

**NOTICE OF PUBLIC HEARING ON PROPOSED REDUCTIONS IN HEALTH SERVICES**

**Posted February 25, 2020**

PLEASE TAKE NOTICE that the Board of Supervisors of the County of San Mateo will hold a PUBLIC HEARING pursuant to Health and Safety Code Section 1442.5 (the Beilenson Act), on elimination of and/or reductions in the level of certain health services provided by the County, and/or the closing of County health facilities. The hearing will be held at the following time and place:

**Tuesday, March 10, 2020, at 9:00 A.M.**

Board of Supervisors  
Hall of Justice  
400 County Center  
Redwood City, CA 94063

At the hearing, the San Mateo County of Board of Supervisors will consider the impact of the proposed reductions and/or proposed elimination of health services on San Mateo County residents. Public testimony, both oral and written, will be accepted at this hearing.

The Board of Supervisors may approve the proposed reductions and/or eliminations, in whole or in part.

The Board does not consider all of the program changes in this notice to be within the required coverage of Health and Safety Code Section 1442.5. The Board's scheduling of this Hearing, giving this Notice of Public Hearing, the holding of a Hearing, the making of any findings or determinations, and the taking of any action, shall not be construed as an admission by the County of San Mateo, or the Board of Supervisors, that any and all the actions included in the attached notice are subject to the hearing provisions of Health and Safety Code Section 1442.2.

**PROPOSED REDUCTIONS AND/OR ELIMINATIONS IN HEALTH SERVICES:**

**1. CLOSE RETAIL OUTPATIENT PHARMACY AT MAIN SAN MATEO MEDICAL CENTER (SMMC) CAMPUS**

The outpatient retail pharmacy currently provides service to approximately 15,000 clients per year. These include patients from the emergency department, clinics and other outpatient services, but not patients admitted to the hospital. Our staff provide outstanding service and quality to those patients, but the costs of the program are significantly more than the revenue it generates. In addition, the Health Plan of San Mateo (HPSM), the managed care organization that covers the County's vulnerable and underinsured residents and most of SMMC patients, currently lists at least 10 contracted pharmacies within two miles of the SMMC retail pharmacy.

*Site:*  
San Mateo Medical Center



222 W. 39th Avenue  
San Mateo, CA 94403

*Nature of change:*

Close retail outpatient pharmacy at SMMC main campus and direct patients, including ACE patients (patients enrolled in a County program covering low-income adults who do not qualify for Medi-Cal), to any of 10 area pharmacies in HPSM's network. This closure would result in the elimination of 19 regular positions, 18 of which are currently filled. This will also result in the elimination of 3 extra help positions, all of which are filled.

*Staff reductions:*

E089	Administrative Assistant II	1
E412	Patient Services Assistant II	6
E414	Patient Services Specialist	1
F053	Pharmacy Buyer	1
F058	Pharmacy Technician	4
F059	Pharmacist	7
F092	Supervising Pharmacist	<u>2</u>
	Total	22

*Clients affected:*

The 15,000 clients currently served by the outpatient retail pharmacy will be affected. SMMC will work with HPSM to ensure sufficient access to services for all of its outpatients, including ACE clients.

*Expected annual savings:*

\$1,300,000

## **2. REDUCE SMMC's INPATIENT ACUTE PSYCHIATRY CAPACITY**

For the last several years, SMMC has recognized that for 70-80% of inpatient days on 3AB (SMMC's inpatient psychiatry unit) patients don't need the high level of care provided in an acute care hospital setting. Typically, these patients are kept on 3AB because a safe lower level of care cannot be secured. The financial implications are that SMMC incurs the high costs necessary to maintain an inpatient bed for patient, but because receives little to no revenue because of reimbursement rules. The resulting budget gap is more than \$4 million per year. We have worked with our partners to try and increase placement options but have seen little progress. As a result of these patients remaining on 3AB when they cannot be placed, beds in that unit are frequently unavailable to patients with acute inpatient psychiatric needs, whose care costs are reimbursable. On average, SMMC's Psychiatric Emergency Services (PES) identifies 18 patients per week who require admission to an inpatient psychiatric unit such as 3AB, but due to a lack of available 3AB beds, only five are admitted to SMMC. The remaining patients are transferred out to other facilities.

SMMC was advised during its most recent accreditation survey by the Joint Commission that modifications to the acute psychiatry components (PES and 3AB) are necessary to ensure the safety of patients against self-harm risks. . To maintain its accreditation, SMMC must address these facility issues, which will require significant and costly renovations. Completion of this construction will necessitate reducing the total number of acute inpatient psychiatric beds from the currently budgeted 29 to 17 beds. Teams have been preparing for this effort and have projected that it will require the placement of at least 12 patients currently on 3AB into lower levels of care. In addition, it would mean that only 2 to 3 patients could be admitted to 3AB each week (down from the current 5 per week). The remaining patients would

need to be admitted to other inpatient psychiatry units that SMMC partners with. Analysis of the construction plan revealed an opportunity to redirect funding to County Behavioral Health and Recovery Services (BHRS) so that it could more efficiently place patients whose needs do not require them to be on 3AB any longer. Once construction is completed, SMMC would keep the inpatient psychiatry census at 17 rather than returning it to 29.

*Site:*

San Mateo Medical Center  
222 W. 39<sup>th</sup> Avenue  
San Mateo, CA 94403

*Nature of change:*

Reduce acute inpatient psychiatric capacity (3AB) by 12 beds from 34 licensed (29 budgeted) to 17 staffed beds. Redirect \$1.4 M of revenue from BHRS to purchase other residential placements for patients waiting for discharge to residential care. Currently, of the 18 referrals per week to 3AB from PES, 5 are admitted to 3AB and 13 are referred to other hospitals. This change is estimated to result in reducing admissions per week by 2.5 patients, increasing the number of patients referred to other hospitals to approximately 15.5 per week.

This reduction will not require the elimination of any currently filled permanent positions, but it will result in the deletion of 9 vacant positions. It will also reduce the hours available for approximately 20 extra help staff members and will also reduce the use of overtime and registry services on the unit.

*Staff reductions:*

Permanent (all Vacant)		
F011	Clinical Nurse	1
F037	Psychiatric Nurse	5
S038	Food Service Worker I	<u>1</u>
Total Permanent		7
Term (all Vacant)		
F037	Psychiatric Nurse	<u>2</u>
Total Term		2
Extra Help (reduction in hours available)		
E417	Medical Office Assistant II	1
E420	Medical Office Specialist	1
F037	Psychiatric Nurse	3
F104	Relief Nurse	<u>15</u>
Total Extra Help		20

*Patient services affected:*

Approximately 100 patients who might have been previously admitted to San Mateo Medical Center Inpatient Psychiatry will need to be placed in outside partner facilities

*Expected annual savings:*

\$1.6 million

**3. CEASE THE PROVISION OF OPHTHALMOLOGY SERVICES AT SAN MATEO MEDICAL CENTER (SMMC)**

San Mateo Medical Center currently provides Ophthalmology services through its outpatient clinics and inpatient Operating Room.. In general, most ophthalmology procedures in the community are performed in an outpatient surgery center, not an inpatient OR as is the case at SMMC. Since inpatient ORs are, in general, slower and more costly than ambulatory surgery centers, it is difficult to sustainably provide care in this way. In addition, this lack of capacity has led to long waits for service at SMMC. San Mateo Medical Center therefore proposes the elimination of Ophthalmology services. SMMC will work with the Health Plan of San Mateo to ensure that all patients (approximately 1500 per year) have timely access to ophthalmology services. This service change will result in the elimination of 3 filled permanent positions.

*Site:*  
San Mateo Medical Center  
222 W. 39th Avenue  
San Mateo, CA 94403

*Nature of change:*  
Eliminate the provision of Ophthalmology Services at San Mateo Medical Center and redirect patients requiring this service to contracted community providers

*Staff reductions:*

F079	Medical Services Assistant II	3
	Total	3

*Clients affected:*  
The 1500 clients currently receiving Ophthalmology services at San Mateo Medical Center. SMMC will work with the Health Plan of San Mateo to ensure that all patients including all Medi-Cal clients and ACE clients are connected to appropriate community providers

*Expected annual savings:*  
\$269,000

**4. RELOCATE MENTAL HEALTH PRIMARY CARE (MHPC) PROGRAM**

Historically, SMMC and BHRS have partnered to embed primary care teams within behavioral health (outpatient psychiatry) clinics. The goal is to more effectively meet the medical needs of patients with complex behavioral health conditions where they are receiving their behavioral health care. Teams are currently embedded in North County Mental Health (in the same building as Daly City Clinic), Brewster Mental Health Clinic in Redwood City and Alameda Mental Health Clinic in San Mateo. However, primary care services delivered at the Brewster and Alameda clinic sites are not eligible for the higher Medi-Cal reimbursement available for primary care services delivered at the primary care clinic located on SMMC’s main campus (SMMC). Keeping the primary care teams intact and serving their current patients but moving them to the SMMC main campus will generate enhanced primary care payments for the services provided.

*Site(s):*  
South County (Brewster) Mental Health Center, 802 Brewster Ave., Redwood City, and  
Central County (Alameda) Mental Health Center, 1950 Alameda de las Pulgas, San Mateo.

*Nature of change:*

Relocate the Brewster primary care team and the Alameda primary care team to the Outpatient Clinic at SMMC's main campus, 222 39th Avenue, San Mateo.

*Staff reductions:*

This change will not result in any staff reductions but will require the relocation of four permanent and two extra help staff members.

*Patient services affected:*

There is potential for the relocation of the Brewster and Alameda primary care teams to present obstacles to primary care access for at least some of the 1,385 behavioral health clinic patients currently receiving imbedded primary care services, but the extent of any adverse impact is unknown.

*Expected annual savings:*

\$ 930,000

## **5. REDIRECT MEASURE K FUNDING FROM ALZHEIMER'S ASSOCIATION CONTRACT**

The Measure K funded Alzheimer's Association contract funds the Dementia Capable Services and Supports initiative which creates a safety net for persons living alone with Alzheimer's disease and related disorders by providing quality, person-centered services that help these clients to remain independently and safely at home in the community. The project focuses on addressing the needs of an underserved, high-risk population who exhibit a broad range of challenges, from those in the very early stages of dementia to those diagnosed with middle to late stage Alzheimer's disease. The goals of this initiative include: building a coalition of dementia capable organizations and county agencies to affect systems change; training and educating providers about the disease and its impact on living alone; and developing, delivering and evaluating multidisciplinary services to meet the unique needs of these individuals.

*Site(s):*

Services provided to clients at various locations

*Nature of change:*

Non-renewal of Measure K contract for FY 20-21.

*Staff reductions:*

No County positions impacted

*Patient services affected:*

The contract currently funds services to 29 individuals

*Expected annual savings:*

\$491,727

## **6. REDIRECT MEASURE K FUNDING FOR OMBUDSMAN SERVICES OF SAN MATEO COUNTY (OSSMC)**

OSSMC is a critical component of San Mateo County's effort to support those residents who are most vulnerable and at risk who reside in nursing facilities, board and care homes and assisted living facilities. Specifically trained and state-certified volunteers monitor, investigate, and resolve cases involving long-term care residents. Volunteers are required to complete 36 hours of training to become certified after which they are assigned to facilities.

The Measure K funding for the OSSMC program supports the volunteer coordinator who is responsible for overseeing the implementation and coordination of field ombudsman recruitment, training, certification, assistance with supervising, and recognizing volunteers. Also this coordinator assists with the development of the monthly curriculum for trainings.

*Site(s):*

Services provided at long-term care facilities throughout the County

*Nature of change:*

Non-renewal of Measure K contract for FY 20-21.

*Staff reductions:*

No County positions impacted

*Patient services affected:*

*Expected annual savings:*

\$121,983