BEFORE THE BOARD OF SUPERVISORS COUNTY OF TULARE, STATE OF CALIFORNIA

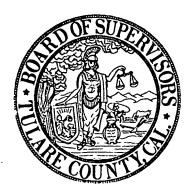
IN THE MATTER OF APPROVE THE)	
REQUEST FOR COMPENSATION) R	Resolution No. 2018-0573
CHANGES IN THE HEALTH & HUMAN)	
SERVICES AGENCY'S PUBLIC HEALTH)	
OPERATIONS DIVISION)	

UPON MOTION OF SUPERVISOR <u>ENNIS</u>, SECONDED BY SUPERVISOR <u>CROCKER</u>, THE FOLLOWING WAS ADOPTED BY THE BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD <u>JUNE 26</u>, 2018, BY THE FOLLOWING VOTE:

AYES: SUPERVISORS CROCKER, VANDER POEL, SHUKLIAN, WORTHLEY,

AND ENNIS

NOES: NONE ABSTAIN: NONE ABSENT: NONE



ATTEST: MICHAEL C. SPATA

COUNTY ADMINISTRATIVE OFFICER/ CLERK, BOARD OF SUPERVISORS

BY:

eputy Clerk

- 1. Approved an equity increase of 8% for the Physician Assistant and Nurse Practitioner classifications effective July 22, 2018 (pp17) and implementation of an incentive pay program (pending meet and confer);
- 2. Approved the necessary budget adjustments per the attached AUD-308 (4/5ths vote required); and
- 3. Approved the attached Personnel Resolution.

County of Tulare — Auditor Controller Budget Adjustment Form

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AUD-308 Rev. 7/2017

BEFORE THE BOARD OF SUPERVISORS COUNTY OF TULARE, STATE OF CALIFORNIA

IN THE MATTER OF AMENDING THE)
POSITION ALLOCATION LISTING) Resolution No. 2018-0574

Upon Motion of <u>Supervisor Ennis</u>, Seconded by <u>Supervisor Crocker</u>, the following was adopted by the Board of Supervisors, at an official meeting held <u>June 26</u>, <u>2018</u> by the following vote:

Ayes: Supervisors Crocker, Vander Poel, Shuklian, Worthley, and Ennis

Noes: None Abstain: None Absent: None

Attest:

Michael C. Spata

County Administrative Officer/ Clerk, Board of Supervisors

By:

Deputy Clerk

Add, Delete, Reclassify or Amend	Effective Date	Previous Job Code	Previous Class Title	New Job Code	: New Class Title	No. Of Pos	FTE	Grad e	Position Number(s)		Job Cost Dist. No.
Salary	7/22/18	032720	Physician Assistant			1	1	261	04853	142301	3014
Salary	7/22/18	032720	Physician Assistant			1	1	261	09775	142301	3014
Salary	7/22/18	032720	Physician Assistant			1	1	261	09776	142301	3014
Salary	7/22/18	032720	Physician Assistant			1	1_	261	00722	142301	3014
Salary	7/22/18	032720	Physician Assistant			1	1	261	00727	142315	3014
Salary	7/22/18	032720	Physician Assistant			1	1	261	03899	142301	3014
Salary	7/22/18	032720	Physician Assistant			1	1	261	00730	142306	3019
Salary	7/22/18	032720	Physician Assistant	T I		1	1	261	00724	142301	3014
Salary	7/22/18	032720	Physician Assistant			1	1	261	04989	142502	3323
Salary	7/22/18	032715	Nurse Practitioner - OB			2	2	769	8900/890 1	142301	3014

Explanation: Equity increase of 8% effective July 22, 2018 (PP17)

Prepared By A. Scrivner Page 1

BEFORE THE BOARD OF SUPERVISORS COUNTY OF TULARE, STATE OF CALIFORNIA

IN THE MATTER OF NEW OR AMENDED)
CLASS SPECIFICATIONS, CLASS) Resolution No. 2018-0582
DESIGNATIONS AND COMPENSATION)

Upon Motion of <u>Supervisor Ennis</u>, Seconded by <u>Supervisor Crocker</u>, the following was adopted by the Board of Supervisors, at an official meeting held <u>June 26</u>, <u>2018</u> by the following vote:

Ayes: Supervisors Crocker, Vander Poel, Shuklian, Worthley, and Ennis

Noes: None Abstain: None Absent: None



Attest:

Michael C. Spata

County Administrative Officer/

Clerk, Board of Supervisors

By:

Deputy Clerk

* * * * * * * * *

Adopt the following new or amended class specifications, class designations, and compensation effective: July 22, 2018

Physician Assistant, Item No. 032720, Salary Grade: 261 (\$94,644-\$115,345 Annual Range), Bargaining Unit 06, Competitive Service, Probation Period: 13 pay periods.

Nurse Practitioner- OB, Item No.032715, Salary Grade:769 (\$94,645-\$115,347 Annual Range), Bargaining Unit 06, Competitive Service, Probation Period: 13 pay periods.

Nurse Practitioner, Item No.032710, Salary Grade:769 (\$94,645-\$115,347 Annual Range), Bargaining Unit 06, Competitive Service, Probation Period: 13 pay periods.

BOARD OF SUPERVISORS



Health & Human Services Agency COUNTY OF TULARE AGENDA ITEM

KUYLER CROCKER Oistrict One PETE VANOER POEL

Oistrict Two

AMY SHUKLIAN

Oistrict Three

J. STEVEN WORTHLEY Oistrict Four

> MIKE ENNIS Olstrict Five

AGENDA DATE:	June 26,2018 REVISED
 	

Public Hearing Required Yes \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \

SUBJECT:

Approve the request for compensation changes in the Health & Human Services Agency's Public Health Operations Division

REQUEST(S):

That the Board of Supervisors:

- 1. Approve an equity increase of 8% for the Physician Assistant and Nurse Practitioner classifications effective July 22, 2018 (pp17) and implementation of an incentive pay program (pending meet and confer);
- 2. Approve the necessary budget adjustments per the attached AUD-308 (4/5ths vote required); and
- 3. Approve the attached Personnel Resolution.

SUMMARY:

The Health & Human Services Agency Public Health Branch is requesting equity adjustments for the Public Health Operations Division. The staffing changes involve revisions to the compensation for the Physician Assistant and Nurse Practitioner classifications, hereinafter collectively referred to as APP's (Advanced Practice Providers).

Since the implementation of the Affordable Care Act (ACA), the overall number of APP's within the State has risen as a result of the expanded number of people who now have healthcare coverage, combined with a shortage of doctors. Physician Assistants and Nurse Practitioners play a significant role in primary care, as evidenced by the provisions included in the ACA, which recognized the need for

SUBJECT: Approve the request for compensation changes in the Health & Human

Services Agency's Public Health Operations Division

DATE: June 26, 2018

them to play an essential part in addressing the current primary care shortage.

The County health center APP's have also taken on additional responsibilities as a result of the ACA implementation. APP's are required to carry comprehensive roles - parallel to physicians- and serve as care coordinators across the broad healthcare system through the coordination of care with medical specialists, social services, community outreach and education, behavioral health, and other services. APP's are advocates for the patient in coordinating the use of the entire health care system to the benefit of the patient. The State and Federal health agencies have mandated the use of electronic health record systems, increased clinical quality measures, use the updated and highly complex version of medical diagnosis and coding, and integrated behavioral and oral health services. These changes have heightened the need to move toward a more coordinated, comprehensive patient-centered, team-based care approach. Notably, Visalia Health Care Center achieved Patient Centered Medical Home (PCMH) Recognition in 2017 and our staff serve over 7,000 individual clients with over 35,000 medical encounters annually.

The noted increase in responsibilities and shortage of these skilled professionals has attributed to a higher compensation range for these individuals. In an effort to remain competitive in the recruitment and retention of a skilled and qualified workforce, the Public Health Branch respectfully requests approval to increase the APP's (8-Physician Assistants and 2-Nurse Practitioners) salary by 8% in Fiscal Year 2018/19 and to implement an incentive program that will reward APP's for their added responsibilities and workload by providing a small amount per visit incentive for those visits in excess of the monthly standard. For our current APP's, the incentive payout in Fiscal Year 2016/2017 would have approximated \$23,000. However, the incentivized visits would have produced an average of \$298,000 in additional Medi-cal revenue to the County; that is a net profit of \$275,000.

This request will result in a total increase of approximately \$66,660 in salaries/benefits (4 filled positions) and the potential for an additional estimated average of \$32,772 in incentives based on average number of medical visits. Incentives will be capped at \$25,000 per APP per year.

The Department worked closely with the Human Resources Department to collect and evaluate comparable salary data and reach this recommendation. The summary of comparable salaries and other compensation/incentives is contained in the Attachment labeled "Attachment C - Advanced Practice Provider Salary Comparison". If approved by the Board of Supervisors, implementation is also pending the meet and confer process.

SUBJECT: Approve the request for compensation changes in the Health & Human

Services Agency's Public Health Operations Division

DATE:

June 26, 2018

FISCAL IMPACT/FINANCING:

This request will result in a salary increases for the (8) Physician Assistant and (2) Nurse Practitioner positions at the (2) County health care clinics for a total expense increase in Fiscal Year 2018/19 of \$99,432. This expense has already been accounted for in the proposed Fiscal Year 2018/19 budget and will be moved from a contingency line to the salaries and benefits lines. This increase, as well as costs incurred as positions are filled, will be funded by program revenue generated from medical encounter reimbursements. There is no net cost to the County General Fund.

LINKAGE TO THE COUNTY OF TULARE STRATEGIC BUSINESS PLAN:

This request addresses the Organizational Performance Initiative of the County's Strategic Plan by improving the Agency's organizational structure to optimize service delivery. An equity increase to these Advanced Practice Providers will create a more streamlined recruitment and retention plan by developing a competitive compensation package to attract and retain good candidates. Retaining providers leads to an increase in continuity of care provided to the citizens of Tulare County that utilize our County health services.

ADMINISTRATIVE SIGN-OFF:

Karen M. Elliott

Public Health Director

CC:

County Administrative Office

MO KAREN ELLIST

Human Resources & Development

Attachment(s)

Attachment A - Job Specifications (no requested changes to adopted specifications)

Attachment B - AUD-308

Attachment C - Advanced Practice Provider Salary Comparison

Attachment D- Personnel Resolution

ATTACHMENT A



Nurse Practitioner

Class Code: 032710

Bargaining Unit: Health Services

COUNTY OF TULARE

Established Date: Apr 12, 2003 Revision Date: May 13, 2013

SALARY RANGE

\$41.31 - \$50.34 Hourly \$3,304.46 - \$4,027.23 Biweekly \$7,159.67 - \$8,725.67 Monthly \$85,916.00 - \$104,708.00 Annually

DEFINITION:

To perform physical screening assessments; to make medical diagnoses and treat or refer for further medical care; and to plan patient follow-up care. Some positions may provide care to medically uncomplicated women during pregnancy and delivery.

TYPICAL DUTIES:

<u>DUTIES</u> may include; but are not necessarily limited to:

Perform complete physical examinations, take thorough histories and initiate appropriate diagnostic and screening tests. Accurately diagnose common medical problems and initiate treatment or make referral to physician as indicated. Evaluate medical needs of patients. Initiate and modify selected therapy. Assess response of patients to illness and/or prescribed treatment. Counsel and educate patients about health care. Assess community resources and needs for health care. May supervise nurses assigned to special programs. Provide liaison between health department and other individuals and organizations involved in special clinic programs. Assist in the development and planning for special programs. Perform specified laboratory procedures. Conduct community clinics for case finding and screening for health problems. Identify the health status of patients. Perform basic gynecological examinations. Take Pap smears. Fit contraceptive devices. Conduct developmental tests of ears, nose, throat and skin. Gather, prepare, maintain and evaluate statistical and case record data. Perform prenatal services and uncomplicated deliveries.

Perform related duties as assigned. (Essential duties may vary from position to position within this classification. Reasonable accommodation will be made when requested and determined by the County to be appropriate under applicable law.)

EMPLOYMENT STANDARDS:

Knowledge of:

Laws and regulations relating to the practice of medicine and nursing. Principles and practices of diagnosis and treatment of common medical problems, drugs and medications, anatomy and physiology causes, means of transmission and methods of control of communicable diseases, mental health, and child growth and development. Federal, State and local laws and regulations governing health care providers.

Skill/Ability to:

Analyze situations accurately and take effective action. Prepare clear, concise reports and records. Construct a complete medical history. Perform physical examinations including gynecological examinations using a variety of medical instruments. Identify medical

problems. Explain diagnosis and treatments to patients of various socioeconomic and educational backgrounds. Establish rapport and maintain cooperative working relationships with public and private social and health agencies. Read and understand complex medical terminology.

Education and Experience:

Any combination of education and experience that could likely provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the knowledge, skills, and abilities would be:

<u>Education</u>:

Equivalent to graduation from an accredited school of nursing.

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Experience:

One year of experience as a registered nurse.

LICENSE OR CERTIFICATE

A valid Registered Nurse certificate issued by the State of California; possession of a certificate of completion as a Family Nurse Practitioner. Possession of, or ability to obtain an appropriate, valid California driver's license.

DESIRABLE QUALIFICATIONS

Knowledge of:

Obstetrical services and labor delivery.

Skill/Ability to:

Perform labor and delivery examinations and oversight. Deliver newborns via normal vaginal delivery. Promptly recognize complications and know when to contact physician for assistance.

Education/Experience:

Education:

Graduation from an accredited nurse practitioner program with certification as a nurse midwife.

Experience:

One year of experience as a women's health nurse practitioner or nurse midwife.

License or Certificate:

Certification as a nurse midwife by the American College of Nurse Midwives.



Physician Assistant

Class Code: 032720

Bargaining Unit: Health Services

COUNTY OF TULARE Revision Date: Mar 25, 1997

SALARY RANGE

\$41.31 - \$50.34 Hourly \$3,304.42 - \$4,027.19 Biweekly \$7,159.58 - \$8,725.58 Monthly \$85,915.00 - \$104,707.00 Annually

DEFINITION:

To perform physical screening assessments; to make diagnoses and treat or refer for further medical care; and to plan patient follow-up care.

SUPERVISION RECEIVED AND EXERCISED

General supervision is provided by the Assistant Health Services Director - Medical, physician or higher level department staff.

TYPICAL DUTIES:

DUTIES may include, but are not necessarily limited to: Perform complete physical examinations, take thorough histories and initiate appropriate diagnostic and screening tests; accurately diagnose common medical problems and initiate treatment or make referral to physician as indicated; perform routine laboratory and screening techniques including drawing and examining venous blood, catheterization and urinalysis, collection and examination of stool, taking cultures, performing and reading skin tests, pelvic exams, taking of EKG tracings; perform routine therapeutic procedures including injections, immunizations, debridement, suture and care of superficial wounds, removal of foreign bodies from the skin, removal of sutures, removal of impacted cerumen, subcutaneous local anesthesia, nasal packing, incision and drainage of superficial skin infections; recognize and evaluate situations which call for immediate attention of the physician and, when necessary, initiate treatment procedures essential for the life of the patient; instruct and counsel patients regarding matters pertaining to their physical and mental health, such as diets, social habits, family planning, normal growth and development, aging, and the understanding and long term management of their disease; assist physician in the ordering of drugs and supplies, keeping records, and upkeep of equipment; assist physician in providing services to patients requiring continuing care including the review and implementation of treatment and therapy plans; facilitate physician's referrals of patients to the appropriate health facilities, agencies and resources in the community; maintain medical records.

Perform related duties as assigned. (Essential duties may vary from position to position within this classification. Reasonable accommodation will be made when requested and determined by the County to be appropriate under applicable law.)

EMPLOYMENT STANDARDS:

NECESSARY EMPLOYMENT STANDARDS

<u>Knowledge of:</u> Principles and practices of current medicine including preventive medicine; principles and practices of diagnosis and treatment of common medical problems, drugs and medications, anatomy and physiology, and causes, means of transmission and methods of controlling communicable diseases; Federal, State and local laws and regulations governing health care providers.

<u>Skill/Ability to:</u> Perform physical examinations including gynecological examinations using a variety of appropriate medical instruments; identify medical problems; explain diagnosis and treatments to patients of various socioeconomic and educational backgrounds; analyze situations accurately and take effective action; prepare clear, concise reports and records; construct a complete medical history; work effectively as a team member in the delivery of health care services; keep appropriate records.

EDUCATION AND EXPERIENCE

Any combination of education and experience that could likely provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the knowledge, skills, and abilities would be:

Education: Graduation from an accredited college or university Physician Assistant program.

LICENSE OR CERTIFICATE

Possession of a Certificate or Letter of Approval to practice as a Physician's Assistant issued by the California Board of Medical Examiners; possession of, or ability to obtain an appropriate, valid California driver's license.

Attachment C Advanced Practice Provider Salary Comparison

Local County-Advanced Practice Provider							
Agency		Annual Salary					
Merced County	\$	106,412.80					
Stanislaus County	\$	118,102.44					
Stanislaus County (Senior NP)	\$	127,046.40					
County of Fresno	\$	112,866.00					
Kern County	\$	111,176.76					
Kings County	\$	112,444.80					

Privately Owned Company-Advanced Practice Provider								
Company								
		474 000 00	Incentive Bonuses					
Altura Clinics		121,000.00	\$5,000 Signing Bonus					
Family Health Care Network*	\$	118,850.00	2% annual increase					
WIB	\$	121,597.00						
Adventist Health	\$	126,734.00	Signing Bonus					

^{*}estimate based on info from 2015

Tulare Coun	ty-Ac	dvanced Pract	ice Provider
	<u>A</u> ı	nnual Salary	Additional Incentives
Current Advanced Practice			
Provider Salary (Step 5 w/2%	\$	106,766.00	
COLA)			
Proposed Salary Increase eff.	۸.	115 209 00	Encounter incentive bonus up to
July (including 2% COLA)	Þ	115,308.00	\$25,000/year

Advanced Practice Providers Equity Increase Request



Tulare County Healthcare Clinics

- Federally Qualified Healthcare Center Look a Like
 - · Community based centers serving underserved areas
 - Sliding fee based scale
 - Governing board
- Payer Mix
 - 73% Medi-Cal
 - 11% Medicare
 - 10% Sliding Fee or Private Pay
 - 6% Other
- 8,000 Patients / 36,000 visits per year



Accomplishments

- Recent Remodel/Updates
- EHR/Patient Portal

PCMH Recognition

Relationship based

Supports patient in managing own_care

Mental Health / AOD Services



Obstacles

Provider Shortage

High Demand

Recruitment and Retention



Provider Staffing

Permanent

- 5 Physicians
 - 3 Advanced Practice Providers

Temporary

Contract

Locum

Specialists



APP Salary Comparison

Local County-Advanced Practice Provider						
<u>Agency</u>	Annual Salary					
Merced County	\$	106,413				
Stanislaus County	\$	118,102				
Stanislaus County (Senior NP)	\$	127,046				
County of Fresno	\$	112,866				
Kern County	\$	111,177				
Kings County	\$	112,445				

Local Clinics - Advanced Practice Provider							
Company	Annı	ual Salary	Additional Incentives				
Al. Cli.		404 000	Incentive Bonuses				
Altura Clinics \$		121,000	\$5,000 Signing Bonus				
Family Health Care Network*	\$	118,850	2% annual increase				
Adventist Health	\$	126,734	Signing Bonus				
WIB	\$	121,597					

^{*}estimate based on info from 2015

Tulare County-Advanced Practice Provider							
Annual Salary Additional Incentives							
Current Advanced Practice Provider Salary (Step 5 w/2% COLA)	\$ 106,766	N/A					



APP Salary Comparison with proposed increase/incentive plan

Local County-Advanced Practice Provider						
Agency	Annual Salary					
Merced County	\$	106,413				
Stanislaus County	\$	118,102				
Stanislaus County (Senior NP)	\$	127,046				
County of Fresno	\$	112,866				
Kern County	\$	111,177				
Kings County	\$	112,445				

Local Clinics - Advanced Practice Provider					
Company	Annual Salary		Additional Incentives		
Altura Clinics	\$		Incentive Bonuses		
		121,000	\$5,000 Signing Bonus		
Family Health Care Network*	\$	118,850	2% annual increase		
Adventist Health	\$	126,734	Signing Bonus		
WIB	\$	121,597~			

^{*}estimate based on info from 2015~

Tulare County-Advanced Practice Provider					
	Annual Salary		Additional Incentives		
Current Advanced Practice Provider Salary (Step 5 w/2% COLA)	\$	106,766	N/A		
Proposed 8% Equity Increase	\$	115,308	Encounter incentive bonus up to \$25,000/year		



Incentive Plan

Productivity Standards

CMS – 4,200 Physicians 2,100 APPs

UDS - 2,560

Proposal

Monthly threshold standard (210 encounters)

\$20 per encounter exceeding threshold

\$25,000 per year maximum



Requests

 Approve an equity increase of 8% for the Physician Assistant and Nurse Practitioner classifications effective July 22, 2018 (pp17) and implementation of an incentive pay program

Approve the necessary budget adjustments per the AUD-308 (4/5ths vote required)

Approve Personnel Resolution

