



A Tradition of Stewardship
A Commitment to Service

Agenda Date: 7/22/2014

Agenda Placement: 7I

NAPA COUNTY BOARD OF SUPERVISORS Board Agenda Letter

TO: Board of Supervisors

FROM: Suzanne Mason - Director
Human Resources

REPORT BY: Faye Newton, HUMAN RESOURCES ANALYST II - 707-299-1728

SUBJECT: Adoption of a Resolution to Amend the Departmental Allocation List for the HHSA Fiscal, ORD, Admin, Public Health and Operations Divisions of the Health and Human Services Agency and updating the Table and Index of Classes

RECOMMENDATION

Director of Human Resources and Director of Health and Human Services request adoption of a resolution amending the Departmental Allocation Lists, Table and Index of Classes and Appropriate Personnel Policies, as follows, effective August 2, 2014, with no increase in FTE and no net increase to the General Fund:

1. Amend the Department Allocation List for the Fiscal Division by:
 - a. Deleting two (1.0 FTE) Staff Services Analyst I/II; and
 - b. Deleting one (1.0 FTE) Staff Services Analyst I.
2. Amend the Departmental Allocation List for the Organizational Resources and Development Division by:
 - a. Deleting two (1.0 FTE) Staff Services Analyst I;
 - b. Deleting one (1.0 FTE) (NCO) Staff Administration Manager;
 - c. Deleting one (1.0 FTE) Senior Office Assistant;
 - d. Adding one (1.0 FTE) (MC) Staff Services Manager; and
 - e. Adding one (1.0 FTE) Staff Services Analyst I/II.
3. Amend the Departmental Allocation List for the Operations Division by:
 - a. Deleting one (1.0 FTE) Records Coordinator;
 - b. Deleting one (1.0 FTE) (NCO) Operations Manager - HHSA
 - c. Adding one (1.0 FTE) Staff Services Analyst I/II;
 - d. Adding one (1.0 FTE) Staff Services Analyst I;
 - e. Adding one (1.0 FTE) Senior Office Assistant;
 - f. Adding one (1.0 FTE) (MC) Health Records Information Manager;
 - g. Adding one (1.0 FTE) (MC) Staff Services Manager; and
 - h. Adding one (1.0 FTE) (NCO) Deputy Director of Health and Human Services - Operations.
4. Amend the Departmental Allocation List for the Administration Division by:
 - a. Deleting one (1.0 FTE) (MC) Program Manager II.

5. Amend the Departmental Allocation List for the Public Health Division by:
 - a. Adding one (1.0 FTE) (MC) Program Manager II; and
 - b. Adding one (1.0 FTE) Staff Services Analyst I/II.
6. Amend the Table and Index of Classes:
 - a. Adding (MC) Health Records Information Manager.
7. Amend Appropriate Personnel Policies as outlined in "Exhibit A" of the Resolution.

EXECUTIVE SUMMARY

Contracts Management Unit

The Health and Human Services Agency (HHS) negotiates approximately \$50 million in contracts annually. There has been an increase in performance expectations and compliance requirements over the past several years. In spite of the significant growth in expenditures and revenues related to contracts and an increase in the complexity of the contracts, staffing in this area has remained the same. HHS Administration has reviewed the staffing needs of this function and determined that there is a need to form a Contracts Management Unit. The unit is proposed to include administrative, analytical and clerical support staff. HHS has determined that reassignment of positions, functions and duties within the Fiscal, Operations and Organizational Resources and Development Divisions will create a more effective structure for HHS contract management. The positions in the new unit will provide agency-wide coordination and oversight, including monitoring and evaluation of contracts. The new unit will also effectively mitigate risk by insuring for appropriate insurance coverage for contractors (in coordination with the County Risk and Emergency Services Manager) and insure that quality services are being offered.

HHS is proposing that the positions within the Contracts Management Unit be allocated to the Operations Division. The new unit will consist of four full-time positions; one Staff Service Analyst I/II, one Staff Services Analyst I and one Senior Office Assistant. The Staff Services Analysts are currently allocated and filled positions. The Senior Office Assistant is currently an allocated and vacant position. Lastly, HHS is proposing that the unit have a management level position added that will perform the day-to-day duties of contract management and will provide oversight of the new Contracts Management Unit. Human Resources has studied the position and recommends that a Staff Services Manager classification is the best fit for the duties proposed.

Health Records Information Manager

In 2013, HHS hired Prime Consulting to perform a study of HHS's client and medical records management systems. The consultants recommended several actions, one of which is to create a management level classification to oversee client and medical records information and to ensure that HIPAA covered information is secured properly. Human Resources studied the proposed duties and recommends the creation of a new classification, titled Health Records Information Manager. It is recommended that this position replace the allocated and vacant Records Coordinator position. The Records Coordinator classification specification is out of date, and it is not a specialized management level classification. It is also recommended that this management level position be allocated to the Operations Division of HHS.

Organizational Resources and Development, Public Health and Administration Division

The two vacant Staff Services Analyst I positions that are currently allocated to the Organizational Resources and Development (ORD) Division are within a flexibly-staffed Staff Services Analyst series. The positions were added to the departmental allocation list at the I level only. However, the level and scope of work that will be assigned to the Staff Services Analyst positions is not entry level. Therefore, it is recommended that these positions be deleted and allocated at the Staff Services Analyst I/II level so that

work can appropriately be assigned by management and duties can be performed as efficiently and effectively as possible.

It is requested that the Program Manager II that is currently allocated to the Administration Division be transferred to the Public Health Division. The Program Manager II will continue to oversee the Medi-Cal Administrative Activities (MAA) program, as well as take the lead management role for the Live Healthy Napa County campaign in the Public Health Division. Due to the increase in time dedicated to Live Healthy Napa County, it is imperative that the MAA program have a Staff Services Analyst I/II assigned to the program to ensure that Medi-Cal requirements are met. Therefore; it is requested that one vacant Staff Services Analyst position be transferred from ORD to the Public Health Division to assist the Program Manager II with analytical duties related to the MAA program.

There is a vacant Staff Administration Manager classification allocated to the ORD Division. HHSA has redesigned the position and requested Human Resources conduct a study to determine the best classification for this position. Human Resources performed a study and found that the scope of duties needed for the position are best classified as a Staff Services Manager classification. Therefore; Human Resources recommends that the Staff Administration Manager be deleted and that it be replaced by a Staff Services Manager.

Operations Division

In January 2014, the Staff Administration Manager in the ORD Division resigned. Upon resignation, the Director of Health and Human Services assigned the duties related to human resources, training, credentialing and licensing to the Operations Manager - HHSA. The Director of Health and Human Services also assigned work related to contract management and, with approval of this board action, the Operations Manager - HHSA will oversee the new contracts management unit and will maintain supervision and management of the employees in the ORD Division. Human Resources has reviewed the changes to the Operations Manager - HHSA and recommends, based on the increased role and responsibility of the Operations Manager - HHSA, that the Operations Manager - HHSA classification be deleted and a new classification of Deputy Director of HHSA - Operations be added. The new salary was based on a review of role and responsibility of the new position in relation to other management positions within HHSA as well as a study of classifications in our comparable agencies.

FISCAL IMPACT

Is there a Fiscal Impact?	Yes
Is it currently budgeted?	No
What is the revenue source?	The proposed actions will be funded by the County General Fund (83%) and Medi-Cal Administrative Activities (17%).
Is it Mandatory or Discretionary?	Discretionary
Discretionary Justification:	The proposed changes are discretionary in that there is no statute requiring the addition, deletion, transfer or reallocation of these positions. Approval of the proposed actions will provide management a better opportunity to assign work appropriately and to ensure that agency work is completed as efficiently and effectively as possible.

Is the general fund affected?	No
Future fiscal impact:	The increased cost of salary and benefits for the proposed actions for Fiscal Year 2014-2015 is approximately \$44,918 of which 83% is General Fund and will be absorbed within HHSAs current General Fund allocation. The increased cost of salary and benefits for future fiscal years is approximately \$53,079 and will be budgeted appropriately.
Consequences if not approved:	If the proposed actions are not approved, HHSAs will need to reassign the work to existing staff, which would create an workload burden.

Additional Information:

ENVIRONMENTAL IMPACT

ENVIRONMENTAL DETERMINATION: The proposed action is not a project as defined by 14 California Code of Regulations 15378 (State CEQA Guidelines) and therefore CEQA is not applicable.

BACKGROUND AND DISCUSSION

Contracts Management Unit

The Health and Human Services Agency (HHSAs) negotiates approximately \$50 million in contracts annually. There has been an increase in performance expectations and compliance requirements over the past several years. In spite of the significant growth in expenditures and revenues related to contracts and an increase in the complexity of the contracts, staffing in this area has remained the same. HHSAs Administration has reviewed the staffing needs of this function and determined that there is a need to form a Contracts Management Unit. The unit is proposed to include administrative, analytical and clerical support staff. HHSAs has determined that reassignment of positions, functions and duties within the Fiscal, Operations and Organizational Resources and Development Divisions will create a more effective structure for HHSAs contract management. The positions in the new unit will provide agency-wide coordination and oversight, including monitoring and evaluation of contracts. The new unit will also effectively mitigate risk by insuring for appropriate insurance coverage for contractors (in coordination with the County Risk and Emergency Services Manager) and insure that quality services are being offered.

HHSAs is proposing that the positions within the Contracts Management Unit be allocated to the Operations Division. The new unit will consist of four full-time positions: one Staff Services Analyst I/II, one Staff Services Analyst I and one Senior Office Assistant. The Staff Services Analysts are currently allocated and filled positions. The Senior Office Assistant is currently an allocated and vacant position. HHSAs is also proposing that the unit have a management level position added that will perform the day-to-day duties of contract management and will provide oversight of the new Contracts Management Unit. The cost of the new position will be offset through a deletion of an allocated vacant Staff Services Analyst position in the Fiscal Division. The management position will oversee the preparation of all HHSAs professional service contracts, amendments, memoranda of understanding and resolutions for submission to County Counsel for review and approval. Lastly, the management position will plan, direct, coordinate and review the work of assigned staff. Human Resources has reviewed the proposed duties of the management position and recommends that the appropriate classification for the work described is that of a Staff Services Manager.

Health Records Information Manager

In 2013, HHSA hired Prime Consulting to perform a study of HHSA's client and medical records management systems. The consultants recommended several actions, one of which was to create a management level classification to oversee client and medical records information and to ensure that HIPAA covered information is secured properly. Human Resources studied the proposed duties and recommends the creation of a new classification, titled Health Records Information Manager. The Health Records Information Manager will develop, implement and maintain a comprehensive client and medical records management program within HHSA. The management level position will develop policies and procedures to organize, manage and protect patient health information and other personally identifiable information of HHSA clients. This work is currently performed by the Operations Manager and an outside consultant. It is no longer feasible for the Operations Manager to continue to perform this type of work. It is recommended that this position replace the allocated and vacant Records Coordinator position. The Records Coordinator classification specification is out of date, and it is not a specialized management level classification. It is also recommended that this management level position be allocated to the Operations Division of HHSA.

Organizational Resources and Development, Public Health and Administration Division

The two vacant Staff Services Analyst I positions that are currently allocated to the Organizational Resources and Development (ORD) Division are within a flexibly-staffed Staff Services Analyst series. The positions were added to the departmental allocation list at the I level only. However, the level and scope of work that will be assigned to the Staff Services Analyst positions is not entry level. Therefore, it is recommended that these positions be deleted and allocated at the Staff Services Analyst I/II level so that work can appropriately be assigned by management and duties can be performed as efficiently and effectively as possible.

It is requested that the Program Manager II that is currently allocated to the Administration Division be transferred to the Public Health Division. The Program Manager II will continue to oversee the Medi-Cal Administrative Activities (MAA) program, as well as take the lead management role for the Live Healthy Napa County campaign in the Public Health Division. The Program Manager II will participate in all aspects of Live Healthy Napa County, including strategic planning, program implementation and evaluation. Due to the increase in time dedicated to Live Healthy Napa County, it is imperative that the MAA program have a Staff Services Analyst I/II assigned to the program to ensure that Medi-Cal requirements are met. Therefore, it is requested that one vacant Staff Services Analyst position be transferred from ORD to the Public Health Division to assist the Program Manager II with analytical duties related to the MAA program.

Lastly, there is a vacant Staff Administration Manager classification allocated to the ORD Division. HHSA has redesigned the position to focus on staff training and organizational development. The new duties include working with division managers to ensure specific training needs are met as well as creating agency-wide training that supports all staff. The position will also work closely with the Quality Management Division to develop necessary trainings that support corrective processes based on Quality Management findings. Lastly, the position will provide oversight of credentialing and licensing verification for the agency. Because of this, HHSA requested Human Resources conduct a study to determine if the duties assigned to the position are reflective of the Staff Administration Manager classification. Human Resources performed a study and found that the scope of the duties needed for the position best match the Staff Services Manager classification. Human Resources recommends that the Staff Administration Manager be deleted and that it be replaced by a Staff Services Manager. It is also recommended that this position report directly to the Operations Manager - HHSA.

Operations Division

In January 2014, the Staff Administration Manager in the ORD Division resigned. Upon resignation, the Director of Health and Human Services assigned the duties related to human resources, training, credentialing and licensing to the Operations Manager - HHSA. The Director of Health and Human Services also assigned work related to contract management and, with approval of this board action, the Operations Manager - HHSA will oversee the new contracts management unit and will maintain supervision and management of the employees in the ORD Division. Human Resources has reviewed the changes to the Operations Manager - HHSA and recommends, based on the increased role and responsibility of the Operations Manager - HHSA, that the Operations Manager - HHSA classification and allocation be deleted and a new classification and allocation of Deputy Director of HHSA - Operations be added. The new salary was based on a review of role and responsibility of the new position in relation to other management positions within HHSA as well as a study of classifications in our comparable agencies.

Therefore, the Director of Human Resources and the Director of Health and Human Services recommend the adoption of a resolution to amend the departmental allocation list, table and index of classes and appropriate personnel policies, as outlined in "Exhibit A", effective August 2, 2014, with no increase in FTE and no net increase to the General Fund.

SUPPORTING DOCUMENTS

A . Resolution

CEO Recommendation: Approve

Reviewed By: Helene Franchi