

## ATTACHMENT 23 (revised 9/7/10)

Safe Harbor shall have qualified, full-time management responsible for the day-to-day operation of the service. Staff will be on-site 24 hours a day, seven days a week.

Safe Harbor will be staffed in a manner to insure that supportive and rehabilitation services are made available and are responsive to the needs of each resident. In addition to 24 hour a day coverage, there will be at least one clinical staff member for every 15 residents. All staff will hold credentials in accordance with OASAS regulations and receive regular supervision from certified clinicians.

The staffing pattern will be composed of 15 full time equivalents:

Management - Managing Director and Clinical Director/Executive Director

Direct care - 3 counselors

Support staff - 2 chefs, maintenance, 2 Security, 2 Household staff

There will be 4 qualified health care professionals - the Clinical Director and 3 counselors (CASAC qualified)

### RESOURCE ALLOCATION - JOB DESCRIPTIONS

Managing Director: The Managing Director will be responsible for the business and marketing aspects of the program. He will supervise the marketing/public relations staff.

Clinical Director/ Executive Director: The Executive Director is responsible for directing the day to day program, oversight of the administration, coordination and direction of the Safe Harbor Retreat. The Executive Director is responsible to the Management to assure the program consistently achieves its mission, goals and objectives and complies with its Policies and Procedures. The Executive Director will ensuring that all staff are qualified, oriented and otherwise capable to carry out their assigned duties and that the residents, families and referrals are provided with treatment that is consistent with the Philosophy of Safe Harbor Retreat and that staff hold to the highest of professional standards.

Qualifications: Shall possess a license to practice as a Clinical Social Worker in the state of NY. Be qualified and recognized by a professional credentialing body to practice alcoholism and substance abuse counseling, be trained and competent in making differential diagnosis. Experience working in a multidisciplinary team environment.

Counselors: The counselors will be responsible for direct services to residents consistent with the dual credential of social work and substance abuse counseling. They will develop and implement written objectives, standards of practice and the organizational plan for counseling and activity services to residents 24/7. They will ensure all policies and procedures are followed



and will ensure the outpatient treatment plan is followed. They will be responsible for the resident's charts and will participate in the multidisciplinary team meetings. One counselor will handle occupation counseling.

Qualifications: They will be a CSW and a CSAC in the state of NY. They will have 5 years of experience in clinical operations providing alcoholism, substance abuse and mental health services. They will have experience assessing the social needs of residents and the coordination of services for the continuing care plan.

Registered Nurse: The RN will direct, provide and ensure quality of nursing and health education services to residents. The RN will develop and implement written objectives, standards of practice, and organizational plan for nursing services 24/7 and will formally evaluate all newly hired nursing staff as required by the licensing board in NY. The RN will participate in the multidisciplinary team and supervise the LPN. The RN will insure that all supplies and equipment are properly managed and accounted for. The RN will provide health and hygiene training to the residents. The RN will be responsible for sanitary measure and will maintain the proper records for the medical department.

Qualifications: The Registered Nurse will be licensed to practice in the state of NY and will possess a master's degree and three years of experience in the provision of care to substance abuse. The RN will have experience working in a multidisciplinary team environment.

Licensed Practical Nurse: The LPN will be responsible for direct provision of nursing and health education services to residents under the supervision of the Registered Nurse. The LPN will adhere to all applicable Safe Harbor Retreat policies and procedures and work within the licensing board scope of practice. The LPN will document in the clinical chart according to policy and best practice. The LPN will participate in the multidisciplinary team as needed.

Qualifications: An LPN licensed in the state of NY.

Maintenance: The maintenance staff will have responsibility for the physical plant, the proper functioning of all the equipment, the delivery and storage of all supplies and that the regulations and standards of OASAS are met as well as compliance with local ordinances as they apply to the facility.

Kitchen Staff: They will be responsible for food preparation and ordering supplies and keeping the kitchen sanitary.

Cleaning staff: They will be responsible for cleaning the facility and the kitchen and ordering supplies and doing the laundry.

Security and night monitor: They will be responsible for providing security and providing overnight monitoring of the residents.

**Safe Harbor Retreat Staff list and Salary estimates per employee:**

Managing Director	\$160,000
Executive Director/40 hrs	\$150,000
Medical Director	\$37,200
Psychiatrist	\$37,200
3 CSAC Counselors	\$50,000
Registered Nurse	\$55,000
Licensed Practical Nurse	\$45,000
Maintenance	\$36,000
Kitchen Staff	\$60,000 (chef) \$38,000 (other chef)
Nutritionist	\$25,000
Cleaning staff	\$36,000
Security	\$29,000
Marketing/Public relations	\$120,000

Total salary estimate for application (see pro-forma)

Fringe can be approx 23% but only for employees over 20 hrs.

**Notes:**

Safe Harbor Retreat exceeds the OASAS required ratio of direct care staff to residents, but there is no economy of scale with 16 residents, however the hiring can be phased in as the resident population increases to 16. Estimates are based on a 40 hr. work week

In addition to the above staff salaries there are costs associated with Human Resources, Financial Services, Housekeeping, Dietary and Food Service, Grounds Crew, and the Specialty Services (yoga, personal trainers, physical or massage therapists etc.) which can be outsourced or hired as consultants under flexible contracts.