



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager's Office/Human Resources



Date: December 27, 2016
Board Meeting Date: January 24, 2017
Special Notice / Hearing: None
Vote Required: 4/5th

To: Honorable Board of Supervisors

From: Reyna Farrales, Deputy County Manager – Administrative Services
Donna Vaillancourt, Human Resources Director

Subject: San Mateo County FY 2015-16 STARS Awards

RECOMMENDATION:

Adopt resolutions:

- A. Approving STARS Awards recipients and honorable mentions; and
- B. Authorizing an Appropriation Transfer Request in the amount of \$75,000 by transferring \$42,500 from Non-Departmental Services to STARS Award recipients in the General Fund and recognizing \$32,500 in unanticipated revenue to the Medical Center to facilitate the transfer of STARS Award proceeds from Non-Departmental Services to the Medical Center. (4/5ths vote required)

BACKGROUND:

The San Mateo County STARS Awards was established in 2006 to recognize programs for their outstanding contributions to the organization and our community. The program initially began with the Program Performance and Customer Service award categories. In 2008 the Green and Employee Suggestion award categories were added to recognize sustainability efforts and employees that offer innovative ideas that improve County services. Most recently, in 2016, the Diversity award was added to recognize programs that promote inclusion and diversity.

DISCUSSION:

This year's STARS Awards program was open during the summer/early fall of 2016. Nineteen (19) program entries were submitted by eight departments. All entries were evaluated by review teams based on established criteria. The programs with the highest score in each category are recommended to receive awards.

As with the prior year, for the Employee Suggestions award, the County held an Employee Innovation Summit on December 1, 2016 at the Hiller Aviation Museum. The event was filled with excitement as 80 participants, representing 20 teams from 16 different departments, developed and pitched their ideas to improve County services.

The following includes a description of this year's STARS Awards honorees:

PROGRAM PERFORMANCE AWARD

SAFE Incident Reporting System – Health System/San Mateo Medical Center (\$20,000)

Description: San Mateo Medical Center's (SMMC) Safety Alert From Employees (SAFE) Incident Reporting System was designed and implemented by SMMC to give staff and providers an easy way to report actual or potential patient safety issues electronically. SAFE was initially developed during a multi-disciplinary Kaizen rapid improvement event in 2014. The goals were to 1) make reporting easier for the user, 2) decentralize the review, investigation and resolution process of incident reports, and to 3) develop a customized electronic database with workflow solutions that allowed convenient reporting and entering of resolution notes.

Results: The online reporting system has helped SMMC identify and address safety issues, including trends, and ultimately provide safer care to SMMC patients. Through the use of SAFE, SMMC has met the goal of increased resolution of safety issues. The majority of SAFE reports are resolved within 30 days and many SAFE reports lead to permanent fixes to a safety issue. In addition to the increased resolution rates, the percentage of anonymous reports has decreased significantly over the last few months. Findings reflect that the better the quality of resolution, the lower the percentage of anonymous reports.

Honorable Mention: *Women's Culinary Program – Sheriff's Office (\$7,500)*

Pathways Mental Health Treatment Court - Probation (\$20,000)

Description: The Pathways Mental Health Treatment Court serves offenders with mental health issues who have fallen into the criminal justice system and offers treatment as an alternative to incarceration. Pathways was formed in 2006 to: (1) reduce recidivism and incarceration, (2) stabilize housing, (3) reduce acute care utilization, and (4) engage and maintain active participation in treatment to support personal recovery. This innovative program is a collaboration among different County departments/partners including Superior Court, Probation Department, District Attorney's Office, Private Defender Program, Sheriff's Office, Health System's Correctional Health and Behavioral Health and Recovery Services.

Results: The program uses evidence based practices such as rewards and sanctions, judicial reviews, and different treatment methods. Through intensive supervision and case management services provided by the Pathways staff, recidivism has been reduced. Since its inception, there have been 90 clients that have graduated from Pathways, requiring participants to successfully complete their full probation term (2-5 years) while continuously participate in psychiatric treatment and therapy. In addition, the program has achieved the goal of securing and maintaining housing for all participants mainly through collective planning and resources. In FY 2015-16, Pathways served a total of 42 clients, and of those, 9 successfully completed probation and all participants were connected to or maintained medical and mental health services.

CUSTOMER SERVICE AWARD

WE CARE - Health System/San Mateo Medical Center (\$10,000)

Description: The San Mateo Medical Center (SMMC), using service industry best practices, staff focus groups and patient input, developed new customer service standards – WE CARE: **W**elcome everyone with eye contact and a smile; **E**xplain who you are, what you'll be doing, and how long it will take; **C**ommunicate clearly in a way that is easily understood and avoid using technical words and acronyms; **A**sk how you can help; **R**espond respectfully to all questions and If you don't know the answer, find someone who does; and **E**xpress gratitude by saying thank you.

Through the WE CARE Project, SMMC works to ensure all patients, including the 20,000 newly eligible Medi-Cal expansion patients, have access to quality health care.

Results: The program, which includes offering evidence based training sessions on customer service standards, started with registration staff and was then expanded to all SMMC staff. To-date, more than 900 staff (almost 70%) have received training and have validated more than 550 staff/patient interactions. The program has been well-received by staff and successful in improving patient experience scores. SMMC's patient perception of the courtesy of registration staff has increased from 85.8% in July 2015 to 91.7% in September 2016. Patient perception of the helpfulness of the registration staff has increased from 84.4% in July 2015 to 86.5% in September 2016. Future training sessions, which will include role-playing and expand customer service concepts, are anticipated.

Honorable Mentions: *Pathways to Well-Being - Human Services Agency (\$2,500) and Employee and Labor Relations (ER) App - Human Resources (\$2,500)*

GREEN AWARD

Tuberculosis Control Program – Health System/Public Health, Policy and Planning (\$5,000)

Description: San Mateo County's Tuberculosis (TB) Control Program provides priority prevention and control activities to help those with TB disease and those exposed to TB disease protecting the health of the public. The County has a higher TB rate as compared with other California counties, due in large part to the presence of a major international airport. To address this issue, program staff introduced a new strategy, Video Observed Therapy (VOT), for controlling the spread of TB which partially replaces Direct Observed Therapy (DOT), a more costly, lengthy course of treatment that requires staff to travel to patient's home or agreed upon location to observe them taking their medication every day for the treatment period. VOT allows TB staff to communicate with and observe patients taking their TB medications via a live video connection with a smartphone or desktop computer. This strategy eliminates the need for staff to perform in-person visits to patient's homes on a daily basis.

Results: During FY 2015-16, TB Program staff completed 1,354 VOT patient encounters. Each VOT encounter takes an average of 5 minutes for a total of 6,770 minutes spent on VOT by staff in FY 2015-16. Traditional in-person DOT takes an average of 30 minutes when you include drive time. When compared to traditional DOT, VOT saved 564 hours of staff time and 13,540 staff miles driven which saved the County \$7,433 in mileage related expenses in FY 2015-16. These results meet outcomes to decrease program expenses, save staff time to enable the TB Control Program resources to expand VOT to high risk latent TB contacts, and provide more flexibility to patients to increase compliance. The 13,540 miles saved in FY 2015-16 equates to a 7.44 tons of CO2 reduction.

Honorable Mention: *Coastal Clean-up Day – Health System/Environmental Health (\$2,500)*

DIVERSITY AWARD

Office of Diversity & Equity – Health System/Behavioral Health and Recovery Services (\$2,500)

Description: The Office of Diversity & Equity (ODE), established in 2009, is dedicated to addressing health disparities, health inequities, and stigma in the areas of mental health and substance use, and supporting wellness and recovery among the underserved and unserved communities in the County.

Results: ODE has received numerous commendations and awards from both local and statewide agencies for efforts related to LGBTQ issues, increasing parental skills especially father involvement and engagement, and engaging immigrant populations. ODE has had significant impact on outcomes. A few key results include: The Parent Project program aims to decrease unhealthy or dangerous behaviors in children and strengthen the relations within families. Since its inception in 2013, 650 parents/caregivers have attended with a graduation rate of 77%. Survey results indicate that parents feel more satisfied with their skills (96% increase), spend time with their children (91%), report their child's school attendance has increased (83%) and that their child is experiencing fewer suspensions (94%) and expulsions (99%). The Lived Experience Academy program provides training, education, empowerment and support to individuals and families that have lived with mental health and/or substance abuse issues. There have been 39 graduates from the program since it was established in 2012; and ODE developed a plan to align health system standards with the National Culturally and Linguistically Appropriate Services (CLAS) standards, which included incorporating a Culture Competence Plan requirement in all BHRS service contracts.

Health Care Interpreter Services – Health System/San Mateo Medical Center (\$2,500)

Description: The Healthcare Interpreter Network (HCIN) provides remote video and voice interpreters in a variety of languages to patients. The HCIN was formed in 2006 by the San Mateo Medical Center (SMMC) and two other public hospitals. After ten years of service, HCIN has now grown, first to a statewide and now a nationwide network of public hospitals, each contributing trained medical interpreters to serve patients. The videophone equipment used for this service provides the patient with a visible and audible, familiar face and voice, usually within a few seconds. SMMC patients speak more than fifty different languages, and offering this service provides them with the same, high quality level of care regardless of their preferred language. In addition, the video interpreter is especially critical to a positive experience for patients who need sign language.

Results: In the past year, SMMC's remote interpreter services have been utilized more than 45,000 times to better serve San Mateo Medical Center patients and their families. SMMC also created a more accurate and meaningful way to collect cultural information, called the Race, Ethnicity and Language (REAL) Data Project. REAL Data helps SMMC to know what language is preferred and whether a patient and doctor require an interpreter to serve as a communication bridge. It informs SMMC about patients' cultural backgrounds so that they can be served more appropriately. It also affords SMMC an opportunity to discover cultural disparities in healthcare and address them. SMMC was also early innovators in this regard, and REAL Data is now a standard of care throughout the country.

EMPLOYEE SUGGESTION AWARD/INNOVATION SUMMIT

SMC Serves – Volunteer Hours = Training Credit (1st Prize \$2,500)

Promote community engagement by offering a portal for County employees to sign up for volunteer opportunities, track volunteer hours, convert a portion of these hours to meet the annual 20-hour training requirement and establish a volunteer day in the County.

Team Members: Avana Andrade (Office of Sustainability), Samantha Broom (Health), Dave Jaeckel (Office of Sustainability), Uyen Ngo (Health), and Alessandra Thompson (Housing)

Housing Options for County Employees (2nd Prize \$1,500)

Offer County employees housing options, including identifying available properties near County facilities to address housing needs, reduce commute times, and attract and retain staff.

Team Members: Kevin Lu (Office of Sustainability), Manjit Singh (Parks), Scott Gerdes (Human Resources), and Tephiny Jones (Human Services Agency)

Parking Garage Counter/Display (3rd Prize \$1,000)

Install a parking display with push alerts to indicate the number of spaces available, which would save time locating parking spaces around County facilities and can also be used to track and collect data on commute times to aid in scheduling commute alternatives.

Team Members: Darryl Fredrick (ISD), Elizabeth Kimmel (Planning), Ericka Gosha, Bonnie Tendencia, Yvonne Alvidrez, and Lucy Fung (Human Resources)

People's Choice Award:

San Mateo Child Care Center (\$100 per team member)

Establish a child care center at the San Mateo campus that would be based on a 5210 model – 5 servings of fruit/vegetables per day, 2 hours or less of screen time, at least 1 hour of physical activity and 0 sweetened beverages or juices.

Team Members: Emily Van de Water, Emma Vivero, Leilani Dunton, Helen Manlai Koon, Jeanette Santiago, and Kiiya Shibata (Health)

The resolution has been reviewed and approved by County Counsel as to form.

The San Mateo STARS Awards Program contributes to Shared Vision 2025 of a Collaborative Community by recognizing County programs and employees that improve County effectiveness and efficiencies.

FISCAL IMPACT:

Appropriations (in the amount of \$100,000) are included in the FY 2016-17 Adopted Budget. This year's STARS Awards total \$88,000 (\$47,500 Program Performance, \$15,000 Customer Service, \$7,500 Green, \$5,000 Diversity and \$13,000 Employee Suggestions). The ATR reflects the costs of the program awards (Program Performance, Customer Service, Diversity and Green). The costs associated with the Employee Suggestions/Innovation Summit (for event, awards and associated costs) have posted to the Human Resources Department budget and will be offset by Non-Departmental funding prior to year-end.