



COUNTY OF SAN BERNARDINO
STANDARD PRACTICE

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DEPARTMENT BEHAVIORAL HEALTH

SUBJECT MEDICAL SERVICES
STAFF ORGANIZATION

APPROVED


Rudy Lopez, Director

I. PURPOSE

To provide leadership in coordinating, supervising, training, consulting and monitoring quality of physicians' services in the delivery of behavioral health care from the San Bernardino County Department of Behavioral Health (DBH).

II. POLICY

A top priority of the Department of Behavioral Health is a high level of quality behavioral health care services available in a culturally competent and multi-lingual manner. To achieve this and comply with the State/Federal mandated requirements, DBH will organize its physician services as follows:

- A. Have a DBH Medical Director reporting to the DBH Director who is responsible for all DBH medical staff through the supervision of DBH Regional Medical Directors.
- B. Have DBH Regional Medical Directors reporting to the DBH Medical Director who are responsible for formulating policies related to clinical care and who supervise Clinic Medical Directors.
- C. Have DBH Clinic Medical Directors serving one or more DBH clinics who are responsible for coordination, training, consultation and the monitoring of quality in the delivery of behavioral health services directly to consumers and supervise the physicians serving in DBH clinics.
- D. Have a Lead Child Psychiatrist who coordinates with the DBH Medical Director and DBH Regional Medical Directors and who is responsible for formulating policies related to the clinical care of children and adolescents and who consults with, assists in training, and monitors the quality of behavioral health care services delivered to children and adolescents by other DBH Child Psychiatrists.

III. REQUIREMENTS AND RESPONSIBILITIES:

- A. The DBH Medical Director will work directly with the DBH Administrative and medical staff and fulfill the following requirements and responsibilities:
 - 1. Requirements of the DBH Medical Director:
 - a. Fulfill all requirements for employment as a Psychiatrist for San Bernardino County DBH.
 - b. Diplomate of the American Board of Psychiatry and Neurology is desirable.
 - c. Approved by the DBH Director.
 - d. Approved by 60% of all of the DBH physician staff.
 - e. Is subject to yearly reviews by the DBH Director with input from DBH Regional Medical Directors.

2. Responsibilities of the DBH Medical Director:

- a. Directly responsible for the overall delivery of DBH psychiatric and medical services and to meet the needs of multi-lingual diverse populations.
- b. Sole responsibility for hiring physicians, in consultation/concert with appropriate DBH Regional Medical Directors, and in compliance with the California Welfare and Institutions Code.
- c. Provide orientation to new DBH physicians, in conjunction with the DBH Clinic Medical Directors.
- d. Clinical and administrative responsibility of all DBH physicians (psychiatrists and non-psychiatrists), including medical students on rotation for training through the direct supervision of Regional Medical Directors.
- e. Complete Annual Work Performance Evaluations on DBH Regional Medical Directors and forward to the DBH Director.
- f. Review credentials and assure appropriate privileges of all medical staff.
- g. Ensure that all patients receive appropriate evaluation, diagnosis, and treatment; medical screening, and medical/psychiatric evaluation whenever indicated.
- h. Ensure the quality of treatment and related services provided by DBH through participation in the Quality Assurance and audit processes.
- i. Assign physicians to particular regions or clinics, depending on the hours needed per region/clinic, including cultural and linguistic needs per recommendation of DBH Regional Medical Directors.
- j. Maintain DBH Master M.D. schedule.
- k. Assist/manage DBH Regional Medical Directors in arranging coverage for physician absences of more than two weeks.
- l. Give final approval of all physician vacation coverage schedules.
- m. Provide direct psychiatric services when the need arises (staff shortages, illnesses, extended absences).
- n. Review and approve/disapprove Work Performance Evaluations of all physicians, as filled out by DBH Clinic or Regional Medical Directors.
- o. Coordinate, review, and decide final action on patient complaints related to physician performance, given input from involved DBH Clinic and Regional Medical Directors.
- p. Handle all disciplinary actions related to physicians.
- q. Handle all terminations of physicians, with recommendations from DBH Regional Medical Directors and/or Conflict Resolution Committee of appropriate physicians. The decision to terminate will be subject to final approval by DBH Director.
- r. Approve all physician Continuing Medical Education (CME) requests.
- s. Specify budgetary allocations for pharmaceuticals, laboratory services, ambulance services, and medical equipment.
- t. Approve/disapprove Medication Waiver Request forms submitted by DBH Clinic Medical Directors.
- u. Work as physician advisor in reviewing medical necessity of patient services; process different levels of appeals in a timely manner.
- v. Represent DBH medical staff in administrative meetings and share information with medical staff in meetings.
- w. Chair Medical Staff meetings.
- x. Chair the DBH Medical Regional Directors' meeting.
- y. Participate with the administrative staff in developing and reviewing programs, positions, and budgets that impact clinical services.
- z. Act as a DBH liaison to Arrowhead Regional Medical Center Department of Psychiatry regarding the care of hospitalized mentally ill to identify and communicate quality of care issues.

- aa. Chair the DBH Quality Assurance Committee, the DBH Medication Monitoring Committee, and provide input in other departmental committees such as Utilization Review, Ancillary Services, Clinical Records, and Death Review
- bb. Work closely with the DBH Director, Assistant Director, Deputy Directors, and other staff in insuring the success of the team approach and the use of multidisciplinary staff in delivering services to the mentally ill.
- cc. With concurrence of DBH Director, appoint another DBH psychiatrist to stand in for/represent the DBH Medical Director in cases where the DBH Medical Director is unable to fulfill his/her duties, e.g., illness, schedule conflicts, or other emergencies.
- dd. Be solely responsible for the following DBH budgetary items:
 - i. Recommendations for salaries for all DBH physicians.
 - ii. Funding of prescriptions for department-pay medications in DBH formulary.
 - iii. Funding for exceptional prescriptions (e.g., unusual client financial hardship, DBH Formulary exceptions, etc.).
 - iv. Funding for emergency transportation to hospitals for 5150 patients when necessary.
 - v. Funding for all laboratory work deemed necessary by treating DBH physicians under guidelines established by the DBH Medical Director.
 - vi. Budget sufficient funds to provide one CME event annually with pay for all DBH physicians working at least 20 hours per week and with one or more years of service. CME monetary limitations per physician are subject to approval by DBH Director. CME events occurring within the State of California require prior approval by the DBH Director. CME events occurring outside of California must be requested at least 60 days in advance and require approval by the DBH Director and the County Board of Supervisors.
- ee. Provide or delegate reviews of tar requests, denials, and appeals.
- ff. Other duties as assigned by DBH Director.

B. The DBH Regional Medical Director will play a pivotal role in facilitating communications between higher and lower levels of administration and medical staff and fulfill the following requirements and responsibilities:

- 1. Requirements of the DBH Regional Medical Director:
 - a. Fulfill all requirements for employment as a Psychiatrist for San Bernardino County DBH.
 - b. Be appointed by the DBH Medical Director, with majority approval from DBH staff physicians.
 - c. Is subject to yearly reviews by the DBH Medical Director with input from regional staff physicians.
 - d. May also serve as a DBH Clinic Medical Director.
- 2. Responsibilities of the DBH Regional Medical Director:
 - a. Determine need of medical coverage for the clinics, based on input from DBH Clinic Medical Directors, Program Managers, and Clinic Supervisors and forward the request to the DBH Medical Director.
 - b. Participate with the DBH Medical Director in pre-employment interviews of psychiatrists and physicians.
 - c. Attend, participate, and be involved in all aspects of weekly DBH Program Managers' meetings. DBH's Program Managers are to discuss concerns with DBH Regional Medical Directors before going to the DBH Medical Director.
 - d. Supervise DBH Clinic Medical Directors.
 - e. Sign DBH Clinic Medical Directors' Time and Labor Reports (TLR).

- f. Participate in all decision-making issues at the clinical and regional levels.
 - g. Meet monthly with DBH Medical Director and other DBH Regional Medical Directors to report on the status of their clinics and their activities. This will exclude confidential issues such as personnel issues and/or grievances against physicians.
 - h. Participate in the conflict resolution process involving physicians. Review reports of attempted conflict resolution by DBH Clinic Medical Directors or make an initial attempt at conflict resolution. In all cases, send a report of her/his own conflict resolution activities to the DBH Medical Director, involved physician, and DBH Clinic Medical Director.
 - i. Complete Annual Work Performance Evaluations on DBH Clinic Medical Directors and forward to the DBH Medical Director.
 - j. In the absence of the DBH Medical Director, serve as Acting-DBH Medical Director.
 - k. Other duties as assigned by DBH Director and/or DBH Medical Director.
- C. The DBH Clinic Medical Director is to work in a DBH clinic, under the direction of the DBH Regional Medical Director, to coordinate, supervise, train, consult and monitor the quality of behavioral health care services delivered directly to consumers and to fulfill the following requirements and responsibilities and ensure cultural and linguistic needs are being met.
- 1. Requirements of the DBH Clinic Medical Director:
 - a. Fulfill all requirements for employment as a Psychiatrist for San Bernardino County DBH.
 - b. Be selected by the Regional Medical Directors with approval of the DBH Medical Director, with input from the physicians working in the DBH clinic.
 - c. Is subject to yearly reviews by the DBH Regional Medical Director with input from staff physicians of the DBH clinic(s).
 - 2. Responsibilities of the DBH Clinic Medical Director
 - a. Supervise physicians in the clinics.
 - b. Approve DBH physician vacation requests for that particular clinic and notify DBH Clinic Supervisor.
 - c. Co-sign staff physicians' Time and Labor Reports (TLR) with DBH Clinic Supervisor and forward to the DBH Regional Medical Director.
 - d. Orient new physicians to their assigned DBH clinic.
 - e. Coordinate clinical medical coverage during emergencies/illness.
 - f. Request from the DBH Regional Medical Director any needed physician hours for that clinic's caseload.
 - g. Coordinate physician's participation in clinic treatment-team meetings.
 - h. Process patient requests to transfer care from one physician to another.
 - i. Intervene in any conflicts between clinic physicians and staff.
 - j. Work closely with the DBH Clinic Supervisor, especially in discussing clinical and non-clinical issues pertinent to patient care, to facilitate the smooth operation of all clinic functions.
 - k. Attend DBH Clinic Supervisors' meetings.

- l. Complete appropriate sections of the Work Performance Evaluation for physicians and/or psychiatrists who work in that clinic. Sign and forward evaluation to the DBH Regional Medical Director.
 - m. Authorize/disapprove Medication Request Forms for patients without medical insurance coverage and forward to the DBH Medical Director.
 - n. Co-chair weekly clinic staff meetings with DBH Clinic Supervisor.
 - o. Coordinate the administration of medical services at that clinic.
 - p. Supervise clinic nursing staff on medical issues.
 - q. Participate in conflict resolution about complaints or requests involving a physician as it pertains to the physician's work in that clinic. This will usually involve making the first attempt to resolve any complaint made by a clinic patient against a physician working in that clinic and forwarding a report to the appropriate DBH Regional Medical Director and to the physician involved.
 - r. Other duties as assigned by DBH Director and/or DBH Medical Director and/or DBH Regional Medical Director.
- D. The DBH Lead Child Psychiatrist will coordinate with the DBH Medical Director and all DBH Regional Medical Directors to formulate policies and clinical care practices of culturally competent multi-lingual behavioral health care services delivered to children and adolescents by other DBH Child Psychiatrists. The DBH Lead Child Psychiatrist will play a pivotal role in facilitating communications between higher and lower levels of administration and medical staff and fulfill the following requirements and responsibilities:
1. Requirements of the DBH Lead Child Psychiatrist:
 - a. Fulfill all requirements for employment as a Child Psychiatrist for San Bernardino County DBH.
 - b. Be appointed by the DBH Director, DBH Medical Director and DBH Regional Medical Directors.
 - c. Is subject to yearly reviews by the DBH Medical Director with input from DBH Regional Medical Directors and staff Child Psychiatrists.
 - d. May also serve as a DBH Clinic Medical Director.
 2. Responsibilities of the DBH Lead Child Psychiatrist:
 - a. Determine need of Child Psychiatrist medical coverage for the clinics, based on input from DBH Clinic Medical Directors, Program Managers, and Clinic Supervisors and forward the request to the DBH Regional Medical Directors.
 - b. Participate with the DBH Medical Director and DBH Regional Medical Directors in pre-employment interviews of Child Psychiatrists.
 - c. Meet with DBH Medical Director and DBH Regional Medical Directors to discuss clinical care issues for children and adolescents.
 - d. Attend, participate, and be involved in all aspects of regional meetings. DBH's Program Managers are to discuss concerns with DBH Lead Child Psychiatrist regarding child psychiatry issues before going to the DBH Medical Director.
 - e. Supervise and direct all DBH Child Psychiatrists, including those who serve as Clinic Medical Directors of a Children's Clinic.
 - f. Sign DBH Child Psychiatrists' Time and Labor Reports (TLR).
 - g. Participate in all decision-making issues at the clinical and regional levels.
 - h. Meet monthly with DBH Medical Director and other DBH Regional Medical Directors to report on the status of their clinics and their activities. This will exclude confidential issues such as personnel issues and/or grievances against physicians.

- i. Participate in the conflict resolution process involving child psychiatrists. Review reports of attempted conflict resolution by DBH Clinic Medical Directors or make an initial attempt at conflict resolution. In all cases, send a report of her/his own conflict resolution activities to the DBH Medical Director, involved physician, and DBH Clinic Medical Director.
- j. Complete Annual Work Performance Evaluations on DBH Child Psychiatrists and forward to the DBH Medical Director.
- k. Provide or delegate reviews of tar requests, denials, appeals, and medication recommendations for court dependent children.
- l. In the absence of the DBH Medical Director, serve as Acting-DBH Medical Director.
- m. Other duties as assigned by DBH Director and/or DBH Medical Director.