



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



**Date:** October 29, 2013  
**Board Meeting Date:** January 7, 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:** Recommended Revision to the Salary Ordinance

**RECOMMENDATION:**

Adoption of an ordinance amending the Master Salary Ordinance to reflect the addition of the Medical Director position, previously introduced on December 10, 2013 and waiver of reading the ordinance in its entirety.

**BACKGROUND:**

The role at SMMC of a Medical Director of Specialty Services, a contracted (non-employee) role, was created in April of 2010 to provide leadership and accountability for specialty services that extended over both inpatient and outpatient services. It was initially created as a contractor position in case our assumption that such a position would increase access to, and the quality of, specialty services was incorrect. During this time period the backlog of patients awaiting specialty clinic appointments has been reduced by nearly 50% despite increasing demand. The OR Manager, Clinic Manager, Deputy Director for Ambulatory Services, Chief Nursing Officer and Quality Management personnel have all identified this role as critical for efficient operations and continuous performance improvement. The contractor has vacated the position.

**DISCUSSION:**

The salary ordinance change represents the addition of one position, which would make the MDSS a permanent County employee, thus allowing the County to terminate the contract role and to make the improvements in productivity on-going.

Action: Add: One D155 Medical Director  
Biweekly Salary: \$6,113.60 - \$7,642.40  
Approximate Monthly Salary: \$13,247.00 - \$16,560.00

Explanation: The Medical Director of Specialty Services position has proven to be a vital resource in reducing patient wait times. It is anticipated that the Medical Director of Specialty Services will also see an average of 27 patients per week in addition to the medical leadership role. The creation of the Medical Director of Specialty Services position as a permanent position will enable SMMC to directly supervise the position and develop the role even further. In addition, a permanent position designation will aid in recruitment of a quality candidate by signaling greater stability of the Medical Director of Specialty Service position.

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

Approval of this position contributes to the Shared Vision 2025 outcome of a Healthy Community by aligning resources to address reduce the backlog of patients awaiting specialty clinic appointments.

**FISCAL IMPACT:**

The monthly salary and benefits cost for the Medical Director of Specialty Services position is \$24,560. The termination of the current MDSS contracted service will save SMMC \$10,697 each month. It is anticipated that an additional \$10,777 in monthly Federally Qualified Health Center revenue will be received as a result of seeing approximately 27 patients per month. Accordingly, the establishment of this position represents a net estimated monthly salary and benefits increase of \$3,086 or an estimated annual cost of \$37,032. This balance of the cost will be covered by further efficiencies in the Specialty Clinics associated with increasing the number of patient visits.