

## Executive Director (ED) of Behavioral Health Services



Madison Kessel, PhD, LCSW

### **Executive Director of Behavioral Health Services**

Became executive director of Harbor City Behavioral Health Center in 2013. Belinda Johnson is her executive administrative assistant.

The Executive Director is accountable for providing leadership to agency staff and for ensuring that all programs fulfill the mission of the agency. The ED provides excellent quality of care consistent with the principles of behavioral health and wellness.

The Executive Director supports the strategic objectives and initiatives of the Harbor City Medical Group and plays a leadership role in developing and implementing practice innovations. As a member of the leadership team for Harbor City Medical, the ED actively participates in the operational and strategic direction of the organization.

The ED supervises all on-site behavioral health directors and departments: HR, IT, Compliance, Finance, Adult Clinical Services, and Community-Based Services. The directors of the aforementioned departments are members of the senior management team led by the Executive Director.



The Executive Director creates and oversees goals related to agency spend and patient volume, communicates monthly and quarterly goals to all employees and adjunct staff, and meets with all staff to determine their concerns and needs on an ongoing basis.

The ED looks for ways to reduce overall costs while maintaining consistent patient services.

The Executive Director is required to provide timely information to the board on agency activities and changes in the mental health system including funding opportunities and concerns. The ED is charged with mobilizing regional resources through direct action and appropriate delegation to staff, while serving as the primary liaison to the county mental health system and the community at large. The ED has a PsyD in behavioral health leadership from Walden University.

### **Executive Administrative Assistant**

The Executive Administrative Assistant has the following essential responsibilities:

- Coordinates executive communications, including taking calls, responding to e-mails, and interfacing with clients
- Prepares internal and external corporate documents for team members and Harbor City Medical partners
- Schedules meetings and appointments and manages travel itineraries
- Arranges HCBHC events outside of the workplace, such as fundraising events and staff appreciation events
- Maintains an organized filing system of paper and electronic documents
- Upholds a strict level of confidentiality
- Develops and sustains a level of professionalism among staff and clientele



## Adult Clinical Services and Mental Health Department (ACSMH)

The ACSMH Department services are designed to promote recovery, increase independence, improve quality of life, and support community integration and inclusion.

**Services include:** Outpatient Clinical Services, Crisis/Hospitalization Services, Adult and Family Counseling Services, Professional Consultation and Evaluation, Rehabilitation, Vocational Services, Residential Referral Services, and Prevention Services.

All services and programs, new and ongoing, continue to embrace HCBHC's commitment to being high quality, comprehensive, culturally competent, recovery focused, and trauma informed. Services include:

- Adult outpatient services for mental health problems; psychiatry services are integrated into treatment. Counseling and psychiatry services may be offered for individuals who struggle to maintain psychiatric stability in the community.
- Family services for behavioral and mental health problems use service modalities including family therapy and individual and group work. Psychiatry services are integrated into treatment interventions. Supportive counseling and psychiatry services may be offered for children/youth who struggle to maintain psychiatric stability in the community. Evidence-based practices include Cognitive Behavioral Therapy, Motivational Interviewing, Trauma Focused Cognitive Behavioral Therapy (TF-CBT), EMDR, and culturally specific services. Services are provided in English and Spanish.
- Assessment services provide comprehensive, objective, and cost-effective clinical assessments and evaluations.
- Emergency services include responses to suicide attempts and situations that include a high-risk threat to self and/or others; short term outpatient stabilization and case management until a transfer can be made to long-term services; treatment for acute psychiatric problems; monitoring of hospitalized clients; crisis stabilization services;

consultation to other community professionals, including law enforcement; and survivor of suicide services to those affected by a death by suicide.

### **Adult Clinical Services and Mental Health Director**



John Noland, PhD, LPC

#### **Adult Clinical Services and Mental Health Director**

Oversees a staff that includes two psychologists, three licensed professional counselors, a four-person social work team, two psychiatrists, a general family medical physician, a psychiatric mental health nurse, one registered nurse, and one nurse practitioner.

Under the direction of the Executive Director, the Adult Clinical Services and Mental Health Director is responsible for the development and implementation of all clinical services. The Director leads a team of behavioral health specialists and has the following responsibilities:

- Responsible for adhering to program policies/procedures and evaluating mechanisms to ensure consistency with the regulatory laws and standards
- Manages the clinical and administrative functioning of the Adult Clinical Services and Mental Health Services Department
- Provides individual and group supervision to clinical staff on a monthly basis
- Provides training, professional development, and supervision of trainees working toward graduate degrees in the mental health field
- Creates scheduling procedures and protocols to ensure that all units are adequately covered at all times

## Psychologists

The psychologists have the following job duties and responsibilities:

- Provide clinical services including intake assessments, diagnostic interviews, psychotherapy, and testing for adult clients according to departmental procedures, funding source requirements, and evidence-based/strength-based model approaches
- Develop and maintain caseload of clients based on practice goals and objectives
- Provide for clients' needs in an effective, culturally sensitive, professional, and ethical manner
- Provide ongoing individual, family, or group counseling
- Document clinical activity according to policies of the department in compliance with required timelines
- Provide consultation to primary care and/or specialty care providers regarding patient diagnoses, treatment plans, and status changes, as appropriate
- Provide outreach services to community partners regarding behavioral issues including the provision of educational training and/or on-site intervention services
- Provide administration, scoring, and interpretation of psychological assessments (e.g., cognitive, neurological, and/or personality assessments)
- Comply with all departmental, agency, and funding source requirements, policies, and procedures
- Attend all required agency and departmental meetings as indicated by supervisor
- Participate in education of post-doctoral psychologists and supervise as applicable
- Participate in regular supervision
- Demonstrate Standards of Behavior and adhere to the Code of Conduct in all aspects of job performance at all times
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## Licensed Professional Counselors (LPC)

The LPCs provide direct care services to families referred for services including, but not limited to, clinical assessments and individual, group, and family therapy.

## 4-Person Social Work Team

- Social Worker I & II
- Occupational Therapist
- Physical Therapist

## Psychiatrists

The psychiatrists have the following job duties and responsibilities:

- Board certified
- Provide outpatient comprehensive psychiatric assessment/diagnosis, medication management, and therapy
- Work in collaboration with a team of mental health professionals including psychiatric nurses, social workers, and occupational therapists to provide excellent care for patients

## Physicians

The physicians have the following job duties and responsibilities:

- Provide integrated primary care
- Conduct brief, problem focused, real-time assessments/interventions to address a wide range of co-morbid health, mental health, and substance abuse problems
- Participate in development and implementation of HCBHC specific clinical protocols, quality improvement initiatives, and innovative research regarding system-wide integration of behavioral health into primary care



## Psychiatric Mental Health Nurse (1), RN (1), Nurse Practitioner (1)

The Psychiatric Mental Health Nurse Practitioner, RN, and Nurse Practitioner are all part of the multidisciplinary treatment team. Most emphasis will be on individual therapy, completing psychosocial assessments, facilitating marital and/or family therapies, assisting in program development, and implementing and reviewing treatment plans.

## Finance Department

The Finance Department oversees all agency fiscal activities under the direct supervision of the Finance Director who reports directly to the Executive Director. The department compiles and prepares accounting and finance reports, organization-wide budgets, and treasury in accordance with generally accepted accounting principles and organization/contract policies and procedures, and safeguards assets through the maintenance of proper controls. The director is a member of the senior management team and oversees monthly cost allocation, reconciliation, and financial statement preparation; budget preparation and monitoring; quarterly audit work as required by various funding agencies; annual company audit; and all required tax filings.

Oversees a staff that includes the center's business operations supervisor, accounts payables/receivables supervisor, a team of medical records and expenses analysts, and the team of reimbursement analysts.

## Finance Director



Brad Schlough, CHFP, MBA, CMA

### **Financial Director**

Oversees a staff that includes the center's business operations supervisor, accounts payables/receivables supervisor, a team of medical records and expenses analysts, and the team of reimbursement analysts.

The Finance Director assists in planning, supporting, monitoring, and tracking of daily activities as well as short- and long-term projects. The Director supports and builds cross-functional relationships with key partners across the organization. The major responsibility of the Finance Director is the oversight of HCBHC departmental budgets.

Job duties and responsibilities include:

- Acts as the primary support person for monthly, quarterly, and year-end financial activities
- Reconciles corporate balance sheets and delivers summary reconciliation reports to the executive team
- Collaborates with the HR payroll analyst to ensure that all deductions and payroll activities are compliant with payroll laws
- Oversees all activities related to state and federal tax compliance issues
- Supervises the insurance and billing functions for all center services





### **Business Operations Supervisor**

The business operations supervisor has the following job duties and responsibilities:

- Improves the business processes for each department through analysis and collaboration
- Collaborates with departmental directors in long-term business planning and financial plan development
- Analyzes the performance of support functions for departments such as Human Resources and makes recommendations for improvement
- Works with project managers to develop budgets for special programs
- Acts as responsible individual for the approval of significant corporate expense checks

### **Medical Records and Expenses Analyst**

The medical records and expenses analyst has the following job duties and responsibilities:

- Performs posting charges and completion of claims to payers in a timely fashion
- Converts dosages to billable units
- Submits billing data to insurance providers
- Works claims and claim denials to ensure maximum reimbursement for services provided
- Performs Medicare/Medicaid reviews and audits
- Implements, maintains, and reports on programs initiated by the center

### **Accounts Payables/Receivables Supervisor**

The accounts payables/receivables supervisor has the following job duties and responsibilities:

- Posts daily deposits
- Processes incoming mail concerning billing and invoicing
- Communicates with clients about billing discrepancies and questions
- Engages Finance Director over any AR problems
- Initiates collections on past due accounts
- Maintains accounting ledgers as required



## Harbor City Behavioral Health Center Organizational Chart Outline

- Creates and updates a log sheet for quality control
- Handles all special billing situations
- Audits ledgers to ensure they contain correct information such as billing addresses and invoice numbers
- Maintains petty cash accounts and logs all outgoing disbursements
- Monitors all vendor payment agreements
- Reconciles payable reports each month to confirm that all amounts paid were accurate

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## IT Department

The IT Department enables cross-functional productivity of all HCBHC employees and is responsible for overseeing the daily IT functions of the center. The IT team provides operational and system support to all HCBHC departments. It is also responsible for maintaining the patient database and service portal. The team develops and executes plans for managing information technology and security for the center, including activities to be performed in-house or through third-party relationships to best manage the center's information systems.

### IT Director



Lynn Brady, CHTS

#### **IT Director**

Oversees a staff that includes an information systems technician, an information systems analyst, a data coordinator, and a network systems analyst.

The IT Director is responsible for the infrastructure and oversight of all technical operations. Leads the IT team to achieve goals, meet quotas, eliminate security risks, and increase patient satisfaction. The IT Director is extremely knowledgeable about the hierarchical infrastructure of health care information systems. The Director reports directly to the Executive Director.



**Job duties and responsibilities include:**

- Designs the integration of mobile-based digital health information with electronic health records
- Develops reliable metrics for hardware, software, and storage while ensuring strategic capacity planning
- Communicates clearly with administrative and health care staff as well as patients and vendors
- Oversees the operation of server systems
- Identifies security vulnerabilities and eliminates them with strategic solutions that increase data safety
- Directs and supports implementation of software and hardware upgrades
- Identifies and recommends new technology solutions that can be implemented in the department
- Manages the center's help desk

### **Information Systems Technician**

The information systems technician has the following job duties and responsibilities:

- Responsible for maintaining the integrity of all computer workstations and associated software within the center
- Assists personnel with installation, configuration, and ongoing usability of system hardware and software
- Offers daily operations and systems support to HCBHC personnel
- Verifies functionality of hardware and software components
- Troubleshoots hardware and software issues in person, remotely, and via phone
- Assists employees with computer problems and answers their questions
- Conducts daily network backup operations

### **Information Systems Analyst**

The information systems analyst has the following job duties and responsibilities:

- Maintains and troubleshoots problems with hardware or software



- Responds to support requests from center staff
- Researches and evaluates emerging technologies, including both hardware and software
- Discusses users' needs and determines vulnerabilities or areas of poor performance to boost productivity, efficiency, and accuracy in the center's computer systems
- Prepares cost benefits and analysis reports for computer systems upgrades
- Communicates strategic division with the other data management staff members
- Evaluates, tests and recommends new opportunities for enhancing center software, hardware, and IT processes
- Compiles and distributes reports on application development and deployment
- Consults with the executive team and the IT department on the newest technology and its implications for the behavioral health industry

### Data Coordinator

The data coordinator has the following job duties and responsibilities:

- Designs and executes A/B testing procedures to extract data from test runs
- Evaluates and draw conclusions from data related to patient behavior

### Network Systems Analyst

The network systems analyst has the following job duties and responsibilities:

- Responsible for maintaining electronic health records system
- Works closely with departmental directors to determine future network needs and plan for network changes
- Develops methods and tools to be used to test and implement new equipment
- Creates projects that are designed to either add functionality required by the center or to address ongoing network failure issues



## Harbor City Behavioral Health Center Organizational Chart Outline

- Engages in regular network troubleshooting activities and resolves network connectivity issues
- Analyzes the current network structure and submits quarterly comprehensive reports to executive team on how to make the network more efficient

## HR Department

The HR Department oversees all agency personnel activities under the direct supervision of the HR Director. The department maintains and enhances the organization's strategic plan by evaluating employee relations and human resources policies, programs, and practices. The department manages the development and implementation of various benefit programs by evaluating effectiveness and giving cost considerations. The HR team assists in building and maintaining a high-performance culture that is strong in decision making and is customer/patient focused.

### Director of Human Resources



Colleen Clark, HS-BCP

#### **Director of Human Services**

Oversees the team that includes a compensation and benefits officer, a payroll analyst, a training and development coordinator, a recruitment specialist, a building maintenance and safety officer, and custodians.

The Human Resource Director leads and manages the overall provision of the Human Resource Department. Maintains and enhances the organization's strategic plan by evaluating employee relations and human resources policies, programs, and practices. Makes recommendations to senior management regarding human resources activities as they relate to the strategic plan. Directs policy development and HR compliance investigations. Assists in building and maintaining a high-performance culture that is strong in decision making and customer focus.

### Job duties and responsibilities:

- Provides leadership in compliance with HR-related laws, regulations, and policies
- Establishes and manages the HR budget and plans for appropriate and adequate resources
- Ensures that HR practices are in compliance with regulatory requirements and internal policies
- Ensures development and execution of consistent processes that foster cooperative teamwork
- Develops and implements coordinated HR strategies for issues/concerns across facilities in collaboration with key stakeholders
- Manages the development, communication, and interpretation of HR policies through direct communication with management
- Leads, supports, and/or participates in committees and organizational initiatives
- Defines, plans, and leads projects
- Strengthens HR performance and provides support and guidance for equitable solutions
- Directs and ensures internal complaint process is effective and all complaints are addressed fairly and in a timely manner
- Manages the investigation of internal/external complaints and reports status and results as appropriate to leadership
- Accomplishes work through effective communication and collaborative relationships with key stakeholders throughout the organization
- Develops and implements goals and objectives in support of the organization's goals and strategies
- Recruits, hires, trains, and manages staff in conformance with established EEO/AA goals and HR policies
- Manages the total compensation/benefits strategy in support of the organization's business objectives





- Provides market data for the organization's job descriptions, pay structure, and recognition programs
- Provides leadership data on HR-related functions as requested

### **Building Maintenance and Safety Officer**

The building maintenance and safety officer has the following job duties and responsibilities:

- Evaluates, repairs, and maintains plumbing, electrical, and HVAC systems in the building
- Communicates with management about any work that requires outside expert assistance
- Maintains corporate safety procedures at all times and complies with access control regulations
- Evacuates building in the event of an emergency
- Maintains fire, carbon monoxide, smoke, and other safety systems within the structure

### **Custodian**

The custodian has the following job duties and responsibilities:

- Uses cleaning supplies and equipment to keep the interior of the office building looking clean and professional
- Responds to repair requests quickly and in a professional manner
- Maintains a library of user manuals for office furniture and fixtures that can be referred to when needed
- Adheres to the company's safety policies to create a safe work environment for everyone
- Performs routine cleaning tasks based on a schedule created by the Building Maintenance Officer

### **Payroll Analyst**

The payroll analyst has the following job duties and responsibilities:

- Prepares and submits paper payroll checks for employees who do not have direct deposit
- Collects banking information for direct deposit setup and initiates deposits on paydays



- Keeps current with the taxation of salaries, benefits, and other factors
- Processes and monitors garnishment orders and other issues that impact payroll specifications
- Maintains and documents all payroll records
- Conducts semi-annual audits of all payroll records
- Reconciles general ledger with regard to payroll transactions
- Detects and processes issues related to uncollected payroll
- Responds to employee inquiries regarding payroll issues or concerns

### **Training and Development Coordinator**

The training and development coordinator has the following job duties and responsibilities:

- Assesses training needs through surveys, interviews with employees, focus groups, or consultation with managers, instructors, or customer representatives
- Designs, plans, organizes, and directs orientation and training programs for employees
- Offers specific training programs to help workers maintain and improve job skills
- Presents information using a variety of instructional techniques and formats, such as role playing, simulations, team exercises, group discussions, videos, or lectures
- Obtains, organizes, and develops training procedure manuals, guides, and course materials, such as handouts or visual materials

### **Recruitment Specialist**

The recruitment specialist has the following job duties and responsibilities:

- Reviews and analyzes resumes
- Scours job search websites for potential recruits and contacts those candidates personally
- Interviews potential sales staff members using industry-standard techniques
- Introduces new hires to the company and walks them through the hiring and training process
- Serves as an employee advocate for new hires as well as established employees



## Community-Based Services Department (CBSD)

The CBSD consists of a multi-disciplinary team of behavioral health care professionals who are either a part of the home health care specialist team or the outreach team.

The home health care specialist team provides home health care visits and in-home follow-up care to patients residing in Harbor City and the surrounding area.

The outreach team coordinates all outreach and advocacy services designed to educate and promote the center's program offerings while supporting and inspiring positive behavior changes that result in lasting healthy lifestyle choices. This includes establishing partnerships with area schools to identify student group needs and promote positive mental health and wellness.

The department also offers trainings and consultations for other behavioral health care providers, primary medical care providers, and community agencies and groups. Topics include implementation and integration of evidence-based practices, rapid change cycle process improvement, electronic health record systems, cultural competence training and practices, Motivational Interviewing, Cognitive Behavioral Therapy applications, suicide risk assessment, trauma informed services, culturally specific services for different populations, substance use disorders, co-occurring disorders, and many others.

The department coordinates the center's participation and representation in the community and organizes charitable activities, volunteer events, projects, and organizations. It fosters a positive image by providing strategic and tactical support related to behavioral health issues in order to build strong and supportive partnerships with local elected officials, community organizations, civic/business groups, and the local community.

## Community Services Director



William Greer, MS, LPC

### **Community-Based Services Director**

Oversees a staff that includes a community outreach coordinator, a team of home health care specialists, a community resources specialist, and a community services liaison.

The community services director has the following job duties and responsibilities:

- Provides supervision to the Outreach team and Community Home Health Care team and interns
- Coordinates the development and execution of a communications strategy promoting the center's community behavioral health efforts
- Directs and leads overall resources and activities to align efforts with overall organizational strategy
- Collaborates with regional and local partners in developing and implementing effective strategies for evaluating community behavioral health initiatives

## Community Outreach Coordinator

The community outreach coordinator has the following job duties and responsibilities:



## Harbor City Behavioral Health Center Organizational Chart Outline

- Coordinates company participation/representation in community and charitable activities, volunteer events, projects, and organizations
- Reviews donation requests against corporate giving guidelines and coordinates internal approvals
- Drafts acceptance or rejection correspondence and facilitates donation payments or services
- Coordinates with community organizations to link company resources with external needs
- Responds to employee and customer inquiries regarding community involvement
- Provides administrative support to facilitate planning of corporate events and activities

### Home Health Care Specialist Team

The home health care specialist team has the following job duties and responsibilities:

- Consults and collaborates on a multidisciplinary team
- Provides integrated on-site care, recommendations, and feedback to medical providers and allied staff
- Performs brief behavioral health visits (20–30 minutes), limited in number (1–6 visits)
- Provides assessments, screening, and/or intervention services for 8–10 patients per day with the primary goal of assisting the primary care providers with identification, treatment, and management of mental and behavioral health concerns

### Community Resource Specialist

The community resource specialist has the following job duties and responsibilities:

- Produces metrics and data output from community connections and local government connections
- Develops, plans, and executes projects/events within a set budget and produces data and metrics for future planning

## Community Services Liaison

The community services liaison has the following job duties and responsibilities:

- Markets outpatient services to schools or other service agencies to establish and maintain a referral base
- Coordinates with other departments to optimize alignment with strategy and share viewpoints, expertise, and perspectives on community health initiatives
- Represents organization and community health initiatives in internal and external forums by presenting the organization's community health initiatives or serving as member on select committees/workgroups
- Fosters a positive center image by providing strategic and tactical support in order to build strong and supportive partnerships with local elected officials, community organizations, civic/business groups, and the local community
- Coordinates professional presentations to community groups on educational topics

## Regulatory Affairs and Compliance Office

This office researches, plans, implements, and monitors a broad portfolio of compliance systems and initiatives in order to enable organizational compliance with all applicable federal, state, and local regulations/laws, as well as oversees the protection of organizational assets. On an ongoing basis, the office researches and interprets regulations and laws to establish compliance standards and develops and/or delivers training and communications relative to new standards. The office also assesses organizational systems (both physical and process or data related) to determine gaps in compliance and determine opportunities for remediation. The director of the office advises the agency on all compliance matters. The office is responsible for investigating violations of compliance policy, laws, regulations, etc., and conducts ongoing monitoring and reporting to ensure remediation. The Director is responsible for project management relative to new compliance initiatives, products, or annual processes.

### Director of Regulatory Affairs and Compliance



Kayo Sumiko

**Director of Regulatory Affairs and  
Compliance**

The Director is a member of the senior management team and reports directly to the Executive Director. The Director works to identify any compliance accountabilities; participates in the development of compliance, work, and audit plans; and participates in compliance-related committees/work groups. The Director also participates in the identification of compliance requirements and conducts portions of related analyses; participates in the creation or revision of compliance standards, policies, and procedures; monitors compliance adherence; and prepares reports on compliance efforts and programs. The Director of Regulatory Affairs and Compliance reviews compliance programs and content and develops internal controls and policies designed to ensure that compliance with all local, state, and federal laws is met. The Director participates in risk assessments and/or audits and participates in the investigation of instances of reported noncompliance.

The Director collaborates with the Executive Director to make sure that the entire center is aware of compliance requirements and issues by providing training and educational sessions to staff. The Director of Regulatory Affairs and Compliance also works closely with department directors to review all departmental policies for compliance issues.