

## Functional Statement for Senior Supervisory Psychologist (GS 15)

### General Description:

The major duties of the Associate Chief of Staff for Mental Health Service (ACOS/MHS) are:

- A. Planning, developing, coordinating, directing, and evaluating a large, integrated mental program for both outpatients and inpatients of the Xxxxx Xxxxx Health Care System (xxHCS).
- B. Performing wider-range and higher-level management functions for xxHHS and VISN xx through participation in planning and oversight boards, councils, and committees.
- C. Developing and maintaining continuing programs in the areas of professional peer review, organizational improvement, continuing education, scope of practice, clinical privileging and other quality improvement activities.
- D. Provide direct health care to clients within incumbent's area of expertise.

### Functions:

#### Administrative (Supervisory) Responsibilities (70% of time total with 65% managerial and 5% supervisory).

Section A (This section is grade determining. \*)

1. Have supervisory responsibility for subordinates and responsibility for all professional, management, and administrative aspects of the MHS. Have ability to organize work, set priorities, delegate tasks, and meet multiple deadlines. Have skill in managing and directing the work of others to accomplish program goals and objectives, and ability to devise ways to adapt work operations to new and changing programs, staffing, and budget requirements, etc. Have skill in managing and directing the work of complex organizational units and in applying effective management practices. Have line and staff authority for resource allocations and ensure efficient operation within MHS. Have ability to manage and supervise effectively a large group of professional and non-professional staff. Able to translate management goals and objectives into well-coordinated and controlled work operations. The incumbent is responsible for the administration, management, and control of funds, including obligation and authorization of payment for services provided. Participates in the annual budget estimate for operation of his/her Patient Service Line (PSL), and cooperates with other PSL Managers in the formulation of the xxHCS budget, including allocation of funds and recommendations to top management regarding staffing requirements, cost effective technological advances, equipment, projects, and supplies. These budgetary recommendations are based on statistics, studies and projections which indicate patient workload trends, and knowledge of VISN-wide goals and objectives for program development and management.

Is responsible for and is expected to actively participate in the conduct of resource utilization studies, analyses and evaluations. Develops all necessary information relating to resource utilization, availability of staff, seasonal fluctuations, and changes in procedures and policies as they affect resource utilization. Promotes better utilization of management principles and practices in patient care areas and office settings. Have ability to assess need for basic and complex services across multiple programmatic patient care venues. Reviews clinical/clinical support/administrative functions to identify areas where studies should be made and initiates organizational improvement teams or work groups within MBHS.

2. Supervision and Resource management involves major decisions, and work activities and supervision significantly impact the ability of staff to provide comprehensive services to veterans. Incumbent is responsible for direction of a human resource management program for MBS employees and works with Chief of Human Resources in the employment of groups of employees such as GS, Title 38 and hybrid-Title 38. ACOS/MHS is fully responsible for the selection, evaluation, and initiation of promotion and other personnel actions for all of MHS, including such diverse groups as psychiatrists, psychologists, social workers, nurses, addiction therapists, vocational rehabilitation specialists, clerical and administrative staff. Have ability to assess correctly qualifications and potential of current and

prospective employees. Ability to provide supervision in areas related to behavioral health and social services provision in order to accomplish the organizational goals and objectives.

The incumbent is responsible for developing and implementing a viable, cost-effective organization which manages positions within FTEE, budget, and salary levels defined by top management. Directs an appropriate system of rewards and discipline to achieve maximum employee productivity. Have ability to develop and monitor appropriate productivity standards for professional staff, often across multiple program lines, e.g. utilizing Advanced Clinic Access techniques. Has personal responsibility for personnel actions involving key subordinates. The incumbent is responsible for effective labor/employee relations by coordinating with the Chief of Human Resources. Actively works with others PSL Managers in meeting the affirmative action goals. Incumbent directs assigned supervisors and staff in providing a health care system which meets the needs of those served. Incumbent is responsible for identifying training needs for subordinate employees, for ensuring the competency of staff for their selected positions, and for ensuring that their safety and occupational health programs meet VA and OSHA standards. Ensures that services delivered are consistent with customer service needs and standards. Acts in partnership with union representatives. Provides leadership guidance/preceptorship/mentorship to supervisors and managers within MBHS. The incumbent establishes organizational structure and guidelines, performance standards, work review and reporting requirements, and defines the lines of authority and supervisory control necessary and essential to carrying out the mission of the Mental Health Service. He/she selects, supervises and coordinates activities of subordinate managers and delegates review and decision authority to them in many areas, including: staff assignment, work scheduling, evaluation and review. The incumbent has final authority for approving/disapproving the recommendations of subordinate managers and supervisors regarding staffing, resource allocation and program planning/direction.

The incumbent is responsible for the development and maintenance of continuing programs in the areas of professional peer review, systematic internal review, continuing education and clinical privileging. He/she provides leadership and guidance to insure that all diverse activities of the staff are closely coordinated in order to achieve an effective integration of the key elements of patient care, education, training and research. Have knowledge of and ability to appropriately utilize evidence based practices and clinical guidelines in order to guide staff in using these tools.

3. The service or organizational entity is a major component of the medical center and the services or programs supervised are highly professional, technical and complex. Responsibilities include supervision of staff, professional management, and administrative responsibilities that are complex in scope and that constitute a significant portion of the medical center. MHS is one of four PSLs within xxxx. Other PSLs include, Primary Care; Surgery and Specialty Care; and Geriatrics and Extended Care. Have skill in interpersonal relations in dealing with employees and other managers using advanced consultation and problem solving skills. As ACOS/MHS, the incumbent has full and final administrative responsibility for planning, developing, coordinating, directing, and evaluating an integrated mental health program to both outpatients and inpatients of xxHCS. The ACOS/MHS chairs both the Mental Health Executive Council (MHEC) of MHS and the local Mental Health Council (MHC). MHEC is responsible for program development, coordination and oversight as well for establishing policy for MHS, all subject to ACOS/MHS approval. The local MHC is one of two (one at each major campus) which is charged with day-to-day campus specific program oversight, and making policy recommendations to MHS. ACOS/MHS provides services and technical counsel necessary to meet clinical, procedural, legal, and administrative requirements relating to the care and treatment of inpatients and outpatients. Incumbent achieves maximum utilization of patient care resources in a cost effective, efficient, and timely manner. ACOS/MHS provides a climate in which clinicians can care for patients with an awareness of administrative implications for their actions. Have skill in working collaboratively with other disciplines and supervisors. Have skill in persuasion, negotiation, and motivation to negotiate multiple program policies. Expertise along broad clinical and administrative levels is required to meet the needs of a complex patient population and to integrate MBHS services with those of PSLs, other VA entities within and without VISN xx, and non-VA health service providers and organizations. Have skill in interpersonal relationships, including conflict resolution and ability to work with other PSL Site Directors and supervisors from units outside MHS.

He/she insures, through professional leadership, a continuing integrated, multidisciplinary team approach to patient care in cooperation with all other xxxxx clinical services. The incumbent establishes and implements long-range goals for MHS based on anticipated patient needs, changes in patient populations and overall goals of VISN xx and the xxxxx. The ACOS/MHS makes independent decisions, with appropriate input from management and other affected services, regarding the development of new programs taking into consideration staffing and budget needs, program evaluation studies and overall changes and developments within xxxxx. The incumbent is responsible for all training and research programs conducted within MHS. The incumbent of this position is responsible for implementing VA Headquarters' policies and regulations governing broad administrative aspects of xxHCS. In order to effect policies, incumbent must have skills in management theory, cost-benefit analysis, data gathering and statistical analysis, including the analysis and application of system tools to system issues. Incumbent participates with fellow PSL leaders and others in serving as a member of or chairing the Executive Council of the Governing Body, Strategic Planning Committee, Clinical Executive Board and other xxxxx boards, councils, committees, work groups, and task forces to provide leadership for strategic planning, resource management, budget process, improvement of performance, and for coordinating hospital-wide activities. The incumbent actively maintains a collaborative working relationship with top management to assure full support and coordination among the programs supervised. The relationship is dynamic and ongoing due to the complexity of issues assuring efficiency of operation and high quality health care to our clientele.

4. Responsibilities include oversight of a large, complex Mental Health Service. Responsibility includes direct or indirect (through subordinate supervision) administrative and professional supervision with line and staff authority for a staff of subordinates. Supervisees include 7.5 secretaries/PSAs, 2.0 program specialists, 10.0 social workers, 11.0 psychologists, 5.0 pre-doctoral psychology interns, 1.0 manual arts therapist, 2.0 nurse managers, 6.75 physicians, 13.0 RNs, 4.0 nurse practitioners, 4.0 physician assistants, 8.6 LPNs, 1.0 readjustment counselor, 6.0 health technicians, 11.0 addiction therapists, 1.0 vocational rehabilitation counselor, 2.0 social science specialists, 1.0 psychology technician, 2.0 rehabilitation technicians, 1.0 administrative officer, 8.0 nursing assistants, 2.0 chaplains, 1.0 recreation therapy assistant, 1.0 recreation therapist, and 6.0 domiciliary assistants.

Have ability to coordinate the efforts of multiple program elements across a complex system. Program components encompass a xxx bed domiciliary (including Substance Use Disorder Program, xx bed Residential PTSD Program, Homeless Program, and Compensated Work Therapy Program); xx bed Inpatient Psychiatry Unit ; general Outpatient Mental Health services at the main campuses; three Community Based Outreach Clinics (xxx, xxx, xxx); numerous Rural Health Clinics in xx and xx; Outpatient Substance Use Disorder Program in xx,xx; SUPT Program; Homeless Program; Compensated Work Therapy (CWT) Programs at the two major campuses at xx and xx and assorted towns and cities as well as on xx, xx, xx xx; Transitional Residences xx, xx, xx,, and xx; and PTSD and SUD outreach services that cover distant, sparsely populated sections of the catchment area.

5. Decisions are made exercising wide latitude and independent judgment. Because of the ACOS/MHS' involvement in areas affecting the organization's mission, the incumbent's judgment and point of view are solicited on a wide range of xxxx problems, plans and activities. The incumbent is responsible to the xxxx Director, through the xxxx Chief of Staff, for all aspects of MHS. The incumbent receives broad and general supervision by the top management team, with wide latitude for use of individual judgment and independent action to make decisions and resolve operational problems as reason dictates. Have ability to balance responsibilities in a complex environment and to work with great autonomy. Have ability to set priorities and delegate tasks, meet multiple deadlines, analyze complex organizational problems, and ability to develop and implement effective solutions for these problems. The top management team is always involved in significant policy decisions. However, they look to the incumbent to complete all necessary staff work leading up to the final decisions. Top management is apprised of all significant actions by the incumbent, even though in many cases this occurs after the fact. Thus, in this environment, the incumbent must be extremely knowledgeable and trustworthy to be able to perform effectively with this broad delegation of responsibility and authority. Review of the incumbent's work is limited to an assessment of the results achieved. Actions taken and decision made by the incumbent are supported and guided by Public Laws, VA directives, OPM regulations,

Executive Orders, VA General Council, and an extensive knowledge of the economic, legal and professional standards and practices.

Incumbent enters actively into major policy decisions of personnel, budget, position management, public community relations, program and organizational changes, patient care, implications and distribution of beds and other facility resources.

**Section B (Other factors that may be included, although not necessary for determination of grade).**

1. As Psychology Executive, have full responsibility for the professional practice of psychology, including services conducted by trainees, consultants and para-professional staff, and ensuring that all psychologists in the facility and its affiliated clinics meet the requirements. (5% of time)

- Leads the Psychology Professional Community.
- Develops and implements a Psychology professional practice review system including assessment of the competency of each Psychology staff; development of position descriptions for Psychology staff; provides input into performance appraisals of Psychology staff; and mediates professional and service line conflicts around Psychology professional roles, continuity of care, and quality of care, including referral of veterans across service or care lines during of care.
- Develops and monitors compliance with Psychology practice standards and guidelines on documentation, workload, data entry, ethical practice and service delivery.
- Participation in the oversight of the facility's Psychology clinical privileging or scope of practice process. Serve on Clinical Executive Board (CEB) as MHS representative and vote/recommend on privileges of MH staff (including psychologists and other staff that are privileged throughout xxHCS.
- Collaboration with Human Resources to track required licensure and/or certification for all Psychologists, including continuing education requirements, license renewal, and other requirements Psychologists must meet to deliver appropriate care.
- Assists with credentialing, including primary source verification of degree and license or state certification.
- Ensures that unlicensed Psychologists have access to clinical supervision for licensure and/or certification from a licensed Psychologist.
- Receives and disseminates Psychology practice and resource information to Psychology staff at the facility, including CBOCs.
- Provides consultation to Psychology staff and other facility staff on Psychology practice issues.
- Assures adherence to continuing education requirements for Psychologists; develops plans for meeting education requirements for licensure and clinical practice; and identifies opportunities for professional continuing education.
- Consults with PSL Managers and Program Managers on questions of Psychology practice.
- Ensures that all professional activities of the discipline are carried out in accordance with the highest ethical standards of the profession and are in compliance with all VA rules and regulations related to the profession.

- Oversees the Psychology Affiliated Training Programs that include the APA-approved internship program, graduate practicum-training program, and undergraduate training program, ensuring that Psychology students receive education and training consistent with the requirements of the affiliated school(s) and with the APA Committee on Accreditation.
- Reviews and resolves complaints about Psychology staff and their practices.  
**Note:** *This function will include consultation with PSL managers.*
- Ensures compliance with regulatory standards applicable to Psychology practice including APA, JCAHO, and CARF.
- Plans for optimal Psychology coverage in all program areas, including after-hours coverage, in conjunction PSL and program managers.
- Develops procedures for the coordination and assignment of Psychology staff during disasters and emergencies.

2. As Chair of the MH Community Advisory Board, obtain input and cooperation of various stakeholders. Members include representatives from the National Alliance for the Mentally Ill, xxx Air Force Base, Veteran Service Officers, xxx Mission, State Department of Vocational Rehabilitation, xxx County Detox Center, and Vet Center. (2% of time)

Clinical Responsibilities (10% of time).

- Have knowledge of and ability to apply advanced professional psychological theories and techniques to the full range of patient populations.
- Ability to provide professional advice and consultation in areas related to professional psychology and behavioral health.
- Have knowledge of clinical research literature.
- Provides a full range of psycho-diagnostic services including assessment and using the most appropriate psychotherapeutic techniques in providing quality care, including supportive therapy, systematic desensitization, and cognitive behavioral therapy.
- Performs psychological evaluations upon referral from psychiatric and other providers.

Academic//Teaching/Training: (5% of time)

Provide clinical supervision to psychology interns and postdoctoral psychologists.

- Oversight of Psychology Training Program and Training Committee.

Other Significant Responsibilities (8% time).

- Incumbent shall support VAMC approved research activities within MHS by insuring the necessary appropriation of time and resources in proportion to the funding involved and its source in accord with good practice and implications for VERA.
- Have contacts on a regular and recurring basis with individuals and groups representing widely divergent backgrounds, interests, and points of view. In view of the complex nature and substantive scope of the incumbent's tasks and responsibilities, the incumbent must be able to work directly and responsibly with both high-level administrative and clinical personnel as well as with personnel at the service delivery level. He/she must demonstrate an appropriate combination of judgment, patience and persistence and must possess highly developed communication skills.

ACOS/MHS must have an appropriate combination of educational and experiential knowledge of health care delivery, health systems administration and behavioral science in order to accomplish the tasks associated of the position and must show evidence of substantive professional achievement both within and outside the work setting.

- The specific forms of these contacts within the VA organizational structure have been noted earlier. In addition, the incumbent maintains extensive contact with non-VA organizations and groups at the local, state and national level and with affiliated universities to insure cooperation in providing patient care, research and training. Several factors significantly increase the complexity of the position.
- One is the physical dispersion of clinical operations and, therefore, the dispersion of subordinate management and line staff supervised. From xxx to xxx is a distance of approximately 80 miles, with other clinical sites located at distances as great as 200 miles from either of these locations. The incumbent must travel to these sites on a recurring basis to perform effective leadership and supervision.
- A second factor that adds to the difficulty and complexity of the position is the multidisciplinary nature of MHS. Dealing with many members of disparate professions requires that the incumbent understand and operate within the different conceptual frameworks of each profession as well as the varying and complex regulations, policies, and procedures that apply to each. An ability to integrate this information in a flexible manner is essential for successful performance of the incumbent.
- A third factor that makes this position complex is the large number of VA and non-VA agencies and organizations with which the incumbent must interact to accomplish the mission of MHS and, more broadly, xxHCS. In regard to these responsibilities, these interactions include but are not limited to liaison with:
- University of xx Medical School: medical student training; American Psychological Association: Psychology Internship Training Program; Indian Health Service: sites xx, xx, xx, xx, and xx, xx; Department of Defense: Tri-Care program/xx Air Force Base; xx and xx Counties States Attorneys: commitment sharing agreements; Veterans Service Organizations: strategic planning. Incumbent develops contacts with other health care systems and research organizations to evaluate new developments in technological areas to benefit VA beneficiaries. Contacts and negotiated agreements with these non-VA agencies and organizations directly affect not only veteran healthcare but also the healthcare of the agencies' patients and clients. Close working relations are maintained with members of mental health and other disciplines that are represented on the Mental Health Executive Council and Mental Health Councils at xxHCS, including Psychiatry, Psychology, Social Work, Nursing, Chaplains, and Domiciliary Care.
- Serve on xxHCS and VISN xx committees. In addition to xxHCS committees previously mentioned, direct the Employee Assistance Program and Chair the Employee Assistance Program Committee. Serve on VISN MH Site Director Committee and Research Committee. Chair VISN xx MH Staff Development Committee. Responsibilities on latter committee include promulgation of best practices, staff education, and development of recruitment, retention and succession planning programs.
- Represent the healthcare system at professional/program community group/events and committees, in conferences/meetings with higher ranking managers, supervisors, and staff from other disciplines or work units, and/or with representatives of local public interest groups, congressional district offices, and employees of State and local governments. Serve as MHS

representative to Congressional/VSO meetings. Provide updates in regard to service needs, vision, issues, priorities, and changes.

- Serve as VISN MH Liaison to state of xx MH Services. Interface with state operations, including comprehensive Mental Health Center system and xx National Guard, in order to publicize services, coordinate delivery of services, and identify unmet needs.

### **Supervisory Controls**

The incumbent is responsible to the xxHCS Director, through the xxHCS Chief of Staff, for all aspects of MHS. Supervisory responsibilities are listed above.

#### **4. Qualifications:**

See VA Handbook 5005, Part II, Appendix G – 18.

#### **5. Customer Services:**

Relationships with management, co-workers, patients, and the general public are consistently courteous, respectful, and cooperative in nature.

Incumbent will display a cooperative attitude and will effectively work together to implement the organization's mission and goals.

#### **6. Age, Developmental, & Cultural Needs of Patients:**

The primary age of patients treated and cared for are normally at the geriatric level, i.e. 60 years of age or older, although occasionally there may be younger patients between the ages of 18-60 years of age that require care. The position requires the incumbent to possess or develop an understanding of the particular needs of these types of patients. Sensitivity to the special needs of all patients in respect to age, developmental requirements, and culturally related factors must be consistently achieved.

#### **7. Computer Security:**

Protects printed and electronic files containing sensitive data in accordance with the provisions of the Privacy Act of 1974 and other applicable laws, Federal regulations, VA statutes and policy, and VHA policy. Protects the data from unauthorized release or from loss, alteration, or unauthorized deletion. Follows applicable regulations and instructions regarding access to computerized files, release of access codes, etc.

Uses word processing software to execute several office automation functions such as storing and retrieving electronic documents and files; activating printers; inserting and deleting text, formatting letters, reports, and memoranda; and transmitting and receiving e-mail. Uses the Veterans Health Information and Technology Architecture (VistA) to access information in the Medical Center Computer System.

### **ADD GEMS AND MINORITY CONTRACTOR STATEMENTS**

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_