



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



**Date:** March 18, 2014  
**Board Meeting Date:** April 22, 2014  
**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:** Amendment to the Master Salary Ordinance

**RECOMMENDATION:**

Introduction of an ordinance amending the Master Salary Ordinance to reflect the deletion of one Food Service Worker position and the addition of one LEAP Implementation Manager position, and waiver of reading the ordinance in its entirety.

**BACKGROUND:**

Beginning in July 2011, the Health System embarked on an ongoing process transformation effort called LEAP (Learn Engage Aspire Perfect) (formerly known as LEAN), coordinated and implemented by the LEAP Institute housed in the San Mateo County Medical Center (SMMC). As discussed in the Health System's January 28, 2014 presentation to your Board, LEAP has yielded remarkable outcomes in quality, revenue generation, and staff engagement at SMMC, including:

- a 70% decrease in the number of patients waiting for primary care appointments;
- a reduction in operating room cancellations that has generated \$250,000 in savings;
- average wait time for an In-Home Supportive Services appointment reduced from 29 days to 1 day; and
- average wait time for prescriptions at SMMC Pharmacy reduced by 50%.

**DISCUSSION:**

The salary ordinance changes herein represent the addition of one position and the deletion of one position.

This Ordinance has been reviewed and approved by County Counsel as to form.

This change will contribute to the Shared Vision 2025 outcome of a Healthy Community by providing consistency to the patient experience for services provided to SMMC patients.

Action A: Add: One (1) D007, LEAP Implementation Manager  
Biweekly Salary: \$2,884.80- \$3,605.60  
Approximate Monthly: Salary: \$ 6,251.00- \$ 7,813.00

Action B: Delete: One (1) S038S, Food Service Worker  
Biweekly Salary: \$1,564.00 - \$1,748.80  
Approximate Monthly: Salary: \$3,388.67 - \$3,789.07

**Explanation:**

Across the Health System we now have 10 active LEAP value stream projects in three divisions, with an additional division ready to start LEAP implementation this year. Right now we have only one LEAP Implementation Manager overseeing all 10 value streams, a volume that does not allow the manager to help the division sustain the results after the intensive Kaizen events. Based on best practices observed in more developed Lean Healthcare organizations, each LEAP Implementation Manager should oversee 2-3 value streams. The addition of a LEAP Implementation Manager will bring the workload down to five value streams per manager, somewhat closer to the recommended number.

Regarding Action B, SMMC's Food and Nutrition Department has been able to realize efficiencies in its day-to-day operations, and as a result is in a position to delete a currently vacant Food Service Worker I position.

**FISCAL IMPACT:**

These actions represent a net estimated monthly salary and benefits increase of \$6,115, or an estimated annual cost of \$73,375. The increased expense will be included in the SMMC FY 2013-14 Adopted Budget. Similar arrangements will be made for future budget years.

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, and are within the existing annual appropriation.