



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
Health System

DATE: July 22, 2009
BOARD MEETING DATE: August 25, 2009
SPECIAL NOTICE/HEARING: None
VOTE REQUIRED: Majority

TO: Honorable Board of Supervisors

FROM: Jean S. Fraser, Chief, San Mateo County Health System
Susan Ehrlich, MD, MPP, Chief Executive Officer
San Mateo Medical Center

SUBJECT: Administrative Changes at San Mateo Medical Center

RECOMMENDATION:

Adopt an Ordinance amending the salary ordinance to add and delete positions in the San Mateo Medical Center division of the Health System.

BACKGROUND:

The following critical management positions have been vacated: 1) Nursing Manager of Intensive Care Unit (ICU) and Respiratory Care due to retirement; and 2) Deputy Director of Compliance and Support Services, due to transfer. With these staff changes a plan was developed to address coverage of responsibilities.

DISCUSSION:

The additions and deletions of positions will restructure the top level management at the San Mateo Medical Center (SMMC) to effectively and efficiently meet the difficult budget and management challenges ahead while ensuring the quality and safety of patient care. They address critical top level management vacancies in the most efficient way possible.

The salary ordinance changes herein represent:

- the deletion of two positions, and
- the addition of two positions.

Below is a summary of the requested salary ordinance changes to implement the personnel recommendations at SMMC:

Action : Delete one (1) position of D219, Deputy Director of Support Services and Compliance

Add one (1) position of D045, Administrative Services Manager I

Explanation: Because of the increased responsibilities in compliance due to the Corporate Integrity Agreement and recent changes in State law we will be best served by a person who can focus exclusively on this area. Based on a classification review completed by Human Resources, Administrative Services Manager I is the appropriate classification. This change represents an annual savings of approximately \$15,000, with no change to the total number of authorized positions.

Action: Delete one (1) position of D144, Clinical Services Manager I – Nursing

Add one (1) position of D217, Deputy Director of Acute Inpatient and Hospital Services.

Explanation: This proposal will allow centralized responsibility for the acute services under one Deputy Director. It will enable improved overall ability to achieve goals, to achieve excellence in our upcoming Joint Commission survey, and to ensure patient quality and safety. A highly experienced nurse in this area will also take direct responsibility for supervising the ICU and Respiratory Care. This change represents an annual increased cost of approximately \$56,000, with no change to the total number of authorized positions.

The Amendment has been reviewed and approved by County Counsel.

Approval of this Amendment contributes to the Shared Vision 2025 outcome of a Healthy Community. By approaching issues with a view towards fiscal accountability and a concern for future impacts of these changes, the San Mateo Medical Center will be best positioned to meet management challenges and ensure patient safety and quality.

Performance Measure:

Measure	FY 2008-09 Actual	FY 2009-10 Projected
Number of HIPAA or Compliance Investigations resolved within 30 days	30	40

FISCAL IMPACT:

This action represents an annual increase in expenditure of \$41,000 which is included in the SMMC tentatively Adopted FY 2009-10 Budget. SMMC expenses are covered by fees for services or third-party payors, whenever possible. The portion of expenses for services provided to the medically indigent or to those covered by programs that do not meet the full costs of care are covered by the County's General Fund contribution to SMMC.