

SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA

554



FROM: Human Resources Department

SUBMITTAL DATE:
July 3, 2012

SUBJECT: Classification and Compensation recommendation to establish a new single-position classification of Chief of Family Medicine, Integrated System and amend Ordinance No. 440 pursuant to Resolution No. 440-8893.

RECOMMENDED MOTION: That the Board approve the recommendation and amend Ordinance No. 440 pursuant to Resolution No. 440-8893.

BACKGROUND: Human Resources conducted a classification study for the Riverside County Regional Medical Center (RCRMC) to consider the most appropriate classification to lead the newly integrated Riverside County Health System, merging the Community Health Agency (CHA) Family Care Centers and the RCRMC Family Care Clinics, and inpatient services. This position will be responsible for the planning, administration and evaluation of: 1) the RCRMC's Family Residency Program; and 2) the medical services provided at the hospital's Family Care Clinics, community and school based mobile primary care clinics and at the County's Federally Qualified Health Care Centers.


Barbara A. Olivier
Asst. County Executive Officer/Human Resources Dir.

FINANCIAL DATA	Current F.Y. Total Cost:	\$ 0	In Current Year Budget:	Yes
	Current F.Y. Net County Cost:	\$ 0	Budget Adjustment:	No
	Annual Net County Cost:	\$ 0	For Fiscal Year:	2012/13

SOURCE OF FUNDS: Enterprise Fund

Positions To Be Deleted Per A-30	<input type="checkbox"/>
Requires 4/5 Vote	<input type="checkbox"/>

C.E.O. RECOMMENDATION:

APPROVE

BY:


Ivan M. Chand

7/9/2012

County Executive Office Signature

Dep't Recomm.:
Per Exec. Ofc.:

☐ Consent
☒ Policy

☐ Consent
☒ Policy

Prev. Agn. Ref.:

District: All

Agenda Number:

3.21

BACKGROUND (continued):

For years, the Community Health Agency (CHA) Family Care Centers and the RCRMC Family Care Clinics have been serving the same patient population and yet have operated as two separate organizations managed by two distinct County positions, the Chief of Family Medicine and Primary Care and the Chief of Medical Services, CHA. Historically, RCRMC and CHA have each utilized different systems of patient referrals, follow-up visits, appointments, registration, insurance billing, reimbursements, and medical records documentation. Patients who crossed over between the two health care settings have often experienced fragmentation of care and duplication of services. There has been an ongoing challenge to facilitate communication and coordination of care among CHA primary care providers and RCRMC specialty care or emergency care providers.

Similarly, over 30 RCRMC Family Medicine residents train at RCRMC and at two CHA Family Care Centers. Their medical education curricula and learning experiences are provided, monitored and evaluated separately by RCRMC and CHA Physicians under the separate supervision of the RCRMC Chief of Family Medicine and Primary Care and the Chief of Medical Services, CHA positions.

Now the department needs an appropriate classification and position to provide administrative leadership and vision to the newly integrated RCRMC/Riverside County Health System and to the RCRMC Family Medicine Program. The position will direct, through subordinate managers, combined physician and support staff of over 250 and 34 Family Medicine residents. In addition, the new position will be tasked to ensure much better communication and coordination of patient care between the primary care and specialty care providers. The new position will also ensure that the highest academic/programmatic standards for the Family Medicine Residency Program are met and that effective organization of the RCRMC Family Medicine residents' training and educational experiences are achieved. Later, when the University of California at Riverside Medical School becomes operational, the new position will assist the Chief of Medical Staff in monitoring the students' medical education.

A classification study was conducted to identify comparable County job classifications that could best meet the department's need. The study concluded that there is no existing classification and that a new County job classification must be created. Based on the essential responsibilities envisioned by the department for the new position, a new job classification titled Chief of Family Medicine, Integrated System was developed. An external market study was conducted using the eight California counties for comparison. Unfortunately, there were no classifications found that are equivalent to the new classification, Chief of Family Medicine, Integrated System. We have used, instead, the salary information for Chiefs of Family Medicine of academic institutions with a teaching hospital and/or healthcare system. The survey showed that the maximum annual salary mean of the Chief of Family Medicine position is \$303,271. We recommend that the maximum salary for the Chief of Family Medicine, Integrated System position for the integrated Riverside County Health System/RCRMC Family Medicine Residency Program will be \$250,000 annually. The Chief of Family Medicine, Integrated System salary of \$250,000 will be funded from the department's current budget of \$380,000 for two vacant positions, Chief of Family Medicine and Primary Care and Chief of Medical Services, CHA. Therefore, establishing the Chief of Family Medicine, Integrated System position will result in savings of \$130,000.

CLASSIFICATION ADDITION

Chief of Family Medicine, Integrated System: It is recommended to add this classification to the Class and Salary Listing at salary plan/grade MCO 725/L12 (\$186,448 - \$250,000). In order to find viable candidates for this high demand and specialty medical profession, the salary level should be no less than 20% below the maximum salary mean for the Chief of Family Medicine in non-government teaching hospitals. The classification specification is attached.

RESOLUTION NO. 440-8893

BE IT RESOLVED by the Board of Supervisors of the County of Riverside, State of California, in regular session assembled on July 17, 2012, that pursuant to Section 3(a)(iv) of Ordinance No. 440, the Assistant County Executive Officer/Human Resources Director is authorized to amend the Class and Salary Listing of Ordinance No. 440, operative the beginning of the pay period following approval, as follows:

<u>Job Code</u>	<u>+/-</u>	<u>Class Title</u>	<u>Salary Plan/Grade</u>
73873	+	Chief of Family Medicine, Integrated Systems	MCO 725/L12

BE IT FURTHER RESOLVED that pursuant to Section 3(c)(ii) of Ordinance No. 440, the Assistant County Executive Officer/Human Resources Director is authorized to add the following classification to Appendix II, operative at the beginning of the pay period following the date of approval, as follows:

<u>Job Code</u>	<u>+/-</u>	<u>Class Title</u>
73873	+	Chief of Family Medicine, Integrated Systems

BE IT FURTHER RESOLVED that pursuant to Section 4(a)(ii) of Ordinance No. 440, the Assistant County Executive Officer/Human Resources Director is authorized to make the following listed change(s), operative at the beginning of the pay period following the date of approval, as follows:

<u>Job Code</u>	<u>+/-</u>	<u>Department ID</u>	<u>Class Title</u>
73873	+1	4300186100	Chief of Family Medicine, Integrated Systems
73884	- 1	4300186100	Chief of Family Medicine & Primary Care
73888	- 1	4200700000	Chief of Medical Services, CHA



CHIEF OF FAMILY MEDICINE INTEGRATED SYSTEM

Class Code:73873

COUNTY OF RIVERSIDE
Established Date: Jul 12, 2012
Revision Date: Jul 12, 2012

SALARY RANGE

\$76.40 - \$120.19 Hourly
\$13,242.37 - \$20,833.33 Monthly
\$158,908.46 - \$250,000.00 Annually

CLASS CONCEPT:

Under general direction from the Chief of Medical Staff, directs the County's Family Medicine integrated health care system designed to promote a high quality, patient centered medical home to Riverside County residents. This single position class has overall responsibility for formulating and promulgating policies and programs for the County's primary health care centers, hospital outpatient and inpatient family medicine services, school and community based clinics, and the Riverside County Regional Medical Center (RCRMC) Family Medicine Residency Program; and to do other related work as required.

The Chief of Family Medicine is charged with providing effective leadership and coordination of all Family Medicine aspects of the County Health Care System and the RCRMC's Family Medicine Residency Program, ensuring that the highest level of programmatic standards for this Residency Program as well as regulatory standards for medical services are met. The Chief of Family Medicine class will assist and report to the Chief of Medical Staff in the delivery of an integrated and enhanced medical services in the County's Health Care Centers, hospital family care clinics and inpatient services, community and school based clinics, and mobile clinics throughout Riverside County. The incumbent will assist the Chief of Medical Staff in supporting the evolving medical education of the University of California Riverside Medical School.

This class has been designated At-Will by the Board of Supervisors, in accordance with the provisions provided under Article 6, Section 601E (2) of the County Management Resolution and serves at the pleasure of the Hospital Administrator of the Riverside County Regional Medical Center.

REPRESENTATION UNIT: Management

EXAMPLES OF ESSENTIAL DUTIES:

(Depending on the area of assignment, duties may include, but are not limited to, the following)

- Plan, organize, direct and implement all aspects of the Family Medicine Residency Program including, but not limited to recruitment of Residents, selection of faculty, arranging clinical and other rotations, liaison with other participating Hospital departments, or other entities; developing and managing affiliations. Work with the Chief of Medical Specialty (Family Medicine Residency Program Director) to ensure that the Family Medicine Residency Program complies with the Accreditation Council for Graduate Medical Education (ACGME) requirements
- Supervise Chief of Medical Specialty for Residency Program and Physicians-In-Charge of Family

Medicine residents.

- Develop and maintain relationships with County agencies, organizations, and institutions in order to improve health access and promote community health for the residents of Riverside County.
- Coordinate planning and measurement for quality improvement of medical care; develop and maintain the medical services quality assurance program; develop and implement policies, procedures, protocols, and standards of care for County Health Care Centers, mobile clinics, outpatient and inpatient family care medical services.
- Develop an ongoing vision and strategy for the primary care in the County Family Care Centers and Clinics that serve as a health care safety net for the residents of Riverside County; promote high quality patient-centered care that is: 1) founded upon a medical home model and 2) cost effective and efficient.
- Provide professional and clinical guidance to ancillary medical related staff (nursing, laboratory, radiology, etc.) in order to optimize patient care services at the Family Care Centers and Clinics; confer with, and advise, the Chief of Medical Staff on Family Care Center and hospital clinic operations, and make recommendations as necessary.
- Participate in the recruitment, selection, development, discipline, and retention of Family Medicine providers; oversee in-service training for existing and new medical providers
- Conduct in-service training for medical staff and new and existing providers; train primary care workforce, including medical students and resident physicians.
- Collaborate with the University of California, Riverside Medical School in order to develop and maintain resident and student training programs based at the County Family Health Care Centers and hospital Family Medicine Clinics and Inpatient Services.
- Keep appropriate records and prepare reports related to the integrated Family Care Centers and hospital clinic medical services.
- Provide academic leadership for Family Medicine medical student education, University of California, Riverside Medical School.
- Investigate complaints of medical negligence.
- Develop, maintain, and evaluate the peer review program.
- Participate in Tuberculosis case review meetings to address clinical case management issues and serve as a member of the Incident Review Committee.
- Maintain public relations with media and the community on medical issues.
- Advise community physicians regarding public health treatment and practices.

RECRUITING GUIDELINES:

Experience: Five years of post-residency experience in Family Medicine specialty which must have included at least two years of experience in a Family Medicine teaching program and two years of medical administrative experience at an accredited teaching hospital. (A Master's in Public Health, Public Health Administration, or equivalent may substitute for one year of the required experience.) Experience with medical home preferred.

Knowledge of: The principles and practices of modern medicine; concept and best practices of a patient centered medical home; standards for Family Residency Program; procedures and equipment applicable to the specialized medical field; health care management practices and principles, including revenue retrieval; development of medical policies, procedures and protocols; preparation of comprehensive reports and other correspondence; laws, statutes, codes, and regulations which govern health service providers, health safety codes as they relate to the control of communicable diseases, Joint Commission, and other regulatory requirements.

Ability to: Plan, organize, direct, and coordinate specialized medical services in a large health system; analyze data to evaluate effectiveness of providers and clinical programs; supervise and instruct professional and technical personnel including selection, performance evaluation, and corrective action; develop and present medical educational programs to staff; maintain records and prepare comprehensive reports; establish and maintain effective working relationships with patients, staff and others; communicate effectively orally and in writing with individuals within the County and the community.

OTHER REQUIREMENTS:

License/Certificate: Possession of a valid Physician's and Surgeon's Certificate issued by the State of California.

American Board of Family Medicine Certified.

Capable of being credentialed as a Managed Care provider under County contracts.

Capable of being certified as a CHDP provider.

Possession of a valid California Driver's license.

PRE-EMPLOYMENT:

All employment offers are contingent upon successful completion of both a pre-employment physical exam, including a drug/alcohol test, and a criminal background investigation, which involves fingerprinting. (A felony or misdemeanor conviction may disqualify the applicant from County employment).

PROBATIONARY PERIOD:

As an Approved Local Merit System, all County of Riverside employees, except those serving "At Will," are subject to the probationary period provisions as specified in the applicable Memorandum of Understanding, County Resolution, or Salary Ordinance. Temporary and Per Diem employees serve at the pleasure of the agency/department head.