

## Employee Suggestion Award

### Program Purpose

To encourage and reward employee input that improves efficiency and effectiveness of County government.

### Selection Criteria

Suggestion must contribute to the efficiency, economy or improvement of County operations or services. Employees are encouraged to submit suggestions that will result in solutions for their own unit or department's budget.

#### Eligible Suggestions:

- ☆ Reduce costs, duplication, time, waste, or accidents
- ☆ Generate new revenue or increase existing revenue
- ☆ Improve procedures, service, working conditions, safety or workflow
- ☆ Increase productivity
- ☆ Save time, materials, labor, energy, or money
- ☆ Department-specific

#### Ineligible Suggestions:

- ☆ Are within the submitter's own authority to implement or part of the employee's specific assignment
- ☆ Duplicate an idea previously received or under development prior to receipt of suggestion
- ☆ Involve salary and benefit changes, including classification, position, salary, employee benefits, retirement, or any other compensation to employees
- ☆ Require collective bargaining or meet and confer
- ☆ Concern personal grievances or complaints
- ☆ Involve the enforcement of existing rules, policies and procedures
- ☆ Require legislative or court actions

### Submission Requirements

- ☆ Description of a problem or issue in your department or program
- ☆ Suggestion for addressing the problem or issue
- ☆ Impact of your suggestion on efficiency and effectiveness of County government
- ☆ Completed Cost / Benefit Analysis Form

### Awards *(Awards are considered taxable income)*

There is no limit to the number of employee suggestions that can be recognized by the Committee. The award may include a letter of recognition and/or cash award as follows:

**Direct Awards** are for implemented suggestions that increase revenue or result in cost avoidance, a savings in the cost of supplies, equipment, materials or budgeted expense. The increase in revenue and/or reduction in costs must be reflected in the department's requested budget. *Maximum award: 5% of first year savings not to exceed \$5,000*

**Indirect Awards** are for benefits that cannot be calculated in dollars, including an improvement in a procedure or service to the public; increased efficiency or simplification of work. *Maximum award: \$100*



# San Mateo

## S T A R S

*excellence in service  
and performance*



County of San Mateo  
455 County Center  
Redwood City, CA 94063

Phone: 650-363-7844 Fax: 650-363-4822

### STARS Workgroup

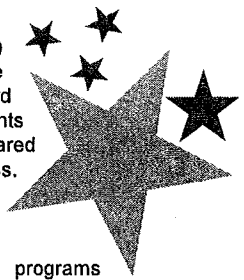
Peter Bassett	Rocio Kirczun	Donna Vaillancourt
Dorothea Curtin	Bob Livengood	Carolyn Welch
	Anita Galang	

## Award Background

Outcome Based Management (OBM) was initiated in 1999 to track the progress of all County programs toward achieving the long-term commitments and goals identified through the Shared Vision 2010 community-wide process.

A STARS Workgroup was formed in 2004 to strengthen the OBM process.

The workgroup recommended the development of awards for County programs that demonstrate outstanding customer service and program performance. In 2008, the County added STARS awards for outstanding Employee Suggestions and Green projects.



## Process for Receiving an Award

Call for entries takes place annually in the Summer for the prior fiscal year ending June 30th. For the Customer Service, Program Performance and Green awards, departments self-select programs to submit for recognition. An eligible program is one that provides an ongoing service to the public or internal customers. For the Employee Suggestion award, employees submit the suggestions for recognition.

## Entry Steps:

1. Fill out the official entry form located on the County STARS Intranet site: <http://intranet.co.sanmateo.ca.us/countystars>
2. Notify your department head and/or appropriate staff.
3. Construct your entry based on the criteria and submission requirements found in this brochure as well as online.
4. **Customer Service, Program Performance** and **Green** entries should be no more than two 8.5x11 pages and must be emailed to [stars@co.sanmateo.ca.us](mailto:stars@co.sanmateo.ca.us) by **September 30, 2009**; **Employee Suggestion** entries must be submitted online at <http://intranet.co.sanmateo.ca.us/countystars> by **September 4, 2009**.
5. A Committee will evaluate the entries and make a recommendation on selected programs to the Executive Council. Selected programs will present their entries at an Executive Council meeting and Finance and Operations Committee meeting.
6. Awards will be presented at a Board of Supervisors meeting.



## Customer Service Award

### Program Purpose

To recognize County programs that demonstrate outstanding customer service and to provide a mechanism for elevating and communicating successful customer service strategies countywide.

### Selection Criteria

*Program must:*

- ☆ Have a clear and measurable goal for outstanding or improved customer service
- ☆ Develop and implement specific customer service improvement strategies
- ☆ Demonstrate innovation and/or resourcefulness in providing outstanding customer service
- ☆ Demonstrate correlation between customer service improvements and program outcomes

### Submission Requirements

*The following information is required for each entry:*

- ☆ Description of program, services provided, and population served
- ☆ Statement of customer service challenge and solution
- ☆ Methods used to measure and monitor customer satisfaction
- ☆ Impact of customer service improvements on program effectiveness
- ☆ Plan for sustaining high levels of customer satisfaction

### Awards

- ☆ Selected program will be awarded up to \$10,000\*
- ☆ Honorable Mention programs receive up to \$2,500\*
- ☆ Countywide recognition for selected programs
- ☆ Recognition by Board of Supervisors
- ☆ Recognition in County budget book
- ☆ Individual letter of recognition

\* Award is based on the number of program employees. Award may be used for any event/training that benefits the selected program's employees.

## Program Performance Award

### Program Purpose

To recognize County programs that show significant improvement in performance measure results or that sustain a high level of performance over a period of time.

### Selection Criteria

*Program must:*

- ☆ Show significant improvement in performance measure results or a high level of performance over a period of time
- ☆ Demonstrate significant impact on outcomes
- ☆ Demonstrate innovation, resourcefulness and/or collaboration in achieving goals
- ☆ Demonstrate alignment with County goals and Shared Vision

### Submission Requirements

*The following information is required for each entry:*

- ☆ Description of program services, goals and objectives
- ☆ Methods used to measure performance
- ☆ Specific actions taken to improve performance measure results
- ☆ Impact of program results on department level outcomes and County goals
- ☆ Plan for sustaining high performance

### Awards

- ☆ Selected program will be awarded \$10,000 - \$50,000\*
- ☆ Honorable Mention programs receive \$1,000 - \$10,000\*
- ☆ Countywide recognition for selected programs
- ☆ Recognition by Board of Supervisors
- ☆ Recognition in County budget book
- ☆ Individual letter of recognition

\* Award is based on strength of the entry. Award must be used for direct program enhancement which could include any event/training that benefits the selected program's employees.

## Green Award

### Program Purpose

Recognize leadership, initiative and creativity by County staff in "greening" their facilities, operations and/or programs and increasing the visibility of climate change actions by San Mateo County government.

### Selection Criteria

*Selected programs must do the following:*

- ☆ Reduce the County's carbon footprint by addressing one or more of the following areas: waste reduction, energy conservation, water conservation, mass transit and/or low or no emissions vehicles, climate change education, or other related areas
- ☆ Demonstrate leadership, innovation and/or resourcefulness in "greening" a County facility, program or operation
- ☆ Have quantifiable environmental benefits such as pounds of CO2 reduced, tons of waste diverted, or gallons of water saved
- ☆ Demonstrate collateral benefits such as improved customer service, reduced costs and/or improved program performance

### Submission Requirements

- ☆ Description of department, program or individual(s) that initiated the project and the facility, environment and/or population affected by greening project
- ☆ Statement of pre-greening situation and problem addressed
- ☆ Description of greening activities
- ☆ Measurement of direct environmental benefits
- ☆ Description and measurement of all collateral benefits
- ☆ Plan for sustaining the project
- ☆ Potential to replicate project in other County or public facilities, programs or services

### Awards

- ☆ Selected program/project will be awarded up to \$5,000
- ☆ Honorable mention programs/projects will be awarded up to \$1,500
- ☆ Countywide recognition for all selected programs including recognition by the Board of Supervisors, in the Climate Action Plan, on the web page and in press releases

\* Monetary award is based on the impact of the project and may be used for further green projects including, but not limited to, materials, labor and/or staff and client outreach and education.





## Program Performance Award Official Entry Form

The Program Performance Award recognizes and rewards County programs that show significant improvement in performance measure results or that sustain a high level of performance over a period of time. One program is selected as the recipient of the STARS Program Performance Award each year. Additional programs may be selected for Honorable Mention. Selected programs receive a cash award and County-wide recognition. Additional information about the Program Performance Award and a sample of a completed entry form can be found on the County's intranet website.

Department: San Mateo County Health System

Program being nominated: Prenatal to 3

# of clients/customers served: Over 3,000 parents and children annually

Contact person: James Miller Phone: 650-573-2465

Email address: jvmiller@co.sanmateo.ca.us

Please attach a list of Program employees and their Pony mail addresses. Also attach a narrative that does **not exceed two pages, 8-1/2 by 11**, with the following information:

1. Describe the program. What are the program services, goals and objectives?
2. Identify the methods used to measure the program's performance, and the process used to gather data.
3. Discuss the program's performance. What specific actions were taken during the year to improve performance measure results or what has been done to sustain a high level of performance?
4. What is the impact of program results on outcomes (at the program, department or County level)?
5. What is the program's plan for sustaining high performance?

Email your entry to [stars@co.sanmateo.ca.us](mailto:stars@co.sanmateo.ca.us). **The deadline for submissions is Wednesday, September 30, 2009.** Selected programs will be notified and awards will be presented in January.

**Good luck and thank you for your participation!**

## San Mateo County Stars Program Performance Entry: Prenatal to Three Program

### Program Description

The Prenatal to Three Program (Pre-3) was established in 1996 as a model of comprehensive and integrated health services provided to expectant parents or families with children ages zero to five in San Mateo County; parents must be Medi-Cal eligible, over 19 years and 10 months of age, pregnant, or within six weeks of birth. This year, Pre-3 has successfully served over 3,000 clients, which come from predominantly traditionally underserved populations. Within Pre-3 there are population-specific programs, such as Black Infant Health, which aims to provide these same services but in a more culturally relevant manner. Pre-3 has 59 paid staff, spans 2 divisions of the San Mateo County Health System, includes 2 contracted organizations, and works with a myriad of community partners. In alignment with County Goals and the Shared Vision, the program aims to ensure that residents have access to healthcare and preventive care. Additionally, it helps parents construct a healthy and supportive family environment for their families.

Pre-3 incorporates best and promising practices in child development with a focus on the improving the quality of services experienced by their clients. Pre-3 offers four distinct approaches to providing services: **Home Visiting, Behavioral Health Support, Parent Education, and Service Coordination/Community Collaboration.**

### Program Performance Measurement

For the past six years, Pre-3 has conducted an annual evaluation of performance, outcomes, and improvements; some of these findings are presented below.

Home Visiting provides families with child development assessments, prenatal education, screenings, links to resources in the community, and case management. These visits are done by Public Health Nurses, Community Workers, and a Nutritionist. The Black Infant Health program (BIH) provides home visits to African American families. A recent study suggests that prenatal home visiting that focuses on social support, health education, and access to services helps in reducing low birthweight deliveries among low-income and at-risk mothers. Over 700 families per year are screened by Pre-3 Home Visiting to identify risks to the child, and 70% of Pre-3 children have undergone a formal developmental screening. For those identified with undiagnosed developmental concerns, they are referred for further assessment and supports. In contrast, according to findings reported in First Five San Mateo County (F5SMC) surveys, 58% of pediatricians rarely, if ever use a formal screening instrument and only 59% of children in the County have ever received a developmental screening from a health care provider.

Home visitors complete Parent Function and Interaction Assessments at the child's birth, at 6 to 10 weeks, and at 16 weeks. Parents served by Home Visiting demonstrate statistically significant improvements in parental confidence, interpreting their babies' cues, positive attachment with their child, and comforting their child when crying (sig.  $\leq .05$ ).

Perinatal Addiction Outreach Team (PAOT), provides specialized home visiting and case management to mothers with substance abuse issues. Social Workers and Community Workers provide mothers with case management, develop relationships, and continually encourage mothers to seek treatment. When a parent is ready for treatment, staff help arrange treatment, track progress, and support the family throughout the process. This year PAOT implemented the Stages of Change Readiness and Treatment Eagerness Scale as an assessment tool.

In the past three years, Pre-3 has received 262 CARES! Customer Satisfaction Surveys that reflect strong levels of approval among clients. Surveys find 97% of parents rate their Overall Satisfaction with Pre-3 as "Excellent" or "Good". Also, 96% of parents "Strongly" or "Somewhat Agree" that they are better off because of Pre-3.

### Performance Results

The California Department of Public Health has tracked community indicators of prenatal care since the start of the Pre-3 Program. Between 1995 and 2005, San Mateo County's percentage of pregnant women whose prenatal care was designated "adequate" or "adequate plus" on the Adequacy of Prenatal Care Utilization Index increased 13 percentage points from 72% to 85%; San Mateo County's rate of prenatal care in the first trimester has increased from 85% to 88%. Mother's initiation of breastfeeding increased by 7% from 89% to 96%. Pre-3 has collaborated with various local providers and believes these partnerships have a critical impact on these indicators. It is

## **San Mateo County Stars Program Performance Entry: Prenatal to Three Program**

suspected that the largest inroads in this progress are among the County's low-income populations where there is greater opportunity for improvement on these indicators.

Behavioral Health Support, also a part of Pre-3, provides mental health and/or substance abuse assessment and treatment to parents and families. The Behavioral Health Team includes a Mental Health Treatment Team (MHTT), Therapeutic & Psycho-Educational Groups, a Perinatal Addiction Outreach Team (PAOT), and a psychiatrist who helps pregnant women and mothers with medication assessment and management.

MHTT provides mental health assessment for both children and their caregivers. The team has developed a model that assesses infants for emotional/developmental disorders, fosters the relationship between the caregiver and infant, identifies mental health disorders in mothers early, and delivers mental health treatment to both parents and children. Interventions focus on improving the parent/child dyad and reducing the potential harm that at-risk infants face when a parent or caregiver has a serious mental illness. Services are delivered through home and office visits and telephone case management. This year MHTT served 429 families.

### **Program Impact on Outcomes**

Pre-3 offers psychotherapeutic groups for women and children that focus on parent-child interaction, medication management, dialectical behavioral therapy, women's substance abuse and recovery issues, and child socialization. About 40 women per year participate in these groups. Using the Beck Depression and Anxiety Inventories, women in the psychotherapeutic groups show statistically significant decreases in depression and anxiety (sig.  $\leq$  .000). Since 2003, the Pre-3 Psychiatrist has provided psychiatric medication assessment and management to over 500 mothers.

Pre-3 offers classroom-based Parent Education using the Strengthening Multi-Ethnic Families Curriculum (SMFC) and weekly Touchpoints drop-in, parent-child groups support groups. The 14-week SMFC focuses on relationships, violence prevention, community involvement, rites of passage, stress reduction, and cultural/spiritual aspects of parenting. Parents completing the curriculum demonstrate a statistically significant increase on the Parenting Sense of Competence Scale (sig.  $\leq$  .000). This year we aimed to provide Touchpoints guidance to 200 families; 452 families were served, exceeding our performance goal by 126%.

### **Plan for Sustaining Results**

F5SMC has been a long-term partner in sustaining the funding and administration of Pre-3. This year, F5SMC released a competitive RFP to identify countywide alternatives for providing home visiting, prenatal and maternal services. Pre-3 received this three-year grant in the amount of \$3,152,000; this exceeded previous awards by \$152,000 (5%) and contributes to a reduction in net county cost. In order to assure ongoing excellence, F5SMC is implementing a third-party evaluation of the program, which is part of a broader evaluation of all First 5 funded programs in San Mateo County.

Service Coordination/Community Collaboration includes partnership with other San Mateo County departments and community programs that aim to enhance service coordination and community collaboration. This approach includes streamlining services, increasing referrals and improving access to Pre-3. Because Pre-3 is a multidisciplinary program, it is important that all staff working with a family know about each others' progress. Targeted Case Coordination Teams (TaCCT) are a new coordination strategy that aims to review complex cases and convene all current and integral service providers for the case. The Partners for Safe and Healthy Children (PSHC) program provides public health nursing, mental health, and alcohol and drug services to families with an open or voluntary case in Child Protective Services. All parents and children in PSHC are assessed by a Pre-3 therapist to determine mental health and other needs. Following the mental health assessment, a Multi-Disciplinary Team (MDT) meeting is held with the parents/caregivers to focus on the service plan.



## Customer Service Award Official Entry Form

The Customer Service Award recognizes and rewards County programs that demonstrate innovation and/or resourcefulness in providing outstanding customer service. One program is selected as the recipient of the STARS Customer Service Award each year. Additional programs may be selected for Honorable Mention. Selected programs receive a cash award and County-wide recognition. Additional information about the Customer Service Award and a sample of a completed entry form can be found on the County's intranet website.

Department: Health System / San Mateo Medical Center

Program being nominated: SMMC Pain Management Clinic

# of Program employees: 4

# of clients/customers served: Currently following 50 patients;  
average of 140 intakes/yr4

Contact person: Shea Anderson Phone: 650-573-2552

Email address: shanderson@co.sanmateo.ca.us

Please attach a list of Program employees and their Pony mail addresses. Also attach a narrative that does **not exceed two pages, 8-1/2 by 11**, with the following information:

1. Describe the program, services provided, and population served.
2. Describe a particular challenge associated with this program's customer service delivery. How was this challenge addressed?
3. What methods are used to measure and monitor customer satisfaction (if a survey is used, please attach a copy of the survey)?
4. What is the impact of customer service improvements on program outcomes?
5. What is the program's plan for sustaining a high level of customer satisfaction?
6. How might other departments or programs learn from or apply the successes you have achieved?

Email your entry to [stars@co.sanmateo.ca.us](mailto:stars@co.sanmateo.ca.us). **The deadline for submissions is Wednesday, September 30, 2009.** Selected programs will be notified and awards will be presented in January.

**Good luck and thank you for your participation!**

**Health System / San Mateo Medical Center  
Pain Management Clinic  
Nomination Category: Customer Service**

**Describe the program, services provided, and population served.**

The Pain Management Clinic (PMC) at San Mateo Medical Center (SMMC) is an interdisciplinary team of different health care professionals who work together with the patient to manage the patient's pain. The clinic uses the "functional restoration" model which focuses function – helping patients manage the impact of pain and improve their quality of life.

**Describe a particular challenge associated with this program's customer service delivery. How was this challenge addressed?**

Patients with chronic pain often are using large doses of multiple medications and are focusing on eliminating pain. This has proven to be unrealistic and unsuccessful for many, if not most, patients. Focusing on pain elimination often results in heavy sedation, possible addiction, and poor quality of life. Additionally, the chronic pain issues of our patients at SMMC were being treated in isolation from other physical and emotional health issues. This approach was unproductive and unsuccessful at having a meaningful impact on outcomes.

The PMC identified the need to work collaboratively with the patient and other care providers to take a more holistic approach to pain management. Specifically, every new patient starts with a team interview which includes a comprehensive history of the patient's pain treatments to date, their current level of functioning, and an assessment of possible addiction. Based on the evaluation, the care team creates an individualized treatment plan for the patient.

Patient treatment plans may include intensive case management, medication management, physical, occupational, and aquatic therapy, group and individual psychotherapy, and addiction group and treatment referrals.

Typically, completing the treatment plan takes up to three months. At that time, the patient has learned the tools and techniques they need to manage their pain resulting in improved quality of life. Not only are health outcomes and customer satisfaction greatly improved, the new model also significantly reduces costs for the Medical Center.

**What methods are used to measure and monitor customer satisfaction (if a survey is used, please attach a copy of the survey)?**

All PMC patients are given a satisfaction survey. For the 1,234 first-year patients, the results show a high level of satisfaction with the clinic. On a scale of 1-10, patients rated satisfaction with treatment at 9.08; satisfaction with the warmth and respect of staff at 9.71; and satisfaction with the skills and competencies of staff at 9.75. Patients also indicated they were highly likely (9.75/10) to recommend the PMC to someone they know with a pain problem.

A sample patient quote: "I have really enjoyed my experience with the Pain Management Group. I have met a lot of people through the class who helped me come to terms with my situation a little better by giving me a new perspective. I also feel I have benefited from the fact that everyone works in a true team fashion. That is very rare, special, and helpful. Thank you for all of the help so far and in the future."

Our internal customers, primary care providers, also are satisfied with the PMC. A sample provider quote: "The pain clinic has been one of the most meaningful, patient helpful clinics/services to open

since I have been an employee here. [The PMC has] has lightened the load of the PCP, allowing us to focus on medicine [and] have afforded the patients the sense and comfort that someone with expertise in these fields is available and paying attention. There is no way that the average PCP has the knowledge or the where with all to handle the needs of these chronic pain patients. Bravo for a system that has allowed for the implementation of services that serve so many with such a relatively small outflow of funds."

*\*Please see attached file "SMMC PMC Survey"*

**What is the impact of customer service improvements on program outcomes?**

The PMC staff evaluated the clinic's success rate of improving quality of life for patients by evaluating the 1,234 first-year patients over a three year period. In addition to the patient satisfaction scores mentioned above, changes in psychological functioning were measured in addition to reductions in service utilization and charges for services (cost savings).

*The psychological impact of the PMC*

Overall, patients reported a 12 percent reduction in pain intensity and a 22 percent reduction in depression. Pain functioning improved ten percent and the patients' perceived mental health improved 31 percent.

*Reductions in service utilization and cost savings*

The PMC's model of care showed a marked reduction in service visits and emergency room visits, indicating an increase in patients' ability to manage pain. The reduced number of visits to the clinic and the emergency room resulted in significant savings for the Medical Center.

- 61% reduction in service visits, resulting in a \$2.6 million savings
- 57% reduction in Emergency Room visits, resulting in a \$99,000 savings

**What is the program's plan for sustaining a high level of customer satisfaction?**

One area of focus for the PMC is to increase access so more patients can benefit from the program. Building on the success of the PMC will allow us to increase the number of patients served as current patients require fewer visits. The PMC will continue to educate SMMC primary care providers on how the clinic can help their patients manage pain and improve quality of life. The PMC will continue to monitor patient satisfaction, psychological impact, and service utilization so improvements and adjustments to the treatment process are enhanced and improved.

**How might other departments or programs learn from or apply the successes you have achieved?**

The success of the PMC is easily transferred to any program or service across the County. The key to our success has been to work collaboratively in interdisciplinary teams so as to address all the needs of the patient/customer. Recognizing and utilizing the skills of the professionals we work with benefits our "customers." The other key component is taking the time to understand what the patient/customer really needs. We listen to our patients – both their needs and their feedback – and use that information to set realistic, attainable treatment goals that result in an improved quality of life.





## Green Award Official Entry Form

The Green Award recognizes and rewards programs/projects that demonstrate leadership and creativity in "greening" their facilities, operations and/or programs and increasing the visibility of climate change actions by San Mateo County government. Programs that have implemented innovative greening projects are encouraged to submit entries. Additional information about the Green Award can be found on the County's intranet website at <http://intranet.co.sanmateo.ca.us/countystars>.

Department: County Manager's Office

Program / Project  
being nominated: Drink Hetch Hetchy

Contact person: Jeremy Dennis

Phone: 650-363-4141 Email  
address: jdennis@co.sanmateo.ca.us

Please attach narrative (not to exceed two pages, 8-1/2 by 11) addressing the following:

1. Describe the green project. Who initiated the project? What issue/problem was addressed? How was the issue/problem addressed? What facility, environment and/or population benefited from the greening project?
2. Identify the costs and all environmental, fiscal and organizational benefits of your greening project. How are these benefits measured? Include data supporting the success of your greening project/program. (For assistance with environmental benefit calculations, contact the RecycleWorks staff in the Department of Public Works.)
3. What is the plan for continuing the program or project?
4. How might other departments or public agencies learn from or apply the successes you have achieved?

Email your entry to [stars@co.sanmateo.ca.us](mailto:stars@co.sanmateo.ca.us). The deadline for submission is Wednesday, September 30, 2009. Selected programs will be notified and awards will be presented in January.

**Good luck and thank you for your participation!**

1. Describe the green project. Who initiated the project? What issue/problem was addressed? How was the issue/problem addressed? What facility, environment and/or population benefited from the greening project?

Drink Hetch Hetchy was an initiative of the San Mateo County Green Team, made up of representatives of departments charged with reducing the County's overall carbon footprint. This initiative eliminated the use of County funds to be used to purchase bottled water, which reduces the County's carbon footprint by reducing the amount of bottled water produced and transported to County facilities, while also providing budget savings.

The initiative was adopted by the Board of Supervisors in early 2009, and was implemented on July 1<sup>st</sup> of the same year. All departments were subsequently required to end their use of County funds to purchase bottled water. Many staff were provided with BPA-free drinking bottles, and the use of tap water, already provided to staff, was encouraged. All staff in County departments benefited from this initiative, as well as the population at large from the reduction in the County's carbon footprint.

2. Identify the costs and all environmental, fiscal and organizational benefits of your greening project. How are these benefits measured? Include data supporting the success of your greening project/program. (For assistance with environmental benefit calculations, contact the RecycleWorks staff in the Department of Public Works.)

Budgetary reductions from this initiative totaled at least \$139,000 in the elimination of most bottled water contracts, as well as other ancillary costs associated with supporting this system. Environmental costs were not precisely calculated, but the reduction in trips to and from County facilities by water delivery vehicles, as well as resources used in the production of bottled water, are considerable.

This initiative has also "opened the door" to future environmental initiatives that help to reduce the budget while also reducing the County's carbon footprint.

3. What is the plan for continuing the program or project?

As indicated above, the initiative was adopted by the Board of Supervisors through a change to the County Ordinance Code, and will be monitored by the County Manager's Office for success.

4. How might other departments or public agencies learn from or apply the successes you have achieved?

The Green Team believes that the successful creation and implementation of Drink Hetch Hetchy can be reproduced by other departments though the collaborative nature of the process. The initiative was vetted at multiple levels and required many different approvals before it was introduced to the Board of Supervisors.

This process also demonstrated that even the most radical idea, particularly one regarding behavioral changes, can be successful through education and open participation. The Green Team disseminated materials to County employees about the benefits of the initiative, as well as held "taste tests" about the quality of the County's tap water.

**Overall, this initiative's success can be replicated by any department by full involvement, transparency, and securing early partners and champions.**

THE BOARD OF SUPERVISORS  
COUNTY OF SAN MATEO, STATE OF CALIFORNIA  
RESOLUTION HONORING AND COMMENDING

**PRENATAL TO THREE (Pre-3) PROGRAM**  
*Health System*

*FY 2008-09 STARS Award Recipient for Outstanding Program Performance*

\*\*\*\*\*

WHEREAS, on this 12th day of January, two thousand ten, the Health System's PRENATAL TO THREE (PRE-3) PROGRAM is honored for outstanding program performance by being named a recipient of the San Mateo County STARS Award; and

WHEREAS, San Mateo County has established an annual award for recognizing and rewarding programs that have demonstrated outstanding customer service, program performance and green efforts, with the goal of encouraging continuous departmental improvement by communicating successful programmatic, customer service strategies and greening initiatives Countywide; and

WHEREAS, THE PRE-3 PROGRAM was established in 1996 as a model of comprehensive and integrated health services provided to expectant parents or families with children ages zero to five in San Mateo County; and

WHEREAS, THE PRE-3 PROGRAM serves over 3,000 clients annually, providing four distinct approaches to providing services: Home Visiting, Behavioral Health Support, Parent Education, and Service Coordination/Community Collaboration; and

WHEREAS, THE PRE-3 PROGRAM has developed clear and measurable goals for outstanding program performance, namely to provide healthcare and preventive care resulting in a healthy and supportive family environment, increased access to healthcare and decreased costs; and

WHEREAS, between 1995 and 2005, San Mateo County's percentage of pregnant women whose prenatal care was designated "adequate" or "adequate plus" increased 13 percentage points from 72% to 85% due to the work performed by THE PRE-3 PROGRAM; and

WHEREAS, THE PRE-3 PROGRAM has consistently provided excellent services demonstrated by its strong customer service survey results, which reflect that 97% of parents rate their overall satisfaction with THE PRE-3 PROGRAM as good or better and 96% indicate that they are better off because of the services provided by THE PRE-3 PROGRAM.

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of San Mateo County extends its congratulations to THE PRE-3 PROGRAM as a recipient of the STARS Award.

DATED: January 12, 2010

SUPERVISORS:

\_\_\_\_\_  
RICHARD S. GORDON, PRESIDENT

\_\_\_\_\_  
MARK CHURCH

\_\_\_\_\_  
CAROLE GROOM

\_\_\_\_\_  
ROSE JACOBS GIBSON

\_\_\_\_\_  
ADRIENNE J. TISSIER

Attest: Deputy Clerk of the Board of Supervisors

THE BOARD OF SUPERVISORS  
COUNTY OF SAN MATEO, STATE OF CALIFORNIA  
RESOLUTION HONORING AND COMMENDING

SAN MATEO MEDICAL CENTER  
PAIN MANAGEMENT CLINIC  
*Health System*

FY 2008-09 STARS Award Recipient for Outstanding Customer Service  
\*\*\*\*\*

WHEREAS, on this 12th day of January, two-thousand ten, the Health System's SAN MATEO MEDICAL CENTER (SMMC) PAIN MANAGEMENT CLINIC is honored for outstanding customer service by being named a recipient of the San Mateo County STARS Award; and

WHEREAS, San Mateo County has established an annual award for recognizing and rewarding programs that have demonstrated outstanding customer service, program performance and greening efforts, with the goal of encouraging continuous departmental improvement by communicating successful programmatic, customer service strategies and greening initiatives Countywide; and

WHEREAS, THE SMMC PAIN MANAGEMENT CLINIC provides an interdisciplinary team to manage patient chronic pain in order to improve their quality of life - to go from "being alive" to "actually living"; and

WHEREAS, THE SMMC PAIN MANAGEMENT CLINIC has developed clear and measurable goals for outstanding customer service, namely to assist patients in managing the impact that pain has on their lives; and

WHEREAS, THE SMMC PAIN MANAGEMENT CLINIC creates individualized patient plans that may include intensive case management, medication management, therapy, group and individual psychotherapy and treatment referrals; and

WHEREAS, THE SMMC PAIN MANAGEMENT CLINIC has served over 1,200 patients who have rated the treatment provided by THE SMMC PAIN MANAGEMENT CLINIC a 9.08 (on a scale of 1-10); 9.71 satisfaction level with warmth of staff; 9.75 satisfaction level with the skills and competencies of staff.

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of San Mateo County extends its congratulations to THE SMMC PAIN MANAGEMENT CLINIC as a recipient of the STARS Award.

.DATED: January 12, 2010

SUPERVISORS:

\_\_\_\_\_  
RICHARD S. GORDON, PRESIDENT

\_\_\_\_\_  
MARK CHURCH

\_\_\_\_\_  
CAROLE GROOM

\_\_\_\_\_  
ROSE JACOBS GIBSON

\_\_\_\_\_  
ADRIENNE J. TISSIER

\_\_\_\_\_  
Attest: Deputy Clerk of the Board of Supervisors

THE BOARD OF SUPERVISORS  
COUNTY OF SAN MATEO, STATE OF CALIFORNIA  
RESOLUTION HONORING AND COMMENDING

DRINK HETCH HETCHY PROJECT  
County Green Team

FY 2008-09 STARS Award Recipient for Innovative Green Initiatives  
\*\*\*\*\*

WHEREAS, on this 12th day of January, two thousand ten, THE COUNTY GREEN TEAM'S DRINK HETCH HETCHY PROJECT is honored for outstanding greening efforts by being named a recipient of the San Mateo County STARS Award; and

WHEREAS, San Mateo County has established an annual award for recognizing and rewarding programs that have demonstrated outstanding customer service, program performance and green efforts, with the goal of encouraging continuous departmental improvement by communicating successful programmatic, customer service strategies and greening initiatives Countywide; and

WHEREAS, THE COUNTY GREEN TEAM'S DRINK HETCH HETCHY PROJECT reflects leadership and innovation in reducing the County's overall carbon footprint; and

WHEREAS, THE COUNTY GREEN TEAM'S DRINK HETCH HETCHY PROJECT provided staff with BPA-free drinking bottles, conducted informational sessions and held "taste tests" about the quality of the County's tap water; and

WHEREAS, THE COUNTY GREEN TEAM'S DRINK HETCH HETCHY PROJECT resulted in the adoption of an ordinance to prohibit the use of County funds for the purchase of bottled water; and

WHEREAS, THE COUNTY GREEN TEAM'S DRINK HETCH HETCHY PROJECT has generated over \$140,000 in savings and contributed to the reduction of the County's carbon footprint by eliminating bottled water purchases.

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of San Mateo County extends its congratulations to THE COUNTY'S GREEN TEAM'S DRINK HETCH HETCHY PROJECT as a recipient of the STARS Award.

DATED: January 12, 2010

SUPERVISORS:

\_\_\_\_\_  
RICHARD S. GORDON, PRESIDENT

\_\_\_\_\_  
MARK CHURCH

\_\_\_\_\_  
CAROLE GROOM

\_\_\_\_\_  
ROSE JACOBS GIBSON

\_\_\_\_\_  
ADRIENNE J. TISSIER

Attest: Deputy Clerk of the Board of Supervisors

# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

## **ASSESSMENT ROLL TRACKER (ART) PROGRAM** **Assessor-County Clerk-Recorder**

**UPON BEING NAMED AN HONORABLE MENTION RECIPIENT OF THE FY 2008-09 SAN MATEO COUNTY  
STARS AWARD FOR OUTSTANDING CUSTOMER SERVICE. THE ASSESSMENT ROLL TRACKER PROGRAM  
PROVIDES TIMELY FINANCIAL INFORMATION PRIMARILY TO CITIES, SCHOOL DISTRICTS, SPECIAL  
DISTRICTS AND COUNTY STAFF TO ASSIST WITH ACCURATE REVENUE FORECASTING.**

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**RICHARD S. GORDON, PRESIDENT**

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**MARK CHURCH**

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**CAROLE GROOM**

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**ROSE JACOBS GIBSON**

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**ADRIENNE J. TISSIER**



**DATED: January 12, 2010**

# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

## **DOMESTIC VIOLENCE FIREARMS COMPLIANCE UNIT Sheriff's Office**

**UPON BEING NAMED AN HONORABLE MENTION RECIPIENT OF THE FY 2008-09 SAN MATEO COUNTY  
STARS AWARD FOR OUTSTANDING PROGRAM PERFORMANCE. THE DOMESTIC VIOLENCE FIREARMS  
COMPLIANCE UNIT DEMONSTRATES INNOVATION AND RESOURCEFULNESS IN ENFORCING LAWS  
THAT PROHIBIT DOMESTIC VIOLENCE OFFENDERS FROM POSSESSING FIREARMS.**

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**RICHARD S. GORDON, PRESIDENT**

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**MARK CHURCH**

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**CAROLE GROOM**

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**ROSE JACOBS GIBSON**

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**ADRIENNE J. TISSIER**



**DATED: January 12, 2010**



# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

## ***PATHWAYS Health System and Probation Department***

**UPON BEING NAMED AN HONORABLE MENTION RECIPIENT OF THE FY 2008-09 SAN MATEO COUNTY  
STARS AWARD FOR OUTSTANDING PROGRAM PERFORMANCE. THE PATHWAYS PROGRAM HAS  
SUCCESSFULLY PROVIDED SERIOUSLY MENTALLY ILL OFFENDERS WITH INCREASED SERVICES TO  
REDUCE RECIDIVISM AND INCARCERATION, STABILIZE HOUSING, REDUCE ACUTE CARE  
UTILIZATION, AND ENGAGE AND MAINTAIN ACTIVE PARTICIPATION IN PERSONAL RECOVERY.**



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**RICHARD S. GORDON, PRESIDENT**

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**MARK CHURCH**

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**CAROLE GROOM**

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**ROSE JACOBS GIBSON**

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**ADRIENNE J. TISSIER**

**DATED: January 12, 2010**

# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

## **PHARMACY PATIENT PROGRAM (PAP) Health System**

**UPON BEING NAMED AN HONORABLE MENTION RECIPIENT OF THE FY 2008-09 SAN MATEO COUNTY  
STARS AWARD FOR OUTSTANDING PROGRAM PERFORMANCE. THE PHARMACY PATIENT PROGRAM  
(PAP) HAS SUCCESSFULLY ASSISTED LOW INCOME PATIENTS OBTAIN MEDICATIONS RESULTING IN  
INCREASED HEALTH OUTCOMES AND REDUCED COSTS.**

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**RICHARD S. GORDON, PRESIDENT**

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**MARK CHURCH**

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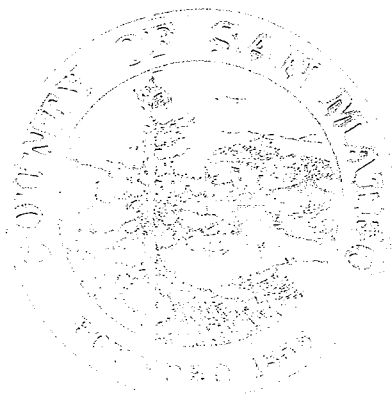
**CAROLE GROOM**

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**ROSE JACOBS GIBSON**

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**ADRIENNE J. TISSIER**



**DATED: January 12, 2010**

# Commendation

THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:

## **GREEN IT: VIRTUAL SERVERS PROJECT** *Sheriff's Office*

UPON BEING NAMED AN HONORABLE MENTION RECIPIENT OF THE FY 2008-09 SAN MATEO COUNTY STARS AWARD FOR OUTSTANDING LEADERSHIP AND INNOVATION IN INCORPORATING GREENING EFFORTS IN COUNTY OPERATIONS. THE SHERIFF'S OFFICE VIRTUAL SERVER PROJECT HAS RESULTED IN COST SAVINGS AND CONTRIBUTED TO THE REDUCTION IN THE COUNTY'S CARBON FOOTPRINT PRIMARILY THROUGH REDUCED ENERGY USAGE.

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**RICHARD S. GORDON, PRESIDENT**

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**MARK CHURCH**

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**CAROLE GROOM**

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**ROSE JACOBS GIBSON**

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**ADRIENNE J. TISSIER**

**DATED: January 12, 2010**



# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

## **LAWRENCE CUALOPING** *Health System*

**UPON BEING RECOGNIZED FOR A SAN MATEO COUNTY STARS AWARD FOR PROVIDING AN  
INNOVATIVE AND CREATIVE EMPLOYEE SUGGESTION TO PROVIDE FORMAL SPANISH LANGUAGE  
CLASSES FOR SAN MATEO MEDICAL CENTER STAFF RESULTING IN IMPROVED  
OVERALL QUALITY OF CARE.**



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**RICHARD S. GORDON, PRESIDENT**

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**MARK CHURCH**

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**CAROLE GROOM**

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**ROSE JACOBS GIBSON**

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**ADRIENNE J. TISSIER**

**DATED: January 12, 2010**

# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

***ESTHER MUNOZ***  
*Human Services Agency*

***UPON BEING RECOGNIZED FOR A SAN MATEO COUNTY STARS AWARD FOR PROVIDING AN  
INNOVATIVE AND CREATIVE EMPLOYEE SUGGESTION TO ESTABLISH A CHILD WELFARE CROSS-  
COUNTY SOCIAL WORK VISITATION AGREEMENT RESULTING IN REDUCED TRAVEL COSTS.***

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***RICHARD S. GORDON, PRESIDENT***

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***MARK CHURCH***

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***CAROLE GROOM***

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***ROSE JACOBS GIBSON***

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***ADRIENNE J. TISSIER***



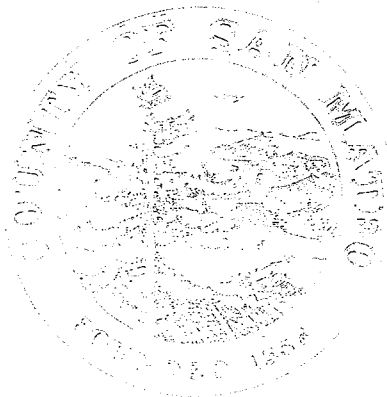
***DATED: January 12, 2010***

# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

## **CHARLES CLARK** *Planning and Building*

**UPON BEING RECOGNIZED FOR A SAN MATEO COUNTY STARS AWARD FOR PROVIDING AN  
INNOVATIVE AND CREATIVE EMPLOYEE SUGGESTION TO IMPLEMENT A TECHNOLOGY UPGRADE TO  
ALLOW INSPECTORS TO IMMEDIATELY INPUT INSPECTION RESULTS UTILIZING THEIR CELL PHONES  
FROM THE FIELD RIGHT INTO AN AUTOMATED SYSTEM RESULTING IN INCREASED INSPECTIONS AND  
IMPROVED CUSTOMER SERVICE.**



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**RICHARD S. GORDON, PRESIDENT**

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**MARK CHURCH**

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**CAROLE GROOM**

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**ROSE JACOBS GIBSON**

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**ADRIENNE J. TISSIER**

**DATED: January 12, 2010**

# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

***RAY MOGEL***

***Public Works***

***UPON BEING RECOGNIZED FOR A SAN MATEO COUNTY STARS AWARD FOR PROVIDING AN  
INNOVATIVE AND CREATIVE EMPLOYEE SUGGESTION TO SEND INVITATIONS FOR NEW  
CONTRACTORS OUT FOR BID ELECTRONICALLY RESULTING IN DECREASED PAPER AND POSTAGE  
COSTS.***

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***RICHARD S. GORDON, PRESIDENT***

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***MARK CHURCH***

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***CAROLE GROOM***

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***ROSE JACOBS GIBSON***

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***ADRIENNE J. TISSIER***



***DATED: January 12, 2010***

# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

***ANA RIVERA***

***Health System***

***UPON BEING RECOGNIZED FOR A SAN MATEO COUNTY STARS AWARD FOR PROVIDING AND  
IMPLEMENTING AN INNOVATIVE AND CREATIVE EMPLOYEE SUGGESTION TO INITIATE AN URGENT  
CARE CLINIC RESULTING IN IMPROVED EMERGENCY DEPARTMENT TRIAGE AND COST SAVINGS.***



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***RICHARD S. GORDON, PRESIDENT***

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***MARK CHURCH***

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***CAROLE GROOM***

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***ROSE JACOBS GIBSON***

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***ADRIENNE J. TISSIER***

***DATED: January 12, 2010***

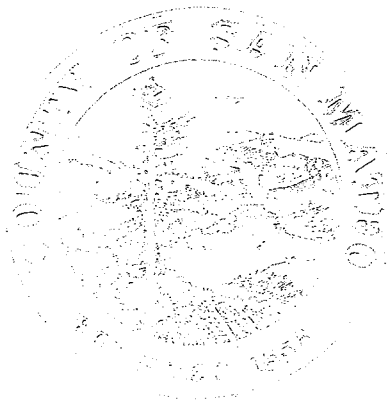


# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

## ***ISELA MONTENEGRO*** ***Health System***

***UPON BEING RECOGNIZED FOR A SAN MATEO COUNTY STARS AWARD FOR PROVIDING AND  
IMPLEMENTING AN INNOVATIVE AND CREATIVE EMPLOYEE SUGGESTION TO INITIATE AN URGENT  
CARE CLINIC RESULTING IN IMPROVED EMERGENCY DEPARTMENT TRIAGE AND COST SAVINGS.***



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***RICHARD S. GORDON, PRESIDENT***

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***MARK CHURCH***

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***CAROLE GROOM***

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***ROSE JACOBS GIBSON***

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***ADRIENNE J. TISSIER***

***DATED: January 12, 2010***

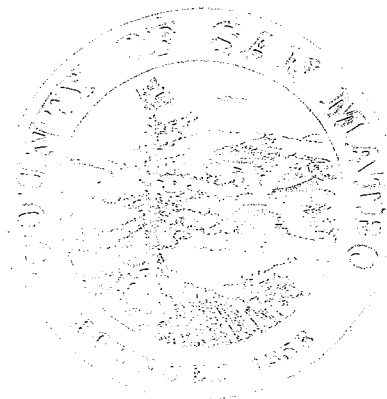
# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

***JULIE GRIFFITHS***

***Health System***

***UPON BEING RECOGNIZED FOR A SAN MATEO COUNTY STARS AWARD FOR PROVIDING AND  
IMPLEMENTING AN INNOVATIVE AND CREATIVE EMPLOYEE SUGGESTION TO INITIATE AN URGENT  
CARE CLINIC RESULTING IN IMPROVED EMERGENCY DEPARTMENT TRIAGE AND COST SAVINGS.***



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***RICHARD S. GORDON, PRESIDENT***

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***MARK CHURCH***

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***CAROLE GROOM***

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***ROSE JACOBS GIBSON***

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***ADRIENNE J. TISSIER***

***DATED: January 12, 2010***

# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

***YVONNE SYLTEN***  
***Health System***

***UPON BEING RECOGNIZED FOR A SAN MATEO COUNTY STARS AWARD FOR PROVIDING AND  
IMPLEMENTING AN INNOVATIVE AND CREATIVE EMPLOYEE SUGGESTION TO INITIATE AN URGENT  
CARE CLINIC RESULTING IN IMPROVED EMERGENCY DEPARTMENT TRIAGE AND COST SAVINGS.***



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***RICHARD S. GORDON, PRESIDENT***

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***MARK CHURCH***

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***CAROLE GROOM***

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***ROSE JACOBS GIBSON***

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***ADRIENNE J. TISSIER***

***DATED: January 12, 2010***

# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

***JAN MANDERS, RN, PHN***  
***Health System***

***UPON BEING RECOGNIZED FOR A SAN MATEO COUNTY STARS AWARD FOR PROVIDING AND  
IMPLEMENTING AN INNOVATIVE AND CREATIVE EMPLOYEE SUGGESTION TO INITIATE AN URGENT  
CARE CLINIC RESULTING IN IMPROVED EMERGENCY DEPARTMENT TRIAGE AND COST SAVINGS.***

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***RICHARD S. GORDON, PRESIDENT***

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***MARK CHURCH***

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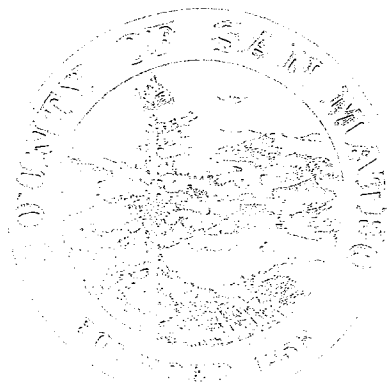
***CAROLE GROOM***

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***ROSE JACOBS GIBSON***

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***ADRIENNE J. TISSIER***



***DATED: January 12, 2010***

# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

***REBECCA DOWNS, RN***  
*Health System*

***UPON BEING RECOGNIZED FOR A SAN MATEO COUNTY STARS AWARD FOR PROVIDING AND  
IMPLEMENTING AN INNOVATIVE AND CREATIVE EMPLOYEE SUGGESTION TO INITIATE AN URGENT  
CARE CLINIC RESULTING IN IMPROVED EMERGENCY DEPARTMENT TRIAGE AND COST SAVINGS.***



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***RICHARD S. GORDON, PRESIDENT***

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***MARK CHURCH***

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***CAROLE GROOM***

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***ROSE JACOBS GIBSON***

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***ADRIENNE J. TISSIER***

***DATED: January 12, 2010***

# Commendation

**THE BOARD OF SUPERVISORS OF SAN MATEO COUNTY, STATE OF CALIFORNIA  
CONGRATULATES:**

***ED LIPTON, MD***  
***Health System***

***UPON BEING RECOGNIZED FOR A SAN MATEO COUNTY STARS AWARD FOR IMPLEMENTING AN  
INNOVATIVE AND CREATIVE EMPLOYEE SUGGESTION TO INITIATE AN URGENT CARE CLINIC  
RESULTING IN IMPROVED EMERGENCY DEPARTMENT TRIAGE AND COST SAVINGS.***



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***RICHARD S. GORDON, PRESIDENT***

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***MARK CHURCH***

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***CAROLE GROOM***

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***ROSE JACOBS GIBSON***

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***ADRIENNE J. TISSIER***

***DATED: January 12, 2010***