ARROWHEAD REGIONAL MEDICAL CENTER
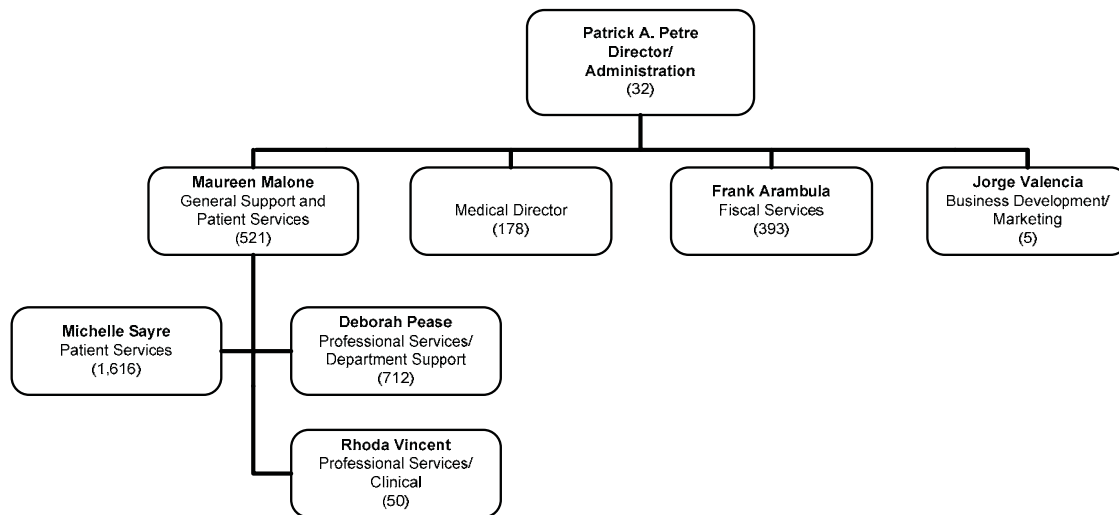## Patrick Petre

MISSION STATEMENT

The San Bernardino County Arrowhead Regional Medical Center is a safety net hospital with the primary mission of providing quality healthcare—a basic necessity of humankind—to the residents of San Bernardino County. We continuously strive to improve the health of the communities we serve and become the provider of choice for healthcare delivery and education.

ORGANIZATIONAL CHART

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                          Patrick A. Petre
                             Director/
                          Administration
                              (32)

   Maureen Malone                                    Frank Arambula         Jorge Valencia
   General Support and      Medical Director          Fiscal Services    Business Development/
   Patient Services             (178)                    (393)               Marketing
       (521)                                                                    (5)

  Michelle Sayre          Deborah Pease
  Patient Services     Professional Services/
     (1,616)           Department Support
                            (712)

                        Rhoda Vincent
                     Professional Services/
                          Clinical
                            (50)
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2010-11 AND 2011-12 ACCOMPLISHMENTS

- Opened new state-of-the-art, environmentally-friendly Medical Office Building, September 2010
- Opened the Co-location Westside Family Health Clinic, March 2012
- Opened two additional Nursing Units on the Sixth floor
- Low Income HealthCare Program started January 1, 2012
- Health Care Facilities Accreditation Program (HFAP) – Arterial Blood Gas Laboratory
- New Post-Graduate training program for Emergency Room Physician Assistants
- American Heart Association, "Fit Friendly" designation, Gold Level
- California Department of Public Health (CDPH) – Patient Safety Survey
- American Society of Health System Pharmacists – Residency Accreditation Survey
- Health Care Facilities Accreditation Program (HFAP) – Accreditation Survey
- Implemented the Incentive Plan second year milestones

ARROWHEAD REGIONAL MEDICAL CENTER

2012-13 GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROMOTE AND INCREASE COMMUNITY COLLABORATION AND INVOLVEMENT TO ENHANCE ACCESS TO CARE.

Objective: *Collaborate with other county departments to maximize Low Income Health Program (LIHP). This program will optimize existing resources providing medical care to enrollees previously part of the County's W&I §17000 Medically Indigent Adult program. Allow such designated departments to coordinate care to draw down federal matching dollars at a rate of 50% of cost. These funds will have the effect of reducing commensurate Safety Net Care Pool dollars, but overall provide for improved coordinated care that will equate to better patient outcomes.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Enrollment in the LIHP – ArrowCare.	N/A	N/A	20,000	12,000	20,000

GOAL 2: INCENTIVE PLAN

Objective: *The Incentive Plan, formerly known as Delivery System Reform Incentive Plan is a detailed plan for Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Estimate	2012-13 Target
Required completion of all milestones of the four major categories to receive funding.	N/A	N/A	100%	100%	100%

ARROWHEAD REGIONAL MEDICAL CENTER

SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Net County Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
			2012-13			
Enterprise Funds						
Arrowhead Regional Medical Center	428,667,537	429,198,732			531,195	3,507
Medical Center Lease Payments	42,090,345	42,090,345			0	0
Total Enterprise Funds	470,757,882	471,289,077			531,195	3,507

5-YEAR APPROPRIATION TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Arrowhead Regional Medical Center	371,221,218	372,926,039	396,785,107	415,228,976	428,667,537
Medical Center Lease Payments	57,492,452	43,218,264	43,790,480	41,825,808	42,090,345
Total	**428,713,670**	**416,144,303**	**440,575,587**	**457,054,784**	**470,757,882**

5-YEAR REVENUE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Arrowhead Regional Medical Center	368,673,065	373,079,834	402,444,177	415,085,350	429,198,732
Medical Center Lease Payments	56,690,631	42,416,443	42,988,659	41,825,808	42,090,345
Total	**425,363,696**	**415,496,277**	**445,432,836**	**456,911,158**	**471,289,077**

5-YEAR REVENUE OVER/(UNDER) EXPENSE TREND

	2008-09	2009-10	2010-11	2011-12	2012-13
Arrowhead Regional Medical Center	(2,548,153)	153,795	5,659,070	(143,626)	531,195
Medical Center Lease Payments	(801,821)	(801,821)	(801,821)	0	0
Total	**(3,349,974)**	**(648,026)**	**4,857,249**	**(143,626)**	**531,195**

ARROWHEAD REGIONAL MEDICAL CENTER

Arrowhead Regional Medical Center

DESCRIPTION OF MAJOR SERVICES

Arrowhead Regional Medical Center (ARMC) is a state-of-the-art acute care facility embracing advanced technology in all patient and support areas. ARMC offers the latest in patient care by providing a full range of inpatient and outpatient services, three off campus and one on campus community health centers, Department of Behavioral Health's inpatient activities and numerous specialty services. Freeway access, shuttle service and close proximity to an Omnitrans bus hub make ARMC convenient to county residents.

Budget at a Glance	
Total Expenditure Authority	$428,667,537
Total Sources	$429,198,732
Rev Over/(Under) Exp	$531,195
Total Staff	3,507

ARMC and Behavioral Health facilities are comprised of 456 (90 in Behavioral Health and 366 in ARMC) inpatient rooms, most of which are private. The Emergency Department is a Level II Trauma Center and consists of 15 observation rooms, 8 treatment rooms, 3 law enforcement holding rooms, 8 trauma rooms and a 9 bay Rapid Medical Emergent Treatment area to expedite treatment and improve throughput. The helicopter landing area can accommodate both standard Medi-Vac helicopters and military helicopters. The outpatient care center consists of 109 examination rooms and 8 procedure rooms.

The campus houses five buildings which also serve to outline the definitive services/medical center functions: Behavioral Health, Hospital, Outpatient Care Center, Diagnostic & Treatment and the Central Plant.

Inpatient Care: Inpatient services provide curative, preventative, restorative and supportive care for general and specialty units within the General Acute Care Hospital, Behavioral Health Hospital and Home Health. Care is coordinated among multiple care providers responsible for patient care twenty-four hours a day.   Nursing functions as a primary interface with patients, families and others, and is often the interpreter for the hospital experience and treatment plan. Education is a primary focus, and ARMC offers numerous Residency Programs for the training of physicians in Family Practice, Emergency Medicine, Surgery, Neurosurgery, Women's Health, and Internal Medicine.

Outpatient Services: Outpatient Care is an integral part of our multifaceted healthcare delivery system offering a wide range of emergency, primary, preventive, chronic, follow-up and specialty care in an ambulatory care setting. Visits have exceeded 250,000 annually exclusive of the Emergency Room volume. Mobile services have been expanded to one Mobile Clinic and two Breath Mobile units for a total of three. This will allow clinical services to be delivered in outlying areas and county emergencies when it is needed.
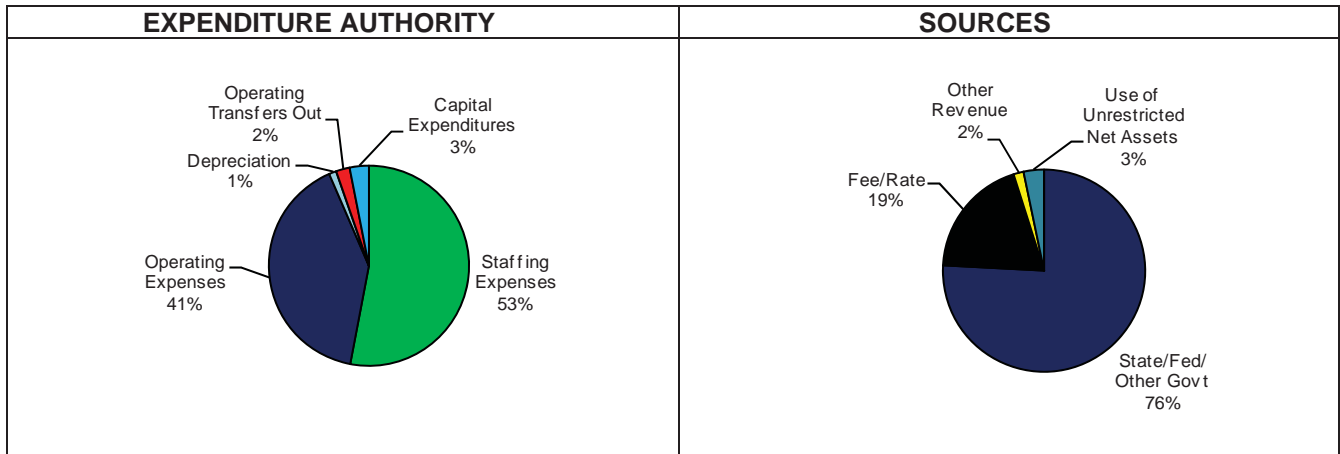
ARMC has worked diligently with the California Association of Public Hospitals to maximize funding for Medi-cal and uninsured patients under disproportionate share and safety net care pool sources. These sources are provided primarily through the California section 1115 Waiver. The initial five year Waiver ended at the end of 2009-10. The new Waiver deal was implemented in November 2010. The impact of the new Waiver will increase funding, but not without new costs for infrastructure and performance to achieve outcomes.

Under the new Waiver, counties had the opportunity to develop coverage initiatives by implementing a Low Income Health Plan (LIHP). The County of San Bernardino created a collaborative of community stakeholders and county departments including Behavioral Health, Human Services, and Public Health that implemented the county's LIHP, ArrowCare. The contract with the Center for Medicare and Medicaid Services (CMS) was approved and started January 1, 2012. ARMC has been a key component in service delivery in the LIHP for physical medicine, and will be working with other county departments in preparing, through this program, for the transition to Health Care Reform in 2014. Incrementally, funding under the LIHP only represents a change in the financing mix and will net to zero since many of the current medically indigent patients in the   will now be part of the LIHP.
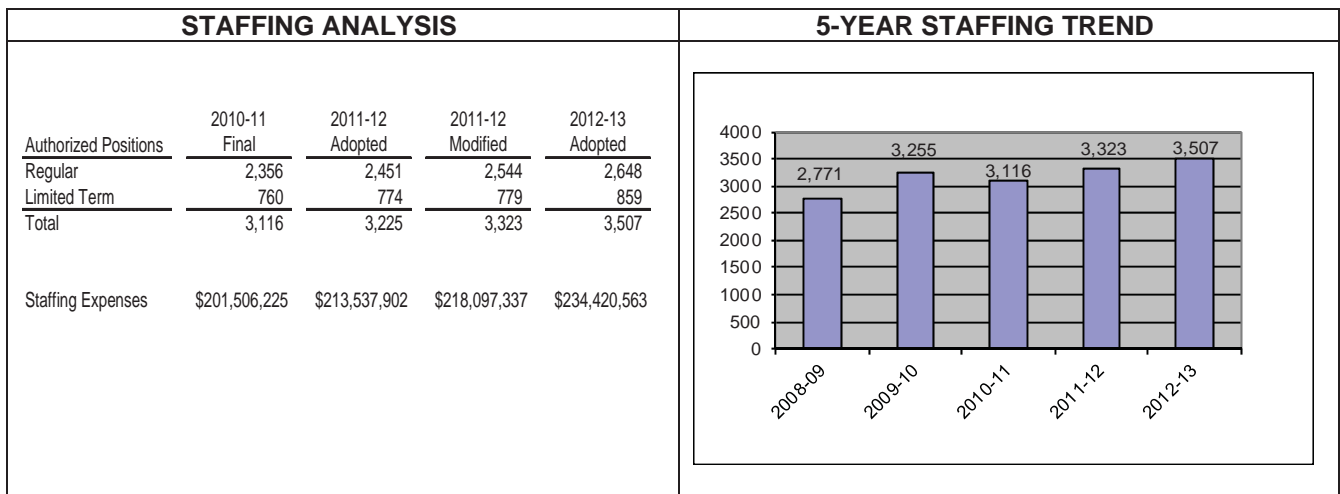
A new funding source provided under the waiver, the Incentive Plan, is an innovative approach to provide an improved delivery system. The Incentive Plan will provide Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety. Incentive Plan funding is strictly tied to results and meeting of transformation milestones.

ARROWHEAD REGIONAL MEDICAL CENTER

ARROWHEAD REGIONAL MEDICAL CENTER

2012-13 RECOMMENDED BUDGET

EXPENDITURE AUTHORITY	SOURCES

Operating Transfers Out 2%
Depreciation 1%
Capital Expenditures 3%
Operating Expenses 41%
Staffing Expenses 53%

Other Revenue 2%
Use of Unrestricted Net Assets 3%
Fee/Rate 19%
State/Fed/ Other Govt 76%

BUDGETED STAFFING

STAFFING ANALYSIS	5-YEAR STAFFING TREND

Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Modified	2012-13 Adopted
Regular	2,356	2,451	2,544	2,648
Limited Term	760	774	779	859
Total	3,116	3,225	3,323	3,507
Staffing Expenses	$201,506,225	$213,537,902	$218,097,337	$234,420,563

5-Year Staffing Trend:
- 2008-09: 2,771
- 2009-10: 3,255
- 2010-11: 3,116
- 2011-12: 3,323
- 2012-13: 3,507

ANALYSIS OF 2012-13 RECOMMENDED BUDGET

GROUP: Administrative/Executive					**BUDGET UNIT:** EAD MCR		
DEPARTMENT: Arrowhead regional Medical Center					**FUNCTION:** Health and Sanitation		
FUND: Medical Center					**ACTIVITY:** Hospital Care		

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimate	2011-12 Modified Budget	2012-13 Recommended Budget	Change From 2011-12 Modified Budget
Appropriation							
Staffing Expenses	203,139,752	200,762,686	201,506,225	215,606,040	218,097,337	234,420,563	**16,323,226**
Operating Expenses	165,903,110	198,507,388	168,352,555	172,452,710	183,122,335	179,180,768	**(3,941,567)**
Contingencies	0	0	0	0	0	0	**0**
Total Exp Authority	369,042,862	399,270,074	369,858,780	388,058,750	401,219,672	413,601,331	**12,381,659**
Reimbursements	(10,000)	(5,521)	(12,500)	0	0	0	**0**
Total Appropriation	369,032,862	399,264,553	369,846,280	388,058,750	401,219,672	413,601,331	**12,381,659**
Depreciation	7,123,217	3,918,546	4,086,742	4,940,244	5,349,304	5,271,990	**(77,314)**
Operating Transfers Out	8,479,467	8,454,106	9,808,735	8,000,000	8,660,000	9,794,216	**1,134,216**
Total Requirements	384,635,546	411,637,205	383,741,757	400,998,994	415,228,976	428,667,537	**13,438,561**
Departmental Revenue							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State, Fed or Gov't Aid	228,968,665	296,025,571	297,112,798	272,723,515	285,322,537	307,131,788	**21,809,251**
Fee/Rate	114,095,032	97,291,248	89,696,625	79,919,262	86,684,872	78,120,942	**(8,563,930)**
Other Revenue	6,260,931	(6,553,910)	14,660,124	6,813,036	5,395,762	6,576,002	**1,180,240**
Total Revenue	349,324,628	386,762,909	401,469,547	359,455,813	377,403,171	391,828,732	**14,425,561**
Operating Transfers In	40,026,440	39,880,010	974,630	37,988,000	37,682,179	37,370,000	**(312,179)**
Total Financing Sources	389,351,068	426,642,919	402,444,177	397,443,813	415,085,350	429,198,732	**14,113,382**
Rev Over/(Under) Exp	4,715,522	15,005,714	18,702,420	(3,555,181)	(143,626)	531,195	**674,821**
				Budgeted Staffing	3,323	3,507	**184**
Fixed Assets							
Capital Expenditures	7,270,737	6,304,355	2,627,788	11,953,368	10,423,522	13,723,993	**3,300,471**
Total Fixed Assets	7,270,737	6,304,355	2,627,788	11,953,368	10,423,522	13,723,993	**3,300,471**

BUDGET CHANGES AND OPERATIONAL IMPACT

During 2011-12, ARMC responded to increases in volume and changes in regulatory requirements by opening two additional nursing units and an observation unit. Increasing personnel was necessary to meet those demands resulting in increased staffing expenses. However, a portion of the increased costs will be offset in 2012-13 with the reduced costs for temporary help.

Staffing expenses have a net increase of $16,323,226 and 184 budgeted positions over the current year's modified budget.

Operating expenses reflect a decrease of $3,941,567 due primarily to the elimination of temporary help costs. The budget for this expenditure has been eliminated in the coming year as the permanent staffing has been established to allow the flexibility necessary to maintain required staffing levels. The reduction of this expenditure helps to partially offset the increase in staffing expenses.

With the current Medi-cal Waiver as a bridge to Healthcare Reform, the mix of revenues will continue to change. Overall revenue has increased with managed care revenue and higher Medi-cal reimbursements due to the increased volume.

MAJOR EXPENDITURES AND REVENUE IN 2012-13 RECOMMENDED BUDGET

Staffing expenses of $234,420,563 fund 3,507 budgeted positions.

Operating expenses of $179,180,768 are comprised primarily of external provider care services for CMSP patients of $16,802,872, medical indigent expense of $2,290,240, patient food services of $2,366,856, laundry and housekeeping of $3,072,175, equipment expense of $4,080,610, data processing of $1,939,789, utilities of $7,070,241, insurance of $7,846,749, office supplies, printing/courier services of $1,674,106, COWCAP of $1,354,254, physician fees of $29,852,967, purchased medical services of $24,027,639, medical supplies of $54,458,592, travel of $842,922 and rent expense of $7,507,491.

ARROWHEAD REGIONAL MEDICAL CENTER

Operating transfers out of $9,794,216 represents $8,000,000 of ARMC's contribution from operations for the Medical Center Debt Service and $1,794,216 of Capital Improvement Projects. A detailed description of the Medical Center Debt Service is available in the Health Administration's Medical Center Lease Payments budget unit.

Departmental revenue includes $307,131,788 in state and federal funding primarily from Medicare and Medi-Cal, $78,120,942 in current services from private pay patients and insurance, and $6,576,002 in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other county departments and hospitals through the residency program.

Operating transfers in of $37,370,000 reflect the Realignment contribution to ARMC for the CMSP impact to hospital operations of $34,820,000 and $2,550,000 for the Medically Indigent Adult program.

Currently, ARMC has an operating surplus of $531,195. Management will continue to monitor operations for expense savings and operate within guidelines.

Capital expenditures of $13,723,993 include $9,286,969 for equipment, $886,779 for Structure and Improvement and $3,550,245 for lease purchase equipment. Major equipment acquisitions include an Angio/Cath Laboratory ($1,403,468), a Multi-slice CT scanner ($1,500,235), a Catherization Laboratory Replacement ($1,518,105), and Meaningful Use Information Technology equipmnent ($5,385,950). Major Lease purchases include a Hospital Network Switch System Refresh ($966,711), a Citrix XenApps Server Refresh ($1,270,316) and the replacement of Scanning and Archiving Computer Equipment ($920,286).

STAFFING CHANGES AND OPERATIONAL IMPACT

In 2011-12, there was a net 98 budgeted positions which were added as quarterly budget adjustments.

ARMC staffing increased a net 184 budgeted positions in 2012-13 from the current year's modified budget. A portion of these budgeted increases reflects the ARMC's participation in the Low Income Health Program and a Delivery System Reform Incentive Plan. Clinical positions totaling 10 for McKee Family Health Center and 11 for Fontana Family Health Center, respectively, were added in 2012-13 for these two programs. Additionally, 27 positions were added for a new observation unit. For the two new nursing units, there were 50 positions added in Med-Surg-6 Center, 39 positions added in Med-Surg – 6 South, and 45 positions added in Nursing Administration. Other departments had an increase of net 2 positions. These positions changes will lower costs for temporary help and overtime giving the department flexibility with scheduling. While the number of positions has increased significantly, many of the positions are part time positions that will allow ARMC to meet required staffing ratios in addition to scheduling flexibility. ARMC will also be implementing new technology systems for the new programs in preparation for Healthcare Reform and compliance with the Electronic Health Record.

2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	32		32	30	1	1	32
Gen. Support/Patient Svcs	399	122	521	418	62	41	521
Patient Services	1,161	455	1,616	1,213	275	128	1,616
Professional Services-Dept. Support	631	81	712	635	76	1	712
Professional Services-Clinical	42	8	50	35	13	2	50
Fiscal Services	369	24	393	332	39	22	393
Medical Director	11	167	178	166	4	8	178
Business Development/Marketing	3	2	5	4	1	0	5
Total	2,648	859	3,507	2,833	471	203	3,507

Administration

Classification

1	Administrative Analyst III
1	ARMC Chief Operating Officer
1	Assoc Hosp Admin Patient Services
1	Director Arrowhead Regional Med Ctr
1	Executive Assistant
1	Executive Secretary III -Class
5	Fiscal Specialist
1	General Services Aide
3	Office Assistant II
2	Office Assistant III
1	Office Specialist
1	Personnel Technician
2	Secretary II
1	Staff Analyst I
1	Staff Analyst II
1	Supervising Fiscal Specialist
1	Office Assistant II
7	Secretary I
32	Total

General Support and Patient Services

Classification

4	Assistant Nurse Manager
1	Asst Hosp Admin - Behavioral Health
1	Asst Dir of Respiratory Care Services
4	Clinic Assistant
9	Clinical Therapist I
1	Clinical Therapist II
1	Clinical Therapist Pre-License
1	Contract Occupational Therapist II
35	Cont. Respiratory Care Practitioner II
4	Contract Surgical Technician
1	Director of Respiratory Care Services
1	Health Education Specialist II
1	Hospital Risk Coordinator
1	Hospital Services Worker
28	Hospital Unit Assistant
12	Licensed Vocational Nurse-Per Diem
28	Licensed Vocational Nurse II
1	Mental Health Clinic Supervisor
43	Mental Health Nurse II
6	Mental Health Nurse Manager-ARMC
2	Neurodiagnostic Technolgst II
1	Neurodiagnostic Technologist
1	Nurse Educator
2	Nurse Manager
1	Nurse Supervisor
51	Nursing Attendant
2	Occupational Therapist II
3	Occupational Therapy Assistant
8	Office Assistant II
8	Office Assistant III
1	Office Specialist
1	Patient Navigator
39	Psychiatric Technician I
1	Pulmonary Function Specialist
1	Registered Nurse II - Clinic
67	Registered Nurse II - Per Diem
75	Registered Nurse II-ARMC
1	Registered Cardio Pulmonary Nurse
27	Respiratory Care Practitioner 2
6	Respiratory Therapist
1	Respiratory Care Practitioner 2
2	Respiratory Care Practitioner 3
3	Secretary I
1	Sterile Processing Technician
1	Sterile Processing Technician 1
1	Stores Specialist
1	Supervising Office Assistant
7	Supvg Respiratory Care Practitioner
1	Supvg Utilization Review Technician
14	Surgical Technician
4	Ultrasound Technologist II
4	Utilization Review Technician
521	Total

Patient Services

Classification

2	Ambulatory Clinic Manager
10	ARMC House Supervisor-Per Diem
15	Assistant Nurse Manager
1	Asst Hosp Admin-Ambulatory Services
3	Asst Hosp Admin - Nursing Services
3	Burn Care Technician
3	Certified Trauma Registrar
1	Chief Nursing Officer
95	Clinic Assistant
6	Clinic Supervisor-ARMC
1	Clinical Nurse Specialist
3	Cont Respiratory Care Practitioner II
2	Dialysis Technician
1	Education Services Supervisor
44	Emergency Room Technician
6	Float Pool Registered Nurse-Per Diem
1	Health Services Assistant I
1	Hospital Customer Advocate
1	Hospital Employee Health Nurse
2	Hospital Services Worker
91	Hospital Unit Assistant
3	House Supervisor
8	Licensed Vocational Nurse - Per Diem
80	Licensed Vocational Nurse II
1	Licensed Vocational Nurse III
1	Manager,Wound Care Svcs & Hbc
1	Multimedia Coordinator
10	Nurse Educator
1	Nurse Epidemiologist
11	Nurse Manager
1	Nurse Recruiter
2	Nurse Supervisor
81	Nursing Attendant
3	Nursing Program Coordinator
44	Office Assistant II
5	Office Assistant III
1	Oral Surgery Technician
4	Orthopedic Technician
30	Patient Safety Assistant
3	Registered Nurse Case Manager
22	Registered Nurse II - Clinic
321	Registered Nurse II - Per Diem
586	Registered Nurse II-ARMC
1	Respiratory Care Practitioner 2
5	Secretary I
1	Secretary II
1	Social Service Practitioner
1	Staff Analyst II
84	Student Nurse
1	Supervising Office Specialist
11	Telemetry Technician
1,616	Total

ARROWHEAD REGIONAL MEDICAL CENTER

Professional Services - Department Support

	Classification
1	Administrative Supervisor I
2	Air Conditioning Mechanic
1	ARMC Bldg Maint and Secty Mgr
1	ARMC Ethics & Compliance Coord.
1	ARMC Facilities Project Coordinator
1	ARMC Laboratory Manager
1	ARMC Safety Technician
1	Assoc Hosp Adm Professional Serv
1	Autopsy Assistant
6	Bio-Medical Electronic Technician I
5	Building Plant Operator
5	Clinic Assistant
1	Compliance Specialist
3	Contract ARMC Security Technician
1	Contract Dietary Services Manager
1	Contract First Five Public Educ Coord
3	Contract Occupational Therapist II
10	Contract Physical Therapist II
19	Contract Radiological Tech
2	Contract Rehab Therapist - Speech
6	Contract Spec Procedures Rad Tech
3	Contract Ultrasound Technician
1	Contract ARMC Dentist
5	Cook I
10	Cook II
3	Cook III
137	Custodian I
2	Custodian II
1	Cytotechnoligist
2	Cytotechnoligst
4	Dietary Services Supervisor
3	Dietetic Technician
9	Dietitian
3	Electrician
1	First Five Project Director
4	Fiscal Assistant
32	Food Service Worker I
13	Food Service Worker II
7	General Maintenance Mechanic
4	General Maintenance Worker
5	General Services Aide
2	Histology Technician
5	Hospital Plant Operator
1	Hospital Environ Services Supv
19	Laboratory Assistant
32	Laboratory Technologist II
8	Laboratory Technologist III
3	Laboratory Technologist Intern
6	Linen Room Attendant
2	Maintenance Supervisor
1	Medical Center Hskpg/Linen Man
2	Nuclear Medicine Technologist
1	Nurse Educator
5	Occupational Therapist II
2	Occupational Therapy Assistant
35	Office Assistant II
4	Office Assistant III
2	Office Assistant IV
4	Office Specialist
3	Painter I
27	Phlebotomist
3	Physical Therapist Assistant
9	Physical Therapist II
2	Plumber
1	Privacy and Compliance Specialst
1	Radiographic Clinical Instructor
15	Radiologic Technologist II

	Classification
3	Radiologic Technologist III
1	Radiologic Technologist School
1	Radiology Manager
1	Radiology Supervisor
2	Registered Nurse II - Per Diem
5	Registered Nurse II-ARMC
4	Rehabilitation Services Aide
1	Rehabilitation Services Management
6	Secretary I
1	Secretary II
72	Security Technician I
10	Security Technician II
14	Special Proc Rad Technologist 2
1	Special Proc Rad Technologist 3
2	Speech Therapist
1	Staff Analyst II
30	Sterile Processing Technician
4	Sterile Processing Technician 1
2	Sterile Processing Technician 2
3	Stores Specialist
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supervising Phlebotomist
4	Supervising Security Technicia
2	Supervising Rehabilitation Therapist
1	Supervising Bio Med Elect Technician
7	Supervising Custodian
1	Supervising Dietitian
5	Supervising Laboratory Technologist
1	Supvg Sterile Processing Technician
6	Ultrasound Technologist II
1	Ultrasound Technologist III
1	Volunteer Services Coordinator
712	Total

Professional Services-Clinical

	Classification
1	Assoc Hosp Adm Professional Serv
1	Asst Hosp Admin - Nursing Services
1	Asst Hosp Administrator Fiscal
2	Contract Home Health Social Worker
1	Cont Home Hlth Registered Therapist
1	Contract Home Physical Therapist
1	Conractt Home Speech Therapist
1	Home Health Aide
1	Home Health Supervisor
1	Home Hlth Admin - Clinical Svcs Dir
1	Librarian II
1	Library Assistant I
6	Licensed Vocational Nurse II
2	Medical Staff Coordinator
1	Mental Health Nurse II
1	Nurse Informatics Coordinator
1	Nurse Supervisor
4	Office Assistant II
3	Office Specialist
3	Registered Nurse II - Per Diem
7	Registered Nurse II-ARMC
1	Secretary II
1	Supervising Medical Staff Coordinator
1	Staff Analyst II
2	Tumor Registrar
4	Util. Review/Perform Impv Nurse
50	Total

Fiscal Services

Classification
4 Accountant III
4 Accounting Technician
1 Administrative Supervisor I
2 Administrative Supervisor II
8 Applications Specialist
1 ARMC Chief Financial Officer
1 ARMC Chief Medical Information Officr
1 ARMC Medical Srvcs Program Coord
1 ARMC Social Services Manager
1 Assoc Hosp Adm Professional Serv
1 Asst Hospital Administrator Fiscal
10 Automated Systems Analyst I
1 Automated Systems Analyst II
9 Automated Systems Technician
2 Business Applications Manager
1 Business Systems Analyst I
4 Business Systems Analyst II
4 Business Systems Analyst III
2 Case Management Supervisor
1 Clinic Assistant
1 Cnt. Ancillary Receivables Mgr
8 Collections Officer
6 Cont Medi-Cal Specialist
5 Contract Social Services Practitioner
1 Contract Asst. Hosp. Admin - Fiscal
1 Contract Asst. Hosp. Adm - Pnt Fisc
1 Cont Manager Pre MediCal Qual Dept
1 Cont Spvsr Pre MediCal Qual Dept
1 Departmental IS Administrator
26 Fiscal Assistant
5 Fiscal Specialist
1 General Services Aide
2 Hospital Unit Assistant
1 Licensed Vocational Nurse II
1 Material Manager
12 Medical Records Coder I
7 Medical Records Coder II
1 Medical Records Manager
2 Medical Records Supervisor
144 Office Assistant II
13 Office Assistant III
2 Office Assistant IV
17 Office Specialist
2 Patient Accounts Supervisor
1 Programmer Analyst I
1 Programmer Analyst II
19 Registered Nurse Case Manager
2 Registered Nurse II - Per Diem
3 Registered Nurse II - ARMC
6 RN Case Manager - Per Diem
4 Secretary I
8 Social Service Practitioner
2 Staff Analyst I
6 Staff Analyst II
4 Storekeeper
2 Stores Specialist
7 Supervising Office Assistant
1 Supervising Office Specialist
1 Supervising Auto Systems Analyst I
1 Systems Support Analyst II
1 Utilization Review/Perform Imp Nurse
4 Utilization Review Technician
393 Total

Business Development/Marketing

Classification
1 ARMC Business Development Office
1 Cont Mktg & Bus Dev Coord -ARMC
1 Media Specialist
1 Photographer
1 Secretary II
5 Total

Medical Director

Classification
1 Administrative Supervisor I
1 Contract Resident PGY III
13 Contract Resident PGY IV
2 Contract Resident PGY V
133 Contract Resident PGY VI
18 Contract Resident PGY VII
7 Education Specialist
1 Office Assistant II
1 Secretary I
1 Statistical Analyst
178 Total

ARROWHEAD REGIONAL MEDICAL CENTER