



### III. Organizational Structure

Summarize the functions of the position's division/unit and how this position fits into the agency structure (**attach an organizational chart**).

The incumbent of this position reports directly to the Chief Administrative Officer (CAO) of Western State Hospital (WSH). The position supports the mission, vision and values and strategic objectives of Western State Hospital, Behavioral Health Services Integration Administration and the Washington Department of Social and Health Services.

The Schedule Manager works with the Nurse Executive, Discipline Leaders and Administration to establish an overall staffing and scheduling plan at Western State Hospital. This position will ensure that staffing resources are consistent with department long-term and short-term staffing needs using established departmental staffing plans. Working with discipline leaders and administration, this position will assess hospital-wide staffing resource requirement including (OT) usage and overall salary resource utilization. The position will establish a central point for all leave approvals, institute monitoring systems and oversee the compliance and adherence of the attendance policy. This position will be responsible to provide regular reports to discipline leaders and administration as requested.

### IV. Position Objective

Describe the position's main purpose, include what the position is required to accomplish and major outcomes produced. Summarize the scope of impact, responsibilities, and how the position supports/contributes to the mission of the organization.

This position is relied on for oversight of hospital-wide staffing plans that guide safe and efficient staffing, with a continuous focus on patient care needs based on acuity. This position guides position day-off patterns that are balanced and remain balanced, to ensure "on-call and float positions" provide the relief required. This position provides management support to ensure adherence to the attendance policies. This position is charged with the coordination and oversight of hospital-wide staffing plans as outlined in WSH's Strategic Plan. This position ensures that adequate coverage is available prior to staff being granted leave.

The Schedule Manager supports and contributes to the agency by providing detailed staffing information, analysis, development, and on-going monitoring of WSH staffing plans that affect the operating budget. The incumbent provides accurate and timely analysis to the Executive Leaders and to other stakeholders, supporting the necessary financial decisions that impact WSH.

### V. Assigned Work Activities (Duties and Tasks)

Percent %	Describe the duties and tasks. Functions listed in this section are primary duties and are fundamental to why the position exists. The Percentage of time under "Percentage" below must equal 100%. <u>Underline the essential function of the position</u> . For more guidance, see <u>Essential Functions Guide (DOP)</u> .
60 %	<p><b><u>Planning and Achieving Results:</u></b></p> <p><u>Analyzes needs and provides recommendations on staffing levels due to expansions, closures, programming and/or any other changes that may occur due to regulations of the State of Washington, The Joint Commission standards (TJC), Centers for Medicare/Medicaid Services (CMS) standards, Behavioral Health Services Integration Agency and hospital policies and procedures.</u></p> <p><u>Develops, prepares, and keeps current assumption documents related to staffing levels and cost based on various budget scenarios for the agency, CAO, to assist with any legislative process and staffing/capacity planning. Provides, updates, and distributes various staffing reports for Executive Leadership and Governing Body.</u></p> <p><u>Provides assistance and problem solving strategies to management and administrative staff related to</u></p>

	<p><u>staffing levels and use of the funded positions. Assists with implementation and on-going management of the staffing model and prepares staffing recommendations as needed.</u></p> <p><u>Provides technical assistance and guidance to management and other stakeholders on policy, management of positions, tracking and reporting requirements, strategy to control overtime expenditures, agency directives, attendance policy, and the collective bargaining agreement (CBA).</u></p> <p><u>Monitors, reviews, and analyzes overtime expenditures, sick leave usage, FMLA and L&amp;I leave, and prepares and distributes monthly reports to management or as requested by Executive Leadership.</u></p>
25%	<p><b><u>Teamwork:</u></b>  <u>Responsible for, the coordination and monitoring, of staff planning to ensure wards and treatment centers are staffed accordingly, based on acuity, monitoring OT usage, ensuring position day-off patterns are balanced and remain balanced, and to ensure “on-call and float positions” provide the relief required.</u></p> <p><u>Assists department leaders and nursing management to address issues related to staffing, overtime usage, and adherence to the attendance policy. Investigate the problems; recommend action in consultation with discipline leaders and human resources, and assist with preparation of analysis and reports that may be needed.</u></p> <p><u>Foster cooperation, builds trust, and creates a commitment to those you will be working with.</u></p> <p><u>Gains support and buy-in through participation of others.</u></p>
15 %	<p><b><u>Managing People:</u></b>  <u>Plans, organizes, and assigns the work of the unit and evaluates employee performance and conduct, enabling the effective recommendation to the supervisor that corrective action may need to occur. The incumbent is responsible for the hiring, terminating, promoting, and disciplining of their direct reports.</u></p> <p><u>Supervises and ensures coordination of the staffing plan and provides direction and guidance to members of other departments; units, sections, services, and disciplines in relation to staffing and non-adherence to the attendance policy.</u></p> <p><u>Assesses and works with supervisors to maximize strengths; coaches and mentors supervisors on attendance policies and practices in order to ensure adequate staffing and control overtime costs. Provide oversight to supervisors to ensure compliance and adherence of the attendance policy and address inappropriate leave usage.</u></p> <p><u>Actively ensures staff is moving towards achievement of WSH goals and objectives that are aligned with Behavioral Health Services Integration Agency (BHSIA) and the Department of Social and Health Services (DSHS).</u></p>

**VI. Accountability – Scope of Control and Influence**

Accountability

Describe the scope of accountability.

The incumbent is a direct report to the CAO of Western State Hospital and a key participant to ensure safe staffing at the hospital. The incumbent uses independent judgment to ensure safe and budget minded staffing occurs on a daily basis. Recommendations can effect or change the course of hospital staffing levels on a daily basis, and have an impact on the budget. The position manages the staffing plan for the hospital, overtime allotment, and adherence to the attendance policy for WSH, and provides oversight in performance improvement as it relates to the attendance policy. The incumbent oversees and coordinates the implementation of safe staffing and collaborates with other divisions, departments, and disciplines throughout the hospital; with BHSIA for issues with statewide impact.

Provide examples of the resources and/or policies that are controlled and/or influenced.

This position is accountable for all policies, procedures and protocols hospital-wide to ensure they meet safe staffing which plays a part in accreditation standards for TJC (The Joint Commission Comprehensive Standards Manual and Accreditation for Hospitals), CMS and other state and federal requirements, laws governing the provision of psychiatric inpatient care; adherence to the Washington Administrative Code (WAC) and Revised Code of Washington (RCW); compliance with the DSHS-Behavioral Health Services Integration Agency service directives, and all other appropriate professional guidelines.

These laws, policies, regulations and guidelines are used to govern hospital operations, maintain hospital accreditation, certification and licensing necessary for continued funding and to maintain a high level and best practice level of patient care.

Describe the potential impact of error or consequence of error (impacts unit, division, agency, state).

This position at Western State Hospital has significant oversight and responsibilities to ensure a constant focus that promotes safe and efficient staffing based on acuity, management of overtime utilization usage and supports position day-off patterns are balanced and remain balanced, and to ensure “on-call and float positions” provide the staffing relief required. As such, any errors in staffing will have a direct impact on the hospital and agency operations. Failure to manage and control salary expenditures could result in inadequate funds to provide patient care to the communities we serve. Lack of safe staffing could result in adverse patient outcomes and employee injuries. Consequences would impact WSH, BHSIA, DSHS, and the State of Washington.

Financial Dimensions

Describe the type and annual amount of all monies that the position directly controls. Identify other revenue sources managed by the position and what type of influence/impact it has over those sources.

Operating budget controlled:

	Monthly Budget	Annual Budget
SALARY & BENEFITS		
GOODS & SERVICES		
TRAVEL		
EQUIPMENT		

Other financial influences/impacts:

**In addition, the hospital’s accreditation with TJC (The Joint Commission) and CMS (Center for Medicaid –Medicare Services) accounts for \$64,981,000.00 in federal revenue which would be lost as a result of decertification.**

## VII. Position Responsibilities

a. Supervisory Position:  Yes  No

If **yes**, list total full time equivalents (FTE's) managed and highest position title.

This position is responsible for X FTEs.

b. Individual contributor:  Yes  No

If **yes**, what is the area of specialty or expertise?

## VIII. Decision Making and Policy Impact

Explain the position's policy impact (applying, developing or determining how the agency will implement).

Is the position responsible for making significant recommendations due to expertise or knowledge? If yes, provide examples of the types of recommendations made and to whom.

This position will make recommendations to the CAO, CEO, Nurse Executive, WSH Administration based on the scope of expertise and knowledge related to the staffing plan at the hospital. This position requires expertise and knowledge in the staffing of a Psychiatric Hospital, Nursing Standards, and Joint Commission Standards, and includes working with supervisors, department heads and hospital-wide committees focused on patient care provided through the correct staffing plan.

Explain the major decision-making responsibilities this position has full authority to make.

Significant decision-making responsibility over all policies and procedures ensuring they meet all regulatory standards and requirements of TJC, CMS, and all other applicable standards. Position has authority to deploy staff and resources to meet the business needs in achieving strategic goals of the hospital and maintaining revenue.

Describe whether decisions are of a tactical or strategic nature and how decisions are made. For example, is there known precedent, is it somewhat unfamiliar, or unknown and unexplored?

Decisions are strategic and made in consideration from multiple inputs from various divisions, committees, polices and procedures, the CBA, and Executive Leaders.

What are the risks or consequences of the recommendations or decisions?

The decisions made by this position have far reaching effects on Western State Hospital, Behavioral Health and Services Integration Administration, the Department of Social and Health Sciences and may have an effect on general fund legislative appropriations. The position works closely with management, in determining safe and appropriate staffing, and to improve hospital performance and ensuring ongoing preparation and readiness for quality psychiatric care for the patients. Consequences may impact quality of patient care, core operations, safety of patients and employees, financial stability and staffing.

## IX. Qualification – Knowledge, Skills and Abilities

List the education, experience, licenses, certifications, and competencies.

Required education, experience, and competencies:

Bachelor's degree in Business, Management, Public Administration, or Healthcare Administration, Public Health or a related Behavioral Health Field.

Minimum four years supervisory and management experience in a healthcare or public leadership role.

-OR-

Years of experience in a 24/7 operation in a lead or supervisory role may substitute year for year for required education.

Ability to effectively use good judgment and professional knowledge in complex situations.

Demonstrated leadership and management skills and abilities, including: good judgment, independent problem solving, decision-making, strategic planning, conflict resolution, time management, ability to lead others through teamwork and the provision of accurate and constructive feedback.

Working knowledge and proficiency of Windows and Excel programs.

Demonstrated analytical skills, using data to prepare reports and evaluate performance, make decisions, and constantly improve efficiency and outcomes.

Excellent communication skills (oral and written); ability to communicate and prepare materials in a comprehensive and clear manner to a diverse audience.

Experience with LEAN principles.

Preferred / desired education, experience and competencies:

Two (2) years of behavioral health experience, encompassing staff management, collective bargaining agreements, and rules and policy relating to staffing, management for staffing of a 24/7 faculty, and at least one (1) year in an administrative capacity.

#### **X. Special Requirements / Conditions of Employment**

List special requirements or conditions of employment beyond the qualifications above.

Annual TB Screening required.

Pass the DSHS "Criminal Background Check" for DSHS employees as authorized by RCW 996A.060. Employment in this position is contingent on the incumbent's ability to meet and pass the background check requirements.

Incumbent must hold a valid driver's license when operating a state or privately owned vehicle on official state business. Incumbent must also comply with Washington State's liability laws when operating a privately owned vehicle on official state business.

Must be able to successfully perform the essential functions described in the PDF.

This position has been designated as emergent under the DSHS Comprehensive Emergency Management Plan. The incumbent in this position is directly responsible for delivery of DSHS Vital Services and for understanding the written local emergency management plan, which describes how Vital Services will be delivered during an emergency or disaster. During a recognized emergency, the duties may be different from normal duties, and will be temporary in nature, lasting only as long as necessary to resume normal operations. The incumbent may be required to perform the following during a recognized emergency/disaster:

- 1) Report for duty on short notice for a specified timeframe;
- 2) Report for duty outside of normally scheduled work hours and workdays;
- 3) Report to a duty station that is different from the official duty station;
- 4) Perform work tasks outside the normal scope of duties reflected in this PDF."

**XI. Working Conditions**

Work setting, including hazards:	<b>Working environment is an off-ward office, but some time is spent on psychiatric treatment wards, accompanied by exposure to risks normally encountered in a psychiatric hospital. Outdoor movement from building to building and level to level (within buildings) is expected. Occasional travel away from the hospital is required.</b>
Work schedule:	<b>8:00 a.m. to 4:30 p.m/M-F Variable work hours are required to allow for occasional off-shift requirements. Also, must have pager to respond to emergent issues outside of working hours.</b>
Travel requirements:	<b>May be required to attend meetings in the surrounding area, and from time to time statewide.</b>
Tools and equipment:	<b>Computer skills (keyboard, Word, Excel, Outlook, Internet and WSH Intranet).</b>
Other:	

**XII. Acknowledgement of Position Description**

The signatures below indicate that the job duties as defined above are an accurate reflection of the work performed by this position.

SUPERVISOR'S SIGNATURE (REQUIRED)		DATE
<i>Sandra Sherman</i>		6/24/14
APPOINTING AUTHORITY'S SIGNATURE (REQUIRED)	DATE	APPOINTING AUTHORITY'S NAME PRINTED NAME AND TITLE
<i>Ronald M Adler</i>	6/24/14	Ron Adler CEO

**As the incumbent in this position, I have received a copy of this position description.**

EMPLOYEE'S SIGNATURE	DATE

