

STATE OF HAWAII  
DEPARTMENT OF HEALTH  
BEHAVIORAL HEALTH ADMINISTRATION  
ADULT MENTAL HEALTH DIVISION

FUNCTIONAL STATEMENT

Executes statutory responsibilities relating to adult mental health and mental illness set forth under Chapter 334, Hawaii Revised Statutes.

Plans, directs, coordinates, monitors, and evaluates the effectiveness of the State's comprehensive adult mental health system that includes programs, services, activities and facilities aimed at primary and secondary prevention of mental illness and its sequelae and treatment and rehabilitation of those impacted by serious mental illness.

- Designs, develops, manages, and evaluates the state's comprehensive adult mental health system.
- Establishes and approves divisional administrative and operational policies.
- Develops, plans, coordinates, monitors, and evaluates the effectiveness of all aspects of programs, services and activities statewide through use of data driven and evidenced-based best practices.
- Initiates, develops and/or participates in State level planning concerned with adult mental health or mental health related programs and services.
- Oversees the programs and activities of the Division branches and offices.
- Provides for linkages with the other Divisions within the Administration, Department of Health, Federal, State and county agencies and private groups which are concerned with statewide related to adult mental health, and mental illness.
- Directs, coordinates, monitors, and evaluates the effectiveness of the operations of the Department's state run and contracted adult mental health programs, services, and activities.
- Establishes and maintains regular communication between the Division and its network of mental health providers, including providing information on changes and updates to standards, policies, plans, and procedures.
- Establishes linkages with federal, state, county, and other organizations and groups concerned with adult mental health services and planning, including legislative bodies, and inter and intra-departmental programs.
- Serves as liaison with the Departmental planning office, the Legislature, the Department of the Attorney General, and county governments on legal and policy issues related to adult mental health.
- Interfaces and coordinates programmatically with other divisions within the Behavioral Health Administration when responsibilities cross division lines.

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- Ensures that operations and business practices are developed, coordinated, structured and maintained to comply with Federal and State health records, billing and credentialing standards and requirements. Maximizes ongoing and alternative funding sources to provide comprehensive mental health services to eligible adults with serious mental illness.
- Maintains log and updates credentialing and privileging status for Division-related mental health professionals.
- Prepares operating and capital budgets, justifies budgets before reviewing and approving authorities, and exercises control over appropriated funds.
- Develops, controls, and assists organizational segments of the Division to ensure that all systems (data base and operational) are compliant with revenue related rules and regulations.
- Develops internal reports and recommendations for corrective action, when needed.
- Establishes and monitors a system to review and report on the regulatory environment in which the Division operates including legal requirements, the impact of program level initiatives, and recent regulatory compliance findings.
- Develops, initiates, maintains, and revises policies and procedures for the general operation of the Division compliance program and its related activities to prevent illegal, unethical, or improper conduct.
- Establishes and maintains a system and coordinates procedures for compliance complaints and issues.
- Develops, coordinates, and participates in a multifaceted educational and training program for employees that focus on the elements of the Division's compliance program.

**Secretarial Support Services**

- Provides secretarial and clerical support services for the Division.
  - Provides technical consultation to Branch secretaries and supervision to Division level program clerical staff.

**Medical Director's Office**

- Provides medical and psychiatric leadership, consultation, and technical assistance for the Division.
- Collaborates with Branches and Offices of the Division and key external agencies in the planning process and development of state-wide programs and services based on emerging or best practices for clinical and forensic services.
- Researches, coordinates with, and disseminates information to Branches and Offices of the Division regarding latest evidenced-

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based and best practices in behavioral health clinical, medical and forensic services.

- Develops and maintains active positive collaboration, alliances, and effective linkages across the Division, and with other executive departments, mental health services providers, the University of Hawaii's School of Medicine, the Judiciary, and law enforcement agencies, to strengthen integration, coordination and collaboration.
- Participates in the identification and development of departmental legislative initiatives, including preparing legislative briefs and testimonies on bills and providing testimony as requested, and in the development of Hawaii Administrative Rules.
- Participates in and provides input to the activities of Branches and Offices of the Division related to program evaluation, outcome measures, research projects, and developing opportunities for state, federal and community grants.
- Guides and participates in the activities of Branches and Offices of the Division related to the planning, development and implementation of training on clinical and forensic concepts and practices for the Division, Department, and external partners.
- Coordinates and supports psychiatry, psychology and social work training in cooperation with training institutions.

**Central Administrative Services (CAS)**

- Plans, develops, oversees, manages, and coordinates Division budget, fiscal, contract, human resources, and revenue enhancement systems, and other administrative matters.
- Establishes, administers, and executes budget, fiscal, contract, and personnel policies and procedures in compliance with State and departmental directives.
- Develops and prepares the Division's budget in accordance with executive guidelines.
- Plans, administers, executes, and monitors the Division's expenditure plan in compliance with State, Departmental, and Division directives.
- Oversees, manages, and coordinates Division budgeting activities, fiscal, contracting, and personnel systems and other administrative matters.
- Provides technical consultation and assistance to all organizational segments of the Division in the areas of budget, fiscal, contract, personnel, and logistic services.
- Coordinates activities with other Division branches and offices.

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- Provides management analysis assistance, including reorganization planning and implementation, to the Division Chief and Branch staff.
- Conducts ongoing reviews of administrative processes to improve operations throughout the Division.

**Secretarial Support Services**

- Provides secretarial and clerical support services for staff.

**Contracts and Fiscal Staff**

- Coordinates and manages contracting and fiscal procedural operations, including billing, in a unified manner in accordance with departmental, state and federal requirements.
- Reviews Contracts and Fiscal Staff activities for compliance and efficiency.
- Provides guidance and leadership on billing, coding and documentation practices.
- Determines appropriate billing codes to be used in contracts with assistance from business compliance staff.
- Processes contracts.
- Monitors fiscal and contracting processes.
- Monitors day-by-day fiscal actions for conformance to the Division's approved expenditure plan.
- Serves as liaison with other Division and Departmental units.
- Provides technical assistance to other Division units regarding Division-related contract and fiscal matters.
- Reviews and assigns billing rates for inpatient medical claims and non-contracted provider claims.

**Fiscal Section**

- Provides fiscal, including billing, and procurement support services for Division and Branch operations and ensures compliance with state and federal regulations.
- Provides assistance to all organizational segments of the Division in the areas of fiscal and procurement services.
- Prepares and processes all requisitions and purchase orders related to payment of the Division's administrative offices expenditures and contracted services.

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- Maintains and controls accounts of various funds and the special fund account.
- Maintains a central inventory of equipment, facilities, furniture, and supplies for the Division and Branches.
- Participates in the monitoring of Division funded providers for compliance with contractual and grant requirements.
- Develops and implements a claims payment appeals process for providers.

**Contracts Section**

- Develops and implements a system for the evaluation of proposals and the awarding of contracts in compliance with all relevant federal and state laws, administrative rules, and regulations.
- Provides technical assistance to all organizational segments of the Division in the area of contracts including the preparation of Requests for Information (RFIs), Requests for Proposals (RFPs), and Invitations for Bids and the execution of contracts.
- Prepares and administers all Division contracts in collaboration with Planning, Information, Evaluation, and Research Branch (PIER) staff, who are responsible for providing draft scopes, and other staff, as applicable.
- Develops, maintains, and implements a system of tracking and processing of all contracts that is made available to Division staff.
- Maintains current and accurate contract information.
- Assists with provider relationships regarding contract agreements.

**Human Resources Staff**

- Coordinates, guides, and advises Division and Branch administrators and supervisors on human resources issues including hiring, management, supervision, and evaluation of subordinates.
- Provides assistance to all organizational segments of the Division in the area of human resources and personnel.
- Provides staff with timely and accurate information about state benefits and personnel procedures.
- Processes on a centralized basis premium pay sheets and Worker's Compensation claims and reports.

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- Maintains and prepares reports required for various collective bargaining contractors on a timely basis.
- Monitors records of industrial accidents and reports. maintains Occupational Safety and Health Act and Worker's Compensation records.
- Assists the Divisional segments in the resolution of employee relations problems.
- Coordinates and reviews personnel actions (related to, but not limited to, reorganization, position reallocation and description, leave request, recruitment) and advises Division Staff on the appropriate measure so that such personnel actions in the Division are in conformance with the current budget.

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Plans, organizes, directs, coordinates and monitors the activities of all segments of the Performance, Information, Evaluation, and Research (PIER) Branch.

- Oversees planning, evaluation, monitoring, utilization, quality management, and performance improvement activities for the Division.
- Oversees communication, consumer affairs, and training activities for the Division.
- Coordinates activities with the other Branches and Offices of the Division.
- Maintains continuing liaison with the Department of Human Services Med-Quest Division for the ongoing development of mental health programs under Title XIX (Medicaid), including the Medicaid Rehabilitation Option in collaboration with Central Administrative Services (CAS).
- Coordinates the development of Divisional policies and procedures, reviews and updates with other Branches and Offices.
- Provides staff support and technical assistance on communication, planning, program development, service delivery, evaluation, research, and monitoring to the Division Chief.
- Oversees, manages, and coordinates Division grant activities.
- Oversees, manages, and coordinates PIER building/lease related budgeting activities; fiscal, contracting, and personnel systems; and other administrative matters.
- Provides technical consultation and assistance to Branch staff in the areas of routine budget, fiscal, contract, personnel, and logistic services.
- Coordinates administrative activities with other Division branches and offices.

**Secretarial Support Services**

- Provides secretarial and clerical support services for the Branch.

**Performance, Utilization, and Monitoring (PUM) Section**

- Oversees integrated quality management, utilization and monitoring activities for the Division, including performance improvement, contract and clinical monitoring to ensure activities are collaborative and standardized.
- Provides leadership for the Division regarding quality management, utilization, and monitoring, including best practices.

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- Serves as a liaison to other Divisional segments and external partners regarding Division monitoring and performance improvement activities.
- Participates in utilization and monitoring activities of the section.

**Utilization Management (UM) Unit**

- Develops, coordinates, evaluates, and implements the utilization management program consistent with best practices and establishes statewide requirements and procedures for the authorization of Division funded services.
- Conducts reviews of client care to assure an effective and efficient delivery of Division services statewide. Reviews include pre-admission reviews, admission reviews, continued stay reviews, and retrospective reviews.
- Implements eligibility guidelines for those individuals seeking services.
- Assists and screens individuals seeking Division services.
- Participates with Planning, Epidemiology, and Grants (PEG) Section staff to evaluate impact of any changes in eligibility for Division services.
- Develops and implements a service authorization appeals process for providers and consumers.
- Provides technical assistance with Division funded providers seeking authorization for rendered services.

**Monitoring Unit**

- Conducts the monitoring of Division funded providers for compliance with contract requirements related to billing and fiscal matters, in collaboration with clinical and services monitoring completed by Quality Performance Improvement Unit staff; and reports on these activities regularly to the Division executive team.
- Monitors adherence to federal and state rules and regulations regarding billing, reimbursement, and reporting of services in collaboration with performance monitoring conducted by quality performance improvement staff.
- Monitors third-party contract and billing activities for the Community Mental Health Center Branches and Hawaii State Hospital, and reports on these activities to the Division Administrator and/or designate(s).
- Provides coordination, consultation, technical assistance and training to all organizational segments of the Division in areas of

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auditing, business-related monitoring, and revenue recoupment.

- Provides liaison to and collaborates with other segments within the Department, state and federal agencies on health care monitoring issues.
- Provides liaison with insurance companies on the development and maintenance of provider agreements related to contracted business monitoring practices.

**Quality Performance Improvement (QPI) Unit**

- Monitors and coordinates quality and performance improvement activities among contracted providers of services, Hawaii State Hospital and Community Mental Health Centers in collaboration with Community Programs and Monitoring Staff; and reports on these activities regularly to the Division executive team.
- Develops a quality management work plan for assessing and improving the quality of services which includes goals and objectives and the major tasks that will lead to achievement of the goals and objectives.
- Develops program staffing and clinical service standards.
- In collaboration with PEG, monitors clinical service standards, program staffing standards, fidelity to evidence-based practice and best practices, and the quality of services and care provided throughout the Division.
- Works with Communication, Consumer Affairs, and Training Section to monitor needs and plan training related to quality and performance improvement among Division staff.
- Coordinates the monitoring of Division funded providers for compliance with Division contractual requirements, policies, procedures, best practices, and clinical service standards.
- Implements processes to determine eligibility for providers to participate in the Division system of care which includes certification and re-certification of eligible providers.
- Develops, implements, and evaluates a risk management program for the Division. Ensures that the program is current and complies with new statutes, accreditation standards, and current developments in the field of mental health law, Health Insurance Portability and Accountability Act of 1996 (HIPAA) and Occupational Safety and Health Administration (OSHA) as it relates to liability and malpractice issues.
- Participates with the Department of Human Services in the preadmission screening program for seriously mentally ill individuals who are admitted to nursing facilities including the review and determination as to whether the potential resident

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requires the level of services provided by a nursing facility and whether the resident requires specialized mental health services.

**Planning, Epidemiology, and Grants (PEG) Section**

- Develops and maintains comprehensive statewide and county specific (with service area administrators) plans for adult mental health services.
- Develops and maintains working relationships with statutorily mandated bodies, community groups, public and private agencies, and service providers to assist in the development and improvement of a statewide adult mental health system, including service plans, programs, and services.
- Develops and submits grant applications in collaboration with other Division staff.
- Reviews, coordinates, and monitors all federal and other grants received; serves as a central clearinghouse on grants development.
- Collects, prepares, and analyzes epidemiological and statistical data and information required to carry out the functions of the mental health programs and the comprehensive adult mental health system.
- Collaborates with the Department of Health Information Systems Office (HISO) in the development and maintenance of a Division Management Information System to collect and process comprehensive data to carry out the function of the Division.
- Provides the Division Chief, Branch Chiefs, and relevant work groups with the Division and Department with data that have significant implications for changes in programs, services, operations, service delivery systems, or target populations for appropriate action.
- Oversees the development of Divisional policies and procedures, reviews, and updates and maintains Division policies and procedures.
- Researches, presents, and recommends tools, models, and recovery oriented and evidence-based practices for the delivery of services based upon emerging best practices and other recommendations from the United States Department of Health and Human Services, Substance Abuse and Mental Health Services Administration; the National Association of State Mental Health Program Directors; and other policy advocacy organizations.
- Plans and executes translational research studies and analyzes data in collaboration with other Division Branches and Offices and other agencies in order to pilot new programs and services for the Division.

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- Synthesizes data into reports for a variety of internal and external stakeholders, including for planning, evaluation, and mandated reporting purposes.

**Communication, Consumer Affairs, and Training (CCAT) Section**

- Coordinates and organizes input from consumers, families, and other community groups such as advisory boards.
- Organizes, participates and/or coordinates communication with Division and health department staff, consumers, stakeholders, legislators, and public, private, and philanthropic organizations.
- Organizes, participates, and/or coordinates communication with Division service providers which includes maintaining a current provider manual for Division service providers and ensures the dissemination of consistent, updated and uniform information.
- Coordinates the Division's responses to legislative proposals and testimonies for measures scheduled for public hearing and provides legislative coordination services for the Division.
- Voices a consumer's point of view in the planning, developing, managing, and monitoring of services for adults with serious mental illness.
- Provides information and education on consumer rights, and Division and other community services available to them.
- Manages the consumer complaint process which includes resolution of the complaint and collection of data for program monitoring and quality improvement purposes.
- Directs and coordinates a consumer peer specialist training and certification program.
- Serves as a technical resource on consumer issues to Division funded providers.
- Supports services that promote recovery and positive consumer outcomes.
- Collaborates with other Divisional units to provide training logistics support for Division.
- Creates and maintains calendar of internal and external trainings in collaboration with staff from all Divisional units.
- Recommends and plans for internal and external training needs in the Division under guidance of the Division executive team and Administrator.

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- Coordinates and monitors training activities within the Division, between branches and monitors training contracts with other agencies, organizations, and institutions.

**Community Programs (CP) Section**

- Designs and develops tentative scopes for new programs and services or the modification of existing programs and services in collaboration with CAS.
- Ensures that the implementation of community-based services follow contracting and procurement policies and procedures.
- Liaisons to state operated and purchase of service contracted providers for scope of service implementation and maintenance and for ongoing technical assistance.
- Provides consultation to the Division's statewide community-based treatment, housing, case management, and support services.
- Helps the Contracts Section to develop language for interagency agreements and contractual agreements.
- Participates in the monitoring of Division funded providers for compliance with Division contractual requirements, policies, procedures, best practices, and clinical service standards in collaboration with PUM staff; and reports on these activities regularly to the Division executive team.
- Works with PEG and the Medical Director's Office to plan and implement pilot translational and evaluation studies for new or revised contracted services and programs and quality improvement projects.

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Plans, organizes, directs, coordinates, implements and monitors the Oahu Community Mental Health Center Branch's (OCMHCB) programs, services, activities and staff toward achievement of the Adult Mental Health Division's (AMHD) mission, and goals for the City and County of Honolulu to meet the needs of adults 18 years and older who meet the AMHD eligibility criteria, which includes adults with severe and persistent mental illness, including those who have co-occurring substance abuse and those who are court ordered to receive services through the Division. Strives to provide excellence in continuously improving Branch services and to maintain high standards in ethical conduct and professional practices.

- Assures that the Branch's activities are consistent with the mission statement that describes, in broad terms, the Branch's purposes, whom it serves and general areas of service.
- Assures effective and ethical leadership, resourcefulness, and stability for the organization, in order that the Branch achieve its stated mission.
- Establishes Branch policies and procedures consistent with divisional policy, maintenance of high standards of operation and continuous quality improvement in overall Branch operations.
- Plans and implements effective and efficient systems for the delivery of services throughout the Branch and its organizational segments.
- Develops, implements, and monitors goals, objectives, standards of performance, policies and procedures for the Branch to assure quality professional services.
- Develops and implements an information and communication system throughout the Branch and its organizational segments in accordance with the requirements of the Adult Mental Health Division and accrediting bodies.
- Establishes priorities for mental health services and special projects based on community needs, in collaboration with the Division.
- Establishes and maintains positive public relations between the Branch and community.
- Obtains input from persons served and those in the community concerned with mental health and related programs and services.
- Plans and directs the preparation of the Branch's budget request. Monitors the Branch's expenditures and personnel actions to insure they are kept within the Branch's authorized fiscal and manpower ceiling.
- Administers, reviews, and approves personnel and fiscal actions of the Branch and its organizational segments.
- Responsible for the development, delivery and coordination of services in the county. Collaborates with the county service area board in the development of comprehensive integrated service area plans and budgets to address the service area needs, identification of needs in the county to prevent and treat mental disorders and co-occurring mental illness and

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substance abuse disorders, and provides advice, guidance, and recommendations to the State Council on Mental Health.

- Provides secretarial support to the Branch.

ADMINISTRATIVE AND SUPPORT SERVICES OFFICE

Prepares and monitors all fiscal and personnel actions, oversees and maintains the physical facilities, vehicles, and equipment, and establishes and maintains a data and billing system for services provided by the Branch.

- Plans, coordinates and prepares the Branch's budget request, which reflects and anticipates the Branch's needs and resources for realizing its goals. Monitors the Branch's expenditures and personnel actions to insure they are kept within the Branch's authorized fiscal and manpower ceiling.
- Initiates, coordinates, monitors and maintains all fiscal and personnel actions within the Branch.
- Arranges for the purchase and maintenance of vehicles, equipment, materials and supplies for the Branch and assumes responsibility for inventory control.
- Monitors and maintains the Branch's physical facilities in accordance with federal, state, and local statutes and regulations. Develops safety and disaster response programs. Conducts and documents regular disaster and emergency drills.
- Develops, implements and updates a standardized system for billing and collection of payment fees and third-party reimbursement for services. Establishes and executes a system of charges for services including billings, collections, controls of accounts receivable and recommended write-offs in accordance with Division policies.
- Provides clerical support to assigned Branch programs.

QUALITY MANAGEMENT OFFICE

Coordinates the development, implementation, and administration of a Branch-wide, structured system for continuous quality improvement processes to meet the needs of persons served. Ensures that all licensure, accreditation and certification requirements are met, and obtains input from persons served and community groups.

- Develops, implements, coordinates and oversees a process for obtaining and maintaining national accreditation for the Branch's services and programs.
- Develops, implements, coordinates and oversees continuous quality improvement (CQI) processes which include obtaining input from persons served and those in the community concerned with mental health services and their related programs, and integrating this data and information as part of the program evaluation guiding the continuous improvement of services delivered throughout the Branch.

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- Complies with the Division-wide program evaluation system which includes evaluating pre-established goals against the outcomes of services provided to persons served. Provides ongoing monitoring, evaluation and improvement of the Branch's programs and services by collecting and analyzing data, monitoring treatment effectiveness and satisfaction of persons served, and integrating the findings into the Branch's operations. Provides reports to the Division as required.
- Reviews screening, admission, active cases and discharges for quality, cost effectiveness, and the appropriateness of service/treatment provided.
- Develops, implements and evaluates a risk prevention program. Evaluates the risk prevention and management plan to ensure that it is current, complies with new statutes, accreditation standards, and current developments in the field of mental health law and the Health Insurance Portability and Accountability ACT (HIPAA) as it relates to liability and malpractice issues.
- Receives, logs, and maintains Sentinel Event and Incident reports and information and prepares appropriate statistical data, analyses, and reports from gathered information for the purpose of safety for persons served and performance improvement.
- Maintains, evaluates and amends a system to deal with grievances, HIPAA complaints and appeals concerning the rights of the person served in a timely manner.
- Coordinates and facilitates risk prevention and corrective activities Branch-wide. Includes identifying areas of potential health and safety risk and infection control for persons served and staff and facilitating preventative or corrective activities which are in compliance with regulatory and accreditation standards.
- Develops and monitors a uniform system of clinical record keeping.
- Establishes and coordinates a system for distribution of the findings of quality management activities to Branch segments and to Division. Insures that changes made within the Branch are incorporated into policies and procedures to assure continuity, eliminate duplication of effort and increase compliance.
- Oversees the system for developing policies and procedures for the Branch and provides a system to make the policies and procedures available to all staff.
- Assesses the objectives, scope, and effectiveness of the quality management effort. Recommends improvements for system advancement.
- Provides information and training to persons served, staff and others about the rights of the mentally ill.
- Identifies staff training and educational needs. Plans or coordinates appropriate training programs. Maintains records of staff training profiles.

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- Develops and implements a system for obtaining and keeping current documentation of professional credentials for all clinical staff and other licenses required from staff.
- Maintains the Branch's library of psychiatric and allied reference books and publications. Maintains current copies of Branch and Divisional policies and procedures, Hawaii Revised Statutes, and related administrative rules.

MEDICAL DIRECTOR'S OFFICE

Provides medical/clinical oversight to program development and direct services provisions for the Branch, and provides medical/clinical consultative services to outpatient and inpatient programs.

- Participates on Division Committees relating to medical/clinical oversight including the development of Division-wide standards of evaluation, treatment and care, health-care related administrative policies, and the establishment and review of standards of qualifications for AMHD service physicians.
- Participates in the Branch's strategic planning efforts.
- Participates in the development of policies and procedures pertinent to the medical/clinical services provided by the Branch.
- Participates in the development of policies and procedures pertinent to nursing practice and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of nursing services.
- Participates in the development of performance measures and evidence-based outcomes to be incorporated in the Branch's Quality Management Plan.
- Provides consultation regarding accreditation preparation and, as necessary, development of corrective action plans for accreditation maintenance.
- Provides clinical oversight which includes patient protection activities, quality management review processes and performance improvement activities and decisions.
- Participates in the review of research proposals and pilot projects proposed for the Branch.
- Serves as liaison to the medical community including the University of Hawaii Medical School and professional medical associations.
- Participates in the development of continuing education and training for the staff.
- Oversees the maintenance of uniform medical by-laws as set by the Division.

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- Provides direct medical/clinical and consultative outpatient services to persons served at assigned programs.
- Provides psychiatric nursing services and consultation to assigned programs.

FORENSIC SERVICES SECTION

Provides coordination and consultation regarding court related aspects of treatment and follow up for persons served, within the Branch and AMHD contracted community based provider network, who are involved with the criminal justice system and oversees the Jail Diversion Program for the county.

- Ensures that the provision of services for persons served involved with the criminal justice system is in accord with current Division and Branch policies and professional standards.
- Provides consultation to treatment teams on issues regarding risk assessment, risk management, and risk reduction to ensure that forensically encumbered persons served adhere to court-ordered conditions and maintain tenure in the community.
- Directs the forensic treatment provided by the Treatment Services Sections to forensically encumbered persons served.
- Develops and implements a conditional release treatment track for all persons served on conditional release, and conditional release support and transition programming to facilitate the individual's discharge from conditional release.
- Provides training on risk assessment, common court pathways, fitness restoration, alternatives for mentally ill defendants and other forensic related areas.
- Develops and maintains collaborative relationships with other agencies including the Judiciary, Correctional Facilities, Public Defender's Office, Prosecutor's Office and hospitals serving forensically encumbered individuals served by the Branch.
- Provides clinical consultation and technical assistance to the courts on issues involving mental illness and mental health.
- Ensures the development and implementation of effective, efficient and responsive evidence-based forensic related services for persons served involved with the criminal justice system which may include fitness restoration programming and conditional release transition programming.
- Develops and maintains a tracking system for persons served on conditional release for the purpose of monitoring and oversight.
- Oversees the post-booking jail diversion program which diverts eligible individuals from the jails and/or hospitals to appropriate community treatment programs by providing time limited mental health and substance abuse treatment services for persons with severe and persistent mental illness with or without a substance abuse disorder who have been

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arrested for non-violent crimes, prior to their arraignment. Explores the development of a pre-booking jail diversion program.

- Provides sanity panel examinations and reports ordered by the Judiciary and assigned by the Division for the purpose of assisting the courts in their determination of a defendant's sanity, penal responsibility and risk level for placement during the course of penal proceedings.
- Implements, manages and provides administrative and clinical oversight of the Fitness Restoration Program in collaboration with the assigned Treatment Services Sections and Rehabilitation Services Sections who are responsible for treatment and programming, which provides an alternative to hospitalization for persons served who can be safely restored to fitness in the community, thereby facilitating the resolution of the individual's legal status.
- Coordinates, manages and provides administrative and clinical oversight of the Conditional Release Transition Program in collaboration with the assigned Treatment Services Sections and Rehabilitation Services Sections who are responsible for treatment. Provides 24 hour services to persons served who have been acquitted of a crime due to mental impairment and granted a conditional release to return to the community, facilitates discharges from the Hawaii State Hospital and reduces revocation of the individual's conditional release by providing a multidisciplinary approach to integrated treatment in a safe setting.
- Participates in the development of policies and procedures pertinent to forensic services and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of services.
- Provides secretarial support to the Section.

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SERVICES SECTION, WAIPAHO REHABILITATION SERVICES SECTION,  
MAKAHA REHABILITATION SERVICES SECTION**

Provides a range of rehabilitation services to adults with severe and persistent mental illness utilizing the clubhouse model pioneered by Fountain House as the primary mode of service provision. Provides services designed to foster and support optimal levels of independent functioning and community integration by a team which will assume overall responsibility for the operation and functioning of the clubhouse. Forms an essential partnership between staff and persons served who are referred to as members for the organization and implementation of rehabilitative tasks and responsibilities. Provides additional services through targeted psychosocial rehabilitation approaches that will individually facilitate recovery.

- Assesses the rehabilitation needs of each member. Develops a comprehensive rehabilitation plan which specifies measurable goals and objectives consistent with member's needs and preferences.
- Monitors and evaluates rehabilitation plans to determine participation, progress and outcomes achieved, especially as related to successful community reintegration.

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- Provides in vivo education, training, skill building, problem solving and other activities to enhance personal functioning.
- Ensures a structured and therapeutic environment with strong, supportive work-mediated relationships that foster mutual respect. Empowers members through inclusion in decision making and shared participation in tasks and responsibilities of the clubhouse.
- Implements a work-ordered day within the clubhouse to maintain structured, five-day-per-week, opportunities to engage the members in meaningful contributions towards the functioning of the clubhouse.
- Ensures that in addition to workday clubhouse activities, each clubhouse operates evening, weekend, and holiday programs that provide, but are not limited to organized, diverse member-driven social and recreational opportunities.
- Develops and maintains clubhouse linked employment programs which offer a wide range of paid work opportunities for members utilizing International Center for Clubhouse Development (ICCD) employment standards to measure outcomes and includes a clubhouse Transitional Employment Program which generates job training and placements in a variety of external work settings and a Supported Employment Program which works with employers to create jobs for the members in the community to facilitate competitive paid employment in integrated work settings and provides needed supports to assist the member in maintaining employment.
- Develops and maintains a Supportive Educational Program to assist members with their academic goals and completion of academic degrees.
- Provides discharge planning, outreach, and follow-up services for members exiting or lapsed from clubhouse participation and attendance.
- Implements and maintains quality improvement procedures fulfilling requirements established by the International Center for Clubhouse Development to ensure successful ICCD certification of the Clubhouses, and related accreditation/certification requirements for the Psychosocial Rehabilitation Program as identified by the Adult Mental Health Division or the Branch.
- Develops training and in-service opportunities to ensure standard-based programming, fidelity to evidence-based practices and continuing education for staff and members.
- Participates in the development of policies and procedures pertinent to rehabilitation services.
- Provides consultation, education, and advocacy to the community on mental health issues.

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WEST HONOLULU TREATMENT SERVICES SECTION, EAST HONOLULU  
TREATMENT SERVICES SECTION, CENTRAL/LEeward OAHU  
TREATMENT SERVICES SECTION, WINDWARD TREATMENT SERVICES  
SECTION

Provides community-based mental health treatment and case management services, utilizing a multidisciplinary framework which includes the clinical disciplines of Psychiatry, Psychology, Social Work, Nursing and allied mental health professionals to meet the needs of the eligible population of persons with mental health disorders, as defined by the Division. Assists the persons served in understanding and managing his/her mental and/or co-occurring substance abuse disorder and ensures that the clinical services provided meet local and national standards and requirements.

- Follows screening, eligibility determination, intake and admission procedures for persons applying or referred for services.
- Provides comprehensive assessments and evaluations, including diagnostic assessment, level of functioning, psychological, psychosocial, nursing, and medical/dental, for each individual who is admitted for services.
- Develops, reviews and monitors treatment plans which empowers the person served to reach his/her recovery goals. Insures that treatment plans are individualized, appropriate to the needs of the person served, contain measurable, observable goals and objectives that incorporate the unique strengths, abilities, needs and preferences of the individual and identify specific biological, psychological and social treatment services to be provided, including linkage to other providers and resources.
- Provides treatment including medication assessment, prescription, monitoring, nursing services and individual, group and/or family therapy.
- Provides dual diagnosis substance abuse services (mental illness/substance abuse or MI/SA services) which are recovery oriented utilizing best practice/evidence based practice principles as identified by the Division, which includes individual and group therapy and education about management of a substance use disorder including relapse prevention and recovery strategies. Integrates treatment in the continuous work of all team members in contact with the person served.
- Provides immediate assessment and appropriate care to persons or families in mental health crisis situations.
- Provides case management functions which include assertive outreach, linkage, monitoring, and advocacy, and nurse case management for persons served with medical co-morbidity.
- Provides psycho-educational modules, other skill training, and support groups for the persons served, their families and significant others.
- Provides peer support services utilizing peers to serve as a role model and recovery agent to provide information and support for persons served in emergency, community, and/or inpatient settings.

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- Collaborates with the Forensic Services Section on all individuals admitted to the Section with forensic involvement. Offers specific programming modules or group activities addressing the unique needs of these individuals, to all persons served with forensic encumbrances.
- Collaborates with community agencies, hospitals and other providers to facilitate continuity of care for persons served.
- Participates, coordinates, and provides services to persons served following their discharge from in-patient psychiatric or correctional facilities.
- Encourages persons served and their families to participate in treatment decisions including discharge planning, Arranges follow-up and linkages for discharged individuals.
- Obtains all necessary authorizations in accordance with Division policies, procedures and directives for assigned case management services and for other services as required by 3<sup>rd</sup> party payers.
- Participates in the development of policies and procedures pertinent to the Section and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of services.
- Provides consultation, education, and advocacy to the community on mental health issues.

Clerical Support Services

Provides secretarial and clerical support to the Section and assigned Units.

WAHIAWA UNIT AND MAKAHA UNIT

Provides community-based mental health treatment and case management services, utilizing a multidisciplinary framework to meet the needs of the eligible population of persons with mental health disorders, to a defined geographical area served by Central/Leeward Oahu Treatment Services Section to assist the person served in understanding and managing his/her mental and/or co-occurring substance abuse disorder.

- Follows screening, eligibility determination, intake and admission procedures for persons applying or referred for services.
- Provides comprehensive assessments and evaluations, including diagnostic assessment, level of functioning, psychological, psychosocial, nursing, and medical/dental, for each individual who is admitted for services.
- Develops, reviews and monitors individualized treatment plans which empower the person served to reach his/her recovery goals. Insures that treatment plans are individualized, appropriate to the needs of the persons served, contain measurable, observable goals and objectives that incorporate the unique strengths, abilities, needs and preferences of the individual and identify specific biological, psychological and social

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treatment services to be provided, including linkage to other providers and resources.

- Provides treatment including medication assessment, prescription, monitoring; nursing services and individual, group and/or family therapy.
- Provides dual diagnosis substance abuse services (mental illness/substance abuse or MI/SA services) which are recovery oriented utilizing best practice/evidence based practice principles as identified by the Division, which includes individual and group therapy and education about management of a substance use disorder including relapse prevention and recovery strategies. Integrates treatment in the continuous work of all team members in contact with the person served.
- Provides immediate assessment and appropriate care to persons or families in mental health crisis situations.
- Provides case management functions which include assertive outreach, linkage, monitoring, and advocacy, and nurse case management for persons served with medical co-morbidity.
- Provides psycho-educational modules, other skill training, and support groups for the person served, their families and significant others.
- Provides peer support services utilizing peers to serve as a role model and recovery agent to provide information and support for persons served in emergency, community, and/or inpatient settings.
- Collaborates with the Forensic Services Section on all individuals admitted to the Unit with forensic involvement. Offers specific programming modules or group activities addressing the unique needs of these individuals, to all persons served with forensic encumbrances.
- Collaborates with community agencies, hospitals and other providers to facilitate continuity of care for persons served.
- Participates, coordinates, and provides services to persons served following their discharge from in-patient psychiatric or correctional facilities.
- Encourages persons served and their families to participate in treatment decisions including discharge planning, Arranges follow-up and linkages for discharged individuals.
- Obtains all necessary authorizations in accordance with Division policies, procedures and directives for assigned case management services and for other services as required by 3<sup>rd</sup> party payers.
- Provides consultation, education, and advocacy to the community on mental health issues.

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Plans, organizes, directs, coordinates, implements and monitors the Hawaii County Community Mental Health Center Branch's (HCCMHCB) programs, services, activities and staff toward achievement of the Adult Mental Health Division's (AMHD) mission, and goals for Hawaii County to meet the needs of adults 18 years and older who meet the AMHD eligibility criteria, which includes adults with severe and persistent mental illness, including those who have co-occurring substance abuse and those who are court ordered to receive services through the Division. Strives to provide excellence in continuously improving Branch services and to maintain high standards in ethical conduct and professional practices.

- Assures that the Branch's activities are consistent with the mission statement that describes, in broad terms, the Branch's purposes, who it serves and general areas of service.
- Assures effective and ethical leadership, resourcefulness, and stability for the organization, in order that the Branch achieves its stated mission.
- Establishes Branch policies and procedures consistent with divisional policy, maintenance of high standards of operation and continuous quality improvement in overall Branch operations.
- Plans and implements effective and efficient systems for the delivery of services throughout the Branch and its organizational segments.
- Develops, implements, and monitors goals, objectives, standards of performance, policies and procedures for the Branch to assure quality professional services.
- Develops and implements an information and communication system throughout the Branch and its organizational segments in accordance with the requirements of the Adult Mental Health Division and accrediting bodies.
- Establishes priorities for mental health services and special projects based on community needs, in collaboration with the Division.
- Establishes and maintains positive public relations between the Branch and community.
- Obtains input from persons served and those in the community concerned with mental health and related programs and services.
- Plans and directs the preparation of the Branch's budget request. Monitors the Branch's expenditures and personnel actions to insure they are kept within the Branch's authorized fiscal and manpower ceiling.
- Administers, reviews, and approves personnel and fiscal actions of the Branch and its organizational segments.
- Responsible for the development, delivery and coordination of services in the county. Collaborates with the county service area board in the development of comprehensive integrated service area plans and budgets to address the service area needs, identification of needs in the county to prevent and treat mental disorders and co-occurring mental illness and

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substance abuse disorders, and provides advice, guidance, and recommendations to the State Council on Mental Health.

- Provides secretarial services to the Branch.

**ADMINISTRATIVE AND SUPPORT SERVICES OFFICE**

Prepares and monitors all fiscal and personnel actions, oversees and maintains the physical facilities, vehicles, and equipment, and establishes and maintains a data and billing system for services provided by the Branch.

- Plans, coordinates and prepares the Branch's budget request, which reflects and anticipates the Branch's needs and resources for realizing its goals. Monitors the Branch's expenditures and personnel actions to insure they are kept within the Branch's authorized fiscal and manpower ceiling.
- Initiates, coordinates, monitors and maintains all fiscal and personnel actions within the Branch.
- Arranges for the purchase and maintenance of vehicles, equipment, materials and supplies for the Branch and assumes responsibility for inventory control.
- Monitors and maintains the Branch's physical facilities in accordance with federal, state, and local statutes and regulations. Develops safety and disaster response programs. Conducts and documents regular disaster and emergency drills.
- Develops, implements and updates a standardized system for billing and collection of payment fees and third-party reimbursement for services. Establishes and executes a system of charges for services including billings, collections, control of accounts receivable and recommended write-offs in accordance with Division policies.
- Provides clerical support to assigned Branch programs.

**QUALITY MANAGEMENT OFFICE**

Coordinates the development, implementation, and administration of a Branch-wide, structured system for continuous quality improvement processes to meet the needs of persons served. Ensures that all licensure, accreditation and certification requirements are met, and obtains input from persons served and community groups.

- Develops, implements, coordinates and oversees a process for obtaining and maintaining national accreditation for the Branch's services and programs.
- Develops, implements, coordinates and oversees continuous quality improvement (CQI) processes which include obtaining input from persons served and those in the community concerned with mental health services and their related programs, and integrating this data and information as part of the program evaluation guiding the continuous improvement of services delivered throughout the Branch.

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- Complies with the Division-wide program evaluation system which includes evaluating pre-established goals against the outcomes of services provided to persons served. Provides ongoing monitoring, evaluation and improvement of the Branch's programs and services by collecting and analyzing data, monitoring treatment effectiveness and satisfaction of persons served, and integrating the findings into the Branch's operations. Provides reports to the Division as required.
- Reviews screening, admission, active cases and discharges for quality, cost effectiveness, and the appropriateness of service/treatment provided.
- Develops, implements and evaluates a risk prevention program. Evaluates the risk prevention and management plan to ensure that it is current, complies with new statutes, accreditation standards, and current developments in the field of mental health law and the Health Insurance Portability and Accountability ACT (HIPAA) as it relates to liability and malpractice issues.
- Receives, logs, and maintains Sentinel Event and Incident reports and information and prepares appropriate statistical data, analyses, and reports from gathered information for the purpose of consumer safety and performance improvement.
- Maintains, evaluates and amends a system to deal with grievances, HIPAA complaints and appeals concerning the rights of the person served in a timely manner.
- Coordinates and facilitates risk prevention and corrective activities Branch-wide. Includes identifying areas of potential health and safety risk and infection control for persons served and staff and facilitating preventative or corrective activities which are in compliance with regulatory and accreditation standards.
- Develops and monitors a uniform system of clinical record keeping.
- Establishes and coordinates a system for distribution of the findings of quality management activities to Branch segments and to Division. Insures that changes made within the Branch are incorporated into policies and procedures to assure continuity, eliminate duplication of effort and increase compliance.
- Oversees the system for developing policies and procedures for the Branch and provides a system to make the policies and procedures available to all staff.
- Assesses the objectives, scope, and effectiveness of the quality management effort. Recommends improvements for system advancement.
- Provides information and training to persons served, staff and others about the rights of the mentally ill.
- Identifies staff training and educational needs. Plans or coordinates appropriate training programs. Maintains records of staff training profiles.

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- Develops and implements a system for obtaining and keeping current documentation of professional credentials for all clinical staff and other licenses required from staff.
- Maintains the Branch's library of psychiatric and allied reference books and publications. Maintains current copies of Branch and Divisional policies and procedures, Hawaii Revised Statutes, and related administrative rules.

MEDICAL DIRECTOR'S OFFICE

Provides medical/clinical oversight to program development and direct services provisions for the Branch, and provides medical/clinical consultative services to outpatient and inpatient programs.

- Participates on Division Committees relating to medical/clinical oversight including the development of Division-wide standards of evaluation, treatment and care, health-care related administrative policies, and the establishment and review of standards of qualifications for AMHD service physicians.
- Participates in the Branch's strategic planning efforts.
- Participates in the development of policies and procedures pertinent to the medical/clinical services provided by the Branch.
- Participates in the development of performance measures and evidence-based outcomes to be incorporated in the Branch's Quality Management Plan.
- Provides consultation regarding accreditation preparation and, as necessary, development of corrective action plans for accreditation maintenance.
- Provides clinical oversight which includes patient protection activities, quality management review processes and performance improvement activities and decisions.
- Participates in the review of research proposals and pilot projects proposed for the Branch.
- Serves as liaison to the medical community including the University of Hawaii Medical School and professional medical associations.
- Participates in the development of continuing education and training for the staff.
- Oversees the maintenance of uniform medical by-laws as set by the Division.
- Provides direct medical/clinical and consultative outpatient services to persons served at assigned programs

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- Provides psychiatric clinical services to inpatients at assigned Hawaii Health System Corporation Community hospitals and technical consultation on the management and operation of the psychiatric inpatient unit and training to staff assigned to the unit as needed.

**FORENSIC SERVICES SECTION**

Provides coordination and consultation regarding court related aspects of treatment and follow up for persons served, within the Branch and AMHD contracted community based provider network, who are involved with the criminal justice system and oversees the Jail Diversion Program for the county.

- Ensures that the provision of services for persons served involved with the criminal justice system is in accord with current Division and Branch policies and professional standards.
- Provides consultation to treatment teams on issues regarding risk assessment, risk management, and risk reduction to ensure that forensically encumbered persons served adhere to court-ordered conditions and maintain tenure in the community.
- Directs the forensic treatment provided by the East and West Hawaii Mental Health Clinic Sections to forensically encumbered persons served.
- Develops and implements a conditional release treatment track for all persons served on conditional release, and conditional release support and transition programming to facilitate the individual's discharge from conditional release.
- Provides training on risk assessment, common court pathways, fitness restoration, alternatives for mentally ill defendants and other forensic related areas.
- Develops and maintains collaborative relationships with other agencies including the Judiciary, Correctional Facilities, Public Defender's Office, Prosecutor's Office and hospitals serving forensically encumbered individuals served by the Branch.
- Provides clinical consultation and technical assistance to the courts on issues involving mental illness and mental health.
- Ensures the development and implementation of effective, efficient and responsive evidence-based forensic related services for persons served involved with the criminal justice system which may include fitness restoration programming and conditional release transition programming.
- Develops and maintains a tracking system for persons served on conditional release for the purpose of monitoring and oversight.
- Oversees the post-booking jail diversion program which diverts eligible individuals from the jails and/or hospitals to appropriate community treatment programs by providing time limited mental health and substance abuse treatment services for persons with severe and persistent mental illness with or without a substance abuse disorder who have been arrested for non-violent crimes, prior to their arraignment. Explores the development of a pre-booking jail diversion program.

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- Provides sanity panel examinations and reports ordered by the Judiciary and assigned by the Division for the purpose of assisting the courts in their determination of a defendant's sanity, penal responsibility and risk level for placement during the course of penal proceedings.
- Participates in the development of policies and procedures pertinent to forensic services and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of services.
- Provides secretarial services to the Section.

**EAST HAWAII REHABILITATION SERVICES SECTION AND WEST HAWAII REHABILITATION SERVICES SECTION**

Provides a range of rehabilitation services to adults with severe and persistent mental illness utilizing the clubhouse model pioneered by Fountain House as the primary mode of service provision. Provides services designed to foster and support optimal levels of independent functioning and community integration by a team which will assume overall responsibility for the operation and functioning of the clubhouse. Forms an essential partnership between staff and persons served who are referred to as members for the organization and implementation of rehabilitative tasks and responsibilities. Provides additional services through targeted psychosocial rehabilitation approaches that will individually facilitate recovery.

- Assesses the rehabilitation needs of each member. Develops a comprehensive rehabilitation plan which specifies measurable goals and objectives consistent with member's needs and preferences.
- Monitors and evaluates rehabilitation plans to determine participation, progress and outcomes achieved, especially as related to successful community reintegration.
- Provides in vivo education, training, skill building, problem solving and other activities to enhance personal functioning.
- Ensures a structured and therapeutic environment with strong, supportive work-mediated relationships that foster mutual respect. Empowers members through inclusion in decision making and shared participation in tasks and responsibilities of the clubhouse.
- Implements a work-ordered day within the clubhouse to maintain structured, five-day-per-week, opportunities to engage the members in meaningful contributions towards the functioning of the clubhouse.
- Ensures that in addition to workday clubhouse activities, each clubhouse operates evening, weekend, and holiday programs that provide, but are not limited to organized, diverse member-driven social and recreational opportunities.
- Develops and maintains clubhouse linked employment programs that offer a wide range of paid work opportunities for members utilizing International Center for Clubhouse Development (ICCD) employment standards to measure outcomes and includes a clubhouse Transitional Employment

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Program which generates job training and placements in a variety of external work settings and a Supported Employment Program which works with employers to create jobs for the members in the community to facilitate competitive paid employment in integrated work settings, and provides needed supports to assist the member in maintaining employment.

- Develops and maintains a Supportive Educational Program to assist members with their academic goals and completion of academic degrees.
- Provides discharge planning, outreach, and follow-up services for members exiting or lapsed from clubhouse participation and attendance.
- Implements and maintains quality improvement procedures fulfilling requirements established by the International Center for Clubhouse Development to ensure successful ICCD certification of the Clubhouses, and related accreditation/certification requirements for the Psychosocial Rehabilitation Program as identified by the Adult Mental Health Division or the Branch.
- Develops training and in-service opportunities to ensure standard-based programming, fidelity to evidence-based practices and continuing education for staff and members.
- Participates in the development of policies and procedures pertinent to rehabilitation services.
- Provides consultation, education, and advocacy to the community on mental health issues.

EAST HAWAII MENTAL HEALTH CLINIC SECTION AND WEST HAWAII MENTAL HEALTH CLINIC SECTION

Provides community-based mental health treatment and case management services, utilizing a multidisciplinary framework which includes the clinical disciplines of Psychiatry, Psychology, Social Work, Nursing and allied mental health professions to meet the needs of the eligible population of persons with mental health disorders, as defined by the Division. Assists the person served in understanding and managing his/her mental and/or co-occurring substance abuse disorder and ensures that the clinical services provided meet local and national standards and requirements.

- Follows screening, eligibility determination, intake and admission procedures for persons applying or referred for services.
- Provides comprehensive assessments and evaluations, including diagnostic assessment, level of functioning, psychological, psychosocial, nursing, and medical/dental, for each individual who is admitted for services.
- Develops, reviews and monitors individualized treatment plans which empowers the person served to reach his/her recovery goals. Insures that treatment plans are individualized, appropriate to the needs of the person served, contain measurable, observable goals and objectives that incorporate the unique strengths, abilities, needs and preferences of the individual and identify specific biological, psychological and social

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treatment services to be provided, including linkage to other providers and resources.

- Provides treatment including medication assessment, prescription, monitoring; nursing services and individual, group and/or family therapy.
- Provides dual diagnosis substance abuse services (mental illness/substance abuse or MI/SA services) which are recovery oriented utilizing best practice/evidence based practice principles as identified by the Division, which includes individual and group therapy and education about management of a substance use disorder including relapse prevention and recovery strategies. Integrates treatment in the continuous work of all team members in contact with the person served.
- Provides immediate assessment and appropriate care to persons or families in mental health crisis situations.
- Provides case management functions which include assertive outreach, linkage, monitoring, and advocacy, and nurse case management for persons served with medical co-morbidity.
- Provides psycho-educational modules, other skill training, and support groups for the person served, their families and significant others.
- Provides peer support services utilizing peers to serve as a role model and recovery agent to provide information and support for persons served in emergency, community, and/or inpatient settings.
- Collaborates with the Forensic Services Section on all individuals admitted to the Section with forensic involvement. Offers specific programming modules or group activities addressing the unique needs of these individuals to all persons served with forensic encumbrances.
- Collaborates with community agencies, hospitals and other providers to facilitate continuity of care for persons served.
- Participates, coordinates, and provides services to persons served following their discharge from in-patient psychiatric or correctional facilities.
- Encourages persons served and their families to participate in treatment decisions including discharge planning, Arranges follow-up and linkages for discharged individuals.
- Obtains all necessary authorizations in accordance with Division policies, procedures and directives for assigned case management services and for other services as required by 3<sup>rd</sup> party payers.
- Participates in the development of policies and procedures pertinent to the Section and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of services.

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- Provides consultation, education, and advocacy to the community on mental health issues.

Clerical Support Services

Provides secretarial and clerical support to the Section.

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Plans, organizes, directs, coordinates, implements and monitors the Maui Community Mental Health Center Branch's (MCMHCB) programs, services, activities and staff toward achievement of the Adult Mental Health Division's (AMHD) mission, and goals for Maui County to meet the needs of adults 18 years and older who meet the AMHD eligibility criteria, which includes adults with severe and persistent mental illness, including those who have co-occurring substance abuse and those who are court ordered to receive services through the Division. Strives to provide excellence in continuously improving Branch services and to maintain high standards in ethical conduct and professional practices.

- Assures that the Branch's activities are consistent with the mission statement that describes, in broad terms, the Branch's purposes, whom it serves and general areas of service.
- Assures effective and ethical leadership, resourcefulness, and stability for the organization, in order that the Branch achieve its stated mission.
- Establishes Branch policies and procedures consistent with divisional policy, maintenance of high standards of operation and continuous quality improvement in overall Branch operations.
- Plans and implements effective and efficient systems for the delivery of services throughout the Branch and its organizational segments.
- Develops, implements, and monitors goals, objectives, standards of performance, policies and procedures for the Branch to assure quality professional services.
- Develops and implements an information and communication system throughout the Branch and its organizational segments in accordance with the requirements of the Adult Mental Health Division and accrediting bodies.
- Establishes priorities for mental health services and special projects based on community needs, in collaboration with the Division.
- Establishes and maintains positive public relations between the Branch and community.
- Obtains input from persons served and those in the community concerned with mental health and related programs and services.
- Plans and directs the preparation of the Branch's budget request. Monitors the Branch's expenditures and personnel actions to insure they are kept within the Branch's authorized fiscal and manpower ceiling.
- Administers, reviews, and approves personnel and fiscal actions of the Branch and its organizational segments.
- Responsible for the development, delivery and coordination of services in the county. Collaborates with the county service area board in the development of comprehensive integrated service area plans and budgets to address the service area needs, identification of needs in the county to prevent and treat mental disorders and co-occurring mental illness and

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substance abuse disorders, and provides advice, guidance, and recommendations to the State Council on Mental Health.

- Utilizes clinically licensed staff (Clinical Psychologist, Licensed Clinical Social Workers, Licensed Mental Health Counselors, Licensed Marriage and Family Therapist) and certified substance abuse staff to provide assessments including eligibility determinations, individual, group and family therapy to persons served by the Branch and within their scope of practice the staff shall also provide clinical oversight and consultation to non-licensed staff serving the individual.
- Provides secretarial services to the Branch.

**ADMINISTRATIVE AND SUPPORT SERVICES OFFICE**

Prepares and monitors all fiscal and personnel actions, oversees and maintains the physical facilities, vehicles, and equipment, and establishes and maintains a data and billing system for services provided by the Branch.

- Plans, coordinates and prepares the Branch's budget request, which reflects and anticipates the Branch's needs and resources for realizing its goals. Monitors the Branch's expenditures and personnel actions to insure they are kept within the Branch's authorized fiscal and manpower ceiling.
- Initiates, coordinates, monitors and maintains all fiscal and personnel actions within the Branch.
- Arranges for the purchase and maintenance of vehicles, equipment, materials and supplies for the Branch and assumes responsibility for inventory control.
- Monitors and maintains the Branch's physical facilities in accordance with federal, state, and local statutes and regulations. Develops safety and disaster response programs. Conducts and documents regular disaster and emergency drills.
- Develops, implements and updates a standardized system for billing and collection of payment fees and third-party reimbursement for services. Establishes and executes a system of charges for services including billings, collections, controls of accounts receivable and recommended write-offs in accordance with Division policies.
- Provides clerical support to assigned Branch programs.

**QUALITY MANAGEMENT OFFICE**

Coordinates the development, implementation, and administration of a Branch-wide, structured system for continuous quality improvement processes to meet the needs of persons served. Ensures that all licensure, accreditation and certification requirements are met, and obtains input from persons served and community groups.

- Develops, implements, coordinates and oversees a process for obtaining and maintaining national accreditation for the Branch's services and programs.

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- Develops, implements, coordinates and oversees continuous quality improvement (CQI) processes which include obtaining input from persons served and those in the community concerned with mental health services and their related programs, and integrating this data and information as part of the program evaluation guiding the continuous improvement of services delivered throughout the Branch.
- Complies with the Division-wide program evaluation system which includes evaluating pre-established goals against the outcomes of services provided to persons served. Provides ongoing monitoring, evaluation and improvement of the Branch's programs and services by collecting and analyzing data, monitoring treatment effectiveness and satisfaction of persons served, and integrating the findings into the Branch's operations. Provides reports to the Division as required.
- Reviews screening, admission, active cases and discharges for quality, cost effectiveness, and the appropriateness of service/treatment provided.
- Develops, implements and evaluates a risk prevention program. Evaluates the risk prevention and management plan to ensure that it is current, complies with new statutes, accreditation standards, and current developments in the field of mental health law and the Health Insurance Portability and Accountability ACT (HIPAA) as it relates to liability and malpractice issues.
- Receives, logs, and maintains Sentinel Event and Incident reports and information and prepares appropriate statistical data, analyses, and reports from gathered information for the purpose of safety for the person served and performance improvement.
- Maintains, evaluates and amends a system to deal with grievances, HIPAA complaints and appeals concerning the rights of the person served in a timely manner.
- Coordinates and facilitates risk prevention and corrective activities Branch-wide. Includes identifying areas of potential health and safety risk and infection control for persons served and staff and facilitating preventative or corrective activities which are in compliance with regulatory and accreditation standards.
- Develops and monitors a uniform system of clinical record keeping.
- Establishes and coordinates a system for distribution of the findings of quality management activities to Branch segments and to Division. Insures that changes made within the Branch are incorporated into policies and procedures to assure continuity, eliminate duplication of effort and increase compliance.
- Oversees the system for developing policies and procedures for the Branch and provides a system to make the policies and procedures available to all staff.
- Assesses the objectives, scope, and effectiveness of the quality management effort. Recommends improvements for system advancement.

DEPARTMENT OF HEALTH  
BEHAVIORAL HEALTH ADMINISTRATION  
ADULT MENTAL HEALTH DIVISION  
MAUI COMMUNITY MENTAL HEALTH CENTER BRANCH

FUNCTIONAL STATEMENT

- Provides information and training to persons served, staff and others about the rights of the mentally ill.
- Identifies staff training and educational needs. Plans or coordinates appropriate training programs. Maintains records of staff training profiles.
- Develops and implements a system for obtaining and keeping current documentation of professional credentials for all clinical staff and other licenses required from staff.
- Maintains the Branch's library of psychiatric and allied reference books and publications. Maintains current copies of Branch and Divisional policies and procedures, Hawaii Revised Statutes, and related administrative rules.

MEDICAL DIRECTOR'S OFFICE

Provides medical/clinical oversight to program development and direct services provisions for the Branch, and provides medical/clinical consultative services to outpatient and inpatient programs.

- Participates on Division Committees relating to medical/clinical oversight including the development of Division-wide standards of evaluation, treatment and care, health-care related administrative policies, and the establishment and review of standards of qualifications for AMHD service physicians.
- Participates in the Branch's strategic planning efforts.
- Participates in the development of policies and procedures pertinent to the medical/clinical services provided by the Branch.
- Participates in the development of performance measures and evidence-based outcomes to be incorporated in the Branch's Quality Management Plan.
- Provides consultation regarding accreditation preparation and, as necessary, development of corrective action plans for accreditation maintenance.
- Provides clinical oversight which includes patient protection activities, quality management review processes and performance improvement activities and decisions.
- Participates in the review of research proposals and pilot projects proposed for the Branch.
- Serves as liaison to the medical community including the University of Hawaii Medical School and professional medical associations.
- Participates in the development of continuing education and training for the staff.
- Oversees the maintenance of uniform medical by-laws as set by the Division.

DEPARTMENT OF HEALTH  
BEHAVIORAL HEALTH ADMINISTRATION  
ADULT MENTAL HEALTH DIVISION  
MAUI COMMUNITY MENTAL HEALTH CENTER BRANCH

FUNCTIONAL STATEMENT

- Provides treatment services within the realm of psychiatric expertise, focusing on clinical management including comprehensive evaluations, treatment planning, medication management and psychotherapy. Assumes medical responsibility for the persons served and serves as clinical leader of the individual's interdisciplinary treatment team.

Provides psychiatric clinical services to inpatients at assigned Hawaii Health System Corporation Community hospitals and technical consultation on the management and operation of the psychiatric inpatient unit and training to staff assigned to the unit as needed.

NURSING OFFICE

Provides nursing services to individuals served by the Branch. Ensures the provision of quality nursing care to the persons served is in accordance with the different levels of nursing scope of practice, state licensure requirements, ethical principles, and national accreditation requirements.

Performs ongoing nursing assessments, administers and monitors prescribed medications for adherence, therapeutic response and side effects while ensuring a safe and therapeutic environment for treatment and learning.

- Provides nurse case management which includes psychiatric and primary health care screening, assessment, treatment, referral and coordination of services in the community setting for persons served with medical co-morbidities.
- Provides medication education and prevention and wellness support services to assigned individuals.
- Participates in the development, review and monitoring of treatment plans.
- Provides nursing consultation to members of the treatment team.
- Participates in the development of policies and procedures pertinent to nursing practice and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of nursing services.

FORENSIC SERVICES SECTION

Provides coordination and consultation regarding court related aspects of treatment and follow up for persons served, within the Branch and AMHD contracted community based provider network, who are involved with the criminal justice system and oversees the Jail Diversion Program for the county.

- Ensures that the provision of services for persons served involved with the criminal justice system is in accord with current Division and Branch policies and professional standards.
- Provides consultation to treatment teams on issues regarding risk assessment, risk management, and risk reduction to ensure that forensically encumbered persons served adhere to court-ordered conditions and maintain tenure in the community.

DEPARTMENT OF HEALTH  
BEHAVIORAL HEALTH ADMINISTRATION  
ADULT MENTAL HEALTH DIVISION  
MAUI COMMUNITY MENTAL HEALTH CENTER BRANCH

FUNCTIONAL STATEMENT

- Directs the forensic treatment provided by the Case Management and Support Services Section, Molokai Services Section, and Lanai Services Section to forensically encumbered persons served.
- Develops and implements a conditional release treatment track for all persons served on conditional release, and conditional release support and transition programming to facilitate the individual's discharge from conditional release.
- Provides training on risk assessment, common court pathways, fitness restoration, alternatives for mentally ill defendants and other forensic related areas.
- Develops and maintains collaborative relationships with other agencies including the Judiciary, Correctional Facilities, Public Defender's Office, Prosecutor's Office and hospitals serving forensically encumbered individuals served by the Branch.
- Provides clinical consultation and technical assistance to the courts on issues involving mental illness and mental health.
- Ensures the development and implementation of effective, efficient and responsive evidence-based forensic related services for persons served involved with the criminal justice system which may include fitness restoration programming and conditional release transition programming.
- Develops and maintains a tracking system for persons served on conditional release for the purpose of monitoring and oversight.
- Oversees the post-booking jail diversion program which diverts eligible individuals from the jails and/or hospitals to appropriate community treatment programs by providing time limited mental health and substance abuse treatment services for persons with severe and persistent mental illness with or without a substance abuse disorder who have been arrested for non-violent crimes, prior to their arraignment. Explores the development of a pre-booking jail diversion program.
- Provides sanity panel examinations and reports ordered by the Judiciary and assigned by the Division for the purpose of assisting the courts in their determination of a defendant's sanity, penal responsibility and risk level for placement during the course of penal proceedings.
- Participates in the development of policies and procedures pertinent to forensic services and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of services.

LANAI SERVICES SECTION

Provides community-based mental health services to meet the needs of the eligible population of persons with mental health disorders on the island of Lanai as defined by the Division. Assists the person served in understanding and managing his/her mental and/or co-occurring substance abuse disorder and ensures that the clinical services provided meet local and national standards and requirements.

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BEHAVIORAL HEALTH ADMINISTRATION  
ADULT MENTAL HEALTH DIVISION  
MAUI COMMUNITY MENTAL HEALTH CENTER BRANCH

FUNCTIONAL STATEMENT

- Provides screening and eligibility determinations for persons applying or referred for services.
- Provides comprehensive assessments and evaluations, including diagnostic assessments, in accordance with Division policies and procedures.
- Develops, reviews and monitors individualized treatment plans which empowers the person served to reach his/her recovery goals. Insures that treatment plans are individualized, appropriate to the needs of the person served, contain measurable, observable goals and objectives that incorporate the unique strengths, abilities, needs and preferences of the individual and identify specific biological, psychological and social treatment services to be provided, including linkage to other providers and resources.
- Provides treatment including medication assessment, prescription, administration and monitoring; individual, group and/or family therapy; and integrated dual diagnosis services.
- Provides case management services, which includes assertive outreach, linkage, monitoring, and advocacy.
- Provides immediate assessment and appropriate care to persons or families in mental health crisis situations.
- Provides psycho-educational modules, other skill training, and support groups for the person served, their families and significant others.
- Collaborates with the Forensic Services Section on all individuals admitted to the Section with forensic involvement. Offers specific programming modules or activities addressing the unique needs of these individuals, to all persons served with forensic encumbrances.
- Collaborates with community agencies, hospitals and other providers to facilitate continuity of care for persons served.
- Participates, coordinates, and provides services to persons served following their discharge from in-patient psychiatric or correctional facilities.
- Encourages persons served and their families to participate in treatment decisions including discharge planning, Arranges follow-up and linkages for discharged individuals.
- Obtains all necessary authorizations in accordance with Division policies, procedures and directives for assigned case management services and for other services as required by 3<sup>rd</sup> party payers.
- Participates in the development of policies and procedures pertinent to the Section and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of services.

DEPARTMENT OF HEALTH  
BEHAVIORAL HEALTH ADMINISTRATION  
ADULT MENTAL HEALTH DIVISION  
MAUI COMMUNITY MENTAL HEALTH CENTER BRANCH

FUNCTIONAL STATEMENT

- Provides consultation, education, and advocacy to the community on mental health issues.

MOLOKAI SERVICES SECTION

Provides community-based mental health services to meet the needs of the eligible population of persons with mental health disorders on the island of Molokai as defined by the Division. Assists the person served in understanding and managing his/her mental and/or co-occurring substance abuse disorder and ensures that the clinical services provided meet local and national standards and requirements.

- Provides screening and eligibility determinations for persons applying or referred for services.
- Provides comprehensive assessments and evaluations, including diagnostic assessments, in accordance with Division policies and procedures.
- Develops, reviews and monitors individualized treatment plans which empowers the person served to reach his/her recovery goals. Insures that treatment plans are individualized, appropriate to the needs of the person served, contain measurable, observable goals and objectives that incorporate the unique strengths, abilities, needs and preferences of the individual and identify specific biological, psychological and social treatment services to be provided, including linkage to other providers and resources.
- Provides treatment including medication assessment, prescription, administration and monitoring; individual, group and/or family therapy; and integrated dual diagnosis services.
- Provides case management services, which includes assertive outreach, linkage, monitoring, and advocacy.
- Provides immediate assessment and appropriate care to persons or families in mental health crisis situations.
- Provides psycho-educational modules, other skill training, and support groups for the person served, their families and significant others.
- Provides psychosocial rehabilitative programming to foster and support optimal levels of independent functioning and community reintegration.
- Provides peer support services utilizing peers to serve as a role model and recovery agent to provide information and support for persons served in emergency, community and/or inpatient settings.
- Collaborates with the Forensic Services Section on all individuals admitted to the Section with forensic involvement. Offers specific programming modules or activities addressing the unique needs of these individuals, to all persons served with forensic encumbrances.
- Collaborates with community agencies, hospitals and other providers to facilitate continuity of care for persons served.

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- Participates, coordinates, and provides services to persons served following their discharge from in-patient psychiatric or correctional facilities.
- Encourages persons served and their families to participate in treatment decisions including discharge planning, Arranges follow-up and linkages for discharged individuals.
- Obtains all necessary authorizations in accordance with Division policies, procedures and directives for assigned case management services and for other services as required by 3<sup>rd</sup> party payers.
- Participates in the development of policies and procedures pertinent to the Section and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of services.
- Provides consultation, education, and advocacy to the community on mental health issues.
- Provides secretarial services to the Section.

REHABILITATION SERVICES SECTION

Provides a range of rehabilitation services to adults with severe and persistent mental illness utilizing the clubhouse model pioneered by Fountain House as the primary mode of service provision. Provides services designed to foster and support optimal levels of independent functioning and community integration by a team which will assume overall responsibility for the operation and functioning of the clubhouse. Forms an essential partnership between staff and persons served who are referred to as members for the organization and implementation of rehabilitative tasks and responsibilities. Provides additional services through targeted psychosocial rehabilitation approaches that will individually facilitate recovery.

- Assesses the rehabilitation needs of each member. Develops a comprehensive rehabilitation plan which specifies measurable goals and objectives consistent with member's needs and preferences.
- Monitors and evaluates rehabilitation plans to determine participation, progress and outcomes achieved, especially as related to successful community reintegration.
- Provides in vivo education, training, skill building, problem solving and other activities to enhance personal functioning.
- Ensures a structured and therapeutic environment with strong, supportive work-mediated relationships that foster mutual respect. Empowers members through inclusion in decision making and shared participation in tasks and responsibilities of the clubhouse.
- Implements a work-ordered day within the clubhouse to maintain structured, five-day-per-week, opportunities to engage the members in meaningful contributions towards the functioning of the clubhouse.

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BEHAVIORAL HEALTH ADMINISTRATION  
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FUNCTIONAL STATEMENT

- Ensures that in addition to workday clubhouse activities, each clubhouse operates evening, weekend, and holiday programs that provide, but are not limited to organized, diverse member-driven social and recreational opportunities.
- Develops and maintains clubhouse linked employment programs that offer a wide range of paid work opportunities for members utilizing International Center for Clubhouse Development (ICCD) employment standards to measure outcome and includes a clubhouse Transitional Employment Program which generates job training and placements in a variety of external work settings and a Supported Employment Program which works with employers to create jobs for the members in the community to facilitate competitive paid employment in integrated work settings and provides needed supports to assist the member in maintaining employment.
- Develops and maintains a Supportive Educational Program to assist members with their academic goals and completion of academic degrees.
- Provides discharge planning, outreach, and follow-up services for members exiting or lapsed from clubhouse participation and attendance.
- Implements and maintains quality improvement procedures fulfilling requirements established by the International Center for Clubhouse Development to ensure successful ICCD certification of the Clubhouses, and related accreditation/certification requirements for the Psychosocial Rehabilitation Program as identified by the Adult Mental Health Division or the Branch.
- Develops training and in-service opportunities to ensure standard-based programming, fidelity to evidence-based practices and continuing education for staff and members.
- Participates in the development of policies and procedures pertinent to rehabilitation services.
- Provides consultation, education, and advocacy to the community on mental health issues.

**CASE MANAGEMENT AND SUPPORT SERVICES SECTION**

Provides goal oriented and individualized services focusing on improved self-sufficiency for persons served through assessment, planning, linkage, advocacy, coordination and monitoring activities.

- Provides assertive outreach to engage individuals referred to the Section.
- Provides case management assessments in accordance with Division policies and procedures to identify the strengths, needs, supports and goals of the person served.
- Participates in the development, review and monitoring of individualized treatment plans which empowers the person served to reach his/her recovery goals. Insures that treatment plans are appropriate to the needs of the person served, contain measurable, observable goals and objectives that incorporate the unique strengths, abilities, needs and

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preferences of the individual and identify what specific biological, psychological and social treatment services will be provided, including linkage to other providers and resources.

- Links the person served to treatment and other interventions as dictated by the treatment plan.
- Monitors the services provided and supports the individual's participation.
- Provides supportive counseling to assist the person served with problem solving and to support his/her participation in treatment and rehabilitative services.
- Advocates on behalf of the person served in obtaining mental health and non-mental health services which may include recommending the development of new resources to meet the needs of individuals with severe and persistent mental illness.
- Develops a crisis plan with the person served which provides for a range of crisis intervention services.
- Collaborates with the Forensic Services Section on persons served with forensic encumbrances. Monitors, tracks and reports on the forensic status of assigned cases including obtaining relevant court related data and assuring that individuals comply with court orders and court appearances.
- Collaborates with the Forensic Services Section on all individuals admitted to the Section with forensic involvement. Offers specific programming modules or group activities addressing the unique needs of these individuals, to all persons served with forensic encumbrances.
- Provides peer support services utilizing peers to serve as a role model and recovery agent to provide information and support for persons served in emergency, community, and/or inpatient settings.
- Provides psycho-educational modules, other skill training and support groups for the persons served, their families and significant others.
- Obtains all necessary authorizations in accordance with Division policies, procedures and directives for assigned case management services and for other services as required by 3<sup>rd</sup> party payers.
- Participates in the development of policies and procedures pertinent to case management and support services and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of services.
- Collaborates with community agencies, hospitals and other providers to facilitate continuity of care for persons served.

DEPARTMENT OF HEALTH  
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KAUAI COMMUNITY MENTAL HEALTH CENTER BRANCH

FUNCTIONAL STATEMENT

Plans, organizes, directs, coordinates, implements and monitors the Kauai Community Mental Health Center Branch's (KCMHCB) programs, services, activities and staff toward achievement of the Adult Mental Health Division's (AMHD) mission, and goals for Kauai County to meet the needs of adults 18 years and older who meet the AMHD eligibility criteria, which includes adults with severe and persistent mental illness, including those who have co-occurring substance abuse and those who are court ordered to receive services through the Division. Strives to provide excellence in continuously improving Branch services and to maintain high standards in ethical conduct and professional practices.

- Assures that the Branch's activities are consistent with the mission statement that describes, in broad terms, the Branch's purposes, whom it serves and general areas of service.
- Assures effective and ethical leadership, resourcefulness, and stability for the organization, in order that the Branch achieve its stated mission.
- Establishes Branch policies and procedures consistent with divisional policy, maintenance of high standards of operation and continuous quality improvement in overall Branch operations.
- Plans and implements effective and efficient systems for the delivery of services throughout the Branch and its organizational segments.
- Develops, implements, and monitors goals, objectives, standards of performance, policies and procedures for the Branch to assure quality professional services.
- Develops and implements an information and communication system throughout the Branch and its organizational segments in accordance with the requirements of the Adult Mental Health Division and accrediting bodies.
- Establishes priorities for mental health services and special projects based on community needs, in collaboration with the Division.
- Establishes and maintains positive public relations between the Branch and community.
- Obtains input from persons served and those in the community concerned with mental health and related programs and services.
- Plans and directs the preparation of the Branch's budget request. Monitors the Branch's expenditures and personnel actions to insure they are kept within the Branch's authorized fiscal and manpower ceiling.
- Administers, reviews, and approves personnel and fiscal actions of the Branch and its organizational segments.
- Responsible for the development, delivery and coordination of services in the county. Collaborates with the county service area board in the development of comprehensive integrated service area plans and budgets to address the service area needs, identification of needs in the county to prevent and treat mental disorders and co-occurring mental illness and

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substance abuse disorders, and provides advice, guidance, and recommendations to the State Council on Mental Health.

- Utilizes clinically licensed staff (Clinical Psychologist, Licensed Clinical Social Workers, Licensed Mental Health Counselors, Licensed Marriage and Family Therapist) and certified substance abuse staff to provide assessments including eligibility determinations, individual, group and family therapy to individuals served by the Branch and within their scope of practice the staff shall also provide clinical oversight and consultation to non-licensed staff serving these individuals.

ADMINISTRATIVE AND SUPPORT SERVICES OFFICE

Prepares and monitors all fiscal and personnel actions, oversees and maintains the physical facilities, vehicles, and equipment, and establishes and maintains a data and billing system for services provided by the Branch.

- Plans, coordinates and prepares the Branch's budget request, which reflects and anticipates the Branch's needs and resources for realizing its goals. Monitors the Branch's expenditures and personnel actions to insure they are kept within the Branch's authorized fiscal and manpower ceiling.
- Initiates, coordinates, monitors and maintains all fiscal and personnel actions within the Branch.
- Arranges for the purchase and maintenance of vehicles, equipment, materials and supplies for the Branch and assumes responsibility for inventory control.
- Monitors and maintains the Branch's physical facilities in accordance with federal, state, and local statutes and regulations. Develops safety and disaster response programs. Conducts and documents regular disaster and emergency drills.
- Develops, implements and updates a standardized system for billing and collection of payment fees and third-party reimbursement for services. Establishes and executes a system of charges for services including billings, collections, controls of accounts receivable and recommended write-offs in accordance with Division policies.
- Provides clerical support to assigned Branch programs.

QUALITY MANAGEMENT OFFICE

Coordinates the development, implementation, and administration of a Branch-wide, structured system for continuous quality improvement processes to meet the needs of persons served. Ensures that all licensure, accreditation and certification requirements are met, and obtains input from persons served and community groups.

- Develops, implements, coordinates and oversees a process for obtaining and maintaining national accreditation for the Branch's services and programs.

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- Develops, implements, coordinates and oversees continuous quality improvement (CQI) processes which include obtaining input from persons served and those in the community concerned with mental health services and their related programs, and integrating this data and information as part of the program evaluation guiding the continuous improvement of services delivered throughout the Branch.
- Complies with the Division-wide program evaluation system which includes evaluating pre-established goals against the outcomes of services provided to persons served. Provides ongoing monitoring, evaluation and improvement of the Branch's programs and services by collecting and analyzing data, monitoring treatment effectiveness and satisfaction of persons served, and integrating the findings into the Branch's operations. Provides reports to the Division as required.
- Reviews screening, admission, active cases and discharges for quality, cost effectiveness, and the appropriateness of service/treatment provided.
- Develops, implements and evaluates a risk prevention program. Evaluates the risk prevention and management plan to ensure that it is current, complies with new statutes, accreditation standards, and current developments in the field of mental health law and the Health Insurance Portability and Accountability ACT (HIPAA) as it relates to liability and malpractice issues.
- Receives, logs, and maintains Sentinel Event and Incident reports and information and prepares appropriate statistical data, analyses, and reports from gathered information for the purpose of safety for persons served and performance improvement.
- Maintains, evaluates and amends a system to deal with grievances, HIPAA complaints and appeals concerning the rights of the person served in a timely manner.
- Coordinates and facilitates risk prevention and corrective activities Branch-wide. Includes identifying areas of potential health and safety risk and infection control for persons served and staff preventative or corrective activities which are in regulatory and
- Develops and monitors a uniform system of clinical record keeping.
- Establishes and coordinates a system for distribution of the findings of quality management activities to Branch segments and to Division. Insures that changes made within the Branch are incorporated into policies and procedures to assure continuity, eliminate duplication of effort and increase compliance.
- Oversees the system for developing policies and procedures for the Branch and provides a system to make the policies and procedures available to all staff.
- Assesses the objectives, scope, and effectiveness of the quality management effort. Recommends improvements for system advancement.

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FUNCTIONAL STATEMENT

- Provides information and training to persons served, staff and others about the rights of the mentally ill.
- Identifies staff training and educational needs. Plans or coordinates appropriate training programs. Maintains records of staff training profiles.
- Develops and implements a system for obtaining and keeping current documentation of professional credentials for all clinical staff and other licenses required from staff.
- Maintains the Branch's library of psychiatric and allied reference books and publications. Maintains current copies of Branch and Divisional policies and procedures, Hawaii Revised Statutes, and related administrative rules.

MEDICAL DIRECTOR'S OFFICE

Provides medical/clinical oversight to program development and direct services provisions for the Branch, and provides medical/clinical consultative services to outpatient and inpatient programs.

- Participates on Division Committees relating to medical/clinical oversight including the development of Division-wide standards of evaluation, treatment and care, health-care related administrative policies, and the establishment and review of standards of qualifications for AMHD service physicians.
- Participates in the Branch's strategic planning efforts.
- Participates in the development of policies and procedures pertinent to the medical/clinical services provided by the Branch.
- Participates in the development of performance measures and evidence-based outcomes to be incorporated in the Branch's Quality Management Plan.
- Provides consultation regarding accreditation preparation and, as necessary, development of corrective action plans for accreditation maintenance.
- Provides clinical oversight which includes patient protection activities, quality management review processes and performance improvement activities and decisions.
- Participates in the review of research proposals and pilot projects proposed for the Branch.
- Serves as liaison to the medical community including the University of Hawaii Medical School and professional medical associations.
- Participates in the development of continuing education and training for the staff.
- Oversees the maintenance of uniform medical by-laws as set by the Division.

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FUNCTIONAL STATEMENT

- Provides treatment services within the realm of psychiatric expertise, focusing on clinical management including comprehensive evaluations, treatment planning, medication management and psychotherapy. Assumes medical responsibility for the persons served and serves as clinical leader of the individual's interdisciplinary treatment team.

Provides psychiatric clinical services to inpatients at assigned Hawaii Health System Corporation Community hospitals and technical consultation on the management and operation of the psychiatric inpatient unit and training to staff assigned to the unit as needed.

NURSING OFFICE

Provides nursing services to individuals served by the Branch. Ensures the provision of quality nursing care to the persons served is in accordance with the different levels of nursing scope of practice, state licensure requirements, ethical principles, and national accreditation requirements.

Performs ongoing nursing assessments, administers and monitors prescribed medications for adherence, therapeutic response and side effects while ensuring a safe and therapeutic environment for treatment and learning.

Provides nurse case management which includes psychiatric and primary health care screening, assessment, treatment, referral and coordination of services in the community setting for persons served with medical co-morbidities.

- Provides medication education and prevention and wellness support services to assigned individuals.
- Participates in the development, review and monitoring of treatment plans.
- Provides nursing consultation to members of the treatment team.
- Participates in the development of policies and procedures pertinent to nursing practice and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of nursing services.

FORENSIC SERVICES SECTION

Provides coordination and consultation regarding court related aspects of treatment and follow up for persons served, within the Branch and AMHD contracted community based provider network, who are involved with the criminal justice system and oversees the Jail Diversion Program for the county.

- Ensures that the provision of services for persons served involved with the criminal justice system comports with current Division and Branch policies and professional standards.
- Provides consultation to treatment teams on issues regarding risk assessment, risk management, and risk reduction to ensure that forensically encumbered persons served adhere to court-ordered conditions and maintain tenure in the community.

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- Directs the forensic treatment provided by the Case Management and Support Services Section to forensically encumbered persons served.
- Develops and implements a conditional release treatment track for all persons served on conditional release, and conditional release support and transition programming to facilitate the individual's discharge from conditional release.
- Provides training on risk assessment, common court pathways, fitness restoration, alternatives for mentally ill defendants and other forensic related areas.
- Develops and maintains collaborative relationships with other agencies including the Judiciary, Correctional Facilities, Public Defender's Office, Prosecutor's Office and hospitals serving forensically encumbered individual's served by the Branch.
- Provides clinical consultation and technical assistance to the courts on issues involving mental illness and mental health.
- Ensures the development and implementation of effective, efficient and responsive evidence-based forensic related services for persons served involved with the criminal justice system, which may include fitness restoration programming and conditional release transition programming.
- Develops and maintains a tracking system for persons served on conditional release for the purpose of monitoring and oversight.
- Oversees the post-booking jail diversion program which diverts eligible individuals from the jail and/or hospitals to appropriate community treatment programs by providing time limited mental health and substance abuse treatment services for persons with severe and persistent mental illness with or without a substance abuse disorder who have been arrested for non-violent crimes, prior to their arraignment. Explores the development of a pre-booking jail diversion program.
- Provides sanity panel examinations and reports ordered by the Judiciary and assigned by the Division for the purpose of assisting the courts in their determination of a defendant's sanity, penal responsibility and risk level for placement during the course of penal proceedings.
- Participates in the development of policies and procedures pertinent to forensic services and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of services.

REHABILITATION SERVICES SECTION

Provides a range of rehabilitation services to adults with severe and persistent mental illness utilizing the clubhouse model pioneered by Fountain House as the primary mode of service provision. Provides services designed to foster and support optimal levels of independent functioning and community integration by a team which will assume overall responsibility for the operation and functioning of the clubhouse. Forms an essential partnership between staff and persons served who are referred to as members for the organization and implementation of rehabilitative tasks and responsibilities. Provides additional services through

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targeted psychosocial rehabilitation approaches that will individually facilitate recovery.

- Assesses the rehabilitation needs of each member. Develops a comprehensive rehabilitation plan which specifies measurable goals and objectives consistent with member's needs and preferences.
- Monitors and evaluates rehabilitation plans to determine participation, progress and outcomes achieved, especially as related to successful community reintegration.
- Provides in vivo education, training, skill building, problem solving and other activities to enhance personal functioning.
- Ensures a structured and therapeutic environment with strong, supportive work-mediated relationships that foster mutual respect. Empowers members through inclusion in decision making and shared participation in tasks and responsibilities of the clubhouse.
- Implements a work-ordered day within the clubhouse to maintain structured, five-day-per-week, opportunities to engage the members in meaningful contributions towards the functioning of the clubhouse.
- Ensures that in addition to workday clubhouse activities, each clubhouse operates evening, weekend, and holiday programs that provide, but are not limited to organized, diverse member-driven social and recreational opportunities.
- Develops and maintains clubhouse linked employment programs which offer a wide range of paid work opportunities for members utilizing International Center for Clubhouse Development (ICCD) employment standards to measure outcomes and includes a clubhouse Transitional Employment Program which generates job training and placements in a variety of external work settings and a Supported Employment Program which works with employers to create jobs for the members in the community to facilitate competitive paid employment in integrated work settings and provides needed supports to assist the member in maintaining employment.
- Develops and maintains a Supportive Educational Program to assist members with their academic goals and completion of academic degrees.
- Provides discharge planning, outreach, and follow-up services for members exiting or lapsed from clubhouse participation and attendance.
- Implements and maintains quality improvement procedures fulfilling requirements established by the International Center for Clubhouse Development to ensure successful ICCD certification of the Clubhouses, and related accreditation/certification requirements for the Psychosocial Rehabilitation Program as identified by the Adult Mental Health Division or the Branch.
- Develops training and in-service opportunities to ensure standard-based programming, fidelity to evidence-based practices and continuing education for staff and members.

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FUNCTIONAL STATEMENT

- Participates in the development of policies and procedures pertinent to rehabilitation services.
- Provides consultation, education, and advocacy to the community on mental health issues.

CASE MANAGEMENT AND SUPPORT SERVICES SECTION

Provides goal oriented and individualized services focusing on improved self-sufficiency for persons served through assessment, planning, linkage, advocacy, and coordination and monitoring activities.

- Provides assertive outreach to engage individuals referred to the Section.
- Provides case management assessments in accordance with Division policies and procedures to identify the strengths, needs, supports and goals of the person served.
- Participates in the development, review and monitoring of individualized treatment plans which empowers the person served to reach his/her recovery goals. Insures that treatment plans are appropriate to the needs of the person served, contain measurable, observable goals and objectives that incorporate the unique strengths, abilities, needs and preferences of the individual and identify what specific biological, psychological and social treatment services will be provided, including linkage to other providers and resources.
- Links the person served to treatment and other interventions as dictated by the treatment plan.
- Monitors the services provided and supports the individual's participation.
- Provides supportive counseling to assists the person served with problem solving and to support his/her participation in treatment and rehabilitative services.
- Advocates on behalf of the person served in obtaining mental health and non-mental health services which may include recommending the development of new resources to meet the needs of individuals with severe and persistent mental illness.
- Develops a crisis plan with the person served which provides for a range of crisis intervention services.
- Collaborates with the Forensic Services Section on persons served with forensic encumbrances. Monitors, tracks and reports on the forensic status of assigned cases including obtaining relevant court related data and assuring that individuals comply with court orders and court appearances.
- Collaborates with the Forensic Services Section on all individuals admitted to the Section with forensic involvement. Offers specific programming modules or group activities addressing the unique needs of these individuals, to all persons served with forensic encumbrances.

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FUNCTIONAL STATEMENT

- Provides peer support services utilizing peers to serve as a role model and recovery agent to provide information and support for persons served in emergency, community, and/or inpatient settings.
- Provides psycho-educational modules, other skill training, and support groups for the person served, their families and significant others.
- Obtains all necessary authorizations in accordance with Division policies, procedures and directives for assigned case management services and for other services as required by 3<sup>rd</sup> party payers.
- Participates in the development of policies and procedures pertinent to case management and support services and the development, implementation, and evaluation of quality management strategies ensuring that performance improvement is fully integrated into the delivery of services.
- Collaborates with community agencies, hospitals and other providers to facilitate continuity of care for consumers.

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COURT EVALUATION BRANCH  
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The Director of Health is responsible for providing a licensed psychiatrist or licensed psychologist from within the Department to provide court ordered exams pursuant to Section 704-404, HRS (Examination of defendant with respect to physical or mental disease, disorder, or defect) for the District, Family and Circuit Courts and Section 571-22, HRS (Waiver of jurisdiction; Transfer to other Courts) for the Family Courts. The Court Evaluation Branch is delegated the responsibility for conducting court ordered mental health examinations statewide

- Plans, organizes, directs, coordinates, implements and monitors the Branch's services, activities and staff to provide timely examinations as ordered by the Courts.
- Conducts court ordered evaluations of mental disease, disorder or defect for adults pursuant to Chapter 704, HRS (Penal Responsibility and Fitness to Proceed) for the following:  
Fitness to Proceed;  
Penal Responsibility;  
Risk Assessment to assist in the court's disposition related to discharge, release on conditions, or commitment to the custody of the Director of Health; and  
Examination of the mental condition of a defendant to assist in the Court's disposition of an application for discharge, conditional release, modification of conditions of release, or discharge from conditional release
- Conducts court ordered evaluations of juveniles for examination of mental disease, disorder or defect pursuant to Section 571-22, HRS for the following:  
Risk Assessment to assist in the court's disposition; and  
Assessment of risk and committability to an institution for individuals with intellectual disabilities or mental illness
- Prepares relevant reports and submits them to the Judiciary.
- Provides expert testimony in support of court ordered evaluations when subpoenaed.
- Secretarial services  
Provides secretarial, stenographic, clerical, office support and logistical services for Branch staff.

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HAWAII STATE HOSPITAL BRANCH

FUNCTIONAL STATEMENT

Operates and administers a public hospital and affiliated program(s) unit for the diagnosis, treatment and rehabilitation of court ordered special problem mentally ill persons and substance abusers in the State.

- Plans, organizes, directs, coordinates and monitors the Branch's programs, services, activities and staff toward achievement of the State's mental health program's goals and objectives.
- Plans with the Chief of the Adult Mental Health Division (AMHD) to meet the needs of the Community Mental Health Center Branches and other units for highly specialized consultative and intensive inpatient and affiliated program(s) unit care or treatment services beyond that which can be provided by the Community Mental Health Centers and establishes priorities for such services.
- Selects and develops staff to work efficiently and effectively toward achievement of program objectives.
- Establishes operational procedures for effective administration and management of the Branch, its sections and units.
- Plans and implements effective and efficient systems for the delivery of services throughout the Branch and its organizational segments. In particular, provides overall supervision of four major sections: Administrative and Support, Clinical, Nursing, and Quality Management Services.
- Develops and implements clinical and performance standards, and a systematic reporting of information and data for program evaluation and management in all organization segments of the Branch.
- Selects personnel to represent the Branch on Division committees or task forces or to attend meetings as Branch representative.
- Identifies agencies and groups with whom linkages should be established in relation to highly specialized services and assigns staff to serve as liaison with such agencies and groups.
- Establishes and maintains relations among Hawaii State Hospital (HSH), employee organizations and the community.
- Administers and reviews the Branch's fiscal/budgetary and personnel actions to ensure that they are conducted in keeping with established policies and procedures.
- Develops and implements a system of ensuring the rights of patients, the physically disabled and minorities.
- Appears before legislative and/or other governmental or planning committees to explain the functions of HSH operation costs, statistics, etc.
- Serves as the overall hospital administrator of all functions of HSH not specifically delegated to others.

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- Provides secretarial and general clerical services to HSH administration and to other organizational segments in HSH.
- Implements a continuing process and quality improvement in clinical, environmental, educational, occupational, and recreational initiatives.

**ADMINISTRATIVE & SUPPORT SERVICES SECTION**

Responsible for providing an optimal system that ensures efficient and compliant financial responsibility, efficient human resources, quality food services, useful volunteer services, and provides a physical environment which meets, fire, life, and safety standards.

- Plans, organizes, directs, coordinates, implements and monitors the Section's services, activities and staff to provide effective Administrative and Support Services.
- Ensures that the services provided by the section meet licensing and accreditation standards and requirements, supporting the mission of quality mental health treatment for patients.

**BUSINESS SERVICES UNIT**

Responsible for ensuring sound procedures are followed and developed in the management of the operational budget, contracts, centralized expending and processing of patient accounts.

- Provides fiscal, budgeting, billing and collection and central purchasing services for HSH.
- Provides clerical services for the Unit and its segments.

**Billing and Collection**

- Establishes institution policies and procedures in compliance with state, federal and departmental directives; provides for the receipt of monies for services and other reimbursable categories and for maintenance of accounts, records, and control of various funds; prepares and certifies vouchers for all expenditures against institutional funds.
- Provides centralized billing and collections of monies for HSH and maintains accounts, records and controls of various funds and patient and staff accounts.
- Collects financial data on admission for all patients. This data serves as the basis for billing and collection of monies.
- Maintains accounting records for advancements and reimbursements from the petty cash fund.
- Maintains personal fiscal accounts for each patient admitted to HSH, makes collections on patients' behalf, and approves expenditures for payment of patients' liabilities to third parties upon patients' written authorization; disburses approved requests for withdrawals from patients' accounts.

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- Provides custody and safekeeping of patients' cash and valuables admitted to HSH.
- Assists in investigations and procedures for patients' financial benefit, funds due them by former employers, debtors, government agencies and insurance companies.
- Provides for the disposition of deceased patients' funds and effects through appropriate legal procedures when patients die while in HSH.
- Maintains cost records for annual Medicare reports and federal and state agencies as required by laws, regulations and guidelines.
- Prepares and processes payroll for the patients who are in industrial therapy.

Fiscal

- Plans and directs the day-to-day fiscal and accounting operations including the continuing review, evaluation and updating of accounting policies and procedures and work methods.
- Prepares the annual operational expenditure plan, supplemental and biennium budget request as determined by the HSH Administrator, in accordance with Division guidelines and in conformance with requirements of the Department of Budget and Finance.
- Develops and monitors the HSH fiscal and accounting operation to assure compliance with state and federal guidelines.
- Reviews, processes, and approves Purchase Order, Purchase Card, and Petty Cash expenditures to ensure that they are kept within fiscal ceilings. Processes all purchase orders for encumbrance. Prepares budget reports.
- Informs and advises management of HSH's financial condition.
- Prepares fiscal and accounting reports and cost analyses and other reports as required.
- Develops and processes contracts for purchase of services and monitors such contracts in collaboration with Clinical Services Section, Nursing Services Section and Quality Management Services Section as applicable.
- Gathers data and assists hospital sections/units budget preparation and evaluation of institutional and operational expenses.

Central Purchasing

- Centralizes the authority and responsibility for the hospital-wide purchasing function for all medical and consumable supplies and equipment.
- Manages the procurement of medical and consumable supplies and equipment, following budgetary guideline established by the Business Services Unit.

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- Administers storage, inventory records management and disposal for medical and consumable supplies and equipment.
- Responsible for the receiving process of delivered medical and consumable supplies and equipment, which includes detection of errors, substitutions, damaged or defective material, and quantity shortages.
- Accounts for medical and consumable supplies and equipment through stock control and inventory control procedures. Is responsible for maintaining master inventory lists. Prepares necessary inventory and stock control reports.
- Conducts in-house deliveries of supplies to all HSH units and picks up special order items from vendors.
- Conducts reviews of HSH medical and consumable supplies, inventories, and expenditures, in collaboration with the Business Services Unit.
- Produces reports, as needed, which evaluate the material management operation.

DIETARY SERVICES UNIT

Plans, organizes and provides dietary services for patients and Hawaii State Hospital (HSH) personnel. Provides nutritious meals as well as therapeutic services: such as diet and drug-food interaction instruction to patients and consultation to the treatment team to facilitate holistic/quality patient care.

- Establishes and implements policies and procedures for menu formation, food preparation, distribution and services, budgeting, purchasing, sanitation standards, safety practices, inventory control, staffing, staff development, clinical dietetics, and quality improvement.
- Confers with other units to ensure that dietary services are integrated appropriately and efficiently throughout HSH.
- Prepares, distributes and serves meals to patients and HSH employees.
- Conducts studies in dietary and nutritional areas in cooperation with other disciplines within HSH as well as outside agencies.
- Provides in-service training in nutrition, food production and service, sanitation, safety and other related topics.
- Participates on function teams and committees, as appropriate.
- Oversees food program including menu development of the State Operated Specialized Residential Program.
- Provides clerical services to the Unit and its segments.

Clinical Dietetics

Plans, organizes and provides therapeutic services directly to the patients and indirectly by acting as a consultant to the treatment team. There are many

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nutrition related problems manifested by the mentally ill which require dietitian intervention: such as a variety of eating disorders, morbid obesity, medication side effects, and drug-nutrient interactions. In addition, patients with illnesses such as diabetes and hypertension require special diets, diet instruction prior to discharge, and appropriate referral and follow-up in the community.

- Acts as a consultant to the treatment team and participates in the treatment planning process. Works closely with other disciplines, such as psychiatry and nursing, to provide comprehensive patient care.
- Provides nutrition education groups to patients, such as weight control, diabetes management, basic nutrition and cooking classes. Works closely with the Psychosocial Rehabilitation Services Unit to provide the patients with “hands-on experiences,” such as, a visit to the grocery store and cooking classes.
- Provides in-service training to other disciplines on nutrition related topics: such as management of eating disorders, weight reduction, diabetes management, and management of compulsive overeating in patients with dual diagnosis and/or substance abuse problems.
- Participates in discharge planning for patients with special dietary needs and follows-up in the community setting.
- Interviews patients to obtain information regarding food habits and preferences for guidance in planning the patient’s diet. Provides diet instruction, counseling and follow-up to patients requiring nutrition intervention.
- Documents nutritional assessments and progress notes in referred patients’ medical records.
- Assists with the HSH training and in-service education of clinical employees.
- Solicits and assesses patient meal acceptance via surveys and feedback from patients.
- Acts as a consultant to the State Operated Specialized Residential Program in order to provide appropriate clinical dietetics services.
- Takes the lead in monitoring changes in body mass index (BMI). Recommends appropriate interventions to the Treatment Teams.

Food Services & Preparation

Plans, prepares, and distributes meals and snacks to patients and HSH employees.

- Plans and directs the procurement of food, supplies and equipment, including proper methods of purchasing, receiving, storing and using of daily and weekly purchases in collaboration with the Business Services Unit and Central Purchasing. Maintains inventory records as required.

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- Maintains sanitary conditions in all food preparation, serving, and storage areas.
- Maintains records and reports concerning technical and administrative operations, such as number of meals served, menus, analyses of diets, food cost, supplies issued, repair of equipment, maintenance service and costs, personnel data, and continuous inventory of supplies on hand.
- Plans and implements orientation, training and in-service education program for Food Service employees.
- In coordination with recreational therapy services, provides and distributes food for special patient activities: such as picnics, cookouts, and dances.
- Participates in hospital-wide vocational training program by supporting programs offered in the Dining Room and Occupational Therapy kitchens.
- Serves meals and snacks to the patient care units. Picks up daily patient diet lists from nursing and up-dates patient records to ensure appropriate diet is served.
- Distributes weekly paper supplies to the patient units, such as cups, napkins, and plastic cutlery.

HUMAN RESOURCES UNIT

Develops and oversees the implementation of HSH human resource management policies, guidelines and procedures to include such functions as: recruitment and placement, position classification, labor relations, employer/ employee relations, human resource transactions and records and payroll.

- Processes requests for internal posting and/or open competitive announcements in attempting to fill position vacancies.
- Assists in the formulation and implementation of recruitment methods for "special" classes of work.
- Recommends alternatives for placement of applicants and employees.
- Initiates action to create, reallocate and re-describe positions.
- Generates monthly vacancy report and maintain current employee/position listing.
- Prepares annual update of organization and position organization chart.
- Serves as liaison between the employee and union in labor relation matters including grievances and discipline.
- Responds to employment verifications and other requests for pertinent human resource information.
- Processes performance appraisals for review by departmental officers.

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- Processes required documentation for worker's compensation claims and leave status of employee.
- Processes employee transactions including appointments, movements and separations.
- Performs Payroll functions which include auditing time sheets, preparing premium pay reports and distributing pay checks.
- Processes overtime and fringe payments for payment to staff.
- Maintains Official Personnel File for staff.
- Maintains Human Resources database.
- Provides clerical services to the Unit.

PLANT TECHNOLOGY UNIT

Responsible for overseeing the preventative maintenance and repair of all HSH buildings, infrastructure and grounds within the hospital and the provision of quality cleaning services hospital wide and ensuring that direct care patient units are stocked with clean linens and clothing. This includes administration of repair and maintenance contracts and coordination with outside vendors on construction projects.

- Plans, organizes, coordinates, and implements a program to maintain buildings, grounds, and allied equipment to ensure safe, efficient, and effective operation of the HSH plant and equipment.
- Provides clerical services to the Unit and its segments.

Housekeeping

Provides quality cleaning services hospital wide and ensures that direct care units are stocked with clean linens and clothing.

Janitorial:

- o Maintains the HSH environment in a sanitary, attractive, and orderly condition and maintains open communication with other units regarding factors which interfere with the housekeeping function.
- o Prepares work reports, adheres to standards, and performs other record-keeping duties. Regularly inventories housekeeping supplies to ensure adequate supplies and ensures that all equipment is in proper working condition.

Laundry:

- o Launders linens, towels and clothing, observing infection control procedures, as required.
- o Works with other units within HSH to properly manage linen use and replacement.

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- Operates power sewing machines to meet the various sewing needs of HSH.

Institution Facilities Management

Performs the day to day routine maintenance and repairs within the hospital, including general services like moving and delivery of bulk items. Composed of the following trade and craft sub-units: Automotive, Carpentry, Electrical, Grounds & General Services, Maintenance, Painting, and Plumbing.

- Provides periodic inspection of buildings and systems to determine the need for repairs, preventive maintenance, and alterations.
- Plans, schedules and performs construction, repair, and maintenance throughout HSH.
- Establishes a strong emergency repair system to permit fast, efficient emergency repairs.

Automotive:

- Repairs and maintains motor vehicles of this Branch.
- Performs mechanical repair work on gasoline and diesel powered motor vehicles and other motorized equipment.
- Performs major and minor mechanical repair work and routine maintenance on all vehicles.

Carpentry:

- Builds, fabricates and repairs walls, cabinets, doors, windows. Performs skilled carpentry work in the construction, alteration, and repair of wooden articles and structures.
- Repairs and maintains masonry walls, and structures of masonry, block stone.
- Responsible for the repair and maintenance of all locks and door closure hardware. Duplicates keys, and maintains and operates key-fabricating machinery.

Electrical:

- Installs and repairs electrical equipment such as primary electrical lines, transformers, circuit breakers, panel boards, motors, switches, etc.
- Inspects equipment and wiring systems for needed repairs. Provides servicing and maintenance of electrical equipment, systems, and appurtenant fixtures.

Grounds & General Services:

- Maintains HSH grounds, including regular cutting of grass, and trimming of trees and shrubs on the grounds.
- Provides moving and hauling services for HSH.

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- Picks up and arranges for the disposal of rubbish.
- Provides messenger and laundry pickup and delivery services for HSH.
- Performs a variety of unskilled and semi-skilled tasks involving the maintenance of roads, buildings and other structures.
- Performs heavy physical labor such as clearing gutters and drains of debris, patching road surfaces, lifting containers onto and off trucks.
- Uses common hand tools and equipment. Drives trucks and operates other types of heavy equipment.

Maintenance:

- Services and maintains auxiliary power plant and boiler equipment.
- Services and maintains kitchen equipment such as potato peelers, toasters, steam cookers, mixers, etc.
- Maintains and repairs water pumps, electric motors, piping of water distribution systems, refrigeration systems and electrical appliances; maintains laundry equipment, medical equipment; and performs other skilled mechanical repair work.
- Inspects and locates conditions needing repairs, and works with allied trades in completing work requests and responding to emergencies.
- Performs a variety of skilled building maintenance and repair tasks as a regular and continuing work assignment. Performs skilled maintenance work in the repair of buildings, structures, and facilities at HSH including the patching of roofs, adjusting and re-hanging doors, replacing screens and window panes, patching floors, replacing floor covering.
- Performs physical labor such as clearing gutters and drains of debris.

Painting:

- Applies paint and other protective coatings to inside and outside of buildings and structures by brush, roller, and spray gun, as required.
- Mixes and matches paint, erects scaffolding, prepares surfaces and participates in preventative maintenance in cooperation with other skilled trades.

Plumbing:

- Maintains and repairs plumbing fixtures, sewer systems, water distribution lines, and fire hydrants.
- Performs necessary functions such as threading pipe, caulking joints, reading blueprints, and performing other skilled plumbing work.

TELECOMMUNICATION SERVICES UNIT

Provides 24-hour communication services to Hawaii State Hospital (HSH) including emergency services and after hours, weekends, and holiday coverage for the Department of Health (DOH).

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- Provides switchboard and telephone services to HSH including paging of personnel with remote pagers.
- Operates and maintains a two-way radio control for those units so equipped.
- Operates and maintains a state wide HAH satellite radio in co-operation with City & County, Federal and State agencies.
- Provides 24 after-hour, weekend, and holiday emergency telephone and communication services for the entire DOH. Receives emergency calls private, public, and City & County, Federal, and State agencies. Refers such calls to appropriate DOH action officers.
- Receives requests for emergency maintenance needs after regular working hours, and transmits such information to designated Administrative and Support Services personnel.
- Monitors fire alarm, duress alarm and water level alarm systems
- Participate in Quarterly and Annual Fire Drills in association with the Occupational Safety and Health Office.
- Works in partnership with Contract Security in responding to duress codes and other emergencies by issuing overhead notifications.
- Participates in recovery of clinical and administrative incidents recorded on the surveillance camera system in the hospital.
- Contacts contractors for the maintenance and servicing of all communication, fire and safety hardware.
- Issues cellular phones, radios, batteries, chargers and personal duress devices to authorized individuals, and maintains records regarding such issuance.
- Receives cash and other valuables for safekeeping when the Business Services Unit is closed.
- Keeps sets of keys for emergency use for selected parts of HSH and for certain HSH vehicles. Makes these keys available to authorized personnel.

VOLUNTEER SERVICES OFFICE

Responsible for the management and implementation of the volunteer services program at Hawaii State Hospital. Volunteers may include students, retirees, laborers and professionals with advanced degrees who may provide direct patient care, patient services, and administrative support services. Service and donations provided by volunteers supplement but do not displace work provided by paid staff. Volunteers are an integral part of the overall treatment milieu. The Office promotes community understanding of mental illness and its treatment, and supports community reintegration of patients, by bringing together patients, healthcare staff, families, and the general public through volunteer service opportunities.

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- Plans with Hospital Administration the objectives and scope of the volunteer services program.
- Coordinates with hospital units and staff to plan and implement volunteer programs consistent with hospital needs, strategic plan, plan for provision of patient care, and objectives for care and services. Provides consultation to policies and procedure, laws, Joint Commission accreditation standards, rules and regulations applicable to volunteer program. Participates in HSH function team planning.
- Recruits, interviews, screens, trains and assigns volunteers to patient care, patient service and administrative support service positions based on qualifications and demonstrated competencies, and based on patient care and support needs.
- Conducts orientation and annual mandatory training of volunteers. Plans, develops and updates volunteer training content consistent with best practices and accreditation standards for hospital volunteer programs.
- Works with the Administration, managers and staff to assess needs and plan volunteer programs that meet needs. Evaluates utilization of volunteers in patient areas for clinical appropriateness, preservation of patient rights, and safety. Arranges for appropriate recognition of the volunteers.
- Provides consultation and education to staff so they may effectively utilize and supervise volunteers, write position descriptions, assess volunteer competencies, and provide supervisory intervention as necessary.
- Maintains liaisons and provides community consultation and education to organizations, including schools, colleges, businesses, hospitals and healthcare facilities. Provides presentations to community groups, schools, or visitors touring the hospital.
- Maintains records to highlight measureable outcomes of the volunteer services program. Conducts surveys, performance assessments, and reviews statistics, incidents and events in order to assess and continually improve the program.
- Allocates or distributes donated materials and funds to be utilized for the benefit of HSH patients and AMHD clients, after evaluating and determining the specific needs of the organizational segments in HSH, and as appropriate, to the Community Mental Health Center Branches.

**CLINICAL SERVICES SECTION**

Responsible for providing active mental health treatment and rehabilitation services utilizing a biopsychosocial model within a multidisciplinary framework to meet the needs of court ordered individuals within a safe and therapeutic environment. The Section is comprised of the clinical disciplines of psychiatry, psychology, social work, occupational therapy, recreational therapy, and other allied health professionals.

- Plans, organizes, directs, coordinates, implements and monitors the Section's services, activities and staff to provide effective mental health treatment services.
- Ensures that the services provided meet local and national standards and requirements and assures accountability for all professional activity within the

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Section.

- Coordinates Video Teleconference Court for community consumers from the neighbor islands.
- Collaborates with Administrative & Support Services Section, Business Services Unit in the development and monitoring of contracts related to Clinical Services.
- Provides secretarial services to the Section.

AFFILIATED PROGRAMS UNIT

Provides licensed and accredited outpatient and residential treatment programs for seriously mentally ill persons admitted from HSH or other inpatient or outpatient hospitals or programs, who need a less restrictive level of care. Treatment focuses on the development of life skills to be responsible members of the community and the ability to manage their activities in a manner to obtain discharge to a less restricted environment in the community.

State Operated Specialized Residential Program

Provides a residential treatment program on the grounds of the HSH campus for patients requiring specialized treatment who are discharged from the hospital. The program is staffed 24 hours a day, 7 days a week.

- Plans and directs a comprehensive and all-inclusive rehabilitation program to develop daily living skills that enable individuals to manage symptoms and regain function lost due to mental illness and co-occurring mental illness and substance abuse.
- Ensures services are provided in a licensed accredited facility and are relevant to the needs of the persons served.
- Ensures that services are designed and implemented to support recovery and/or stabilization of consumers served, to enhance quality of life of the consumer served, reduce or eliminate symptoms, restore and/or improve functioning, and support the integration of the consumers into a lesser restrictive level of care.
- Collaborates with the various case management agencies allowing for the provision of services that are consistent with the needs of the persons being served and based on their individual needs and entitlements.
- Provides for continuing process and quality improvement in clinical, environmental, educational, occupational, and recreational initiatives through a series of performance indicators that are measured against licensure and accreditation standards to assure the program is changing to meet the needs of the population of clients entering the program from a multitude of other venues.
- Assists consumers with referrals to other programs and agencies.
- Provides clerical services to the program.

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CLINICAL PSYCHOLOGY SERVICES UNIT

Responsible for the organization and provision of psychological services to patients suffering from brain, medical and behavioral disorders using techniques guided by psychological theory and principles.

- Provides direct clinical services in the form of assessment and treatment of hospitalized patients with a diverse range of disorders including psychiatric and substance use disorders, developmental disorders, acquired brain injuries, neurological disorders including dementia and intellectual disability, and physical disorders that affect behavior.
- Collaborate with the multidisciplinary treatment teams and other staff members by developing and integrating case formulations and patient treatment plans as well as treatment interventions included in the treatment plans.
- Performs psychological assessments as needed for diagnosis and treatment, including, but not limited, to intellectual, neurocognitive and personality assessment, risk assessment and the assessment of legal fitness and malingering.
- Provides leadership in developing behavioral interventions, when appropriate and clinically indicated, and documents patient's response to these interventions.
- Collaborates with other staff in formulating responses to orders by the courts. Specific forensic functions include evaluations of fitness to proceed, malingering, violence, suicide and elopement risk, and readiness for conditional release.
- Conducts individual and group psychotherapy as appropriate, independently or in collaboration with other staff members.
- Participates in discharge planning for patients.
- Provides group programming activities for patients at HSH.
- Participate in patient unit meetings and decisions regarding the management of patient-care milieus.
- Provides reports summarizing findings and makes recommendations which address issues of cognitive, intellectual, behavioral, emotional and social functioning.
- Assists the Staff Development & Training Unit in the teaching and training of other hospital professionals, direct care personnel, community based mental health professionals, and student trainees.
- Provides, when requested, supportive assistance to hospital staff injured as a result of assault.
- Provide supervision of graduate students in psychology placed at Hawaii State Hospital by clinical psychology programs at accredited universities.
- Provides secretarial services to the unit.

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FORENSIC SERVICES UNIT

Provides coordination and consultation regarding court related aspects of services provided to patients at HSH. The unit provides indirect and direct patient services (i.e. assessments, testing, fitness restoration groups, etc.) that are integrated, evidenced-based and support recovery and community reintegration for justice involved patients. The unit works collaboratively with other HSH work units and their personnel, and community organizations and personnel to coordinate services to justice involved patients. Patient, staff and community safety is a priority.

- Provides consultation to the multi-disciplinary treatment teams to support fitness restoration services. (HRS 704-406).
- Conducts assessments as indicated including fitness screening, criminogenic risk/needs, and risk of dangerousness.
- Reviews all risk assessments generated by psychologists in the Psychology Services Unit to ensure consistency in content and method.
- Provides risk assessment and management consultation to treatment teams as requested.
- Works collaboratively with community psychologists working in the Forensic Service Section of the Community Mental Health Center Branches to coordinate admissions, discharges, and efforts to assist individuals with conditional release status maintain community tenure.
- Collaborates and coordinates with the Judiciary's Adult Client Services, HSH treatment teams and Community Mental Health Center psychologists working in the Forensic Sections in assessing for the presence of criminogenic risks/needs and resulting collaborative case and treatment planning.
- Ensures that the provision of services for persons served involved with the criminal justice system is in accord with current Division and Branch policies and standards which includes collaborating with the AMHD Forensic Chief to assure that forensic practice principles and standards are being met and are consistent with Division-wide processes.
- Collaborates with the Social Work Services Unit to obtain reports of court ordered forensic examination of HSH patients from the Court Evaluation Branch and police reports and notifies the appropriate treatment team that the information has been received.
- Participates in treatment planning for patients designated by the Courts as Unfit to Proceed and dangerous; assessed as unlikely to ever regain fitness; or are within a year of being able to apply for conditional release.
- Participates with treatment teams in assessing readiness for conditional release.
- Collaborates with the Psychosocial Rehabilitation Services Unit and the Psychology Services Unit in developing the content for fitness restoration education/classes and conditional release/discharge readiness classes. May also conduct classes as time permits.

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- Reviews all letters to the court generated by the treatment teams to ensure consistency in content and format.
- Gathers and provides information to the courts when requested.
- Works with HSH Associate Administrator Clinical Services to coordinates case conferences conducted by and involving consultants including the AMHD Forensic Chief as needed.
- Consults with the HSH Deputy Attorney General on the legal status of HSH patients
- Collaborates with the HSH Deputy Attorney General in advocating for:
  - expedited court hearings when a patient has been assessed as being ready for discharge prior to previously scheduled hearing;
  - one panel re-examination of fitness for B and C felonies;
  - patients in 406 status to return to Oahu Community Correctional Center when no longer needing hospital level of care; and
  - other issues as needed.
- Collaborates with the Quality Management Services Section to ensure that appropriate forensic documentation is filed in the clinical records.
- Enters, interprets and reports data collection for quality management, census management and other coordination and research purposes.
- Maintains a database with pertinent forensic information including court orders, petitions for treatment over objection, Assisted Community Treatment, court hearings, DNA testing per HRS 844D-122-133, etc. for tracking, monitoring and reporting purposes.
- Participates in training and supervision for graduate student trainees completing a forensic rotation.
- Reviews, edits and updates hospital policies and procedures as assigned by the HSH Administrator or designee.
- Coordinates Video Teleconference Court for HSH patients.
- Provides secretarial services to the Unit.

MEDICAL SERVICES UNIT

Provides quality physical health services that are necessary for the evaluation and treatment of mental and physical health needs of its patients and to assist, promote, and maintain physical wellness among patients and staff in order to facilitate and protect the effective functioning of the therapeutic environment.

- Provides and/or coordinates a full range of physical health care services for the patient population of HSH.

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- Provides through the sick-call clinic routine health care and comprehensive admission, pre-operative, annual and discharge health evaluations.
- Provides basic emergency medical services for patients and staff to meet the needs of HSH.
- Provides and/or coordinates medical, surgical, dental, and other physical health care services, and facilitates care with outside providers or treatment facilities for patients with health care needs that cannot be met on site.
- Facilitates treatment with outside facilities and medical providers to increase efficiency in the delivery of physical health care to the psychiatric patient.
- Provides and/or coordinates limited physical health care services for the employees of HSH. This includes annual screening health examinations, evaluation and first-line treatment of on-the-job injury or illness, blood work as needed, annual tuberculosis screening, vaccination and immunization programs, and promotion of physical wellness.
- Participates in the interdisciplinary treatment team to provide a total care plan for the patient, to include evaluations to distinguish physical conditions from somatization complaints and psychiatric modifiers of physical illness.
- Conducts information reviews and serves on various committees concerning quality management, delineation and promotion of health and safety standards, and other regulatory issues.
- Conducts quality management evaluations of health care practices and outcomes for review and appropriate action by the administration, hospital-wide quality assurance teams and other regulatory or reviewing entities.
- Provides secretarial and clerical services to the Unit.

Laboratory Services

Provides objective data to help physicians diagnose, treat, and monitor their patients' medical and psychiatric parameters for optimum patient care. Coordinates between the Medical Services Unit, the laboratory, other units and outside contract reference lab services for efficient and regular transfer of information for proper specimen collection, handling, and reporting of results.

- Develops laboratory standard operating procedures, policies, work schedules, and methods in cooperation with the Medical Services Chief and/or the consulting pathologist in conformance with The Joint Commission, Medicare, and State requirements.
- Draws blood, accepts and/or collects other specimens, and performs tests in chemistry, immunohistochemistry, hematology, and urinalysis. Records and distributes results. Files, stores, and retrieves duplicate laboratory reports.
- Arranges with reference laboratories for the transportation and performance of routine and emergency tests not performed at HSH.
- Provides 24-hour, seven days/week laboratory coverage.

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- Plans, in consultation with the consulting pathologist and Medical Services Chief, the addition, changing of, and deletion of test procedures.
- Provides HSH employees with laboratory services as requested by employee health program, Occupational Safety and Health Administration (OSHA) or other regulatory agency requirements.
- Provides clerical services to Laboratory Services.

PSYCHIATRIC SERVICES UNIT

Provides direct clinical psychiatric services in the form of assessment, management and treatment for AMHD consumers, primarily within the setting of Hawaii State Hospital.

- Provides clinical guidance for the multidisciplinary team and other staff.
- Provides direct pharmacological interventions to assigned patients as appropriate and clinically indicated, and documents the rationale for choice of medication, risks and benefits, side effects, target symptoms and efficacy.
- Performs treatment services within the realm of psychiatric expertise, including individual, family, and group psychotherapy and counseling, crisis intervention, case management, and medication management.
- Provides psychiatric consultation as requested, and as appropriate.
- Documents treatments, interventions, and progress of patients following HSH policies and procedures in a form and manner in accordance with applicable billing procedures, and timely and complete documentation requirements of private healthcare plans and the state's managed care plans, as appropriate.
- Plans for continuity of care of HSH patients by participating in discharge planning and Utilization Management, following HSH policies and procedures.
- Maintains contact with out-patient facilities to ensure continuity of care, including consulting with the outpatient treating psychiatrist at admission and discharge.
- Participates in and attend staff or program meetings or other assigned committees of HSH and AMHD, including peer review, quality improvement, utilization review, program performance and evaluation activities.
- Participates in any and all credentialing, privileging and certification programs and procedures approved or required by HSH and AMHD by providing appropriate documents and maintaining licensure and certifications.
- Performs HSH specific duties including:
  - Performs clinical-legal duties, such as assessments for Civil Commitment, Assisted Outpatient Treatment, Orders to Treat (OTRs) and guardianships and completes appropriate petitions and court testimony.
  - Authorizes treatment plans, clinical-safety activities, such as seclusion and restraints, special status and precautions.
  - Authorizes clinical-administrative activities, such as Admissions, External and Internal Transfers, and Discharges.

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- Preserves the continuity of care, by ensuring that the appropriate provider-to-provider sign-out occurs between shifts, and when patients are admitted, transfer units or are discharged to the community.
- Supports the forensic needs of the State of Hawaii, by providing clinical input to be utilized for forensic assessments performed by HSH staff, court ordered forensic evaluations performed by AMHD Court Evaluation Branch and independent examiners, and communication from HSH to the court; contributes to fitness restoration and other forensic services delivered to assigned patients as a member of the Multidisciplinary Treatment Team, in coordination with the HSH Forensics Services Unit.
- Provides secretarial services to the Unit.

PSYCHOSOCIAL REHABILITATION SERVICES UNIT

Coordinates and provides individual and group psychosocial rehabilitation to patients at the Hawaii State Hospital and provides consultation to the State Operated Specialized Residential Program. Services in the hospital are provided to patients in acute/admission services and/or rehabilitation services. Acute/admission services focuses on evaluating new admissions and/or stabilizing patients who are acutely mentally ill. Rehabilitation services focuses on preparing patients for successful discharge from the hospital. Services are offered at various locations in the hospital and the community.

- Plans, organizes and oversees the psychosocial rehabilitation services provided.
- Oversees and manages a system utilizing a token economy and/or other approaches to motivate patients who participate in the therapeutic activities and display prosocial actions.
  - Oversees the operation of the Positive Incentive Program (PIP) store where patients can redeem their tokens for goods and products such as snacks, notions, cards, clothing, etc.
  - Provides training to patients assigned to the PIP store to assist them in developing positive work habits and pre-vocational skills.
- Conducts and/or arranges for psycho-educational and other skill training groups based on patient needs and goals for discharge.
- Oversees the on-going development of evidence based curriculum for the psycho-educational and other skill building groups.
- Provides or arranges for cognitive rehabilitation services for persons in need of and able to benefit from such services.
- Arranges for spiritual care for patients.
- Provides secretarial and clerical services to the unit and its programs.

Mental Illness and Substance Abuse Services

Serves as the subject matter expert and consultant to staff at HSH on the area of mental illness/substance abuse treatment and services, and provides substance abuse assessments and treatment to adults with a mental illness and who are

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also diagnosed with a co-occurring substance use disorder.

- Evaluates and assesses patients at HSH for the presence of a substance use disorder and shares the results with the multidisciplinary treatment team.
- Participates in the treatment planning for the patient which also includes discharge planning.
- Provides individual and group services and programs to address the assessed needs of patients with substance use disorders.
- Provides consultation and technical assistance to staff re: treating adults with a mental illness and a co-occurring substance use disorder.
- Provides coordination, consultation, and support to HSH programs, related to the integration of treatment services to adults with a mental illness who are also diagnosed with a co-occurring substance use disorder, and who may also have forensic/legal encumbrances and/or trauma-related issues. This may involve modification of program components affecting the operations of the programs, and the development of training materials and staff training.
- Provides a video and print library of substance abuse materials for both patient and staff education.

Occupational Therapy

Provides services to help patients develop skills needed for daily living and working. This includes evaluating, preventing, restoring, correcting and developing those functions and performance skills that are essential for achieving optimal levels of function in areas of sensory motor, daily living, coping, cognition, socialization, work, education and leisure.

- Evaluates and assesses patients for purposes of developing individualized goals, treatment plans and therapeutic programs.
- Participates, as a member of the multidisciplinary treatment team, in the treatment planning process.
- Plans and implements individualized, culturally and economically relevant programs according to treatment plans.
- Teaches skills through “acting-doing” experiences to develop patterns of behavior and ensure a more productive return to the community.
- Provides vocational assessment and training to develop work related skills, habits, attitudes and knowledge that will facilitate the patients’ choosing, acquiring and maintaining work opportunities.
- Provides opportunities for patients to develop independence, responsibility, time management and other skills to prepare them to function in living, work, social and leisure situations.
- Arranges for remedial education experiences to diminish learning deficits, reduce learning problems, increase functional literacy and/or to work toward a General Equivalency Diploma or Competency high school diploma for

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interested patients.

- Evaluates patients' progress on an ongoing basis and adjusts goals, plans and programs accordingly.
- Trains and supervises occupational therapy students (OTRs only).

Recreational Therapy

Works to improve and maintain functional abilities related to leisure; promote the acquisition and application of leisure-related skills, knowledge, and attitudes; and provide opportunities for patients for voluntary involvement in recreational interests and activities within HSH and the community.

- Plans, organizes, implements and supervises recreational therapy programs for patients.
- Reviews and evaluates recreational programs and recommends changes as needed.
- Administers a recreational therapy admission assessment on each patient admitted to HSH.
- Maintains records of recreational therapy activities and establishes standards for individual patient records pertaining to recreation.
- Provides training and supervision for recreational therapy students.

SOCIAL WORK SERVICES UNIT

Provides social work services to patients, their families, and other persons significant to the patient, in coordination with the treatment team members and community providers. Services are provided to patients in acute/admission services or rehabilitation services. Acute/admission services focuses on evaluating new admissions and/or stabilizing patients who are acutely mentally ill. Rehabilitation services focuses on preparing patients for successful discharge from the hospital.

- Gathers patient information from community and other agencies to be utilized as part of the assessment and treatment planning process for newly admitted patients.
- Develops a psychosocial assessment of each patient. Participates as part of the interdisciplinary treatment team in the development of an individualized treatment plan.
- Aids in engaging the patient and his family in treatment.
- Develops therapeutic relationships to assist patients and their families in resolving problems and conflicts, and in utilizing their coping skills and outside resources to meet their needs.
- Engages patients, their families and community providers in discharge and aftercare planning to provide for patients' efficient and comfortable exit from the inpatient treatment program and re-assimilation into the home and community

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setting.

- Initiates funding requests for patients being placed in the community who have no resources, or until other funding can be mobilized.
- Ensures that patients' psychosocial and environmental needs are addressed through consultation with and referral to community providers.
- Coordinates services with other entities at HSH and in the community.
- Provides training and supervision for graduate students in social work and allied mental health professions.
- Provides secretarial and clerical services to the Unit.

**NURSING SERVICES SECTION**

Responsible for the nursing practice at HSH. Nursing is an interpersonal therapeutic encounter with patients with psychiatric or co-occurring substance use disorders remanded to the DOH for care and treatment. The practice of nursing includes utilization of the nursing process, interdisciplinary collaboration, evidence based care and respect for the rights and dignity of each patient. The goal is quality patient care which will ensure patients will be able to return to the community or regain fitness for court if charged.

- Responsible for the overall clinical and administrative operations and functions of the section.
- Ensures timely reporting and communication of events are disseminated to HSH administration, sections/units and/or AMHD as appropriate.
- Directs and oversees the delivery of nursing care and treatment of patients at HSH.
- Ensures the quality of patient care provided by this section adheres to state and national regulations, as well as standards of the accrediting organization. Provides auditing to ensure compliance.
- Utilizes a patient centered approach that establishes a therapeutic interpersonal relationship with patients.
- Provides quality nursing care and supervision to each patient from the time of admission to discharge adhering to standards of practice, policies and procedures.
- Establishes guidelines, policies and Standards of Practice for the delivery of care with the Nurse Executive Committee. Provides auditing to ensure compliance.
- Allocates financial, personnel and material resources to the patient care units.
- Establishes a float pool of staff to augment unit staffing.
- Participates as integral members of multidisciplinary treatment team in the treatment of patients.

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- Organizes nursing leadership to ensure coordination and implementation of nursing activities and reports are carried out on all shifts daily.
- Provides an educational site for nursing students to work with patients in accordance with their university programs.
- Collaborates with Administrative & Support Services Section, Business Services Unit in the development and monitoring of contracts related to Nursing Services. Ensures this section is in compliance with contracts with vendors, contractors and labor unions.
- Provides secretarial and clerical services to the Section.

ADVANCED PRACTICE REGISTERED NURSE (APRN) OFFICE

Serves as consultant and collaborates with nursing management and Nurse Managers for patients and staff needs.

- Works with patients with complex medical and psychiatric needs. Works collaboratively with the nurse manager and treatment team.
- Provides specialized training and education to staff in collaboration with the Staff Development & Training Unit and Nursing.
- Meets with patients individually, runs groups, and activities as part of the patient's treatment team.
- Assists in audits of performance improvement activities.

NURSE RETENTION AND RECRUITMENT OFFICE

Facilitates the filling of vacant nursing positions by collaborating with the Human Resources Unit, Nursing management and contracted staffing vendors (agency) in recruiting qualified nursing staff.

- Coordinates and orchestrates all nursing staff interviews for permanent and agency nursing personnel.
- Oversees the work of the clerk who assists in the scheduling and paperwork of each individual interview.
- Facilitates nursing staffing coverage for each area on a shift by shift basis.
- Ensures adequate staffing by objective and measured interviews of applicants which includes agency nursing staff.
- Collaborates with Staff Development and Training Unit to ensure orientation of nursing staff.
- Collaborates with the Nursing Office to review the nursing matrix which determines safe staffing numbers.
- Develops the mentorship program for nursing staff.

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- Initiates and facilitates staff recognition and employee retention programs.

NURSING QUALITY IMPROVEMENT OFFICE

Audits nursing indicators to ensure compliance that nursing practice is within standards of care according to policy and procedures of Hawaii State Hospital, The Joint Commission, Office of Health Care Assurance, and other regulatory and accreditation bodies.

- Ensures timely collection and audit of nursing data to monitor quality of nursing practice and compliance to indicators.
- Collaborates with Nurse Managers to facilitate quality improvement initiatives and projects on each unit.
- Attends function team committees to represent and keep nursing abreast of current hospital standards and compliance indicators.

NURSING SPECIAL PROJECTS OFFICE

Provides consultation, training, input into the hospital's performance improvement program, participation in research activities, patient care, and administrative assistance in patients return to families and community.

- Collaborates with Nursing Quality Improvement Office on initiatives and/or projects according to the philosophy, policies and procedures, goals, objectives and standards of psychiatric and mental health nursing care for HSH.
- Collaborates with the Psychosocial Rehabilitation Services Unit in providing nursing activities and groups for patients, evaluating the effectiveness of the nursing groups and revising curriculum of nursing groups and activities.
- Collaborates with the APRN Office to provide specialized training to staff
- Works with patients with complex medical problems who are being discharged to the community to assist them in the transition process in collaboration with the case manager.

NURSING OFFICE

Operates 24 hours every day and oversees the Nursing Supervisors, nursing staff pool which includes the float pool, transport, and clerical support staff.

- Responsible for drafting the master schedule for permanent and agency nursing personnel assigned to Nursing Office.
- Receives sick calls, emergency calls and any calls regarding staffing 24 hours every day.
- Coordinates staff scheduling with the Nurse Managers to ensure coverage of the units and shifts.
- Responsible for generating and submitting centralized staffing reports.

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- Assigns RNs, LPNs, PMAs, Psychiatric Technician, Medical Security Officers and OAs to the patient care units in coordination with the Nurse Manager.
- Provides supervision and deployment of such staff to the units. Works with the nurse managers, unions, and agency contracted staff to ensure safe numbers of staffing.
- Supervises nursing office that includes deployment of clerks, nursing personnel permanent and agency float staff to the units to ensure adequate staffing numbers.
- Provides secretarial services to the Office.

Shift Assistant Chief of Nursing

Provides nursing supervision to all nursing operations on a shift to shift basis.

- Collaborates with nurse managers and other disciplines regarding care of patients.
- Coordinates with the nurse manager patient admissions, transfers and discharges.
- Keeps hospital and nursing administrators updated regarding clinical matters 24 hours every day.
- Monitors float pool staff and assigns them to the units when there are shortages on the units.
- Manages crisis and emergencies that arise at HSH that may occur on weekends, holidays, evenings and night shifts.
- Ensures scheduling and coordination of transporters.

Transport

- Provides patient transportation and escort services for on and off grounds of hospital-wide activities/appointments.

PATIENT CARE UNITS NURSE MANAGERS

Communicates hospital and departmental philosophy, mission, and core values to all nursing staff on all shifts. The goals are to provide care to patients in a safe and therapeutic environment.

- Provides supervision of nursing staff on assigned units.
- Oversees care of each patient assigned to the unit.
- Stabilizes acutely ill patients in a therapeutic milieu.
- Encourages patient participation in programming.

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- Safely addresses patient emergencies and crisis adhering to policy to ensure patient and staff wellbeing.
- Ensures supplies and resources are available to staff to safely work.

**QUALITY MANAGEMENT SERVICES SECTION**

Responsible to ensure that patient safety and performance improvement activities are integrated into all of the hospital's functions. An effective Quality Management program together with hospital leadership and a coordinated team approach is required to ensure hospital wide performance improvement (PI) initiatives are set forth and measured.

- Plans, organizes, coordinates, implements and monitors the Quality Management Services Section's services, activities and staff to provide an effective quality management program.
- Systematically plans, monitors and analyzes identified performance indicators/measures, to sustain improvements in processes and outcomes of patient care through the efforts of interdisciplinary hospital function teams and clinical service activities.
- Chairs the Performance Improvement Committee (PIC) which is an organized multidisciplinary leadership committee that has the authority and accountability to coordinate organization wide PI activities and provide oversight and approval for hospital policy and procedures.
- Ensures services are in alignment with the hospital's Strategic Plan and Goals, Mission, Vision and Values in order to maintain a culture of patient safety while providing performance improvement activities.
- Develops an annual Quality Management Plan that outlines the performance improvement indicators, measures and goals that have been identified by the quality management leadership and functional teams.
- Ensures that performance improvement measures address the needs of the patients served.
- Ensures that the hospital is in compliance with the standards, law and regulations set by The Joint Commission and state licensing or other regulatory agencies.
- Collaborates with Administrative & Support Services Section, Business Services Unit in the development and monitoring of contracts related to Quality Management.
- Provides secretarial support to the Section.

**INFECTION CONTROL OFFICE**

Provides the overall monitoring, coordination and implementation of the infection control program hospital wide by conducting surveillance activities to determine the prevalence of infections and provides prevention strategies to mitigate the risk of infections.

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- Develops an Infection Control Plan that outlines the prevention strategies/measures to mitigate the risk of infection throughout the hospital, including transmission based precautions, personal protective equipment , environmental management and education and training of staff.
- Develops Infection Control policies and procedures that outline surveillance activities to monitor the rates of nosocomial infections, the system used to collect and analyze data and the activities regarding prevention and control.
- Conducts surveillance activities that provide the identification and assessment of risk, risk reduction measures inclusive of providing prevention control strategies such as an immunization program for vaccine preventable diseases.
- Collaborates with the Medical Services Unit physician to identify and report communicable disease infections and outbreak investigations to hospital administration and to the State of Hawaii, DOH.
- Collaborates with the Medical Services Unit physicians and staff to provide initial occupational exposure and work related injury/illness assessments and clinically appropriate employee health follow-ups and/or referrals.
- Provides Infection Control performance improvement reports to the Infection Control Function Team for review and action and submits them for final review to the Performance Improvement Committee (PIC).
- Provides current Infection Control recommendations/requirements by regulatory agencies and ensures that relevant clinical resources are incorporated into HSH practice guidelines, policies and procedures.
- Reviews all laboratory and pharmaceutical data to prepare monthly surveillance reports to determine the prevalence of nosocomial infections and multidrug resistant infections.
- Serves as a resource to staff and sections/units/programs relating to infection prevention and employee health.
- Develops and provides infection control education and training programs for all hospital employees.
- Participates in the Infection Control Function team and works collaboratively with other hospital disciplines to provide the overall monitoring, coordination and implementation of the hospital-wide infection control program.

CLINICAL SAFETY OFFICE

Collaborates with Leadership and all hospital disciplines to develop a coordinated hospital-wide Clinical Safety Program that identifies existing or potential workplace hazards that may lead to assaults or incidents of workplace violence.

- Participates and assists with hospital-wide function teams and committees to plan, organize, direct, and evaluate safety measures that are identified by conducting a workplace risk assessment as part of the Clinical Safety Program goal to achieve a safe work environment for staff and patients.

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- Collaborates with Leadership, the Occupational Safety and Health Advisor, Performance Improvement/Risk Management Unit, Patient Care Units Nurse Managers, discipline chiefs and front line staff when there are reports of patient assaults and incidents of violence to support staff and mitigate the possibility of further incidents involving clinical safety issues.

MEDICAL LIBRARY OFFICE

Provides comprehensive library services in the technical specialties of psychiatry and related disciplines to the professional staff of HSH, AMHD, and DOH statewide. Facilitates access to information to support clinical and administrative decision-making for quality patient care, educational programs and research. Maintains resource collections and liaisons with other libraries to meet the educational and informational needs of staff.

- Operates and maintains a centralized library of psychiatric and allied health reference resources.
- Provides reference services, instruction and/or consultation on using HSH Medical Library and its resources.
- Acts as liaison between State, Federal and private libraries throughout the United States for professional library services and resource sharing.
- Conducts or facilitates literature/database searches through automated library database systems.
- Provides assistance to other organizational segments of the AMHD and DOH upon request.
- Maintains HSH historic files and relevant hospital related newspaper articles.

MEDICAL RECORDS UNIT

Maintains patient medical records to ensure that records are confidential, secure, readily accessible, and documentation is timely, properly authenticated, legible and complete. Provides medical transcription services, handles correspondence, release of information and enters and compiles statistical data.

- Plans, develops, and prepares policies, procedures and guidelines for the medical record system of HSH to meet The Joint Commission and State of Hawaii or Federal requirements.
- Files, stores and retrieves medical records; retrieves medical records from storage upon readmission of patients, as indicated.
- Conducts medical records reviews to monitor for the following:
  - Reports deficiencies in completing medical records to staff and assist with corrective actions
  - Analyzes problem areas and makes appropriate recommendations for improvement
  - Conducts concurrent medical record reviews on all admission units to monitor the presence of and timeliness of admission data

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- Reviews and codes psychiatric and medical diagnoses on all HSH admissions, annual re-evaluations and discharges using current International Classification of Disease (ICDA) Manual and Diagnostic and Statistical Manual (DSM) of Mental Disorders and enters medical diagnoses into the computer.
- Conducts Medical Records job tasks such as the following:
  - Transcribes various psychiatric reports, medical consultations, etc.
  - Purges and streamlines medical records in accordance with retention guidelines.
  - Responds to correspondence and written inquiries for medical records on discharged patients
  - Responds to subpoenas, court orders and depositions in accordance with guidelines established by HSH administration, AMHD, and the State of Hawaii Department of the Attorney General.
- Compiles and distributes daily and weekly HSH patient census data and prepares statistical reports regarding utilization of HSH beds, length of stay, number of admissions/discharges/transfers, and the number of patient transfers to a contracted inpatient facility.
- Provides clerical services to the Unit.

OCCUPATIONAL SAFETY AND HEALTH OFFICE

Directs and coordinates the overall fire, life safety programs for the hospital that include the safe management of the environment, hazardous materials, interim life safety measures and emergency preparedness activities.

- Collaborates with hospital leadership and the Environment of Care Function team to review and revise the seven Environment of Care management plans inclusive of Safety, Fire Prevention, Security Management, Hazardous Materials, Utilities Management, Medical Equipment and Emergency Management/Disaster Preparedness Plans.
- Develops and maintains guidelines to ensure that safety deficiencies and workplace incidents are reported and addressed in a systematic manner.
- Conducts environmental rounds and periodic safety checks throughout the hospital to maintain a safe environment for patients, staff and visitors.
- Coordinates a Fire Safety plan by conducting fire drills and conducting fire safety inspections to ensure an operable fire safety system.
- Conducts employee job hazard analysis to ensure staff have the appropriate Personal Protective Equipment to do their job tasks safely in accordance with OSHA, state and federal regulations.
- Develops and conducts required occupational health programs such as respiratory protection, and hearing conservation for HSH employees, in accordance with OSHA regulations.

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PATIENT RIGHTS OFFICE

Advises staff, patients, and other interested groups on patient rights. Provides ongoing education and training relating to patient rights. Assists in the development and/or revision of HSH policies and procedures relating to the rights of psychiatric inpatients.

- Reviews and recommends revisions to current rights-related policies, procedures, and practices.
- Facilitates the interaction of rights-related concerns with staff, patients, and various HSH committees.
- Maintains, evaluates, and amends, as needed, a coordinated system to deal with patient grievances and appeals concerning the rights of the mentally ill persons.
- Reviews the quality and quantity of grievance resolutions, reports of findings, and recommends changes to grievance and appellate practices.
- Provides education and training to mentally ill patients, HSH staff, and others about the rights of the mentally ill.
- Participates in multidisciplinary function teams with all hospital disciplines such as the Patient's Rights, Provision of Care Function teams and Patient's Council meetings.

PERFORMANCE IMPROVEMENT/RISK MANAGEMENT UNIT

Plans, develops, organizes, directs, and educates staff on the hospital wide quality management program. The Performance Improvement/Risk Management Unit quality performance indicators are outlined in the Quality Management Plan that identifies planned, systematic, organization wide activities that support a culture of patient safety. This plan outlines the performance improvement and risk management activities that identify and analyze potential and actual risks, prevent and control losses, and to foster a safe healthcare environment. Hospital leadership and the Performance Improvement Committee will provide the administrative oversight to plan, prioritize, and manage the performance improvement activities.

- Identifies and minimize risks for patients, staff and visitors of HSH through an organized process of risk identification, monitoring, evaluation and implementation of corrective actions.
- Maintains an organization-wide patient event reporting system that provides the source data as related to serious, significant and/or sentinel patient events. Significant or serious patient events that are reported by HSH and the State Operated Specialized Residential Program are also tracked, trended, and analyzed by review of a maintained State Operated Specialized Residential Program specific patient event database.
- Analyzes organizational and clinical performance by data trending, root cause analysis, internal investigations, problem identification, and use of statistical tools.
- Coordinates the process for identifying and managing sentinel events, conducting an investigation, and compiling a report and response to The Joint

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Commission.

- Supports data collection and reporting activities by:
  - Using data collection tools and providing report cards that depict patient safety events, identified problems and corrective actions
  - Tracking, trending, analyzing and reporting the data collected on identified hospital measures
- Collaborates with multidisciplinary team members to coordinate any possible allegations of patient abuse and/or neglect events. Coordinates with administration and hospital team members to ensure the allegations are investigated by the Department of the Attorney General's Investigations Branch and then reviewed by the hospital Patient Protection Committee.
- Provides clerical services to the Unit.

QUALITY MANAGEMENT COORDINATOR SPECIAL PROJECTS OFFICE

Conducts quality management special project activities as assigned to ensure that patient safety and performance improvement activities are integrated into all of the hospital functions.

- Supports hospital-wide quality management activities by:
  - Participating in hospital interdisciplinary function teams.
  - Providing education, support and consultation.
  - Collaborating with Standards and Compliance to ensure hospital preparation activities are conducted in preparation for hospital licensing and The Joint Commission surveys.
- Collaborates with multidisciplinary function teams to monitor clinical performance and quality assessment indicators relevant to patient safety, provision of appropriate patient assessment during the admission and discharge planning processes.

STAFF DEVELOPMENT & TRAINING UNIT

Provides training and educational services to all disciplines and programs at HSH and other branches of the AMHD inclusive of community health providers, through orientation and required annual in-service programs. This staff training includes out-service seminars and workshops for HSH staff, and staff consultation for HSH, AMHD and community health services providers.

- Develops and presents HSH education and training programs to all new hospital employees, students, security staff, agency staff and volunteers during New Employee Orientation.
- Provides required cardio-pulmonary resuscitation (CPR) and Conflict: Prevention, Management and Resolution (CPMR) skills classes to all staff.
- Acts as the American Heart Association (AHA) training center to certify all HSH CPR & first aid instructors. These CPR & First Aid instructors must re-certify through HSH Staff Development AHA every 2 years.

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- Selects educators, evaluates training programs and educators, modifies schedules and program design as required to meet ongoing staff competencies.
- Plans and develops curriculum for training programs in HSH total quality management related domains (e.g. fire and electrical safety, management of aggressive behavior, CPR, infection control, charting patient: assessment, treatment planning, psycho-educational training programs, as well as pertinent medical-surgical nursing skills needed to care for the medical needs of our psychiatric patients.
- Facilitates audio-visual, online and teleconference continuing education programs for staff.
- Maintains computerized database of all HSH staff training and their profiles which includes annual up-to-date training attendance, in three areas: Mandatory training, other in-service training and Outside in-service training.
- Provides clerical services to the Unit.

STANDARDS & COMPLIANCE UNIT

Plans, develops, coordinates, and monitors activities to achieve and maintain the state licensing, certification, and accreditation of the hospital and State Operated Specialized Residential Program in accordance with applicable Federal and State laws and regulations and other regulatory or accrediting agencies.

- Provides education, support and consultation regarding the activities of the quality management program and the licensing, accreditation, and certification standards and regulations.
- Develops policies and procedures as needed to achieve and/or maintain licensing, accreditation, and certification by federal, state, or other agency standards and regulations.
- Coordinates, monitors, and reports on issues and actions to ensure that standards, laws, and regulations set by The Joint Commission, state licensing, compliance, and other regulatory agencies are met.
- Provides written and oral reports to the hospital administration concerning the state licensing, accreditation, and certification programs and performance measurements including benchmarks with other national facilities.

UTILIZATION MANAGEMENT UNIT

Ensures that quality patient care is provided through effective and efficient use of available resources and services. The Utilization Management Unit works collaboratively with the Forensic Services Unit in assuring timely receipt, review and distribution of court dates, and forensic examiners reports.

- Reviews all admissions and extended lengths of stay in HSH by analyzing the psychiatric necessity of the admission, the appropriateness of extended stays, the quality of care provided and the necessity of tests and procedures ordered during the hospitalization.

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- Maintains a system of monitoring all admissions to assure review of extended stays on a timely basis.
- Consults with patients' attending physicians and treatment teams to clarify the plan of care.
- Facilitates patient care unit discharge meetings and maintains a data-base of patient's clinical status and discharge planning activities.
- Attends HSH Morning Report meeting to provide leadership with information on hospital-wide discharge plans.
- Develops and maintains working relationships with all HSH clinical departments, including participating in Master Recovery Plan Review (MRPR), Recovery Plan Review (RPR) meetings and meetings with utilization management relevance to facilitate timely and appropriate discharges.
- Develops and maintains effective working relationships with community providers, including Community Mental Health Center Branch staff, community case managers, and other community resources.
- Provides clerical services to the Unit.