



INVESTING IN OUR PEOPLE: ENSURING PUBLIC HEALTH CAPACITY AND CAPABILITIES



Jonathan Fuchs, MD, MPH
Director, Center for Learning & Innovation
San Francisco Health Commission
July 21, 2025



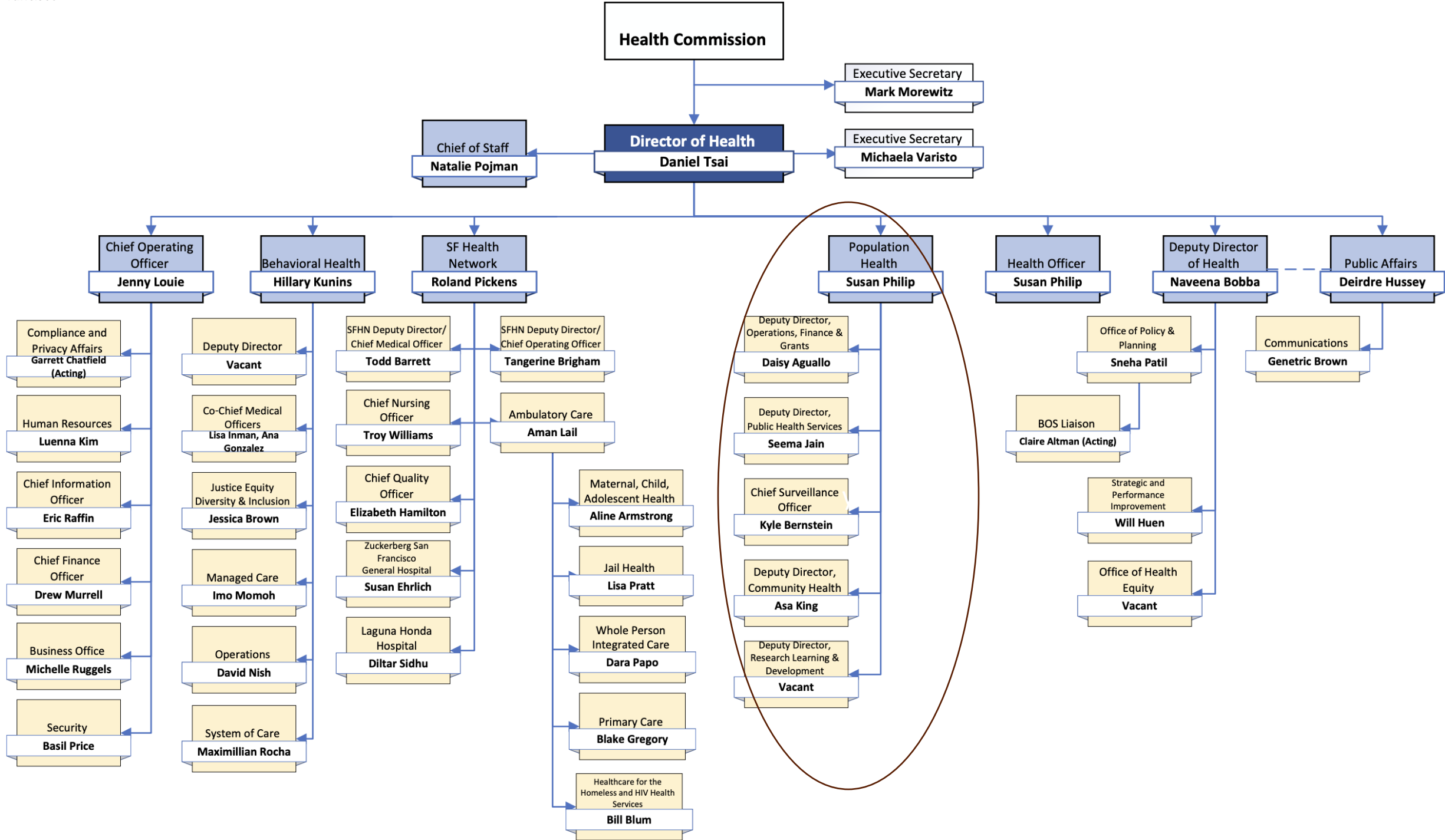
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Agenda

- Branch overview
- Current state of the Population Health Division Workforce
- Harnessing the Public Health Infrastructure Grant to expand PHD's capacity and capabilities
- Future Directions



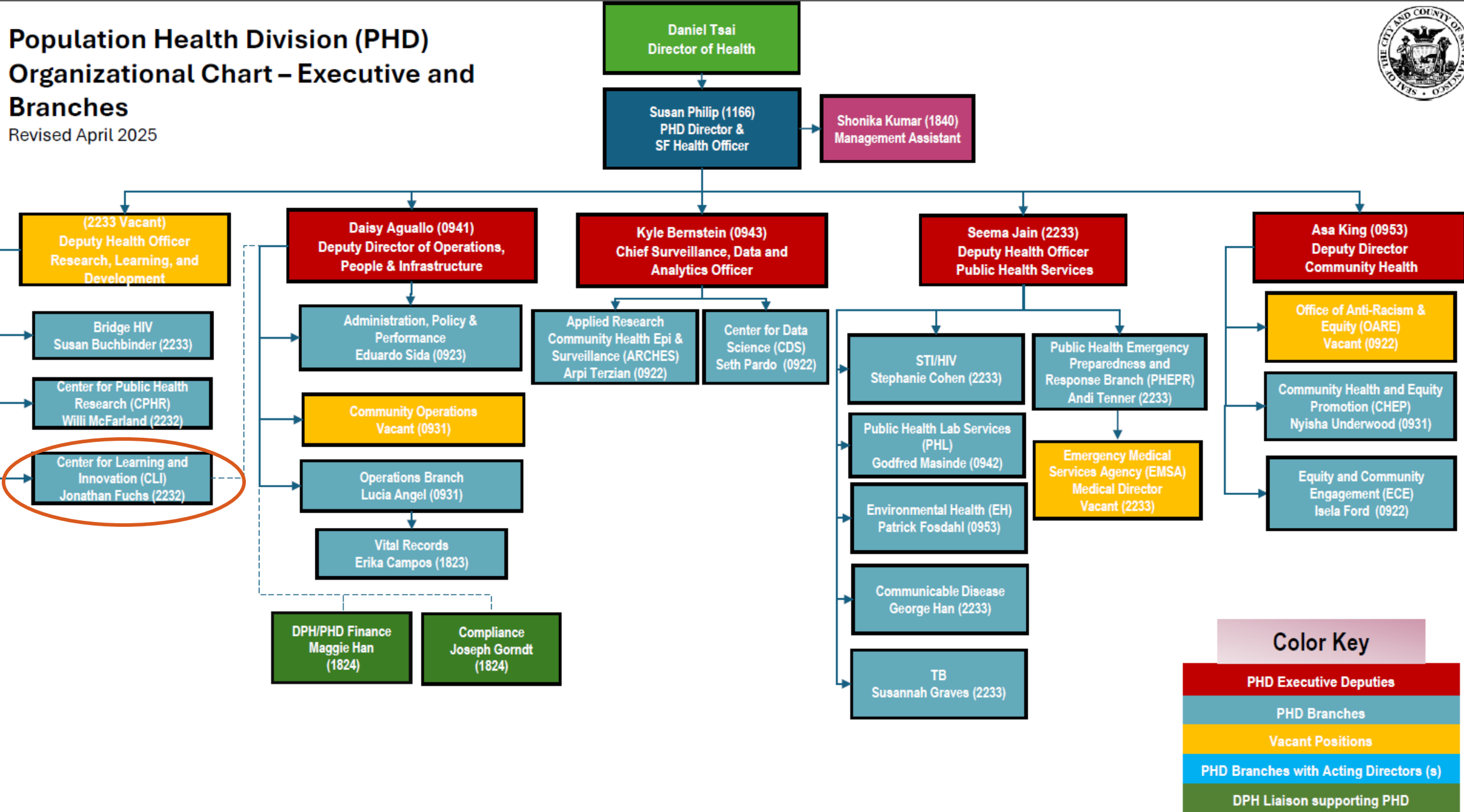
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Population Health Division (PHD) Organizational Chart – Executive and Branches

Revised April 2025



Our team



Lorren Dangerfield
Pathways Coordinator



Sophia Kass
Coordinator, HIV CBA



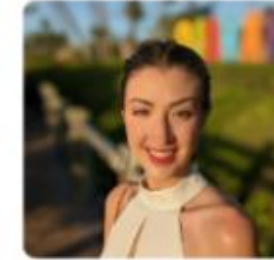
Berta Hernandez, PhD
People Development
Manager



Fredah Rajab
CLI Coordinator



Jess Bloome, MD
Deputy Director, HIV
CBA Program



Sarah Whitney, MPH
Project Management
Analyst



Denmark Diaz
Training Officer



Jonathan Fuchs, MD, MPH
Director



Andrea Henkel
Training Officer



Frank Sidders, MPH
Manager, HIV CBA
Program



Meme Than, MPH
Senior Program
Evaluator



Amy Lee, MPhil
Distance Learning
Specialist



Mackie Bella
Coordinator, HIV CBA



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CLI's scope of work

■ Internal Workforce Development

- **Workforce Development Plan:** Assessing needs and addressing gaps in capacity and capabilities
- **CDC Public Health Infrastructure Grant (PHIG) (1)**
- Pathway programs
 - NIH-funded Summer HIV/AIDS Research Program (undergraduates) (2)
 - Population Health Fellows (community-level)
 - FACES for the Future Collaboration (high school)

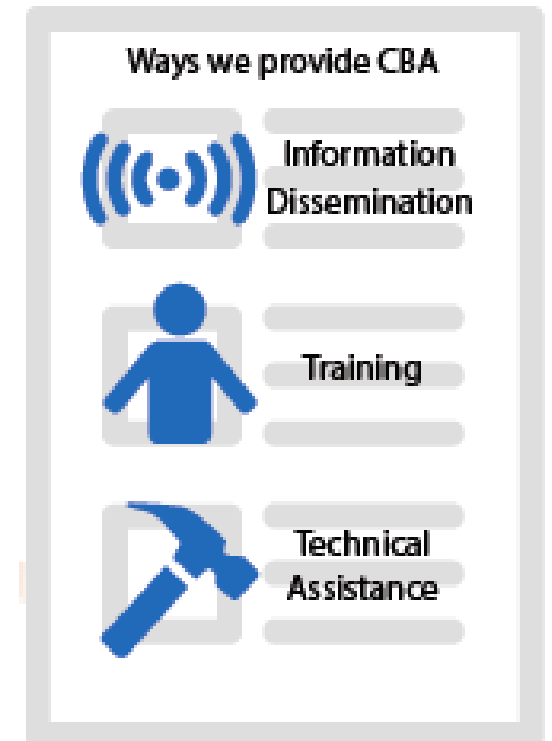
■ External CBA (Capacity Building Assistance)

- CDC-funded Capacity Building Assistance Program in High Impact HIV Prevention (3)
- Training infrastructure for local community partners
 - Learning Portal (learnsfdph.org)

1) Currently funded, year 3/5.

2) NOA for Year 13 received, but delayed

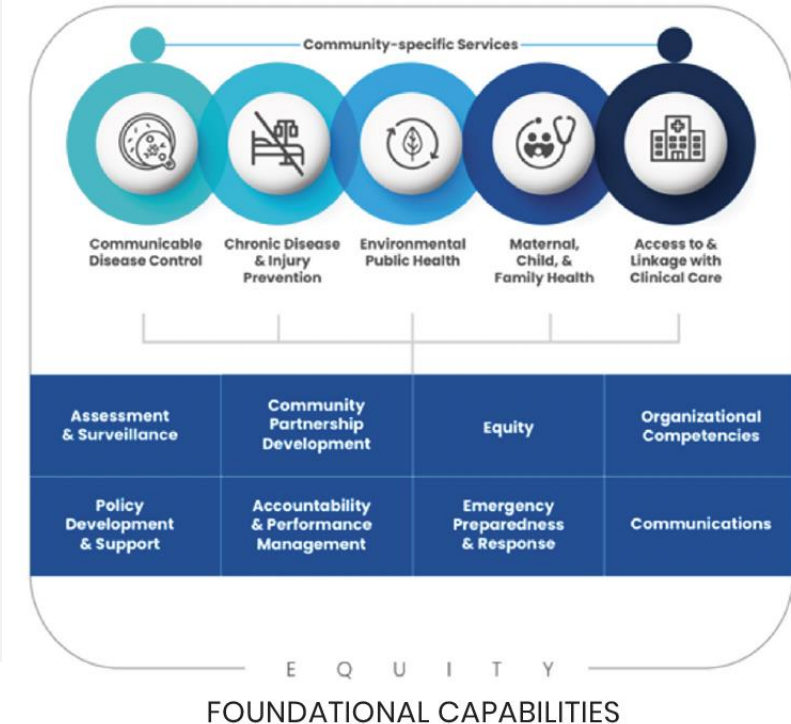
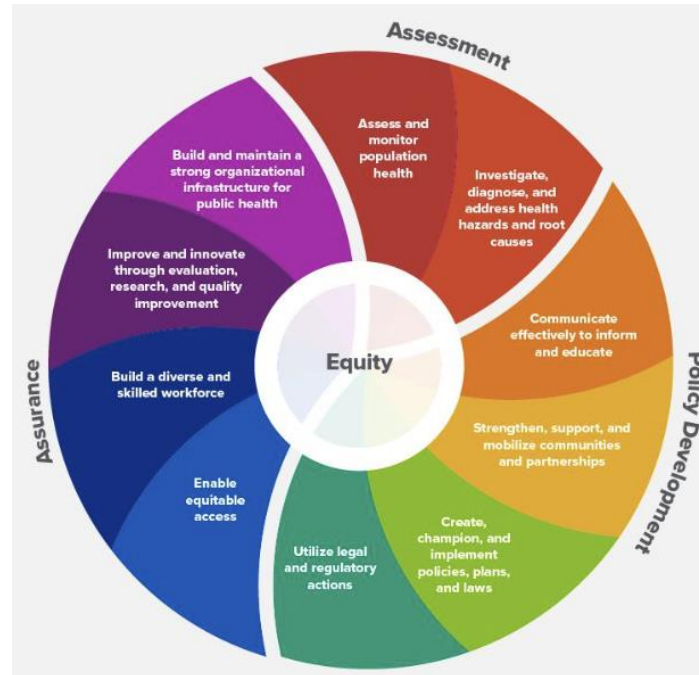
3) Year 12 funded through Mar 2023; future funding uncertain with elimination of Capacity Development Branch at CDC



Determining workforce development priorities



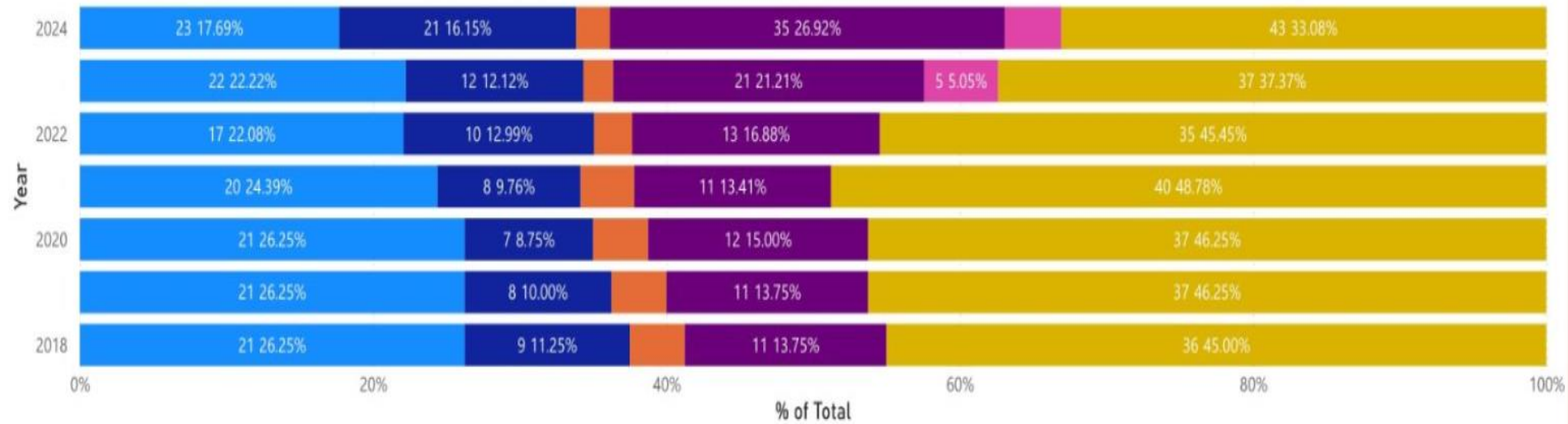
- **Accreditation Standards: Domain 8**
 - 10 Essential Services
 - Foundational Capabilities
- **Formal needs assessment**
 - PHWINS 2021/24
 - DPH Staff Survey 2023/25
 - HR data
- **Racial Equity Action Plan (REAP)**
- **Public Health core competencies**
 - Council on Academic Linkages



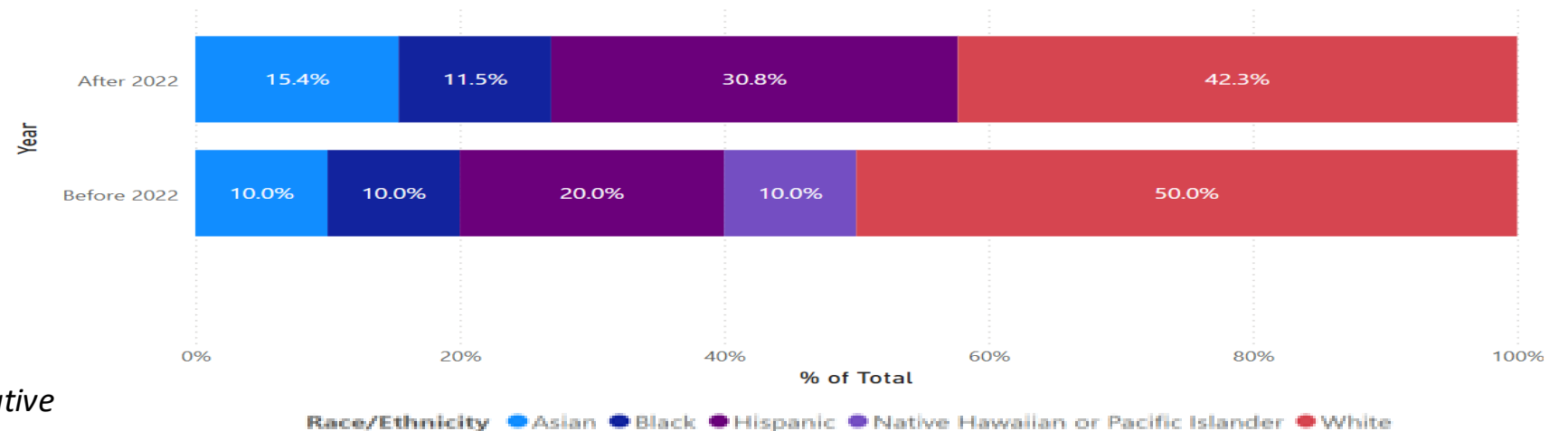
A diversifying PHD Workforce, 2018-2024

% Race by Year at PHD

Ethnicity ● Asian ● Black ● Filipino ● Hispanic ● Multiracial ● White



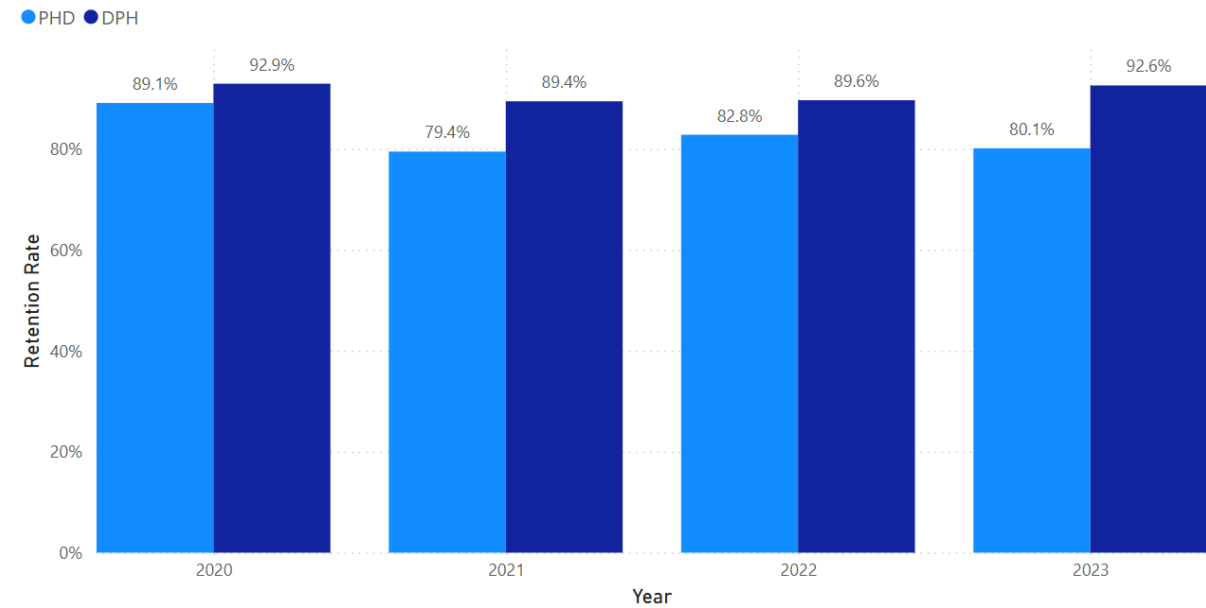
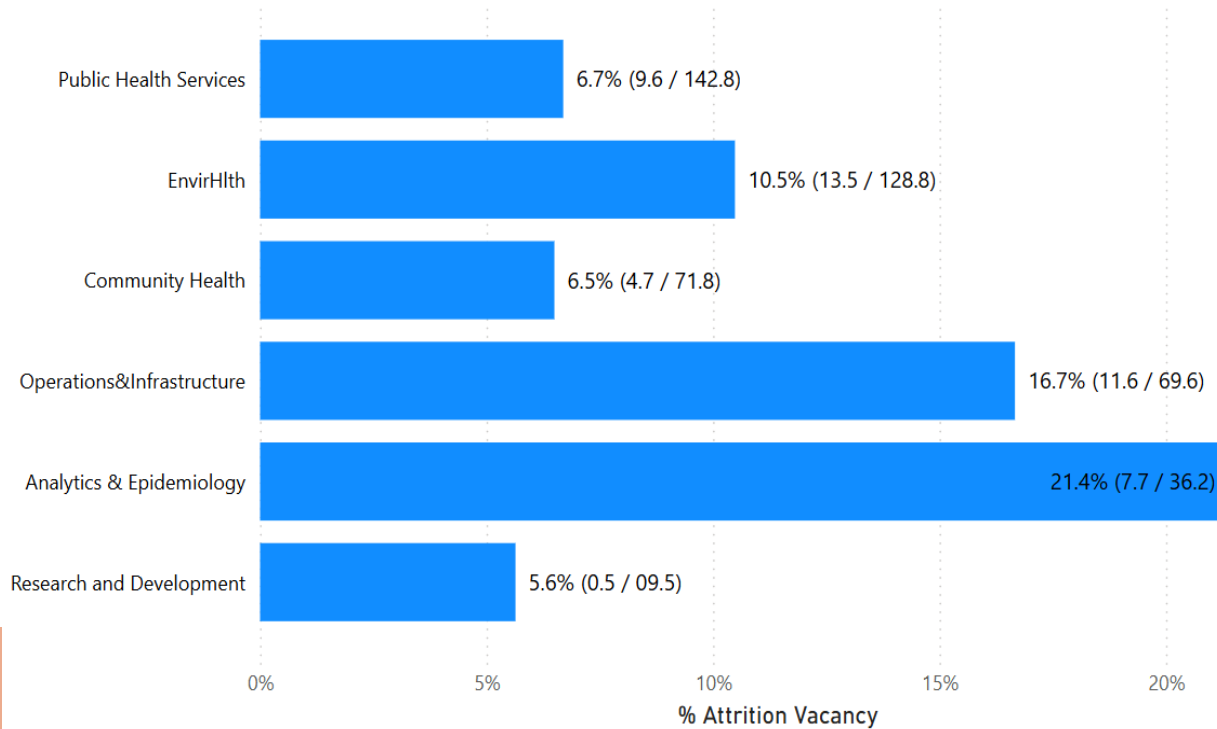
New hires into leadership positions, by race/ethnicity



SFDPH HR data, 2024, <5 staff who are Native American-identified, and thus, data not shown

Vacancies and Retention

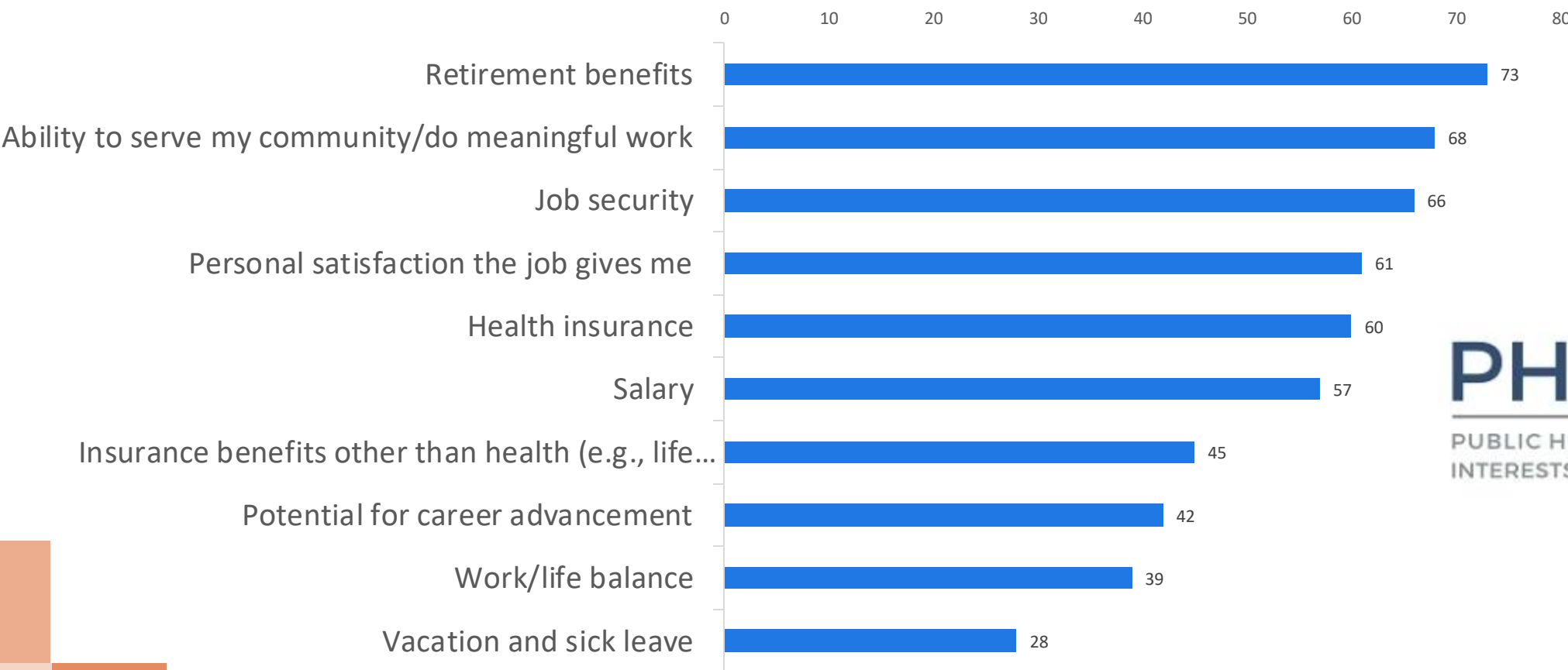
In 2024, the **vacancy rate** in PHD was **9.9%** which is greater than **SFDPH-wide (3.6%)**



The **retention rate** at PHD peaked at 89%, pre-pandemic

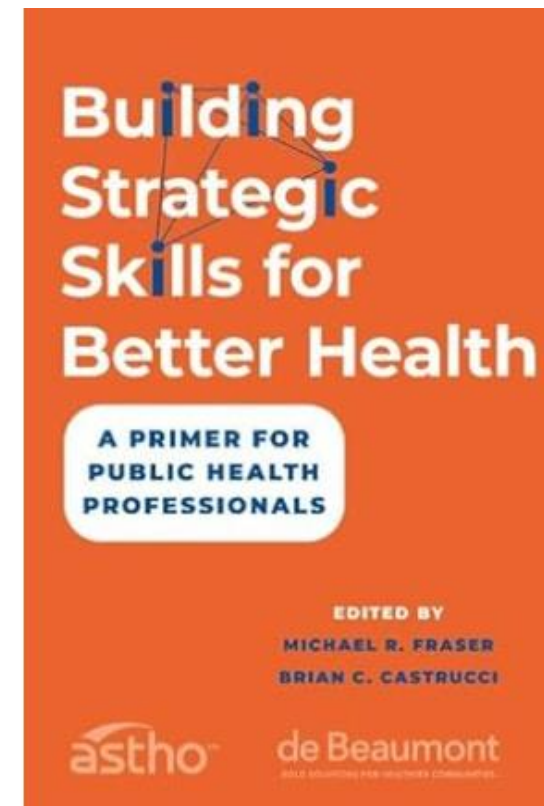


Staff aged 35 and younger make up 37% of PHD's workforce: Retirement benefits and meaningful work brought them to PHD



Staff Prioritized Budget-, Policy- and Systems and Strategic Thinking- Focused Training Needs (PHWINS 2024)

-Slide 11



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Public Health Infrastructure Grant: Project INVEST (INnovations that Value Equity and Strengthen Teams)



- **Workforce**
 - Recruit, retain, sustain, train
 - Bolster workforce planning
- **Strengthen Foundational Capabilities**
 - Community partnerships
 - Enhance external communications to enhance emergency preparedness
 - Invest in leadership competencies



CDC OE22-2203 Strengthening US Public Health Infrastructure, Workforce, and Data Systems

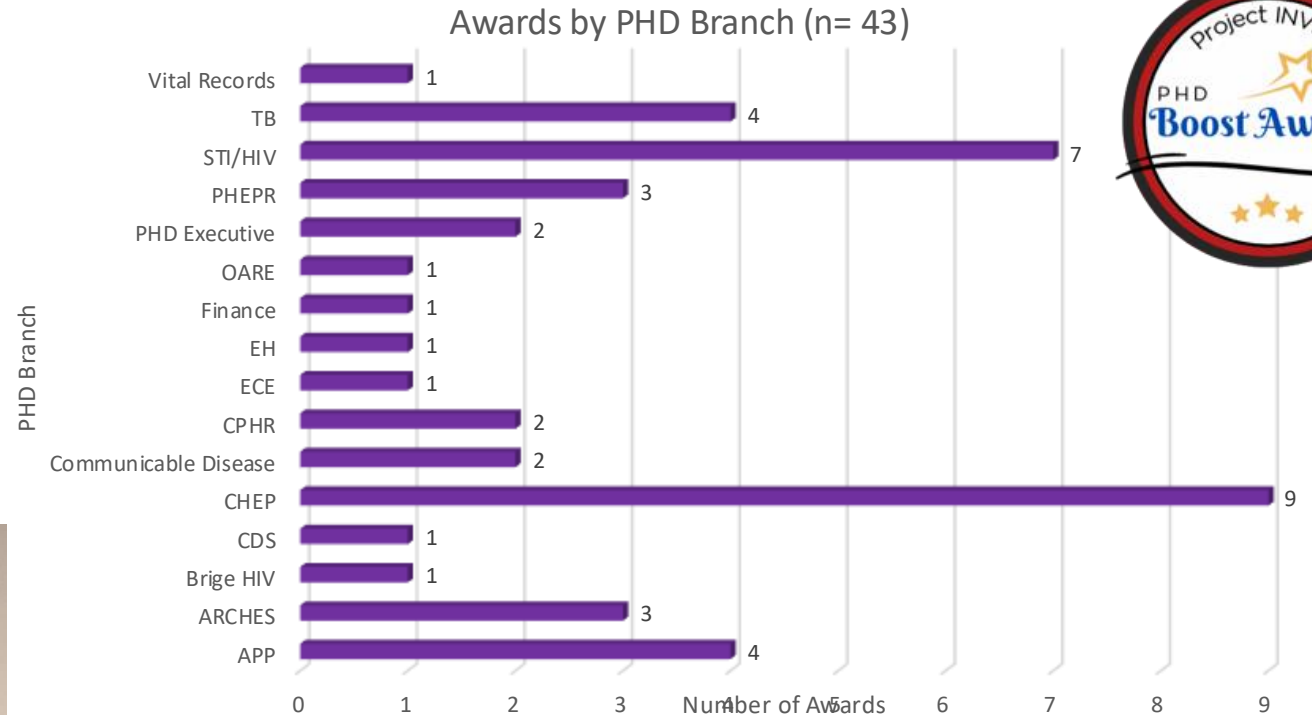


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Focusing on Retention: PHD Boost Awards Program (Jan 2024-Current)

Slide 13

- **Mini-grants to PHD teams** ranging from \$100 to \$5,000; bi-monthly calls for applications
 - Most awards focus on team-building, staff recognition and appreciation, and professional development
- **Lessons Learned**: Funded activities were highly rated by awardees; streamlining of administrative procedures required



“It was a good mix of speaking, ceremony, and socializing. I appreciated acknowledging the nominees as well as the winners of each award and hearing about everyone’s accomplishments”

-Event Participant 12/10/2024

Focus on Building Expertise in Administration & Management

- Designed to **address gaps in financial and administrative skills**; to date, **42 participants** have attended across two cohorts
 - Online certificate course
 - Focus areas: strategic problem definition, budgeting, procurement, contracts and monitoring, financial health
- Self-paced modules + expert-led discussion sessions
- 95% gained knowledge/skills to apply in future PHD work, 80% would recommend to a colleague



"BEAM course provided **helpful templates and frameworks for problem solving** that I had not encountered before, and I could see myself using this in my work."

-BEAM Program Participant

APP overview and connection to content

- | | |
|---|--|
| <ul style="list-style-type: none"> • Vendor Agreements Team: <ul style="list-style-type: none"> • Centralizes active agreements. • Provides technical assistance in subaward agreements, procurement contracts, MOUs/MOAs, DUDA. • Grants Team: <ul style="list-style-type: none"> • Provides support in grants management processes such as grant opportunity identification, PNF, grant application submission, budget revision, grant close-out. • Purchasing Team: <ul style="list-style-type: none"> • Streamlines and tracks Purchase Order (PO) process. • Provides support with procurement process and TTA process. • Policy Team: <ul style="list-style-type: none"> • Leads strategic review and implementation of federal, state, and local legislation. • Develops and aligns internal divisional policies with departmental priorities and city-wide compliance. | <ul style="list-style-type: none"> • Performance Improvement Team: <ul style="list-style-type: none"> • Drives continuous improvement – supports Population Health Division sections in process improvement work, using lean and QI methodologies to enhance workflows and processes, and connecting staff to resources for learning. • Provides strategic planning support – facilitates strategic planning sessions, helps teams define goals, strategies and performance measures for long term impact. • Project Management Team: <ul style="list-style-type: none"> • Leads strategic project execution – provides structured project management support to PHD teams which includes stakeholder coordination and progress tracking to ensure PHD project initiatives meet their goals on time and within scope. |
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Mixed Methods Workforce Analysis and Recommendations for PHD



Strengthening the Population Health Workforce:

Recommendations from a Mixed Methods Analysis

Report for the Population Health Division, San Francisco Department of Public Health
By the Center to Advance Community Health and Equity (CACHE) / Public Health Institute

March 2025



RECOMMENDATIONS

Recruit, Retain, Sustain the Workforce

1. Streamline hiring processes
2. Revise minimum qualifications for several staff positions
3. Expand and formalize staff recognition programs to support strong retention
4. Conduct annual “Stay” interviews to reinforce activities that work to retain talent
5. Expand access to employee wellness programs

Train/cross-train the workforce and encourage professional development

1. Expand access to a broad range of impactful online and face-to-face training
2. Establish a PHD mentoring program to support career development and advancement
3. Ensure sustainable training infrastructure to ensure key capabilities maintained
4. Improve coordination and reduce siloing across Branches by increasing visibility of staff capabilities at the Deputy Director level
5. Expand access and expertise to integrate data systems

Community and Stakeholder Engagement

1. Leverage analytic capacity and data access to align investments
2. Strengthen alignment with relevant sectors
3. Identify and strengthen community partnerships for shared policy advocacy
4. Leverage CalAIM and BH-CONNECT to strengthen focus on vital conditions
5. Craft stories that highlight growth in foundational capabilities

PHIG Next Steps

Workforce Development

- Reaccreditation (CLI is the Domain 8 Champion)
- Analyze data from PHWINS 2024 and 2025 DPH-wide engagement survey to inform action planning
- Launch Leadership Academy for Directors in 'Q4 2025
- Expand Wellness offerings in collaboration with SFHSS
- Onboard Population Health Fellows (9910 Public Health Trainees)

Foundational Capabilities

- Strengthen Neighborhood-level Emergency Preparedness and Response Planning
- Integration of Community Health Workers, Promotores



Summary

- PHD has made major strides in addressing workforce priorities and accreditation standards
 - **Diversification of the workforce**, including leadership positions
 - Robust **multi-component trainings being offered to address priority needs**, such as budgeting and financial management
- Ongoing work to **reduce vacancies, bolster retention, and strengthen foundational capabilities**
 - Collaboration with HR to reduce time to hire, invest in teams through the Boost Award mini-grant program, advancement opportunities, wellbeing
 - Focus on pathways to nurture future public health professionals
- CDC PHIG offers key support for training infrastructure, however, federal funding uncertainty and funding through 2017 require a focus on **sustainability** to ensure our ongoing investment in maintaining capacity/capabilities





THANK YOU!

Jonathan.Fuchs@sfdph.org

getSFcba.org (other emails)



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