

Cumberland Heights Organizational Relationships

The Chief Executive Officer (CEO) leads all Cumberland Heights' services, through authority granted by the Board of Directors. The CEO delegates leadership responsibilities to Executive level management as follows:

- The Associate Executive Officer is responsible for assisting the CEO and acting on behalf of the CEO as directed in all organizational matters, as well as providing direct supervision for Admissions, Nursing, Human Resources, and Quality Management;
- The Chief Medical Officer (CMO) and the Chief Clinical Officer (CCO) are jointly responsible for clinical matters;
- The Chief Financial Officer (CFO) is responsible for the financial administration of the organization, as well as the information technology systems; in addition, this position is responsible for the support departments; and
- The Chief Development Officer (CDO) is responsible for all development and fund raising activities, including the Capital Campaign.
- The Marketing Director is responsible for the organization's marketing efforts and the maintenance of its current referral relations.
- The Community Relations Director is responsible for the organization's advertising, media, and public relations efforts.

This group of leaders makes up the Executive Management Team which meets on a weekly basis. The Executive Management 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, with the assistance of the Associate Director, provides direct supervision for all executives, as well as for the Information Technology Department and Alumni Relations.
2. The Associate Director provides direct supervision for the Admissions and Medical Services, via the Director of Admissions and the Director of Nursing. In addition, the Associate Executive Director provides direct supervision for Human Resources and Quality Management.
3. The Chief Medical Officer supervises Medical Services and, in conjunction with the Associate Director, provides supervision to the Nursing Department.
4. The Chief Clinical Officer supervises all residential and outpatient counseling services, including Family Services. Each clinical program has a designated director, manager, or supervisor.

5. The Chief Financial Officer supervises the areas of Fiscal Services, Patient Accounting, Support Services (i.e. Housekeeping and Maintenance), as well as Food Services. Each of these areas has a designated director.
6. The Chief Development Officer supervises the area of Development, including alumni development and the alumni/volunteer liaison.
7. The Marketing Director, in conjunction with the Director of Community Relations, supervises all outreach coordinators and the referral relations staff.

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. Admissions/UR Services

- A. The Admissions Department includes those services involved in the management of inquiry calls, the intake process, the initial chemical dependency assessment process, the admission process, and the utilization review 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, the legal system, as well as third party payors and managed care organizations. 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 Utilization Review Service is responsible for monitoring the utilization of clinical resources to ensure cost effective quality care. The Admissions Department is directed administratively by the Director of Admissions, working closely with 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 Coordinator(s). In addition, a Utilization Review Supervisor, reporting to the Admissions Director, oversees the daily operations of the UR Services. The Director of Admissions is a member of the Clinical Quality Management Committee and serves on a wide variety of quality management and administrative committees and teams.
- B. The Medical and Nursing Services Department includes 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, Utilization Review, 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. The Director of Nursing and the Chief Medical Officer are responsible for the administration of the nursing services. The Director of Nursing are responsible for the daily operations of nursing services. This area also provides the infection control program for the organization, including employee health related matters. The Director of Nursing 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 and are involved with the Safety Committee in terms of emergency preparedness and disaster management planning.

II. Clinical Services

- A. Residential Adult Services includes counseling for the sub-acute detoxification and residential rehabilitation programs for adults (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 counselor, and the contracted services of the certified therapeutic recreation specialist, art instructor, and equine therapist). This department works closely with Admissions, Medical/Nursing Services, UR, Outpatient Services, and Quality Management to provide consistently high quality care. There are three Directors—the Traditional Adult Program Director, First Step Program Director, and the Family Services Director—all of whom report directly to the Chief Clinical Officer. All of the Directors are members of the Clinical

Quality Management Committee and serve on a wide variety of administrative and quality management committees and teams.

- B. Residential Youth Services includes youth counseling for the sub-acute detoxification and residential rehabilitation programs for adolescents (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 contracted services of the certified therapeutic recreation specialist, the art instructor, and the equine therapist. Academic education services focus on liaison work with patients' home schools to ensure continuity of educational assignments and placements while in treatment. 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. The Youth Program is managed by the Youth Program Director who reports to the Chief Clinical Officer. This position is a member of the Clinical Quality Management Committee and serves on a wide variety of administrative and quality management teams and committees.
- C. Outpatient Services includes adult and adolescent services at the intensive outpatient level of care. Adult services are offered at the following locations: Hermitage, River Road, Smyrna, and Jackson. Adolescent services are located at the Cool Springs and Smyrna locations. Services include assessment, treatment planning, individual, group, and family addictions counseling, and continuing care services. In addition, a relapse prevention program for adults is offered at the River Road location. Outpatient Services work closely with Admissions, Medical/Nursing, Utilization Review, 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.

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. The Human Resources Specialist and the Benefits Administrator reports to the Associate Director.

- B. Executive Administrative Staff are responsible for providing general secretarial and technical assistance to members of the Executive Management Team. In addition, the Administration Executive AA is responsible for the supervision of the receptionist staff.

IV. Quality Management

- A. The Quality Management Service is responsible for directing the organization's quality measurement and improvement initiatives, including program development, staff 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, as well as internal and external credentialing processes. The Quality Management Director heads this service, reporting to the Associate Executive Director. This position serves as facilitator for the Privileges Committee, as well as facilitating and serving on a wide variety of administrative and quality management committees and teams.

V. Development and Outreach

- 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 a member of the Executive Management Team—the Chief Development Officer. There are two Directors within the Service—the Director of Development who is in charge of planned and major gift giving and who supervises the daily operations of the area, and the Events Director who is responsible for the development and implementation of all major public events related to development. The Development Service works closely with the Board of Directors, Executive Management, the Alumni Association, and the Marketing and Community Relations Departments, as well as with a wide variety of community leaders and foundations on behalf of Cumberland Heights.
- B. Alumni/Volunteer Services includes the coordinating of alumni related events and activities, with the Director of Alumni Relations serving as a link between the organization and its alumni association. In addition, this position coordinates the volunteer program, including recruitment, orientation, assignment, and supervision. The Director works closely with all departments, as well as the Alumni Association President and Board of Directors to ensure active and constructive participation by alumni in a variety of Cumberland Heights activities. This service reports to the CEO/Associate Director.

- C. Marketing and Community Relations is responsible for the development and implementation of the organization's marketing, media, and community relations strategies, as well as for referral relations. There are two Directors. The Marketing Director is responsible for direct marketing, including new business development and referral relations management. The Community Relations Director is responsible for media, advertising, and public relations programs. Both Directors report 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.

VI. 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 Accountant and the AP Coordinator report directly to the Chief Financial Officer.
- B. Patient Accounting is responsible for the management of all patient accounts, including 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, Utilization Review, and Quality Management to ensure accuracy and timeliness of services. The Director reports to the Chief Financial Officer.
- C. Information Technology staff are responsible for the maintenance of the local PC network and servers, as well as assisting end users with a wide variety of issues. The area is managed by a Director who reports to the CEO/Associate Director. In addition, the Clinical Information Systems Specialist is responsible for the implementation and maintenance of the software used to generate the EMR. IT staff members interface with a wide variety of staff throughout the organization.
- D. Medical Records Service is responsible for the maintenance of the clinical record system, both paper, optical scanning, and electronic. Medical Records staff members work closely with all clinical departments as well as with the IT department. In addition, this department interfaces with a variety of external customers. The Medical Records Supervisor reports to the Director of Quality Management.
- E. 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. Maintenance personnel are responsible for the maintenance and safety of the physical plants of the River Road and Thompson Lane locations. Security personnel are

responsible for the safety and security of the grounds and buildings of both the River Road and the Thompson Lane location, as well as for consulting with other outpatient locations on security policies and procedures. A Housekeeping Supervisor Maintenance Supervisor, and Security Supervisor are responsible for day to day activities, reporting to the Director. The Director serves as a consultant 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. The Director also serves as the organization's Safety Director and reports to the Chief Financial Officer. The Director is the chair of the Safety Committee and also serves on other administrative and quality management teams and committees.

- F. 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 Dietician and serves as a consultant to the Clinical Quality Management Committee 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 chemical dependency and their families, by contributing to the therapeutic environment and professional care for which Cumberland Heights is known.

_____ Associate Director	_____ Date
_____ Chief Executive Officer	_____ Date
_____ President, Board of Directors	_____ Date

