

## **Cumberland Heights Organizational Structure**

The Chief Executive Officer (CEO) leads all Cumberland Heights' services, through authority granted by the Board of Directors. The Chief Financial Officer is currently serving as Interim CEO. The CEO delegates leadership responsibilities to the Leadership Team as follows:

- The Chief Administrative Officer is responsible for assisting the CEO in all matters related to administration of the organization, with direct responsibilities for human resources, quality management, utilization review, medical records, health care reform, and nursing;
- The Chief Medical Officer (CMO) and the Chief Clinical Officer (CCO) share joint responsibility for clinical matters; the Chief Clinical Officer is also currently responsible for Business Development;
- The Chief Financial Officer (CFO), with the assistance of the Controller, is responsible for the financial and information technology administration of the organization, as well as currently supervising support services and admissions;
- The Controller is responsible for the accounting and payroll operations of the organization, as well as the financial compliance of the organization, in conjunction with the CFO;
- The Chief Marketing Officer is responsible for marketing, advertising, community relations;
- The Chief Development Officer is responsible for development and fund raising activities, and

This group of leaders makes up the Leadership Team which meets on a weekly basis. The Leadership Team is responsible for overseeing, planning, design, implementation, and evaluation of Cumberland Heights' operations. This group interfaces widely with management and staff at all levels of the organization.

Service components and managers are as follows:

1. The Chief Executive Officer provides direct supervision for the Leadership Team.
2. The Chief Administrative Officer provides supervision for Human Resources, Quality Management, Medical Records, Utilization Review, Healthcare Reform Analyst, and Nursing Services.
3. The Chief Clinical Officer, in conjunction with the Chief Medical Officer, supervises all residential and outpatient counseling services, including Family Services and adjunct therapies (e.g. art therapy, therapeutic recreation, etc.) The Chief Clinical Officer is assisted by the Associate Clinical Officer. Each clinical service has a designated director. In addition, the Chief Clinical Officer currently supervises the Business Development staff.
4. The Chief Financial Officer supervises the areas of Information Technology, Patient Accounting and Patient Registration, while the Controller supervises General Accounting and Purchasing, reporting to the CFO. The CFO also currently supervises Admissions and Support Services, including Plant Maintenance, Housekeeping, Security, and Food Services. Each of these areas has a designated director and/or manager.

5. The Chief Marketing supervises the areas of Marketing, Internet Services, and Public Relations.
6. The Chief Development Officer supervises all areas of development and fundraising.

Services and Departments at Cumberland Heights may be divided into the following functional areas. These areas communicate through regular intradepartmental staff meeting, regular meetings with the supervising executive, interdisciplinary team meetings, administrative committees, and quality management teams, as well as through a multitude of informal channels.

I. Business Development and Admissions

- A. **Business Development Services** involve directs sales, including new business development, outreach, and referral relations management. Outreach Coordinators have been assigned to specified areas in the local market, as well as other areas of the country. These coordinators report to Chief Clinical Officer.
- B. **Admissions Services** includes those services involved in the management of inquiry calls, the intake process, the initial assessment process, and the admission process. In addition to patients and families, this department interfaces with a wide variety of external customers, including employers, employee assistance professionals, other healthcare professionals, attorneys, and the legal system. Internally, the department works closely with the departments of Medical/Nursing services, Patient Accounting, the Referral Relations Liaison, Quality Management staff, as well as with the various clinical programs to which the patients are admitted. The Admissions Department is managed by the Director of Admissions working closely with the Chief Clinical Officer, and the Chief Medical Officer to ensure that policies, procedures, and practices provide the outcome of appropriate admissions and level of care placement. Daily operations of the Admissions Department are assigned to the Admissions Coordinators. The Director of Admissions serves on a wide variety of quality management and administrative committees and teams.

II. Clinical Services

- A. **Medical and Nursing Services** include medical services for adult and adolescents at the sub-acute detoxification and residential rehabilitation levels of care (initial history and physical examination, medical detoxification management, health maintenance treatment of ongoing disease processes such as hypertension, diabetes, and triage and treatment for acute illness and injury not necessitating hospital based or specialty services, referral for hospital based or specialty services) and nursing services for adults and adolescents at the sub-acute detoxification and residential rehabilitation levels of care (nursing assessments, detoxification management, medication administration,

health maintenance treatment and education, as well as triage for illness and/or injury). Administrative and consultative medical and nursing services are also provided for outpatient programs. This service also includes psychiatric consultation services (including initial consultation, medication management, and follow up) and all contracted ancillary physical health services. Contracted services include dietician, pharmacy, laboratory, speech/language/hearing services, dental, radiology, EEG, and medical or psychiatric urgent and emergency services. These services may be accessed via physician order. In addition, other specific referral needs (i.e. ob/gyn, orthopedic, etc.) may be accessed via physician's order for referral to the appropriate community specialist. The Medical/Nursing Services Department works closely with Admissions, Quality Management, and other clinical departments to coordinate direct patient care services. The Chief Medical Officer is responsible for the supervision of the physician staff, including contract physician staff members. The Associate Medical Director also serves as the Medical Director of the Professionals Program, working closely with the Professionals/Extended Care Director, and reporting to the Chief Medical Officer. The Director of Nursing is responsible for the administration and daily operations of nursing services, reporting to the Chief Administrative Officer. In addition, shift supervisors have been appointed from the registered nursing staff. This area also provides the infection control program for the organization, including employee health related matters. The DON via the Nursing Coordinator serves as the Infection Control Specialist for the organization. Nursing and medical staff, in their infection control roles work closely with the Quality Management staff and the Safety Director, as well as other managers throughout the organization. In addition, the Chief Medical Officer and the Director of Nursing are involved with a variety of administrative and quality management teams, including the Safety Committee in terms of emergency preparedness and disaster management planning, and the sub-committees for Medication Management and Infection Control.

- B. **Residential Adult Services** includes counseling for the sub-acute detoxification, residential rehabilitation programs for adults, and day treatment based extended care for men with transitional living quarters off site (including assessment, treatment planning, individual, group, and family addictions counseling, psycho-education, adventure based counseling and other specialty groups, family services, and continuing care services). In addition, this service receives support from the organizational pastoral care counselors and the Expressive Therapy department. This service area works closely with Admissions, Medical/Nursing Services, Outpatient Services, and Quality Management to provide consistently high quality care. There are three components of this service—**The Women's Center, the Men's Center, and the Professionals/Extended Care Program**. Within the Women's and Men's Center are two programs—a seven to 14 day **First Step**

**Program** and a 30-45 day **Traditional Program**. A third program, the **Young Adult Men's Program**, exists for the specialty treatment of young men ages 18-26. There are also **Specialty Tracts** offered with each of the **Traditional Programs—Relapse Prevention and Professionals**. The Professionals/Extended Care Program is a 60-120 day program that is designed for healthcare professionals and others who need licensure advocacy. Daily operations are managed by Service Directors (Men's, Women's, Young Men's, and Professionals'), assisted by Clinical Coordinators. In addition, as previously noted, the Professionals/Extended Care Program is supervised by the Associate Medical Director. The Service Director reports to the Chief Clinical Officer. Both Service Directors and Clinical Coordinators serve on a wide variety of administrative and quality management committees and teams.

- C. **Residential Youth Services** includes youth counseling for the sub-acute detoxification, **Primary Care** residential rehabilitation programs for adolescents, and **Extended Care** (including assessment, individual, group, and family counseling and therapy, psycho-education, adventure based counseling and other specialty groups, and continuing care). In addition, this program utilizes the organization's pastoral care counselor and the Expressive Therapy department. Academic education in primary care services focus on liaison work with patients' home schools to ensure continuity of educational assignments and placements while in treatment. **River Road Academy** is licensed as a specialty school to provide for the ongoing educational needs of Extended Care patients. The Youth Program works cooperatively with Admissions, Utilization Review, Medical/Nursing Services, Outpatient Services, and Quality Management to ensure consistently high quality services for its patients and their families. A Service Director, assisted by a Principle for River Road Academy, manages the daily operations. The Service Director reports to the Chief Clinical Officer. This position serves on a wide variety of administrative and quality management teams and committees.
- D. **Intensive Outpatient Services** includes adult and adolescent services. Adult services are offered at the following locations: Cool Springs, Hermitage/Old Hickory, River Road, Smyrna, Murfreesboro, Chattanooga, Gallatin, and Jackson. Adolescent services are located at the Cool Springs and Murfreesboro locations. Services include assessment, treatment planning, individual, group, and family addictions counseling, and continuing care services. Outpatient Services work closely with Admissions, Medical/Nursing, Patient Accounting, the Referral Relations Liaison, Quality Management staff, and the various clinical programs from which patients and their families may be transitioning to ensure that consistent quality care services are offered. The Director of Outpatient Services reports to the Chief Clinical Officer.

The Director of Outpatient Services serves on a wide range of administrative and quality management committees and teams.

- E. **Family Services** includes education, individual family therapy, multi-family therapy group; a three and one half day structured family program, and the four day children's program. These services are offered for those adult patients in residential, extended care, and outpatient settings. The Family Services Director works closely with the Directors of all other clinical services and reports to the Chief Clinical Officer. In addition, each clinical service has family counselors embedded within its own programming and the Adolescent Services has its own structured family program.
- F. **Adjunct Therapy Services** includes therapeutic recreation and activities services (including adventure based counseling), art therapy, yoga, and contract services for music therapy, equine therapy, and mindfulness meditation.. These staff members work closely with the residential clinical teams of the patients that they serve and offer both group and individual services. Adjunct Therapy staff members report to the Associate Clinical Officer.
- G. **Pastoral Care Services** include individual and family pastoral care counseling, group psycho-spiritual education, as well as non-denominational Christian chapel services. The Director of Pastoral Care Services works closely with clinical teams throughout the organization. This service also works closely with Human Resources on various charitable projects throughout the year. The Director reports to the Chief Clinical Officer.
- H. **Still Waters** provides a Twelve Step based recovery immersion retreat experience for men based on the literature of Alcoholics Anonymous and Narcotics Anonymous, utilizing a peer counseling model in a small group setting. Services include literature study, Twelve Step study, facilitation of participation in on-site and community based Twelve Step meetings, and sober recreational activities, as well as life skills within a men's only community living setting. The Director of Still Waters reports to the Chief Executive Officer.

### III. Administration

- A. **Human Resources** is responsible for administering an organization wide program for employee benefits, payroll and status changes, including performance appraisals, and maintaining current files of applications, resumes, references, continuing education, credentials, licensure, disciplinary actions, etc. In addition, this area is responsible for staff development functions in conjunction with Quality Management and Clinical Administration. These functions are carried out by the Human Resources Director, reporting to the Chief Administrative Officer.

- B. **Executive Administrative** staff is responsible for providing general secretarial and technical assistance to members of the Leadership Team. In addition, the Leadership Team Administrative Assistant is responsible for the supervision of the receptionist staff.
- C. **Healthcare Reform/Archives** is responsible for serving as an expert consultant in the area of healthcare reform, briefing management on issues of concern to the organization and acting as liaison with various outside entities. In addition, this position is responsible for creating and maintaining the organization's archives. Working closely with the executive team, clinical management, and utilization review, this position reports to the Chief Administrative Officer.

#### IV. Quality Management

- A. The **Quality Management Service** is responsible for directing the organization's quality measurement and improvement initiatives, including program development, program evaluation, and outcomes measurement. In addition, this service is responsible for directing the organization's risk management program and compliance activities relevant to state licensure, professional staff licensure, and the Joint Commission on the Accreditation of Healthcare Organizations, as well as internal and external credentialing processes. The QM Coordinator assists the QM Director with this service with the QM Director reporting to the Chief Administrative Officer. This position serves on a wide variety of administrative and quality management committees and teams.
- B. The **Medical Records Service** is responsible for maintaining a complete and accurate medical record for each patient, including both legacy paper and EMR systems. This department works closely with all admissions, clinical programs, and quality management. This service is supervised by the Director of Quality Management, reporting to the Chief Administrative Officer.
- C. **Utilization Review Services** is responsible for ensuring that patient care is provided in an efficient and effective manner, according to established level of care criteria, including serving as liaisons with third party payors to provide up to date and relevant information regarding their covered members for the purposes of care authorizations. Case managers within each program perform this function, consulting with the UR Director as needed. The UR Director works closely with each program's clinical management team and reports to the Chief Administrative Officer.

#### V. Marketing

- A. **Marketing** is responsible for the development and implementation of the organization's marketing campaigns, media, and community relations strategies. The Chief Marketing Officer is responsible for

media, advertising, and public relations programs and reports to the Chief Executive Officer. This area works closely with Admissions and the various clinical departments, as well as with the Development office to enhance the visibility of Cumberland Heights in the community and to offer its services to an ever expanding constituency.

- B. **Internet Services** is responsible for the creation and maintenance of the company's website, as well as all social media. The Director reports to the Chief Marketing Officer. This position works closely with business development, communications, clinical leadership, and other marketing staff.
- C. **Aftercare/Alumni Relations** is responsible for the coordination and liaison with the volunteer alumni leaders of the weekly aftercare groups open to patients and their families upon completion of their programs. In addition, this coordinator is responsible for working closely with the Board of the Cumberland Heights' Alumni Association in the day to day operations and event planning for that organization. This position reports to the Chief Clinical Officer.

VI. Development

- A. The **Development** Department is responsible for the cultivation and management of a donor base for the organization, including the management of all fundraising and related activities, grant writing and proposals, and the Capital Campaign. This Department is directed by the Chief Development Officer. The Development Service works closely with the Board of Directors, the Leadership Team, the Alumni Association, and the Marketing Department, as well as with a wide variety of community leaders and foundations on behalf of Cumberland Heights.

VII. Support Services

- A. **Fiscal Services** personnel are responsible for processing and maintaining records of all organizational financial transactions, including payroll, accounts payable and general ledger. The Comptroller directs Fiscal Services/General Accounting and report directly to the Chief Financial Officer.
- B. **Patient Accounting** is responsible for the management of all patient accounts, including patient registration, benefit verification, assisting patients and families with financial arrangements, billing, processing of insurance claims, and collections. In addition, the Director of Patient Accounting is responsible for managing all insurance contracts, including contract and rate negotiations. This department works closely with Admissions, and Quality Management to ensure accuracy and timeliness of services. Coordinators for Patient Registration, Financial Advisors, and Patient Accounting report directly to the CFO.

- C. **Information Technology** is responsible for the IT needs assessment and the creation, implementation, and evaluation of a strategic plan to meet the information needs of the organization. This includes maintenance and/or upgrade of the local PC network and servers, as well as assisting end users with a wide variety of issues. IT also encompasses clinical information systems, including the installation and maintenance of the electronic medical record and optical scanning devices in an accessible, yet secure, format. The department is supervised by the Director of Information Technology who reports to the CFO.
- D. **Support Services** includes **Housekeeping, Maintenance, and Security**. Housekeeping staff are charged with maintaining a clean, sanitary, and aesthetically pleasing environment at the residential facility. Contracted services are used at outpatient locations. Plant Technology personnel are responsible for the maintenance and safety of the physical plant of the River Road. In addition, Plant Technology supervisor staff members serve as consultants for the Director of Outpatient Services for those outpatient satellites for which space is leased. Actual maintenance activities for those sites are the responsibility of the building owners. Security staff members are charged with maintaining a welcoming, yet safe and secure environment at the River Road location. Each of these Services (Housekeeping, Plant Technology, and Security) has a designated Supervisor who reports to the Director of Support Services.

The Director of Support Services also serves as the organization's Safety Director and reports to the CFO. The Director is the chair of the EC Safety Committee and also serves on other administrative and quality management teams and committees.

- E. **Food Services** is charged with providing meals and snacks to the patients at the residential location. In addition, meals are provided for employees, guests of patients, and organizational guests, as well as those alumni and families who attend Aftercare. The Food Services Director, in conjunction with the contract Dietician, is responsible for all aspects of the department and works closely with physician and nursing staff to ensure that the patients' nutritional needs are met. The Director reports to the CFO. The Dietician serves as a consultant to a variety of administrative and quality management teams as needed.



These services and their various departments make up the organizational structure of Cumberland Heights. All are designed to contribute to the original mission of serving those persons who are at risk for or who are suffering from the disease of addiction, and their families, by contributing to the therapeutic environment and professional care for which Cumberland Heights is known.

_____ Chief Administrative Officer	_____ Date
_____ Chief Executive Officer	_____ Date
_____ President, Board of Directors	_____ Date

Revised 11/10 CSF  
Revised 2/12 CSF  
Revised 3/13 CSF  
Revised 2/14 CSF  
Revised 1/15 CSF