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## CLASSIFICATION REPORT

Date: December 2, 2019

To: Paul Lorenz, SCVMC Chief Executive Officer  
Santa Clara Valley Health & Hospital System (SCVHHS)

From: Barbara Olivares, Human Resources Analyst  
Employee Services Agency-Human Resources

Reviewed by: Sherae Moresco, Human Resources Manager

Subject: Classification Report – Trauma Program Coordinator – Santa Clara  
Valley Medical Center – BU 0921

### **BACKGROUND**

Employee Services Agency – Human Resources (ESA - HR) received a request from Trudy Johnson, SCVMC – former Chief Nursing Officer, to conduct a classification study on a Trauma Program Coordinator position within the Trauma Administration Division of Santa Clara Valley Medical Center (SCVMC). ESA – HR accepted the request.

Eileen Hoover is the current incumbent under study for the Trauma Program Coordinator position. Ms. Hoover reports to Andrea Brollini, Director, Nursing, Critical Care & Administrative Services, who reports to Paul Lorenz, SCVMC Chief Executive Officer.

### **FINDINGS/ANALYSIS**

SCVMC is a Level I adult trauma center, a Level II pediatric trauma center, and the largest healthcare safety net provider in Santa Clara County, facilitating more than 700,000 outpatient visits, 100,000 emergency department and express care visits, and approximately 25,000 inpatient admissions each year. SCVMC operates a 574-bed tertiary care hospital, a specialty care center, mobile medical and dental units, and eight (8) ambulatory care clinics, as well as two (2) additional clinics focused on patients experiencing homelessness and infectious disease services.

**Board of Supervisors:** Mike Wasserman, Cindy Chavez, Dave Cortese, Susan Ellenberg, S. Joseph Simitian  
**County Executive:** Jeffrey V. Smith

The Trauma Administration Division responds to more than seven trauma alerts every day and is available 24/7 for the care of injured patients. The collaborative multi-disciplinary Trauma Teams are made up of Board-Certified surgeons, emergency physicians, anesthesiologists, and nurses. They are specially trained in caring for seriously injured patients. Many of the registered nurses working in the Trauma Center have Trauma Nurse (TNCC) certification.

Eileen Hoover's assigned duties are as follows:

- Manage the operational, personnel, and financial aspects of the trauma program, which includes designing and managing the implementation, operations, and evaluation of programs or functions to improve the clinical, operational, and financial outcomes associated with the care of the adult and pediatric trauma population. 62%
- Oversee operations to ensure maintenance as a verified/designated trauma program (adult/pediatric), as set forth by the guidelines established by the American College of Surgeons (ACS) Trauma Center Verification Program or State-designated trauma program. Interacts regularly with ACS when questions arise regarding the interpretation of regulatory requirements. Provides regulatory reporting and works with the ACS to coordinate the trauma center regulatory review and ensures compliance with the ACS guidelines for a Level I adult and Level II pediatric trauma center. 25%
- Directs community trauma education and prevention programs by developing, implementing, and evaluating programs for targeted populations in the community. Identifies opportunities for injury prevention programming in the local communities and seeks and pursues opportunities for internal and external trauma-related educational programs for hospital staff, patients, families, and the community. Promotes individual professional growth and development by meeting requirements for mandatory/continuing education and skills competency; support department-based goals that contribute to the success of the organization; serve as preceptor, mentor, and resource to assist staff in advancing the development of trauma knowledge base and skills. 13%

The definition of the incumbent's current classification of Trauma Program Coordinator is "Under direction, to plan, develop, coordinate, facilitate, monitor, and evaluate all functions of the Valley Medical Center Regional Trauma Center Program."

Ms. Hoover is a registered nurse and is responsible for the organization of services and systems necessary for a multidisciplinary approach to providing care to injured patients. The incumbent works independently and in collaboration with the Trauma Program Director and Pediatric Trauma Director and other members of the healthcare team to support quality care for trauma patients and families.

This includes coordinating performance improvement efforts, monitoring compliance with the American College of Surgeons, promoting injury prevention for the public, providing education and resources to health facilities and EMS, and coordinating site visits to maintain Santa Clara Valley Medical Center Regional Trauma Center verification as a Level I/II trauma center. Each of these roles requires the incumbent to function as a consultant/liason, clinical resource, manager, and educator. The incumbent has and continues to be assigned responsibilities more consistent with a manager rather than a coordinator role. Therefore, it is recommended to revise and retitle the incumbent under study from Trauma Program Coordinator to Trauma Program Manager.

The definition of the retitled Trauma Program Manager (TPM) classification is “Under general direction, to coordinate interdisciplinary management across the continuum of trauma care, which includes the planning and implementation of clinical protocols and practice management guidelines, monitoring care of adult and pediatric inpatients, serving as a resource for clinical practice, and working collaboratively with the Trauma Medical Director to sustain trauma volumes for the Santa Clara Valley Medical Center Regional Trauma Center Program.”

Some of the typical tasks from the recommended TPM class specification include:

- Manages the operational, personnel, and financial aspects of the trauma program;
- Hires, supervises, trains, and evaluates nursing and clinical support staff responsible for program functions;
- Develops and manages the process for approval of standard of care, policies, procedures, and protocols for the management of trauma patients and for other patients and services affected by the Trauma Program;
- Provides for inter-facility and regional professional staff development, participates in case review, implements practice guidelines, and directs community trauma education and prevention programs;

It is recommended to set the employment standards as:

Sufficient education, training, and experience to demonstrate the possession and direct application of the following knowledge and abilities:

**Training and Experience Note:** The knowledge and abilities required to perform this function are acquired through possession of a Bachelor's Degree in Nursing;

and

Three (3) years of clinical experience in emergency and/or critical care nursing, of which one (1) year includes administrative or supervisory experience. Experience with program development and evaluation is preferred.

Special Requirements:

- Possession of a current license as a Registered Nurse issued by the California Board of Registered Nursing;
- Current Advanced Cardiac Life Support Certification (ACLS);
- Critical Care (CCRN) or Emergency Nursing (CEN) certification;
- Sixteen (16) hours per year of continuing education in Trauma Care.

The counties of Alameda, Contra Costa, San Francisco, San Mateo, and Santa Cruz were surveyed for classifications comparable to the proposed Trauma Program Manager. No comparable classification was identified. Therefore, external data was not utilized.

An internal survey was conducted. The classification of Quality Improvement Manager - Inpatient Nursing is comparable in employment standards and level of functions to the proposed Trauma Program Manager classification. Therefore, it is recommended to compensate the Trauma Program Manager classification equal to that of the Quality Improvement Manager – Inpatient Nursing classification. This recommendation includes the longevity pay that the Trauma Program Coordinator and Quality Improvement Manager – Inpatient Nursing classifications both receive.

Inclusive of the proposed salary range, no compaction exists with the subordinate classification of Trauma Program Manager.

### **RECOMMENDATIONS**

- Revise and retitle one (1) Trauma Program Coordinator to Trauma Program Manager in Budget Unit 921, with an increase from \$74.66 - \$95.57 hourly to \$81.98 to \$104.77 hourly. Step placement shall be in accordance with the Promotional Rule.

### **FISCAL IMPLICATIONS**

There is no new impact to the General Fund as a result of the recommended action. The cost for the remainder of Fiscal Year (FY) 2019-20 is approximately \$7,356 and will be absorbed within the existing appropriation for the Santa Clara Valley Medical Center salaries and benefits budget. The annualized cost of the recommended action is approximately \$19,127.

### **ATTACHMENT**

- Revised job specification