



**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**

**San Mateo Medical Center**

**DATE:** June 6, 2003

**BOARD MEETING DATE:** June 24, 2003

**TO:** Honorable Board of Supervisors

**FROM:** Nancy J. Steiger, Chief Executive Officer *Nancy Steiger*

**SUBJECT:** San Mateo Medical Center (SMMC) Outpatient Clinics Reorganization:  
Clinic Hours of Operation and School-based Clinics Consolidation

**Recommendations:**

1. Approve a standardization of the public hours of operation of the outpatient clinics of SMMC to a uniform 8:00 AM to 5:00 PM, Monday through Friday, with an additional four (4) hours of primary care medical services weekly to occur outside of these 8:00 AM to 5:00 PM hours.
2. Approve a consolidation of both School-based, and Fair Oaks Clinic based, pediatric services in the Fair Oaks neighborhood of Redwood City into a single, full service Fair Oaks Children's Health Center, to be located at the current Hoover Middle School site. This entails closure of the Taft School and the Garfield Middle School satellite clinics.
3. Relocate the Redwood City Youth Teen Health Center from its present location at Hoover Middle School to a new Sequoia High School Collaborative Teen Wellness Center.

**Background**

The overall goal of these recommendations is to enable the outpatient clinics to meet the increasing community need for more access to medical care, and to do so with greater efficiency, and revenue generation, at no increase in county cost.

California Health and Safety Code section 1442.5 (Bielenson Act) requires a Board of Supervisors to conduct public hearings prior to "closing, eliminating or reducing the level of medical services... of a medical facility...". With this reorganization, the County is not

ultimately “closing, eliminating or reducing” medical services, but rather improving the delivery of services. However, because it may appear to the public that medical services are being negatively impacted, it was decided to bring this matter to the Board for consideration and action in order to give the public an opportunity and forum to be heard.

Also under the Bielensohn Act, public notice must be posted at the entrance to all county health facilities at least 14 days prior to the public hearing date. The required notice has been posted (in English and Spanish) in accordance with this Act.

### Discussion

**1. Hours of Operation:** Historically, the hours of operation of all the community clinics of the Medical Center evolved separately, so that currently not one of the 6 major sites have the same hours of operation. This has created serious operational problems detailed below. The proposed change seeks to redress these problems.

*a) Fair Oaks Family Health Center:* The current hours are 8:30 AM-7:00 PM Monday to Friday, and 8:30 AM-1:00 PM Saturday. The proposal is to change these hours to 8:00 AM-5:00 PM, Monday to Friday, and 5:00 PM-9:00 PM on one night of the week, to be determined. The proposed change would entail a slight decrease in the range of times available for appointments from 56 hours per week to 49. However, daily patient demand during the 5:00 PM-7:00 PM period is very low, averaging less than 50% full productivity, as this is the family dinner hour. Importantly, the total number of provider FTE's or appointment slots available per week will NOT be decreased. In fact, due to changes in provider - . . . . . we anticipate a net *increase* of visit capacity of 10-15%. There will be a small annual expected savings of \$43,000, due to reduction in overtime and shift-differential costs.

*b) South San Francisco Health Center:* This clinic is currently open from 8:30 AM-7:00 PM, Tuesday to Friday, closed all day Monday, open Saturday 9:00 AM-1:00 PM. . . . . this to the standard 8:00 AM-5:00 PM, Monday to Friday, with four additional hours of after-hours service weekly, during a weeknight. The proposed change would entail an overall increase in the number of hours the clinic is open to the public, from 46, to 49 hours weekly. It would shift the availability of some evening hours to allow for being open all day Monday. The overall number of provider FTE's or appointment slots available per week is NOT anticipated to decrease as a result of these hours' changes. There will be a small annual expected savings of \$16,962 due to reduction in overtime and shift-differential costs.

*c) North County Health Center:* This clinic's core hours are not expected to change. However, the recommendations allow for a change from its current Saturday morning four-hour clinic session, to be moved to a weeknight. This will allow the clinic staff a full weekend work break, and decrease staffing costs associated with over-time. The total number of provider FTE's or appointment slots available per week is NOT anticipated to decrease. There will be no expected savings from this change.

2. **Pediatrics Consolidation in Fair Oaks Neighborhood:** Originally conceived as a means to improve access to the community, the three tiny, school-based satellite facilities have failed to meet the original goals, due to staffing difficulties and the inefficiencies of small scale. Concurrently, the main pediatrics services for the community, located at the main Fair Oaks clinic with adult services, is grossly overcrowded, seriously impairing our ability to provide dignified, high quality care. The proposed change seeks to solve both problems simultaneously, by consolidating all pediatric services into a single, school-based Children's Health Center.
- a) **Taft School Clinic, Redwood City:** It is proposed to close this clinic, currently open three days weekly, and consolidate it with two other school-based clinics also in Redwood City, in order to create a full service Children's Health Center at the Hoover Middle School Clinic site in Redwood City. There is no expected savings associated with this consolidation as the service is simply relocating. The current average of 21 patients / week seen here will be served at the consolidated site.
- b) **Garfield School Clinic, Redwood City:** It is proposed to close this clinic, currently open three days a week, and consolidate it with two other school-based clinics to create a full service Children's Health Center at the Hoover Middle School Clinic site in Redwood City. There is no expected savings associated with this consolidation as the service is simply relocating. The current average of 21 patients / week seen here will be served at the consolidated site.
- c) **Fair Oaks Family Health Center:** It is proposed to relocate the pediatric services currently provided at this site to a proposed, new, expanded Fair Oaks Children's Health Center at the Hoover Middle School Clinic site in Redwood City. There is no reduction or elimination of services, only relocation to a larger site. There is no expected savings associated with this relocation. All patients previously served at the main Fair Oaks Family Health Center will be served at the relocated site.
3. **Redwood City Youth Health Center:** This teen center, currently located on the site of Hoover Middle School, has recently lost its Mental Health Services, previously provided by contract under the Human Services Agency, due to budget reductions. Mental health services are fundamental to the activity of a Teen Health Center; most of the serious health risks affecting teens, substance abuse, domestic violence, sexually transmitted disease, pregnancy, and depression, have prominent mental health components. In response to this crisis, the Medical Center was able to participate in a community coalition that successfully created a new Teen Wellness Center, at Sequoia High School, Redwood City at no additional expense to the County.

### **Vision Alignment**

This reorganization keeps the commitment of Ensuring Basic Health and Safety for All and goal number 5: Residents have access to healthcare and preventive care.

**Fiscal Impact**

There is no increase in Net County Cost associated with this reorganization. The FY 2003-04 Recommended Budget for SMMC includes productivity and revenue enhancements that are expected to accrue through these changes.