



24-4387

DATE: February 27, 2024 (Item No. {{item.number}})

TO: Board of Supervisors

FROM: James R. Williams, County Executive

SUBJECT: Various Amendments to the Executive Leadership Master Salary Ordinance
NS-20.23

RECOMMENDED ACTION

Consider recommendations relating to various executive leadership classifications.

Possible action:

- a. Approve job specification and amend Classification Plan to add the classifications of SCVH-Hospital Executive, Operations; CSCHS-Medical Executive; and Director, System of Care.
- b. Approve revised job specification, retitling the classification of CSCHS-Chief Operating Officer to SCVH-Chief Operating Officer.
- c. Approve revised job specification for the classification of Director, Emergency Medical Services.
- d. Abolish the classifications of Specialty Care Medical Director, Patient Quality and Safety Medical Director, Chief Medical Information Officer, Perioperative Services Medical Director, Utilization and Valuation Medical Director, Whole Person Care Medical Director, Primary Care Medical Director, Behavioral Health Medical Director; Director, Children, Youth, and Family System of Care; Director, Access and Unplanned Services; and Director, Adult/Older Adult System of Care.
- e. Introduce and preliminarily adopt Executive Leadership Salary Ordinance No. NS-20.23.09, an Ordinance amending Santa Clara County Salary Ordinance No. NS-20.23 relating to compensation of employees, deleting three CSCHS-Chief Operating Officer positions and adding three SCVH-Hospital Executive, Operations positions; increasing the salary range of the CSCHS-Chief Operating Officer classification by ten percent; deleting Footnote No. 8 providing for a ten percent differential for one employee in the classification of CSCHS-Chief Operating Officer when performing the duties of the Enterprise Chief; adjusting the salary range of the Director, Emergency Medical Services classification; deleting one Specialty Care Medical Director position, five Patient Quality and Safety Medical Director positions, one Chief Medical Information

Officer position, one Perioperative Services Medical Director position, one Utilization and Valuation Medical Director position, one Whole Person Care Medical Director position, one Primary Care Medical Director position, and two Behavioral Health Medical Director positions and adding 13 CSCHS-Medical Executive positions; and deleting one Director, Children, Youth, and Family System of Care position, one Director, Access and Unplanned Services position, and two Director, Adult/Older Adult System of Care positions and adding four Director, System of Care positions in the County of Santa Clara Health System.

FISCAL IMPLICATIONS

Approval of the recommended action would result in a net savings of approximately \$22,997 in Fiscal Year (FY) 2024-2025 (ongoing), resulting from approximately \$39,866 in Santa Clara Valley Healthcare (SCVH) costs, and approximately \$62,863 in Emergency Medical Services savings.

REASONS FOR RECOMMENDATION AND BACKGROUND

Employee Services Agency (ESA) has reviewed classification specifications and compensation for multiple executive classifications critical to the County organization within the County of Santa Clara Health System (CSCHS) and SCVH. Job specifications for the respective Medical Directors and Behavioral Health system of care classifications are recommended to be retitled in order to collapse multiple classifications with similar employment standards into single classifications and to establish a job specification that reflects current job responsibilities and typical tasks. In addition, the compensation for one CSCHS-Chief Operating Officer will be realigned to encompass and replace the current 10% differential provided under Footnote #8 in Exhibit A and be retitled to SVHC-Chief Operating Officer. This recommended action also includes minor job specification revisions and an adjustment to the salary range for the Director, Emergency Medical Services.

The proposed recommendations are as follows:

Currently, the County of Santa Clara Health System has four (4) CSCHS-Chief Operating Officer positions. One position is designated as the Enterprise Chief and retains a ten percent (10%) differential. ESA has reviewed the job classification and determined that two separate classifications are more appropriate to establish distinguishing characteristics of the respective positions. The recommended action is being requested at this time due to the upcoming recruitment for the position of CSCHS-Chief Operating Officer. ESA proposes that the salary range for the CSCHS-Chief Operating Officer be adjusted to include the 10% differential under Footnote #8 in Exhibit A, which states “One employee in this classification, when assigned by the CSCHS-Chief Executive Officer to perform the duties of the Enterprise Chief, shall be compensated up to a maximum of 10% above the employee’s current salary.” This action also recommends retitling the classification to SCVH-Chief Operating Officer. In addition, ESA proposes reclassifying the three (3) remaining CSCHS-Chief Operating Officer classifications to SCVH-Hospital Executive, Operations.

Eight (8) Medical Director classifications fall under the unclassified physician service and operate under a broad scope of work that is not clearly defined under the existing duty statements. These positions are critical medical executives who lead a range of specialties within CSCHS, including Behavioral Health and Custody Health. The recommended action reclassifies the classifications of Specialty Care Medical Director, Patient Quality and Safety Medical Director, Chief Medical Information Officer, Perioperative Services Medical Director, Utilization and Valuation Medical Director, Whole Person Care Medical Director, Primary Care Medical Director; and Behavioral Health Medical Director to CSCHS-Medical Executive. The proposed new classification of CSCHS-Medical Executive would allow for improved coordination of services across the CSCHS that have Agency-wide impact. This will provide the flexibility needed to address the increasing responsibilities in response to the health system's changing operations.

In anticipation of the planned retirement of the incumbent Director, Emergency Medical Services, and in preparation for the upcoming recruitment, ESA was asked to look at factors that may assist in a successful recruitment. Included in the assessment process was a review of a) the classification specification to verify that it accurately reflects the responsibilities and employment standards, b) the recruitment base/applicant pool, and c) compensation. The outcome of this review showed that the classification specification required minor revisions in order to reach the appropriate audience. The comparison of the salary with that of other comparable classifications, both internal and external, resulted in the recommendation to adjust the salary to reflect the current market.

This recommendation is being made in order to facilitate recruitment and retention of individuals who possess considerable experience and whose backgrounds match the needs of these critical positions.

CHILD IMPACT

The recommended action will have no/neutral impact on children and youth.

SENIOR IMPACT

The recommended action will have no/neutral impact on seniors.

SUSTAINABILITY IMPLICATIONS

The recommended action will have no/neutral sustainability implications.

CONSEQUENCES OF NEGATIVE ACTION

The current job classifications and salary range adjustments would not reflect the responsibilities associated with the positions.

STEPS FOLLOWING APPROVAL

The Clerk of the Board of Supervisors is requested to send OneMeeting notifications of completed processing to Patricia Carrillo and Felicia Sanchez in ESA-Executive Services; and Staci Bjerk, Jennifer Paredes-Fricano, and Zullay Rodriguez, Employee Services Agency, Human Resources Department.

ATTACHMENTS:

- NS-20 23 09 - Various Amendments
- SCVH Hospital Executive Operations Class Spec 2-27-24
- CSHS Medical Executive Class Spec 2-27-24
- Director System of Care Class Spec 2-27-24
- SCVH Chief Operating Officer Class Spec 2-27-24
- Director Emergency Medical Services Class Spec 2-27-24