



**COUNTY OF SAN LUIS OBISPO  
BOARD OF SUPERVISORS  
AGENDA ITEM TRANSMITTAL**

(1) DEPARTMENT Health Agency		(2) MEETING DATE 4/23/2019		(3) CONTACT/PHONE Megan O'Brien/ ASO II 805-788-2723	
(4) SUBJECT Submittal of a resolution amending the Position Allocation List (PAL) for Fund Center (FC) 160 – Public Health by deleting 1.00 FTE Public Health Nurse I/II, adding 1.00 FTE Administrative Services Manager, deleting 1.00 FTE Administrative Services Officer I/II and adding 1.00 FTE Program Manager I/II to more effectively provide services within the Health Agency Administration function. All Districts.					
(5) RECOMMENDED ACTION It is recommended that the Board approve a resolution amending the Position Allocation List (PAL) for Fund Center (FC) 160 – Public Health by deleting 1.00 FTE Public Health Nurse I/II, adding 1.00 FTE Administrative Services Manager, deleting 1.00 FTE Administrative Services Officer I/II and adding 1.00 FTE Program Manager I/II to more effectively provide services within the Health Agency Administration function.					
(6) FUNDING SOURCE(S) Medi-Cal Administrative Activities revenue		(7) CURRENT YEAR FINANCIAL IMPACT \$0		(8) ANNUAL FINANCIAL IMPACT \$19,705	
(9) BUDGETED? No					
(10) AGENDA PLACEMENT <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Presentation <input type="checkbox"/> Hearing (Time Est. _____) <input type="checkbox"/> Board Business (Time Est. _____)					
(11) EXECUTED DOCUMENTS <input checked="" type="checkbox"/> Resolutions <input type="checkbox"/> Contracts <input type="checkbox"/> Ordinances <input type="checkbox"/> N/A					
(12) OUTLINE AGREEMENT REQUISITION NUMBER (OAR) N/A				(13) BUDGET ADJUSTMENT REQUIRED? BAR ID Number: <input type="checkbox"/> 4/5th's Vote Required <input checked="" type="checkbox"/> N/A	
(14) LOCATION MAP N/A		(15) BUSINESS IMPACT STATEMENT? No		(16) AGENDA ITEM HISTORY <input checked="" type="checkbox"/> N/A Date _____	
(17) ADMINISTRATIVE OFFICE REVIEW Morgan Torell					
(18) SUPERVISOR DISTRICT(S) All Districts					



## COUNTY OF SAN LUIS OBISPO

TO: Board of Supervisors

FROM: Michael Hill, Health Agency Director  
Mike Stevens, Health Agency Deputy Director

DATE: 4/23/2019

SUBJECT: Submittal of a resolution amending the Position Allocation List (PAL) for Fund Center (FC) 160 – Public Health by deleting 1.00 FTE Public Health Nurse I/II, adding 1.00 FTE Administrative Services Manager, deleting 1.00 FTE Administrative Services Officer I/II and adding 1.00 FTE Program Manager I/II to more effectively provide services within the Health Agency Administration function. All Districts.

### **RECOMMENDATION**

It is recommended that the Board approve a resolution amending the Position Allocation List (PAL) for Fund Center (FC) 160 – Public Health by deleting 1.00 FTE Public Health Nurse I/II, adding 1.00 FTE Administrative Services Manager, deleting 1.00 FTE Administrative Services Officer I/II and adding 1.00 FTE Program Manager I/II to more effectively provide services within the Health Agency Administration function.

### **DISCUSSION**

The Health Agency Administration team, which provides administration support to the Health Agency, includes all facets of financial support, Information Technology, contract development and monitoring, Electronic Health Record support, insurance billing, facility support, safety programs, privacy and security compliance. The wide variety of administrative functions supports the diverse needs of Health Agency employees and the programs they provide to the public.

The Health Agency Administrative team recently underwent a thorough analysis of its operations to determine the most effective organizational structure for providing services within the Agency. The team requested feedback from operational staff and external customers to determine whether the current structure led to any performance gaps and recognized any opportunities for improvement. Key stakeholders participated in defining their expectations for services and how the existing structure either lead to sufficient support or identified performance gaps between actual versus desired performance.

Key recommendations of the analysis were the need to provide more centralized Health Agency administrative services. Specifically, looking to break down long-established work silos within the administrative team between

Public Health and Behavioral Health. The requested changes will address and improve the functionality of the existing administrative structure, which is currently structured around two mid-level managers who have reporting alignment primarily to either Behavioral or Public Health. The recommended new structure will add an Administrative Services Manager to the existing two managers and reallocate administrative functions into more centric and similar functions. The administrative team will now include three mid-level managers, one to supervise an integrated fiscal function; a manager to supervise the insurance billing, Accounts Payables and grant reporting functions; and one manager for functions involving compliance functions which includes contract administration, Electronic Health Record support, and privacy and security.

Another key outcome and recommendation resulting from the analysis of the Health Agency's organization structure was to improve information flow, decision-making, and communication between functions. The current organization structure limits the flow of information between staff. Because of its siloed nature, decision making, and information sharing is often limited to the specific Public or Behavioral Health department staff present.

Lastly, the proposed PAL changes will also provide opportunities for professional growth within the Health Agency.

**Convert 1.00 FTE Public Health Nurse II position to 1.00 FTE Administrative Services Manager position in the Health Agency Administrative team.**

The Agency is requesting the deletion of a current vacant 1.00 FTE Public Health Nurse II position within Fund Center 160-Public Health and the addition of a 1.00 FTE Administrative Services Manager position in Fund Center 160. Under the proposed Health Agency Administration structure, the additional Administrative Services Manager position will supervise the insurance billing team, accounts payable, grant reporting, and our Medi-Cal Administrative Activity and Targeted Case Management coordinator. In total, this position will supervise up to ten staff.

The Public Health Nurse II position was one of three nurse positions added as a Budget Augmentation Request during the FY 2016-17 budget process. The position was added to increase capacity for the Nurse Family Partnership to provide increased home visitation services to low-income mothers and their first born. Due to a shortage of qualified Public Health Nurses and competition for nursing positions in San Luis Obispo County, the Public Health Nurse II position has not been filled and remains vacant today.

**Convert 1.00 FTE Administrative Services Officer II to 1.00 FTE Program Manager I position in the Health Agency Administration team.**

The Health Agency's contract/monitoring function is staffed with four Administrative Service Officer II's, responsible for developing, monitoring, auditing and administration of approximately 300 contracts. Converting one of the current ASO II positions to a Program Manager I will not increase the overall number of staff but will result in the creation of a lead for this important function. The remaining three ASO II's will report to the Program Manager I. The benefit is the contract group will now have a lead which in turn reduces the number of direct reports reporting to the Administrative Services Manager. This also works toward the goals of the reorganization which include providing a more centric contract team, increasing the lines of communication between contract staff, and providing the next step in the career path for the ASOs working in the contracts section.

**OTHER AGENCY INVOLVEMENT/IMPACT**

The Health Agency has coordinated with the Human Resources Department in the preparation of this resolution.

**FINANCIAL CONSIDERATIONS**

The reclassification of these positions in the current fiscal year will result in no impact to the General Fund because the position will be filled for less than 2 months. As shown in the chart below, the financial impact would be less than \$100 if filled for the entire 2 months. The impact in FY 2019-20 will result in a \$4,201 increase. This additional cost in FY 2019-20 will be offset by Medi-Cal Administrative Activities revenue for which the Health Agency can get reimbursement. The current positions are funded by General Fund support. The proposed PAL changes will not impact the level of General Fund support as shown in the chart below.

<b>Net General Fund Impact</b>			
	<b>FY 2018-19 (2 months)</b>	<b>FY 2019-20</b>	<b>At Maximum Step 5 Expense</b>
Add'l Salary & Benefit Costs	\$98	\$4,201	\$19,705
<i>Revenue:</i>			
Medi-Cal Admin		(\$13,008)	(\$19,802)
Salary Savings	(\$98)		
<b>Net General Fund Impact/(Savings)</b>	<b>\$0</b>	<b>(\$8,807)</b>	<b>(\$97)</b>

Total salary and benefit costs related to the PAL changes to convert a Public Health Nurse II to an Administrative Services Manager were based on the budgeted cost for the Public Health Nurse II, which was budgeted at a step 4. The Administrative Services Manager, a new position, was based on the first step in the salary range. The conversion of the ASO II to the Program Manager I position is based on step 5 of the salary range. A 5% increase is factored in the conversion of the ASO II to the Program Manager I and would result in a step 5 with the 5% increase. The recommended reclassification will not result in the increase of General Fund support.

<b>FY 2018-19 Estimated Expense for Remaining 2 months</b>						
<b>Action</b>	<b>Classification</b>	<b>FTE</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>	<b>Step Estimate</b>
Add	Admin Services Manager	1.00	\$14,255	\$7,454	\$21,709	Step 1 for 2 months
Delete	Public Health Nurse II (PCN 5000755)	(1.00)	(\$15,229)	(\$7,310)	(\$22,539)	Step 4 for 2 months
Add	Program Manager I	1.00	\$13,461	\$7,157	\$20,618	Step 5 for 2 months
Delete	Admin Services Officer II	(1.00)	(\$12,789)	(\$6,901)	(\$19,690)	Step 5 for 2 months
	<b>Net Change FY 2018-19</b>	<b>0.00</b>	<b>(\$302)</b>	<b>\$400</b>	<b>\$98</b>	
<b>FY 2019-20 Estimated Annual Expense</b>						
<b>Action</b>	<b>Classification</b>	<b>FTE</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>	<b>Step Estimate</b>
Add	Admin Services Manager	1.00	\$88,386	\$45,797	\$134,183	Step 1 for 4 months Step 2 for 8 months
Delete	Public Health Nurse II (PCN 50007555)	(1.00)	(\$91,709)	(\$43,843)	(\$135,552)	Step 4 for 9 months Step 5 for 3 months
Add	Program Manager I	1.00	\$80,766	\$42,942	\$123,709	Step 5 for 12 months
Delete	Admin Services Officer II	(1.00)	(\$76,731)	(\$41,408)	(\$118,139)	Step 5 for 12 months
	<b>Net Change FY 2019-20</b>	<b>0.00</b>	<b>\$712</b>	<b>\$3,488</b>	<b>\$4,201</b>	

**Estimated Annual Expense at Maximum Step (Step 5 of 5)**

<b>Action</b>	<b>Classification</b>	<b>FTE</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>	<b>Step Estimate</b>
Add	Admin Services Manager	1.00	\$103,979	\$51,636	\$155,615	Step 5 of 5 for 12 months
Delete	Public Health Nurse II	(1.00)	(\$95,950)	(\$45,530)	(\$141,480)	Step 5 of 5 for 12 months
Add	Program Manager I	1.00	\$80,766	\$42,942	\$123,709	Step 5 of 5 for 12 months
Delete	Admin Services Officer II	(1.00)	(\$76,731)	(\$41,408)	(\$118,139)	Step 5 of 5 for 12 months
	<b>Net Change at Max. Step</b>	<b>0.00</b>	<b>\$12,064</b>	<b>\$7,641</b>	<b>\$19,705</b>	

While the Program Manager is going to be filled at the Program Manager I level, the salary and benefits expense at the highest level of the series (Program Manager II) at step 5 is \$134,222.

**RESULTS**

Approving the attached resolution will allow the Health Agency to convert a vacant Public Health Nurse II position to an Administrative Services Manager position and convert an existing Administrative Services Officer II to a Program Manager I position. Converting both positions will increase the effectiveness of the Health Agency Administration team by providing more centralized administrative services; improving information flow, decision-making, and communication between administrative functions; increasing the opportunity for career advancement. In summary, these changes will help meet the vision of a healthy, well-governed community.

**ATTACHMENTS**

1. Resolution Amending the Position Allocation List for Multiple Classifications