The relevance of the second bulletpoint: we may need to speak directly with decision makers and ask direct questions of them as we prepare to make a decision on whether we will support the PSC request.

Please provide this information – and the rest of the information we requested – as soon as possible. Thank you.

Regards,
Carey

From: Albert, Reanna (DPH) <reanna.albert@sfdph.org>

Sent: Monday, March 30, 2026 3:55 PM

To: Carey Dall <Carey.Dall@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>

Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Carey,

We also want to state that the requested information in the two bullet points below is not relevant to the services to be contracted out. If you believe that this information is relevant, please provide a statement explaining its relevance by Friday 4/3.

- All invoices and DPH performance evaluations for services rendered by vendors to whom these services were contracted out in the past 3 years.
- A list of department decision makers who determined the need to contract out these services.

Thank you,
Reanna

Reanna Albert (she/her)

Pre-Award Unit Analyst | PSC Coordinator
SFDPH Office of Contracts Management & Compliance
101 Grove Street, Room 410
San Francisco, CA 94102
reanna.albert@sfdph.org
628-271-6178

From: Albert, Reanna (DPH) <reanna.albert@sfdph.org>

Sent: Monday, March 30, 2026 2:20 PM

To: Carey Dall <Carey.Dall@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>

Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

Hi Carey,

While working on the RFI, we would like to provide clarification on your following question:

- Any department documents including strategic plans, department policies and procedures, legal and funding requirements, audits, etc that led to the decision to seek registry usage at the rate of \$11.5 million per year.

As the PSC request is not stating that there is a need to seek registry usage at the rate of \$11.5 million per year, we'd like to clarify that this is a one-year PSC authority request to ensure there are funds to support necessary and appropriate registry usage per the reasons and monitoring that has been shared ongoingly with SEIU. Additionally, we want to clarify that this is a request for authority, which is not a decision to spend \$11.5 million per year. As for documentation, we will supply with relevant nursing documentation for safe care for patients and staff.

Thank you,
Reanna

Reanna Albert (she/her)

Pre-Award Unit Analyst | PSC Coordinator
SFDPH Office of Contracts Management & Compliance
101 Grove Street, Room 410

San Francisco, CA 94102

reanna.albert@sfdph.org

628-271-6178

From: Albert, Reanna (DPH) <reanna.albert@sfdph.org>
Sent: Monday, March 30, 2026 11:54 AM
To: Carey Dall <Carey.Dall@seiu1021.org>; DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>
Subject: Re: DPH [DHRPSC0006205] submitted for Union Review

Hi Carey,

Confirming receipt of your email. DPH staff are preparing responses to your questions. Regarding potential dates/times, could we please request an extension to meet with SEIU next week instead of this week, at any of the times below? Our CFO is currently out of the office, and we would like him to review the information we're compiling prior to the meeting.

Below is DPH staff availability. Please let me know what works best for SEIU.

Weds 4/8 at 9am
Weds 4/8 at 11am
Weds 4/8 at 4pm

Thank you,
Reanna

Reanna Albert (she/her)

Pre-Award Unit Analyst | PSC Coordinator
SFDPH Office of Contracts Management & Compliance
101 Grove Street, Room 410

San Francisco, CA 94102

reanna.albert@sfdph.org

628-271-6178

From: Carey Dall <Carey.Dall@seiu1021.org>

Sent: Friday, March 27, 2026 5:15 PM

To: DT Service Now (TIS) <ccsfdt@service-now.com>; Ruggels, Michelle (DPH) <michelle.ruggels@sfdph.org>; Fernando, Ian (DPH) <ian.fernando@sfdph.org>; DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>; Falcon, Victoria (DPH) <victoria.falcon@sfdph.org>; Dentoni, Terry (DPH) <terry.dentoni@sfdph.org>; Kim, Luenna (DPH) <luenna.kim@sfdph.org>; Williams, Ramon (DPH) <ramon.williams@sfdph.org>; Lui, Lisa (DPH) <lisa.lui@sfdph.org>; Williams, Troy (DPH) <troy.williams@sfdph.org>; Otway, Gillian (DPH) <gillian.otway@sfdph.org>; Nehme, Claudia (DPH) <claudia.nehme@sfdph.org>; Lyens, Jonathan (DPH) <jonathan.lyens@sfdph.org>; Huang, Lucinda (DPH) <lucinda.huang@sfdph.org>; PSCreview <PSCreview@seiu1021.org>; Nguyen, My Lan Do (DPH) <mylando.nguyen@sfdph.org>; Albert, Reanna (DPH) <reanna.albert@sfdph.org>; Ferreira, Letania (DPH) <letania.ferreira@sfdph.org>

Cc: DHR-Personal Services Contracts <DHR-PersonalServicesContracts@sfgov.org>

Subject: RE: DPH [DHRPSC0006205] submitted for Union Review

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello –

SEIU 1021 objects to this PSC and demands to meet and confer.

Please send us dates/times.

Meanwhile, we request the following information before we meet:

- The names of vendors and contracts used previously to contract out registry services for the classifications identified in PSC 6205, and copies of the contracts with the associated vendors.
- All invoices and DPH performance evaluations for services rendered by vendors to whom these services were contracted out in the past 3 years.
- The total amount of money spent on registry for the classifications identified in PSC 6205 for the following fiscal years: 23/24, 24/25, and 25/26 (to date).
- Any department documents including strategic plans, department policies and procedures, legal and funding requirements, audits, etc that led to the decision to seek registry usage at the rate of \$11.5 million per year.
- A list of department decision makers who determined the need to contract out these services.
- Vacancy data for the SEIU classifications identified in PSC 6205 for the past three years.

- Evaluation metrics and impact analysis conducted to assess the contractors' performance, including the vendors' abilities to provide staffing when requested.
- The specific DPH programs or systems of care that will be supported by the vendor.

In the event that SEIU 1021 requires further information, we will let you know.

Thank you.

Carey Dall

SEIU Local 1021

Cell (415) 717-9604

From: CCSF IT Service Desk <ccsfdt@service-now.com>
Sent: Monday, March 23, 2026 11:10 AM
To: michelle.ruggels@sfdph.org; ian.fernando@sfdph.org; DHR-PersonalServicesContracts@sfgov.org; victoria.falcon@sfdph.org; terry.dentoni@sfdph.org; luenna.kim@sfdph.org; ramon.williams@sfdph.org; lisa.lui@sfdph.org; troy.williams@sfdph.org; gillian.otway@sfdph.org; claudia.nehme@sfdph.org; jonathan.lyens@sfdph.org; lucinda.huang@sfdph.org; PSCreview <PSCreview@seiu1021.org>; mylando.nguyen@sfdph.org; reanna.albert@sfdph.org; letania.ferreira@sfdph.org
Subject: DPH [DHRPSC0006205] submitted for Union Review

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello union representatives,

DPH is requesting your review of PSC [DHRPSC0006205]. Please see relevant details of this request below and in the attached document(s). **Should you have any questions or objections, please state them by replying all to this email by 2026-04-02. If you would like to request a factfinder review for this PSC, please submit the [PSC factfinder review request form](#) within 5 days of your initial meeting with the department.**

PSC Summary

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Record Number: DHRPSC0006205 v 0.01

Description of Proposed Work: Contractors will provide the San Francisco Health Network (SFHN), which includes

San Francisco General Hospital, Laguna Honda Hospital, and Ambulatory Care Services (includes Jail Health Services, Primary Care, Whole Person Integrated Care, Maternal Child Adolescent Health, HIV Health Services) a continuous, reliable source of intermittent, supplemental, and travel clinical nursing staff and clinical support staff to backfill staffing in times of staffing challenges to ensure safe and high-quality patient care.

Request Type: New

Approval Type: CSC Approval

CSC Review Reason(s):

✔ CSC Approval by Amount

Submitting Department: DPH

Dept PSC Coordinator: Reanna Albert

Dept PSC Coordinator Email: reanna.albert@sfdph.org

Dept PSC Coordinator Phone: +1 (415) 557-6693

PSC Amount: \$11,500,000.00

PSC Duration (months): 12

Funding Source(s): City Funds

Scope of Work: Contractors will provide the San Francisco Health Network (SFHN), which includes San Francisco General Hospital (SFGH), Laguna Honda Hospital (LHH), and Ambulatory Care Services (includes Jail Health Services, Primary Care, Whole Person Integrated Care, Maternal Child Adolescent Health, HIV Health Services) a continuous, reliable source of intermittent, supplemental, and travel clinical nursing staff and clinical support staff to backfill staffing in times of staffing challenges to ensure safe and high-quality patient care.

Job Class(es): 1428 - Unit Clerk, 1429 - Nurses Staffing Assistant, 2302 - Nursing Assistant, 2303 - Certified Nursing Assistant, 2312 - Licensed Vocational Nurse, 2430 - Medical Evaluations Assistant, 2920 - Medical Social Worker, 2310 - Surgical Procedures Technician

Labor Unions: 250 - SEIU 1021, 790 - SEIU, Local 1021, Misc

PSC Justification(s)

=====

✔ Services required on an as-needed, intermittent, or periodic basis

✔ Services requiring specialized expertise, knowledge experience

Ref:TIS6541847_iexJ7pRFqILY1IQI0cuU

PSC 6205: SEIU's Factfinder Request

BEFORE IMPARTIAL FACTFINDER

ANDREA L. DOOLEY

In the Matter between:)
)
 SERVICE EMPLOYEES INTERNATIONAL)
 UNION, LOCAL 1021,)
)
 Union,)
)
)
 and)
)
 DEPARTMENT OF PUBLIC HEALTH-)
 HEALTH NETWORK,)
 CITY AND COUNTY OF SAN)
 FRANCISCO,)
)
 Employer.)
)

REPORT AND
RECOMMENDATIONS

Re: PSC 6205 Ancillary Nursing and Clinical Support Staff Registry Services

Neutral Fact Finder
Andrea L. Dooley

Advocates

For the Union
Robert Szykowny

For the Employer
My Lan Do Nguyen

Hearing Date
May 18, 2026
Via video conference

Report and Recommendations
May 26, 2026

INTRODUCTION

This matter concerns the application and interpretation of the Collective Bargaining Agreement (“CBA” or “Agreement”) between SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH – HEALTH NETWORK (“SFHN” or “Department”) and SERVICE EMPLOYEES INTERNATIONAL UNION LOCAL 1021 (“Union” or “Local 1021”). As a part of the Personal Services Contract Review Process set forth in the Agreement between Local 1021 and the City and County of San Francisco (“City”), the parties selected the undersigned Fact Finder to review the Union’s challenges to Personal Services Contract DHRP0006205 (“PSC 6205”). The matter came for hearing via video conference on May 18, 2026. The parties submitted this matter to the Arbitrator after presentation of evidence and oral arguments.

ISSUES

Both parties agree that the Factfinder shall address whether the circumstances, as described by the City, exist as the basis for contracting out under the Civil Service Commission (CSC) Policy on Personal Service Contracts at Section III (A) and (B). (Policy of the Civil Service Commission on Personal Service Contracts, approved November 6, 2023, dated December 19, 2023). If not, what actions does the Fact Finder recommend that the Civil Service Commission take with respect to PSC 6205.

APPLICABLE CONTRACT LANGUAGE AND POLICIES

Pilot Personal Services Contract Review Process

113. c. Fact-Finder Review: For disputes that cannot be resolved through the meeting contemplated in paragraph 113.b, the Union may utilize the Fact-Finder Review outlined in this paragraph 113.c five (5) times per year. The number of times the Union may utilize the Fact Finder Review may be increased by mutual agreement of the parties.
- i. If, following the meeting contemplated in paragraph 113.b, a dispute exists between the Parties about whether the City may contract out work customarily

performed by bargaining unit employees, the Union may submit the matter to Fact-Finding Review.

- ii. To commence the Fact-Finding Review, within five (5) calendar days following the meeting contemplated in paragraph 113.b, the Union must make a written objection to the Human Resources Director, containing specific and detailed factual information to support its opposition to the proposed personal service contract, and documentary evidence or declarations in support of the Union's SEIU Local 1021 Citywide 2024-2027 position.
- iii. A standing factfinder or factfinder(s) will be appointed to address disputes submitted under this Paragraph 113.c, and the Parties will preschedule at least two (2) days per month for such hearings. The Parties will mutually agree on a list of factfinder(s) prior to the commencement of the Fact-Finding Review process. The Parties agree to split the factfinders' fees.
- iv. Within five (5) calendar days of the Union's request for a Fact-Finding Review, the factfinder shall review the evidence submitted by the Union under subparagraph (c.ii) and determine whether sufficient evidence exists to warrant a hearing on the dispute. The factfinder shall make a determination based on the evidence provided by the parties. If the factfinder determines that the Union has not submitted sufficient evidence, the factfinder shall dismiss the Union's request for a hearing.
- v. If the factfinder determines that the Union has submitted sufficient evidence to warrant a hearing, the factfinding hearing will occur on the next prescheduled hearing date. This hearing shall follow the generally accepted rules and structure of expedited hearings, however, the parties agree that either party may be represented by legal counsel.
- vi. The factfinder(s) will address whether the circumstances described by the City as the basis for contracting out exist. The factfinder(s) shall recommend whether the contracting out proposal shall be approved, denied or modified. The factfinder may also recommend the adoption of any proposals the union presents as an alternative to contracting out. The factfinder's recommendation may also outline timelines and intermediate steps for remedying the disputed matter.
- vii. The factfinder must provide any recommendations to the Parties within five (5) calendar days of hearing the dispute; however, the factfinder may extend the time for providing recommendations up to fourteen (14) calendar days. The Parties will make the factfinder's recommendation a part of the record before the Civil Service Commission prior to the Commission's hearing on the disputed personal service contract or to the Human Resources Director in accordance with the Civil Service Commission's December 19, 2023 Policy on Personal Service Contracts, as may be amended.

- viii. Best efforts shall be made to complete the Fact-Finding Review within sixty (60) calendar days after the Union makes its written objection under subparagraph 113.(c).
- ix. The City shall not be required to engage in the Fact-Finding Review outlined in Paragraph 113.(c) should the Union fail to comply with the deadlines outlined in Paragraphs 113.(b) and 113.(c).
- x. Submission of a dispute to a factfinder under this pilot program does not alter the Civil Service Commission's authority to consider and decide whether to approve personal service contracts or to amend its Policy on Personal Services Contracts.

STATEMENT OF FACTS

On March 23, 2026, the San Francisco Department of Public Health – Health Network (“SFHN” or “Department”) gave notice of their intent to enter into Personal Service Contract DHRP0006205 (“PSC 6205”) for a “continuous, reliable source of intermittent, supplemental, and travel clinical nursing staff and clinical support staff to backfill staffing in times of staffing challenges to ensure safe and high-quality patient care.”

Pursuant to the Pilot Personal Services Contract (“PSC”) Review Process contained in Article II (Employment Conditions), Section C (Subcontracting of Work), paragraphs 113-115 of the Memorandum of Understanding between the City and County of San Francisco (“City”) and Services Employees International Union, Local 1021 (“Union” or “Local 1021”), Local 1021 filed a written objection to PSC 6205.

The parties have stipulated to the following:

- A. Both parties agree that the circumstances that must exist to justify contracting out when SFHN or City staff are otherwise capable of performing the work are: (1) “[i]mmediately needed services to address unanticipated or transitional situations, or services needed to address urgent situations that do not rise to the level of an “emergency”; “[s]ervices required on an as-needed, intermittent or periodic basis.” Both parties agree that the Factfinder shall address whether the circumstances, as described by the City, exist as the basis for contracting out under the Civil Service Commission (CSC) Policy on Personal

Service Contracts at Section III (A) and (B). (Policy of the Civil Service Commission on Personal Service Contracts, approved November 6, 2023, dated December 19, 2023).

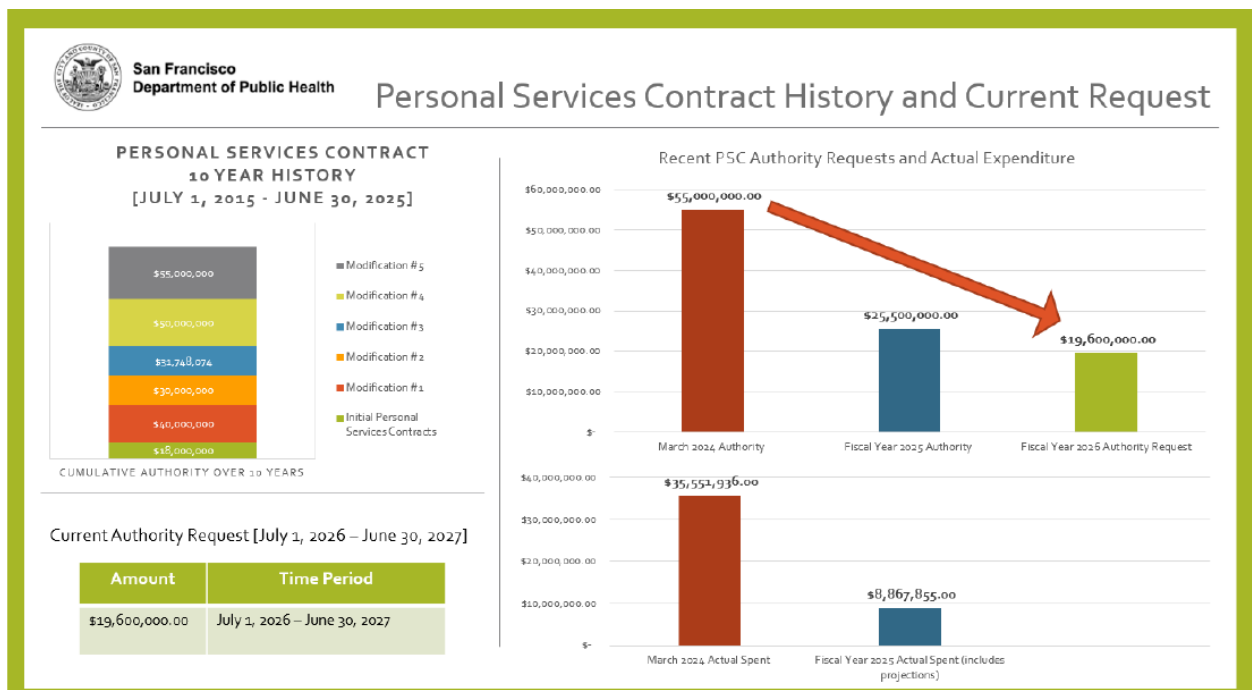
- B. Both parties agree that “[i]t is not the Commission’s role to be involved in the selection of individual contractors or the cost of such services. The role of the Commission is to determine whether contracting out is warranted” (Policy of the Civil Service Commission on Personal Service Contracts, approved November 6, 2023, dated December 19, 2023).
- C. Both parties agree that the use of registry is a common practice in the healthcare industry for reasons of contingency, thus the only outstanding dispute is the amount of the PSC.
- D. Both parties agree that SFHN has the legal obligation and the responsibility to provide the highest quality patient care while maintaining patient ratios, MOU-negotiated staffing levels, and addressing the impact of employees choosing to take leaves and separate from their positions as well as any unanticipated circumstance such as a patient surge.
- E. Both parties agree that SFHN leadership is responsible for ensuring safe patient care despite any unanticipated circumstances.
- F. Both parties agree that approved PSCs for ancillary nursing and clinical support registry staff have been used throughout the SFHN for over ten (10) years.
- G. Both parties agree that SFHN & SEIU have met 23 times since March 2024 in the registry monitoring meetings.
- H. Both parties agree that the current ancillary nursing and clinical support staff registry PSC (5116) has an end date of June 30, 2026.
- I. Both parties agree that either a new PSC or modification of the current PSC would be required to continue ancillary nursing or clinical support registry services.
- J. Both parties agree that in the meetings stipulated in point (G), no comparative data was requested by SEIU to review regular hours and overtime hours in comparison to registry hours for the job classes 2302, 2303, 2305, 2310, 2312, 2430, 2920, 1428, 1429.
- K. Both parties agree that in the meetings stipulated in point (G), SFHN Nursing Leadership has clearly and repeatedly explained the oversight program, registry utilization results, and shared data reports, citing specific examples, and allowing space for feedback and questions from SEIU staff and member leaders.

- L. Both parties agree that in the initial PSC review meeting on April 8, 2026, as well as in two (2) SEIU-SFHN Monthly Registry Monitoring meetings, SFHN CNO and ZSFG CNO described the plan for the, now approved, sixteen (16) CAT-16 2303 positions for the psychiatry department. These positions were requested in response to the uptick in usage of ancillary nursing registry in the psychiatry department.
- M. Both parties agree that in the same meetings outline in stipulation (L), SFHN CNO and/or ZSFG CNO reviewed the submitted and approved budget proposal for 26.9 new FTEs for CNA (2302) positions to be added in July to the psychiatry department.
- N. Both parties agree that since March 2024, SFHN Nursing Leadership, in partnership with the department's HR and Finance leaders, piloted and refined standard work to regulate registry utilization. Standard work is defined as a set of instructions or steps that outline the workflow of a policy or guiding principle.
- O. Both parties agree that under the updated PSCs beginning in fiscal year 25/26, authority and registry contracts are split as follows: registry registered nurses are split from registry ancillary nursing/clinical support staff. This was done in an effort to better track and trend registry data.
- P. Both parties agree that in June of 2025 DPH had over \$19 million in unused approved PSC authority across both nursing registry PSCs. Both parties agree this figure includes unused authority for the following classifications: 2302, 2303, 2305, 2310, 2312, 2430, 2920, 1428, 1429, and 2320, as the PSCs were not split in the same way they are currently split. Both parties agree that currently SFHN projects \$8.6 million in unused, approved spending authority for the current PSC 5116 covering the same classifications as PSC 6205. Both parties agree that SFHN does not seek to spend all granted authority.
- Q. Both parties agree that healthcare operations are unpredictable and that, as with any healthcare system, sudden separations, leaves, or unanticipated circumstances may arise for which SFHN cannot predict the timing, the length, the volume, the implications, or the resources needed to support staffing during those times.
- R. Both parties agree that SFHN utilizes OT, as-needed or TEX options as a source for backfill support of permanent civil service staff for job classifications 2302, 2303, 2305, 2310, 2312, 2430, 2920, 1428, 1429.
- S. Both Parties agree that ZSFG specifically must be prepared for any circumstance or emergency that may impact the City of San Francisco in order to maintain their Level 1 trauma center. Ensuring staffing levels are adequate throughout any emergency is correlated to maintaining Level 1 trauma accreditation.

- T. Both parties agree to the timeline below reflecting the PSC review process thus far:
- 3/23/26: DPH submitted PSC in ServiceNow (SN) and SEIU was notified via SN.
 - 3/27/26: SEIU objected and submitted RFI to DPH.
 - 4/7/26: DPH submitted RFI response to SEIU.
 - 4/8/26: Meeting #1 held to discuss both 6205 and 6206. SEIU raised the possibility of bringing 6205 to factfinder.
 - 4/13/26: SEIU submitted official factfinding request to ERD. 4/17/26: DPH submitted written rebuttal to Factfinder Dooley.
 - 4/22/26: Pre-Hearing Conference held with Factfinder Dooley; she recommended the parties meet again to clarify the dispute.
 - 4/30/26: Meeting #2 held with SEIU. SEIU submitted a proposed settlement to DPH. ERD to schedule a Joint Stipulation meeting with SEIU and DPH.
 - 5/5/26: DPH provided SEIU with our response to their proposal settlement.
 - 5/8/26: Joint Stipulation meeting held between ERD, SEIU, and DPH.

In addition to the stipulated facts, the Fact Finder finds the following facts:

1. As a percentage of hours worked, registry staff usage has declined since 2024.
2. Registry hours in the 2302 and 2303 classification declined from 3.9% to 2.4% of total hours from 2025 to 2026.
3. Registry hours in the 2312 classification were substantially flat between 2025 and 2026, at 2.6% and 2.7% of all hours respectively.
4. Registry hours in the 2430 classification declined from 2.6% to 1.1% of total hours from 2025 to 2026.
5. PSC 6205 is substantially smaller than historical Personal Service Contract authority requests because the Registered Nurse PSC (\$8,400,000) has been disaggregated from the total PSC authority. As seen below, the total authority requested in March 2024 was \$55,000,000.00, while the total authority requested in FY 2026 is \$19,600,000.00. Those totals are inclusive of the PSCs included in PSC 6205, for which the Department seeks \$11,500,000 in spending authority.



6. In FY 2025, the Department spent only \$8,867.855.00 of the requested \$25,500,000.00, reflecting effective changes that were made to reduce reliance on registry staff.
7. The Department reports that they have had an 81% decrease in nursing registry utilization across the SFHN.
8. According to the Union, the City has informed them that a “hiring freeze” is in effect. The Department does not concede that there is a hiring freeze, but acknowledges that they are engaged in “moderation in hiring” and have requested that the Mayor’s office authorized additional positions in the effected classifications.
9. The parties have had 23 monthly meetings to monitor registry usage.
10. At those meetings, the Union is not provided with information about the purpose for specific registry utilization.
11. Data concerning vacancies in the relevant classifications provided by SFHN and the City differ, causing uncertainty to the Union in the actual attrition and vacancy rates that the Employer has.
12. The Department acknowledges that there is unpredictability in the vacancy and staffing rates, but attributes it to unpredictable patient census (number of patients) and patient acuity (seriousness of patients’ treatment needs), as well as unplanned staff absences and other department needs. Troy Williams, Chief Nursing Officer for SFHN, cited the Sheriff’s decision to open a new jail pod as an external factor that rapidly increased the prison patient population; new hire staffing could not be done as quickly as the patient population rose.
13. The Department has requested new positions because of increased census and acuity needs, particularly in the area of psychiatric care.

14. The Department has registry usage of approximately 3%; other health systems typically have 6-10% of their total workload assigned to registry staff.

DISCUSSION

As evidenced by the extensive engagement the parties have had on this matter, registry staffing is an important issue for both parties, and plays a role in ensuring that the Department can provide high quality patient care when regular employees are not available to perform that work. At the same time, the Union has a legitimate interest in seeing that bargaining unit work is performed by its members, and raises the concern that the amount of the proposed PSC indicates that the Department intends to use registry staff is beyond the intermittent and sporadic instances when it is needed. In other words, the Union wants assurance that registry staff usage will be limited to increased patient census, increased patient acuity, or increased employee absences, rather than to replace bargaining staff or to fill vacancies which they contend exist due to short staffing and hiring shortages.

As an initial observation, I do not think that the Department is intentionally misusing registry staff and have made tremendous strides in minimizing registry utilization since 2024. The substantial decrease in the requested authority and the substantial decrease in actual spending under these PSCs supports the conclusion that the Department has requested authority under PSC 6205 that is consistent with its actual needs and that is unlikely, barring extraordinary circumstances, that the Department will need additional authority in FY 2026 or use its entire requested authority.

The requested amount of authority (\$11,500,000) is higher than the FY 2025 actual spending (\$8,867,855) by approximately 24%. This does not seem unreasonably high,

particularly since the requested authority (total authority requested is \$19,600,000) is approximately 24% lower than the FY 2025 requested authority (\$25,500,000).

PSC 6205 is a reasonable proposed service contract in that the amount requested is tailored the recent historic utilization of registry staff. I do not think the amount of the contract is disproportionately high relative to its intended purpose.

I also think that this PSC is for (1) “[i]mmediately needed services to address unanticipated or transitional situations, or services needed to address urgent situations that do not rise to the level of an “emergency”; “[s]ervices required on an as-needed, intermittent or periodic basis.”

The Union’s underlying concern is that the Department is delaying the hiring of new employees to perform bargaining unit work and is relying on registry employees to address these urgent, as-needed, intermittent or periodic staffing needs instead. While the Department asserts that they are not using the registry staff to backfill vacant positions, their unwillingness to share data to support that assertion has led to unnecessary mistrust between the parties. The Department could easily identify the purpose of registry utilization. Confidentiality concerns about Protected Health Information (PHI) are misplaced. The Employer is unlikely to have PHI about employees, and if they do, disclosure is not necessary to identify the purpose of the registry staff. For example, if a registry staffer is brought in to cover an employee on Family Medical Leave, that’s all the Department would need to tell the Union to assure them that the registry isn’t being used to fully replace an employee. If PHI needs to be disclosed, the Union can enter into a Business Agreement with the Employer to assure confidentiality.

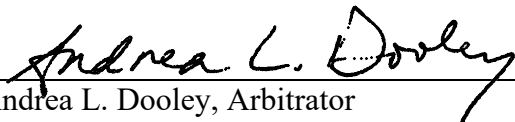
RECOMMENDATIONS

Based on the foregoing, I find:

1. The circumstances described by the Department as the basis for contracting out exists.
2. I recommend that PSC 6205 be approved by the Civil Service Commission subject to the following modifications.
3. The Department shall not use registry staff to work in vacant positions which are funded but which have not been posted to fill or for which no hiring measures have been undertaken. The parties should set reasonable timelines for filling funded vacancies to limit registry usage for that purpose.
4. At the parties' regular meeting to review registry staff usage, the Department shall provide the specific basis for each use of registry staff, indicating whether it was used to fill existing staff hours to replace an employee on leave, or because of an increase in patient census or acuity. Any privacy or confidentiality concerns raised by SFHN can be managed by a Business Agreement with Local 1021 if PHI is involved.

Otherwise, the Union is entitled to personnel records of their members, including leave usage data.

Dated: May 26, 2026



Andrea L. Dooley, Arbitrator

Factual Background

Please provide detailed factual information which supports the opposition to the PSC. If additional space is needed, please indicate that this information is contained in an attachment.

By DPH's own admission, this high value contract (\$11.5 million in one year) will privatize work already performed by at least eight (8) Civil Service classifications represented by SEIU Local 1021. Some of these classifications are quite large, such as 2430 Medical Assistant (222 Full Time Employees ("FTE")), 2312 Licensed Vocational Nurse (180 FTE), and 2303 Certified Nursing Assistant (527.72 FTE), meaning that there are many incumbents who may be available for additional work opportunities (such as increasing their FTE or offering overtime). Furthermore, DPH has not demonstrated any extraordinary efforts it has undertaken to hire for any of the eight (8) classifications impacted. Some of the classifications have very high vacancy rates, such as the 2302 Nursing Assistant at 16.57%, the 2305 Licensed Psychiatry Technician at 19.84%, and the 2310 Surgical Procedures Technician at 27.78%. Nor has DPH demonstrated that it explored possible options for Category-16 or Category-18 Civil Service employment if the work truly is intermittent or temporary, as DPH claims.

As for the work itself, since this work has been the subject of multimillion-dollar PSC's in the past two (2) years, it is now apparent that it is not actually intermittent or temporary, but an ongoing and predictable portion of the DPH workload for which DPH has failed to account adequately in its staffing levels. Despite DPH claiming high rates of leave usage in the impacted classifications and unpredictable high patient census in the PSC request, these conclusory statements were not supported by evidence in the meet and confer.

Finally, DPH's request contradicts itself, specifically at Q5F1:

While this work is for intermittent and temporary staffing to meet operational needs and cover for specific positions at specific times and will be transitioned back to permanent civil service staff as soon as practicable, and the intent of SFDPH is to use permanent civil service staff at every opportunity available, the Department does expect this need to be ongoing across SFHN facilities.

DPH claims the work both will be "transitioned back to permanent civil service staff" but also that it will not because "the Department does expect this need to be ongoing." So, confusingly, the work to be done is both "temporary and intermittent," driven by unpredictable staffing shortages and patient census, but also expected to be ongoing. If the work is truly ongoing (and has been the subject of multimillion-dollar PSCs in each of the previous three (3) years, it is time for DPH to recognize its actual workload and staff accordingly. DPH should also explore opportunities within Civil Service, such as Category-16, Category-18, and Per Diem.

Supporting Evidence

Please provide any available documentary evidence or declarations in support of the objection to the PSC. If additional space is needed, please indicate that this information is contained in an attachment.

Please see the attached correspondence between the Union and DPH, as well as information provided by DPH in response to requests for information by the Union.

Full Name: Robert E. Szykowny and Carey Dall

Email: rszykowny@unioncounsel.net; carey.dall@seiu1021.org

Date: April 13, 2026



ROBERT E. SZYKOWNY
161662\1661617

DPH Factfinder Rebuttal to PSC 6205 (Ancillary Nursing)

SEIU Local 1021 has objected and issued a Fact-Finding request for Personal Service Contract (PSC) 6205. San Francisco Health Network (SFHN), the integrated healthcare delivery system for the Department of Public Health, disputes that SEIU has provided sufficient evidence to justify a Fact Finder hearing on this PSC at issue. SFHN requests that the Fact Finder reject SEIU's request for a Fact Finding Hearing.

Background for PSC 6205 Submission:

PSC 6205 was filed to the Civil Service Commission as a new PSC continuing the services of ancillary nursing and clinical support registry staff for the SFHN. First and foremost, the priority of SFHN's nursing leadership is to provide quality and safe patient care. Registry utilization in nursing is an industry standard that ensures staffing coverage, when needed, to avoid gaps in patient care and to ensure patient safety.

Ancillary nursing and clinical support registry staff have been used throughout the SFHN for well over ten (10) years, assisting in supporting our permanent civil service (PCS) staff during staffing challenges. More recently staffing support coverage, for example, supported SFHN during COVID-19, where registry backfill kept SFHN facilities open and running safely and allowed SFHN to provide patient care during a global pandemic. Registry has also assisted in staffing support during the Medicare/Medicaid recertification of Laguna Honda Hospital as well as the network-wide rollout of the integrated electronic medical health record system (EPIC).

Noting the key function of registry nursing ancillary and clinical support staff in those times, operational needs have since changed - SFHN is no longer under the emergency of COVID-19, Laguna Honda Hospital's certification is reinstated, and the EPIC rollout was successfully implemented. As such SFHN Nursing leadership in 2024 publicly acknowledged at the Civil Service Commission that the now historic high use of registry needed to cease. Along with that acknowledgement came a promise to increase registry oversight and establish responsible monitoring of registry utilization and bilateral communication with SEIU in March of 2024. Since March 2024, SFHN Nursing Leadership, in partnership with the department's HR and Finance leaders, piloted and refined standard work to regulate registry utilization.

These processes include but are not limited to:

- a. Standard work for registry requests
- b. Standard work for registry timekeeping and invoicing
- c. Standard work for registry overtime utilization

- d. Standard work for facility-based registry expenditure review
- e. Weekly registry reports
- f. SFHN biweekly registry expenditure reviews
- g. Monthly SFHN Nursing Leadership registry monitoring committee (partnered with DPH Finance and HR).
- h. Monthly Registry Monitoring Meeting with SEIU partners

As a result of the aforementioned oversight procedures, strides in the improvement of hiring processes, and collaboration with SEIU, all nursing registry utilization has decreased by approximately 81% across SFHN as of the end of March 2026. Registry utilization specific to this PSC has decreased by approximately 66% across SFHN. Also notably, SFHN Nursing Leadership in collaboration with Finance leaders adopted a new way of splitting the PSCs in May 2025. Under the updated PSCs, authority and registry contracts are split as follows: registry registered nurses are split from registry ancillary nursing/clinical support staff. This was done in an effort to better track and trend registry data and expenditure on a more granular level as well as increase transparency surrounding registry spend across the job classifications. Given this updated distinction, please note that some historic data will refer to figures and authority granted for the combined registered nurses registry with nursing ancillary/clinical support staff registry.

Over the last two (2) years, SFHN Nursing Leadership, in partnership with DPH HR and DPH Finance, have been able to review all registry requests on a deeper level. Each registry request is tied back to one (1) of three (3) reasons: backfill of a vacancy, backfill of a leave, or staffing support during a patient surge or unforeseen circumstance. Once a gap is identified, registry is hired as an immediate resource to support patient care and safety. Without registry support, under the aforementioned circumstances, SFHN will not have the adequate resources to provide safe patient care. Registry utilization is an industry standard, a fact that both SEIU and Nursing Leadership have agreed on. However, while registry is the necessary immediate response and an industry standard, Nursing Leadership, DPH HR, and DPH Finance collaborate on creative staffing solutions and long-term ways to bridge the staffing gap. This allows SFHN Nursing leaders to discontinue registry where possible once long-term solutions are in place and maintains our priority of civil service staff providing care to San Francisco patients.

SFHN Nursing Leadership has clearly and repeatedly explained the oversight program, registry utilization results, and shared data reports during our monthly meetings with SEIU, citing specific examples, and allowing space for feedback and questions. Nursing registry across all areas of SFHN are reviewed by classification each month. As of April 17th, 2026, nursing leadership has met with SEIU 22 times for these monthly monitoring meetings in

which no objections to ancillary nursing and clinical support staff registry usage were raised.

Analysis of SEIU Fact Finding Request:

SFHN disputes that SEIU Local 1021, has provided sufficient evidence to justify a Fact Finder hearing on the Personal Service Contract (PSC) at issue here, PSC No. 6205. The purpose of a Fact Finder hearing “is to determine whether the circumstances described by the [SFDPH] as the basis for contracting out exist” (Agreement Regarding Personal Services Contract Pilot Program Procedure, PSC Fact-Finder Review Process section, paragraph 3, e, i). Accordingly, the Union must establish that a dispute arises about whether the circumstances exist to contract out in order to advance to a Fact Finder hearing.

The Union’s written objections to the subject PSC were as follows:

- (1)** The Union asserts that the impacted classifications comprise a high number of FTEs and more staff should be offered overtime or given the chance to increase their FTE. The Union specifically points out three (3) job classifications indicating opportunity for overtime: 2430 Medical Assistant (222 Full Time Employees (“FTE”)), 2312 Licensed Vocational Nurse (180 FTE), and 2303 Certified Nursing Assistant (527.72 FTE).
- (2)** The Union asserts that the SFHN has not demonstrated any extraordinary efforts to address vacancy rates in the impacted classifications. In particular, the Union sites the 2302 Certified Nursing Assistant, 2305 Licensed Psychiatry Technician and the 2310 Surgical Procedures Technician as having high vacancy rates.
- (3)** The Union asserts that SFHN has not explored the option of Category 16 or 18 positions for this work.
- (4)** The Union asserts that since SFHN has submitted multi-million dollar PSCs for this work in each of the past 2 years that this work is no longer intermittent nor temporary, but an ongoing and predictable portion of the DPH workload for which DPH has failed to account for adequately in its staffing levels.
- (5)** The Union asserts that SFHN’s claim that the work being temporary and intermittent, while also ongoing, is contradictory.

(6) The Union asserts that SFHN seeks to utilize personal service contract (PSC) 6205 to privatize the outlined work.

The circumstances that must exist to justify contracting out when SFHN or City staff are otherwise capable of performing the work are: (1) “[i]mmediately needed services to address unanticipated or transitional situations, or services needed to address urgent situations that do not rise to the level of an “emergency”; “[s]ervices required on an as-needed, intermittent or periodic basis” (Policy of the Civil Service Commission on Personal Service Contracts, approved November 6, 2023, dated December 19, 2023).

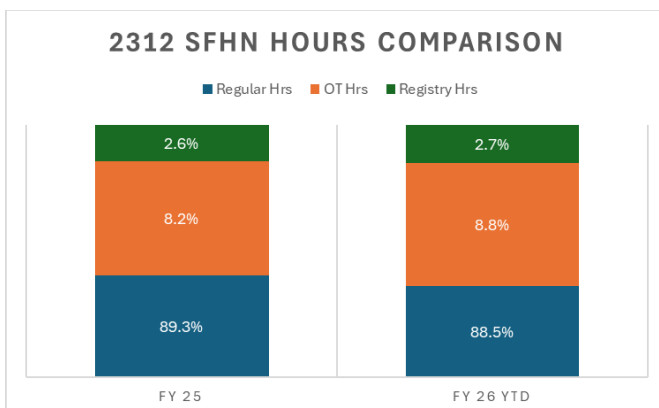
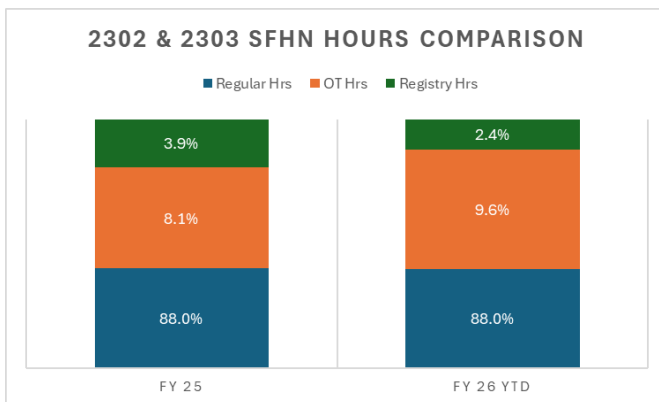
For the following reasons, none of the Union’s objections give rise to a dispute about whether the circumstances exist to contract out as requested by SFHN Nursing. Furthermore, SFHN rejects the veracity of the objections issued by SEIU, as evidenced by our discussion with SEIU on April 8, 2026, where SEIU agreed to the need of ancillary nursing and clinical support registry services.

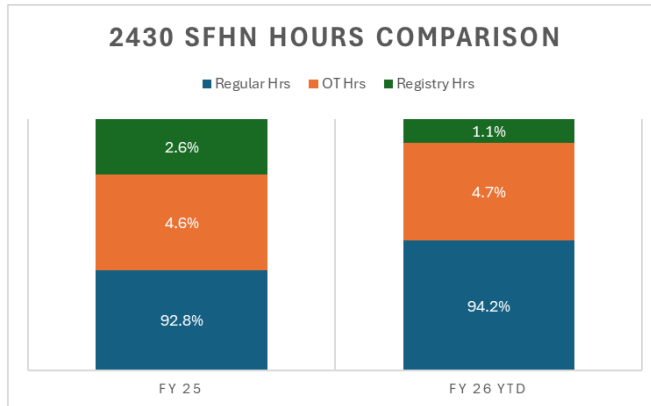
(1) SFHN offers OT for the job classifications covered in PSC 6205. As stated in the meeting on April 8, 2026, OT is used to support staffing as coverage or backfill of non-productive time. However, registry serves a distinct purpose for extenuating circumstances including backfill of vacancies while HR and nursing work diligently to fill them, backfill of long terms leaves which can be taken continuously or intermittently upon short notice, and patient surges or unforeseen circumstances. For example, this year SFHN relied on registry for immediate and urgent support of Social Worker backfill following the tragic incident at Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG). With many social workers unable to work, having registry resources allowed ZSFG to maintain patient care and safe working conditions for our permanent civil service staff.

Overtime is always a staffing solution available to SFHN and an opportunity available to permanent civil service staff. Registry utilization does not replace the opportunity for overtime. However, without registry resources long term leaves, vacancies and patient surges would be backfilled by staff already working considerable hours each week, potentially resulting in mandated OT for permanent civil service staff in addition to their voluntary OT. Such working conditions and a lack of supplemental resources to respond to the dynamic staffing landscape of SFHN, could result in compromised care of patients and intense staff burnout.

Additionally, below is data that illustrates the utilization of OT compared to utilization of registry across the classifications mentioned in the fact-finding request, refuting this SEIU objection. The data clearly shows registry levels remain low in the aforementioned job

classes with combined regular hours and overtime hours exceeding 95% in each comparison. Notably, registry amounts to less than 3% in each of the categories in question for this current fiscal year. Please note the job classes 2302 (patient care assistant) and 2303 (certified nursing assistant) are combined in the data as they are used interchangeably across SFHN and registry agencies supply certified nursing assistants as backfill for both 2302 and 2303 classifications. Importantly, this data is available upon request to SEIU. This data was not requested in any of twenty-two (22) meetings between SFHN Nursing Leadership and SEIU representatives prior to April 17, 2026, and no questions were ever raised surrounding the SFHN use of regular hours and overtime hours in comparison to registry utilization for these classifications or any of the others under PSC 6205.





(2) First, actual registry utilization for the classifications identified by SEIU (2302 Certified Nursing Assistant, 2305 Licensed Psychiatry Technician and the 2310 Surgical Procedures Technician) remains very low or even non-existent. As indicated in the data above, nursing assistant registry amounts to 2.4% of all SFHN nursing assistant hours worked so far, this fiscal year. Under the oversight program nursing assistant registry has decreased by approximately 64% since March of 2024. The controls SFHN has put in place regarding usage of registry for these classifications has resulted in an unprecedented reduction in usage. Additionally, registry has not been and is not currently utilized for licensed psychiatric technicians or surgical procedures technicians since before the initiation of the oversight program.

Second, in the initial PSC review meeting on April 8, 2026, the SFHN Chief Nursing Officer (CNO) offered to work collaboratively with SEIU to address vacancy concerns in the identified classifications. The SFHN CNO cited the well-known and immensely successful improvement work that was conducted to decrease the registered nurse (2320) vacancy rate to 0% as the model for the proposed hiring improvement work to be done for the specified classifications under PSC 6205. The SFHN CNO acknowledged the constraints due to the moderation in the pace of hiring to begin this work but committed to this initiative as part of the next fiscal year goals. During this conversation, SEIU requested promises and guarantees that would impact the regularly scheduled bargaining period, to which both Labor Relations Director and the SFHN CNO stated could not be made outside of the bargaining structure. Finally, in this PSC review discussion, the Union and SFHN came to agreement that some level of registry is required for SFHN operations per the industry standard, negating the Union’s argument to the contrary. This is important to note as both this agreement and the attempt to implicate other areas of bargaining into this PSC 6205 discussion exemplify the inappropriate attempt to broaden the scope of the objection to the PSC, which must remain whether the work itself requires outsource contracting, to

which the SEIU and SFHN agreed. This negates the request for a Fact-Finding Hearing, as both parties agreed that SFHN has met the threshold in the aforementioned Policy of the Civil Service Commission on Personal Service Contracts.

(3) SFHN rejects SEIU's claim that leadership has not explored CAT 16 or CAT 18 positions as an alternative to this work. In the initial PSC review meeting on April 8, 2026, as well as in two (2) SEIU-SFHN Monthly Registry Monitoring meetings held in February 2026 and March 2026, SFHN CNO and ZSFG CNO described the plan for CAT-16 utilization for the area that has the highest usage of ancillary nursing registry staff. In all three (3) of the aforementioned meetings, SFHN CNO and/or ZSFG CNO explained that the use of registry CNAs was to serve as the immediate response to a patient surge with high acuity in the psychiatry department at ZSFG, while they worked diligently with HR and Finance to create a long-term plan. SFHN CNO and/or ZSFG CNO explained that while registry was helping provide immediate staffing support to ensure safe patient care, the psychiatry department was approved for sixteen (16) CAT-16 positions into which they were actively hiring. These three (3) meetings where this plan was reviewed with SEIU specifically negates the claim made by SEIU as part of this Fact-Finding request.

Additionally, a budget proposal was submitted and approved for 26.9 FTEs for CNA positions to be added in July to the psychiatry department in response to the upward trend of psychiatry patient acuity. This information was also communicated to SEIU at the three (3) meetings detailed above. At this time, this is the only capacity for increasing budgeted positions identified by SFHN through registry utilization trends. SFHN remains adequately budgeted and staffed.

Underscored throughout this example, SFHN nursing leadership takes the use of registry very seriously. SFHN diligently identifies the root cause of registry utilization and will utilize CAT-16 or other solutions where possible. Finally, while SFHN nursing leadership has worked diligently to request CAT-16s and submit the aforementioned business proposal, registry is still the necessary immediate response to maintain safe patient care while both those processes were initiated and continue into the implementation phase. Without registry, the staffing gap would persist until the implementation and hiring into all the positions, resulting in potentially unsafe working conditions and compromised patient care.

(4) SFHN rejects SEIU's claim that the past two (2) PSCs indicate that the work is no longer intermittent or temporary and that SFHN has failed to account for the predictable workload in its staffing levels. As previously mentioned, the only capacity for increasing budgeted positions identified by SFHN through registry utilization trends is the 26.9 CNA FTEs approved in the next budget for the psychiatry department. SFHN remains adequately

**Written Objection Initiating Fact-Finding Review for Proposed Personal Services Contracts
International Federation of Professional and Technical Engineers, Local 21
Service Employees International Union, Local 1021**

NOTICE

Submission of this form will be counted as one request for Fact-Finder Review. Withdrawal of this request will not restore any of the Union's available requests for Fact-Finder Review

Pursuant to the Pilot Personal Services Contract ("PSC") Review Process contained in Article II (Employment Conditions), Section C. (Subcontracting of Work), Paragraphs 113 – 115 of the Memorandum of Understanding between the City & County of San Francisco ("City") and the Service Employees International Union, Local 1021 ("SEIU Local 1021" or "Union"), the Union may request to meet with the City within ten (10) days of receiving notice of a proposed PSC for discussion including, but not limited to, possible alternatives to contracting or subcontracting, whether the department staff has the expertise and/or facilities to perform the work, and steps the City has taken to address job vacancies.

If a dispute remains unresolved about whether the City may contract out work customarily performed by bargaining unit employees after the parties meet and discuss, the Union may utilize the Fact-Finder Review Process. To initiate this process the Union must make a written objection within five (5) calendar days after meeting with the City to the Human Resources Director, containing specific and detailed factual information to support its opposition to the proposed PSC, and documentary evidence or declarations in support of the Union's position.

The Union is permitted to use this process up to five (5) times per year. By signing and submitting this form the Union formally commences the Fact-Finder Review Process. The objection must contain all information required by the MOU. Incomplete or inadequate submissions may be rejected.

I submit this objection to Human Resources Director Carol Isen regarding:
Personal Service Contract Number: 6205
Union: Service Employees International Union, Local 1021

Summary

Please summarize the reason(s) for objecting to the PSC. If additional space is needed, please indicate that this information is contained in an attachment.

This large contract (\$11.5 million for one year alone) will privatize a significant portion of Department of Public Health ("DPH") work that can and should be performed by Civil Service employees represented by SEIU Local 1021. DPH did not demonstrate that the work was temporary or intermittent. Nor did DPH demonstrate any extraordinary efforts on its part to fill vacancies (some of the rates being quite high) in the impacted classifications or provide opportunities for additional work to incumbents. DPH's request is also self-contradictory.

budgeted and staffed per the MOU-negotiated staffing requirements. The use of registry is an industry standard, agreed to by both SFHN and SEIU. SFHN has achieved reductions of 66% in nursing ancillary and staffing support registry usage over the past two (2) years through a sustained partnership with SEIU and regular meetings to bolster dialogue and collaboration.

Moreover, over the past two (2) PSC request cycles, the SFHN has reduced its PSC request by millions of dollars each year. Additionally, in June of 2025 DPH had \$17.2 million in unused approved PSC authority across both nursing registry PSCs (prior to the current fiscal year, registered nurses and ancillary nursing/clinical support staff registry were not separated from one another in the PSCs). Now with the PSCs split out between registered nurses and ancillary nursing/clinical support staff registry, SFHN can isolate the projected expenditure for this current fiscal year for the ancillary nursing/clinical support registry staff which impact the PSC in question. SFHN projects to return \$8.6 million in approved spending authority for the current PSC covering the same classifications as PSC 6205. This amounts to 69% of the \$12.5 million of the approved current PSC authority. Both these figures demonstrate that SFHN monitors registry utilization with fiduciary concern and responsibility. SFHN does not seek to spend all granted authority; however, SFHN requests additional buffer in the PSC authority to ensure SFHN is able to respond immediately to unforeseen issues needing extremely fast turnaround to ensure safe patient care.

In response to SEIU's claim that this work is predictable: SFHN can predict that healthcare operations can be unpredictable. SFHN has no indication when people separate, when they will go or return from leave, when a patient surge will arise, etc. While we can predict these are the causes of registry utilization and that they will occur, we cannot predict the timing, the length, the volume, the implications, or the resources needed to support staffing during those times. Without a registry resource, we risk the compromise of patient care and safety. And for the circumstances SFHN can predict, SFHN utilizes OT, as-needed or TEX options as a primary source for backfill support of permanent civil service staff. It is the SFHN Nursing Leadership's ultimate goal to have permanent civil service staff caring for our patient population; however, SFHN must be equipped, consistent with industry standard, with reliable, supplemental staffing to ensure safe patient care in unforeseen times of need.

(5) SFHN disputes SEIU's assertion. Operations of an integrated healthcare delivery system are dynamic. In clinics, acute care or long-term care hospitals, patient flow, patient acuity, staff leaves and/or attrition are all extremely difficult to predict and can change at any given moment. While SFHN's primary goal is to ensure patients are seen and cared for by permanent civil service staff at every possible opportunity, we have legal obligations to

provide the highest quality patient care while maintaining patient ratios, staffing levels, and address the impact of employees choosing to take leaves and separate from their positions.

In clarification to what defines ongoing yet intermittent work as it relates to registry: intermittent describes the nature of registry assignments, whereas ongoing describes the efforts to support staffing in the dynamic operations of an integrated healthcare delivery system. When a contract is certified with a registry agency, SFHN is not sent registry candidates until SFHN has properly identified and reviewed registry requests in detail by Nursing Leadership, SFHN CNO, and Finance Leadership. Only then will candidates be submitted by the agency for the specific outlined needs. SFHN does not receive a constant supply of registry personnel staff and may cancel a registry personnel assignment at any given time if operational needs change, such as a vacancy being filled or a staff returning from leave, hence transitioning the work to permanent civil service staff. Thus, SFHN requires an ongoing option to seek resources when nursing leadership identifies operational needs requiring registry to temporarily bridge staffing gaps while working to find long-term staffing solutions.

(6) SFHN rejects the veracity of the statement made by SEIU in which SEIU claimed that SFHN admitted to utilizing personal service contract (PSC) 6205 to privatize the outlined work. Since March of 2024, SFHN Nursing Leadership has openly acknowledged the historic high uses of registry and tremendously decreased registry use and dependency throughout the entire health system. SFHN Nursing Leadership has presented multiple times in front of the Civil Service Commission over the past two (2) years. Early on, SFHN Nursing Leadership openly accepted criticism of the historic use of nursing registry and more recently received praise for the unprecedented decreases in registry utilization and the robust oversight program. This unprecedented decrease stems for the implementation of standard registry controls, accountability, and unprecedented bilateral communication with SEIU to establish registry monitoring. In the PSC Review Meeting on April 8, 2026, SFHN stated that registry usage in the coming fiscal year, much like the current fiscal year, serves to backfill leaves, vacancies and support staff in times of patient surge, while emphasizing that the SFHN Nursing Leadership priorities remain the same: quality care for all patients, safe working conditions for all nursing staff, and the hiring of permanent civil service staff so that permanent civil service staff are those caring for the San Francisco patient population.

The factually inaccurate allegation made by SEIU in this claim calls into question the basis of this objection as well as the request for a Fact-Finding Hearing. Alleging inaccurate statements of admission by SFHN Nursing leadership demonstrates frivolity in the

construction of this objection. SFHN Nursing Leadership and Human Resources meet with SEIU on a monthly basis to review registry placements across all areas of SFHN. A monthly registry data dashboard is shared with SEIU for their review along with vacancy rates. As previously mentioned, SFHN has met with SEIU twenty-two (22) times since the initiation of the oversight program, and SEIU has never alleged SFHN of privatizing the outlined work, even under a previously higher PSC award. Furthermore, on April 8, 2026, SEIU specifically acknowledged the need for registry resources and the fact that the use of registry is aligned with healthcare industry standards hence negating the objection to the contracting out of services outlined in PSC 6205.

In sum, registry remains a healthcare industry standard for maintaining safe care practices. Registry community standards are well-known and studied. SFHN has never claimed or attempted to privatize the outlined work under PSC 6205. SFHN maintains the goal of ensuring quality care is delivered to patients by permanent civil service staff. However, in times of need, the use of registry ensures SFHN has the clinical resources present to provide critical patient care – the ambulances keep showing up, the operational needs are critical, patient care and patient safety are on the line. In addition to SFHN in its entirety needing to be prepared for unforeseen circumstances, ZSFG specifically must be prepared for any circumstance or emergency that may impact the City of San Francisco in order to maintain their Level 1 trauma center. Ensuring staffing levels are adequate throughout any emergency is correlated to maintaining Level 1 trauma accreditation. Registry allows for immediate support when shifts are going unfilled – a direct impact to patient safety – while long term solutions with permanent civil service staff at the forefront are ongoing.

For the foregoing reasons, SFHN Nursing leaderships requests that the Fact Finder reject the SEIU request for a Fact Finder Hearing as SEIU has not provided sufficient evidence that a dispute exists about whether the circumstances exist to contract out registry services. Indeed, SEIU has agreed to the necessity of nursing ancillary and clinical support registry, demonstrating that SFHN has met the requirements of the aforementioned Civil Service Commission Policy on Personal Service Contracts.



Evidence

Please see attached PowerPoint slide deck presented to SEIU on April 8, 2026, in the initial PSC Review Meeting.

Date: April 17, 2026

Troy Williams

Troy Williams, SFHN CNO

PSC 6205 Ancillary Nursing and Clinical Support Staff Registry Services

San Francisco Department of Public Health – Health Network and SEIU Local 1021

Joint Stipulation

May 15, 2026

A) Both parties agree that the circumstances that must exist to justify contracting out when SFHN or City staff are otherwise capable of performing the work are: (1) “[i]mmediately needed services to address unanticipated or transitional situations, or services needed to address urgent situations that do not rise to the level of an “emergency”; “[s]ervices required on an as-needed, intermittent or periodic basis.” Both parties agree that the Factfinder shall address whether the circumstances, as described by the City, exist as the basis for contracting out under the Civil Service Commission (CSC) Policy on Personal Service Contracts at Section III (A) and (B). (Policy of the Civil Service Commission on Personal Service Contracts, approved November 6, 2023, dated December 19, 2023).

B) Both parties agree that “[i]t is not the Commission’s role to be involved in the selection of individual contractors or the cost of such services. The role of the Commission is to determine whether contracting out is warranted” (Policy of the Civil Service Commission on Personal Service Contracts, approved November 6, 2023, dated December 19, 2023).

C) Both parties agree that the use of registry is a common practice in the healthcare industry for reasons of contingency, thus the only outstanding dispute is the amount of the PSC.

D) Both parties agree that SFHN has the legal obligation and the responsibility to provide the highest quality patient care while maintaining patient ratios, MOU-negotiated staffing levels, and addressing the impact of employees choosing to take leaves and separate from their positions as well as any unanticipated circumstance such as a patient surge.

E) Both parties agree that SFHN leadership is responsible for ensuring safe patient care despite any unanticipated circumstances.

F) Both parties agree that approved PSCs for ancillary nursing and clinical support registry staff have been used throughout the SFHN for over ten (10) years.

G) Both parties agree that SFHN & SEIU have met 23 times since March 2024 in the registry monitoring meetings.

H) Both parties agree that the current ancillary nursing and clinical support staff registry PSC (5116) has an end date of June 30th 2026.

I) Both parties agree that either a new PSC or modification of the current PSC would be required to continue ancillary nursing or clinical support registry services.

J) Both parties agree that in the meetings stipulated in point (G), no comparative data was requested by SEIU to review regular hours and overtime hours in comparison to registry hours for the job classes 2302, 2303, 2305, 2310, 2312, 2430, 2920, 1428, 1429.

K) Both parties agree that in the meetings stipulated in point (G), SFHN Nursing Leadership has clearly and repeatedly explained the oversight program, registry utilization results, and shared data reports, citing specific examples, and allowing space for feedback and questions from SEIU staff and member leaders.

L) Both parties agree that in the initial PSC review meeting on April 8, 2026, as well as in two (2) SEIU-SFHN Monthly Registry Monitoring meetings, SFHN CNO and ZSFG CNO described the plan for the, now approved, sixteen (16) CAT-16 2303 positions for the psychiatry department. These positions were requested in response to the uptick in usage of ancillary nursing registry in the psychiatry department.

M) Both parties agree that in the same meetings outline in stipulation (L), SFHN CNO and/or ZSFG CNO reviewed the submitted and approved budget proposal for 26.9 new FTEs for CNA (2302) positions to be added in July to the psychiatry department.

N) Both parties agree that since March 2024, SFHN Nursing Leadership, in partnership with the department's HR and Finance leaders, piloted and refined standard work to regulate registry utilization. Standard work is defined as a set of instructions or steps that outline the workflow of a policy or guiding principle.

O) Both parties agree that under the updated PSCs beginning in fiscal year 25/26, authority and registry contracts are split as follows: registry registered nurses are split from registry ancillary nursing/clinical support staff. This was done in an effort to better track and trend registry data.

P) Both parties agree that in June of 2025 DPH had over \$19 million in unused approved PSC authority across both nursing registry PSCs. Both parties agree this figure includes unused authority for the following classifications: 2302, 2303, 2305, 2310, 2312, 2430, 2920, 1428, 1429, and 2320, as the PSCs were not split in the same way they are currently split. Both parties agree that currently SFHN projects \$8.6 million in unused, approved spending authority for the current PSC 5116 covering the same classifications as PSC 6205. Both parties agree that SFHN does not seek to spend all granted authority.

Q) Both parties agree that healthcare operations are unpredictable and that, as with any healthcare system, sudden separations, leaves, or unanticipated circumstances may arise

for which SFHN cannot predict the timing, the length, the volume, the implications, or the resources needed to support staffing during those times.

R) Both parties agree that SFHN utilizes OT, as-needed or TEX options as a source for backfill support of permanent civil service staff for job classifications 2302, 2303, 2305, 2310, 2312, 2430, 2920, 1428, 1429.

S) Both Parties agree that ZSFG specifically must be prepared for any circumstance or emergency that may impact the City of San Francisco in order to maintain their Level 1 trauma center. Ensuring staffing levels are adequate throughout any emergency is correlated to maintaining Level 1 trauma accreditation.

T) Both parties agree to the timeline below reflecting the PSC review process thus far:

3/23/26: DPH submitted PSC in ServiceNow (SN) and SEIU was notified via SN.

3/27/26: SEIU objected and submitted RFI to DPH.

4/7/26: DPH submitted RFI response to SEIU.

4/8/26: Meeting #1 held to discuss both 6205 and 6206. SEIU raised the possibility of bringing 6205 to factfinder.

4/13/26: SEIU submitted official factfinding request to ERD.

4/17/26: DPH submitted written rebuttal to Factfinder Dooley.

4/22/26: Pre-Hearing Conference held with Factfinder Dooley; she recommended the parties meet again to clarify the dispute.

4/30/26: Meeting #2 held with SEIU. SEIU submitted a proposed settlement to DPH. ERD to schedule a Joint Stipulation meeting with SEIU and DPH.

5/5/26: DPH provided SEIU with our response to their proposal settlement.

5/8/26: Joint Stipulation meeting held between ERD, SEIU, and DPH.

Documentation of Joint Stipulated Evidence:

A. PSC 6205 Documentation

1. 6205 PSC Form 1
2. 6205 DPH Response to SEIU RFI
3. 6205 SEIU Objection and Request for Fact Finding
4. 6205 DPH Factfinder Rebuttal
5. 6205 SEIU 1021 Settlement Concept
6. 6205 DPH Response to SEIU 1021 Proposal for Settlement
7. CSC December 2023 Policy
8. 2025.07.01 Fully Executed Agreement Pilot PSC Program Procedures Procedure

B. DPH-SEIU Meeting Minutes

1. 2026.04.08 PSC 6205 and 6206 SEIU Meeting
Note: The minutes are representation of the DPH's impressions and recollections of those meetings. SEIU cannot stipulate that they are a full and accurate representation of all the statements made.
2. 2026.04.30 PSC 6205 Meeting #2
Note: The minutes are representation of the DPH's impressions and recollections of those meetings. SEIU cannot stipulate that they are a full and accurate representation of all the statements made.
3. 3.26 SFHN-SEIU Registry Meeting Minutes
4. PSC 6205 6206 Review Slide Deck with Presenter Notes

C. Registry Data

1. Summary of Registry Data and Vacancy Rate Report
2. (2026-04-14) SEIU Vacancy Rates
3. Nursing Leadership – Union Registry Report 4.16

D. Registry Request Standard Work

1. Registry Request Fiscal Year 2026 Form (Blank)
2. Registry Request Standard Work

E. SEIU Fact Finding RFI

1. DPH Factfinding RFI Response (File contains responses to RFI question 1 and 2 along with objection to question 7)
2. Hiring and Leave Info (Folder contains responses to RFI questions 3, 4, and 5)
3. JHS Census (Folder contains part 1 of response to RFI question 6)
4. LHH Census (Folder contains part 2 of response to RFI question 6)

5. Primary Care Clinic Appointment Census (Folder contains part 3 of response to RFI 6)
6. ZSFG Census (Folder contains part 4 of response to RFI 6).

Via Email

DATE: May 15, 2026

TO: Andrea Dooley, Arbitrator

FROM: Greg Stalfa, Employee Relations Representative

CC: Robert Szykowny, Counsel, SEIU 1021
Carey Dall, Community Union Representative, SEIU 1021
Troy Williams, Chief Nursing Officer, DPH
Ramon Williams, Director, Labor Relations, DPH
My Lan Do Nguyen, Manager Contractual Pre-Award, Compliance & Training Services, DPH
Jonathan Lyens, Director of Contract Strategy, Policy, Planning and Development, DPH
Claudia Nehme, Nursing Leadership Analyst, DPH
Ardis Graham, Employee Relations Director
Jonathan Wright, Assistant Employee Relations Director
Carol Delorio, Employee Relations Representative

RE: SEIU Local 1021 - PSC DHRPSC0006205 - Motion to Dismiss

Dear Arbitrator Dooley,

Following your suggestion in the pre-hearing conference regarding DHRPSC0006205 (PSC 6205) that the parties meet to attempt to more clearly define the dispute at issue, representatives of the City and County of San Francisco (City) and the Service Employees International Union, Local 1021 (SEIU) met twice on April 30, 2026 and May 8, 2026 and produced the joint stipulation of undisputed facts which you now have. Given the parties' joint stipulation that the only outstanding dispute is the monetary amount of the PSC request, the City respectfully requests that you dismiss SEIU's request for Fact-Finding Review as outside the scope of the Civil Service Commission (CSC) PSC review process.

The parties agree that the use of registry staffing is a common practice in the healthcare industry to address staffing contingencies, including immediately needed services to address unanticipated or transitional situations, services needed to address urgent situations that do not rise to the level of an "emergency," and services required on an as-needed, intermittent, or periodic basis. SEIU does not contend that contracting out through PSC 6205 would displace current bargaining unit members.

Paragraph 113.c.i. of the parties' Collective Bargaining Agreement provides that the Union may submit a matter to Fact-Finding Review only if there is a dispute over whether the City may contract out certain work customarily performed by bargaining unit employees. The Department of Public Health (DPH) routinely contracts for contingency ancillary staffing, as authorized by the CSC, and required by operational need and State staffing regulations. There is no dispute as to whether contracting out is warranted in this case and this is where the scope of CSC review, as described in its December 19, 2023, Policy on Personal Service Contracts (CSC Policy), should end.

The CSC Policy expressly provides: *“It is not the Commission’s role to be involved in the selection of individual contractors or the cost of such services.* The role of the Commission is to determine whether contracting out is warranted” (emphasis in the original). Since SEIU’s objection to PSC 6205 centers solely on the monetary amount of the PSC request and the cost of the services provided, the City contends that this dispute is outside the scope of the CSC PSC review process, that Fact-Finding Review is unnecessary, and that granting SEIU’s request for a hearing would unnecessarily delay the CSC PSC review process.