

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



ITEM  
3.16  
(ID # 3652)

**MEETING DATE:**

Tuesday, March 14, 2017

**FROM :** HUMAN RESOURCES AND RIVERSIDE UNIVERSITY HEALTH SYSTEM :

**SUBJECT:** HUMAN RESOURCES AND RIVERSIDE UNIVERSITY HEALTH SYSTEM (RUHS): Classification and Compensation recommendations to establish new Riverside University Health System - Medical Center classifications; grant parity adjustments for various RUHS classifications; grant authority to the Assistant County Executive Officer/Human Resources Director to adjust the salary rate for Physician Assistant Fellowship according to future UC rates; and amend Ordinance No. 440 pursuant to Resolution No. 440-9050 submitted herewith, All Districts. [\$0].

**RECOMMENDED MOTION:** That the Board of Supervisors:

1. Approve the creation of new RUHS classifications including three At-Will classification and two Per Diem classifications.
2. Approve the recommendation to grant parity adjustments for various RUHS classifications.
3. Grant Authority to the Assistant County Executive Officer/Human Resources Director to adjust the salary rate for Physician Assistant Fellowship according to future UC rates.
4. Amend Ordinance No. 440 pursuant to Resolution No. 440-9050.

**ACTION: (Policy)**

Michael Stock, Assistant CEO/ Director of Human Resources

2/24/2017

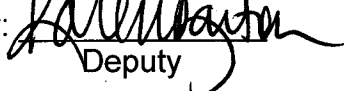
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**MINUTES OF THE BOARD OF SUPERVISORS**

On motion of Supervisor Washington, seconded by Supervisor Ashley and duly carried, IT WAS ORDERED that the above matter is approved as recommended and that Resolution 440-9050 is adopted as recommended.

Ayes: Tavaglione, Washington and Ashley  
Nays: Jeffries  
Absent: None  
Date: March 14, 2017  
xc: H.R., RUHS

Kecia Harper-Ihem  
Clerk of the Board

By:   
Deputy

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| <b>FINANCIAL DATA</b>   | <b>Current Fiscal Year:</b> | <b>Next Fiscal Year:</b> | <b>Total Cost:</b>        | <b>Ongoing Cost</b> |
|-------------------------|-----------------------------|--------------------------|---------------------------|---------------------|
| <b>COST</b>             | \$ 0                        | \$ 0                     | \$ 0                      | \$ 0                |
| <b>NET COUNTY COST</b>  | \$ 0                        | \$ 0                     | \$ 0                      | \$ 0                |
| <b>SOURCE OF FUNDS:</b> |                             |                          | <b>Budget Adjustment:</b> | No                  |
|                         |                             |                          | <b>For Fiscal Year:</b>   | 16/17               |

**C.E.O. RECOMMENDATION:** Approve

**BACKGROUND:**

**Summary**

The following recommendations are the result of a classification request from the Riverside University Health Systems (RUHS) - Medical Center in order to maintain regulatory compliance and organizational effectiveness.

The RUHS Medical Center's mission is to provide quality services to residents of the County of Riverside. Historically, the County of Riverside and RUHS functioned in a non-competitive environment, however, implementation of the Affordable Care Act in 2014 compelled RUHS to develop a sustainable business model in order to maintain adequate compliance with state and federal regulations and to attract and retain highly qualified staff.

The RUHS Care Clinics/Federally Qualified Health Centers (FQHC's) are obligated to comply with the program requirements of the U.S. Health Resources and Services Administration (HRSA) in order to maintain its FQHC status. Currently, RUHS has ten Care Clinics/ FQHCS located throughout Riverside County and three primary care clinics at the RUHS Medical Center. FQHC's must provide comprehensive quality healthcare services to under-served populations of Riverside County and are required to have an ongoing quality improvement/ quality assurance program. HRSA expects FQHC's to have an effective organizational structure and adequate staffing in order to deliver quality care in a timely and efficient manner. Due to such demands, RUHS is requesting the addition of several job classifications necessary to implement an organizational model, not only to comply with HRSA program requirements, but also to deliver comprehensive quality care to County of Riverside residents.

The proposed classifications will position RUHS to recruit talented professionals that will maintain and ensure proper compliance with HRSA requirements. Some of the proposed classifications will also better align current employees with their existing scope of responsibilities in the future.

**Director of Ambulatory Care Operations:** The Director of Ambulatory Care Operations will direct and manage the Care Clinics/ FQHC health services and business operations. This management function is necessary to ensure the efficient delivery of quality healthcare to the under-served populations of Riverside County.

**Healthcare Administrative Manager:** The Healthcare Administrative Manager, through

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subordinate supervisors, will ensure the smooth patient flow and efficient delivery of health services at each care clinic in the eastern and western regions of Riverside County.

**Healthcare Assistant Administrative Manager:** The Healthcare Assistant Administrative Manager will be assigned at individual Care Clinics to supervise the work of non-medical professional and clerical staff, and provide day-to-day administrative operations and functions, such as staff scheduling. Further, this classification will ensure that patient flow at a Care Clinic runs smoothly and that ambulatory care services are delivered efficiently.

**RUHS Principal Compliance Analyst:** Hospitals and health centers are required to have continuous adherence to regulations, standards, and policies related to healthcare quality, privacy, and security of patient health information. The RUHS Principal Compliance Analyst will assist the RUHS Compliance and County Privacy Officer to ensure organization-wide compliance to regulatory standards.

**Infection Control Manager:** The Infection Control Manager provides leadership for RUHS infection control and prevention programs, including surveillance, policy development, and compliance to federal and state regulatory standards. This request is to add the classification and distinguish the infection control and prevention program management from the existing Manager, Quality Assessment and Infection Control classification, which will be appropriately title changed after approval.

**Policy Program Administrator:** The RUHS Medical Center Policy Management Program is a department-wide, central, and transparent program located under the medical center's Quality and Patient Safety Division. The Policy Management Program is in place to ensure that all medical center policies are approved and updated through a standardized process, maintaining accurate policies that are not conflicting or duplicative in nature, are compliant with all regulatory and accreditation agencies, and are easily accessible to all medical center staff. The Policy Program Administrator will be responsible for administering the Policy Management Program for the department and developing the program's ongoing strategic plan, mission, and vision.

**Radiologic Specialist I - Per Diem:** The Classification and Compensation unit received a request from the RUHS Medical Center to establish the entry-level classification of Radiologic Specialist I - Per Diem. The establishment of this entry-level classification will provide eligible individuals the opportunity to gain first level experience in the healthcare setting before placement into the journey level classification of Radiologic Specialist II - Per Diem. The approval of the proposed classification will also ensure a series progression for Radiologic Specialists working in the RUHS Medical Center.

**Radiologic Technologist I - Per Diem:** The Classification and Compensation unit received a request from the RUHS Medical Center to establish the entry-level classification of Radiologic Technologist I - Per Diem. The establishment of this entry-level classification will provide eligible individuals the opportunity to gain first level experience in the healthcare setting before

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placement into the journey level classification of Radiologic Technologist II - Per Diem. The approval of the proposed classification will also ensure a series progression for Radiologic Technologists working in the RUHS Medical Center.

Based on the findings of external market surveys, the Human Resources Department hereby submits the following salary parity adjustment recommendations:

**Medical Center Chief Executive Officer:** It is recommended to grant this classification parity wage adjustment from salary plan/grade XMA 220/L24 (\$196,003 - \$361,999) to XMA 320/L24 (\$300,266 - \$555,099). The Medical Center Chief Executive Officer (CEO) classification directs, through hospital executives and senior level managers, RUHS' medical center and ambulatory care operations and leads the medical center in strategic planning and policy development, financial and organizational development, and maintaining the highest patient care standards. The proposed salary range, based on external market data of comparable classifications at public and private hospitals in California, is the average annual salary of hospital CEO's (Attachment R). Raising the salary range of the Medical Center CEO will make the department more competitive and enable RUHS to attract high caliber CEO candidates. There is no current incumbent.

**Chief Finance Officer, RCRMC or AHCS:** It is recommended to grant this classification a parity wage adjustment from salary plan/grade XMB 185/L23 (\$132,337 - \$237,793) to XMB 249/L25 (\$208,098 - \$394,889). The RUHS Chief Finance Officer (CFO) classification directs and manages RUHS' financial operations and budgets, financial planning and systems, as well as helps maintain the organization's financial health. The proposed salary range, based on external market data of comparable classifications at public and private hospitals in California, is the average annual salary of hospital CFO's (Attachment R). Raising the salary range of the RUHS CFO will make the department more competitive and enable RUHS to attract high caliber CFO candidates. There is no incumbent in this classification.

**Medical Center Chief Operating Officer:** It is recommended to grant this classification a parity wage adjustment from salary plan/grade XMB 223/L17 (\$180,738 - \$276,921) to XMB 292/L25 (\$223,700 - \$424,531). The Medical Center Chief Operating Officer (COO) classification is responsible for directing, controlling, and managing, through hospital executives and senior level managers, the medical center's overall daily operations and activities, budgets, policy development and implementation, as well as compliance with regulatory standards. The proposed salary range, based on external market data of comparable classifications at public and private hospitals in California, is the average annual salary of hospital COO's (Attachment R). Raising the salary range of the Medical Center COO will make the department more competitive in the local market. After approval, RUHS will implement the new salary range for the incumbent Medical Center Chief Operating Officer in the next Performance Recognition Plan review period.

**Director of Professional Education:** It is recommended to grant this classification an

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approximate 26% parity wage adjustment. The Director of Professional Education classification supervises Nursing Education Instructors and administers, organizes, and manages the training activities for RUHS nursing and ancillary personnel. An external market survey of public and private hospitals in Southern California shows that the median maximum salary of a Director of Professional Education is \$142,290 annually (Attachment O). The proposed salary will place the salary of this classification approximately 14.7% above its subordinate Nursing Education Instructor - Specialty Care-Tier1 classification, with a maximum annual salary of \$124,068. There are no incumbents in this classification.

**Executive Director, RUHS Ambulatory Care Operations:** It is recommended to grant this classification an approximate 26% parity wage adjustment from salary plan/grade XMB 185/L23 (\$132,337 - \$237,793) to XMB 184/L15 (\$132,337 - \$192,078). The Executive Director, RUHS Ambulatory Care Operations classification directs and oversees the RUHS' patient-centered, integrated, and comprehensive primary care services delivered at the hospital-based clinics and the Federally Qualified Health Center, as well as the ambulatory care business operations. The proposed salary range is based on external market data for comparable classifications (Attachment Q). After approval, RUHS will implement the new salary range for the incumbent Executive Director, RUHS Ambulatory Care Operations in the next Performance Recognition Plan review period.

**Physician Assistant Fellowship:** It is recommended to grant this classification an approximate 13.6% parity wage adjustment. Under the supervision of a licensed physician, a Physician Assistant Fellowship classification provides medical services that include performing physical examination, health status assessment, and prescribing treatment. The proposed annual salary is the mean annual salary of two teaching hospitals, University of California San Francisco and Arrowhead Regional Medical Center (Attachment P). There are no incumbents in this classification.

It is further recommended to grant the authority to the Assistant County Executive Officer/ Human Resources Director to adjust the salary rate for the Physician Assistant Fellowship classification based on future UC rates in order to maintain market competitiveness. This will be at the discretion of the Assistant County Executive Officer/Human Resources Director.

**Classification Additions**

**Director of Ambulatory Care Operations:** It is recommended to add this At-Will classification to the Class and Salary Listing at salary plan/grade MRP 741/L19 (\$96,676 - \$155,963). This request is only to add the classification and there is no immediate financial impact associated with this request.

**Healthcare Administrative Manager:** It is recommended to add this classification to the Class and Salary Listing at salary plan/grade MRP 733/L13 (\$95,461 - \$131,303). This request is only to add the classification and there is no immediate financial impact associated with this request.

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**Healthcare Assistant Administrative Manager:** It is recommended to add this classification to the Class and Salary Listing at salary plan/grade MRP 598/L13 (\$83,620 - \$114,976). This request is only to add the classification and there is no immediate financial impact associated with this request.

**RUHS Principal Compliance Analyst:** It is recommended to add this classification to the Class and Salary Listing at salary plan/grade MRP 583/L16 (\$82,430 - \$122,741). This request is only to add the classification and there is no immediate financial impact associated with this request.

**Infection Control Manager:** It is recommended to add this classification to the Class and Salary Listing at salary plan/grade MRP 615/L19 (\$84,609 - \$135,067). This request is only to add the classification and there is no immediate financial impact associated with this request.

**Policy Program Administrator:** It is recommended to add this classification to the Class and Salary Listing at salary plan/grade SEU 630/L19 (\$63,860 - \$103,466). This request is only to add the classification and there is no immediate financial impact associated with this request.

**Radiologic Specialist I - Per Diem:** It is recommended to add this classification to the Class and Salary Listing at salary plan/grade SEPD 112/L1 (\$76,198). This request is only to add the classification and there is no immediate financial impact associated with this request.

**Radiologic Technologist I - Per Diem:** It is recommended to add this classification to the Class and Salary Listing at salary plan/grade SEPD 112/L1 (\$60,902). This request is only to add the classification and there is no immediate financial impact associated with this request.

**At-Will Designation**

**Director of Ambulatory Care Operations:** It is recommended that this classification be designated At-Will in accordance with the provisions provided under Article 6, Section 601E (8) of the County Management Resolution and will serve at the pleasure of the Executive Director, RUHS Ambulatory Care Services. There is no financial impact to implement this change.

**Director, Patient Access or Patient Business Services:** It is recommended that this classification be designated At-Will in accordance with the provisions provided under Article 6, Section 601E (8) of the County Management Resolution and will serve at the pleasure of the Medical Center Revenue Cycle Director.

**Assistant Director, Patient Access or Patient Business Services:** It is recommended that this classification be designated At-Will in accordance with the provisions provided under Article 6, Section 601E (8) of the County Management Resolution and will serve at the pleasure of the Medical Center Revenue Cycle Director.

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**Salary Parity Adjustments**

**Medical Center Chief Executive Officer:** It is recommended to adjust this classification salary plan/grade from XMA 220/L24 (\$196,003 - \$361,999) to salary plan/grade XMA 320/L24 (\$300,266 - \$555,099). There is no incumbent in this classification.

**Medical Center Chief Operating Officer:** It is recommended to adjust this classification salary plan/grade from XMB 223/L17 (\$180,738 - \$276,921) to salary plan/grade XMB 292/L25 (\$223,700 - \$424,531). There is one incumbent in this classification.

**Chief Finance Officer, RCRMC or AHCS:** It is recommended to adjust this classification salary plan/grade from XMB 185/L23 (\$132,337 - \$237,793) to salary plan/grade XMB 249/L25 (\$208,098 - \$394,889). There is no incumbent in this classification.

**Director of Professional Education:** It is recommended to adjust this classification salary plan/grade from MRP 422/L19 (\$70,117 - \$112,984) to salary plan/grade MRP 734/L16 (\$95,514 - \$142,290). There are no incumbents in this classification.

**Executive Director, RUHS Ambulatory Care Services:** It is recommended to adjust this classification salary plan/grade from XMB 185/L23 (\$132,337 - \$237,793) to salary plan/grade XMB 184/L15 (\$132,337 - \$192,078). There is one incumbent in this classification.

**Physician Assistant Fellowship:** It is recommended to adjust this classification salary plan/grade of PHY 101/L1 from \$47,476 to \$52,500. There are no incumbents in this classification.

**Impact on Residents and Businesses**

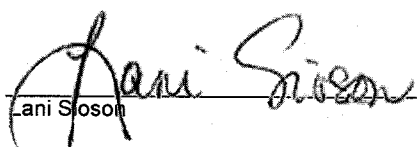
Approval of the proposed classifications and salary adjustments will help RUHS deliver comprehensive quality care to the residents of Riverside County.

**ATTACHMENTS:**

- A. Resolution No. 440-9050
- B. Director of Ambulatory Care Operations Class Specification
- C. Healthcare Administrative Manager Class Specification
- D. Healthcare Assistant Administrative Manager Class Specification
- E. RUHS Principal Compliance Analyst Class Specification
- F. Infection Control Manager Class Specification
- G. Radiologic Technologist I - Per Diem Class Specification
- H. Radiologic Specialist I - Per Diem Class Specification
- I. Policy Program Administrator Class Specification
- J. Director of Ambulatory Care Operations Market Analysis

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- K. Healthcare Administrative Manager Market Analysis**
- L. Healthcare Assistant Administrative Manager Market Analysis**
- M. RUHS Principal Compliance Analyst Market Analysis**
- N. Infection Control Manager Market Analysis**
- O. Director of Professional Education Market Analysis**
- P. Physician Assistant Fellowship Market Analysis**
- Q. Executive Director, RUHS Ambulatory Care Services Market Analysis**
- R. HASC 2016 Custom Executive Compensation Report**

  
Lani Soson 2/28/2017



RESOLUTION NO. 440-9050

BE IT RESOLVED by the Board of Supervisors of the County of Riverside, State of California, in regular session assembled on March 14, 2017, 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>  |
|-----------------|------------|---|---------------------------|
| 74074           | +          | Director of Ambulatory Care Operations      | MRP 741/L19               |
| 74075           | +          | Healthcare Administrative Manager           | MRP 733/L13               |
| 74076           | +          | Healthcare Assistant Administrative Manager | MRP 598/L13               |
| 78752           | +          | Infection Control Manager                   | MRP 615/L19               |
| 77468           | +          | Policy Program Administrator                | SEU 630/L19               |
| 98735           | +          | Radiologic Specialist I - Per Diem          | SEPD 112/L1<br>(\$76,198) |
| 98719           | +          | Radiologic Technologist I - Per Diem        | SEPD 112/L1<br>(\$60,902) |
| 77406           | +          | RUHS Principal Compliance Analyst           | MRP 583/L16               |

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(s) to Appendix II, operative the beginning of the pay period following approval, as follows:

| <u>Job Code</u> | <u>+/-</u> | <u>Class Title</u>  |
|-----------------|------------|---|
| 77450           | +          | Assistant Director, Patient Access or Patient Business Services |
| 74074           | +          | Director of Ambulatory Care Operations                          |
| 77467           | +          | Director, Patient Access or Patient Business Services           |

BE IT FURTHER RESOLVED that pursuant to Section 8(c) 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 at the beginning of the pay period following the date of approval, as follows:

| <u>Job Code</u> | <u>Class Title</u>                                | <u>From Salary Plan/Grade</u> | <u>To Salary Plan/Grade</u> |
|-----------------|---|-------------------------------|-----------------------------|
| 74139           | Chief Finance Officer, RCRMC or AHCS              | XMB 185/L23                   | XMB 249/L25                 |
| 73945           | Director of Professional Education                | MRP 422/L19                   | MRP 734/L16                 |
| 73872           | Executive Director, RUHS Ambulatory Care Services | XMB 185/L23                   | XMB 184/L15                 |
| 74250           | Medical Center Chief Executive Officer            | XMA 220/L24                   | XMA 320/L24                 |
| 74135           | Medical Center Chief Operating Officer            | XMB 223/L17                   | XMB 292/L25                 |
| 73978           | Physician Assistant Fellowship                    | PHY 101/L1<br>(\$47,476)      | PHY 101/L1<br>(\$52,500)    |

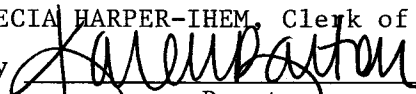
ROLL CALL:

Ayes: Tavaglione, Washington and Ashley  
Nays: Jeffries  
Absent: None

The foregoing is certified to be a true copy of a resolution duly adopted by said Board of Supervisors on the date therein set forth.

KECIA HARPER-IHEM, Clerk of said Board

By

  
Deputy

/kc

03/02/2017

440 Resolutions\KC

03.14.17 3.16



## DIRECTOR OF AMBULATORY CARE OPERATIONS

Class Code: 74074

COUNTY OF RIVERSIDE

Established Date: Mar 16, 2017

Revision Date: Mar 16, 2017

### SALARY RANGE

\$46.48 - \$74.98 Hourly  
 \$8,056.36 - \$12,996.97 Monthly  
 \$96,676.32 - \$155,963.60 Annually

### CLASS CONCEPT:

Under general direction, manages, coordinates, plans, and directs the operation of assigned ambulatory care operations, including the Federally Qualified Health Centers (FQHC's) and special programs; assists in the development and implementation of administrative policies and procedures; acts for the Executive Director, RUHS Ambulatory Care Services during absences or as directed; and performs other related duties as required.

The Director of Ambulatory Care Operations reports to and receives policy guidance from the Executive Director, RUHS Ambulatory Care Services, as well as from the Community Health Center Board. This class is responsible for directing and managing RUHS ambulatory care and business operations. Incumbents perform the full scope of assignments with a significant degree of independence in attaining program objectives within policy guidelines. This class is characterized by the responsibility for special assignments, which may include, but are not limited to accreditation review and compliance, safety review, grant development, facilities and plant development, and all special projects, including patient safety, quality assurance, and compliance. The Director of Ambulatory Care Operations class is distinguished from the Executive Director, RUHS Ambulatory Care Services in that the latter is the highest-level class within the RUHS ambulatory care organizational structure.

This class has been designated At-Will by the Board of Supervisors, in accordance with the provisions provided under Article 6, Section 601E (8) of the County Management Resolution and serves at the pleasure of the Executive Director, RUHS Ambulatory Care Services.

This class has been deemed eligible for the Performance Recognition Plan as set forth under Article 3, Section 311(C) of the County Management Resolution. Program eligibility requires employees to be in a leadership position, manage other employees or programs, and have significant influence on the achievement of organizational objectives.

**REPRESENTATION UNIT:** Management Resolution - Management

### EXAMPLES OF ESSENTIAL DUTIES:

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

- Direct, coordinate, monitor, and review the activities and staff of assigned ambulatory care departments to assure effective and efficient clinical and business operations.
- Assist in the development of objectives and policies for assigned ambulatory care departments; assist assigned department supervisors in the establishment of budgets and monitors expenditures against the budget; evaluate the performance of assigned ambulatory care departments and key management and supervisory staff, and implement appropriate changes.

- Consult with assigned department managers and supervisors to evaluate services and implement changes in ambulatory care operations if necessary; assist in the development and implementation of ambulatory care clinics' operating and administrative policies.

- Perform special studies as assigned by the Executive Director, RUHS Ambulatory Care Services and assume total responsibility for assigned special projects, providing periodic reports on status of projects to the Executive Director, RUHS Ambulatory Care Services and the Community Health Center Board.

- May represent the RUHS ambulatory care clinics at meetings and conferences with County and other officials; prepare correspondences and reports as required.

**RECRUITING GUIDELINES:**

**OPTION I**

Education: Graduation from an accredited college or university with a Master's degree in hospital, health, business or public administration, public health, behavioral science, or nursing.

Experience: Three years of management experience which includes responsibility for directing ambulatory care operations and services.

**OPTION II**

Education: Graduation from an accredited college or university with a Bachelor's degree in hospital, health, business or public administration, public health, behavioral science, or nursing.

Experience: Four years of management experience which includes responsibility for directing ambulatory care operations and services.

**OPTION III**

Experience: Eight years of experience in an administrative or managerial capacity in a hospital or health system, which includes responsibility for directing ambulatory care operations and services.

Knowledge of: Joint Commission, Health Resources and Services Administration (HRSA), federal and state regulatory standards, and all phases of ambulatory care services administration and management; principles of organization, methods, equipment, materials, personnel management, laws relating to medical or ambulatory care administration, and record maintenance.

Ability to: Plan and execute a community-based or medical center-based ambulatory care administrative program, including preparing budgets and controlling large expenditures; establish and maintain cooperative relationships with the Community Health Center (CHC) Board of Directors, general public, medical, ambulatory care and other professional groups, and other public agencies and departments of government; prepare comprehensive fiscal and administrative reports; develop plans for more effective utilization of personnel; analyze and evaluate operating procedures to develop effective improvements.

**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.



## HEALTHCARE ADMINISTRATIVE MANAGER

Class Code: 74075

COUNTY OF RIVERSIDE

Established Date: Mar 16, 2017

Revision Date: Mar 16, 2017

### SALARY RANGE

\$45.89 - \$63.13 Hourly

\$7,955.10 - \$10,941.91 Monthly

\$95,461.18 - \$131,302.91 Annually

### CLASS CONCEPT:

Under general direction, plans, coordinates, and directs the diverse and complex administrative functions of the Riverside University Health System (RUHS) Care Clinics; provides programmatic, budgetary and personnel oversight, through subordinate supervisors, of ambulatory care services within an assigned geographical region; acts for the Director of Ambulatory Care Operations during absences or as directed; and performs other related duties as required.

The Healthcare Administrative Manager class reports to the Director of Ambulatory Care Operations and is characterized by the responsibility for the administrative management of RUHS Care Clinics' ambulatory care services, within an assigned geographical region, through subordinate supervisors. Incumbents are responsible for managing administrative functions, including budget, staffing, policy and program implementation and evaluation, of the RUHS Federally Qualified Health Centers (FQHC) and hospital-based clinics.

This class has been deemed eligible for the Performance Recognition Plan as set forth under Article 3, Section 311(C) of the County Management Resolution. Program eligibility requires employees to be in a leadership position, manage other employees or programs, and have significant influence on the achievement of organizational objectives.

**REPRESENTATION UNIT:** Management Resolution - Management

### EXAMPLES OF ESSENTIAL DUTIES:

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

- Plan, organize, manage, and direct the work of RUHS Care Clinics professional and administrative support services staff, through subordinate supervisors, within an assigned geographical region; ensure maximum staff productivity and patient flow at care clinics.
- Collaborate with physicians and other healthcare providers in providing quality care efficiently and effectively.
- Assist in assessing medical provider productivity standards and patient flow issues and identify opportunities for improvement; establish objectives, and formulate and implement the action plan for achieving improvements; resolve patient complaints or problems.
- Develop RUHS Care Clinics capital and operating budget plan, and is accountable for budget variances for ambulatory care.

- Develop and recommend the implementation of new and the revision of existing programs, policies, procedures, standards of care and practice, and goals and objectives of ambulatory care.
- Establish and communicate expectations and performance standards through subordinate supervisors to staff; evaluate the performance of staff to ensure compliance with regulatory and accreditation standards, policies, procedures, and standards of care and practice, including the goals and objectives of the organization.
- Collaborate with ambulatory care medical leadership and staff regarding provider credentialing and training, as well as resident physician training at the ambulatory care clinics.
- Interview applicants and make hiring decisions; identify learning needs and oversee the orientation and training of staff; coordinate the training of students in ambulatory care; coach and counsel staff when conduct or performance issues arise; consult with Human Resources and administer progressive disciplinary actions when required.

#### **RECRUITING GUIDELINES:**

**Education:** Graduation from an accredited college or university with a Bachelor's degree in hospital, health, business or public administration, public health, behavioral science, nursing, or closely related field. (Additional qualifying experience may substitute for the required education on the basis of 30 semester or 45 quarter units equaling one year of full-time experience).

**Experience:** Four years of progressively responsible administrative experience in a healthcare organization/health system, which included two years of experience supervising ambulatory care or health services operations.

**Knowledge of:** Joint Commission, Health Resources and Services Administration (HRSA), federal and state regulatory standards, and all phases of ambulatory care services administration and management; principles of organization, methods, equipment, materials, personnel management, laws relating to medical or ambulatory care administration, and record maintenance.

**Ability to:** Implement the principles of leadership and management in the ambulatory care process; ensure compliance with RUHS goals, objectives, strategic plan, policies and procedures; prepare and maintain reports and clinical records; communicate clearly via oral and written methods; monitor critical practice indicators, identify opportunities for improvement, and guide the implementation of the action plan; analyze and maintain budget accountability; establish, communicate, and monitor performance standards and expectations; manage time effectively; make sound decisions using problem-solving skills; use productive group dynamics to achieve teamwork.

#### **OTHER REQUIREMENTS:**

**License:** Possession of a valid California Driver's License may be required.

#### **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/departments head.



## HEALTHCARE ASSISTANT ADMINISTRATIVE MANAGER

Class Code: 74076

COUNTY OF RIVERSIDE  
Established Date: Mar 16, 2017  
Revision Date: Mar 16, 2017

### SALARY RANGE

\$40.20 - \$55.28 Hourly  
\$6,968.35 - \$9,581.33 Monthly  
\$83,620.16 - \$114,975.95 Annually

### CLASS CONCEPT:

Under general supervision, assists the Healthcare Administrative Manager in planning, coordinating, and directing the diverse and complex administrative functions of the Riverside University Health System (RUHS) Care Clinics; manages the daily ambulatory care services, staff, and operations of RUHS Care Clinics; and performs other related duties as required.

The Healthcare Assistant Administrative Manager class reports to the Healthcare Administrative Manager and is characterized by having primary responsibility for the direct supervision of the ambulatory care services and the day-to-day operations of an RUHS Care Clinic or a Federally Qualified Health Center (FQHC). Incumbents supervise a Care Clinic's or FQHC's non-medical staff, coordinate administrative services, assist the Healthcare Administrative Manager with budget and programs planning, policy development and compliance to regulatory standards.

The Healthcare Assistant Administrative Manager classification is distinguished from the Healthcare Administrative Manager in that the latter has full responsibility and accountability for management of the operations and ambulatory care services delivered by several Care Clinics within a geographic region.

This class has been deemed eligible for the Performance Recognition Plan as set forth under Article 3, Section 311(C) of the County Management Resolution. Program eligibility requires employees to be in a leadership position, manage other employees or programs, and have significant influence on the achievement of organizational objectives.

**REPRESENTATION UNIT:** Management Resolution - Management

### EXAMPLES OF ESSENTIAL DUTIES:

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

- Plan, organize, and manage the work of professional and administrative support services staff at an RUHS Care Clinic/FQHC; ensure maximum staff productivity and patient flow at a Care Clinic/FQHC.
- Participate in the development and implementation of operational and administrative policies and procedures.
- Support the Healthcare Administrative Manager in assessing medical provider productivity standards and patient flow issues and identify opportunities for improvement; establish objectives, and formulate and implement the action plan for achieving improvements; resolve patient complaints or problems.
- Collaborate with physicians and other healthcare providers in providing quality care efficiently and effectively.

- Assist in the development of RUHS Care Clinics capital equipment budget plan; provide input into preparation of staff and operating budgets, and is accountable for budget variances for ambulatory care.
- Project revenue and expenditure changes, adjustments, and proposals for source funding; recommend departmental/Agency action to balance budget; direct development of forms and procedures for recordkeeping and budgetary controls; prepare management reports.
- Establish and communicate expectations and performance standards to staff; evaluate the performance of staff to ensure compliance with regulatory and accreditation standards, policies, procedures, and standards of care and practice including the goals and objectives of the organization.
- Collaborate with ambulatory care medical leadership and staff regarding provider credentialing and training, as well as resident physician training at the ambulatory care clinics.
- Interview applicants and make hiring decisions; identify learning needs and oversee the orientation and training of staff; coordinate the training of students in ambulatory care; coach and counsel staff when conduct or performance issues arise; consult with Human Resources and administer progressive disciplinary actions when required.

#### **RECRUITING GUIDELINES:**

**Education:** Graduation from an accredited college or university with a Bachelor's degree in hospital, health, business or public administration, public health, behavioral science, nursing, or closely related field. (Additional qualifying experience may substitute for the required education on the basis of 30 semester or 45 quarter units equaling one year of full-time experience).

**Experience:** Three years of progressively responsible administrative experience in a healthcare organization/health system, which included one year of experience supervising ambulatory care or health services operations.

**Knowledge of:** Joint Commission, Health Resources and Services Administration (HRSA), federal and state regulatory standards, and all phases of ambulatory care services administration and management; principles of organization, methods, equipment, materials, personnel management, laws relating to medical or ambulatory care administration, and record maintenance.

**Ability to:** Implement the principles of leadership and management in the ambulatory care process; ensure compliance with RUHS goals, objectives, strategic plan, policies and procedures; prepare and maintain reports and clinical records; communicate clearly via oral and written methods; monitor critical practice indicators, identify opportunities for improvement, and guide the implementation of the action plan; analyze and maintain budget accountability; establish, communicate, and monitor performance standards and expectations; manage time effectively; make sound decisions using problem-solving skills; use productive group dynamics to achieve teamwork.

#### **OTHER REQUIREMENTS:**

**License:** Possession of a valid California Driver's License may be required.

#### **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.





COUNTY OF RIVERSIDE  
Established Date: Mar 16, 2017  
Revision Date: Mar 16, 2017

## **RUHS PRINCIPAL COMPLIANCE ANALYST**

Class Code: 77406

### **SALARY RANGE**

\$82,430 - \$122,741 Annually

### **CLASS CONCEPT:**

Under general direction, develops, coordinates, and assists in the planning, implementation and maintenance of the Riverside University Health System (RUHS) compliance programs and activities; and performs other related duties as required.

The RUHS Principal Compliance Analyst class reports to the RUHS Compliance and Privacy Officer and is characterized by the responsibility for the development, implementation and monitoring of an effective compliance program. Incumbents assist the RUHS Compliance and Privacy Officer in ensuring compliance to federal, state, and County regulations, policies and procedures related to medical privacy and information security, as well as to the provisions of the Health Information Technology for Economic and Clinical Health Act (HITECH).

This class has been deemed eligible for the Performance Recognition Plan as set forth under Article 3, Section 311(C) of the County Management Resolution. Program eligibility requires employees to be in a leadership position, manage other employees or programs, and have significant influence on the achievement of organizational objectives

**REPRESENTATION UNIT:** Management Resolution - Management

### **EXAMPLES OF ESSENTIAL DUTIES:**

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

- Perform audits to assess compliance with various laws, regulations, policies, and standards such as those related to healthcare fraud, waste and abuse, billing and coding, clinical documentation, privacy and information security, research, and ethics; maintain a system of reporting that provides timely and relevant information of all aspects of compliance issues.
- Participate in appropriate level of response, develop corrective action plans, and conduct compliance investigations while maintaining confidentiality of information reported, as appropriate.
- Evaluate departmental continuous readiness to achieve compliance in the areas of healthcare privacy and security; assist in the development and implementation of privacy policies, procedures, and breach notification as necessary.
- Develop and implement policies and procedures for filing and investigation of complaints related to HIPAA/HITECH Privacy, Breach Notification Rules, and related County guidelines and procedures.
- Develop and monitor policies and procedures that establish standards for ensuring patient privacy protections, including by providing guidance to individual employees and departments on the HIPAA Privacy Rule, as appropriate.

- Document and retain all complaints received as required by HIPAA/HITECH; establish and maintain a mechanism for tracking and reporting the investigation and resolving such complaints.
- Develop and administering training for RUHS staff to promote awareness of compliance to regulatory standards.
- Provide guidance and assistance to departments on a variety of privacy and compliance auditing, and internal control matters; document findings and prepare reports.

#### **RECRUITING GUIDELINES:**

**Education:** Graduation from an accredited college or university with a Bachelor's degree in business administration, public administration, public health nursing, finance, accounting, or a closely related field. A Master's degree from an accredited college or university is preferred. Possession of current Healthcare Privacy Compliance (CHPC) certification is preferred.

**Experience:** Four years of professional, journey-level experience in healthcare compliance; which includes internal auditing experience and experience in the development and implementation of HIPAA and/or privacy compliance programs.

**Knowledge of:** Information security; theory, principles, and practices of general healthcare; governmental accounting, budgeting, and auditing; HIPAA privacy and security rules and regulations; privacy laws, rules, and regulations relating to information and security; federal, state, and local codes, rules, and regulations including healthcare fiscal operations; the methods of developing systems forms for various types of accounting records and reports; information systems and their application to accounting operations; the principles, methods, and techniques of public administration, personnel, and business office management; the principles and techniques of supervision.

**Ability to:** Develop and implement compliance and auditing programs; apply legal and administrative compliance policies to hospital or health systems; analyze data, draw logical conclusions, conduct independent audits, interviews and make evaluations to ensure compliance issues and concerns are appropriately resolved, investigated and resolved; recommend effective courses of action; communicate effectively in oral and written form; establish and maintain effective working relationships; conduct independent systems analyses of complex business processes.

#### **OTHER REQUIREMENTS:**

**Licensure:** Possession of a valid California Driver's License may be required.

#### **PRE-EMPLOYMENT:**

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

#### **EMPLOYMENT STATUS:**

As an Approved Civil Service 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, Resolution, or Salary Ordinance. Temporary and Per Diem employees serve at the pleasure of the agency/department head.



## INFECTION CONTROL MANAGER

Class Code: 78752

COUNTY OF RIVERSIDE  
Established Date: Mar 16, 2017  
Revision Date: Mar 16, 2017

### SALARY RANGE

\$40.68 - \$64.94 Hourly  
\$7,050.77 - \$11,255.57 Monthly  
\$84,609.20 - \$135,066.88 Annually

### CLASS CONCEPT:

Under general direction, plans, organizes, directs, and evaluates, through subordinates, the activities of the Riverside University Health System (RUHS) Infection Control program; and performs other related duties as required.

The Infection Control Manager classification reports to the Chief Medical Officer and provides leadership for RUHS infection control and prevention programs, including surveillance, policy development, best practices, and compliance to regulations and standards of regulatory agencies.

This class has been deemed eligible for the Performance Recognition Plan as set forth under Article 3, Section 311(C) of the County Management Resolution. Program eligibility requires employees to be in a leadership position, manage other employees or programs, and have significant influence on the achievement of organizational objectives.

**REPRESENTATION UNIT:** Management Resolution – Management

### EXAMPLES OF ESSENTIAL DUTIES:

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

- Manage through subordinates the activities of the RUHS Infection Control Department; responsible for the management and coordination of organization-wide infection control surveillance, monitoring and reporting.
- Assure a high quality of patient care by developing, implementing and evaluating infection prevention and control surveillance system and best practice methods.
- Direct the development and implementation of effective infection control and prevention programs to prevent or minimize hospital-acquired infections.
- Maintain strategic partnerships with the RUHS Public Health Disease Control branch regarding the early detection, intervention, surveillance, and treatment of communicable diseases.
- Ensure staff and department compliance with regulatory and accrediting agencies; ensure the necessary corrective actions are initiated, monitored, and implemented.
- Collaborate with RUHS Department Managers in developing and implementing policies and procedures, and organizing resources for providing an effective infection control program, quality patient care, and a safe hospital environment.

- Design, initiate, and coordinate methods for collecting, analyzing, storing, retrieving, and reporting patient medical information and statistics related to infection control, in accordance with federal, state, and local laws.
- Responsible for investigation and research of infectious disease outbreaks and immunization programs; monitor and analyze all incident reports, investigating where appropriate, and make recommendations to prevent their recurrence.
- Coordinate infection control initiatives to comply with CDC, OSHA, Joint Commission, and state regulations; report hospital and ambulatory care infections, outbreaks of nosocomial infections, and communicable diseases to the State Department of Public Health and Centers for Disease Control and Prevention.
- Function as a consultant to RUHS managers and staff on infection control issues; develop and implement educational programs related to infection prevention and control.
- Prepare and monitor operating and capital expense budgets; evaluate staffing, equipment, service, and supply needs.

#### **RECRUITING GUIDELINES:**

Education: Graduation from an accredited college or university with a Bachelor's degree with major course work in nursing, epidemiology, or a closely related field. (A Master's degree from an accredited college or university in epidemiology or nursing is preferred.)

Experience: Five years of supervisory experience in a hospital or healthcare agency, which included administration of infection control and prevention programs.

Knowledge of: Accreditation and licensure standards for acute care facilities; Joint Commission standards, Centers of Disease Control regulations, and federal, state and local requirements related to infection control and prevention; effective infection control surveillance methods and systems; principles of effective management and supervision.

Ability to: Comprehend, interpret and apply various laws, rules and regulations related to the hospital and infection control; prepare and produce annual budget and staffing plans; plan, direct, coordinate, and manage the work of subordinate staff; analyze infection control surveillance data/information; evaluate and maintain effective working relationships; prepare clear and concise written and oral reports.

#### **OTHER REQUIREMENTS:**

License/Certificate: Possession of a valid California Driver's License may be required.

Certification in Infection Control issued by the Certification Board of Infection Control and Epidemiology, certification in Infection Prevention and Control issued by the Association for Professionals in Infection Control and Epidemiology, OR a current valid license to practice as a Registered Nurse in the State of California.

#### **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:**

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**RADIOLOGIC TECHNOLOGIST I –  
PER DIEM**

Class Code: 98719

COUNTY OF RIVERSIDE

Established Date: Mar 16, 2017

Revision Date: Mar 16, 2017

**SALARY RANGE**

\$29.28 Hourly  
\$5,075.20 Monthly  
\$60,902.40 Annually

**CLASS CONCEPT:**

Under close supervision, performs professional radiologic technology duties in the care and service of patients at the Riverside University Health System (RUHS); assists physicians and carries out their orders; and performs other related duties as required.

The objective of the Radiologic Technologist series is to establish a career ladder, which provides professional growth through the performance of increasingly responsible and complex assignments, and to recognize professional development and expertise attained through education and experience.

The Radiologic Technologist I - Per Diem is the entry-level class of the diagnostic technologist segment of this Per Diem series. Under the supervision of a Radiologic Technologist II - Per Diem, incumbents perform routine assignments and receive comprehensive in-service training. The California Department of Public Health (CDPH) Radiologic Health Branch mandates that a Certified Radiologic Technologist who lacks a Fluoroscopy permit should not be allowed to perform fluoroscopy procedures. Incumbents are expected to promote to the journey diagnostic level Radiologic Technologist II - Per Diem after acquiring the required experience, demonstrating satisfactory work performance, and obtaining a valid Fluoroscopy permit issued by the CDPH Radiologic Health Branch within six months of hire.

Per Diem personnel are distinguished from regular employees in that they receive additional compensation in lieu of County fringe benefits and work assignments may be on a flexible work hour schedule. Positions in this class will perform the duties specified in the Radiologic Specialist I in a Per Diem capacity.

**REPRESENTATION UNIT:** SEIU - Per Diem

**EXAMPLES OF ESSENTIAL DUTIES:**

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

- Provide diagnostic services to patients to produce images; prepare, position and transfer patients; provide immobilization devices as required; select proper technical factors on an individual patient basis.
- Operate equipment as directed; develop film by automatic processing; provide patient protection in accordance with prescribed safety standards.
- Assist physicians in the administering of contrast media; assure the technical quality and the proper functioning of equipment within designated areas.

- Maintain adequate records; maintain orderliness and cleanliness of all work areas; secure and return supplies.
- Instruct students and ancillary personnel; assist in the use of a variety of equipment or procedures.
- Assist in the development of technical factors and film selection; record patient information, film serial numbers, and types of views taken on patient's film jacket; maintain files of x-ray film.
- Maintain an effective work relationship with patients, visitors, departmental, and hospital staff.

**RECRUITING GUIDELINES:**

Experience: None required.

Knowledge of: The principles, techniques and methods applicable to radiologic technology; the operation and care of radiographic equipment; structural and organic anatomy; the principles of radiography, film processing and development; federal, state, and local laws and regulations governing radiation safety.

Ability to: Understand and follow highly detailed instructions; learn to understand and operate equipment and materials used in examinations; deal effectively with and understand the various types and conditions of patients; produce quality radiographs; prepare records and reports; establish and maintain effective working relationships with physicians, nurses, patients, and co-workers.

**OTHER REQUIREMENTS:**

License/Certificate: Possession of a valid California Driver's License may be required.

Possession of a valid license to practice as a Certified Radiologic Technologist in the State of California.

Possession of a valid fluoroscopy permit as issued by the California State Department of Health Services within six months of hire. (An applicant lacking a California Certified Technologist License may be temporarily employed subject to the requirements of the California State Bureau of Radiological Health.)

**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:**

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## **RADIOLOGIC SPECIALIST I – PER DIEM**

Class Code: 98735

COUNTY OF RIVERSIDE  
Established Date: Mar 16, 2017  
Revision Date: Mar 16, 2017

### **SALARY RANGE**

\$36.63 Hourly  
\$6,349.84 Monthly  
\$76,198.10 Annually

### **CLASS CONCEPT:**

Under close supervision, performs professional radiologic technology duties in the care and service of patients at the Riverside University Health System (RUHS); assists physicians and carries out their orders; and performs other related duties as required.

The objective of the Radiologic Specialist series is to establish a career ladder, which provides professional growth through the performance of increasingly responsible and complex assignments and to recognize professional development and expertise attained through education, training and experience.

The Radiologic Specialist I - Per Diem is the entry-level class in the Radiologic Specialist - Per Diem series, designated for one of the diagnostic specialty modalities. Specialty modalities include, but are not limited to, Angiography/Special Procedures, Computerized Tomography (CT), Magnetic Resonance Imaging (MRI), Mammography, Nuclear Medicine, and Ultrasound. Under close supervision, incumbents in the diagnostic specialty modalities perform specialized patient care assignments while gaining experience in their given specialty. Incumbents in the specialty modalities are expected to promote to the journey level Radiologic Specialist II - Per Diem class after acquiring the required experience and diagnostic specialty certification.

Per Diem personnel are distinguished from regular employees in that they receive additional compensation in lieu of County fringe benefits and work assignments may be on a flexible work hour schedule. Positions in this class will perform the duties specified in the Radiologic Specialist I class in a Per Diem Capacity.

**REPRESENTATION UNIT:** SEIU – Per Diem

### **EXAMPLES OF ESSENTIAL DUTIES:**

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

- Establish proper patient identity; confirm physician orders; ensure patient position, comfort, and safety; explain exam procedures to patients.
- In a learning capacity, provide diagnostic imaging services for patients; prepare, position and transfer patients; use immobilization devices as required; select proper technical factors.
- Operate equipment as directed; provide patient protection in accordance with prescribed safety standards.
- Assist physicians in the administering of contrast media and sterile technique; assist physicians during

invasive diagnostic imaging procedures; assure the technical quality and the proper functioning of equipment, injectors, scanners, and workstations.

- Maintain an effective working relationship with patients, visitors, departmental, and hospital staff.

**RECRUITING GUIDELINES:**

Experience: One year as a Radiologic Technologist, or equivalent, in an acute care environment, except for Nuclear Medicine and Ultrasound specialty modality, is required.

Knowledge of: The principles, techniques, and methods applicable to the diagnostic specialty area; the operation and care of imaging equipment; computer-based systems required to access PACS and Patient Information Systems programs.

Ability to: Understand and follow detailed instructions; learn to understand and operate specific diagnostic equipment; deal effectively with and understand the various types and conditions of patients; produce quality images; prepare records and reports; establish and maintain effective working relationships with physicians, nurses, patients, and co-workers.

**OTHER REQUIREMENTS:**

License/Certificate: Possession of a valid California Driver's License may be required.

For each diagnostic specialty modality area depending on assignment:

**CT TECHNOLOGIST:** Possession of a valid license to practice as a Certified Radiologic Technologist in the State of California (CRT) is required. An applicant lacking a California Certified Technologist License and ARRT may be temporarily employed subject to the requirements of the California Department of Public Health Radiological Health Branch.

Effective January 1, 2018, all technologists who perform diagnostic computerized tomography (CT) examinations are required to have advanced-level certification by the American Registry of Radiologic Technologists (ARRT) or by the Nuclear Medicine Technology Certification Board (NMTCB) in computed tomography.

**MAMMOGRAPHY TECHNOLOGIST:** Possession of a valid license to practice as a Certified Radiologic Technologist in the State of California. (An applicant lacking a California Certified Technologist License may be temporarily employed subject to the requirements of the California Department of Public Health Radiological Health Branch.) Certification in Mammography issued by the California Department of Public Health Radiologic Health Branch is required.

**MRI TECHNOLOGIST:** Possession of a valid license to practice as a Certified Radiologic Technologist in the State of California (CRT), required. (An applicant lacking a California Certified Technologist License may be temporarily employed subject to the requirements of the California Department of Public Health Radiological Health Branch.) Certification in Magnetic Resonance Imaging issued by ARRT or American Registry of Magnetic Resonance Imaging Technologists (ARMRIT) is preferred.

**NUCLEAR MEDICINE TECHNOLOGIST I:** Certification as a Technologist, Nuclear Medicine, issued by the California Department of Public Health Radiologic Health Branch is required.

**SPECIAL PROCEDURE/ANGIOGRAPHY TECHNOLOGIST:** Possession of a valid license to practice as a Certified Radiologic Technologist in the State of California (CRT) required. (An applicant lacking a California Certified Technologist License and may be temporarily employed subject to the requirements of the California Department of Public Health Radiological Health Branch.) Certification in Cardiovascular - Interventional Radiography (CV) or Cardiac - Interventional Radiography (CI) issued by the American Registry of Radiologic Technologists is preferred.



**ULTRASOUND TECHNOLOGIST I:** Completion of 60 semester or 90 quarter units from an accredited college or university with a specialization in paramedical subjects, including an approved six-month curriculum in ultrasound procedures. One year on the job training in ultrasound under the supervision of a qualified Radiologist may be substituted for the specialized ultrasound training or possession of a Certified Radiologic License may be substituted for the paramedical education, but not the specialized ultrasound training. Registration as a Registered Diagnostic Medical Sonographer by the American Registry of Diagnostic Medical Sonography (ARDMS) or the Cardiovascular Credentialing International is preferred.

**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.



## POLICY PROGRAM ADMINISTRATOR

Class Code: 77468

COUNTY OF RIVERSIDE

Established Date: Mar 16, 2017

Revision Date: Mar 16, 2017

### SALARY RANGE

\$30.70 - \$49.74 Hourly

\$5,321.66 - \$8,622.19 Monthly

\$63,859.95 - \$103,466.27 Annually

### CLASS CONCEPT:

Under general direction, develops, maintains, assesses, and coordinates a department-wide policy management program; facilitates the policy approval process and ensures compliance with applicable regulatory agencies; may supervise a small support staff; and performs other related duties as required.

The Policy Program Administrator reports to, and receives direction from, a mid-level manager and is characterized by the responsibility for developing and administering a policy management program for an entire County department. Incumbents are responsible for developing the program's ongoing strategic plan, mission and vision, administering and managing program objectives, policies and procedures, facilitating the policy update and approval process, ensuring legal compliance with regulatory agencies and/or accrediting bodies, and compiling and conducting ongoing training to department staff on the policy management program.

**REPRESENTATION UNIT:** SEIU – Supervisory

### EXAMPLES OF ESSENTIAL DUTIES:

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

- Create and manage a central and transparent policy approval process for department-wide policies; periodically assess performance of the policy management program and propose reforms to the process as necessary.
- Facilitate the initial approval of department policies and ensure that all policies are updated in a timely manner; may manage and facilitate a Policy Approval Committee (PAC) within assigned department to create consensus and set standards for department-wide policies.
- Ensure that all existing policies are legally sound and compliant with regulatory and accrediting requirements; review current and proposed policies for duplications or contradictions; review current legislation and regulatory guidelines in an attempt to identify required policies that are not currently in existence; work with department staff to develop or correct any policies as necessary.
- Meet with all units or divisions of assigned department and assist in initial policy assessment, creation, or updating; alert appropriate staff when policies are due to expire and ensure their timely update and approval.
- Create and maintain a policy management training and education program for department leaders and staff; compose informational documents, manuals, and curriculum on department policy management procedures; train staff on current procedures, policy management, and policy liability.

- Create, maintain, and administer a central policy database; upload all new or updated policies to database; organize policies within database to ensure ease of staff accessibility; instruct and train staff on use of database.
- Serve as a resource for all department policy-related requests, questions, and concerns for department staff; educate staff on the best practices of policy management.
- Where applicable, may coordinate with department survey team staff and provide access to policies and documents as requested.
- Compile reports and provide management with statistics on current, approved, revised, and updated policies within a given timeframe.
- May supervise a small clerical support staff.

#### **RECRUITING GUIDELINES:**

**Education:** Graduation from an accredited college or university with a Bachelor's degree in business or public administration, or a closely related field. (Additional qualifying experience may be substituted for the required education on the basis of one year of full-time experience equivalent to 30 semester or 45 quarter units of education.)

**Experience:** Three years of administrative, management, or supervisory experience, which included responsibility for analyzing and making recommendations for the solution of problems related to policy, organization, procedure, program, or personnel.

**Knowledge of:** Principles of administration, organization, and management necessary to analyze and evaluate operations, services, and programs; principles and practices of policy management; basic elements of supervision.

**Ability to:** Collect and evaluate data; draw conclusions, formulate recommendations, and project consequences of recommendations; interpret legislative and administrative mandates and regulations; plan, organize and supervise the work of subordinate clerical or technical staff; establish and maintain effective working relationships with those contacted in the course of work; communicate effectively in written and verbal form; organize and direct group discussions.

#### **OTHER REQUIREMENTS:**

**License:** Possession of a valid California Driver's License may be required.

#### **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.

## External Market Survey Data

| <i>Director of Ambulatory Care Operations</i> |   |                 | Annual           |            | Riv Co Class Code: 74074 |  |
|---|---|-----------------|------------------|------------|--------------------------|--|
| Jurisdiction                                  | Title   | Min Base Salary | Max Base Salary  | Range (\$) | Range (%)                |  |
| Los Angeles County                            | Administrator, Comprehensive Health Center      | \$129,564       | \$195,984        | \$66,420   | 51%                      |  |
| San Bernardino County                         | Asst Hospital Administrator-Ambulatory Services | \$81,723        | \$112,674        | \$30,951   | 38%                      |  |
| Ventura County                                | Ambulatory Care Administrator                   | \$106,164       | \$148,632        | \$42,468   | 40%                      |  |
| Alameda County                                | Asst Director Health Care Services              | \$123,677       | \$173,056        | \$49,379   | 40%                      |  |
| County Mean:                                  |   |                 |                  |            |                          |  |
|   |   | \$110,282       | \$157,587        | \$47,305   |                          |  |
| County Median:                                |   |                 |                  |            |                          |  |
|   |   | \$114,921       | \$160,844        | \$45,924   |                          |  |
| <b>Riverside County</b>                       | Director of Ambulatory Care Operations          | <b>\$96,676</b> | <b>\$155,963</b> |            | 61%                      |  |
| Dollar Difference from Mean:                  |   |                 |                  |            |                          |  |
|   |   | -\$13,606       | -\$1,624         |            |                          |  |
| Percentage difference from Mean:              |   |                 |                  |            |                          |  |
|   |   | -12.34%         | -1.03%           |            |                          |  |
| Dollar difference from median:                |   |                 |                  |            |                          |  |
|   |   | -\$18,245       | -\$4,881         |            |                          |  |
| Percentage difference from median:            |   |                 |                  |            |                          |  |
|   |   | -15.88%         | -3.03%           |            |                          |  |
| Notes:  |   |                 |                  |            |                          |  |

Date Prepared/Revised: 02/15/2017

By: B. Poole

# External Market Survey Data

## Healthcare Administrative Manager

| Jurisdiction          | Title   | Annual          |                 | Riv Co Class Code: 74075 |           |
|-----------------------|---|-----------------|-----------------|--------------------------|-----------|
|                       |   | Min Base Salary | Max Base Salary | Range (\$)               | Range (%) |
| Alameda County        | Community Health Services Administrator               | \$100,360       | \$121,908       | \$21,548                 | 21%       |
| Los Angeles County    | Administrator, Comprehensive Ambulatory Health Center | \$112,044       | \$169,584       | \$57,540                 | 51%       |
| Monterey County       | Clinics Services Director                             | \$106,080       | \$145,142       | \$39,062                 | 37%       |
| San Bernardino County | Ambulatory Clinic Manager                             | \$72,134        | \$99,341        | \$27,207                 | 38%       |
| Santa Clara County    | Health Care Program Manager II                        | \$99,156        | \$120,540       | \$21,384                 | 22%       |

County Mean:

\$97,955

\$131,303

County Median:

\$100,360

\$121,908

## Riverside County

Administrative Services Manager III

\$81,319

\$131,054

61%

Dollar Difference from Mean:

-\$16,636

-\$249

Percentage difference from Mean:

-16.98%

-0.19%

Dollar difference from median:

-\$19,041

\$9,146

Percentage difference from median:

-18.97%

7.50%

Notes:

Date Prepared/Revised: 02/15/2017

By: B. Poole

# External Market Survey Data

## Healthcare Assistant Administrative Manager

| Jurisdiction          | Title   | Annual          |                 | Riv Co Class Code: 74076 |           |
|-----------------------|---|-----------------|-----------------|--------------------------|-----------|
|                       |   | Min Base Salary | Max Base Salary | Range (\$)               | Range (%) |
| Los Angeles County    | Asst Administrator, Comprehensive Health Center | \$81,876        | \$107,388       | \$25,512                 | 31%       |
| San Bernardino County | Ambulatory Clinic Manager                       | \$72,134        | \$99,341        | \$27,207                 | 38%       |
| San Diego County      | Clinic Services Coordinator                     | \$68,848        | \$83,699        | \$14,851                 | 22%       |
| Santa Clara County    | Health Care Program Manager I                   | \$90,816        | \$110,410       | \$19,594                 | 22%       |
| HASC                  | Head of Ambulatory Care Center                  | \$110,630       | \$174,040       | \$63,410                 | 57%       |

## Riverside County

Administrative Services Manager I

**\$68,655** **\$110,589** 61%

Dollar Difference from Mean:

-\$16,206

-\$4,387

Percentage difference from Mean:

-19.10%

-3.82%

Dollar difference from median:

-\$13,221

\$3,201

Percentage difference from median:

-16.15%

2.98%

Notes:

Date Prepared/Revised: 02/15/2017

By: B. Poole

# External Market Survey Data

## *RUHS Principal Compliance Analyst*

Riv Co Class Code: 77406

| Range (\$) | Range (%) |
|------------|-----------|
| \$29,424   | 31%       |
| \$31,657   | 38%       |
| \$65,895   | 116%      |

| Min Base Salary | Max Base Salary |
|-----------------|-----------------|
| \$94,476        | \$123,900       |
| \$83,824        | \$115,481       |
| \$56,846        | \$122,741       |

### Jurisdiction

### Title

Los Angeles County  
San Bernardino County  
San Diego County

Compliance Officer  
ARMC Chief Compliance Officer  
Chief Ethics/Compliance Officer

County Mean:  
County Median:

\$78,382 \$120,707  
\$83,824 \$122,741

### Riverside County

RUHS Principal Compliance Analyst

**\$82,430** **\$122,741** 49%

Dollar Difference from Mean:

\$4,048 \$2,034

Percentage difference from Mean:

5.16% 1.68%

Dollar difference from median:

-\$1,394 \$0

Percentage difference from median:

-1.66% 0.00%

### Notes:

Date Prepared/Revised: 02/15/2017

By: B. Poole

## External Market Survey Data

| <i>Infection Control Manager</i>   |                           | Riv Co Class Code: 78752 |                  |           |
|------------------------------------|---------------------------|--------------------------|------------------|-----------|
| Jurisdiction                       | Title                     | Annual                   |                  | Range (%) |
|                                    |                           | Min Base Salary          | Max Base Salary  |           |
| HASC All Southern California       | Head of Infection Control | \$95,650                 | \$149,890        | 57%       |
| HASC Inland Empire                 | Head of Infection Control | \$86,880                 | \$129,330        | 49%       |
| <b>Riverside County</b>            |                           |                          |                  |           |
| County Mean:                       |                           | \$91,265                 | \$139,610        | \$48,345  |
| County Median:                     |                           | \$91,265                 | \$139,610        | \$48,345  |
| Infection Control Manager          |                           | <b>\$84,609</b>          | <b>\$135,067</b> | 60%       |
| Dollar Difference from Mean:       |                           | -\$6,656                 | -\$4,543         |           |
| Percentage difference from Mean:   |                           | -7.29%                   | -3.25%           |           |
| Dollar difference from median:     |                           | -\$6,656                 | -\$4,543         |           |
| Percentage difference from median: |                           | -7.29%                   | -3.25%           |           |

Notes:

Date Prepared/Revised: 02/15/2017

By: B. Poole



# External Market Survey Data

## Director of Professional Education

| Jurisdiction             | Title                               | Annual          |                 | Riv Co Class Code: 73945 |           |
|--------------------------|-------------------------------------|-----------------|-----------------|--------------------------|-----------|
|                          |                                     | Min Base Salary | Max Base Salary | Range (\$)               | Range (%) |
| HASC Inland Empire       | Head of Education and Training      | \$97,410        | \$142,290       | \$44,880                 | 46%       |
| HASC All Southern CA     | Head of Education and Training      | \$102,070       | \$158,440       | \$56,370                 | 55%       |
| County of Los Angeles    | Asst Nursing Director, Education    | \$118,164       | \$172,144       | \$53,980                 | 46%       |
| County of Monterey       | Director of Hospital Education      | \$81,120        | \$105,497       | \$24,377                 | 30%       |
| County of San Bernardino | Education Services Supervisor, ARMC | \$83,866        | \$115,481       | \$31,615                 | 38%       |

County Mean:

\$96,526 \$138,770 \$42,244

County Median:

\$97,410 \$142,290 \$44,880

## Riverside County

Director of Professional Education

\$70,117 \$112,984 61%

Dollar Difference from Mean:

-\$26,409 -\$25,786

Percentage difference from Mean:

-27.36% -18.58%

Dollar difference from median:

-\$27,293 -\$29,306

Percentage difference from median:

-28.02% -20.60%

Notes:

Date Prepared/Revised: 02/15/2017

By: B. Poole

# External Market Survey Data

## Physician Assistant Fellowship

|   |                                | Riv Co Class Code: 73978 |                 |
|---|--------------------------------|--------------------------|-----------------|
| Jurisdiction                                      | Title                          | Annual                   |                 |
|   |                                | Min Base Salary          | Max Base Salary |
| Arrowhead Reg Med Center<br>Univ of CA SF, Fresno | Physician Assistant Fellowship | \$45,000                 | \$45,000        |
|   | Physician Assistant Fellowship | \$60,000                 | \$60,000        |
|   |                                | Range (\$)               | Range (%)       |
|   |                                | \$0                      | 0%              |
|   |                                | \$0                      | 0%              |
|   |                                |                          |                 |
| County Mean:                                      |                                | \$52,500                 | \$52,500        |
| County Median:                                    |                                | \$52,500                 | \$52,500        |
|   |                                | \$47,476                 | \$47,476        |
| Physician Assistant Fellowship                    |                                |                          | 0%              |
| Dollar Difference from Mean:                      |                                | -\$5,024                 | -\$5,024        |
| Percentage difference from Mean:                  |                                | -9.57%                   | -9.57%          |
| Dollar difference from median:                    |                                | -\$5,024                 | -\$5,024        |
| Percentage difference from median:                |                                | -9.57%                   | -9.57%          |
| Notes:  |                                |                          |                 |

Date Prepared/Revised: 02/15/2017

By: B. Poole

## External Market Survey Data

| Executive Director, RUHS Ambulatory Care Services |   |                  | Riv Co Class Code: 73872 |              |     |
|---|---|------------------|--------------------------|--------------|-----|
| Jurisdiction                                      | Title   | Annual           | Range (\$)               |              |     |
|   |   | Min Base Salary  | Max Base Salary          | Range (%)    |     |
| Los Angeles County                                | Administrator, Office of Ambulatory Care          | \$129,480        | \$195,992                | \$66,512     | 51% |
| San Bernardino County                             | Asst Hospital Administrator - Ambulatory Services | \$81,723         | \$112,673                | \$30,950     | 38% |
| Santa Clara County                                | Director of Primary Care Operations               | \$178,956        | \$229,632                | \$50,676     | 28% |
| <b>Riverside County</b>                           |   |                  |                          |              |     |
| County Mean:                                      |   | \$130,053        | \$179,432                | \$49,379     |     |
| County Median:                                    |   | \$129,480        | \$195,992                | \$50,676     |     |
| Executive Director, RUHS Ambulatory Care Services |   | <b>\$132,337</b> | <b>\$237,793</b>         | \$105,456    | 80% |
| Dollar Difference from Mean:                      |   | \$2,284          | \$58,361                 |              |     |
| Percentage difference from Mean:                  |   | 1.76%            | 32.53%                   |              |     |
| Dollar difference from median:                    |   | \$2,857          | \$41,801                 |              |     |
| Percentage difference from median:                |   | 2.21%            | 21.33%                   |              |     |
| Notes:  |   |                  |                          |              |     |
| Date Prepared/Revised: 02/28/2017                 |   |                  |                          | By: B. Poole |     |

**HASC**  
**Allied for Health**  
**2016 Custom Compensation Report**  
**Data Effective : 5/1/16**  
**Report Date: 11/30/16**

**Report: Executive Compensation**

**Requesting Facility: 898 Riverside University Health System**

**Facilities included in Report: 34**

| Facility Names                            |   |
|---|---|
| Arrowhead Regional Medical Center         | LAC + USC Medical Center                |
| California Hospital Medical Center        | Los Angeles County Dept. of Health Svcs |
| Children's Hospital Los Angeles           | Methodist Hospital of S. CA             |
| Children's Hospital of Orange County      | Providence Saint John's Health Center   |
| City of Hope                              | Redlands Community Hospital             |
| Corona Regional Medical Center            | Ronald Reagan UCLA Medical Center       |
| Kaiser Permanente Fontana                 | Scripps Green Hospital                  |
| Kaiser Permanente Los Angeles             | Scripps Health                          |
| Kaiser Permanente Moreno Valley           | Scripps Memorial Hospital La Jolla      |
| Kaiser Permanente Ontario M               | Scripps Mercy Hospital                  |
| Kaiser Permanente Orange County - Anaheim | Southwest Healthcare System             |
| Kaiser Permanente Orange County - Irvine  | St. Bernardine Medical Center           |
| Kaiser Permanente Riverside               | St. Joseph Hospital - Orange            |
| Kaiser Permanente San Diego               | Temecula Valley Hospital                |
| Kaiser Permanente Southern California     | UC Irvine Health                        |
| Keck Medicine of USC                      | UC San Diego Health                     |
| KPC Health                                | Ventura County Medical Center           |

HASC  
2016 Custom Survey Report  
Data Effective : 5/1/16  
Report Date: 11/30/16

Report: 2016 Executive Compensation Report  
Facility : 898 Riverside University Health System

| Survey Code | Survey Position                                   | Your Facility Data |                          |         |              | Custom Data |        |                         |         |         |                  |        |        |                        |         |         |              |
|-------------|---|--------------------|--------------------------|---------|--------------|-------------|--------|-------------------------|---------|---------|------------------|--------|--------|------------------------|---------|---------|--------------|
|             |   | Avg/Actual Salary  | Average Salary Structure |         | Annual Bonus | # Fac.      | # Inc. | Base Salary Percentiles |         |         | Wtd. Avg. Salary | # Fac. | # Inc. | Avg. Wtd Pay Structure |         |         | Annual Bonus |
|             |   |                    | Min                      | Max     |              |             |        | 25%ile                  | 50%ile  | 75%ile  |                  |        |        | Min                    | Mid     | Max     |              |
| 4001        | Chief Executive Officer                           | 361,999            | 196,003                  | 361,999 | *            | 16          | 17     | 314,236                 | 533,000 | 653,021 | 552,558          | 9      | 10     | 437,861                | 557,041 | 676,221 | 0            |
| 4002        | Chief Operating Officer                           | 276,921            | 180,738                  | 276,921 | *            | 15          | 15     | 223,759                 | 264,700 | 360,000 | 287,746          | 7      | 7      | 221,144                | 284,902 | 348,660 | 0            |
| 4003        | Chief Financial Officer                           | 237,793            | 132,337                  | 237,793 | *            | 8           | 8      | 186,859                 | 211,994 | 360,860 | 291,224          | 8      | 7      | 190,979                | 244,120 | 297,261 | 0            |
| 4004        | Chief Information Officer                         | 276,921            | 180,738                  | 276,921 | *            | 6           | 6      | 171,960                 | 274,536 | 398,919 | 281,805          | 6      | 6      | 220,843                | 278,906 | 336,969 | 0            |
| 4005        | Chief Human Resources                             | *                  | *                        | *       | *            | 3           | 3      | *                       | *       | *       | *                | 4      | 3      | *                      | *       | *       | *            |
| 4006        | Chief Nursing Officer/Chief Nursing Executive     | 240,936            | 157,291                  | 240,936 | *            | 16          | 16     | 201,187                 | 228,900 | 258,200 | 230,571          | 7      | 6      | 148,531                | 187,822 | 227,114 | 0            |
| 4007        | Chief of Patient Care Services                    | *                  | *                        | *       | *            | 7           | 7      | 230,006                 | 262,392 | 354,865 | 272,385          | 4      | 4      | *                      | *       | *       | *            |
| 4008        | Chief of Strategic Planning and/or Business Devlp | 237,793            | 132,337                  | 237,793 | *            | 8           | 8      | 204,780                 | 274,101 | 314,362 | 256,473          | 6      | 6      | 201,430                | 266,545 | 331,660 | 0            |
| 4009        | Chief of Managed Care                             | *                  | *                        | *       | *            | 2           | 2      | *                       | *       | *       | *                | 2      | 2      | *                      | *       | *       | *            |
| 4010        | Chief of Philanthropy Officer                     | 235,260            | 149,558                  | 235,260 | *            | 6           | 6      | 202,424                 | 227,307 | 436,764 | 288,832          | 3      | 3      | *                      | *       | *       | *            |
| 4011        | Chief Medical Officer                             | 384,906            | 214,012                  | 384,906 | *            | 7           | 7      | 258,336                 | 350,002 | 473,799 | 384,393          | 5      | 5      | 307,593                | 392,313 | 477,033 | 0            |
| 4012        | Chief Legal Officer                               | *                  | *                        | *       | *            | 1           | 1      | *                       | *       | *       | *                | 1      | 1      | *                      | *       | *       | *            |
| 4013        | Chief of Professional Services (Clinical)         | 155,964            | 96,676                   | 155,964 | *            | 4           | 4      | *                       | *       | *       | *                | 3      | 3      | *                      | *       | *       | *            |
| 4014        | Chief of Support Services (Non-Clinical)          | *                  | *                        | *       | *            | 4           | 4      | *                       | *       | *       | *                | 4      | 4      | *                      | *       | *       | *            |
| 4015        | Chief of Compliance/Corporate Compliance Officer  | 192,092            | 115,848                  | 192,092 | *            | 5           | 5      | 152,985                 | 175,094 | 253,835 | 197,746          | 5      | 5      | 129,582                | 167,452 | 205,322 | 0            |
| 4016        | Chief Administrative Officer                      | *                  | *                        | *       | *            | 0           | 0      | *                       | *       | *       | *                | 0      | 0      | *                      | *       | *       | *            |
| 4017        | Chief of Quality Improvement                      | 164,863            | 102,169                  | 164,863 | *            | 2           | 2      | *                       | *       | *       | *                | 2      | 2      | *                      | *       | *       | *            |
| 4018        | Chief of Pharmacy Services                        | 219,160            | 163,475                  | 219,160 | *            | 3           | 3      | *                       | *       | *       | *                | 3      | 3      | *                      | *       | *       | *            |
| 4019        | Chief of Risk Management                          | *                  | *                        | *       | *            | 2           | 2      | *                       | *       | *       | *                | 1      | 1      | *                      | *       | *       | *            |
| 4022        | Chief of Ambulatory Services                      | 237,793            | 132,337                  | 237,793 | *            | 3           | 3      | *                       | *       | *       | *                | 3      | 3      | *                      | *       | *       | *            |
| 4023        | Chief Medical Information Officer (CMIO)          | *                  | *                        | *       | *            | 2           | 2      | *                       | *       | *       | *                | 2      | 2      | *                      | *       | *       | *            |
| 4024        | Chief Communications Officer                      | *                  | *                        | *       | *            | 2           | 2      | *                       | *       | *       | *                | 1      | 1      | *                      | *       | *       | *            |
| 4025        | Chief Government Relations Officer                | *                  | *                        | *       | *            | 1           | 1      | *                       | *       | *       | *                | 1      | 1      | *                      | *       | *       | *            |
| 4026        | Chief Patient Experience Officer                  | *                  | *                        | *       | *            | 0           | 0      | *                       | *       | *       | *                | 0      | 0      | *                      | *       | *       | *            |
| 4101        | Chief Executive Officer                           | *                  | *                        | *       | *            | 8           | 8      | 375,650                 | 484,172 | 729,993 | 549,813          | 2      | 2      | *                      | *       | *       | *            |
| 4102        | Chief Operating Officer                           | *                  | *                        | *       | *            | 5           | 5      | 295,458                 | 469,997 | 548,554 | 431,604          | 3      | 3      | *                      | *       | *       | *            |
| 4103        | Chief Financial Officer                           | *                  | *                        | *       | *            | 6           | 6      | 284,729                 | 461,916 | 684,499 | 477,048          | 3      | 3      | *                      | *       | *       | *            |
| 4104        | Chief Information Officer                         | *                  | *                        | *       | *            | 3           | 3      | *                       | *       | *       | *                | 2      | 2      | *                      | *       | *       | *            |
| 4105        | Chief Human Resources Officer                     | *                  | *                        | *       | *            | 3           | 3      | *                       | *       | *       | *                | 1      | 1      | *                      | *       | *       | *            |
| 4106        | Chief Nursing Officer/CNO/CNE - Nursing only      | *                  | *                        | *       | *            | 5           | 5      | 229,233                 | 257,396 | 362,432 | 288,145          | 3      | 3      | *                      | *       | *       | *            |
| 4107        | Chief of Patient Care Services/CNO/CNE            | *                  | *                        | *       | *            | 5           | 5      | 248,250                 | 287,934 | 343,394 | 294,244          | 2      | 2      | *                      | *       | *       | *            |
| 4108        | Chief of Strategic Planning and/or Business Devlp | *                  | *                        | *       | *            | 4           | 5      | *                       | *       | *       | *                | 2      | 2      | *                      | *       | *       | *            |
| 4109        | Chief of Managed Care                             | *                  | *                        | *       | *            | 4           | 4      | *                       | *       | *       | *                | 3      | 3      | *                      | *       | *       | *            |
| 4110        | Chief of Foundation/Fund Development              | *                  | *                        | *       | *            | 3           | 3      | *                       | *       | *       | *                | 1      | 1      | *                      | *       | *       | *            |
| 4111        | Chief Medical Officer                             | *                  | *                        | *       | *            | 4           | 4      | *                       | *       | *       | *                | 2      | 2      | *                      | *       | *       | *            |
| 4112        | Chief Legal Officer                               | *                  | *                        | *       | *            | 4           | 4      | *                       | *       | *       | *                | 2      | 2      | *                      | *       | *       | *            |
| 4113        | Chief of Professional Services (Clinical)         | *                  | *                        | *       | *            | 3           | 3      | *                       | *       | *       | *                | 1      | 1      | *                      | *       | *       | *            |
| 4114        | Chief of Support Services (Non-Clinical)          | *                  | *                        | *       | *            | 1           | 1      | *                       | *       | *       | *                | 0      | 0      | *                      | *       | *       | *            |
| 4115        | Chief of Compliance/Corporate Compliance Officer  | *                  | *                        | *       | *            | 4           | 4      | *                       | *       | *       | *                | 2      | 2      | *                      | *       | *       | *            |
| 4116        | Chief Administrative Officer                      | *                  | *                        | *       | *            | 2           | 5      | *                       | *       | *       | *                | 2      | 5      | *                      | *       | *       | *            |
| 4117        | Chief of Quality Improvement                      | *                  | *                        | *       | *            | 2           | 2      | *                       | *       | *       | *                | 2      | 2      | *                      | *       | *       | *            |

| Survey Code | Survey Position                          | Your Facility Data |                          |     |              | Custom Data |        |                         |         |         |                  |        |        |                        |     |     |              |
|-------------|--|--------------------|--------------------------|-----|--------------|-------------|--------|-------------------------|---------|---------|------------------|--------|--------|------------------------|-----|-----|--------------|
|             |  | Avg/Actual Salary  | Average Salary Structure |     | Annual Bonus | # Fac.      | # Inc. | Base Salary Percentiles |         |         | Wtd. Avg. Salary | # Fac. | # Inc. | Avg. Wtd Pay Structure |     |     | Annual Bonus |
|             |  |                    | Min                      | Max |              |             |        | 25%ile                  | 50%ile  | 75%ile  |                  |        |        | Min                    | Mid | Max |              |
| 4118        | Chief of Pharmacy Services               | *                  | *                        | *   | *            | 5           | 5      | 225,050                 | 274,700 | 284,322 | 258,689          | 3      | 3      | *                      | *   | *   | *            |
| 4119        | Chief of Risk Management                 | *                  | *                        | *   | *            | 2           | 2      | *                       | *       | *       | *                | 2      | 2      | *                      | *   | *   | *            |
| 4122        | Chief of Ambulatory Services             | *                  | *                        | *   | *            | 3           | 3      | *                       | *       | *       | *                | 2      | 2      | *                      | *   | *   | *            |
| 4123        | Chief Medical Information Officer (CMIO) | *                  | *                        | *   | *            | 0           | 0      | *                       | *       | *       | *                | 0      | 0      | *                      | *   | *   | *            |
| 4124        | Chief Communications Officer             | *                  | *                        | *   | *            | 4           | 4      | *                       | *       | *       | *                | 2      | 2      | *                      | *   | *   | *            |
| 4125        | Chief Government Relations Officer       | *                  | *                        | *   | *            | 3           | 3      | *                       | *       | *       | *                | 2      | 2      | *                      | *   | *   | *            |
| 4126        | Chief Patient Experience Officer         | *                  | *                        | *   | *            | 0           | 0      | *                       | *       | *       | *                | 0      | 0      | *                      | *   | *   | *            |

\* No data is displayed for jobs with less than 5 respondents or where a facility represents a disproportionate percentage of the data.