



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



**DATE:** February 28, 2012  
**BOARD MEETING DATE:** March 13, 2012  
**SPECIAL NOTICE/HEARING:** None  
**VOTE REQUIRED:** Majority

**TO:** Honorable Board of Supervisors

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

**SUBJECT:** Recommended Revision to the Salary Ordinance

**RECOMMENDATION:**

Adopt an Ordinance amending the Master Salary Ordinance to delete positions in the San Mateo Medical Center division of the Health System.

**BACKGROUND:**

At its meeting of February 14, 2012, your Board adopted the recommendation of the Health System that the lease on Burlingame Long Term Care (BLTC) not be renewed at its expiration in June 2013. As a consequence, the Health System will be reducing the patient census at BLTC through safe and appropriate placements for the BLTC residents. As the number of residents at BLTC declines, it will be necessary to reduce commensurately the staffing. To operate the new 32 skilled nursing beds at SMMC the Health System will need 29 positions out of the 229 positions assigned to skilled nursing care. Accordingly, it will be necessary to eliminate 200 BLTC positions by the closure date of June 30, 2013.

**DISCUSSION:**

Because the reduction in the census will occur intermittently based on when placements of residents are made, it would not be practical to come to your Board for a new salary ordinance amendment for each position reduction. Accordingly, this Salary Ordinance Amendment allows the Chief of the Health System to delete positions at BLTC in response to the reduction in the number of residents at BLTC.

Each staff member whose position is eliminated will receive a minimum of 14 days notice to meet Civil Service requirements. The Salary Ordinance changes herein represent the deletion of a maximum of 200 positions by June 30, 2013. The Health System Chief has the discretion to delete fewer positions if a decision is made to operate additional skilled nursing beds at the San Mateo Medical Center

In April the Health System will begin reporting to your Board on the placement of BLTC residents. As the placements proceed we will report on whether there is a need to open additional skilled-nursing beds on the Ground Floor of SMMC. If there is a need for additional beds a recommendation will be submitted for an Appropriation Transfer Request to cover the renovation expenses. In addition, the Chief will only delete those positions not needed for operation of skilled nursing services at SMMC. If a decision is made to operate additional skilled nursing beds resulting in the need to delete fewer positions, the Health System Chief will not delete such positions but, in conjunction with Human Resources, will request an appropriate amendment to the Salary Ordinance prior to June 30, 2013.

<b>Action:</b>	<u>Delete:</u> up to: One position of E006, Administrative Secretary III; Two positions of F012, Charge Nurse; Two positions of F011, Clinical Nurse; Eight positions of D144, Clinical Services Manager I – Nursing; Five positions of G113 Community Worker II; Two positions of E418, Hospital Unit Coordinator; Twenty-eight positions of F020, Licensed Vocational Nurse; Nineteen positions of F027, Long Term Care Nurse; Ninety-seven positions of F079 Medical Services Assistant II (Certified Nursing Assistant); One position of E420, Medical Office Specialist; One position of E414, Patient Services Specialist; Two positions of E368, Public Services Specialist; One position of G093, Supervising Social Worker; One position of G096, Social Worker III; Three positions of F029, Creative Arts Therapist; One position of F059, Pharmacist; Two position of F058, Pharmacy Technician; One position of F124, Staff Physician; Four positions of F044, Therapy Aide; Twelve positions of T075, Custodian One position of S024, Dietician; Three positions of S038, Food Services Worker II; Two positions of F079, Medical Services Assistant II (Distribution); One position of T060, .Supervising Custodian.
<b>Explanation:</b>	The deletion of the positions is necessary to reflect the phased reduction in the number of residents at the BLTC.

The Salary Ordinance amendment has been reviewed and approved by the County Counsel.

This Amendment contributes to the Shared Vision 2025 outcome of a Healthy Community by appropriately staffing the SMMC facilities to reflect the actions of your Board. It is anticipated that SMMC's cost per patient day will increase from \$900 to

\$920.

**Performance Measure:**

Measure	FY 2010-11 Actual	FY 2011-12 Projected
SMMC cost per adjusted patient day	\$900	\$920*

\*Due to increase in operating costs

**FISCAL IMPACT:** As the census declines at BLTC patient revenue will decline. Accordingly, the elimination of positions is required to reduce the cost of operating BLTC in tandem with the decline in patient revenues. Due to decreased Medi-Cal payments for Distinct Part- Nursing Facilities approved by the Legislature in 2011, costs to the County if the County did not allow the BLTC lease to expire would increase by over \$9 million annually. The change would result in an estimated \$7.5 million in reduced expenses over a twelve-month period starting in FY 2013-2014. The proposed transition of BLTC residents to other appropriate placements is estimated to have a one-time cost of approximately \$9 million.

Expenses at SMMC 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.

**ORDINANCE NO.**  
**BOARD OF SUPERVISORS, COUNTY OF SAN MATEO,**  
**STATE OF CALIFORNIA**

\* \* \* \* \*

AN ORDINANCE AMENDING ORDINANCE NUMBER 04515

The Board of Supervisors of the County of San Mateo, State of California,  
ordains as follows:

**SECTION 1.** Part 13 of the Ordinance is amended as indicated:

ORGANIZATION 66000 SAN MATEO MEDICAL CENTER

1. Item F039S, Patient Care Series shall be decreased by 148 positions for a new total of 383 positions no later than June 30, 2013.
2. Item G112S, Community Worker Series shall be decreased by 5 positions for a new total of 9 positions no later than June 30, 2013.
3. Item F012, Charge Nurse shall be decreased by 2 positions for a new total of 28 positions no later than June 30, 2013.
4. Item D144, Clinical Services Manager I - Nursing shall be decreased by 8 positions for a new total of 8 positions no later than June 30, 2013.
5. Item E418, Hospital Unit Coordinator shall be decreased by 2 positions for a new total of 13 positions no later than June 30, 2013.
6. Item F029, Creative Arts Therapist shall be decreased by 3 positions for a new total of 3 positions no later than June 30, 2013.
7. Item F171S, Rehabilitation Therapist Series shall be decreased by 4 positions for a new total of 11 positions no later than June 30, 2013.
8. Item T075, Custodian shall be decreased by 12 positions for a new total of 32 positions no later than June 30, 2013.
9. Item E006, Administrative Secretary III - C shall be decreased by 1 position for a new total of 2 positions no later than June 30, 2013.
10. Item E420, Medical Office Specialist shall be decreased by 1 position for a new total of 8 positions no later than June 30, 2013.
11. Item E414, Patient Services Specialist shall be decreased by 1 position for a

new total of 30 positions no later than June 30, 2013.

12. Item E368, Public Services Specialist shall be decreased by 2 positions for a new total of 0 positions no later than June 30, 2013.
13. Item G093, Social Work Supervisor - E shall be decreased by 1 position for a new total of 1 position no later than June 30, 2013.
14. Item G098S, Social Worker Series shall be decreased by 1 position for a new total of 7 positions no later than June 30, 2013.
15. Item F059, Pharmacist shall be decreased by 1 positions for a new total of 13 positions no later than June 30, 2013.
16. Item F039S, Patient Care Support Series shall be decreased by 2 positions for a new total of 24 positions no later than June 30, 2013.
17. Item F122S, Physician Series shall be decreased by 1 position for a new total of 51 positions no later than June 30, 2013.
18. Item S024, Dietitian shall be decreased by 1 position for a new total of 6 positions no later than June 30, 2013.
19. Item S038S, Food Service Worker Series shall be decreased by 3 positions for a new total of 21 positions no later than June 30, 2013.
20. Item T060, Supervising Custodian shall be decreased by 1 position for a new total of 2 positions no later than June 30, 2013.

**SECTION 2.** This ordinance is effective starting on the first pay period following adoption. The effective date for each item in this ordinance will be determined by the Health System Chief in order to maintain required staff-to-patient ratios in light of the decreasing patient census in Long Term Care and Skilled Nursing patients, through June 30, 2013.