



COUNTY OF SAN MATEO
Inter-Departmental Correspondence

San Mateo Medical Center

DATE: April 23, 2004

BOARD MEETING DATE: May 11, 2004

TO: Honorable Board of Supervisors

FROM: Nancy J. Steiger, Chief Executive Officer, San Mateo Medical Center

SUBJECT: Medical Center Reorganization

Recommendation

1. Approve a reorganization of two Divisions of the San Mateo Medical Center: Outpatient Clinics and Food and Nutrition, as detailed below.
2. Adopt an Amendment to the Master Salary Ordinance to delete TWO positions, and add SIX positions for the San Mateo Medical Center.

Discussion

Willow Clinic Supervisory Staffing

Willow Clinic in the South County is one of only two clinics in the system that still has an Administrative Assistant position. While the position provides a variety of important support functions and roles, in light of budgetary challenges, we recommend the deletion of the position, with the current functions distributed to the approximately sixty remaining staff, as appropriate to their job classification, including the manager, supervisors, and line staff. Given the fact that nearly all the other clinics in the system already function successfully without this position, we are confident that this elimination will not significantly impact the medical care provided.

Mid-County Extra Help Conversion

Currently there are a number of Extra Help staff in the Clinics Division that are functioning as core, permanent staff. They have permanent duties, regular weekly schedules, work 50% time or more, and have remained in their posts for at least 6 months or more. These staff

were initially hired as Extra Help several years ago in order to keep pace with clinic volume and service expansion. Analysis of staffing ratios, using the most efficient sites as benchmarks, indicates that these positions are requisite as core staffing for the current workload and volume. It is now recommended that these Extra Help positions be converted into permanent positions to reflect the Clinics' permanent staffing needs. The specific benefits of the conversion would be:

- To protect the work site from the severe operational disruption of constant turnover as these Extra Help employees take permanent positions.
- To give these employees the same benefits and status as their co-workers for performing similar work.

The specific positions recommended for conversion are one half-time pediatrician, two half-time Staff Nurses, one Medical Service Assistant, and two Patient Service Assistants.

Food and Nutrition Services

Deletion of one Food Services Supervisor position is recommended. There are currently three full-time supervisors in this department. A reorganization of their staffing schedule, following union meet and confer requirements, would eliminate redundant coverage while still fully meeting the department's needs.

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. It contributes to this commitment and goal by enhancing the efficiency and financial viability of the Medical Center.

Fiscal Impact

- The net fiscal impact of the proposed reorganization is anticipated to be a positive \$149,118, through the annual savings in salary and benefit from position deletions.
- There will be no increase in Net County Cost from the conversion of Extra Help to permanent positions. The additional cost associated with the cost of benefits will be offsetting by corresponding reductions of other Extra Help positions to insure budget neutrality. Specifically we will reduce excess Extra Help associated with physician vacation coverage in primary care.