




CCBHC Medical Director


CCBHC Medical director leadership is a multidimensional activity that includes the direction and oversight of administrative, operational, educational, and clinical actions related to patient care activities to assure the clinical actions taken by the CCBHC and the process of performing actions to ensure that care provided by CCBHC personnel meets standard of quality medical and psychiatric care including integration of physical healthcare, Mental Health and SUD treatment.” CCBHC medical director/leader oversight is a cooperative effort requiring other CCBHC clinicians and staff working together for effective treatment and service delivery. The medical director must have a collaborative and cooperative approach to working with CCBHC leadership and staff, as there are many who will work in concert to ensure the CCBHC is functioning optimally. While the CCBHC medical director/leader may do some service provision in some parts of the system their medical director related role is one of guidance, standard setting, and monitoring and assuring the delivery of a good standard of care for persons being treated and served by the system. The CCBHC medical director/leader should provide a role model in their interactions with others for delivery of care that is recovery oriented, customer centered, culturally competent, and inclusive and welcoming of diversity.

5 Important Qualities for a Medical Leader (and One to Avoid)					
<i>Packard, Becker’s Hospital Report, 2015</i>					
Medical Director Qualities					
<i>Positive</i>					<i>To avoid:</i>
1) Listening	2) Vision	3) Integrity	4) Empathy	5) Optimism	“Authoritarian” style

The way a particular Medical Director uses the combined elements of training, communication skills, and influence defines the capabilities of that physician. The term “capabilities” itself denotes an action-outcome expectation. The next table sets a frame for examining the medical director’s aptitude, training, and experience medically and psychiatrically. Additional formal and informal training in strategy, team functioning, finance, and operational management certainly factor into the capabilities one might expect from a particular Medical Director.

Medical Director Capabilities	
	System Change Agent
	Able to identify treatment and service gaps from both the behavioral and the physical health system’s perspective and to create a common vision as to potential solutions
	Promotes and supports engagement of all stakeholders
	Well-grounded in system change management skills and evidence-based models
	Communicator
	Ability to foster a collaborative environment, alignment, and psychological safety within the stakeholder team and trust with the community at-large

	Communicates with authority and humility
	Community provider liaison
	Clinical Thought Leader
	Stakeholder Team resource on evidence-based practices, trauma informed, recovery oriented and integrated care
	Ability to be a care model innovator taking into account unique community needs and resources and value-based design and delivery tactics
	Ability to foster a collaborative environment, alignment, and psychological safety within the stakeholder team and trust with the community at-large
	Ensures consistent application of high quality medical and psychiatric care across the continuum
	<ul style="list-style-type: none"> • Aids in establishing process and outcome measures
	<ul style="list-style-type: none"> • Sets standards in medical triage, monitoring protocols and clinical pathways
	<ul style="list-style-type: none"> • Develops training and education
	<ul style="list-style-type: none"> • Establishes provider competencies and supervision and consultation structure as well as scope clarity and roles within the crisis teams
	<ul style="list-style-type: none"> • Promotes research
	<ul style="list-style-type: none"> • Active participant in continuous quality improvement and data analytics, able to translate clinical insights to actionable improvements
<p>Role Model</p> <ul style="list-style-type: none"> • Model care-delivery that is recovery-oriented, customer-centered, culturally competent, inclusive and welcoming of diversity. • Model empathic, person centered clinical service, leadership, teamwork and communication. 	
<p>Quality Assurance</p> <ul style="list-style-type: none"> • Establishes standards for crisis work based on industry/national quality standards. • Meaningfully participate in multidisciplinary team processes to ensure quality outcomes and standards of care are met. • Meaningfully participate in quality assurance and improvement processes directed at key outcomes. 	
<p>Stakeholder Engagement</p> <ul style="list-style-type: none"> • Provide leadership in engaging challenging systems, populations, and individuals with complex needs. • Develop and maintain collaborative relationships with key stakeholders within the system, including other payers, regulators, providers, participants, families, and peers 	
	Operations Steward
	Extensive knowledge of regulatory compliance, accreditation, and safety standards in form and translation

	<ul style="list-style-type: none"> • Collaborate with administrative leadership to ensure appropriate medical records are maintained as required by regulations, internal policies, and procedures, etc. • Follow and comply with all local, state and federal regulations, laws and standards. • Play a leadership role in how personal health information (PHI) is managed that is consistent with state and federal guidelines while minimizing barriers to optimal care.
	<ul style="list-style-type: none"> • Actively participates in Risk and sentinel event reviews and recommends system-wide improvements

Specific Requirements and Duties

The medical/clinical director or chief medical officer must be a qualified psychiatrist with the authority to ensure the medical component of care and the integration of behavioral health (including addictions) and primary care are facilitated and be a member of the CCBHC management team. The specific responsibilities include the following.

1. Assuring that all CCBHC patients receive appropriate evaluation, diagnosis, treatment, medical screening and medical/psychiatric evaluation whenever indicated, and that all medical/psychiatric care is appropriately documented in the medical record.
2. Assuring psychiatric involvement in the development, approval, and review of all Policies, Procedures, and Protocols that govern clinical care and integration of behavioral healthy and primary care.
3. Ensuring the availability of adequate psychiatric staffing to provide clinical, medical, administrative leadership, and clinical care throughout the system.
4. Developing job descriptions for staff psychiatrists that are comprehensive, and permit involvement in therapeutic and program development activities, as well as application of specific medical expertise.
5. Recruiting, evaluating, and supervising physicians (including residents and medical students), and overseeing the peer review process.
6. Assuring that all clinical staff receive appropriate clinical supervision, staff development, and in-service training.
7. Assuring, through an interdisciplinary process, the appropriate credentialing, privileging, and performance review of all clinical staff.
8. Providing direct psychiatric services.
9. Advising the CEO regarding the development and review of the CCBHC’s programs, positions, and budgets that impact clinical services. Participating in community-wide behavioral health gap analysis and program development
10. Assisting the CEO by participating in a clearly defined and regular relationship with the Board of Directors.
11. Participate with the CEO in making liaisons with private and public payors, in particular with Medical directors or equivalent clinical leadership in payor organizations.

12. Assuring the quality of treatment and related services provided by the System's professional staff, through participation (directly or by designee) in the CCBHC's ongoing quality improvement and audit processes.

13. Providing oversight to ensure appropriate utilization of services throughout the CCBHC, by developing an appropriate continuum of programs; identifying level of care criteria, standards of practice for internal review of level of care determinations and appeal of adverse UR decisions.

14. Participating in the development of a clinically relevant, outcome evaluation process.

15. Providing liaison for the CCBHC with community physicians, hospital staff, and other professionals and agencies with regard to psychiatric services.

16. Developing and maintaining, whenever possible, training programs in concert with various medical schools and graduate educational programs. supervision for each program.

By licensure, training and prior clinical and administrative experience, the medical/clinical director or chief medical officer shall be qualified to carry out these functions. The medical/clinical director or chief medical officer must be board certified or board qualified. Specifically, he or she should be knowledgeable about contemporary therapeutic and rehabilitative modalities necessary to work with the population served by the program.