

APPENDIX 7



CALIFORNIA CORRECTIONAL HEALTH CARE SERVICES



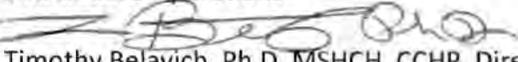
MEMORANDUM

Date: JUL - 3 2014

To: Chief Executive Officers

From:

R. Steven Tharratt, MD, MPVM, FACP, Director 
Health Care Operations


Timothy Belavich, Ph.D, MSHCH, CCHP, Director (A)
Division of Health Care Services
California Department of Corrections and Rehabilitation

Subject: ESTABLISHING AN INSTITUTION QUALITY MANAGEMENT SUPPORT UNIT

Dedicated teams with systems improvement expertise to support activities such as performance evaluation and process redesign are commonplace in the broader health care industry. Typically, the role of these teams within the organization is to support and integrate all activities related to prioritizing, planning, designing, testing, and implementing performance improvement and evaluating performance in order to:

- Improve patient outcomes.
- Prevent or mitigate patient risk.
- Improve efficiency and cost-effectiveness.
- Comply with laws, regulations, and court orders.
- Redesign processes and manage system-wide changes.

When Chief Executive Officers (CEOs) first assumed responsibility for institution health care programs, organized quality management teams were conspicuously missing at California prisons, prompting CEOs to elevate requests for staff resources to support quality improvement and patient safety efforts.

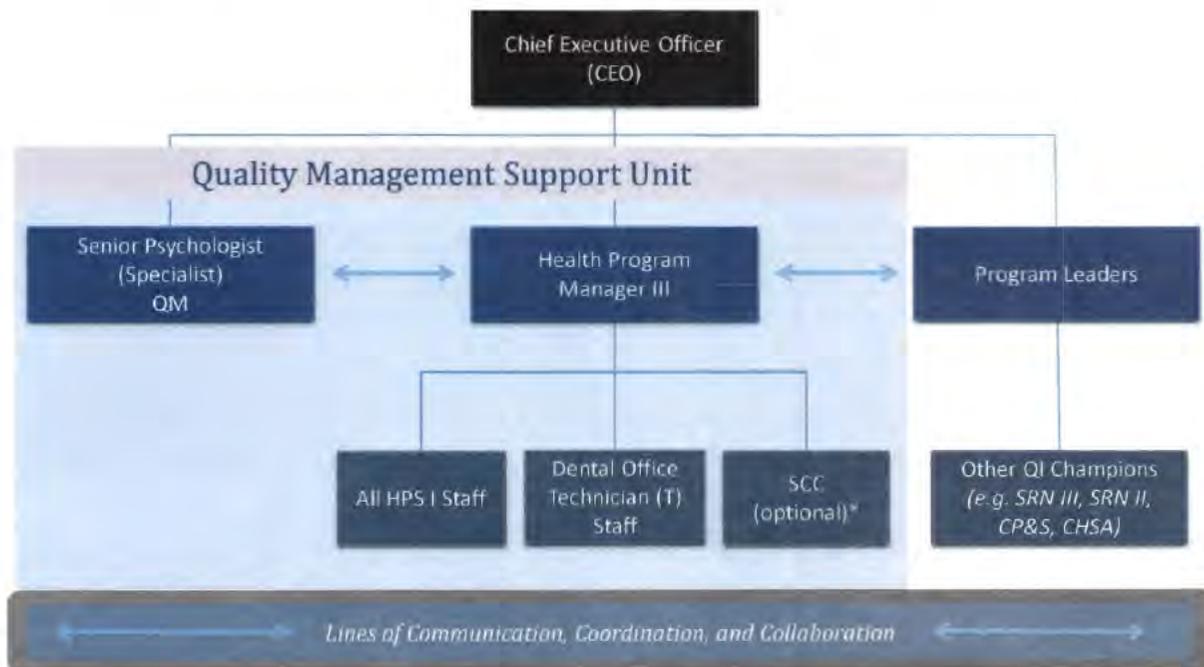
In response, California Correctional Health Care Services (CCHCS) and the Division of Health Care Services (DHCS), California Department of Corrections and Rehabilitation (CDCR) have taken steps to help CEOs formally establish an institution Quality Management Support Unit (QMSU) that consolidates and leverages **existing** resources both within CCHCS and CDCR to more effectively and efficiently focus on system-level performance management work including a staffing model described below with the following classifications that have already been established (Please also refer to Figure 1).

- **A full-time Senior Psychologist Specialist (required)** who brings critical facilitation, evaluation, analysis, and program management skills to quality improvement activities, in addition to expertise in mental health processes and programs, and reports directly to the CEO.
- **A Health Program Manager III (HPM III) (required)** who continues to manage the Dental Program and report to the CEO, as well as work with the Regional Dental Director will also supervise all of the institution's Health Program Specialist I (HPS I) staff.

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- **HPS I (required)** who previously reported through various program areas.
- **Other Staff members (optional)** who are involved in system level performance planning, evaluation/monitoring and improvement activities such as the Standards Compliance Coordinator and analyst positions.

Figure 1. INSTITUTION QUALITY MANAGEMENT SUPPORT UNIT
Organizational Structure



In addition to staffing the QMSU based on a standardized model, **duty statements and a training program have been developed and are briefly described below.**

- **Duty statements to clarify the roles and responsibilities of QMSU members.** Under **Attachment I**, you will find revised duty statements for the Dental Program HPM III that clearly defines dental and overall performance management duties, as well as a duty statement for HPS I and the new Senior Psychologist Specialist.
- **An intensive training program in foundational quality improvement techniques designed specifically for QMSU members and ongoing technical support.** Building on the Quality Management Academy's two-day general orientation, CCHCS and DHCS will offer more detailed skill-building workshops on topics such as performance measure design, process mapping and redesign, root cause analysis, failure mode and effects analysis, rapid-cycle improvement, Lean

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six sigma and other quality improvement techniques in 2013 and 2014. The Quality Management Section will continue to mentor and provide technical support to institution QMSUs upon completion of intensive training.

Interview questions for the Senior Psychologist Specialist and Health Program Specialist I positions are available through Human Resources upon request. **Please note that the designated Regional Dental Director must be on the interview panel when interviewing to hire into the HPM III position, and the designated Regional Mental Health Director must be on the interview panel when interviewing to hire into the Senior Psychologist Specialist position.**

Institutions QMSUs are a critical part of the effort to build quality management capacity enterprise-wide, establish an organizational culture that promotes continuous performance improvement, and strengthen the institution, regional, and state-level quality management infrastructure. However, continuous performance improvement is everyone's job, and these core QMSU resources supplement and support leaders, managers, and supervisors who ultimately must champion and be responsible for quality work and organizational excellence, which are essential to successful transition of prison health care services to state control, and maintaining the advances achieved into the future.

It is the expectation that all institutions would have transitioned all required staff positions into the QMSU no later than September 30, 2014.

Staff at headquarters has been designated to assist you with issues that arise as you establish a QMSU or to link QMSU staff with appropriate training and support. Please contact Bonnie Sanburg, Associate Governmental Programs Analyst (AGPA), Quality Management Section, CCHCS, at Bonnie.Sanburg@cdcr.ca.gov for further information.

Attachments

Cc: J. Clark Kelso, Receiver, CCHCS

Diana L. Toche, DDS, Undersecretary, Health Care Services, Undersecretary (A), Administration and Offender Services, CDCR

Richard Kirkland, Chief Deputy Receiver, CCHCS

Renee Kanan, M.D., MPH, FACP, Chief Quality Officer, Deputy Director, Quality Management, CCHCS

Yulanda Mynhier, Deputy Director, Resource Management Branch, CCHCS

Morton Rosenberg, DDS, Deputy Director, Dental Services, DCHS, CDCR

Eureka Daye, PhD ©, MPH, MA, CCHP, Regional Health Care Executive, Region I, CCHCS

Charles Young, Regional Health Care Executive, Region II, CCHCS

Chris Podratz, Regional Health Care Executive, Region III, CCHCS

Robert Herrick, CCHP, Regional Health Care Executive, Region IV, CCHCS

Bonnie Sanburg, AGPA, Quality Management Section, CCHCS

STATE OF CALIFORNIA

DEPARTMENT OF CORRECTIONS AND REHABILITATION
DIVISION OF HEALTH CARE SERVICES
Revised 6-23-2014

ATTACHMENT I

SHADED AREA TO REFLECT RECLASS POSITION NUMBER ONLY

DUTY STATEMENT

RPA

EFFECTIVE DATE:

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|---|--|
| CDCR INSTITUTION OR DEPARTMENT Division of Health Care Services | POSITION NUMBER (Agency – Unit – Class – Serial) |
| UNIT NAME AND CITY LOCATED Inmate Dental Services Program | CLASS TITLE Health Program Manager III |
| WORKING DAYS AND WORKING HOURS a.m. to p.m. (Approximate only for FLSA exempt classifications) | SPECIFIC LOCATION ASSIGNED TO |
| PROPOSED INCUMBENT (If known) | |

YOU ARE A VALUED MEMBER OF THE DEPARTMENT'S TEAM. YOU ARE EXPECTED TO WORK COOPERATIVELY WITH TEAM MEMBERS AND OTHERS TO ENABLE THE DEPARTMENT TO PROVIDE THE HIGHEST LEVEL OF SERVICE POSSIBLE. YOUR CREATIVITY AND INGENUITY ARE ENCOURAGED. YOUR EFFORTS TO TREAT OTHERS FAIRLY, HONESTLY AND WITH RESPECT ARE CRITICAL TO THE SUCCESS OF THE DEPARTMENT'S MISSION.

Under the direction of the Chief Executive Officer (CEO), and in collaboration with the Regional Dental Director, the Health Program Manager III manages the development, implementation, monitoring, evaluation, and improvement of the Inmate Dental Services Program (IDSP) at an institution, including implementation of an effective performance management program and processes to ensure consistency with CCHCS and institution missions, community standards of care, achieve adherence with policies and procedures (P&Ps), and state and federal laws, and support continuous learning and improvement.

% of time performing duties | Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. (Use addition sheet if necessary)

ESSENTIAL FUNCTIONS

30% Manage, supervise, and evaluate the performance of the IDSP administrative positions and oversee the administration of the institution's health program operations and policies and procedures within the IDSP. Assess the delivery of dental services, identify program goals and strategies, and implement P&Ps that ensure compliance with various laws, rules, regulations, policies, procedures, and practices. Ensure program goals are achieved and the inmate health care services related programs are of the highest quality and standard. Evaluate the impact of program changes as a result of California Code of Regulations (CCR) Title 15, IDSP P&Ps and/or issues relating to Department lawsuits. Report to management regarding policies and procedures, program changes, and make recommendations to meet the needs of the IDSP within the institution. Participate as a member of the institution executive management team in executive staff sessions. Prepare administrative reports in response to requests for information from various sources. Develop Local Operating Procedures (LOPs) in consultation with other health professionals, including the Supervising Dentist (SD), and custody administration. Prepare guidelines, policies, and procedures for the administration of dental care to Return-to-Custody inmates from outside health care facilities.

25% Coordinate with the SD to ensure that the dental services performed are consistent with the standards set forth by the Dental Board of California, American Dental Association, California Department of Corrections and Rehabilitation (CDCR), and all other state and federal laws and regulations. Manage the administrative support services for IDSP, including but not limited to Plant Operations; coordination for the repair and maintenance servicing of dental equipment including certification by dental repair personnel; preparation of administrative reports in response to requests for information from various sources; developing budget estimates for IDSP staffing, operating expenses, travel, equipment, and supplies; monitoring expenditures for the above mentioned costs; coordinating with the Office of Business Services and Facility Planning, Construction, and Management for equipment and space; administering the contracts for supplies, equipment and essential dental services not provided by on-site staff in areas such as dental specialties or registry employees; and monitor contract trends and costs, access to care, policy evolution due to priority changes, and report on the utilization of services to interested parties as a result.

DUTY STATEMENT

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| 20% | <p>Collaborate with other health care managers and professionals to direct the development, implementation, management, monitoring, and evaluation of the institution health care quality management system. Establish a well-functioning network of improvement committees to oversee the health care quality management system and manage improvement activities at the institution. Support efforts to establish and update an annual improvement plan, including improvement priorities and specific performance objectives, in alignment with the CDCR Strategic Plan and the statewide Performance Improvement Plan. Assist in the development of a local health care performance measurement and evaluation system, overseeing local health care related data collection processes, data validation, and production of performance reports for review by the Quality Management Committee and other improvement groups.</p> <p>Use the Health Care Services Dashboard and Institution Scorecard to assess institution health care systems and processes, monitor progress on current improvement initiatives, identify areas for further improvement, and make recommendations to the Quality Management Committee and regional teams. Participate in quality/performance management activities and patient safety initiatives to continuously improve local health care systems and processes, training and mentoring health care staff in the application of quality improvement techniques, such as root cause analysis, process analysis and redesign, failure mode and effects analysis, and other nationally recognized improvement strategies. Design staff development programs and decision support tools to build quality improvement capacity at the institutions. Manage and support projects to protect patient safety; increase compliance with policies, procedures, state and federal laws, and clinical guidelines; and secure or maintain licensure, certification, or accreditation.</p> |
| 10% | <p>Review the work of a team of Health Program Specialists and other staff supporting the effective implementation of the institution's quality management system. Recruit, interview, hire, and evaluate the performance of staff; administer the performance appraisal reviews for quality management staff; and establish priorities for the effective support of quality management and patient safety programs.</p> |
| 10% | <p>Serve as a subject matter expert, coach, and quality improvement information resource to staff. Advise health care staff on quality management and patient safety standards and requirements. Build collaborative relationships with department leadership and members. Provide leadership with information and guidance to prioritize and address quality improvement and performance issues. Effectively facilitate and make presentations; communicate information to various levels of the organization through the use of strong written and verbal skills. Establish and maintain an effective working relationship with the Statewide Quality Officer, working to meet statewide performance objectives. Maintain an awareness of existing local procedures, statewide policies, licensing regulations, and state and federal legal mandates to ensure timely application and compliance with new requirements.</p> |
| 5% | <p>Perform other related duties as required.</p> |

STATE OF CALIFORNIA

DEPARTMENT OF CORRECTIONS AND REHABILITATION
DIVISION OF HEALTH CARE SERVICES
Revised 6-23-2014

RPA – -

DUTY STATEMENT

| % of time performing duties | Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. <i>(Use addition sheet if necessary)</i> |
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| | <p>KNOWLEDGE AND ABILITIES</p> <p><i>Knowledge of:</i> Public health, mental health, and health care services programs and trends; problems and procedures involved in establishing community relationships and assessing community health program needs and resources; preparation and planning for coordinated programs with local and federal agencies, private agencies, and health care providers; principles and methods of public administration including organization, personnel and fiscal management; methods of preparing reports; research and survey methods; methods and principles of medical care administration, disease and disability prevention, health promotion and medical rehabilitation, procedures, planning, implementation, and monitoring of programs, design and plan for coordination of programs with federal and local agencies; legislative processes.</p> <p>Principles and practices of employee supervision, development and training; methods and techniques of effective leadership; federal, state, and local health programs, policies, objectives, and constraints; equal employment and affirmative action policies. Principles and techniques of management and public administration; federal, state, and local standards, issues, policies, and priorities related to health services financing, health services delivery, health promotion, disease prevention, and environmental factors impacting health. Health program administration, including program policy development, program planning and implementation, program evaluation, and use of supportive staff services; formal and informal aspects of the legislative and regulatory process.</p> <p><i>Ability to:</i> Assist in development of public health and health care projects; apply health regulations, policies, and procedures; participate in monitoring and evaluating health programs and projects; gather, analyze, and organize data related to health programs; analyze administrative problems and recommend effective action; speak and write effectively; act as program liaison with staff in other programs at the federal, state, and local level; assist in planning, conducting, and evaluating of field projects; recommend and take actions on a variety of health programs, project activities, staffing, and budgetary processes; analyze proposed legislation, regulations and health program standards; provide consultation and technical assistance to local agencies; serve on task forces and committees as a program representative;</p> <p>Supervise staff, manage a health program or project; establish and maintain priorities; effectively utilize available resources; apply and recommend changes in health regulations, policies, and procedures; establish cooperative relations with a variety of governmental, educational and provider entities; effectively carry out equal employment opportunity and affirmative action policies. Manage a major health program(s) or project; assume and demonstrate independent responsibility for decisions and actions having broad implication on a variety of complex health programs and project activities; work effectively with various health disciplines and community agencies and leaders in coordinating health services and implementing health programs and in developing and interpreting health policies, regulations and procedures; negotiate and coordinate policy relationships with federal, state, and local agencies; utilize public administration methods including budgeting and personnel practices in achieving implementation of legislation and new health programs statewide; serves as a technical program expert to higher level management and represent the department's position before legislative committees and other State agencies. Manage a major complex health program; creatively utilize a variety of management techniques to resolve complex health issues and health program problems.</p> |
| SUPERVISOR'S STATEMENT: I HAVE DISCUSSED THE DUTIES OF THE POSITION WITH THE EMPLOYEE | |
| SUPERVISOR'S NAME (Print) | SUPERVISOR'S SIGNATURE |
| DATE | |
| EMPLOYEE'S STATEMENT: I HAVE DISCUSSED WITH MY SUPERVISOR THE DUTIES OF THE POSITION AND HAVE RECEIVED A COPY OF THE DUTY STATEMENT | |
| The statements contained in this duty statement reflect general details as necessary to describe the principal functions of this job. It should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned, including work in other functional areas to cover absence of relief, to equalize peak work periods or otherwise balance the workload. | |
| EMPLOYEE'S NAME (Print) | EMPLOYEE'S SIGNATURE |
| DATE | |

SHADED AREA TO REFLECT RECLASS POSITION NUMBER ONLY**DUTY STATEMENT**

RPA

EFFECTIVE DATE:

| | |
|---|--|
| CDCR INSTITUTION OR DEPARTMENT California Correctional Health Care Services | POSITION NUMBER (Agency – Unit – Class – Serial) |
| UNIT NAME AND CITY LOCATED Quality Management Support Unit (QMSU) – Medical | CLASS TITLE Health Program Specialist I (HPS I) (Institution) |
| WORKING DAYS AND WORKING HOURS a.m. to p.m. (Approximate only for FLSA exempt classifications) | SPECIFIC LOCATION ASSIGNED TO |
| PROPOSED INCUMBENT (If known) | |

YOU ARE A VALUED MEMBER OF THE DEPARTMENT'S TEAM. YOU ARE EXPECTED TO WORK COOPERATIVELY WITH TEAM MEMBERS AND OTHERS TO ENABLE THE DEPARTMENT TO PROVIDE THE HIGHEST LEVEL OF SERVICE POSSIBLE. YOUR CREATIVITY AND INGENUITY ARE ENCOURAGED. YOUR EFFORTS TO TREAT OTHERS FAIRLY, HONESTLY AND WITH RESPECT ARE CRITICAL TO THE SUCCESS OF THE DEPARTMENT'S MISSION.

Under the direction of the Health Program Manager III, the HPS I acts as a highly skilled technical expert and subject matter expert in discrete areas of the Inmate Medical Services Program (IMSP), such as policy and procedure development, IMSP-related data applications, performance trends, and local activities to ensure departmental compliance with all court orders, laws, rules, regulations, policies, and procedures governing the medical program. In addition, the HPS I serves a leadership role within a unit of staff tasked with establishment of a well-functioning health care performance management system at an institution, including a network of quality improvement committees that oversee improvement activities, a performance measurement and evaluation system, an annual improvement plan that incorporates the highest-priority improvement initiatives, and application of quality improvement tools and techniques to achieve performance objectives.

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| % of time performing duties | Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. <i>(Use addition sheet if necessary)</i> |
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ESSENTIAL FUNCTIONS

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| 25% | Serves as the Medical Program Coordinator of a designated institution, applying extensive knowledge of the full scope of medical services and the Primary Care Model to promote improvements in access to care, quality of care, continuity of care, appropriate utilization of services, and cost effectiveness. Serves as an on-site expert on IMSP Policies and Procedures and all court orders, laws, rules, standards, and guidelines relevant to the medical program. Serves as a liaison between CCHCS headquarters staff and institution staff in relation to medical program implementation issues. Facilitates communication between headquarters and the field, and provides technical consultation about the pragmatic application of IMSP Policies and Procedures in the field. Provides ongoing technical assistance and training to custody and clinical staff on medical program and Primary Care Model components and IMSP requirements, participating in problem-solving sessions at a variety of levels to remove barriers to appropriate care. |
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| 25% | In collaboration with other health care managers, develop and implement an ongoing institution health care performance measurement system to aid management in identifying priorities for medical care quality and performance improvement, establishing performance goals, and assessing progress toward achieving those goals. Routinely reviews medical care performance data from sources such as the Health Care Services Dashboard, Institution Scorecard, local audits, and surveys and inspections to assess health care delivery system performance. Systematically collects data related to annual medical care performance improvement goals and objectives, and reviews, analyzes, evaluates, and summarizes institution data on a continual basis to report findings to institution and headquarters management. Designs performance reports at a level of detail that promotes behavioral change, such as at individual staff member, care team, and clinic levels. Develops data collection and audit tools, tracking systems, and reporting mechanisms in support of institution medical care improvement activities. Conducts periodic audits of comprehensive self-assessments using specified indicators and review tools. Designs performance measures to determine medical care baseline performance levels and evaluate the success of improvement initiatives and provides guidance to Quality Improvement Team members regarding effective data |
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| <p>25%</p> | <p>collection methods and techniques. Validates data used in performance evaluation; identifies and addresses data reliability problems, such as data entry errors that result in poor quality data. Provides support to institution staff in managing and maintaining medical program data applications, information transfers, and reports. Responds to institution-specific data requests.</p> <p>Supports the development of an Institution Performance Improvement Plan, updated annually. Provides recommendations for interventions that might improve inmate-patient medical care outcomes, cost-effectiveness, and adherence to clinical guidelines, policies, or state and federal laws. Serves a leadership role in the implementation of individual medical care improvement initiatives, utilizing communication, teamwork, analytical, and organizational skills, with minimal direction; uses project management skills and tools to organize and coordinate the work of multiple team members to successfully complete a variety of initiative tasks within established timeframes. Performs the most complex completed staff work in support of medical care improvement projects, including working with subject matter experts to develop or modify Local Operating Procedures, guidelines, protocols, decision support tools (e.g., forms, checklists, pocket guides, and other materials) and training programs. Researches best practices in the broader health care industry, at correctional health care organizations, at other institutions, and care settings within the institution and shares them with health care staff. Participates in quality improvement committee meetings, helping members identify and analyze health care services delivery system problems and issues, particularly as related to medical program implementation and program adherence, determine program operational needs and requirements, and take effective action to address both clinical and custody considerations. Coordinates activities to prepare for inspections, audits, and surveys, particularly as they relate to the medical program.</p> |
| <p>20%</p> | <p>Serves as a local subject matter expert in statewide Quality Management Program and Patient Safety Program requirements relating to medical care, as well as quality improvement concepts and techniques. Facilitates quality improvement teams focusing on medical care, and guiding health care staff as they apply nationally accepted improvement techniques, such as root cause analysis, process mapping and redesign, failure mode and effects analysis, and lean/Six Sigma processes. Mentors staff in the use of existing improvement tools, such as patient registries, to improve patient medical care outcomes and quality of care. Assesses the institution's adherence to Quality Management Program and Patient Safety Program requirements, identify areas of weakness, and recommend strategies to improve adherence.</p> |
| <p>5%</p> | <p>Perform other related duties as required.</p> |

DUTY STATEMENT

RPA – -

| % of time performing duties | Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. <i>(Use addition sheet if necessary)</i> | |
|--|--|------|
| | <p>KNOWLEDGE AND ABILITIES</p> <p><i>Knowledge of:</i></p> <p>Public health, medical health care services, programs and trends; problems and procedures involved in establishing community relationships and assessing community health program needs and resources; preparation and planning for coordinated programs with local and federal agencies, private agencies, and health care providers; principles and methods of public administration including organization, personnel, and fiscal management; methods of preparing reports; research and survey methods; methods and principles of medical care administration, disease, and disability prevention, health promotion, and medical rehabilitation; procedures, planning, implementation, and monitoring of programs; design and plan for coordination of programs with federal and local agencies; legislative processes.</p> <p><i>Ability to:</i></p> <p>Assist in development of public health and health care projects; apply health regulations, policies and procedures; participate in monitoring and evaluating health programs and projects; gather, analyze, and organize data related to health programs; analyze administrative problems and recommend effective action; speak and write effectively; act as program liaison with staff in other programs at the federal, state, and local level; assist in planning, conducting and evaluating of field projects; recommend and take actions on a variety of health programs, project activities, staffing, and budgetary processes; analyze proposed legislation, regulations and health program standards; provide consultation and technical assistance to local agencies; serve on task forces and committees as a program representative.</p> | |
| SUPERVISOR'S STATEMENT: I HAVE DISCUSSED THE DUTIES OF THE POSITION WITH THE EMPLOYEE | | |
| SUPERVISOR'S NAME (Print) | SUPERVISOR'S SIGNATURE | DATE |
| EMPLOYEE'S STATEMENT: I HAVE DISCUSSED WITH MY SUPERVISOR THE DUTIES OF THE POSITION AND HAVE RECEIVED A COPY OF THE DUTY STATEMENT | | |
| The statements contained in this duty statement reflect general details as necessary to describe the principal functions of this job. It should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned, including work in other functional areas to cover absence of relief, to equalize peak work periods or otherwise balance the workload. | | |
| EMPLOYEE'S NAME (Print) | EMPLOYEE'S SIGNATURE | DATE |

STATE OF CALIFORNIA

DEPARTMENT OF CORRECTIONS AND REHABILITATION
DIVISION OF HEALTH CARE SERVICES
Revised 6-23-2014**SHADED AREA TO REFLECT RECLASS POSITION NUMBER ONLY****DUTY STATEMENT**

RPA

EFFECTIVE DATE:

| | |
|---|--|
| CDCR INSTITUTION OR DEPARTMENT Division of Health Care Services | POSITION NUMBER (Agency – Unit – Class – Serial) |
| UNIT NAME AND CITY LOCATED Inmate Dental Services Program (IDSP) | CLASS TITLE Health Program Specialist I (Institution) |
| WORKING DAYS AND WORKING HOURS a.m. to p.m. (Approximate only for FLSA exempt classifications) | SPECIFIC LOCATION ASSIGNED TO |
| PROPOSED INCUMBENT (If known) | |
| YOU ARE A VALUED MEMBER OF THE DEPARTMENT'S TEAM. YOU ARE EXPECTED TO WORK COOPERATIVELY WITH TEAM MEMBERS AND OTHERS TO ENABLE THE DEPARTMENT TO PROVIDE THE HIGHEST LEVEL OF SERVICE POSSIBLE. YOUR CREATIVITY AND INGENUITY ARE ENCOURAGED. YOUR EFFORTS TO TREAT OTHERS FAIRLY, HONESTLY AND WITH RESPECT ARE CRITICAL TO THE SUCCESS OF THE DEPARTMENT'S MISSION. | |
| Under the direction of the Health Program Manager III, the Health Program Specialist (HPS) I acts as a highly skilled technical expert and subject matter expert in discrete areas of the IDSP, such as policy and procedure development, IDSP-related data applications, performance trends, and local activities to ensure departmental compliance with all laws, rules, regulations, and policies and procedures governing the IDSP. In addition, the HPS I serves a leadership role within a unit of staff tasked with establishment of a well-functioning health care performance management system at an institution, including a network of quality improvement committees that oversee improvement activities, a performance measurement and evaluation system, an annual improvement plan that incorporates the highest-priority improvement initiatives, and application of quality improvement tools and techniques to achieve performance objectives. | |
| % of time performing duties | Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. <i>(Use addition sheet if necessary)</i> |
| | ESSENTIAL FUNCTIONS |
| 25% | Serves as the IDSP Coordinator of an institution, applying extensive knowledge of the full scope of dental services to promote improvements in access to care, quality of care, continuity of care, appropriate utilization of services, and cost effectiveness. Serves as an on-site expert on the IDSP Policies and Procedures (P&Ps) and all laws, rules, standards and guidelines relevant to the IDSP. Serves as a liaison between CCHCS headquarters staff and institution staff in relation to IDSP implementation issues. Facilitates communication between headquarters and the field, and provides technical consultation about the pragmatic application of the IDSP P&Ps in the field. Provides ongoing technical assistance and training to custody and clinical staff on IDSP requirements, participating in problem-solving sessions at a variety of levels to remove barriers to appropriate care. |
| 25% | In collaboration with other health care managers, develop and implement an ongoing institution health care performance measurement system to aid management in identifying priorities for dental care quality and performance improvement, establishing performance goals, and assessing progress toward achieving those goals. Routinely reviews, analyzes, and audits dental health care performance data from sources such as the Health Care Services Dashboard, Institution Scorecard, local audits, dental scheduling and tracking database data, surveys, and inspections to assess health care delivery system performance. Systematically collects data related to annual dental health care performance improvement goals and objectives, and reviews, analyzes, evaluates, and summarizes institution data on a continual basis to report findings to institution and headquarters management. Design performance reports at a level of detail that promotes behavioral change, such as at individual staff member, care team, and clinic levels. Develops data collection and audit tools, tracking systems, and reporting mechanisms in support of institution dental care improvement activities. Conducts periodic audits of comprehensive self-assessments using specified indicators and review tools. Designs performance measures to determine baseline dental health care performance levels and evaluate the success of improvement initiatives and provides guidance to Quality Improvement |

DUTY STATEMENT

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| | <p>Team (QIT) members regarding effective data collection methods and techniques. Validates data used in performance evaluation; identifies and addresses data reliability problems, such as data entry errors that result in poor quality data. Provides support to institution staff in managing and maintaining IDSP data applications, information transfers, and reports. Responds to institution-specific data requests.</p> |
| 25% | <p>Supports the development of an Institution Performance Improvement Plan, updated annually. Provides recommendations for interventions that might improve inmate-patient dental care outcomes, cost-effectiveness, and adherence to clinical guidelines, policies, or state and federal laws. Serves a leadership role in the implementation of individual dental health care improvement initiatives, utilizing communication, teamwork, analytical, and organizational skills, with minimal direction; uses project management skills and tools to organize and coordinate the work of multiple team members to successfully complete a variety of initiative tasks within established timeframes. Performs the most complex completed staff work in support of dental health care improvement projects, including working with subject matter experts to develop, modify, and monitor Local Operating Procedures, guidelines, protocols, decision support tools (e.g., forms, checklists, pocket guides, and other materials), and training programs. Researches best practices in the broader health care industry, at correctional health care organizations, at other institutions, and care settings within the institution and shares them with health care staff. Participates in quality improvement committee meetings, helping members identify and analyze health care services delivery system problems and issues, particularly as related to IDSP implementation and program adherence, determine program operational needs and requirements, and take effective action to address both clinical and custody considerations. Coordinates activities to prepare for inspections, audits, and surveys, particularly as they relate to the IDSP.</p> |
| 20% | <p>Serves as a local subject matter expert in statewide Quality Management Program, Primary Care Model and Patient Safety Program requirements relating to dental health care, as well as quality improvement concepts and techniques. Facilitates quality improvement teams focusing on dental health care, and guiding health care staff as they apply nationally accepted improvement techniques, such as root cause analysis, process mapping and redesign, failure mode and effects analysis, and lean/Six Sigma processes. Mentors staff in the use of existing improvement tools, such as patient registries, to improve patient dental health care outcomes and quality of care. Assesses the institution's adherence to Quality Management Program, Primary Care Model and Patient Safety Program requirements, identify areas of weakness, and recommend strategies to improve adherence.</p> |
| 5% | <p>Performs other related duties as required.</p> |

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| % of time performing duties | Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. <i>(Use addition sheet if necessary)</i> | |
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| | <p>KNOWLEDGE AND ABILITIES</p> <p><i>Knowledge of:</i> Public health, dental health and health care services, programs and trends; problems and procedures involved in establishing community relationships and assessing community health program needs and resources; preparation and planning for coordinated programs with local and federal agencies, private agencies and health care providers; principles and methods of public administration including organization, personnel and fiscal management; methods of preparing reports; research and survey methods; methods and principles of dental care administration, disease and disability prevention, health promotion and dental rehabilitation; procedures, planning, implementation and monitoring of programs; design and plan for coordination of programs with federal and local agencies; legislative processes.</p> <p><i>Ability to:</i> Assist in development of public health and health care projects; apply health regulations, policies and procedures; participate in monitoring and evaluating health programs and projects; gather, analyze, and organize data related to health programs; analyze administrative problems and recommend effective action; speak and write effectively; act as program liaison with staff in other programs at the federal, state, and local level; assist in planning, conducting and evaluating of field projects; recommend and take actions on a variety of health programs, project activities, staffing and budgetary processes; analyze proposed legislation, regulations and health program standards; provide consultation and technical assistance to local agencies; serve on task forces and committees as a program representative.</p> | |
| SUPERVISOR'S STATEMENT: I HAVE DISCUSSED THE DUTIES OF THE POSITION WITH THE EMPLOYEE | | |
| SUPERVISOR'S NAME (Print) | SUPERVISOR'S SIGNATURE | DATE |
| EMPLOYEE'S STATEMENT: I HAVE DISCUSSED WITH MY SUPERVISOR THE DUTIES OF THE POSITION AND HAVE RECEIVED A COPY OF THE DUTY STATEMENT | | |
| The statements contained in this duty statement reflect general details as necessary to describe the principal functions of this job. It should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned, including work in other functional areas to cover absence of relief, to equalize peak work periods or otherwise balance the workload. | | |
| EMPLOYEE'S NAME (Print) | EMPLOYEE'S SIGNATURE | DATE |

STATE OF CALIFORNIA

DEPARTMENT OF CORRECTIONS AND REHABILITATION
DIVISION OF HEALTH CARE SERVICES
Revised 6-23-2014**SHADED AREA TO REFLECT RECLASS POSITION NUMBER ONLY****DUTY STATEMENT**

RPA

EFFECTIVE DATE:

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|---|--|
| CDCR INSTITUTION OR DEPARTMENT Division of Health Care Services | POSITION NUMBER (Agency – Unit – Class – Serial) |
| UNIT NAME AND CITY LOCATED Quality Management Support Unit – Mental Health | CLASS TITLE Health Program Specialist I (HPS I) (Institution) |
| WORKING DAYS AND WORKING HOURS a.m. to p.m. (Approximate only for FLSA exempt classifications) | SPECIFIC LOCATION ASSIGNED TO |
| PROPOSED INCUMBENT (If known) | |

YOU ARE A VALUED MEMBER OF THE DEPARTMENT'S TEAM. YOU ARE EXPECTED TO WORK COOPERATIVELY WITH TEAM MEMBERS AND OTHERS TO ENABLE THE DEPARTMENT TO PROVIDE THE HIGHEST LEVEL OF SERVICE POSSIBLE. YOUR CREATIVITY AND INGENUITY ARE ENCOURAGED. YOUR EFFORTS TO TREAT OTHERS FAIRLY, HONESTLY AND WITH RESPECT ARE CRITICAL TO THE SUCCESS OF THE DEPARTMENT'S MISSION.

Under the direction of the Health Program Manager III, the HPS I acts as a highly skilled technical and subject matter expert in discrete areas of the Mental Health Services Delivery System (MHSDS), such as policy and procedure development, MHSDS-related data applications, performance trends, and local activities to ensure departmental compliance with all court orders, laws, rules, regulations, policies, and procedures governing the Mental Health Program. In addition, the HPS I serves a leadership role within a unit of staff tasked with establishment of a well-functioning health care performance management system at an institution, including a network of quality improvement committees that oversee improvement activities, a performance measurement and evaluation system, an annual improvement plan that incorporates the highest-priority improvement initiatives, and application of quality improvement tools and techniques to achieve performance objectives.

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| % of time performing duties | Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. <i>(Use addition sheet if necessary)</i> |
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ESSENTIAL FUNCTIONS

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| 25% | Serves as the Mental Health Program Coordinator of an institution, applying extensive knowledge of the full scope of mental health services and the Primary Care Model to promote improvements in access to care, quality of care, continuity of care, appropriate utilization of services, and cost effectiveness. Serves as an on-site expert on the MHSDS Program Guide and all court orders, laws, rules, standards and guidelines relevant to the Mental Health Program. Serves as a liaison between CCHCS headquarters staff and institution staff in relation to Mental Health Program implementation issues. Facilitates communication between headquarters and the field, and provides technical consultation about the pragmatic application of the MHSDS Program Guide in the field. Provides ongoing technical assistance and training to custody and clinical staff on Mental Health Program and Primary Care Model components and MHSDS requirements, participating in problem-solving sessions at a variety of levels to remove barriers to appropriate care. |
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| 25% | In collaboration with other health program managers, develops and implements an ongoing institution health care performance measurement system to aid management in identifying mental health care priorities for quality and performance improvement, establishing performance goals, and assessing progress toward achieving those goals. Routinely reviews mental health care performance data from sources such as the Health Care Services Dashboard, Institution Scorecard, local audits, and surveys and inspections to assess health care delivery system performance. Systematically collects data related to annual mental health care performance improvement goals and objectives, and reviews, analyzes, evaluates, and summarizes institution data on a continual basis to report findings to institution and headquarters management. Designs performance reports at a level of detail that promotes behavioral change, such as at individual staff member, care team, and clinic levels. Develops data collection and audit tools, tracking systems, and reporting mechanisms in support of institution mental health care improvement activities. Conducts periodic audits of comprehensive self-assessments using specified indicators and review tools. Designs performance measures to determine baseline mental health care performance levels and evaluate the success of improvement initiatives and provides guidance to Quality Improvement Team members regarding effective data collection methods and techniques. Validates data used in |
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| | <p>performance evaluation; identifies and addresses data reliability problems, such as data entry errors that result in poor quality data. Provides support to institution staff in managing and maintaining Mental Health Program data applications, information transfers, and reports. Responds to institution-specific data requests.</p> |
| 25% | <p>Supports the development of an Institution Performance Improvement Plan, updated annually. Provides recommendations for interventions that might improve inmate-patient mental health care outcomes, cost-effectiveness, and adherence to clinical guidelines, policies, or state and federal laws. Serves a leadership role in the implementation of individual mental health care improvement initiatives, utilizing communication, teamwork, analytical, and organizational skills, with minimal direction; uses project management skills and tools to organize and coordinate the work of multiple team members to successfully complete a variety of initiative tasks within established timeframes. Performs the most complex completed staff work in support of mental health care improvement projects, including working with subject matter experts to develop or modify Local Operating Procedures, guidelines, protocols, decision support tools (e.g., forms, checklists, pocket guides, and other materials) and training programs. Researches best practices in the broader health care industry, at correctional health care organizations, at other institutions, and care settings within the institution and shares them with health care staff. Participates in quality improvement committee meetings, helping members identify and analyze health care services delivery system problems and issues, particularly as related to Mental Health Program implementation and program adherence, determine program operational needs and requirements, and take effective action to address both clinical and custody considerations. Coordinates activities to prepare for inspections, audits, and surveys, particularly as they relate to the Mental Health Program.</p> |
| 20% | <p>Serves as a local subject matter expert in statewide Quality Management Program and Patient Safety Program requirements relating to mental health care, as well as quality improvement concepts and techniques. Facilitates quality improvement teams focusing on mental health care, and guiding health care staff as they apply nationally accepted improvement techniques, such as root cause analysis, process mapping and redesign, failure mode and effects analysis, and lean/Six Sigma processes. Mentors staff in the use of existing improvement tools, such as patient registries, to improve patient mental health care outcomes and quality of care. Assesses the institution's adherence to Quality Management Program and Patient Safety Program requirements, identify areas of weakness, and recommend strategies to improve adherence.</p> |
| 5% | <p>Performs other related duties as required.</p> |

DUTY STATEMENT

RPA – -

| % of time performing duties | Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. <i>(Use addition sheet if necessary)</i> | |
|--|---|------|
| | <p>KNOWLEDGE AND ABILITIES</p> <p><i>Knowledge of:</i> Public health, mental health, and health care services, programs and trends; problems and procedures involved in establishing community relationships and assessing community health program needs and resources; preparation and planning for coordinated programs with local and federal agencies, private agencies and health care providers; principles and methods of public administration including organization, personnel, and fiscal management; methods of preparing reports; research and survey methods; methods and principles of mental health care administration, disease and disability prevention, health promotion and mental health rehabilitation; procedures, planning, implementation, and monitoring of programs; design and plan for coordination of programs with federal and local agencies; legislative processes.</p> <p><i>Ability to:</i> Assist in development of public health and health care projects; apply health regulations, policies and procedures; participate in monitoring and evaluating health programs and projects; gather, analyze, and organize data related to health programs; analyze administrative problems and recommend effective action; speak and write effectively; act as program liaison with staff in other programs at the federal, state, and local level; assist in planning, conducting and evaluating of field projects; recommend and take actions on a variety of health programs, project activities, staffing, and budgetary processes; analyze proposed legislation, regulations, and health program standards; provide consultation and technical assistance to local agencies; serve on task forces and committees as a program representative.</p> | |
| SUPERVISOR'S STATEMENT: I HAVE DISCUSSED THE DUTIES OF THE POSITION WITH THE EMPLOYEE | | |
| SUPERVISOR'S NAME (Print) | SUPERVISOR'S SIGNATURE | DATE |
| EMPLOYEE'S STATEMENT: I HAVE DISCUSSED WITH MY SUPERVISOR THE DUTIES OF THE POSITION AND HAVE RECEIVED A COPY OF THE DUTY STATEMENT | | |
| The statements contained in this duty statement reflect general details as necessary to describe the principal functions of this job. It should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned, including work in other functional areas to cover absence of relief, to equalize peak work periods or otherwise balance the workload. | | |
| EMPLOYEE'S NAME (Print) | EMPLOYEE'S SIGNATURE | DATE |

STATE OF CALIFORNIA

DEPARTMENT OF CORRECTIONS AND REHABILITATION
DIVISION OF HEALTH CARE SERVICES
Revised 6-23-14**SHADED AREA TO REFLECT RECLASS POSITION NUMBER ONLY****DUTY STATEMENT**

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|---|--|-----------------|
| | RPA#: | EFFECTIVE DATE: |
| CDCR INSTITUTION OR DEPARTMENT Division of Health Care Services | POSITION NUMBER (Agency – Unit – Class – Serial) | |
| UNIT NAME AND CITY LOCATED Quality Management Support Unit (QMSU) – Mental Health | CLASS TITLE Senior Psychologist, Correctional Facility (Specialist) | |
| WORKING DAYS AND WORKING HOURS a.m. to p.m. (Approximate only for FLSA exempt classifications) | SPECIFIC LOCATION ASSIGNED TO | |
| PROPOSED INCUMBENT (If known) | CURRENT POSITION NUMBER (Agency – Unit – Class – Serial) | |

YOU ARE A VALUED MEMBER OF THE DEPARTMENT'S TEAM. YOU ARE EXPECTED TO WORK COOPERATIVELY WITH TEAM MEMBERS AND OTHERS TO ENABLE THE DEPARTMENT TO PROVIDE THE HIGHEST LEVEL OF SERVICE POSSIBLE. YOUR CREATIVITY AND INGENUITY ARE ENCOURAGED. YOUR EFFORTS TO TREAT OTHERS FAIRLY, HONESTLY AND WITH RESPECT ARE CRITICAL TO THE SUCCESS OF THE DEPARTMENT'S MISSION.

Under the direction of the Chief Executive Officer, the Senior Psychologist (Specialist) – Quality Management is responsible for implementing an effective performance management program and processes at an individual institution. An effective performance management system ensures consistency with the CDCR Health Care Services missions; aligns with community standards of care; achieves adherence with policies and procedures, and state and federal laws; and supports continuous learning and excellence. Applying knowledge of quality concepts, principles, theories, and best practices, this position ensures that there are appropriate systems, processes, and structures in place at the institution to evaluate and improve the local health care system, institution staff have the skills and knowledge required to participate in improvement activities, and the organizational culture supports continuous learning and improvement. Other activities under the purview of this position include risk management activities, identification and dissemination of best practices from both within the prison health care system and at other health care organizations, health care incident reporting and sentinel event review, and other patient safety activities, and preparation and coordination of external surveys, audits, and other reviews. The Senior Psychologist (Specialist) – Quality Management serves as an advisor to institution executives, and acts as a liaison with the Statewide Quality Officer and Quality Management Section staff, statewide executives in various disciplines, other Institution CQOs, and other stakeholder groups as appropriate. Moderate travel may be required.

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ESSENTIAL FUNCTIONS

35% Facilitate the establishment of an annual performance improvement plan for the prioritization of quality improvement activities, including performance objectives and patient safety goals. Provide data on performance trends, including findings from audits, surveys, and reviews, to inform priority-setting, and guide health care staff in aligning priorities with the statewide Performance Improvement Plan and the Primary Care Model elements. Ensure that the annual performance improvement plan is appropriately vetted, and once approved, effectively communicated to all health care staff at the institution. Establish local processes that coordinate and communicate improvement activities in support of the annual performance improvement plan, including a network of multi-disciplinary improvement committees or teams to plan, implement, and evaluate initiatives in priority areas. Coordinate and initiate/revise procedures and policies to ensure compliance with existing and new regulations, guidelines, etc.

30% Establish ongoing measurement and evaluation processes to assess progress toward annual performance objectives, identify program areas that may be in need of improvement, and monitor compliance with policies, procedures, state and federal laws, and court orders. Apply knowledge and understanding of information and data management systems to develop data collection methodologies, validate data, and analyze performance trends. Ensure that institution performance reports are provided in a format that informs decision-making and can be used to effect positive behavioral change, including reporting at the level of a care team or individual staff member, as appropriate. Oversee a local system for health incident reporting and sentinel event review to mitigate risk to patients and staff and identify opportunities for improvement.

STATE OF CALIFORNIA

DEPARTMENT OF CORRECTIONS AND REHABILITATION
DIVISION OF HEALTH CARE SERVICES
Revised 6-23-2014

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| 20% | Oversee, coordinate, and support performance improvement activities. Monitor implementation of statewide and local improvement initiatives, including corrective action plans, and take action to support effective implementation. Successfully negotiate resolutions to conflicts or barriers that impede progress for performance improvement. Oversee preparation for reviews by regulatory bodies and work with program leadership to implement and monitor corrective or preventive activities. Establish administrative controls aimed at ensuring remedial actions are completed as proposed. Participate in quality improvement activities to ensure that institution staff understand and correctly apply quality improvement strategies, such as root cause analysis, failure mode and effects analysis, process analysis and redesign, and rapid-cycle improvement. Directly facilitate quality improvement activities, demonstrating approaches and techniques. Participate in risk management and safety activities. Design staff development programs and decision support tools to build quality improvement capacity at the institution. Identify and develop local quality champions. |
| 15% | Serve as a subject matter expert, coach, and quality improvement information resource to staff. Advise health care staff on quality management and patient safety standards and requirements. Build collaborative relationships with department leadership and members. Provide leadership with information and guidance to prioritize and address quality and performance issues. Effectively facilitate and make presentations; communicate information to various levels of the organization through the use of strong written and verbal skills. Establish and maintain an effective working relationship with the Statewide Quality Officer, working to meet statewide performance objectives. Maintain an awareness of existing local procedures, statewide policies, licensing regulations, and state and federal legal mandates to ensure timely application and compliance with new requirements. Keep abreast of recent developments in performance management and quality improvement, including changes in health care industry standards for patient safety and quality improvement and evidence-based improvement practices. |

% of time performing duties

Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. *(Use addition sheet if necessary)***DESIRABLE QUALIFICATIONS**

- 5 or more years experience in health care settings with multiple departments.
- Strong working knowledge of accreditation organizations like Joint Commission, Utilization Review Accreditation Commission (URAC), etc.
- Experience in Six Sigma, Kaizen, Lean, Model for Improvement, Focus-PDSA and other quality management models.
- Proven track record in effective change management.
- Previous leadership/management role in performance improvement.
- Strong background in informatics and data management.
- Familiar with Excel, PowerPoint, Access, and other databases.
- A passion for continuous learning and improvement.

SUPERVISOR'S STATEMENT: I HAVE DISCUSSED THE DUTIES OF THE POSITION WITH THE EMPLOYEE

SUPERVISOR'S NAME (Print)

SUPERVISOR'S SIGNATURE

DATE

EMPLOYEE'S STATEMENT: I HAVE DISCUSSED WITH MY SUPERVISOR THE DUTIES OF THE POSITION AND HAVE RECEIVED A COPY OF THE DUTY STATEMENT

The statements contained in this duty statement reflect general details as necessary to describe the principal functions of this job. It should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned, including work in other functional areas to cover absence of relief, to equalize peak work periods or otherwise balance the workload.

EMPLOYEE'S NAME (Print)

EMPLOYEE'S SIGNATURE

DATE