

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



ITEM  
3.26  
(ID # 7293)

MEETING DATE:  
Tuesday, July 31, 2018

FROM : HUMAN RESOURCES AND RUHS :

SUBJECT: HUMAN RESOURCES: Classification and Compensation recommendations to establish the classifications of Director of Hospital Food and Nutrition Services, Occupational Therapy Assistant - Per Diem, and Physical Therapist Assistant - Per Diem; grant parity adjustments for the House Supervisor and Clinical Nurse Specialist classifications; and amend Ordinance No. 440 pursuant to Resolution No. 440-9085 submitted herewith, All Districts. [Total Cost - \$126,844] [Source of Funds- Department Budget]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve the creation of the classifications of Director of Hospital Food and Nutrition Services, Occupational Therapy Assistant - Per Diem, and Physical Therapist Assistant - Per Diem.
2. Approve the recommendation to grant parity adjustments for the House Supervisor and Clinical Nurse Specialist classifications
3. Amend Ordinance No. 440 pursuant to Resolution No. 440-9085 submitted herewith.

ACTION: Policy

  
Michael Bowers, Interim HR Director

7/20/2018

  
Jennifer Cruikshank, Chief Executive Officer - Health System

7/25/2018

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MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Jeffries, seconded by Supervisor Tavaglione and duly carried, IT WAS ORDERED that the above matter is approved as recommended and that Resolution 440-9085 is adopted as recommended.

Ayes: Jeffries, Tavaglione, Washington and Perez  
Nays: None  
Absent: Ashley  
Date: July 31, 2018  
xc: RUHS, HR

Kecia Harper-Ihem  
Clerk of the Board

By:   
Deputy

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

<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>	\$55,879	\$70,965	\$126,844	\$ 0
<b>NET COUNTY COST</b>	\$ 0	\$ 0	\$ 0	\$ 0
<b>SOURCE OF FUNDS:</b> Department Budget			<b>Budget Adjustment:</b> No	
			<b>For Fiscal Year:</b> 18/19 & 19/20	

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

**BACKGROUND:**

Riverside University Health System (RUHS) includes the 439-bed Medical Center in Moreno Valley, 10 Federally Qualified Health Centers, several primary and specialty clinics throughout Riverside County, and the departments of Behavioral and Public Health. RUHS has been the foundation of healthcare, community wellness, and medical education in Riverside County for more than 100 years and employs about 6,000 team members.

**Director of Hospital Food and Nutrition Services:** The RUHS - Medical Center, Food and Nutrition Services Division is committed to providing quality food options for a wide assortment of patient dietary needs, with dietitians available upon request to assist with menu selections. The Division will be undergoing a reorganization to adopt the current leadership structure established by the Morrison Company, a contracted firm providing several management and staff positions in the Food and Nutrition Services Division. The Morrison Company will be concluding their contract within a year, and many of the roles performed by the contractors will transition to full time County staff of the Food and Nutrition Services Division, resulting in significant organizational changes.

The establishment of the Director of Hospital Food and Nutrition Services classification is essential to oversee the long-term re-organizational success within the RUHS - Medical Center, Food and Nutrition Services Division. This classification will be key to improving customer satisfaction by overseeing menu creation for patients, retail dining, food production, purchasing, and all operational aspects of this division. This classification will be responsible for ensuring compliance with health regulations regarding sanitary conditions in food storage; food preparation; services in kitchen and dining areas including food service staff, menu planning, and quality assurance; and the purchasing and receiving of food, food services equipment, and supplies adhering to departmental and governmental nutrition standards.

**Physical Therapist Assistant - Per Diem & Occupational Therapy Assistant - Per Diem:** The RUHS - Medical Center utilizes the Occupational Therapy and Physical Therapist Assistants to provide therapy treatments under the professional direction of a licensed therapist. Incumbents work closely with patients to ensure adequate services and have the required certifications to provide services to clients. The per diem classifications will allow the department to recruit qualified individuals to assist with providing the necessary therapeutic services to patients as the need arises.

**House Supervisor:** It is recommended to grant this classification an approximate 10.2% parity wage adjustment from salary plan/grade MRP 485/L19 (\$73,952 - \$119,108) to salary plan/grade MRP 616/L19 (\$84,617 - \$131,363). House Supervisors have responsibility for coordinating and monitoring all patient admissions, transfers, and discharges (i.e., all hospital

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patient throughput) for every unit within the RUHS - Medical Center. This important function involves communicating with other hospitals for hospital-to-hospital transfers. During evenings, nights, weekends, and holidays, the House Supervisors are the administrative representative for management and all problems that follow the chain of command are directed to them. In emergency and disaster situations, the House Supervisors would oversee the Command Center until a higher-level administrator arrives. Incumbents also take any patient or family concerns during the off hours and attempt to resolve the issues as quickly as possible. Assistant Nurse Managers and lower level managers/supervisors report to the House Supervisors in the absence of a higher-level manager or administrator to deal with problems or issues that they cannot resolve. The House Supervisor is a high stress position and requires extensive knowledge of RUHS - Medical Center protocols. The proposed salary will place the salary of this classification above the Nurse Manager classification, which is appropriate given the level of responsibility House Supervisors have for the operations of the RUHS - Medical Center.

**Clinical Nurse Specialist:** It is recommended to grant this classification an approximate 23.5% parity wage adjustment from salary plan/grade SEN 590/L21 (\$62,247 - \$106,349) to salary plan/grade SEN 789/L17 (\$88,623 - \$131,363). The Clinical Nurse Specialist position functions as an expert clinician, consultant, educator, and researcher assigned in areas of the RUHS - Medical Center. Incumbents in the classification are registered nurses with advanced knowledge of the concepts and theories related to the target population and possess expert clinical skills in the assessment, diagnosis, treatment, and evaluation of patients. Clinical Nurse Specialists work independently in combined roles that include providing patient care, addressing staff educational needs, and developing or implementing new nursing concepts and methodologies in the assigned area of specialty. The proposed salary range is based on external market data for comparable classifications, which indicates that the current salary range is significantly below the market (Attachment E). Adjusting the salary range of the Clinical Nurse Specialist will enable the RUHS - Medical Center to attract highly qualified candidates for the position.

**CLASSIFICATION ADDITIONS**

**Director of Hospital Food and Nutrition Services:** It is recommended to add this classification to the Class and Salary Listing at salary plan/grade MRP 525/L19 (\$77,147 - \$124,358) This request is only to add the classification and there is no immediate financial impact associated with this request. The new class specification is attached (Attachment B).

The Human Resources Department has discussed this classification with the Riverside University Health System Administration and the RUHS Administration concurs with the suggested new classification.

**Occupational Therapy Assistant - Per Diem:** It is recommended to add this classification to the Class and Salary Listing at salary plan/grade SEPD 112/L1 (\$77,776). This request is only to add the classification and there is no immediate financial impact associated with this request. The new class specification is attached (Attachment C).

**Physical Therapist Assistant - Per Diem:** It is recommended to add this classification to the

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Class and Salary Listing at salary plan/grade SEPD 112/L1 (\$77,776). This request is only to add the classification and there is no immediate financial impact associated with this request. The new class specification is attached (Attachment D).

**SALARY PARITY ADJUSTMENTS**

**House Supervisor:** It is recommended to adjust this classification salary plan/grade from MRP 485/L19 (\$73,952 - \$119,108) to salary plan/grade MRP 616/L19 (\$84,617 - \$131,363). There are six incumbents in this classification.

**Clinical Nurse Specialist:** It is recommended to adjust this classification salary plan/grade from SEN 590/L21 (\$62,247 - \$106,349) to salary plan/grade SEN 789/L17 (\$88,623 - \$131,363). There are no incumbents in this classification.

**Impact on Residents and Businesses**

Approval of the proposed classifications and parity adjustments will have no direct impact on residents and businesses.

**ATTACHMENTS**

Attachment A: Resolution No. 440-9085

Attachment B: Director of Hospital Food and Nutrition Services Job Classification

Attachment C: Occupational Therapy Assistant - Per Diem Job Classification

Attachment D: Physical Therapist Assistant - Per Diem Job Classification

Attachment E: Clinical Nurse Specialist Market Survey

  
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Lani Sison, Principal Management Analyst 7/25/2018

RESOLUTION NO. 440-9085

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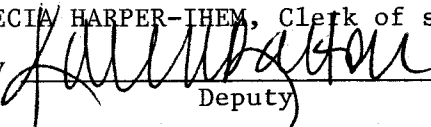
BE IT RESOLVED by the Board of Supervisors of the County of Riverside, State of California, in regular session assembled on July 31, 2018, that pursuant to Section 3(a)(iv) of Ordinance No. 440, the Assistant County Executive Officer/Human Resources Director is authorized to amend the Class and Salary 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>
78350	+	Director of Hospital Food & Nutrition Services	MRP 525/L19
57768	+	Occupational Therapy Assistant - Per Diem	SEPD 112/L1
57769	+	Physical Therapist Assistant - Per Diem	SEPD 112/L1

ROLL CALL:

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

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  
06/07/2018  
440 Resolutions\KC



**DIRECTOR OF HOSPITAL FOOD AND  
NUTRITION SERVICES**

Class Code: 78350

COUNTY OF RIVERSIDE  
Established Date: Aug 2, 2018  
Revision Date: Aug 2, 2018

**SALARY RANGE**

\$37.09 - \$59.79 Hourly  
\$6,428.93 - \$10,363.13 Monthly  
\$77,147.20 - \$124,357.58 Annually

**CLASS CONCEPT:**

Under general direction, plans, coordinates, organizes and directs the Food and Nutrition Services Division for the Riverside University Health System (RUHS), including oversight of food services to patients, retail dining, food production, and purchasing; ensures sanitary conditions and compliance with health regulations; and performs other related duties as required.

The Director of Hospital Food and Nutrition Services, working in a managerial capacity and reporting directly to an executive level management class, oversees and directs the Food and Nutrition Services Division programs. Incumbents have detailed knowledge and a high level of discretion when making decisions and are responsible for the overall coordination and establishment of operations, programs, duties, policies, practices, and procedures through subordinates for the Food and Nutrition Services Division of the RUHS.

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 employee 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 fiscal and budgetary matters for the various Food and Nutrition Services Division programs; coordinate activities with other hospital divisions, departments, and agencies to ensure fiscal objectives are achieved; research and prepare departmental budget; prepare written justification for budget proposals; articulate proposals and alternatives to executive level management.
- Oversee all operational activities for the different Food and Nutrition Services Division functioning programs involving patient services, retail dining, food production, and purchasing; ensure compliance with health regulations regarding sanitary conditions in food storage, food preparation, services in kitchen and dining areas including food service staff, menu planning, quality assurance, and the purchasing and receiving of food, food services equipment, and supplies adhere to departmental and governmental nutrition standards.

- Develop and implement divisional goals, objectives, policies, and procedures; develop work plans, assign special work activities, projects, and programs; monitor operational workflow; participate in the development of new programs to facilitate short and long-term strategies and financial planning.
- Analyze and evaluate existing operational methods and procedures of various Food and Nutrition Services programs for effectiveness and efficiency, initiating and implementing changes as necessary to ensure compliance with federal, state, and County laws, rules, and regulations, and the rules and procedures of hospital accrediting bodies.
- Monitor legislation and procedural requirements on food service programs as they relate to hospitals which affect the Food and Nutrition Services Division programs; may lobby for legislative changes.
- Represent the division to outside groups and organizations; participate in outside community and professional groups and committees.
- Establish outstanding working relationships with other leaders within the organization on a regular basis to determine if the division is meeting patient and guest needs and collaborate on enhancements designed to improve services from the Food and Nutrition Services Division.

**RECRUITING GUIDELINES:**

**Education:** Graduation from an accredited college or university with a Bachelor's degree, preferably with a major in food services management or a closely related field to the assignment is preferred.

**Experience:** Five years of administrative, managerial, or supervisory experience in a high volume food service unit of an acute care hospital or healthcare agency which involved budget preparation and control, procurement of food supplies, and volume food preparation for a variety of dietary needs. (Coursework from an accredited college or university in food and nutrition, dietetics, institutional food management, food services management, or a closely related field to the assignment may substitute for up to a maximum of one year of the required experience on the basis of 30 semester or 45 quarter units equaling one year of full time experience.)

**Knowledge of:** Principles and procedures of food purchasing, food preparation and maintenance of inventories, refrigeration, serving equipment, supplies, and materials used in a commercial-size kitchen; sanitation and safety regulations; local, state and federal laws, rules and ordinances regarding food services; principles and practices of supervision; fiscal and personnel management; budget preparation and control; principles and practices of policy development and implementation; administrative problems involved in operating a governmental division with operational areas.

**Ability to:** Perform budget analysis, preparation and monitoring; plan, direct, coordinate, and manage the work of subordinates; research, analyze and make recommendations on administrative, management and procedural practices for food services; develop and implement new methods and procedures; interpret and apply laws, rules, regulations, policies, and procedures affecting a food service unit in a hospital; establish and maintain effective working relationships with personnel at all organizational levels and agencies; prepare comprehensive, clear and concise written and oral reports.

**OTHER REQUIREMENTS:**

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

Possession of a valid Certificate of Registration as a Dietitian (RD) issued by the Commission on Dietetic Registration.

OR

Possession of a valid certificate as a Certified Dietary Manager (CDM) issued by the Association of Nutrition and Foodservice Professionals (ANFP).

Possession of a valid ServSafe Certification.

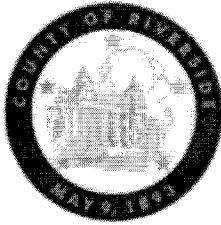
**PRE-EMPLOYMENT:**

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.





**OCCUPATIONAL THERAPY  
ASSISTANT - PER DIEM**

Class Code: 57768

COUNTY OF RIVERSIDE  
Established Date: Aug 2, 2018  
Revision Date: Aug 2, 2018

**SALARY RANGE**

\$37.39 Hourly  
\$6,481.31 Monthly  
\$77,775.78 Annually

**CLASS CONCEPT:**

Under professional direction of an Occupational Therapist or other licensed health care professionals, executes prescribed occupational therapy treatments; facilitates the rehabilitation of mentally or physically impaired patients; and performs other related duties as required.

The Occupational Therapy Assistant - Per Diem is distinguished from the class of Occupational Therapist in that the latter is a licensed Occupational Therapist through the Board of Occupational Therapy with the State of California and has the responsibility for providing and directing occupational therapy treatment plans that are carried out by the Occupational Therapy Assistant. Graduates of an accredited Occupational Therapy Assistant program who completed the California Board of Occupational Therapy (BOT) requirements for licensure and are waiting to take the National Board of Occupational Therapy are issued limited permits valid for 90 days. These individuals, with limited permits to work, can perform Occupational Therapy Assistant duties under the supervision of an Occupational Therapist. CA BOT requires that an incumbent Occupational Therapy Assistant must take and pass the licensing examination within 90 days of receipt of CA BOT's written authorization.

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.

**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)

- Assist Occupational Therapist or other licensed health care professionals in the execution of Occupational Therapy treatment plans; conduct or assist patient activities.
- Record and maintain relevant records in accordance with established policy and procedure.
- Maintain equipment supplies and treatment areas; assist in the ordering of supplies.
- Assist in the evaluation of patient progress; communicate with the supervisor and other health team members about the patient's therapy progress, problems, or treatment plans.

- Participate in in-service training programs; assist with the orientation of new employees; attend staff meetings.
- Complete billing, insurance forms, and other paperwork.
- Function as a patient care advocate providing patient safety and well-being.
- Maintain professional standards of conduct as outlined by the American Occupational Therapy Association.
- Follow facility policies and procedures.
- Perform other tasks as assigned.

**RECRUITING GUIDELINES:**

Education: Successful completion of the coursework required to obtain a valid license to practice as a Occupational Therapist Assistant in the State of California.

Knowledge of: Therapeutic techniques, activities, and equipment used in occupational therapy work; the theory of mental and physical rehabilitation underlying the practices of occupational therapy; skeletal anatomy, kinesiology, neurology and the objective of occupational therapy treatment; physical and psychological problems of therapy patients and their families; human development.

Ability to: Explain and teach occupational therapy treatments to others; prepare reports and to keep records of case histories; follow and administer prescribed treatment for patients; work effectively with patients and with other staff to effectively communicate with supervisor and other health team members regarding the patient's progress, problems, or plans and with physicians regarding the patient's status.

**OTHER REQUIREMENTS:**

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

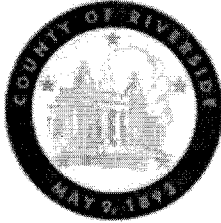
Licensed as an Occupational Therapy Assistant through the State of California Board of Occupational Therapy. Graduates of an accredited Occupational Therapy Assistant program who have met the licensure requirements must be able to provide a Limited Permit to work by the State of California Board of Occupational Therapy. Occupational Therapy Assistants with Limited Permit must take and pass the licensing examination within 90 days of receipt of Limited Permit from the CA BOT.

**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.



**PHYSICAL THERAPIST ASSISTANT -  
PER DIEM**

Class Code: 57769

COUNTY OF RIVERSIDE  
Established Date: Aug 2, 2018  
Revision Date: Aug 2, 2018

**SALARY RANGE**

\$37.39 Hourly  
\$6,481.31 Monthly  
\$77,775.78 Annually

**CLASS CONCEPT:**

Under the supervision of a Physical Therapist, assists in treating disabilities, injuries and diseases through functional activity training such as gait and transfer training, exercise, soft tissue mobilization, and the effective use of properties of water, heat, sound waves, and electricity; and performs other related duties as required.

A Physical Therapist Assistant - Per Diem must be licensed as a Physical Therapist Assistant as determined by the Physical Therapy Board of California. Incumbents in this class carry out treatment plans including educating patients and their families in the therapy treatment plan under the supervision of a licensed Physical Therapist. This class is distinguished from Physical Therapist in that incumbents in the latter class are responsible for physical therapy testing, evaluation, and treatment planning. Under the supervision of a Physical Therapist, a graduate of an accredited Physical Therapist Assistant (PTA) program who has received written authorization from the Physical Therapy Board of California (PTBC) to take the licensing examination and perform as PTA License Applicant (LA) may assist in the provision of physical therapy services. PTBC requires that an incumbent PTALA must take and pass the licensing examination within 90 days of receipt of PTBC's written authorization.

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.

**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)

- Under supervision of the Physical Therapist, Physical Therapist Assistant - Per Diem administer active, passive, and resistive therapeutic exercises; give gait and other muscle training exercises in order to improve coordination and mobility; hydrotherapy treatments including wound care, dressings, debridement, perform massage, soft tissue mobilization, joint mobilization; apply modality treatments of cryotherapy, ultrasound, traction, transcutaneous electrical nerve stimulation, ultraviolet.
- Educate patients and families regarding home exercise programs and safety with functional activities; application of orthotics and prosthetics and educate patient in proper use and care; educate patients

in proper technique for bed mobility, transfers, ambulation, sitting and standing balance, use of assistive devices for ambulation; observation of patient response and progress in treatment.

- Complete appropriate daily documentation in the medical record regarding patient's response to treatment and progress; participate in interdisciplinary conferences; assist in maintaining the environment of care; provide in-service education on body mechanics to staff and other topics as required.

**RECRUITING GUIDELINES:**

Education: Successful completion of the coursework required to obtain a valid license to practice as a Physical Therapist Assistant in the State of California.

Knowledge of: The principles and methods of physical therapy and the roles of the Physical Therapist and the Physical Therapist Assistant as they relate to improving the functional independence of the patient; neuromuscular function and dysfunction, kinesiology, and of the modalities; the objectives of physical therapy treatment; operation of therapeutic equipment including ultraviolet, ultrasound, traction, hydrotherapy, electrical stimulation, soft tissue and joint mobilization techniques, safety techniques for functional activities, indications and contraindications for various treatment modalities.

Ability to: Communicate and educate patients, family, and staff regarding physical therapy treatments; complete medical record documentation and statistics.

**OTHER REQUIREMENTS:**

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

Licensed as a Physical Therapist Assistant with the Physical Therapy Board of the State of California (PTBC). Physical Therapist Assistant Licensure Applicants (PTALA) must be able to provide verification of their written authorization from the PTBC to take the licensing examination. PTALA's must take and pass the licensing examination within 90 days of receipt of PTBC's written authorization.

**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

## Clinical Nurse Specialist

Riv Co Class Code: 73922

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Clinical Nurse Specialist	\$109,224	\$159,120	45.68%
Orange County	<i>No comparable class</i>			
San Bernardino County	Clinical Nurse Specialist	\$83,698	\$123,780	47.89%
San Diego County	<i>No comparable class</i>			
Ventura County	Neonatal Clinical Nurse Specialist (See Note)	\$86,916	\$91,526	5.30%
HASC 2016 Inland Hospitals	Clinical Nurse Specialist	\$89,357	\$133,827	49.77%
	County Mean:	\$92,299	\$127,063	37.67%
	County Median:	\$88,137	\$128,804	46.14%
Riverside County	Clinical Nurse Specialist	\$62,247	\$106,349	70.85%
	Dollar Difference from Mean:	-\$30,052	-\$20,714	
	Percentage difference from mean:	-32.56%	-16.30%	
	Dollar difference from median:	-\$25,890	-\$22,455	
	Percentage difference from median:	-29.37%	-17.43%	

Notes: Ventura County: Neonatal Clinical Nurse Specialist replaced Clinical Nurse Specialist I and Clinical Nurse Specialist II effective 9/14/14. New job classification, based on educational requirements and scope of work, does not fully mirror Riverside, Los Angeles, or San Bernardino Clinical Nurse Specialist job classification.

Run Date: 6/14/2018

Date Prepared/Revised: 7/10/2018

By: C&C