

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**).

This position is one of twenty-eight (28) Ward Program Administrators (WPA) that fulfills a critical role in Western State Hospital (WSH)'s mission of promoting patient recovery and DSHS' mission of transforming lives by overseeing all operations and coordinating treatment programs (24/7) on a designated ward in the **Psychiatric Treatment and Recovery Center (PTRC)**. The WPA reports directly to the Center Director (WMS3 position) who reports to the Chief Clinical Officer. This position is instrumental in carrying out the mission, vision, and values of WSH, BHA, and DSHS.

The WPA provides administrative supervision for treatment team members, including: (1) Ward Psychiatrist, (1) Ward Psychologist, (2) Ward Social Workers, (3) Ward RN3s, Rehabilitation staff (if assigned to the ward), and (1) Ward Clerk (OA3). The WPA also has approximately fifty (50) staff from the different disciplines that they provide administrative oversight, and non-clinical work direction covering 3 work shifts, 24 hours a day, seven days a week. This position plays a critical role in maintaining the safety of all staff and patients on that ward. The WPA manages the day-to-day operations, ensuring compliance with hospital policies/procedures, adherence to applicable legal and regulatory body standards, and fulfillment of the hospital's current Systems Improvement Agreement requirements.

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.

The WPA of **Psychiatric Treatment and Recovery Center (PTRC)** provides direction, plans, organizes, and administers the operation of the ward therapeutic program. This position is directly accountable to ensure treatment services and the ward operations are in alignment with the hospital's policies and procedures, as well as state and federal regulations, including CMS (Centers for Medicare and Medicaid Services) Standards. The WPA also ensures collaboration between treatment providers and support staff. Although the WPA does not provide clinical oversight, this position supports the coordination of disciplines to ensure that the best clinical practice standards are occurring to maximize patient recovery, promote discharge readiness, and maintain a safe and secure therapeutic environment. This position is responsible to assume all operational leadership activities in the management of the assigned ward and to work in collaboration with all discipline supervisors in carrying out the established mission, vision, and values of Western State Hospital.

This position also is accountable for auditing non-clinical performance measures and outcomes, including key safety and CMS certification compliance measures. This position requires the continual exercise of independent judgment in matters related to ward operations and management of ward personnel and other resources.

As needed this position has delegated authority of the PTRC Center Director.

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> .
45%	Ward Program/Patient Care: <ul style="list-style-type: none">Plans, leads, organizes and directs the work performed by the staff assigned to the ward.Ensures that ward operations and services adhere to hospital policies/procedures and CMS Conditions of Participation, and other regulatory bodies.Ensures ward physical environment is safe and clean, including coordinating repairs and addressing emergent issues to prevent harm and/or a reduction in quality care. This includes conducting Environment of Care rounding in conjunction with facilities management to identify and address safety hazards.Is responsible to ensure the ward's therapeutic program and active treatment services address

	<p>each patient's individualized care needs as determined by clinical providers. Coordinates with Recovery Center Manager regarding off-ward treatment services. In collaboration with nursing and rehabilitation staff, <u>assists in planning, developing and ensuring implementation of a program for evening, weekend, and holiday treatment and/or recreation activities.</u></p> <ul style="list-style-type: none"> • <u>Ensures that patients' treatment plans are completed and on time, per hospital policy. This includes collaborating with center-based treatment plan quality coordinator to ensure quality.</u> • <u>Schedules/Coordinates ward-based meetings (e.g., Evaluation and Treatment Conferences, inter-shift and morning reports, Multidisciplinary Evaluation of Treatment meetings) to ensure continuity of care between disciplines and across shifts.</u> • <u>Actively ensures the safety of the ward through coordination of the ward's efforts to reduce patient violence and to utilize seclusion/restraint only during situations of imminent danger in which all other less restrictive interventions have failed.</u> • <u>Safeguards the rights of patients and takes active steps to prevent patient abuse and neglect. Responds to patient complaints in a manner consistent with hospital policy.</u> • <u>Recognizes that exposure to violence may be experienced as traumatic to many patients and staff, and ensures that individuals suffering traumatic effects are referred for appropriate professional services.</u> • <u>Is accountable for ensuring that all ward resources are utilized efficiently and to maximize patient care and safety.</u> • <u>Ensures that each patient's clinical record and associated supporting documentation is completed per policy.</u>
35%	<p><u>Staffing/Supervision:</u></p> <ul style="list-style-type: none"> • <u>Is accountable for creating and maintaining an efficient interdisciplinary process, a cohesive treatment team, and harmonious work environment. Initiates, establishes, and maintains effective work relations.</u> • <u>Provides operational oversight and leadership of the ward; collaborates with discipline supervisors; administratively supervises medical, psychiatric, psychology, nursing, rehabilitation, and social work ward-based staff. Supports the completion of performance evaluations consistent with hospital standards. This includes writing the operational performance portion of the evaluation while coordinating with clinical discipline supervisors, who will provide clinical competency assessments and related clinical performance data for the evaluation.</u> • <u>Collaborates with clinical discipline supervisors to ensure that clinical services meet professional discipline standards and are recovery-oriented. Provides corrective action as needed for personnel related to operational performance issues. Supports discipline supervisors as needed in corrective action related to clinical service performance.</u> • <u>Has oversight and collaborates with clinical discipline supervisors regarding employee scheduled and unscheduled leave to ensure that staff absences do not disrupt patient care.</u> • <u>Maintains the highest standards of personal/professional and ethical conduct and support the State's goals for a diverse workforce. Leads the Ward Program area's effort to ensure diversity, inclusion, equity and cultural competencies are fully implemented.</u>
15 %	<p><u>Quality Assurance/Additional Duties:</u></p> <ul style="list-style-type: none"> • <u>Conducts program evaluations and non-clinical quality audits, providing timely reports to Center Director. In collaboration with Quality Assurance Department, uses data to promote continuous quality improvement.</u> • <u>Serves as a member on the center-based Management Team and actively participates in hospital-wide performance improvement activities as well as Systems Improvement Agreement Action Plan.</u> • <u>Conducts investigations and specialized projects at the Center Director's request.</u> • <u>Works collaboratively with Nursing Shift Managers and other multidisciplinary staff to ensure safe, coordinated care 24/7.</u> • <u>Promotes fiscal responsibility. Manages ward budgets; e.g., incentive funds therapeutic funds, program supplies, behavior support funds, and general ward funds.</u> • <u>Schedules and ensures that staff training is completed as needed to address staff competencies or knowledge gaps regarding maintaining care that adheres to CMS standards and hospital policies/procedures.</u>

5 %	Other duties as assigned.
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VI. Accountability – Scope of Control and Influence

Accountability

Describe the scope of accountability.

This position is responsible for the entirety (24/7) of operations and administrative processes on a 30-bed psychiatric unit. This includes administrative oversight of approximately 50 staff of a 24/7 facility, and collaboration with care providers to ensure treatment that is provided adheres to CMS standards and WSH policies/procedures. The WPA also plays a critical role in the hospital's quality improvement activities and directs critical tasks needed to help the hospital adhere to federal standards and regulations.

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

This position has broad influence on the operation of the Psychiatric Treatment and Recovery Center program and the hospital. This position has direct control over the operations and coordination of clinical care of 30 psychiatric patients.

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

Ineffectual ward program administration would have dire consequences on the care and safety of patients on the unit, and may adversely affect the wellbeing of staff and patients throughout Western State Hospital. If the therapeutic milieu is not effective in promoting recovery, patients could languish in the state hospital, which would be a violation of their rights and prevent other individuals who need inpatient psychiatric care from receiving these services. Ineffectual ward administration also prevents the coordination of clinical care to promote patient recovery and can lead to significant safety lapses, putting the health of patients and staff at risk.

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:

Manages ward budgets; e.g., incentive funds therapeutic funds, program supplies, behavior support funds, and general ward funds.

Other financial influences/impacts:

Ward-based accountability and leadership are primary factors in helping the state hospital maintain CMS certification thereby ensuring that millions of dollars of federal funding continue to be provided to Washington State.

VII. Position Responsibilities

a. Supervisory Position: Yes No

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

(1) Ward Psychiatrist, (1) Ward Psychologist, (1) Social Worker, (3) RN3's, and (1) Ward Clerk (OA3)

b. Individual contributor: Yes No

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

N/A

VIII. Decision Making and Policy Impact

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

The WPA position has the authority to direct staff operations, ensuring the hospital's compliance with CMS standards as well as other state and federal regulations.

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.

The WPA position will utilize operational knowledge to coordinate safe therapeutic programming.

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

The WPA has the responsibility to make critical decisions regarding operations to support therapeutic programming, non-clinical operations, and scheduling of staff. Will also be responsible for making decisions that impact patient and staff safety and ensure patients' rights.

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?

This involves both tactical and strategic decisions. The WPA will gain input from ward treatment providers on all decisions which involve operations that facilitate clinical care.

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

Decisions by the WPA directly impact the safety and well-being of all patients and staff on the assigned ward. Ineffective decisions regarding ward operations may place the hospital's federal funding at risk and conflict with state and federal regulations.

IX. Qualification – Knowledge, Skills and Abilities

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

Required education, experience, and competencies:

A Master's degree in Psychology, Sociology, Social Work, Social Sciences, Nursing, or in an allied field, AND three years of professional experience in case work, social services, planning, directing, and/or coordinating group and activities in an institution setting or experience in a related field AND three years of supervisory and/or managerial experience, including program administration, personnel management, and budgeting.

OR

A Bachelor's degree in Psychology, Sociology, Social Work, Social Sciences, Nursing, or in an allied field, AND three years of professional experience in case work, social services, planning, directing, and/or coordinating group and activities in an institution setting or experience in a related field AND five years of supervisory and/or managerial experience, including program administration, personnel management, and budgeting.

Preferred / desired education, experience and competencies:

- Master's degree or higher in a clinical field and clinical licensure in one's specialty.
- Demonstrate leadership and management skills and abilities, including: good judgment, independent problem solving, decision-making, conflict resolution, time management, excellent oral and written communication, relationship skills, program management, budgeting, and personnel management. Ability to lead others through modeling and provision of accurate, constructive feedback.
- Working knowledge of Federal and State laws and standards (e.g., TJC, CMS) standards relating to psychiatric hospitals
- Demonstrate core understanding of psychiatric recovery principles and ability to put them into practice to ensure recovery-oriented care for all patients on assigned ward.
- Ability to set and maintain appropriate priorities for self and ward.
- Ability to maintain high standards of professional integrity and to ensure such standards are maintained by all ward staff.
- Ability to work collaboratively and interact respectfully with diverse staff and patients to accomplish the hospital's mission.
- Leadership and management skills and abilities, including; good judgment, independent problem solving, making conflict resolution, time management, excellent oral and written communication, and relationship skills. Ability to lead others through modeling and provision of accurate and constructive feedback.
- Computer skills (Word, Outlook, intra-and internet, Visio, Excel)

X. Special Requirements / Conditions of Employment

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

The incumbent must pass the DSHS “Criminal Background Check” requirements for DSHS employees who work with vulnerable adults under the Secretaries Order. Continuous employment in this position is contingent on the incumbents continued ability to meet and pass these background requirements.

XI. Working Conditions

Work setting, including hazards:	This position involves working with staff from diverse backgrounds and disciplines. It may include assisting in the management of individuals who are engaging in dangerous assaultive behaviors due to experiencing an acute exacerbation of their psychiatric symptoms.
Work schedule:	8:00am-4:30pm is basic schedule however this position does require managing ward operations at times on alternative shifts. It includes regular scheuled meetings, and work hours periodically with staff on Swing and Night shifts.
Travel requirements:	Work station is Western State Hospital. No other significant travel beyond this agency is anticipated.
Tools and equipment:	No specialized equipment
Other:	

XII. Management Definition

- Formulates statewide policy or directs the work of an agency or agency subdivision
- Administers one or more statewide policies or programs of an agency or agency subdivision
- Manages, administers and controls a local branch office of an agency subdivision, including the physical, financial or personnel resources.
- Has substantial responsibility in personnel administration, legislative relations, public information, or the preparation and administration of budgets.
- Functions above the first level of supervision and exercises authority that is not merely routine or clerical in nature and requires the consistent use of independent judgment.

Explain how the position meets the above definition(s) you checked. Provide examples:

The WPA provides directs, plans, organizes, and administers the operation of the ward therapeutic program and operations. This position is directly accountable to ensure treatment services and the ward operations are in alignment with the hospital’s policies and procedures, as well as state and federal regulations, including CMS Standards.

This position also is accountable for auditing performance measures and outcomes, including key safety and CMS certification compliance measures. This position requires the continual exercise of independent judgment in matters related to ward operations and management of ward personnel and other resources.

The WPA provides administrative supervision for treatment team members, including: (1) Ward Psychiatrist, (1) Ward Psychologist, (2) Ward Social Workers, (3) Ward RN3s, Rehabilitation staff (if assigned to the ward), and (1) Ward Clerk (OA3). The WPA also has approximately fifty (50) staff from the different disciplines that they provide administrative oversight, and non-clinical work direction

covering 3 work shifts, 24 hours a day, seven days a week. This position plays a critical role in maintaining the safety of all staff and patients on that ward. The WPA manages the day-to-day operations, ensuring compliance with hospital policies/procedures, adherence to applicable legal and regulatory body standards, and fulfilment of the hospital's current Systems Improvement Agreement requirements.

Assistant Secretary / Designee Acknowledgement

Approved for review by the WMS Committee.
Comments:

Not approved for review by the WMS Committee.
Indicate reasons:

SUPERVISOR'S SIGNATURE (REQUIRED)	DATE	SUPERVISOR'S PRINTED NAME AND TITLE
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XIII. 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	SUPERVISOR'S PRINTED NAME AND TITLE
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APPOINTING AUTHORITY'S SIGNATURE (REQUIRED)	DATE	APPOINTING AUTHORITY'S PRINTED NAME AND TITLE
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As the incumbent in this position, I have received a copy of this position description.

EMPLOYEE'S SIGNATURE	DATE
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