

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



ITEM  
3.11  
(ID # 6539)

**MEETING DATE:**

Tuesday, March 13, 2018

**FROM :** HUMAN RESOURCES AND RUHS MEDICAL CENTER :

**SUBJECT:** HUMAN RESOURCES AND RUHS MEDICAL CENTER: Recommendation to Establish a New Classification and amend Ordinance No. 440 pursuant to Resolution No. 440-9079 herewith, All Districts. [Total Cost - \$0]

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

1. Approve the creation of the new Chief Executive Officer- RUHS Community Health Center classification.
2. Amend Ordinance No. 440 pursuant to Resolution No. 440-9079.

**ACTION:** Policy

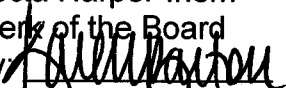
  
Michael Bowers, Assistant HR Director 3/6/2018

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**MINUTES OF THE BOARD OF SUPERVISORS**

On motion of Supervisor Jeffries, seconded by Supervisor Perez and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended and that Resolution 440-9079 is adopted as recommended.

Ayes: Jeffries, Tavaglione, Washington, Perez and Ashley  
Nays: None  
Absent: None  
Date: March 13, 2018  
xc: HR, RUHS-Medical Center

Kecia Harper-Ihem  
Clerk of the Board  
By   
Deputy

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,  
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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: No</b>	
			<b>For Fiscal Year: 17/18</b>	

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

**BACKGROUND:**

**Summary**

The Riverside University Health System-Community Health Center (RUHS-CHC) is an integrated network of ten (10) community health center sites strategically located throughout the county of Riverside to provide primary care services in designated medically underserved areas. The RUHS-CHC is a fully designated Federally Qualified Health Center ("FQHC"), receiving program funds from the Health Resources and Services Administration for conducting projects, programs and activities as authorized by Section 330(e) of the Public Health Services Act.

As a condition of receiving 330(e) funding, the RUHS-CHC must meet a stringent set of requirements, including providing care on a sliding fee scale based on ability to pay and operating under a governing board that includes patients. In order to ensure proper operation of such services and excellent communication with the governing board, the RUHS-CHC will require effective executive oversight. Therefore, it is recommended that the proposed Chief Executive Officer- RUHS Community Health Center classification be approved for use by RUHS Medical Center. The classification will provide executive level administration for the RUHS-CHC, which includes all FQHC clinics throughout Riverside County. The position will work in conjunction with the Board of Supervisors and the governing board to establish policies, develop systems, and cultivate unique community partnerships to achieve growth while maintaining quality services and patient care to Riverside County Residents. The proposed classification will position RUHS to recruit talented professionals to provide the necessary leadership for the RUHS-CHC.

A review of surrounding jurisdictions showed that comparable organizations within San Bernardino and Riverside County included the Social Action Community (SAC) Health System located in San Bernardino and the Centro Medico Community Clinic located in Corona (Attachment C). However, there are key differences between these organizations and the RUHS-CHC. The RUHS-CHC currently operates twelve primary care locations (ten community health centers and two integrated behavioral health sites) across all five supervisorial districts in Riverside County. The addition of a new community health center in Moreno Valley in May of 2018 will bring this to a total of 13 primary care sites.

In contrast the SAC health system, with the opening of its new Indio location, will have a total of three clinic sites.

The Centro Medico Community Clinic operates two small clinics with four providers in total (two physicians, one nurse practitioner, and one physician assistant). They have a dental clinic as well. The clinics are located in two cities, Corona and Riverside. RUHS has well over 25 providers when including Behavioral Health, and is expanding services.

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Unlike the surrounding health systems, RUHS Community Health Centers participate in the Medi-Cal 2020 Waiver, which includes the PRIME program (involving transformation of care delivery), Global Payment Program (involving the development of non-traditional and virtual services), and Whole Person Care program (involving probationers). Together, these programs are worth over \$100 million per year for RUHS. The participation of the RUHS-CHC adds a significant layer of complexity in the work compounded with the scope of clinics as compared to surrounding Community Health Clinic Systems.

Further, due to the unique co-applicant status of the RUHS-CHC, there is an opportunity for the RUHS-CHC to partner with the department of behavioral health on outpatient behavioral health integration through the FQHC structure, which would result in an anticipated \$50-\$100 million of additional revenue for the Department of Behavioral Health each year.

**Classification Additions**

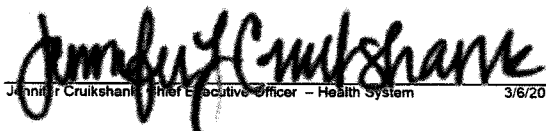
**Chief Executive Officer- RUHS Community Health Center:** It is recommended to add this classification to the Class and Salary Listing at salary plan/grade XMA 229/L25 (\$208,109 - \$394,889). This request is only to add the classification and there is no immediate financial impact associated with this request.

**Impact on Residents and Businesses**

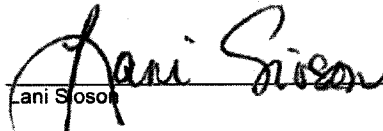
Approval of the proposed classification will support the mission of the RUHS-CHC in delivering comprehensive, culturally competent, quality primary health care services to the medically underserved population of Riverside County.

**ATTACHMENTS:**

- A. Resolution No. 440-9079**
- B. Chief Executive Officer- RUHS Community Health Center Classification**
- C. Market Analysis**

  
Jennifer Cruikshank, Chief Executive Officer - Health System

3/6/2018

  
Lani Soson

3/7/2018

RESOLUTION NO. 440-9079

BE IT RESOLVED by the Board of Supervisors of the County of Riverside, State of California, in regular session assembled on March 13, 2018, 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>
73898	+	Chief Executive Officer-RUHS, Community Health Center	XMA 229/L25

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>
73898	+	Chief Executive Officer-RUHS, Community Health Center

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 III, operative the beginning of the pay period following approval, as follows:

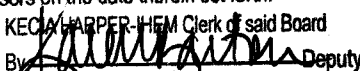
<u>Job Code</u>	<u>+/-</u>	<u>Class Title</u>
73898	+	Chief Executive Officer-RUHS, Community Health Center

## ROLL CALL:

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

03.13.18 3.11

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-HEM Clerk of said Board  
 By  Deputy



**CHIEF EXECUTIVE OFFICER-RUHS,  
COMMUNITY HEALTH CENTER**

Class Code: 73898

COUNTY OF RIVERSIDE

Established Date: Mar 15, 2018

Revision Date: Mar 15, 2018

**SALARY RANGE**

\$100.05 - \$189.85 Hourly  
\$17,342.40 - \$32,907.45 Monthly  
\$208,108.78 - \$394,889.46 Annually

**CLASS CONCEPT:**

Under administrative direction, oversees the planning, administration, and operation of the Riverside University Health System - Community Health Center (RUHS-CHC) which includes all Federally Qualified Health Center (FQHC's) clinics; advises the RUHS-MC Chief Executive Officer, Board of Supervisors, and Health Centers' governing board on the formulation and revision of RUHS-CHC health services policies, programs, and strategies; and performs other related duties as required.

The Chief Executive Officer-RUHS, Community Health Center is a single position classification reporting to the Community Health Center Board. The class has accountability to the RUHS-MC Chief Executive Officer (CEO), or if designated, to the RUHS-MC Chief Operating Officer (COO). Additionally, the incumbent is subject to all human resource and fiscal policies set by the Board of Supervisors. This class is characterized by the responsibility to direct and coordinate, through senior management staff, patient-centered and customer-based services, as well as business operations of community-based FQHC's. The incumbent will recommend the formulation, revision, and implementation of RUHS-CHC care services policies, procedures and strategies to achieve the RUHS Health Centers' mission. This class is distinguished from the RUHS-MC CEO in that the latter class is an officer appointed by the Assistant County Executive Officer-Health System and serves as the highest-level position within the medical center and clinic 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 (1) of the County Management Resolution and serves at the pleasure of the Board of Supervisors.

This class has been deemed eligible for the Performance Recognition Plan as set forth under Article 3, Section 311(A) 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)

- Responsible for planning, directing, and coordinating RUHS-CHC care services, activities and operations to ensure quality patient care in accordance with accreditation and regulatory standards for healthcare.

- Direct, through senior management staff, the compliance of FQHC care services and business operations with the Health Center's governing board policies and with the regulations of the U.S. Department of Health and Human Services Health Resources and Services Administration; keep abreast of current trends in ambulatory care administration.
- Develop and implement strategic plans, short-term and long-term goals and measurable objectives to continually improve the quality and delivery of community health services; develop operating policies and plan new programs involving the provision of new or modified medical services to comply with improved procedures in the field and changing needs.
- Consult with and advise the Health Centers' governing board or the RUHS-MC CEO, RUHS-MC COO, if designated, on problems relating to operations and services of FQHC's; direct changes in procedures in assigned divisions.
- Lead and manage the coordination of patient-centered and customer-focused care and services of the community-based FQHC's.
- Participate in the activity of professional associations; establish and maintain continuing, good relations with County administrative officials, agencies, departments, medical schools, outside groups, and the general public; work collaboratively and productively with all County and RUHS leaders, physicians and community partners to further support the health and well-being of residents.
- Direct, through key management staff, the preparation of budgets and allocation of funds based on studies of costs, review of departmental budget estimates, familiarity with operating procedures, and discussions with the RUHS Chief Finance Officer and the Health Centers' governing board; present the annual and quarterly budget requests including justification for salaries, maintenance and capital outlay.
- Direct the improvement of FQHC facilities, including construction or renovation of structures and purchase of new equipment, based on personal inspection of premises, consideration of RUHS care policies, and knowledge of community needs and resources.
- Interpret Health Center's governing board as well as care policies, objectives, and operational procedures to department managers and administrators.
- Select, assign, direct, and evaluate the performance of subordinate personnel; conduct staff meetings with department managers and subordinate personnel.

#### **RECRUITING GUIDELINES:**

##### **OPTION I**

Education: Graduation from an accredited college or university with a Master's degree, preferably with a major in business, nursing, hospital or healthcare administration, public administration, or a related field to the assignment.

Experience: Five years of healthcare experience in an administrative or managerial capacity in a Federally Qualified Health Center (FQHC) or health system which included responsibility for directing ambulatory health services, including business development and operations, and budget preparation.

##### **OPTION II**

Education: Graduation from an accredited college or university with a Bachelor's degree, preferably with a major in business, nursing, hospital or health administration, public administration, or a related field to the assignment.

Experience: Ten years of healthcare experience in an administrative or managerial capacity in a Federally Qualified Health Center (FQHC) or health system which included responsibility for directing ambulatory health services, including business development and operations, and budget preparation.

**ALL OPTIONS**

Knowledge of: Joint Commission, Health Resources and Administration, 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 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 and to develop effective improvements.

**OTHER REQUIREMENTS:**

License: 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

## Chief Executive Officer- RUHS CHC

Riv Co Class Code: N/A

Jurisdiction	Title	Min Salary	Max Salary
Borrego Community Health Foundation (Borrego Springs - San Diego County, CA)	FQHC CEO	N/A	\$591,686
SAC Health System (San Bernardino)	FQHC CEO	N/A	\$209,578
AltaMed Health Services Corporation (Los Angeles)	FQHC CEO	N/A	\$663,998
Family Health Centers of San Diego, Inc. (San Diego)	FQHC CEO	N/A	\$488,648
Centro Medico Community Clinic, Inc. (Corona)	FQHC CEO	N/A	\$148,218
Clinicas De Salud Del Pueblo Inc. (Brawley, CA)	FQHC CEO	N/A	\$382,330
Los Angeles County, Ambulatory Care Network	Medical Director II (UC)	N/A	\$401,142
Ventura County Community Health Center	Director Health Care Agency	\$215,433	\$291,073

Jurisdiction Mean:

\$0

Jurisdiction Median:

\$0

## Riverside County

### Chief Executive Officer- RUHS CHC

Dollar Difference from Mean:

\$0

Percentage difference from mean:

0.00%

Dollar difference from median:

\$0

Percentage difference from median:

0.00%

**Notes:** The non-profit community clinic information was provided by RUHS Administration. Source: IRS 990 Forms 2015-16. Sources provide actual salary amounts and not salary ranges.

Run Date: 3/2/2018

Date Prepared/Revised: 3/7/2018

By: