



ARIZONA DEPARTMENT  
OF HEALTH SERVICES

---

ARIZONA STATE HOSPITAL

## **Scope of Services Calendar Year 2019**

## I. Governance

The Arizona Department of Health Services (ADHS) is the state agency responsible for assessing and assuring the health of all Arizonans through education, intervention, prevention and delivery of services. The operation of the Arizona State Hospital is maintained by ADHS, with the ADHS Director providing direct oversight.

The Arizona State Hospital is governed by a Governing Body. The Governing Body membership is composed of ADHS representatives and community representatives, as specified in the Governing Body Bylaws. The Governing Body provides overall guidance for hospital leadership.

## II. Managerial

Organizational leadership is defined as the Governing Body, administrative staff, departmental leaders and medical staff in appointed or designated leadership positions. Organizational leadership is responsible for providing a framework for planning health care services provided by the facility based on the facility's mission and for developing and implementing an effective planning process. The planning process includes an assessment and ongoing evaluation of customer and community needs, strategic plan, the quality management program, and the annual operating and capital budgets.

The Arizona State Hospital receives overall direction from the Chief Executive Officer, who reports to the Director of ADHS. The CEO directs the various leaders of ASH, who comprise the Executive Management Team (EMT). The Executive Management Team oversees hospital operations, establishes administrative policies and procedures, and directs ASH planning activities. The members of EMT include the following:

- Aaron Bowen, Psy.D., Chief Executive Officer
- Steven Dingle, M.S., M.D., Chief Medical Officer
- Michael Sheldon, M.P.A., Chief Operating Officer
- Debra Taylor, M.S.N., R.N., Chief Nursing Officer
- Lisa Wynn, B.S., Chief Quality Officer
- Margaret McLaughlin, M.S., Chief Compliance Officer
- Shanda Payne, L.M.S.W., ACPTC Director
- Levada Coker, C.P.M., Human Resources Assistant Chief
- William Bugbee, Chief Security Officer
- Ryan Rodney, C.P.A. Chief Financial Officer
- Nita Surathu, Health IT Architect, Senior Project Manager

**The Chief Medical Officer (CMO)** is responsible for the clinical administration of the Hospital pursuant to A.R.S. § 36-205, and directly manages psychiatric providers; contracted medical providers, dietary services, pharmacy services, psychology, social work, and rehabilitation services, such as occupational therapy, recreational therapy and psychosocial rehabilitation.

**The Chief Operating Officer (COO)** is responsible for managing financial and administrative support services, facilities management, dietary services, managing the environment of care,

promoting the wellness and safety of the patients and staff and management of environmental and housekeeping services.

**The Chief Nursing Officer (CNO)** oversees and assures the provision of quality psychiatric and medical nursing services for patients and coordination of nursing care based on individual patient needs. In addition, the CNO oversees the Hospital's Training and Education Department and the Specialty Clinic, which includes infection control, employee health, patient transportation services, and contracted health care services, including dental services, physical therapy, and podiatry services.

**The Chief Quality Officer (CQO)** is responsible for maintaining the hospital-wide quality management program, including quality assurance and performance improvement activities, data analytics, and incident reporting.

**The Chief Compliance Officer (CCO)** is responsible for monitoring hospital-wide compliance with the Centers for Medicaid and Medicare (CMS) Services regulations, Arizona State Rules and The Joint Commission accreditation standards; development and management of Hospital policies and procedures; management of the patient complaints, grievances and appeals processes; and overseeing the Hospital's Health Records Department.

**The Director of ACPTC** is responsible for managing the day-to-day clinical and administrative operations for the Sexually Violent Persons Program, which is in a separately licensed facility on ASH property.

**The Human Resources Assistant Chief** is responsible for compensation and benefits, employee relations, recruitment and retention, and employee-related special investigations.

**The Chief Security Officer (CSO)** is responsible for overall monitoring and safety duties of the Hospital.

**The Chief Financial Officer (CFO)** is responsible for tracking the Hospital's budget and coordinating with program areas to monitor and manage the budget within those respective areas.

**The Health IT Architect - Senior Project Manager** is responsible for managing Hospital electronic systems/operations, providing technical support in coordination with ADHS ITS staff, interfacing with electronic health record and other Hospital system vendors, and monitoring Hospital compliance with data collection, storage and reporting requirements.

## III. Clinical

### Medical Services

Medical staff consists of psychiatrists, psychologists, physicians, nurse practitioners, physician assistants, dentists, certain pharmacists, and contracted professionals such as podiatry. Each patient is assigned an attending psychologist, psychiatrist or psychiatric nurse practitioner and a medical doctor/physician assistant. These medical professionals assess patients, develop patient care/treatment plans, and administer care to meet patient needs.

### Nursing Services

Nursing staff consists of registered nurses (RN's), licensed practical nurses (LPN's) and mental health program specialists (MHPS). Nursing staff provide physical assessments; referrals for medical visits; medication administration; medication education and assessment of medication effectiveness; and education in the areas of mental and physical health. Nursing staff is responsible for the management of the unit milieu and implementation of treatment plans.

### Non-Medical Staff Professionals/Paraprofessional Services

The Social Work Department, Rehabilitation Services, dieticians, and the Psychology Department together comprise these services. Social Work staff provides services to all patients throughout their course of treatment. Social Work staff conducts recovery oriented bio-psychosocial and spiritual assessments, identifies individualized treatment goals, provides weekly group and/or individual therapy sessions, coordinates interdisciplinary communication among treatment team members, and organizes treatment plan meetings. Social Work representatives act as liaisons to the community by helping to maintain contact with a patient's natural supports and outpatient community providers to ensure continuity of care for an effective discharge.

The Rehabilitation Services staff assists in developing positive discharge readiness skills for the patients in the areas of leisure, vocational skills, coping skills, activities of daily living and other life skills necessary for a positive discharge into the community. Services and programs include Leisure Education, Life Skills, Task Skills, Music Therapy, Creative Arts Therapy, Anger Management, Community Reintegration Outings, Vocational Work Program and fitness type activities.

Psychology staff members, who are licensed psychologists and credentialed and privileged by the Psychology Department, are assigned as the patient's' primary behavioral health provider. The duties of an Attending Psychologist include overall day-to-day management of the psychological needs of the patient, leadership of the treatment team, and treatment planning. Psychology staff may provide individual and group therapy. Other psychological services that may be provided include risk assessments, psychological evaluations, neuropsychological assessments, and psycho-educational assessments.

Registered Dieticians provide nutritional assessments, and assist in the formulation of dietary plans and management of high risk patients with specialized dietary needs.

Pharmacists (who are not board certified psychiatric pharmacists...those who are eligible for Medical Staff membership) provide specialized pharmacist duties such as filling and dispensing of medication, patient education, and consultation to medical staff who enter orders.

### **Pharmacy Services**

Pharmacy services consists of contracted pharmacy staff and are provided under the direction of a pharmacist according to A.R.S. Title 36, Chapter 27; A.R.S. Title 32, Chapter 18; and 4 A.A.C. 23. Pharmacy staff facilitates safe medication use, meets all legal, accreditation and certification requirements and complies with all applicable policies, procedures, codes, and standards of the organization.

### **Dietary Services**

Dietary services consist of contracted staff members who operate under a person qualified to direct the provision of dietary services according to policies and procedures. Dietary staff manages kitchen operations and clinical nutrition services, including special dietary requirements for patients.

### **Specialty Clinic Services**

Specialty Clinic services consist of trained staff members who provide the following services: dental, audiology screening/hearing aids, EKG, podiatry, optometry, and limited physical therapy services.

## **IV. Unit Descriptions**

ASH has two (2) separately licensed hospitals: The Civil Hospital and Forensic Hospital. Civil adult patients are involuntarily court ordered to ASH if they have not responded to a minimum of 25 days in a community hospital setting. Forensic patients are court-ordered for pre- or post-trial treatment as a result of involvement with the criminal justice system due to a mental health issue. ASH has Population-Based Programs. Patients are housed separately in accordance with legal, treatment and/or security issues.

**The Civil Adult Rehabilitation Program** (116 beds) consists of six (6) treatment units (Palo Verde North and East, Desert Sage North and East, and Ironwood North and East) specializing in providing services to adults who are civilly committed as a danger to self, danger to others, gravely disabled and/or persistently and acutely disabled, who have completed a mandatory 25 days of treatment in a community inpatient setting prior to admission. Medical beds are also available.

Units on Palo Verde, Desert Sage and Ironwood are co-ed adult units. These units provide a secure, 24-hour-a-day care for patients with psychiatric disorders. The treatment team utilizes a multi-disciplinary approach, combining representatives from multiple service areas for coordination of care.

The treatment teams provide a comprehensive range of rehabilitation, psychiatric support, and minimal medical interventions and treatment. Minimal medical care may include the following: PEG tube/ostomy care, indwelling Foley Catheter care, intravenous therapy, central lines, blood draws, wound care, and total care.

**The Forensic Adult Program** (143 beds) consists of court-ordered commitments through a criminal process for either:

- *Pre-Trial Restoration to Competency Program (“RTC”)*: These patients are currently housed on one unit providing pre-trial evaluation, treatment, and restoration to competency to stand trial.
- *Post-Trial Forensic Program*: These patients are adjudicated as Guilty Except Insane (“GEI”) serving determinate sentences under the jurisdiction of the Psychiatric Security Review Board (PSRB), or for those adjudicated prior to 1994 as Not Guilty by Reason of Insanity (“NGRI”). These patients are currently housed on six separate units.

These programs are comprised of the following units: Saguaro, Cottonwood, Sycamore, Mohave, Pinon, Sago and the Community Reintegration Unit. Each unit serves adults and provides 24-hour-a-day care for patients in a secured environment. There are limited off-unit privileges granted on an individual basis, upon approval of the Hospital’s Special Classification Committee. The treatment team utilizes a multi-disciplinary approach, combining representatives from multiple service areas for coordination of care.

## V. Environment of Care

### Hospital Security

Provides security monitoring and safety support pertaining to the welfare of all areas of the Hospital.

### Facilities Services

Provides support for the power plant operations, repair and maintenance services throughout the patient units, support buildings and administrative office areas.

### Environmental Services

Provides daily cleaning services to all occupied areas of the Hospital. All areas are maintained in a clean and sanitary condition in accordance with licensure standards.

### Infection Control Services

Provides infection prevention services, including the following: maintains infection prevention and control plans, conducts surveillance of infections/illnesses, follows mandatory reporting requirements, maintains compliance with CLIA waiver and testing, and monitors trends, clusters and antibiotic stewardship/utilization.

**Material Management Services**

Maintains the responsibility for ordering and maintenance of medical materials, including the proper disposal of medical materials.

**Landscaping Services**

Maintains the responsibility for keeping Hospital grounds clean, safe and attractive.