

# Crisis in Care



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**How California's Healthcare  
Worker Shortage is Affecting  
Workers and Patient Care**

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**MAY 2022**

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**SEIU-  
UHW**  
United Healthcare Workers West

SEIU United Healthcare Workers-West  
560 Thomas L. Berkley Way, Oakland, CA 94612  
May 2022

## About SEIU-UHW

Service Employees International Union-United Healthcare Workers West (SEIU-UHW) is a healthcare justice union of more than 100,000 healthcare workers, patients, and activists united to ensure affordable, accessible, high-quality care for all Californians, provided by valued and respected caregivers.

For more information, please visit [www.seiu-uhw.org](http://www.seiu-uhw.org)

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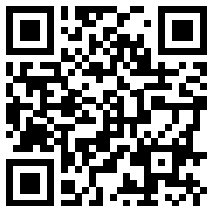
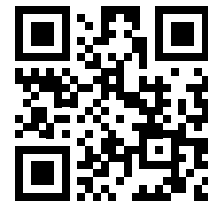
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## A Message from SEIU-UHW President Dave Regan

The COVID pandemic has changed everything. None of us could have predicted the extent to which the virus would alter just about every aspect of our daily lives — and none have felt these changes more profoundly than healthcare workers.

The healthcare workforce has rightfully earned the moniker “healthcare heroes.” However, the public praise for these heroes has obscured a deeper and more disturbing reality: Unprecedented patient surges. Overwhelming workloads. Enormous risks and dangers to caregivers and their loved ones. Emotional fatigue and physical exhaustion on an unprecedented scale. And, in the end, a phenomenon known as “The Great Resignation” as huge numbers of healthcare workers have made the decision to stop doing this vital work, creating a full-blown healthcare staffing crisis.

This report was produced with the direct input and testimony of over 33,000 SEIU-UHW healthcare workers. In the pages that follow, these workers show tremendous courage and conviction by testifying to the struggles they and their patients have been forced to confront during this pandemic. Their voices attest to the depth and breadth of the staffing crisis confronting the California healthcare system.

This crisis demands immediate solutions if we are serious about overcoming the pandemic, caring for each other as best we can, and honestly recognizing and honoring the contributions made daily by healthcare workers across our state.

It is nice to be called a healthcare hero. It is much more meaningful and more effective to have the staff necessary to care for people in the way they deserve and the way healthcare workers were trained to do.

In unity,



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# EXECUTIVE SUMMARY

While most people think of doctors and nurses when they hear the term “healthcare worker,” allied healthcare workers — medical assistants, respiratory therapists, lab assistants, housekeepers, and others — make up more than 60% of healthcare workers in California.<sup>1</sup> Without their vital contributions, our hospitals would grind to a halt and patients would be unable to get the care they need.

Even before the pandemic, California faced a massive shortage of allied healthcare workers to care for our aging population — as many as 65,000 workers annually according to

conservative estimates.<sup>2</sup> The stress and toll of fighting the pandemic has led many to leave the industry, creating a full-blown healthcare staffing and patient care crisis.

SEIU-UHW members believe a critical first step to confronting this crisis is to understand the extent of the shortage and its impact, as seen by those closest to it: frontline healthcare workers.

*Crisis in Care* presents the results of a six-week survey of 33,140 allied healthcare workers from nearly 200 medical facilities across California. The survey was conducted by SEIU-United Healthcare Workers West from March 14 through April 22, 2022.

The results expose in alarming detail California’s healthcare staffing crisis and its devastating impact on working conditions and patient care, and the failure of employers and government to adequately address worker shortages.

## Key findings

**Widespread understaffing** — 83% of healthcare workers report that their departments are either severely understaffed or somewhat understaffed.

**Delays in care** — 65% have seen or heard of care being delayed or denied as a result of short staffing.

**Inadequate time for care** — 74% always, frequently, or sometimes lack proper time to care for patients.

**Skipping safety protocols** — 41% feel pressured to ignore or skip safety protocols because of short staffing.

**Skipping breaks or meals** — 46% always, frequently, or sometimes feel forced to skip breaks or meals.

**Unfilled staff positions** — 38% report that vacant positions in their departments take more than seven months to fill or are never filled.

**Hesitant to recommend care at their facility** — 48% would definitely not take their own family to get care at their facility, would be hesitant to do so, or would only do so if there were no other care options.

**Raised concerns with management** — 54% have raised short-staffing concerns with management.

<sup>1</sup> California Competes. Meeting California’s Demand for Allied Health Workers (2021), p. 3, [https://californiacompetes.org/assets/general-files/CA-Competes-Allied-Health\\_Final.pdf](https://californiacompetes.org/assets/general-files/CA-Competes-Allied-Health_Final.pdf)

<sup>2</sup> Ibid.

## Recommendations

Given the urgency of California's crisis in healthcare staffing and patient care, SEIU-UHW members call on healthcare providers and elected leaders to work together with frontline healthcare workers to develop solutions through collective bargaining, regulatory action, and legislation:

### 1. Fill healthcare jobs now and into the future

- Increase staffing by 10% a year for three years to meet patient demand.
- Fix broken hiring processes and ensure jobs are posted and filled.
- Diversify the workforce at all levels and ensure workers can advance internally.
- Create a pipeline of 200,000 new healthcare workers a year for the next three years to fill healthcare jobs into the future.

### 2. Value and properly compensate frontline healthcare workers

- Increase base wages for all workers, including establishing a \$25/hour healthcare worker minimum wage.
- Provide annual raises tied to cost of living.
- Create and maintain benefits packages that will help recruit and retain the healthcare workforce.

### 3. Ensure healthcare workers are safe and supported on the job

- Strengthen safety precautions and protocols.
- Ensure workers can take time off.
- Dramatically increase mental health support and emotional wellness resources for caregivers.

“We do not have a prenatal clerk in our department like all other facilities do, so our prenatal patients do not see a prenatal clerk after their visit. We only have one nurse in our department, and she has multiple responsibilities that pull her away from being available when we need her for a patient.”

**Damaris R.**

Medical Assistant  
Greater San Jose Area




“Our staff is overworked and underpaid. Most staff are irritable as a result of overwork, and the patients notice. We don’t have time to make connections with the patients, which makes them feel more lonely.”

**Raymond M.**

Nutrition Services  
Greater Sacramento Area





“With no one available to help, there are long delays responding to call lights, which leads to patients falling. Due to short staffing, patients aren’t being fed when their meals arrive, and patients complain about not being cleaned and changed in a timely manner.”

**Kimberly T.**  
Nursing Attendant  
Orange County

# ABOUT THE STAFFING SURVEY

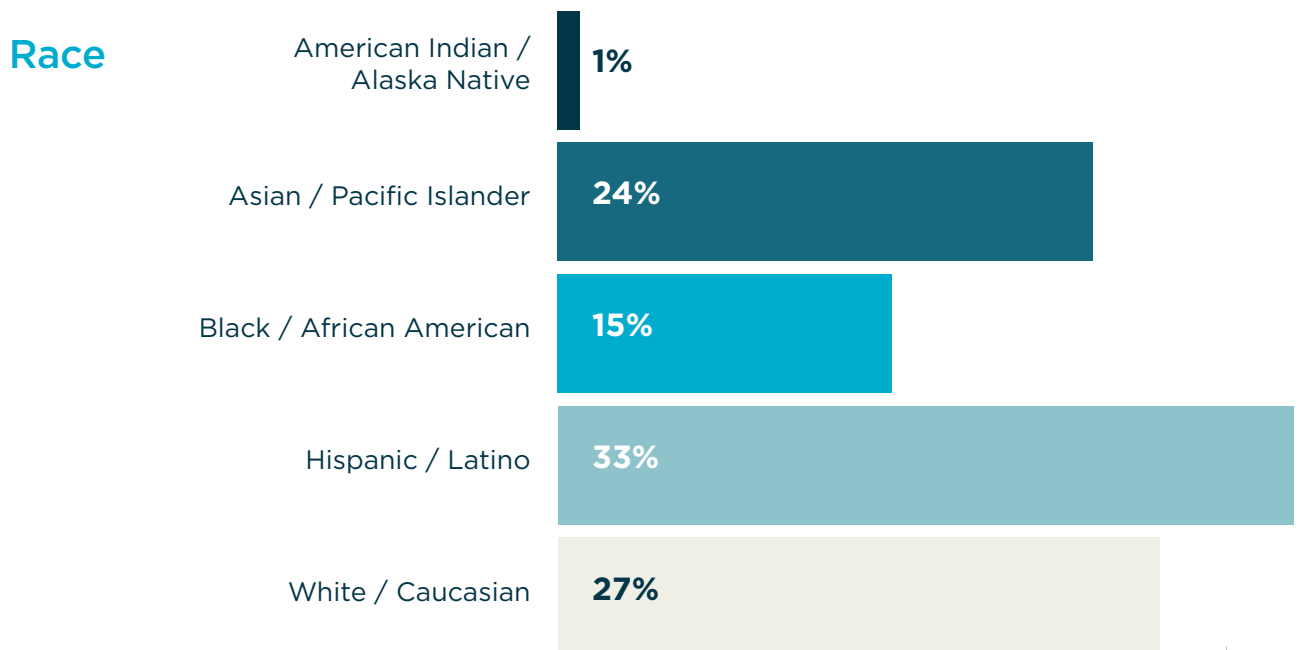
The COVID-19 pandemic has produced the most serious crisis in healthcare in more than 100 years, exacerbating pre-pandemic healthcare staffing shortages. Two years into the pandemic, SEIU-United Healthcare Workers West launched an unprecedented survey of thousands of allied healthcare workers to shed light on the state of staffing in California and its impact on working conditions and patients.

In total, 33,140 allied healthcare workers at nearly 200 medical facilities across California participated in the survey from March 14 through April 22, 2022.

The bilingual (English/Spanish) survey featured questions related to staffing at the respondent's healthcare facility and asked each respondent to answer based on their experiences on the job during the past year. Respondents completed the survey either electronically or on paper.

The healthcare workers who participated in this survey represent a broad variety of job classes, including but not limited to certified nursing assistants, clinical lab scientists, dietary aides, emergency room workers, housekeepers, lab assistants, licensed vocational nurses, medical assistants, pharmacy technicians, radiologic technologists, respiratory therapists, surgical technicians, transporters, and unit secretaries.

## Who took the staffing survey?



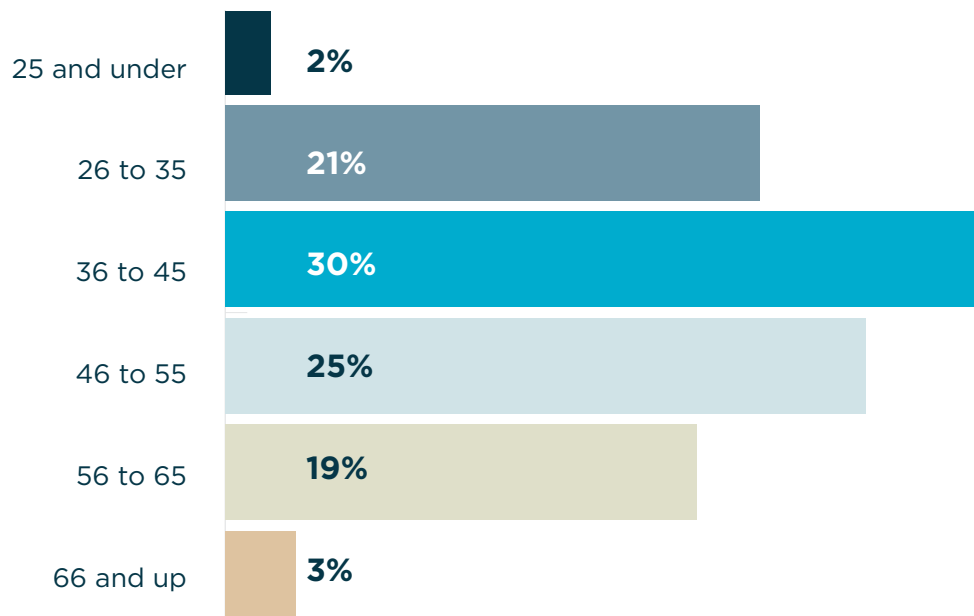


## Gender

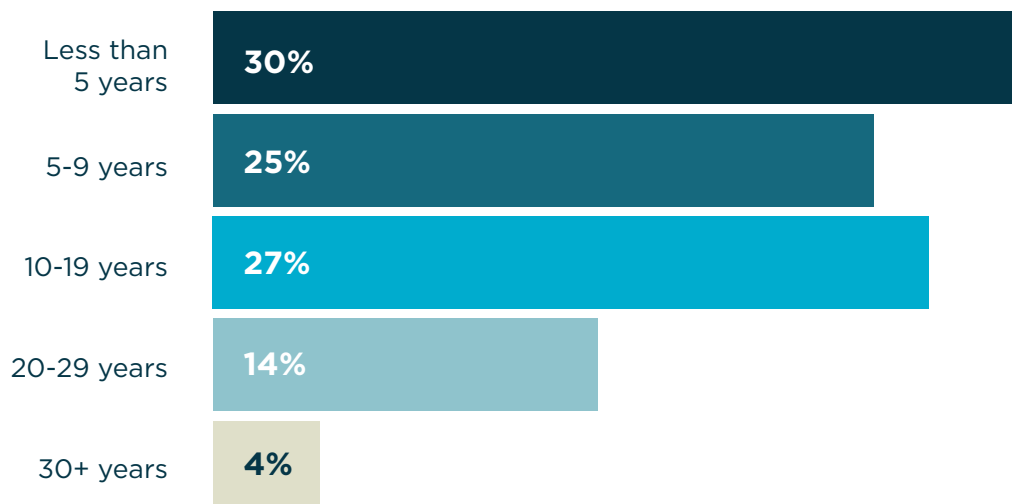
Unknown / Unidentified includes those who declined to state, whose gender info is missing, or who identify as transgender or gender non-binary.



## Age



## Career Longevity

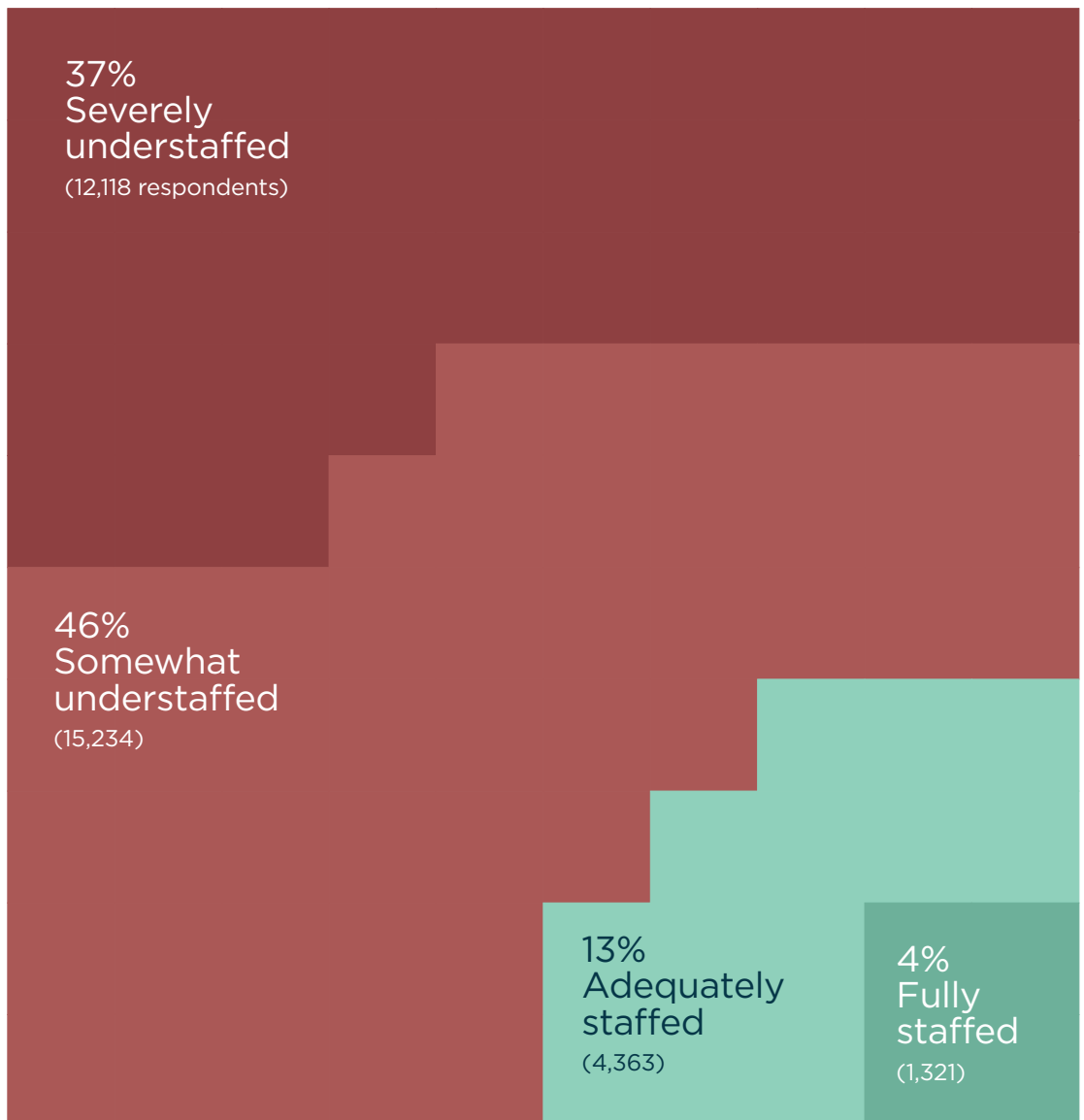


## SURVEY RESULTS

# Staffing Levels

Quality patient care requires strong staffing levels — otherwise healthcare workers do not have the support needed to do their jobs.

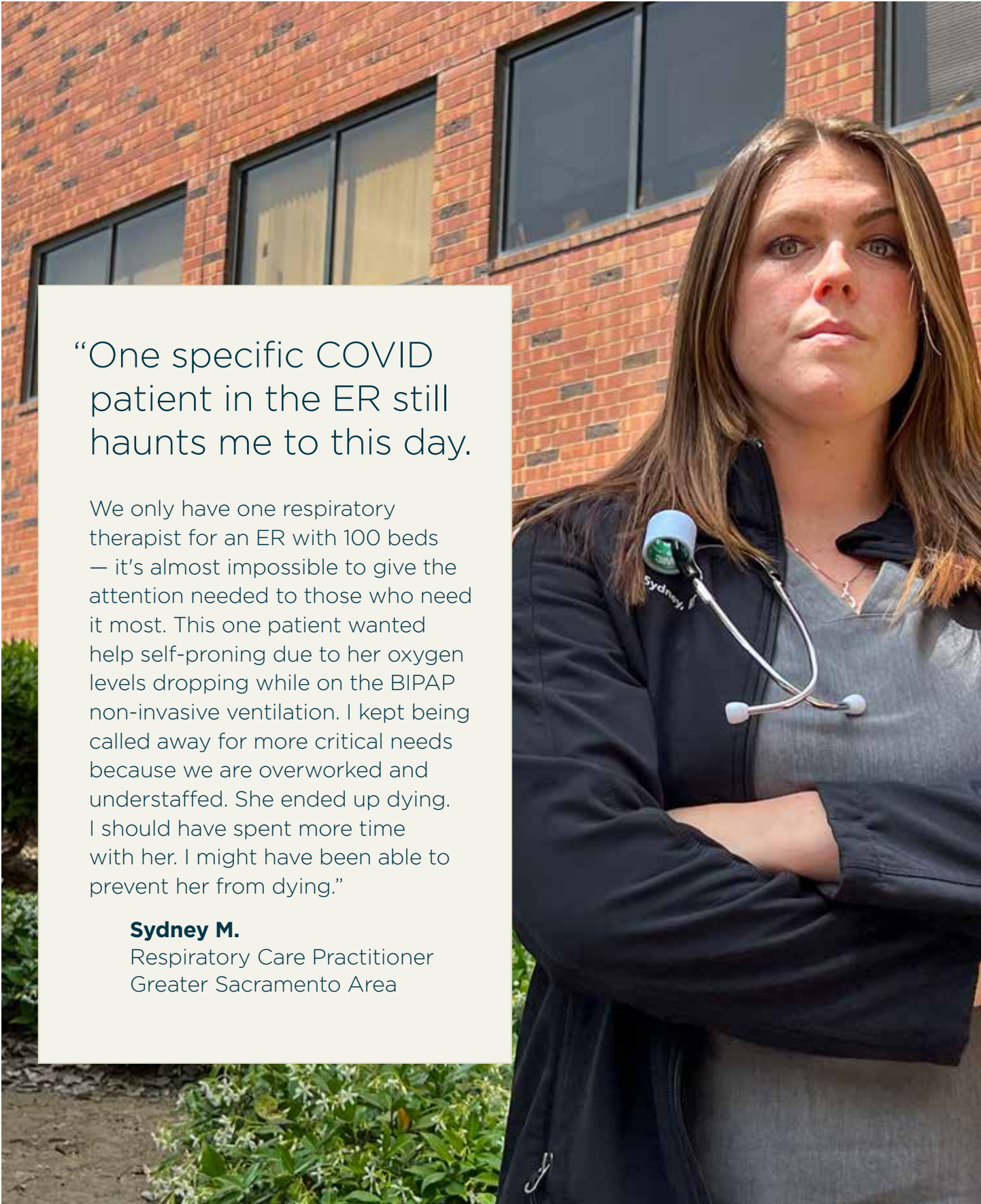
**83%** report that their department is either severely understaffed or somewhat understaffed.



### Survey question:

Rate the average staffing level of your department.

Source: SEIU-UHW survey of California healthcare workers conducted March 14 to April 22, 2022; 33,036 respondents to this question.



“One specific COVID patient in the ER still haunts me to this day.

We only have one respiratory therapist for an ER with 100 beds — it’s almost impossible to give the attention needed to those who need it most. This one patient wanted help self-proning due to her oxygen levels dropping while on the BIPAP non-invasive ventilation. I kept being called away for more critical needs because we are overworked and understaffed. She ended up dying. I should have spent more time with her. I might have been able to prevent her from dying.”

**Sydney M.**

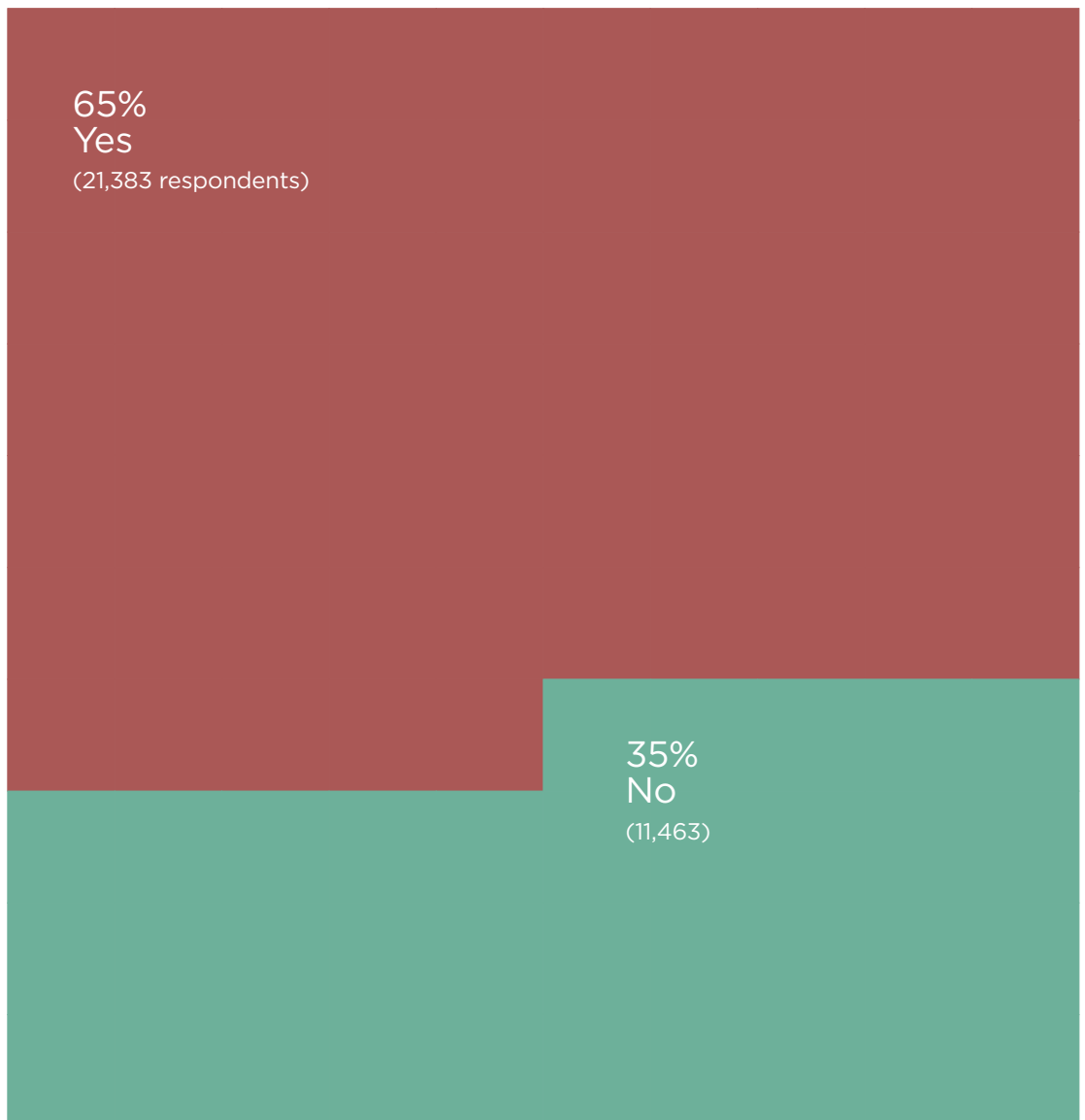
Respiratory Care Practitioner  
Greater Sacramento Area

## SURVEY RESULTS

# Patient Care Delays and Denials

When facilities are short staffed, patients are forced to wait unsafe lengths of time for care — and are even denied care altogether — and workers are put under unnecessary strain.

**65%** are aware of care being delayed or denied as a result of short staffing.



### Survey question:

Have you seen or heard of care being delayed or denied as a result of short staffing?

Source: SEIU-UHW survey of California healthcare workers conducted March 14 to April 22, 2022; 32,846 respondents to this question.



“This broke my heart.”

“We had a lady who was fighting throat cancer who had to wait over a month to get her CT scan appointment because we don’t have enough staff. She could not eat for a while and was skin and bones — she could barely walk or speak. This broke my heart. I do not sleep well at night because I have a sincere feeling for the patients I care for and the mental stress takes a toll on us when we can’t provide the best care.”

**Arthur L.**

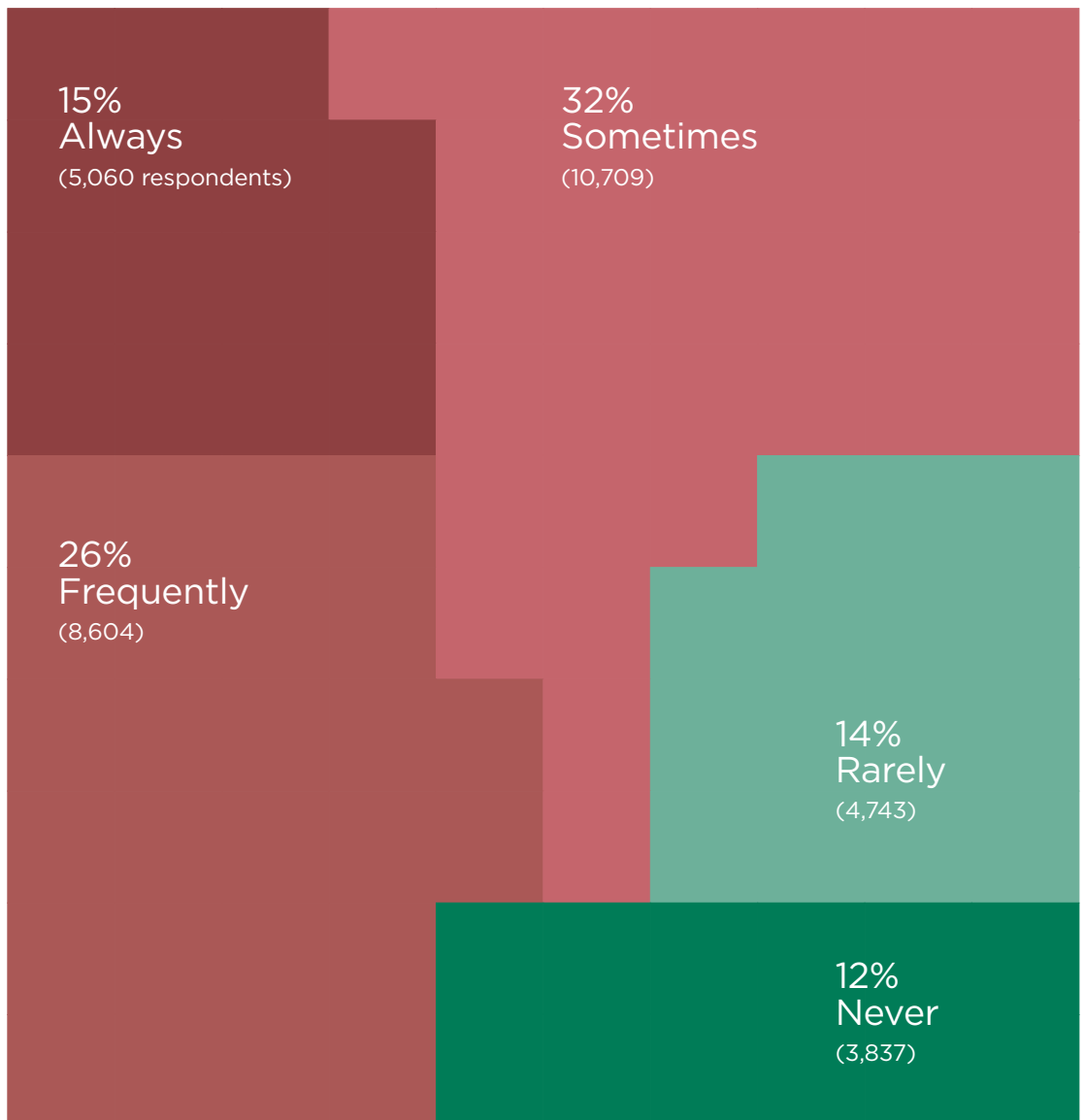
Radiology Assistant  
Greater Los Angeles Area

## SURVEY RESULTS

# Insufficient Time for Patient Care

When facilities are short staffed, healthcare workers do not have sufficient time to spend with patients or to complete tasks.

**73%** always, frequently, or sometimes feel they lack proper time to care for patients.



### Survey question:

How often do you feel like you lack the proper amount of time to dedicate to a patient or assigned task?

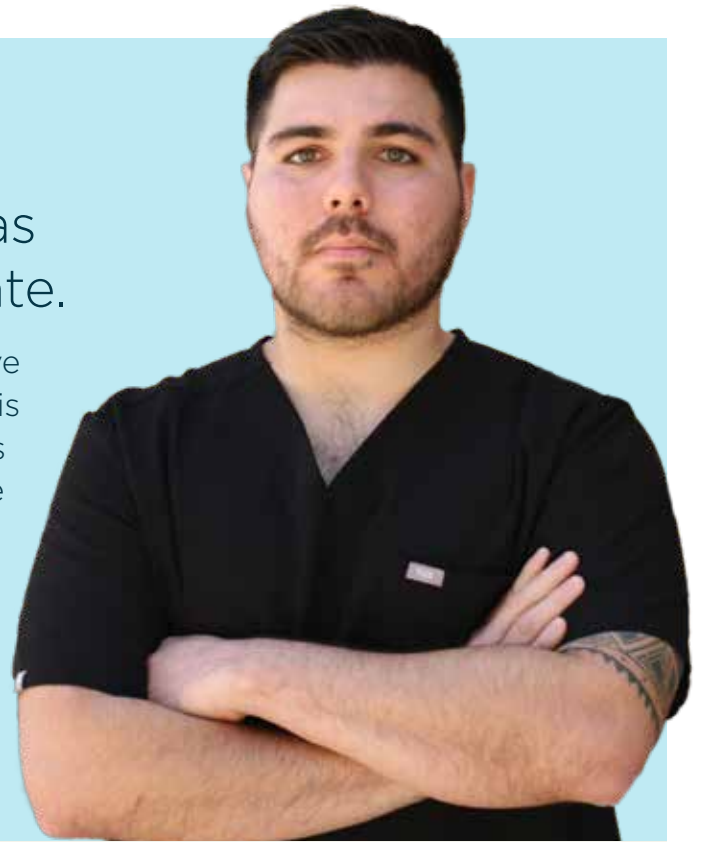
Source: SEIU-UHW survey of California healthcare workers conducted March 14 to April 22, 2022; 32,953 respondents to this question.

“A patient in our hospital was murdered by their roommate.

If we had proper staffing levels, we could have been there to supervise them and prevent this from happening. We are experiencing serious trauma and PTSD as a result, and we deserve better.”

**Andrew A.**

Medical Secretary  
Greater Los Angeles Area



“As a caregiver, I have a soft spot in my heart for people who have just given birth or are elderly or disabled.

It’s frustrating to me to see them have to go from station to station because we don’t have enough staff. Sometimes I help people even after I’m supposed to clock out because I don’t want them to have to walk all the way back down the hall again to find someone. As staff, we care a lot for our patients, but management isn’t giving us the support we need.”

**Barbara P.**

Receptionist  
Greater San Jose Area

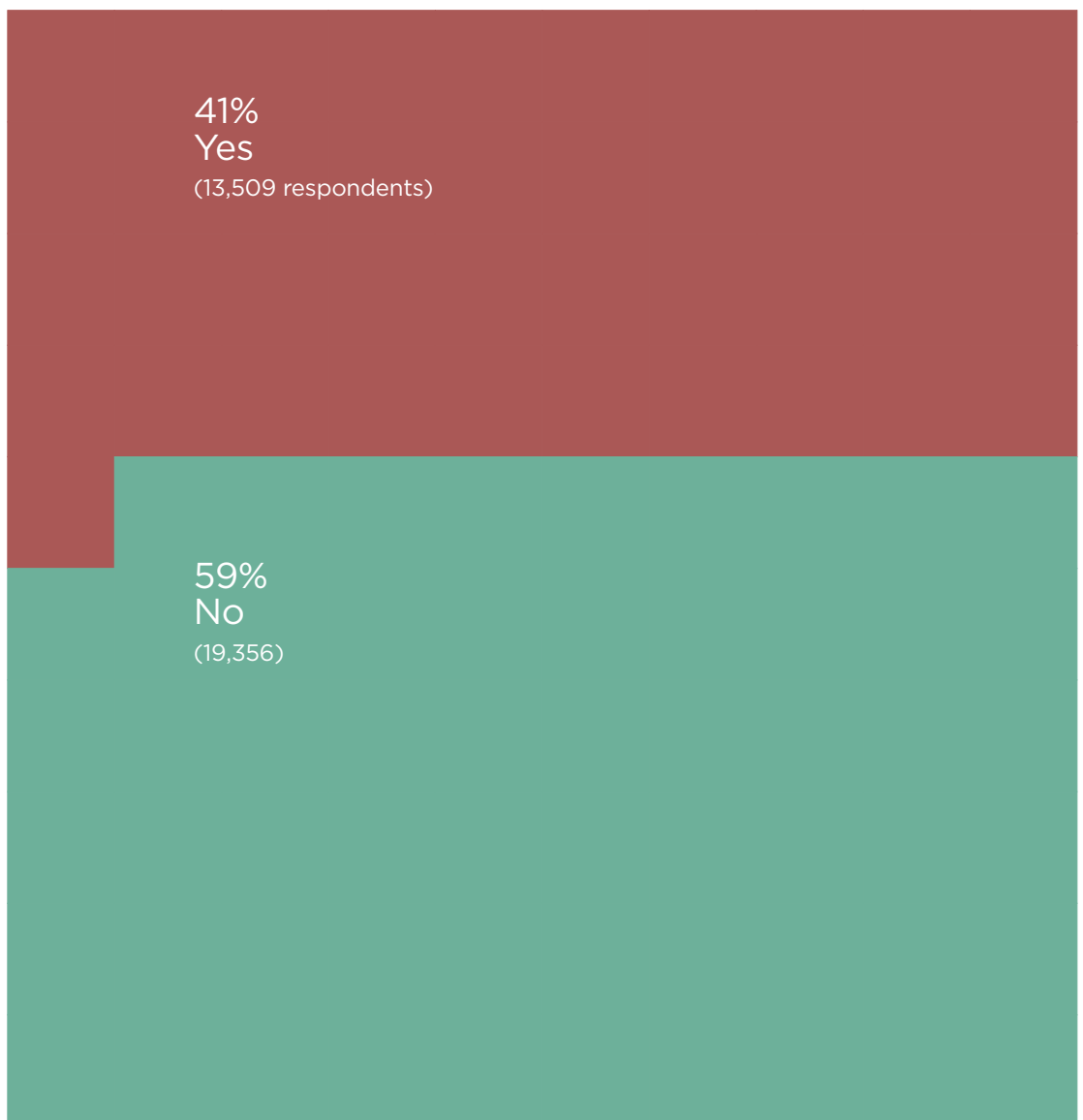


## SURVEY RESULTS

# Ignored or Skipped Safety Protocols

Patient and worker safety is put at risk when caregivers are forced to take shortcuts and skip protocols.

**41%** have ignored or skipped safety protocols because of short staffing.



### Survey question:

Have you felt pressured to ignore or skip safety protocols because of short staffing?

Source: SEIU-UHW survey of California healthcare workers conducted March 14 to April 22, 2022; 32,865 respondents to this question.





“Across the board, we lack the support we need for safe working conditions and procedures.”

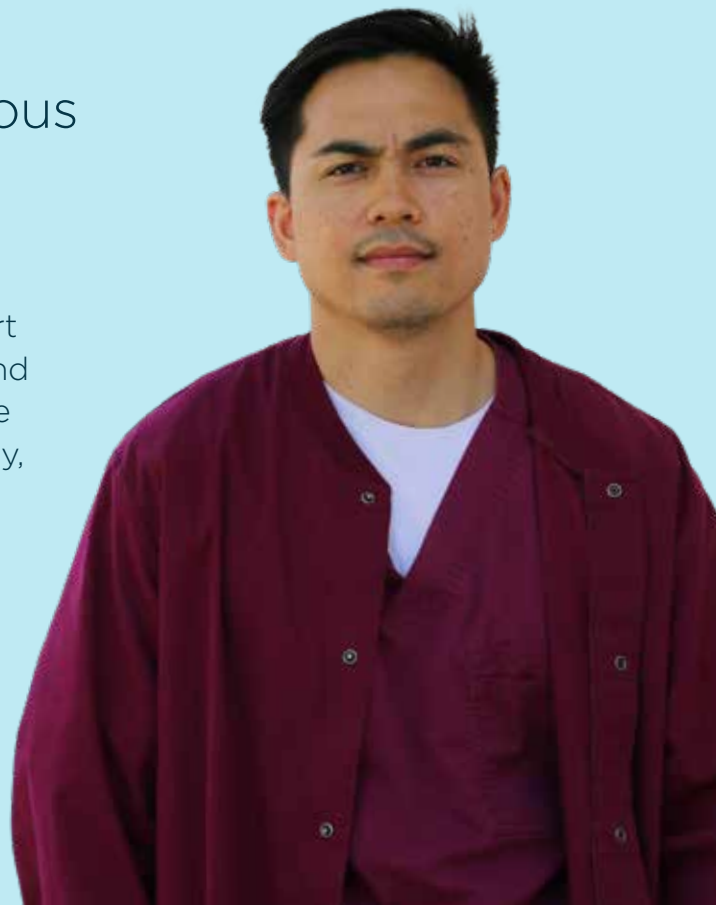
There aren't enough staff to move patients safely from bed to bed, or to respond to aggressive patients. The hospital is always pushing patients through the door without adequate time for us to do all we need to do to make sure everyone's safety is a priority.”

**Gabrielle G.**  
Surgical Technician II  
Greater San Jose Area

“This can be very dangerous for us and our patients.”

“Fall risk patients need to be escorted in and out of treatment. When we are short staffed there are times when patients end up escorting themselves out without the proper supervision. Patients can be dizzy, fatigued, or can simply get lost walking around the facility with no supervision. This can be very dangerous for us and our patients.”

**Jeffrey J.**  
Radiation Therapist  
Greater Los Angeles Area

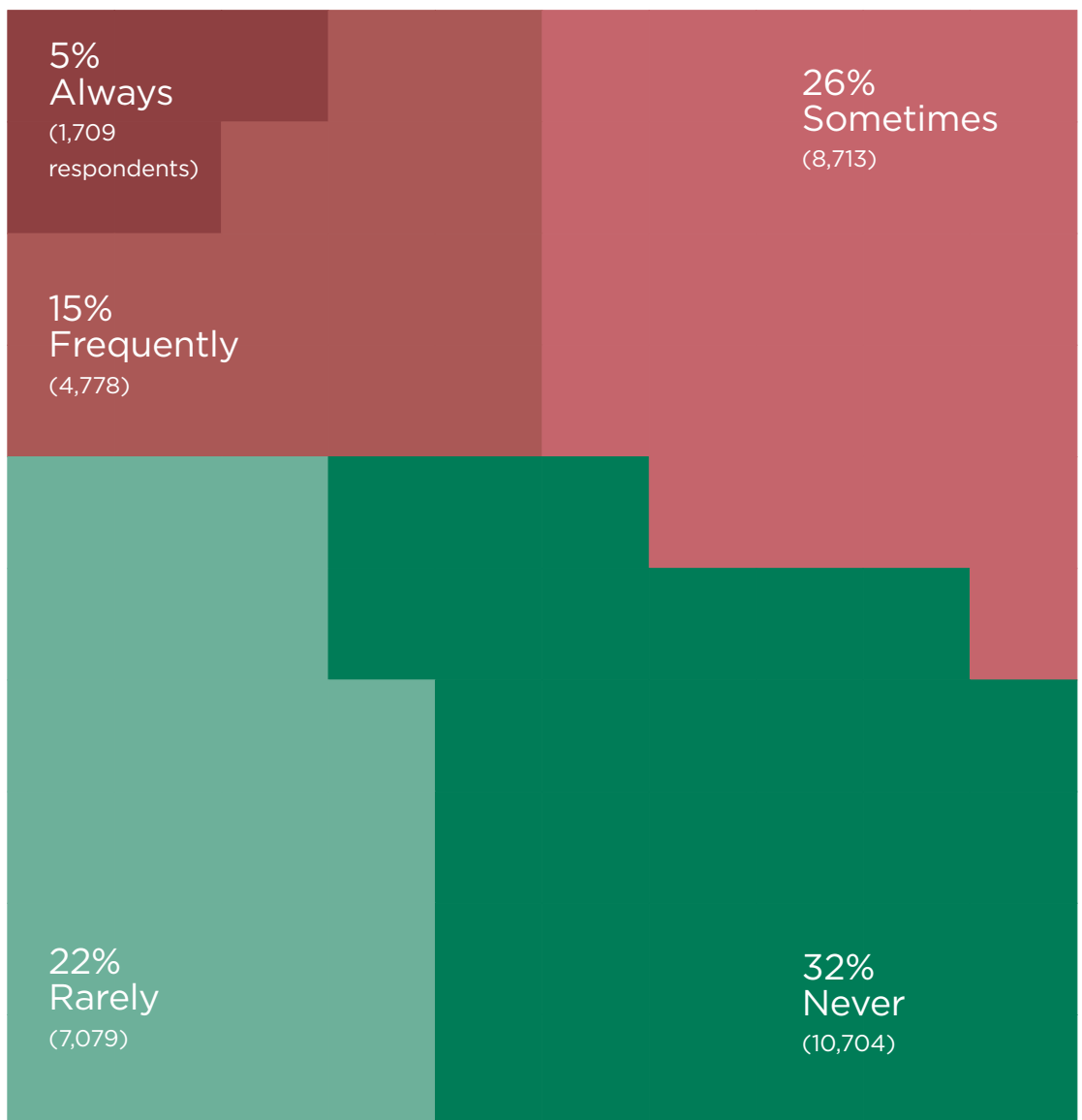


## SURVEY RESULTS

# Frequency of Missed Breaks and Meals

Healthcare workers need time to rest and recharge during shifts. Without such breaks, caregivers are more prone to errors, fatigue, and burnout.

**45%** of healthcare workers always, frequently, or sometimes feel forced to skip breaks or meals.



### Survey question:

How often do you feel forced to skip breaks or meals?

Source: SEIU-UHW survey of California healthcare workers conducted March 14 to April 22, 2022; 32,983 respondents to this question.



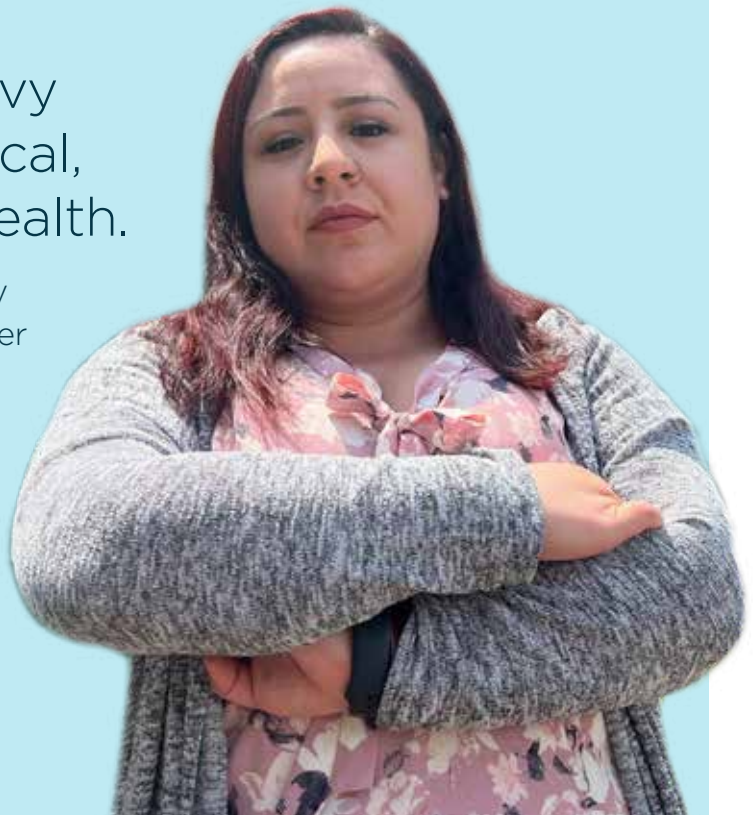
“Morale is low and stress is high. Many caregivers are just burnt out after so many years without enough staff.”

**Alyssa E.**  
Lab Assistant III  
Bay Area

“My workload was so heavy that it affected my physical, mental, and emotional health.

I will not put my life, a patient’s life, or my medical license at risk just so my employer can make bigger and bigger profits and make patient care and safety worse.”

**Lorena R.**  
Appointment Services  
San Fernando Valley

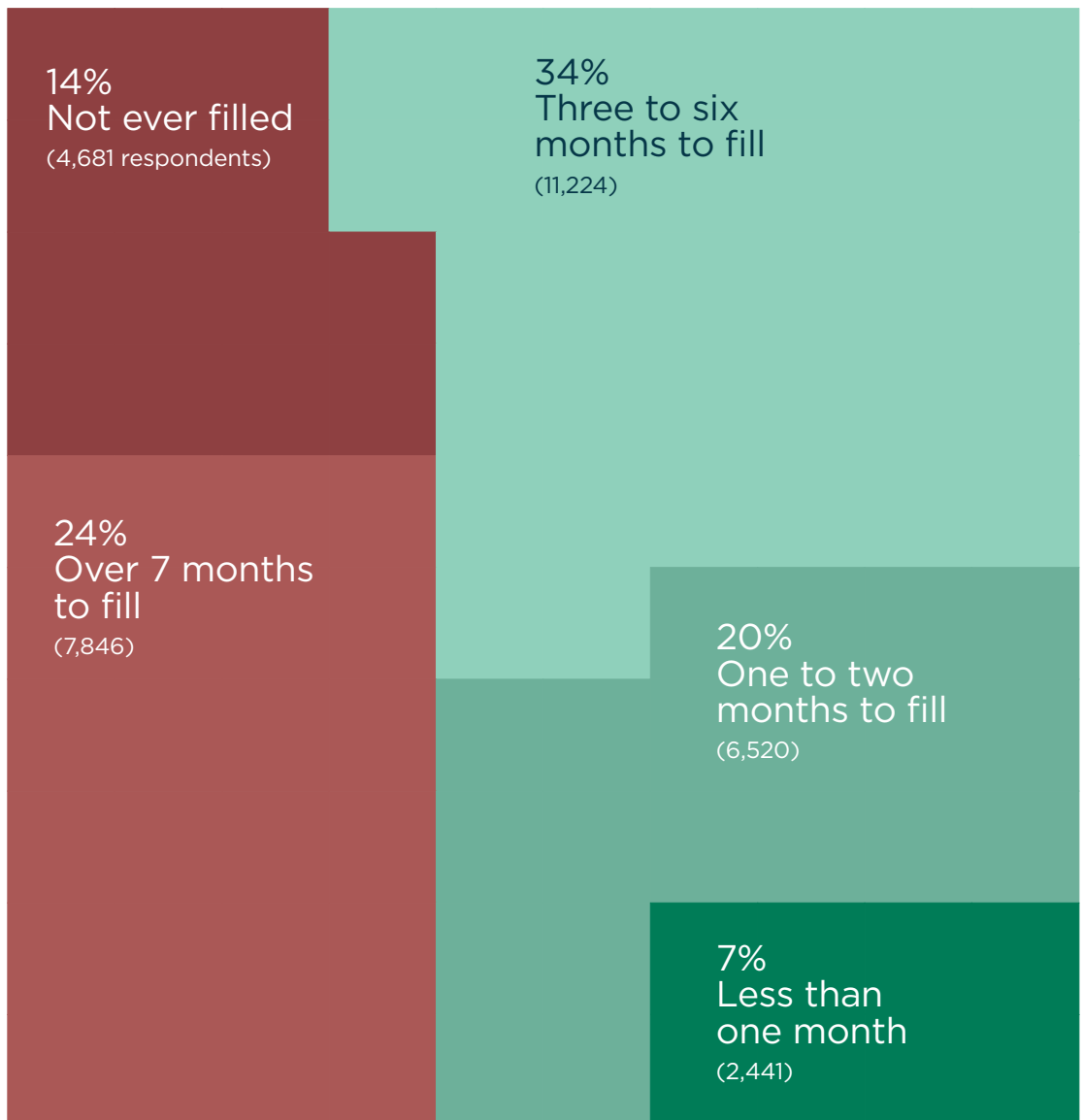


## SURVEY RESULTS

# How Long to Fill Open Positions

When vacant positions stay open for too long, patients are not able to get adequate care — and healthcare workers are more vulnerable to burnout due to the strain and stress of working understaffed.

**38%** report that vacant positions in their department take more than seven months to fill or are never filled.



### Survey question:

On average, how long does it take for a vacant position to be filled in your department?

Source: SEIU-UHW survey of California healthcare workers conducted March 14 to April 22, 2022; 32,712 respondents to this question.



“Management would rather use temps to address long-term staffing issues than work to fill permanent positions.

It’s cheaper for them that way, even though it creates big problems for us.”

**Jason R.**  
Pathology Lab  
Bay Area



“Short staffing has been an issue at my facility for six years.

Hospital management keeps telling us that they’re working on it with HR, but the problem persists.”

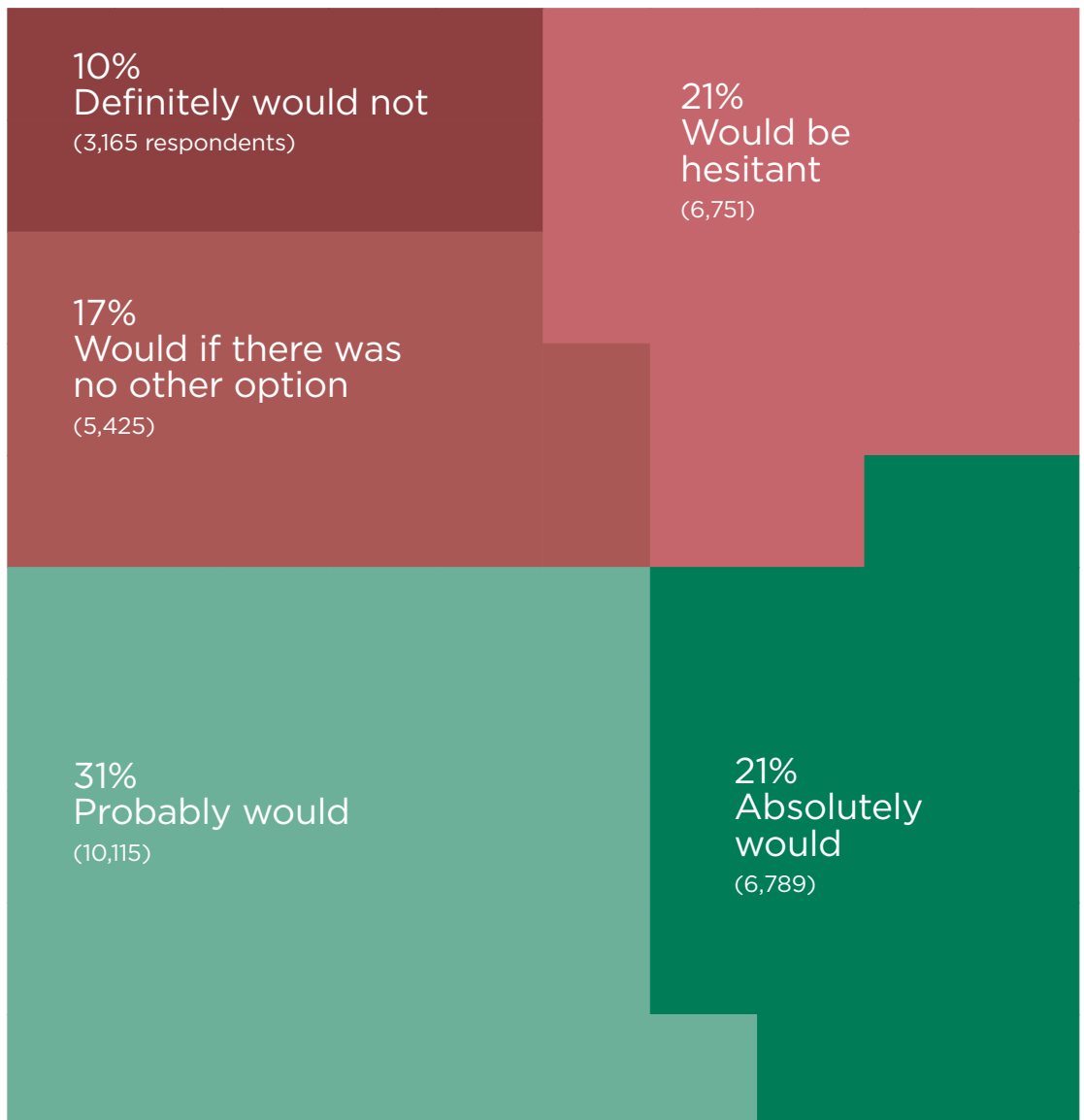
**Geanise R.**  
Home Health Clerk  
Los Angeles

## SURVEY RESULTS

# Recommend Care at Own Facility

Healthcare workers are in a unique position to assess the quality of care at their own healthcare facilities. When workers lose trust in the ability of their facilities to deliver care, it is difficult for the public at large to trust those facilities.

**48%** would be hesitant to or would not take their own family to get care at their facility.



### Survey question:

Would you take your own family to get care at your facility?

Source: SEIU-UHW survey of California healthcare workers conducted March 14 to April 22, 2022; 32,245 respondents to this question.

“She was sitting in a puddle of her own blood.”

“I had to go into the Emergency Room as a patient one day and my co-workers were so bombarded. There were only two people working in patient registration and it took 20 minutes just to get checked-in. I saw a lady sitting across from me crying, and she was sitting in a puddle of her own blood. She miscarried in the waiting room.”

**Carla L.**  
Southern California

“When my husband came into the Emergency Room after having a stroke, it took 14 hours for him to get an MRI.”

**Kellie M.**  
Northern California

“Many of our patients aren’t being given the care they deserve. The only reason I bring my family here is that I know the staff and how to get what is needed for care.”

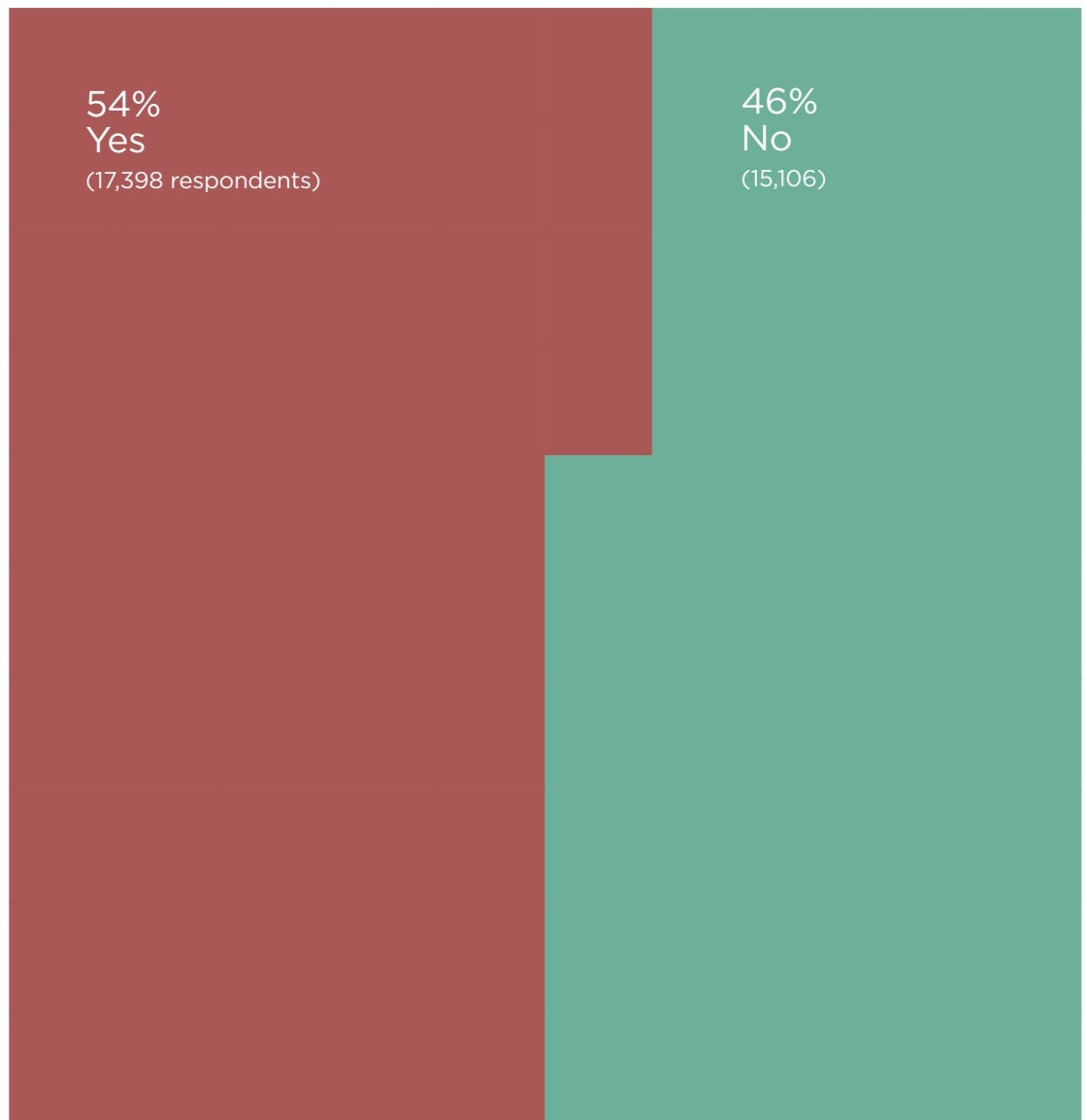
**Melissa R.**  
Bay Area

## SURVEY RESULTS

# Raised Short Staffing Concerns

Healthcare workers regularly speak up to management about unsafe staffing and working conditions. It is the responsibility of management to take these concerns seriously and to address them as needed. The failure to do so is dangerous to patients and workers and jeopardizes the quality of care.

**54%** have raised short-staffing concerns with management.



### Survey question:

Have you raised concerns about short staffing with management?

Source: SEIU-UHW survey of California healthcare workers conducted March 14 to April 22, 2022; 32,504 respondents to this question.



## MANAGEMENT'S RESPONSE TO SHORT STAFFING CONCERNS

Healthcare workers who raised staffing problems report the following responses from management:

“We desperately need staff, and we have requested more support. But for the last three years all we have heard is that upper management is denying any and all job postings.”

Alexandra B., Radiology Receptionist  
Central Valley

“I’ve raised our staffing problem with management. What have they said in return? ‘It is what it is,’ and ‘You can squeeze the patients in’ and ‘It shouldn’t take you that long to do the exam.’ The only real solution is that we need more staff.”

Vyna H., Sonography  
Orange County

“When we bring up understaffing to management, they just say, ‘That’s what it is. This is what you signed up for.’”

Javier M., Housekeeping Assistant  
Greater San Jose Area

“Management constantly forces us to do work that is substandard so we won’t get too far behind — and they outsource our work. What we need is more full-time staff, not outsourcing and coercion to do substandard work.”

Vannessa R., Insurance and Billing  
Los Angeles

“Our concerns are always ignored.

Management pretends to listen, but then they just go right back to doing what they always do. It doesn’t matter who brings it up or how many times it happens, so people have just given up.”

**Nathaniel W.**

Housekeeper, Greater San Jose Area



# RECOMMENDATIONS

Given the urgency of California's crisis in healthcare staffing and patient care, SEIU-UHW members call on healthcare providers and elected leaders to work together with frontline healthcare workers to develop solutions through collective bargaining, regulatory action, and legislation:

## 1. Fill healthcare jobs now and into the future

- **Increase staffing by 10% a year for three years** to meet patient demand. Healthcare employers should quickly work with frontline workers to assess staffing needs and develop guidelines around patient-to-worker ratios for critical jobs.
- **Fix broken hiring processes and ensure jobs are posted and filled.** Hiring processes should be streamlined as much as possible and unnecessary barriers to hiring should be removed to get qualified caregivers working as quickly as possible.
- **Diversify the workforce at all levels and ensure workers can advance internally.** To more quickly fill hard-to-fill positions and to ensure that the gender and race of the healthcare workforce better reflects patients, opportunities for workers to get experience should be funded and offered transparently. In addition, clinical hours requirements for newly credentialed workers should be paid or reduced.
- **Create a pipeline of 200,000 new healthcare workers a year** for the next three years to fill healthcare jobs into the future. A huge investment should be made immediately to scale up labor-management partnership projects that help new workers join the healthcare industry and existing workers to advance in their careers.

## 2. Value and properly compensate frontline healthcare workers

- **Increase base wages for all workers, including establishing a \$25/hour healthcare worker minimum wage.** Establish wage rates that prioritize retaining existing healthcare workers and are sufficient to attract new workers to the field.
- **Provide annual raises tied to the cost of living.** Provide ongoing pay raises that keep up with the rising cost of living.
- **Create and maintain benefits packages that will help recruit and retain the healthcare workforce,** including fully-paid family medical benefits, retirement benefits that maintain living standards, and generous leave benefits.

### 3. Ensure healthcare workers are safe and supported on the job

- **Strengthen safety precautions and protocols**, including:
  - Maintaining stockpiles of personal protective equipment
  - Providing regular safety training
  - Outlawing limits on employee masking
  - Immediate notification of exposures
  - Supportive quarantine with full pay for those exposed on the job
  - Ongoing access to free testing
  - Appropriate signage in all relevant languages
- **Ensure workers can take time off** by:
  - Granting them leave
  - Prohibiting mandatory overtime
  - Increasing penalties for employers who do not provide breaks to employees
  - Establishing penalties for repeated denials of vacation time
- **Dramatically increase mental health support and emotional wellness resources for caregivers.** Workers should be provided wrap-around mental health services to support healing and recovery from the trauma endured during the pandemic, including individual and cohort-based care.

# APPENDIX 1: RESPONDENTS' HEALTHCARE FACILITIES

Barstow Community Hospital, Barstow	Centinela Hospital Medical Center, Inglewood	Marina Del Rey Hospital, Marina Del Rey
Community Hospital of San Bernardino, San Bernardino	City of Hope, Duarte	Monterey Park Hospital, Monterey Park
Doctors Hospital of Riverside, Riverside	Dignity Health Medical Foundation-Ventura, Camarillo	Motion Picture & Television Fund, Woodland Hills
Hemet Valley Medical Center, Hemet	Dignity Health Medical Group Northridge, Northridge	Northridge Hospital Medical Center, Northridge
Kaiser-Moreno Valley Medical Center, Moreno Valley	Encino Hospital Medical Center, Encino	Pacifica Hospital of The Valley, Sun Valley
Kindred Hospital Riverside, Perris	Garden Grove Hospital & Medical Center, Garden Grove	Providence St. John's Health Center, Santa Monica
Menifee Valley Medical Center, Sun City	Garfield Medical Center, Monterey Park	Providence St. Joseph Medical Center, Burbank
Riverside Community Hospital, Riverside	Good Samaritan Hospital-Los Angeles, Los Angeles	Serra Community Medical Clinic, Sun Valley
St. Bernardine Medical Center, San Bernardino	Greater El Monte Community Hospital, South El Monte	Southern California Hospital at Culver City, Culver City
Vibra Ballard Rehabilitation Hospital, San Bernardino	Hollywood Presbyterian Medical Center, Los Angeles	Southern California Hospital at Hollywood, Hollywood
Victor Valley Global Medical Center, Victorville	Kaiser-Baldwin Park, Baldwin Park	Southern California Hospital at Van Nuys, Van Nuys
Anaheim Global Medical Center, Anaheim	Kaiser-Downey Hospital & Clinic, Downey	St. Francis Medical Center, Lynwood
Chapman Global Medical Center, Orange	Kaiser-LA Regional Services & Administration, Los Angeles	St. John's Hospital Camarillo, Camarillo
Kaiser-Orange County Anaheim, Anaheim	Kaiser-LAMC Hospital & Clinics, Los Angeles	St. Mary Medical Center-Long Beach, Long Beach
Kaiser-Orange County Irvine, Irvine	Kaiser-Panorama City, Panorama City	West Hills Hospital & Medical Center, West Hills
Kindred Hospital Ontario, Ontario	Kaiser-South Bay, Harbor City	Arroyo Grande Community Hospital, Arroyo Grande
South Coast Global Medical Center, Santa Ana	Kaiser-West Los Angeles, Los Angeles	Dignity Health Medical Foundation-Santa Cruz, Santa Cruz
Tri-City Medical Center, Oceanside	Kaiser-Woodland Hills, Woodland Hills	Dominican Hospital Santa Cruz, Santa Cruz
Antelope Valley Hospital, Lancaster	Kindred Hospital La Mirada, La Mirada	Dominican Oaks Assisted Living, Santa Cruz
Barlow Respiratory Hospital, Los Angeles	Kindred Hospital South Bay, Gardena	French Hospital Medical Center, San Luis Obispo
California Hospital Medical Center, Los Angeles	La Casa Mental Health Rehab Center, Long Beach	Marian Medical Center, Santa Maria
Cedars-Sinai Medical Center, Los Angeles	Los Robles Hospital & Medical Center, Thousand Oaks	

St. John's Regional Medical Center, Oxnard	Kaiser-Sacramento Call Center, Sacramento	Stanford University Medical Center, Palo Alto
Watsonville Community Hospital, Watsonville	Kaiser-South Sacramento, Sacramento	Alameda Hospital, Alameda
Bakersfield Memorial Hospital, Bakersfield	Mercy General Hospital, Sacramento	Alta Bates Summit Medical Center, Oakland
Dignity Health Medical Foundation-Bakersfield, Bakersfield	Mercy Healthcare Sacramento, Rancho Cordova	Chinese Hospital of San Francisco, San Francisco
Kaiser-Antelope Valley, Lancaster	Mercy Hospital of Folsom, Folsom	CPMC Mission Bernal, San Francisco
Kaiser-Bakersfield, Bakersfield	Mercy McMahon Terrace, Sacramento	Eden Medical Center, Castro Valley
Mercy Hospitals of Bakersfield, Bakersfield	Mercy San Juan Medical Center, Carmichael	Gladman Mental Health Rehab Center, Oakland
Dignity Health Medical Group Stockton, Stockton	Methodist Hospital Of Sacramento, Sacramento	John Muir Medical Center-Behavioral Health, Walnut Creek
Kaiser-Fresno, Fresno	Sutter Amador Hospital, Jackson	John Muir Medical Center-Concord, Walnut Creek
Kaiser-Manteca, Manteca	Sutter Roseville Medical Center, Roseville	Kaiser-Alameda Medical Office, Alameda
Kaiser-Modesto, Modesto	Vibra Hospital of Sacramento, Folsom	Kaiser-Antioch, Antioch
Kaiser-Stockton, Stockton	Woodland Clinic Medical Group, Woodland	Kaiser-Berkeley Lab, Berkeley
Kaiser-Tracy, Tracy	Woodland Healthcare, Woodland	Kaiser-Campbell, Campbell
Mark Twain Medical Center, San Andreas	Byers Eye Institute, Palo Alto	Kaiser-Dublin, Dublin
St. Joseph's Behavioral Health Center, Stockton	El Camino Hospital, Mountain View	Kaiser-Fairfield, Fairfield
St. Joseph's Medical Center, Stockton	Good Samaritan Hospital, San Jose	Kaiser-Fremont, Fremont
Bruceville Terrace, Sacramento	Kaiser-Gilroy, Gilroy	Kaiser-French Campus, San Francisco
Dignity Health Medical Foundation-Rancho Cordova, Rancho Cordova	Kaiser-Milpitas, Milpitas	Kaiser-Livermore Clinic, Livermore
Dignity Health Medical Group Sierra Nevada, Grass Valley	Kaiser-Mountain View, Mountain View	Kaiser-Livermore Distribution Center, Livermore
Kaiser-Davis, Davis	Kaiser-San Jose, San Jose	Kaiser-Martinez, Martinez
Kaiser-Folsom, Folsom	Kaiser-Santa Clara Hospital & Clinics, Santa Clara	Kaiser-Oakland, Oakland
Kaiser-Lincoln Medical Offices, Lincoln	Lucile Packard Children's Hospital, Palo Alto	Kaiser-Pleasanton, Pleasanton
Kaiser-Rancho Cordova, Rancho Cordova	Regional Medical Center of San Jose, San Jose	Kaiser-Post Acute Care Center, San Leandro
Kaiser-Roseville Hospital & Clinics, Roseville	Silicon Valley Medical Development, San Jose	Kaiser-Redwood City, Redwood City
Kaiser-Sacramento, Sacramento		Kaiser-Richmond, Richmond

Kaiser-Richmond Optical Lab, Richmond	Kaiser-Petaluma, Petaluma
Kaiser-San Francisco, San Francisco	Kaiser-San Rafael, San Rafael
Kaiser-San Leandro, San Leandro	Kaiser-Santa Rosa, Santa Rosa
Kaiser-San Ramon, San Ramon	Kentfield Rehabilitation & Specialty Hospital (Marin), Kentfield
Kaiser-South San Francisco, South San Francisco	Santa Rosa Community Health, Santa Rosa
Kaiser-Vacaville, Vacaville	Sutter Santa Rosa Regional Hospital, Santa Rosa
Kaiser-Vallejo, Vallejo	Dignity Health Medical Group- North State, Redding
Kaiser-Vallejo Call Center, Vallejo	Enloe Medical Center, Chico
Kaiser-Walnut Creek, Walnut Creek	Mercy Medical Center of Mt. Shasta, Mount Shasta
Kentfield Hospital San Francisco, San Francisco	Mercy Medical Center Redding, Redding
LifeLong Medical Care, Berkeley	St. Elizabeth Community Hospital, Red Bluff
Park Bridge, Alameda	Sutter Lakeside Hospital, Lakeport
Saint Francis Memorial Hospital, San Francisco	Thomas Cuisine, Chico
Sequoia Hospital, Redwood City	
South Shore Convalescent Hospital, Alameda	
St. Mary's Medical Center, San Francisco	
Sutter Delta Medical Center, Antioch	
Sutter Solano Medical Center, Vallejo	
Telecare Willow Rock Center, San Leandro	
Tiburcio Vasquez Health Center, Union City	
Villa Fairmont Mental Health Center, San Leandro	
Washington Hospital, Fremont	
West Oakland Health Council, Oakland	
Kaiser-Napa, Napa	
Kaiser-Novato, Novato	

## APPENDIX 2: CITIES WHERE RESPONDENTS LIVE

Acampo	Bell Gardens	Carson	Covina	Elverta
Acton	Bella Vista	Castaic	Crestline	Emeryville
Adelanto	Bellflower	Castro Valley	Crockett	Empire
Agoura Hills	Belmont	Cathedral City	Cudahy	Encinitas
Agua Dulce	Ben Lomond	Cayucos	Culver City	Escalon
Ahwahnee	Benicia	Ceres	Cupertino	Escondido
Alameda	Berkeley	Cerritos	Cypress	Esparto
Alamo	Bermuda Dunes	Chatsworth	Daly City	Fair Oaks
Albany	Bethel Island	Chico	Dana Point	Fairfax
Alhambra	Beverly Hills	Chino	Danville	Fairfield
Aliso Viejo	Big Bear Lake	Chino Hills	Davis	Fallbrook
Alta	Biggs	Chowchilla	Dearborn Park	Farmington
Altadena	Biola	Citrus Heights	Delano	Felton
American Canyon	Bloomington	Claremont	Delhi	Fiddletown
Anaheim	Bodega Bay	Clarksburg	Denair	Fillmore
Anderson	Bonsall	Clayton	Desert Hot Springs	Florence-Graham
Angels Camp	Boron	Clearlake	Diablo Grande	Folsom
Angwin	Boulder Creek	Clearlake Oaks	Diamond Bar	Fontana
Antelope	Boyes Hot Spring	Cloverdale	Diamond Springs	Foothill Farms
Antioch	Brea	Clovis	Dillon Beach	Forest Ranch
Apple Valley	Brentwood	Clyde	Dinuba	Foresthill
Aptos	Brisbane	Coachella	Discovery Bay	Forestville
Arbuckle	Broadmoor	Coarsegold	Dixon	Foster City
Arcadia	Buena Park	Cohasset	Dos Palos	Fountain Valley
Arnold	Burbank	Colfax	Downey	Fowler
Aromas	Burlingame	Colma	Drytown	Freedom
Arroyo Grande	Burney	Colton	Duarte	Fremont
Artesia	Byron	Colusa	Dublin	French Camp
Artois	Calabasas	Commerce	Dunnigan	Fresno
Arvin	Calexico	Compton	Durham	Friant
Atascadero	California City	Concord	East Los Angeles	Fullerton
Atwater	Calimesa	Cool	Earlimart	Galt
Auberry	Calistoga	Copperopolis	East Palo Alto	Garden Grove
Auburn	Camarillo	Corning	Eastvale	Gardena
Azusa	Cameron Park	Corona	El Cajon	Georgetown
Bakersfield	Camino	Corralitos	El Cerrito	Gerber
Baldwin Park	Campbell	Corte Madera	El Dorado Hills	Geyserville
Banning	Canby	Costa Mesa	El Monte	Gilroy
Barstow	Canyon Lake	Cotati	El Segundo	Glen Ellen
Bay Point	Capitola	Cottonwood	El Sobrante	Glendale
Beaumont	Carlsbad	Country Club	Elk Creek	Glendora
Bell	Carmichael	Courtland	Elk Grove	Gold River

Golden Hills	Kensington	Lodi	Mission Viejo	Oceanside
Goleta	Kerman	Loma Linda	Modesto	Ojai
Grand Terrace	Keyes	Lomita	Mokelumne Hill	Olivehurst
Granite Bay	Kingsburg	Lompoc	Monrovia	Ontario
Grass Valley	Knightsen	Long Beach	Montara	Orange
Graton	La Cañada Flintridge	Loomis	Montclair	Orangevale
Greenfield	La Habra	Los Alamitos	Monte Rio	Orcutt
Gridley	La Habra Heights	Los Alamos	Monte Sereno	Orinda
Grover Beach	La Mirada	Los Altos	Montebello	Orland
Guadalupe	La Palma	Los Altos Hills	Monterey	Oroville
Guerneville	La Puente	Los Angeles	Monterey Park	Oxnard
Gustine	La Quinta	Los Banos	Moorpark	Pacheco
Half Moon Bay	La Riviera	Los Gatos	Moraga	Pacifica
Hanford	La Verne	Los Molinos	Moreno Valley	Palermo
Happy Camp	Ladera Ranch	Lucerne	Morgan Hill	Palm Desert
Hawaiian Gardens	Lafayette	Lynwood	Morongo Valley	Palm Springs
Hawthorne	Laguna Beach	Lytle Creek	Morro Bay	Palmdale
Hayward	Laguna Hills	Madera	Moss Beach	Palo Alto
Healdsburg	Laguna Niguel	Madison	Moss Landing	Palo Cedro
Helendale	Laguna Woods	Magalia	Mount Shasta	Paradise
Hemet	Lagunitas-Forest Knolls	Malibu	Mountain House	Paramount
Herald	Lake Elsinore	Manhattan Beach	Mountain Ranch	Pasadena
Hercules	Lake Forest	Manteca	Mountain View	Paso Robles
Hesperia	Lakehead	Manton	Murphys	Patterson
Hickman	Lakeport	Marin City	Murrieta	Penngrove
Hidden Valley Lake	Lakeview	Marina	Napa	Penn Valley
Highland	Lakewood	Marina Del Rey	Nevada City	Penryn
Hilmar-Irwin	Lamont	Martinez	Newark	Perris
Hollister	Lancaster	Marysville	Newcastle	Petaluma
Holtville	Larkfield-Wikiup	Mather	Newman	Phelan
Homeland	Larkspur	Maywood	Newport Beach	Philo
Hood	Lathrop	McClellan Park	Nice	Pico Rivera
Hughson	Laton	McFarland	Nipomo	Pine Grove
Huntington Beach	Lawndale	Meadow Vista	Norco	Pinole
Huntington Park	Lemoore	Mecca	North Highlands	Piñon Hills
Indio	Lennox	Menifee	Norwalk	Pioneer
Inglewood	Leona Valley	Menlo Park	Novato	Pismo Beach
Ione	Lincoln	Mentone	Nuevo	Pittsburg
Irvine	Lincoln Village	Merced	Oak Hills	Placentia
Irwindale	Linda	Meridian	Oak Park	Placerville
Isleton	Linden	Middletown	Oak View	Pleasant Hill
Jackson	Littlerock	Midway City	Oakdale	Pleasanton
Jamestown	Live Oak	Mill Valley	Oakhurst	Plumas Lake
Joshua Tree	Livermore	Millbrae	Oakland	Plymouth
Jurupa Valley	Livingston	Milpitas	Oakley	Point Reyes Station
Kelseyville	Lockeford	Mission Hills	Oceano	Pollock Pines



Pomona	San Andreas	Selma	Tustin	Woodbridge
Port Hueneme	San Anselmo	Shafter	Twain Harte	Woodland
Portola Valley	San Bernardino	Shasta	Twentynine Palms	Woodside
Poway	San Carlos	Shasta Lake	Ukiah	Wrightwood
Proberta	San Clemente	Sheridan	Union City	Yolo
Quartz Hill	San Diego	Shingle Springs	Upland	Yorba Linda
Raisin City	San Dimas	Shingletown	Upper Lake	Yuba City
Rancho Cordova	San Fernando	Sierra Madre	Vacaville	Yucaipa
Rancho Cucamonga	San Francisco	Signal Hill	Valejo	Yucca Valley
Rancho Mirage	San Gabriel	Simi Valley	Vallecito	
Rancho Mission Viejo	San Jacinto	Sonoma	Vallejo	
Rancho Murieta	San Jose	Sonora	Valley Center	
Rancho Santa Margarita	San Juan Bautista	Soquel	Valley Springs	
Red Bluff	San Leandro	South El Monte	Vandenberg Airforce Base	
Redding	San Lorenzo	South Gate	Ventura	
Redlands	San Luis Obispo	South Lake Tahoe	Victorville	
Redondo Beach	San Marcos	South Pasadena	Visalia	
Redwood City	San Marino	South San Francisco	Vista	
Reedley	San Martin	South Whittier	Wallace	
Rialto	San Mateo	Spring Valley	Walnut	
Richmond	San Miguel	Stanton	Walnut Creek	
Rio Linda	San Pablo	Stevenson Ranch	Walnut Grove	
Rio Vista	San Rafael	Stockton	Walnut Park	
Ripon	San Ramon	Suisun City	Wasco	
Riverbank	Sanger	Sun City	Waterford	
Riverdale	Santa Ana	Sunland-Tujunga	Watsonville	
Riverside	Santa Barbara	Sunnyvale	Weed	
Robbins	Santa Clara	Sunol	West Covina	
Rocklin	Santa Clarita	Sutter Creek	West Hollywood	
Rodeo	Santa Cruz	Tehachapi	West Modesto	
Rohnert Park	Santa Fe Springs	Temecula	West Point	
Rolling Hills Estates	Santa Maia	Temelec	West Sacramento	
Romoland	Santa Margarita	Temple City	Westlake Village	
Rosamond	Santa Maria	Templeton	Westley	
Rosemead	Santa Monica	Terra Bella	Westminster	
Rosemont	Santa Paula	Thermal	Wheatland	
Roseville	Santa Rosa	Thornton	Whittier	
Rosewood	Santa Venetia	Thousand Oaks	Wildomar	
Rossmoor	Santa Ynez	Thousand Palms	Willits	
Running Springs	Saratoga	Tiburon	Willows	
Sacramento	Sausalito	Torrance	Wilton	
Saint Helena	Scotts Valley	Trabuco Canyon	Winchester	
Salida	Seal Beach	Tracy	Windsor	
Salinas	Seaside	Tulare	Winters	
Salton City	Sebastopol	Turlock	Winton	







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