

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



ITEM: 3.15
(ID # 27495)

MEETING DATE:

Tuesday, April 08, 2025

FROM : HUMAN RESOURCES AND RIVERSIDE UNIVERSITY HEALTH SYSTEM –
MEDICAL CENTER

SUBJECT: HUMAN RESOURCES AND RIVERSIDE UNIVERSITY HEALTH SYSTEM –
MEDICAL CENTER: Classification & Compensation recommendation to create the Clinical
Document Improvement Director job classification and amend Ordinance No. 440 pursuant to
Resolution No. 440-9479 submitted herewith, All Districts. [Total Cost \$289,358, with an
ongoing cost of \$242,687]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve the recommendation to create the Clinical Document Improvement Director job
classification.
2. Amend Ordinance No. 440 pursuant to Resolution No. 440-9479.

ACTION:Policy

Tami Douglas-Schatz
Tami Douglas-Schatz, Director of Human Resources 3/24/2025

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Gutierrez, seconded by Supervisor Spiegel and duly carried by
unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Medina, Spiegel, Washington, Perez and Gutierrez
Nays: None
Absent: None
Date: April 8, 2025
xc: HR, RUHS-MC

Kimberly A. Rector
Clerk of the Board

By: *[Signature]*
Deputy

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

| FINANCIAL DATA | Current Fiscal Year: | Next Fiscal Year: | Total Cost: | Ongoing Cost |
|---|----------------------|-------------------|------------------------|--------------|
| COST | \$46,671 | \$242,687 | \$289,358 | \$242,687 |
| NET COUNTY COST | \$0 | \$0 | \$0 | \$0 |
| SOURCE OF FUNDS: 100% Department Budget | | | Budget Adjustment: No | |
| | | | For Fiscal Year: 24/25 | |

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary:

The mission of the Riverside University Health System - Medical Center (RUHS - MC) is to improve the health and well-being of patients and communities through their dedication to exceptional and compassionate care, education, and research. An integral and equally important part of providing this service is the Clinical Document Improvement (CDI) Division, which is responsible for providing comprehensive clinical documentation for patients. RUHS - MC has expressed difficulty in retaining *Clinical Documentation Improvement Supervisors*, which are responsible for supervising the CDI Division. Currently, this area is overseen by an *Executive Director, RUHS* who oversees multiple areas within the RUHS - MC. RUHS - MC requested the Human Resources Department - Classification & Compensation (Class & Comp) Division to create an upper-level management job class, titled *Clinical Document Improvement Director* (CDI Director), which will provide direct oversight to the CDI Division (**Attachment 2**). The CDI Director will also be responsible for fostering an environment of professional growth and encouraging internal advancement within the division.

This classification will be designated as an At-Will classification 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*. Class & Comp also conducted a market study to establish a salary range for this new classification (**Attachment 3**). The salary range of this new classification is listed below in *Figure 1*.

Figure 1:

| Classification | Annual Minimum Rate | Annual Maximum Rate |
|--|---------------------|---------------------|
| Clinical Document Improvement Director | \$119,550 | \$167,370 |

Classification Creation:

Clinical Document Improvement Director: It is recommended to create this classification with the salary plan/grade MRP 622 (\$119,550 - \$167,370/annually). RUHS - MC is requesting to create one PCN concurrent with the creation of this classification to begin immediate recruitment.

Additional Fiscal Information:

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

RUHS - MC has approved the recommended salary range for the *Clinical Document Improvement Director*. The estimated cost with benefits to fill the requested position is \$46,671 for the remainder of FY 24/25, and \$242,687 for FY 25/26.

Impact on Residents and Businesses

It is anticipated that creating the *Clinical Document Improvement Director* will directly benefit patient care by ensuring accurate clinical documentation standards continue to be met. The *Clinical Document Improvement Director* will provide direct oversight to the CDI Division and develop incumbents to drive continuous improvement of clinical documentation procedures and practices.

Attachments:

1. Resolution No. 440-9479;
2. Clinical Document Improvement Director Job Specification; and
3. Clinical Document Improvement Director Market Survey.

RESOLUTION NO. 440-9479

BE IT RESOLVED by the Board of Supervisors of the County of Riverside, State of California, in regular session assembled on April 8, 2025, that pursuant to Section 3(a)(iv) of Ordinance No. 440, the Director of Human Resources 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>+/-</u> | <u>Class Title</u> | <u>Salary Plan/Grade</u> |
|-----------------|------------|--|--------------------------|
| 13393 | + | Clinical Document Improvement Director | MRP 622 |

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

| <u>Job Code</u> | <u>+/-</u> | <u>Class Title</u> |
|-----------------|------------|--|
| 13393 | + | Clinical Document Improvement Director |

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

| <u>Job Code</u> | <u>+/-</u> | <u>Department ID</u> | <u>Class Title</u> |
|-----------------|------------|----------------------|--|
| 13393 | +1 | 4300187000 | Clinical Document Improvement Director |

ROLL CALL:

Ayes: Medina, Spiegel, Washington, Perez, and Gutierrez
 Nays: None
 Absent: None

/kc
 03/24/2025
 440 Resolutions\KC

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.

KIMBERLY A. RECTOR, Clerk of said Board

By:  Deputy



CLINICAL DOCUMENT IMPROVEMENT DIRECTOR

Class Code: 13393

COUNTY OF RIVERSIDE
Established Date: April 17, 2025
Revision Date: April 17, 2025

SALARY RANGE

\$57.48 - \$80.47 Hourly
\$9,962.50 - \$13,947.50 Monthly
\$119,550.00 - \$167,370.00 Annually

CLASS CONCEPT:

Under general direction, plans, organizes and directs the Clinical Document Improvement (CDI) department; leads the development and execution of comprehensive CDI strategies to ensure accurate, complete and compliant clinical documentation across both inpatient and outpatient settings; provides leadership, mentorship and direction for all activities related to documentation improvement, coding accuracy and clinical data management; performs other related duties as required.

The Clinical Document Improvement Director is a single position management level classification and reports to an appropriate executive level position. This classification is characterized by managing departmental performance improvement initiatives, evaluate outcomes and ensure that all clinical documentation practices align with federal, state and local regulations, as well as industry best practices. This position will provide guidance on the resolution of complex documentation issues, establish key performance indicators (KPIs), and ensure that the department meets its objectives related to documentation accuracy, coding compliance and reimbursement optimization. The incumbent will work closely with senior leadership, physicians, nursing, coding, and quality assurance teams to foster a culture of documentation excellence.

This classification has been designated At-Will 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.

This class has been deemed eligible for the Performance Recognition Plan as set forth under Article 3, Section 311 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 (may include but not limited to):

- Oversee the CDI department's operations, including establishing short- and long-term goals, setting priorities, and ensuring alignment with organizational objectives; provide strategic direction to CDI Supervisors and their teams.

- Manage change initiatives related to CDI processes, workflows and technologies; act as a change champion to facilitate the adoption of new systems and processes within the organization.
- Design, develop and implement CDI program strategies that improve the quality, accuracy and completeness of clinical documentation across all departments; ensure alignment with regulatory requirements, industry standards and payer guidelines.
- Supervise the CDI team and provide mentorship, coaching and professional development opportunities; evaluate staff performance and provide regular feedback to foster continuous improvement and growth within the team.
- Oversee the evaluation of clinical documentation to ensure compliance with applicable laws, regulations and best practices; drive continuous quality improvement initiatives to reduce errors, improve data accuracy and ensure proper reimbursement.
- Maintain accurate and comprehensive patient medical records through data analysis and by adhering to quality standards.
- Direct the collection, analysis and reporting of clinical documentation metrics and KPIs; utilize data to identify trends, monitor department performance and guide improvement efforts; present findings to senior leadership and other stakeholders.
- Develop and provide educational programs for clinical staff, CDI teams and leadership on documentation best practices, coding guidelines and emerging regulatory changes; ensure ongoing education to maintain high standards of documentation quality.
- Work with revenue cycle management teams to ensure accurate and timely coding and billing practices; educate healthcare providers and stakeholders on the impact of clinical documentation on reimbursement and ensure that the organization maximizes appropriate financial recovery.
- Collaborate with executives and departmental leadership to align CDI goals with the broader strategic objectives of the organization; participate in high-level planning and decision-making regarding documentation, coding, and reimbursement strategies.
- Collaborate with the quality department for quality-of-care initiatives and drive improvement for clinical measures and outcomes through efficient workflows and effective data capture.
- Develop and improve quality systems that cover monitoring and reporting for CDI operations and contract requirements.
- Oversee relationships with external partners, including third-party vendors, contractors or consultants, to ensure the delivery of high-quality CDI services; manage contracts and vendor performance.

RECRUITING GUIDELINES:

OPTION I

Education: Graduation from an accredited college or university with a bachelor's degree in nursing.

Experience: Four years as a Registered Nurse in an acute care hospital, which must include at least two years of supervisory experience in a healthcare setting.

License: Must possess and maintain a current valid license to practice as a Registered Nurse in the State of California.

OPTION II

Education: Graduation from an accredited college or university with a bachelor's degree in health information management or health information technology. (Additional qualifying experience may substitute for the required education on the basis of one year of full-time experience equaling 30 semester or 45 quarter units of the required education.)

Experience: Five years of professional coding and abstracting medical records in an acute care hospital, which must include at least two years of supervisory experience in a healthcare setting.

Certification: Possession of valid certification as a Certified Coding Specialist (CCS), Registered Health Information Technician (RHIT) or Registered Health Information Administrator (RHIA) issued by the American Health Information Management Association.

OPTION III

Education: Completion of a Doctor of Medicine (MD) degree.

Experience: Two years performing clinical documentation improvement in a healthcare setting, which must include at least two years of supervisory experience in a healthcare setting.

Certification: Possession of valid certification as a Certified Coding Specialist (CCS), Registered Health Information Technician (RHIT) or Registered Health Information Administrator (RHIA) issued by the American Health Information Management Association.

ALL OPTIONS

Knowledge of: Principles and practices of healthcare management, including leadership, fiscal oversight and compliance; clinical documentation standards, coding requirements and documentation guidelines, including ICD-10, CPT-4 and CMS-DRG assignment; regulatory and accreditation standards governing clinical documentation, including those from CMS, the Joint Commission and other governing bodies; revenue cycle management, including the relationship between accurate documentation, coding and reimbursement; advanced data analytics techniques, including statistical analysis and performance benchmarking, for monitoring CDI program outcomes; educational strategies for training and developing staff and clinical teams in documentation improvement.

Ability to: Provide visionary leadership and strategic direction for the CDI program; analyze complex clinical and operational issues and develop actionable solutions that improve documentation practices; effectively supervise and mentor a diverse team of CDI professionals, fostering a collaborative and performance-oriented culture; lead cross-functional teams and collaborate with senior leadership, physicians and other stakeholders to achieve documentation improvement goals; utilize data to assess program effectiveness, identify areas for improvement, and implement evidence-based solutions; communicate complex concepts and regulatory information clearly and effectively to diverse audiences, including clinical staff and leadership; manage projects, resources and budgets effectively to ensure the success of the CDI program.

OTHER REQUIREMENTS:

License: Possession of a valid California Driver's License.

Incumbents must possess and maintain a Certified Clinical Documentation Specialist (CCDS) certification OR Certified Documentation Integrity Practitioner (CDIP) 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.

External Market Survey I

Classification Name: Clinical Document Improvement Director

Riv Co Class Code:

| Market Research | | | | | | | Survey Data | | | |
|-----------------------|----------|----------------|------------|------------|--------|-----------|-----------------|---------|--------------|-------------|
| Jurisdiction | Job Code | Title | Min Salary | Max Salary | Spread | Midpoint | Midpoint Hourly | Outlier | HASC Annual | HASC Hourly |
| Los Angeles County | | | | | | \$0 | \$0.00 | e | | |
| Orange County | | | | | | \$0 | \$0.00 | e | | |
| San Bernardino County | | | | | | \$0 | \$0.00 | e | | |
| San Diego County | | | | | | \$0 | \$0.00 | e | | |
| Ventura County | | | | | | \$0 | \$0.00 | e | | |
| HASC | 3231 | Coding Manager | \$119,550 | \$167,370 | 40.00% | \$143,460 | \$68.97 | | \$143,460.00 | \$68.97 |

| | | | | | |
|----------------|-----------|-----------|--------|-----------|---------|
| County Mean: | \$119,550 | \$167,370 | 40.00% | \$143,460 | \$68.97 |
| County Median: | \$119,550 | \$167,370 | 40.00% | \$143,460 | \$68.97 |

| | | | | | | | |
|------------------|--|--|--|--|--------|-----|--------|
| Riverside County | | Clinical Document Improvement Director | | | 40.00% | \$0 | \$0.00 |
|------------------|--|--|--|--|--------|-----|--------|

| | | |
|----------------------------------|--|--|
| Dollar difference from mean: | | |
| Percentage difference from mean: | | |

| | | |
|------------------------------------|--|--|
| Dollar difference from median: | | |
| Percentage difference from median: | | |

PICs:

Notes:

HASC 50th percentile, Over 2,000 Employees survey slice.

Prepared by: Brett Quarles

Date Prepared: 2/4/2025

Date Revised:

Fernandez, Cindy

From: Brad Anderson <ba4612442@gmail.com>
Sent: Saturday, April 5, 2025 11:08 AM
To: Clerk of the Board
Subject: Public Comment(s) Agenda Item(s): 3.13, 3.14 & 3.15 - Riverside County Board of Supervisors meeting of April 8, 2025 (9:30AM)

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April 5, 2025

Riverside County Board of Supervisors (BoS)
County Administrative Center
First Floor - Board Chambers
4080 Lemon St.
Riverside, CA. 92501
Attention: Clerk of the Board of Supervisors

Re: Written statements in regards to Agenda Item(s): 3.13 , 3.14 & 3.15 for Riverside County Board of Supervisors meeting of April 8, 2025 (9:30AM)

Dear current BoS members,

Please review my written statements listed below prior to the consideration of each agenda Items as listed.

1) Agenda Item: 3.13 (Proposal to increase wages - Drone operation - \$20,172.00)

Position: In Opposition

It's reasonable to consider that employee union(s) would support increases in wages paid to it's members. Riverside County employees currently enjoy reasonable wage and benefit packages for services that they provide to the county. Increasing "Drone operators" per/hour wage by (\$1.50 - Premium pay per/hr) is extreme and not reasonable.

Please consider that all training and on-going certifications of Drone operators remain the countys obligation (at taxpayer's expense). Highly paid county employees use devices (tools) that are supplied to assist in making their job duties easier and more efficient (such as "Drones").

It's reasonable to consider that removing highly trained individuals (county employees) from their core training (original job duties) to use a much "easier and safer" tool (Drone) may be recognized as problematic. It's reasonable to consider that other individuals could be retained for drone operations at a cost saving incentive. Tools (such as Drones) should be a "Cost Savings" method and shouldn't be an avenue to divert resources away from county residents and businesses (Taxpayers) that bear the burden of financially supporting Riverside County and it's many Departments.

2) Agenda Item: 3.14 (On-going (continuous) adjustments (Increases) of salaries of County employees - \$80,783.00)

Position: In Opposition

It's critical to address the continuing action of Riverside County (Human Resources and Executive Office) ability to raise its department and other county employees job classifications salaries.

It's highly recommended to postpone (Stop) with expelling tax collected dollars for what appears to be a never-ending cycle of increasing the indebtedness of Riverside County.

3) Agenda Item: 3.15 (Create - clinical document improvement job classification - \$289,358.00)

Position: In Opposition

It's highly recommended to abandon the motivation to potentially accommodate an avenue to expel local resources for positions that could easily be performed by already established employees.

Sincerely,

Brad Anderson | Rancho Mirage, CA. | Ba4612442@gmail.com

Cc: