

**COUNTY** OF **SAN MATEO**



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COUNTY HEALTH**  
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# Budget Update and Plan FY 21-23

Louise F. Rogers, Chief –March 23,2021




**OUR MISSION IS**  
**to help everyone in San Mateo**  
**County live longer and better lives.**



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# BUDGET BALANCING TIMELINE



 <b>FALL 2018</b>	 <b>FALL 2019</b>	 <b>JUNE 2020</b>	<b>March 2021</b>	<b>Preview FY 2021-22</b>
<p>FY 19-20 plan to address \$46M gap</p> <p>Largely “win”/”win” strategies that increased revenues</p> <p>Eliminated 12 positions for FY 19-20</p>	<p>FY 20-21 plan requiring more difficult choices to address \$57M gap</p> <p>Initial plan: increased revenues and some service reductions, incl eliminating 87 positions</p>	<p>As a result of the pandemic, delayed some reductions and increased direction of one-time funds to \$19.5M</p> <p>\$14.M from Health reserves, \$5.5M from County</p>	<p>Expect pandemic to continue through FY 21-22</p> <p>Preview plan for FY 21-23 to close \$17M gap</p>	<p>Synch up plan with County budget calendar</p> <p>Implement reductions by Sept 2021</p> <p>Continue planning through FY 22-23</p>

# Updated FY 2021-23 Gap to be solved by area

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<u>Division</u>	<u>FY 21-22</u>	<u>FY22-23</u>
San Mateo Medical Center	\$13,900,000	\$15,400,000
Behavioral Health and Recovery Services	\$814,374	\$5,000,000
Administration / Health IT	\$1,191,630	\$1,191,630
Environmental Health	\$600,000	\$800,000
Correctional Health	\$161,000	\$327,827
Family Health (not structural but to be addressed)	\$160,000	\$160,000
Aging and Adult Services	\$100,000	\$100,000
Emergency Medical Services	\$32,000	\$32,000
Public Health Policy and Planning	0	0
Total not including new negotiated increases/charges	\$16,959,004	\$23,011,457

- Continued demands of pandemic/vaccine
- Negotiations for salary and benefit increases
- Service charges
- Other Federal/ State changes

# UNKNOWN

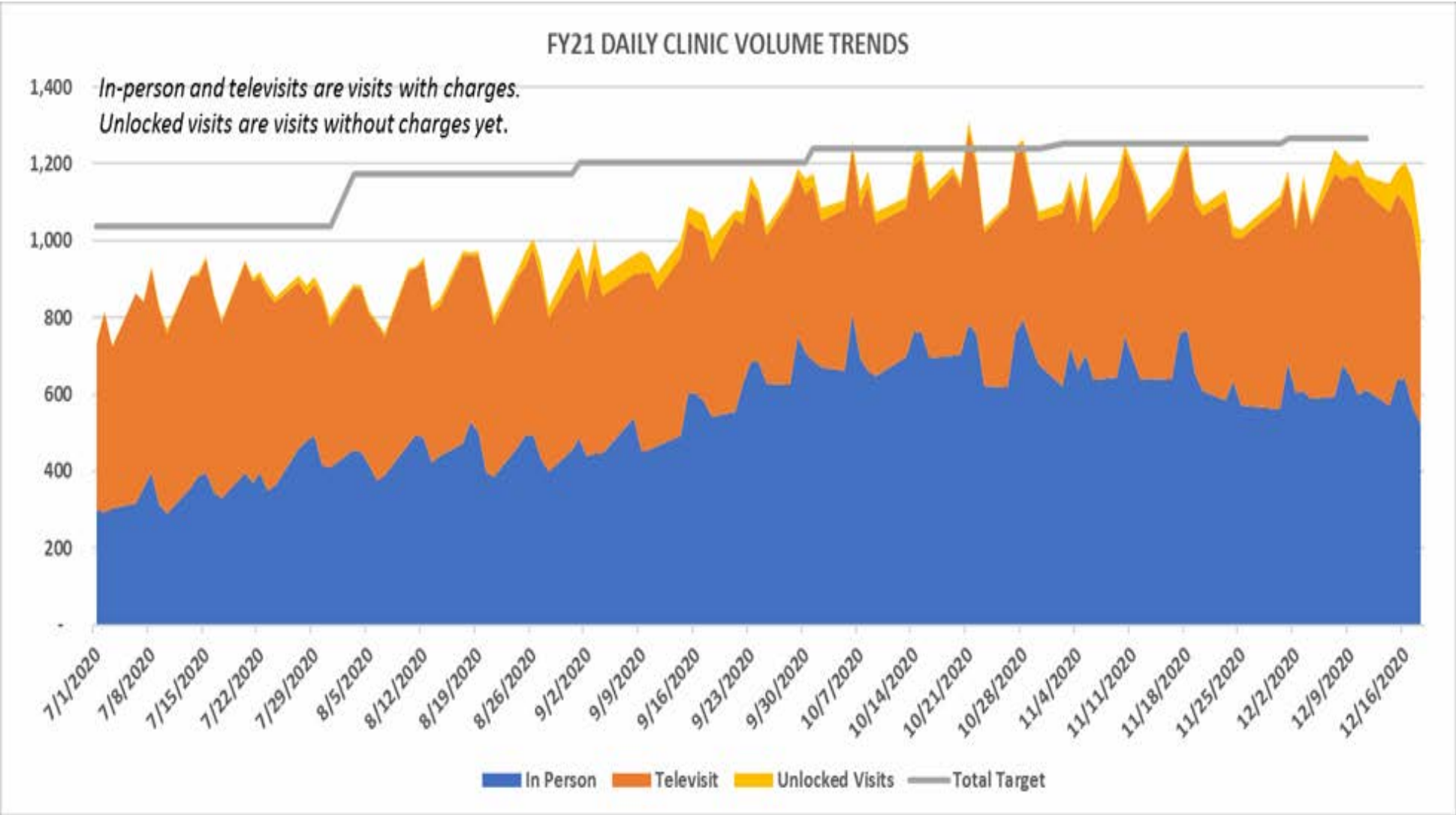


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# Proposed Actions – San Mateo Medical Center

Proposal		Financial Impact	# of Clients	Positions
1	Plan for supplemental revenue and budget accordingly	\$2.5M		
2	Continue additional County Net County Cost contribution to allow pharmacy to remain open and to offset slower ramp up of revenues	\$5.5M		
3	Assume salary savings from at least 12 frozen FTE but retain these positions as needed for surge requirements.	\$1.5M		
4	Continued progress in operational improvements and revenue increases	\$4.4M		
	TOTAL	\$13.9M		

# Progress in productivity— San Mateo Medical Center



# Proposed Actions – Behavioral Health and Recovery Services (1 of 4)

	Proposal	Financial Impact	# of clients	Positions
1	Reduce contracts to actual costs without impacting clients: BAART methadone and MV transportation	\$100,000		
2	Reduce Human Services Agency Vocational Rehab Services MOU to eliminate 3 vacant supported that have been vacant for 3 years	\$69,809		
3	Return the sublease at 262 Harbor to DPW as telework reduced need	\$225,232		
5	Reduce administrative expenses	\$45,000		

# Proposed Actions – Behavioral Health and Recovery Services <sup>9</sup>

## (2 of 4)

	Proposal	Financial Impact	# of clients	Positions
5	Reduce housing component of AOD sober living environments provided by HealthRight 360, Free at Last, Our Common Ground, The Latino Commission, and Service League.	\$50,000	5 beds not in use	
6	Reassign MOA II from BHRS to PHPP	\$91,778		1 filled
7	Eliminate limited term Patient Services Assistant	\$87,465		1 vacant
8	Eliminate extra help Psychiatric Specialist conducting investigations for temporary conservatorships	\$145,090		1 filled
	TOTAL	\$814,374		Total: 3 pos (3 FTE) Filled: 2 pos of which 1 reassigned ( 2 FTE) Vacant: 1 Pos (1 FTE)

# Proposed Actions – Health IT, Administration,

Proposal		Financial Impact	Positions
1	Reduce agreement for security by ¼ given plans to reduce presence on campus by end of 2021	\$27,750	
2	Reduce agreement for custodial by ¼ for 227 37 <sup>th</sup> given plans to end occupancy of building by end of 2021	\$145,493	
3	Reduce extra help hours for coordination related to housing projects	\$12,344	
4	Reduce a variety of HIT expenses related to travel, advertising, office and computer supplies, training, meeting support, licenses	\$106,043	
5	Use one-time sources from Health Admin, Public Health, Policy and Planning and Health Coverage Unit to support Health Information Exchange	\$900,000	
	TOTAL	\$1,191,630	

# Proposed Actions – Aging and Adult Services

Proposal		Financial Impact	# of clients	Positions
1	Redirect savings from freezing vacant Supervising Deputy Public Guardian position toward gap for Public Guardian client housing supports.	\$168,372	n/a	1 vacant pos/1 FTE frozen

# Proposed Actions – Correctional Health Services

Proposal		Financial Impact	# of Clients	Positions
1	Eliminate extra help Psychiatric Social Worker/Marriage Family Therapist	\$97,517		1 vacant
2	Eliminate extra help Licensed Vocational Nurse	\$90,230		1 vacant
	TOTAL (more than may be needed but covers next year)	\$187,747		2 vacant / 2 FTE

# Proposed Actions – Family Health Services

Proposal		Financial Impact	# of clients	Positions
1	Eliminate (2) 0.5 FTE dieticians	\$160,000	786 currently served (minimal impact as responsibility transitions to the State)	2 (two .5 FTE) (filled)

# Proposed actions to increase fees

## Environmental Health

- Fee study completed
- Delay fee increase until no earlier than July 2022
- Draw down \$800,000 reserves to enable delay

## Emergency Medical Services

- Increase fees for paramedic accreditation, EMT certification, specialty program oversight
- Delay fee increase for training programs, using \$32K from reserves

# Other risks, longer-term requirements

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- Expect to need to continue prioritizing pandemic through FY 21-22
- Continuing to adapt our facility planning to achieve main campus milestones and address other space needs
- Need for replacement electronic health record requires funding to be assembled

# Next Steps

## March

Obtain guidance on proposals

Notice to affected individuals and contractors

Work with HR on timelines

## Jan – June 2021

Communications with key stakeholders

Overview with full BOS by end of March

June budget hearing

## Sept - Dec 2021

December 31 effective date for filled position eliminations

Continued implementation of initiatives to achieve balance

Continued planning for post-pandemic

## Fall 2021- June 2022

Continue planning for actions necessary for FY 22-23

Continued implementation of initiatives to achieve balance

Align with County budget calendar

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**QUESTIONS ?**

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**THANK YOU**