

DATE: May 28, 2019

TO: Honorable Members of the Board of Supervisors
Jeffrey V. Smith, M.D., J.D., County Executive

FROM: René G. Santiago, Deputy County Executive &
Director, County of Santa Clara Health System

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René Santiago

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Matthew Gerrior, Director of Custody Health Services (CHS)

SUBJECT: Off-Agenda Report Regarding Nurses Concerns Raised May 21, 2019

This memo provides an initial assessment of the concerns raised regarding vacant nursing positions during the May 21, 2019 Board of Supervisors meeting.

Comments were made during the Board meeting regarding vacancies and workload. The preliminary analysis of data provided by the Employee Services Agency indicated that three years ago, the vacancy rate for all CHS positions was about 25% and approximately 11% for nursing positions. Since then, there has been an incremental increase in the number of Custody Health staff. Various strategies have been implemented to recruit both medical and psychiatric nurses. These strategies include posting vacancies internally as a first step, then posting to the largest online job sites (such as Monster and Indeed). As of last week, the vacancy rate for all positions declined to approximately 13% and about 9% for total coded RNPA positions.

CHS management reviewed both the coded staff, extra help/per diem staff and compared the number to the schedule to make sure there was adequate coverage and that staff were fulfilling their obligations for hours of availability and level of care. After this initial review, several of the extra help/per diems were released due to personnel concerns. Since then, CHS management added 12 nurses into provisional status on May 20. Thus, CHS can now move to filling the extra help and per diem positions needed to provide flexibility in staff, vacation/sick call coverage and decrease overtime needs.

Regarding workload, a comparison of HealthLink baseline data to the beginning of this month shows that the number of inmates has decreased, whereas the number of screenings conducted has increased. With the addition of questions asked as part of the screening at booking, a more thorough intake assessment is completed. This has resulted in an increase in the number of follow up assessments conducted by nurses.

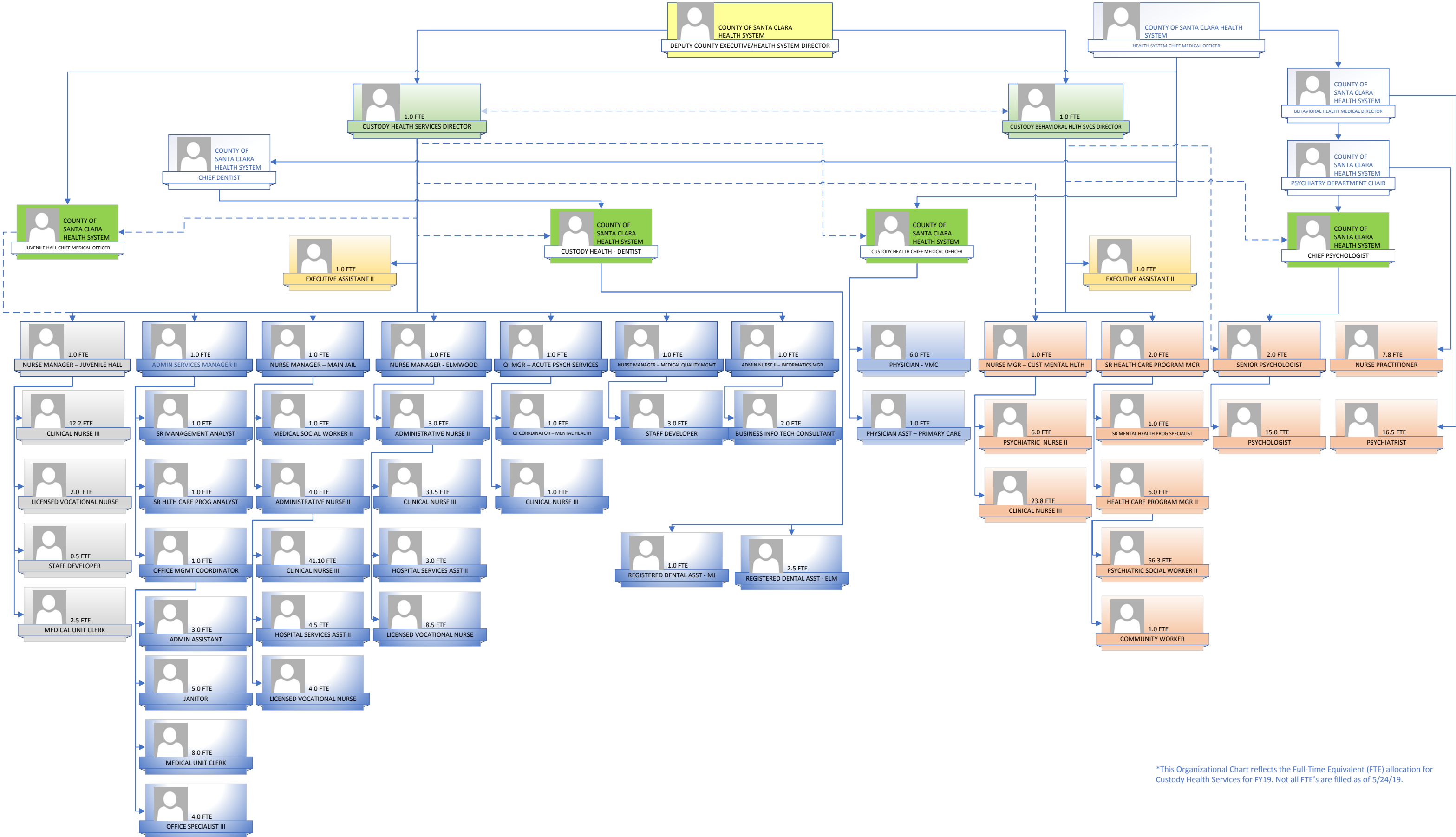
The number of inmate patients on psychotropic medications has increased, which requires additional monitoring by nurses. Thus, while the number of inmates has decreased slightly, there has been additional demand on CHS nurses.

Snapshot	Epic/HealthLink Baseline July 1, 2017	May 1, 2019
# Inmates	3,569	3,349
# Screenings	5,026	7,121

Custody Health Services’ goals include providing better access to high quality care. Staff are key to delivering on these goals. Custody Health Services will continue to review the vacancy rate, focus on hiring and retaining staff, as well as monitoring data to identify whether additional positions are needed. A meeting with the Registered Nurses Professional Association is being scheduled to further discuss the concerns raised.

A copy of the current Custody Health Services’ organizational chart is attached.

**COUNTY OF SANTA CLARA HEALTH SYSTEM
CUSTODY HEALTH SERVICES
ORGANIZATIONAL CHART**



*This Organizational Chart reflects the Full-Time Equivalent (FTE) allocation for Custody Health Services for FY19. Not all FTE's are filled as of 5/24/19.