

**COUNTY OF SOLANO**  
**CLASS SPECIFICATION**  
**HEALTH SERVICES CLINIC MANAGER (SENIOR)**

Effective Date: 09/27/2022

**CLASS SUMMARY:**

Under general direction, and in an administrative non-physician role, organizes, directs and supervises, through subordinate managers and supervisors, the activities of multiple and complex healthcare clinics (i.e., Federally Qualified Health Centers) that have numerous funding sources, reporting requirements, policy formulations, and broad scope community service delivery components within the County. Provides staff support to higher level management; and serves as a member of the division management team.

Employees in Health Services Clinic Manager (Senior) class have the organizational, legal, financial, and insurance knowledge that clears the way for licensed professionals (e.g., doctors, nurses, social workers), educators, and other healthcare professionals, contractors, and providers to do their jobs efficiently, effectively, and within the auspices of healthcare policy and law.

The focus is management oversight for clinical operations for multiple Federally Qualified Health Centers; continuity of services; compliance with professional standards, contracts, and grants; and cultivating interdisciplinary care delivery to achieve continuous and optimal patient care and to ensure service quality and financial viability.

**DISTINGUISHING CHARACTERISTICS:**

This class is distinguished from the:

- **Health Services Clinic Manager** class, which is responsible for the day-to-day operations of one primary healthcare clinic.
- **Health Services Program Manager series**, which are responsible for providing public health and behavioral health program services to targeted populations directly through county staff or indirectly through contract providers. Employees in this series may also provide coordination, consultation, advocacy and advisory services.
- **Mental Health Services Manager series** which manage one or more mental health clinics and administratively oversee associated licensed professionals, educators, and other mental health professionals, contractors, and service providers.
- **Health Services Administrator** class, which manages multiple major primary healthcare clinics and public health programs and for assisting the Deputy Director in planning and organizing overall Department operations.

**SUPERVISION RECEIVED AND EXERCISED:**

- Supervision is provided by a Deputy Director or Administrator level class.
- Employees in this class supervise management, professional, supervisory, clinical, technical and/or administrative support staff. They also provide administrative oversight for licensed medical contractors and service providers.

**ESSENTIAL DUTIES:** This class specification represents the core area of responsibilities; specific position assignments will vary depending on department needs.

- Oversees initiatives related to practice management, healthcare service delivery, patient satisfaction, service delivery improvements, fiscal/revenue cycle management, staff assessments and training, workflow design, facilities planning, and technology implementations and support.
- Maintains and promotes compliance through best practices with State and federal laws, regulations (e.g., Health Resources and Services Administration, California Department of Health Care Services, Federal Qualified health Centers, etc.) and funding sources pertaining to the practice of medicine and public health.
- Exercises management authority for healthcare clinics and/or service delivery programs and ancillary services to improve and maintain service delivery efficiencies and standards, and performs managerial responsibilities such as:
  - determining internal organizational structures; determining staff utilization; conferring with, and making recommendations to management teams with respect to complex personnel, employee-employer relations, and public contact issues that may have significant administrative and/or legal consequences;
  - developing and implementing budgets, fiscal forecasts, revenue cycles, and workload requirements for personnel, facilities, equipment, and support services to assure financial viability; monitoring purchases and expenditures; approving non-routine expenditures; approving payments claims for contractual services; and preventing cost overruns;
  - developing, implementing, and evaluating policies and procedures related to clinic operations and related activities; recommending and implementing policies and procedures to eliminate/reduce barriers to primary healthcare operations, service delivery, and patient satisfaction;
  - analyzing and interpreting laws, regulations, policies and procedures governing assigned operations and service delivery; identifying, evaluating, and reporting on impact of proposed changes; and assisting in developing County policies to effect changes in program operations;
  - monitoring and ensuring that milestones, goals, and objectives are met, adhering to approved budgets, and taking corrective actions as appropriate;
  - writing grant applications and proposals to obtain funding; negotiating with service providers regarding procedures, costs, methods, evaluations, and budgets, and
  - providing staff support to higher level management and serving as a Department's management/supervisory team member.
- Performs supervisory duties to licensed medical professionals, paraprofessionals, program staff, and technical and administrative support staff directly and through subordinate supervisors by:
  - exercising full authority for personnel actions; recruiting, selecting, assigning and reviewing work performed and deliverables; ensuring proper training and career development and mentoring; recommending advancement opportunities; and reviewing, approving, and implementing disciplinary actions and terminations;
  - coordinating and monitoring the work of medical and healthcare service providers, technical support consultants, and contractors; organizing and participating in training and in-service education for contractors, providers, and staff,

- establishing standards for acceptable work performance and products; evaluating performance quality, timeliness, and quantity of work; and ensuring compliance with applicable federal and State laws and regulations, funding source regulations and contracts; and recognizing employees' work efforts and accomplishments;
  - planning and scheduling work activities and deadlines; reviewing and approving timesheets and requests for leave;
  - processing referrals for clinical services; assigning cases and monitoring quality; facilitating clinical case reviews and staff meetings; meeting with county and other supervisory staff to discuss clinic and associated needs; and
  - supporting and ensuring compliance with County and Department policies and procedures including those related to equal opportunity and to safety.
- Represents the division and department in community outreach efforts and public awareness activities by:
    - developing and maintaining collaborative partnerships with community leaders, local, regional, and statewide organizations, task forces, planning bodies, non-profit agencies, local businesses, and other County departments; developing, implementing, and promoting programs and projects consistent with the Department's goals and services;
    - speaking to officials, groups and individuals regarding division and department activities and services; representing the Department's needs and priorities;
    - participating as an active contributing member of designated community organizations, committees/project teams, and special interest work groups;
    - conferring with funding sources and licensing bodies representatives;
    - coordinating with other public and private healthcare providers, department management staff, community-based organizations and service providers, county departments, and federal, State, and private funding sources regarding the concepts, objectives, priorities, procedures and standards of clinics, programs, and services required to meet target population needs;
    - providing leadership, advocacy, and coalition-building on behalf of targeted groups to reduce barriers to service delivery; and
    - participating in professional group meetings, committees, and boards; remaining current on trends and regulations in the field; maintaining community resources and programs in order to provide information and referral to patients.
  - Performs other duties of a similar nature or level as assigned.

**EDUCATION AND EXPERIENCE:**

**Education:** Bachelor's degree from an accredited college or university in hospital or health care administration, public health administration, or a related health administration field or in a management field such as public administration or business administration, or a closely related field;

**AND**

**Experience:** Four years of experience managing, coordinating and/or supervising a health or public health clinic/program, of which one year was as a Health Service Clinic Manager or in an equivalent capacity.

**LICENSING, CERTIFICATION AND REGISTRATION REQUIREMENTS:**

- Depending on assignment, incumbents in this class may be required to possess a valid certification as a Registered Dietitian or Registered Dietitian Nutritionist issued by the Commission on Dietetic Registration or otherwise satisfy the competent professional authority criteria of WIC program regulations (7 CFR 246); a valid Registered Nursing License issued by the California State Board of Registered Nursing or a certificate in Public Health Nursing issued by the California Board of Medical Quality Assurance or registration as an Occupational Therapist with the American Occupational Therapy Association.
- Possession of or ability to obtain a valid Class C California driver's license may be required.

**Note:** All licenses, certifications and registrations must be kept current while employed in this class. This may include completing continuing education units to maintain the required registration in good standing. Employees must keep their licenses, certifications and/or registrations current and failure to do so may constitute cause for personnel action in accordance with the applicable bargaining agreement.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

**Knowledge of:**

- Principles, regulatory mandates, and practices of primary health, public/community health, clinic services, and social services administration; management practices and procedures for planning; organizing, and managing primary health clinics, public health programs, and related services; goals and limitations of programs within the specific assignment; legal requirements affecting service delivery and operations.
- Health Resources and Services Administration (HRSA), California Department of Health Care Services, Federally Qualified Health Centers (FQHC) legal regulations and administrative requirements, and related laws and resources.
- Medical terminology and healthcare technology; and record maintenance and case management practices.
- Current primary health care and public health care issues, trends, laws, regulations, insurance and billing practices, funding sources, and administrative requirements that impact care delivery; current trends in research, education and related services.
- Program management including strategic planning, development, implementation, partnering, and evaluation.
- Social, economic, cultural and community dynamics impacting service delivery to underserved communities; and challenges, problems, and behaviors of targeted populations.
- Techniques used to establish and maintain effective communications with patient populations.
- Principles and procedures to prepare and monitor budgets including grants, contracted services, and federal and State funding.
- Principles and practices of tactical operations, supervision, leadership, motivation, teambuilding, organization, training, career development, change management, and conflict resolution; performance evaluation and discipline processes applicable to the public sector; staffing requirements for the assigned clinic and/or program(s).
- Techniques of contract negotiations and monitoring.
- Case review practices and techniques.
- Services provided by Solano and other surrounding counties.

**Skill and/or Ability to:**

- Plan, organize, direct, supervise, and evaluate the daily operations of an outpatient medical health clinic, and/or public health program(s), and ancillary medical and social services to ensure high quality and timeliness of service delivery.
- Collect and analyze operational and financial data to establish/identify needs and changes in clinic and/or program(s) practices and procedures; evaluate health care and service delivery program effectiveness; develop, implement, and evaluate goals and objectives for assigned work units and projects; interpret administrative direction for incorporation into operational policy and procedures.
- Plan, assign, supervise, review and evaluate the work of medical, professional, technical, and administrative support staff; secure cooperation and team work; organize and prioritize work assignments and operations; delegate responsibility and authority to others; determine and evaluate achievement and performance levels; train and develop staff; organize and manage workload to balance available resources; and maintain equitable levels of work among staff.
- Develop and manage clinic and program(s) budget.
- Interpret, apply, and comply with complex County, State and federal laws, regulations, policies and guidelines, professional practices, and technical reference materials governing Federally Qualified health Centers, clinics, and programs.
- Deal firmly and fairly with patient populations from various socio-economic backgrounds and temperaments.
- Maintain accurate records and document actions taken; prepare narrative and statistical reports.
- Establish, maintain, and foster positive and harmonious working relationships with those contacted in the course of work.
- Communicate clearly and concisely, both orally and in writing. prepare narrative and statistical reports.

**PHYSICAL REQUIREMENTS:**

- **Mobility and Dexterity:** Positions in this class typically require stooping, kneeling, reaching, occasional standing, occasional walking, pushing, pulling, fingering, grasping, feeling (i.e. sense of touch), and repetitive motion.
- **Lifting, Carrying, Pushing and Pulling - Light Work:** Employees in this class will be exerting up to 20 pounds of force occasionally and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects.
- **Vision:** Positions in this class require the employee to have close visual acuity, with or without correction, to prepare and analyze data and figures, transcribe, view a computer screen, read, etc. Positions in this class also require employees to have depth perception in order to operate a motor vehicle.
- **Hearing/Talking:** Positions in this class require the employee to perceive the nature of sounds at normal speaking levels with or without correction, and have the ability to receive detailed information through oral communication. Positions in this class require the employee to express or exchange ideas by means of the spoken word.

**WORKING CONDITIONS:**

- Office Work: Employees in this class will, most often, be working in an office setting.
- Work in a Medical/Dental Clinic Facility: Employees in this class may be working in a medical or dental clinic facility and will be subject to exposure to chemicals, toxic agents, blood and other bodily fluids, and communicable diseases. There may also be occasional exposure to extreme temperatures, inadequate lighting, and work space that restricts movement.
- Traffic Hazards: Employees in this class may be required to operate a vehicle and thus will be subject to traffic hazards while driving.

**OTHER REQUIREMENTS:**

- Background Checks: The County may conduct a background check and a reference check on candidates prior to appointment to a position within this class. The background check may include the State of California Department of Justice, the Federal Bureau of Investigation (FBI), the Child Abuse Central Index (CACI), and criminal checks in any City/County where the applicant has lived, worked or gone to school.
- Independent Travel: Incumbents may be required to travel independently, for example, to perform work at other work sites, to attend meetings with other County employees, to attend meetings with community organizations, etc.
- Work Hours: Incumbents may be required to work weekends, holidays, irregular hours, on-call, and after normal business hours.
- Child Abuse Reporting: Selectees for employment must, as a condition of employment, sign a statement agreeing to comply with Sections 11165.7 and 11166 of the California Penal Code relating to child abuse reporting.
- Elder Abuse Reporting: Selectees for employment must, as a condition of employment, sign a statement agreeing to comply with Section 15630 of the California Welfare and Institutions Code relating to elder abuse reporting.

**CLASS HISTORY AND CLASS INFORMATION:**

*Debbie Vaughn*

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**Director of Human Resources**

- Date Approved by the Director of Human Resources: September 2, 2022
- Date Approved by the Civil Service Commission: May 1997
- Date Class Title Added to the Listing of Classes & Salaries by the Board of Supervisors: June 30, 2003, September 27, 2022
- Date(s) Revised: October 2001, February 2003, May 22, 2003, October 2018, September 27, 2022
- Date(s) Retitled and Previous Titles of the Class: February 2003 (Health and Social Services Manager (Principal))
- Class Code:137300