

Human Resources Update

Presentation to the San Francisco Public Health Commission

July 20, 2026



San Francisco Department of Public Health

Agenda

Part I — A Stabilized Workforce

- Who we are and the scope of our work
- Vacancy, retention, and turnover progress
- Clinical and UAPD-represented staffing
- Fostering a fair and respectful workplace

Part II — Investing in Our People

- Employee engagement survey findings
- Engagement initiatives: safety, recognition, performance
- Modernizing HR: listening to employees and improving HR service
- HRise system implementation and the year ahead

Scale and Scope

Organizational Overview

Human Resources is within the Chief Operating Officer Division and partners with every division by keeping our strategies aligned with the Department's mission and priorities.

Measure	DPH-wide
Employees Supported	9,000+ (DPH-wide)
Clinical Staff	5,000+ (active licensure required)
Job Classifications	106 (unique to DPH)
Labor Organizations	11+ (represent the workforce)
HR Staff	154 FTE

HR works in active coordination with the Department of Human Resources, the Civil Service Commission, and DPH leadership.

PART I

A Stabilized Workforce

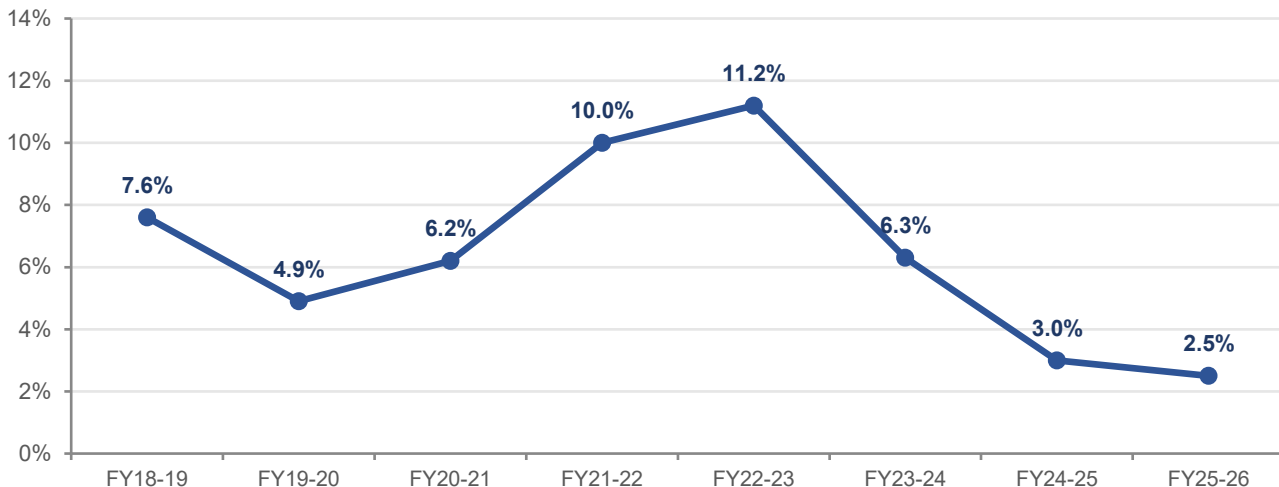
Four years of steady progress: filling positions, retaining people, and reducing turnover.

Vacancy, Retention, and Turnover

Part I — Workforce Metrics

DPH-wide vacancy has fallen from an **11.2% peak in FY22-23** to **2.5% in FY25-26** — a 78% reduction — while retention and turnover reached their strongest levels in recent years.

DPH-Wide Vacancy Rate, FY18-19 – FY25-26



FY25-26 snapshot

95.1%

Retention rate

Highest in eight years

4.4%

Turnover rate

lowest in ten years

What drove the reduction: filling positions — about 730 more roles filled since FY22-23 — through hiring efficiencies, cross-agency partnerships, and PCS hiring.

Clinical Staffing

Part I — Physician, Dentist, and Nurse Staffing (FY25-26)

Consistent with DPH's mission and our priority on clinical hiring, the clinical workforce is close to fully staffed. Below are the areas at or near full staffing and the classifications under active recruitment.

At or Near Full Staffing

- Registered Nurses (2320): 1.2% vacancy across ~1,509 FTE
- Supervising Psychiatric Physician Specialists (2243): 0% vacancy; one FTE added this year
- Clinical Nurse Specialists and Nurse Midwives: at or near full staffing

Classifications Under Active Recruitment

- Licensed Vocational Nurses (2312): ~7.5% vacancy
- Dentists (2210) and Supervising Physician Specialists (2233): ~9% vacancy

UAPD-Represented Classifications: Vacancy Report

Part I — Physician and Dentist Classifications (FY25-26)

Reported in accordance with the UAPD side letter on vacancy reports. Figures reflect budgeted vs. filled FTE (budget includes 10% attrition).

Class	Classification	Budgeted FTE	Filled FTE	Vacant FTE	Vac. Rate
2210	Dentist	8.78	7.98	0.80	9.2%
2230	Physician Specialist	42.17	40.25	1.92	4.6%
2232	Senior Physician Specialist	41.58	39.98	1.60	3.8%
2233	Supervising Physician Specialist	25.20	23.00	2.20	8.7%
2242	Senior Psychiatric Physician Specialist	48.53	48.92	-0.39	-0.8%
2243	Supervising Psychiatric Physician Specialist	6.30	7.00	-0.70	-11.1%
Total — UAPD-represented		172.56	167.13	5.43	3.1%

Negative vacancy reflects positions filled above budgeted FTE (net of attrition).

Fostering a Fair and Respectful Workplace

Part I — Everyday Workforce Support

A stable workforce also depends on resolving issues early, fairly, and equitably. This work spans a high volume of day-to-day activity across the department.

Advising and supporting the workforce

- Thousands of consultations with supervisors, and hundreds of coaching consultations with employees, each year
- Regular, ongoing labor-management committees to work through issues jointly with our labor partners

Resolving issues fairly and early

- Dozens of investigations, Skelly hearings, and whistleblower matters handled each year
- The majority of grievances resolved, many at an early stage before they escalate

Ensuring equity and compliance

- EEO matters reviewed and addressed under FEHA and EEO law, with corrective action taken where warranted
- Manager training and monthly office hours reinforce a respectful, equitable workplace

PART II

Investing in Our People

Listening to employees, responding to what they need, and modernizing how HR delivers service.

Employee Engagement

Part II — 2025 Survey Findings and Our Response

2025 Survey: 62% response rate • 43% overall engagement (new baseline) • eNPS -0.8 (essentially neutral)

What we heard

- Strengths: employees are proud to work for DPH and value diversity and equity progress
- Opportunities: feeling adequately staffed, feeling valued, and being heard on safety decisions

How we're responding

- Safety workgroups — giving frontline staff voice in safety decisions
- Years of Service recognition — a standard, department-wide program (launching March 2027)
- PPAR modernization — shifting performance reviews to year-round feedback and development

Each initiative responds directly to a survey opportunity area.

Modernizing HR

Part II — Systems, Service, and Strategy

We are modernizing how HR works — its systems, its service model, and its use of data.

Listening to employees and improving HR service

- Gathering employee and manager feedback to set HR priorities for FY26-27
- Building more consistent, accountable HR service, measured through OKRs

HRise: modernizing our core systems in 2 waves

- An 18-month initiative replacing manual, fragmented processes with automated, integrated ones
- Delivers accurate payroll and scheduling, reliable workforce data, and a simpler user experience

HRise is on track — design underway, implementation targeted for mid-2027, with key risks actively managed.

Looking Forward

Commitments Through FY26-27

Our priorities for the year ahead - tied to measurable outcomes.

Priority	Outcome
Act on employee feedback	Turn listening-session input into a defined set of HR priorities
Improve service delivery	Address top service issues Launch the HR Resource Center with response-time targets
Strengthen accountability	Set and track HR OKRs Sustain workforce stability through improved hiring and HRise

With a stabilized workforce, these commitments focus the year on measurable improvements for employees and managers.