



# Arizona State Hospital Scope of Services

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<b>Governance.....</b>	<b>4</b>
<b>Hospital Leadership.....</b>	<b>4</b>
<b>Licensed Facilities.....</b>	<b>7</b>
Civil Hospital.....	7
Forensic Hospital.....	8
<b>Clinical Programs.....</b>	<b>9</b>
Medical Services.....	9
Nursing Services.....	9
Social Services.....	9
Rehabilitation.....	9
Psychology.....	10
Pharmacy Services.....	10
Dietary Services.....	10
Specialty Clinic Services.....	10
<b>Physical Plant / Environment of Care.....</b>	<b>10</b>
Hospital Security.....	10
Facilities Services.....	10
Environmental Services.....	10
Infection Prevention and Control Services.....	10
Medical Material Services.....	11
Landscaping Services.....	11

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# ARIZONA STATE HOSPITAL

***Vision:*** Quality, Compassion, and Excellence in the Provision of Psychiatric Care

***Mission:*** Provide evidence-based, recovery-oriented, and trauma-informed care to the individuals receiving care at the Arizona State Hospital in order to facilitate their successful transition to the least restrictive alternative possible.

## Governance

The Arizona Department of Health Services (ADHS) is the state agency responsible for assessing and assuring the health of all Arizonans through education, intervention, prevention, and delivery of public health services. The operation of the Arizona State Hospital (ASH) is maintained by ADHS, with an ADHS Deputy Director providing direct oversight of the facility.

The Governing Body of ASH is legally responsible for the conduct of the Hospital and fulfills specific functions, as outlined in the Centers for Medicare and Medicaid (CMS) regulations, The Joint Commission (TJC) accreditation standards and state licensing rules.<sup>1</sup> Governing Body membership is composed of ADHS staff and community representatives selected for their unique and relevant expertise, serving two-year terms, as specified in the Governing Body Bylaws.

## Hospital Leadership

Hospital leadership is defined as the Governing Body, Executive Management Team (EMT) administrative staff, departmental leaders and medical staff in appointed or designated leadership positions. These individuals are responsible for providing a framework for planning health care services provided by the facility based on the facility's mission and for developing and implementing an effective planning process, including an assessment and ongoing evaluation of customer and community needs, strategic planning, the quality management program, and annual operating and capital budgets.

The Arizona State Hospital receives overall direction from the Chief Executive Officer, who reports to the Director of ADHS. The CEO directs the various leaders of ASH, who comprise the Executive Management Team. The EMT oversees hospital operations, establishes administrative policies and procedures, and directs ASH planning activities. The members of EMT are as follows:

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<sup>1</sup> The Governing Body does not represent the Hospital in legal matters, but may consult with the Hospital's designated legal counsel when determined necessary to do so.

Michael Sheldon, M.P.A., **Chief Executive Officer; Deputy Director - ADHS**

**The Chief Executive Officer** (i.e., ‘*Superintendent*’ per A.R.S. § 36-205) is responsible for the overall administration and management of the State Hospital, including supervising and directing the Executive Management Team, interacting with community leaders, members of the State Legislature and Governor’s Office, as well as other healthcare professionals and advocacy groups.

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Steven Kwoh, M.D. **Chief Medical Officer**

**The Chief Medical Officer** is responsible for the clinical administration of the Hospital pursuant to A.R.S. § 36-205, and directly manages psychiatrists, psychiatric nurse practitioners, medical providers and pharmacy services.

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Shanda Payne, L.M.S.W., **Chief Operating Officer**

**The Chief Operating Officer** is responsible for managing financial and administrative support services, legal services, vendor management, facilities, dietary services, the environment of care, oversight of the Hospital’s Safety Officer and management of environmental and housekeeping services.

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Michele Dunsworth, R.N., M.S.N., **Chief Nursing Officer**

**The Chief Nursing Officer** oversees and assures the provision of quality psychiatric and medical nursing services for patients and coordination of nursing care based on individual patient needs. In addition, the CNO oversees the Hospital’s Training and Education Department and the Specialty Clinic, which includes infection control, employee health, and health care services, including dental services, physical therapy, and podiatry services.

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Trevor Cooke, B.S., **Chief Quality Officer**

**The Chief Quality Officer** is responsible for providing oversight of the Hospital’s Patient Rights Advocate and maintaining the hospital-wide quality management program, including quality assurance and performance improvement activities, data analytics, and incident reporting.

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Erin Juarez, M.A., B.C.B.A. **Chief Clinical Officer**

**The Chief Clinical Officer** provides strategic vision and planning for the Hospital's Psychology, Social Services, and Rehabilitation departments. These areas form the foundation of clinical care for patients at the State Hospital and drive successful treatment and recovery for the state's most vulnerable adults.

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Katrina Trinchera, B.S., C.H.C. **Chief Compliance Officer**

**The Chief Compliance Officer** is responsible for monitoring hospital-wide compliance with the Centers for Medicare and Medicaid Services (CMS) regulations, state licensing rules, and The Joint Commission accreditation standards; development and management of Hospital policies and procedures; management of the patient complaints, grievances and appeals processes; and overseeing the Hospital's Health Records Department.

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Sheridyn Miller, Psy.D, **ACPTC Director**

**The Director of ACPTC** is responsible for managing the day-to-day clinical and administrative operations for the Sexually Violent Persons Program, which is in a separately licensed facility on ASH property.

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William Bugbee, **Chief Security Officer**

**The Chief Security Officer** is responsible for overall monitoring and safety duties of the Hospital, including the facility's physical security infrastructure, keys and lockshop, video and audio surveillance systems. The CSO also oversees the Hospital's patient transportation department.

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Adam Clark, **Finance Administrator**

**The Finance Administrator** is responsible for tracking the Hospital's budget and coordinating with program areas to monitor and manage the budget within those respective areas.

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Allison Sommers, **Deputy Chief Human Resources Officer**

**The Deputy Chief Human Resources Officer** is responsible for managing the Hospital's Human Resources (HR) operations, including compensation and benefits, employee relations, recruitment and retention, and employee-related special investigations.

## Licensed Facilities

ASH has two (2) separately-licensed hospitals - The Civil Hospital and Forensic Hospital. Patients are housed separately in accordance with legal, treatment and/or security issues. All individuals served at the Arizona State Hospital are under a court order for treatment and have lengths of stay consistent with long-term care facilities. Accordingly, programs are structured in a manner to best meet the needs of patients/residents on a long-term basis. Regardless of the admitting facility, patients or residents are provided with clinical and administrative programs designed to meet their individualized needs. This includes psychiatric care, medical and nursing services, pharmacotherapy management, rehabilitation, social work, psychological services, dietary services, and nutritional care.

The Civil Hospital and Forensic Hospital are each licensed as a *Special Hospital* pursuant to Arizona Administrative Code (A.A.C.) R9-10-101.218 and are authorized to provide psychiatric services to individuals admitted for inpatient treatment with a primary diagnosis of a mental disorder, a personality disorder, or a significant psychological or behavioral response to an identifiable stressor per A.A.C. R9-10-225(A)(2).<sup>2</sup> As such, any individual whose clinical needs cannot be met by the facility are ineligible for admission to the Arizona State Hospital (A.A.C. R9-10-225(A)(4)).

### **Civil Hospital**

The Civil Hospital (117 licensed beds) is certified by the Centers for Medicare and Medicaid Services (CMS) and operates in accordance with the requirements outlined in CMS' Hospital Conditions of Participation (CoPs), despite being largely unable to bill Medicaid or Medicare for services (see below). The Civil Hospital is also accredited by The Joint Commission (TJC) and adheres to its Hospital Accreditation Program (HAP) standards, and is further regulated by the state in accordance with healthcare institution (HCI) licensing rules. Civil Hospital patients are adults who are civilly-committed pursuant to Arizona Revised Statutes (A.R.S.) §36-201 et. seq., as a danger to self (DTS), danger to others (DTO), gravely disabled (GD) and/or persistently and acutely disabled (PAD). Per Title 36, and in accordance with various federal legal decisions, civilly-committed individuals must be treated in the least restrictive environment that can safely meet their needs.

Whereas the Civil Hospital is classified as an Institution for Mental Disease (IMD; see 42 CFR Ch. IV §435.1010), Federal Medicaid and/or Medicare funding is not provided for inpatient psychiatric services beyond 15 days of a patient's admission.<sup>3</sup> However, Medicaid-eligible Civil Hospital patients determined to have a Serious Mental Illness (SMI) retain physical health

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<sup>2</sup> Pursuant to ARS §36-501 a "Mental disorder" means a substantial disorder of the person's emotional processes, thought, cognition or memory. Mental disorder is distinguished from: (a) Conditions that are primarily those of drug abuse, alcoholism or intellectual disability, unless, in addition to one or more of these conditions, the person has a mental disorder. (b) The declining mental abilities that directly accompany impending death. (c) Character and personality disorders characterized by lifelong and deeply ingrained antisocial behavior patterns, including sexual behaviors that are abnormal and prohibited by statute unless the behavior results from a mental disorder.

<sup>3</sup> With the exception of enrolled and eligible individuals under the age of 21 or those over the age of 64.

benefits and enrollment with an Arizona Health Care Cost Containment System (AHCCCS) health plan throughout the duration of their treatment at ASH.

The Civil Hospital consists of six (6) treatment units (Palo Verde North and East, Desert Sage North and East, and Ironwood North and East) specializing in providing services to adults who are civilly committed as a danger to self, danger to others, gravely disabled and/or persistently and acutely disabled, who have completed a mandatory 25 days of treatment in a community inpatient setting prior to admission. Medical beds are also available.

Units on Palo Verde and Desert Sage are co-ed adult units, while Ironwood serves an all-male adult population. These units provide secure, 24-hour-a-day care for patients with psychiatric disorders. The treatment teams utilize a multi-disciplinary approach, combining representatives from multiple service areas for coordination of care - this includes a comprehensive range of rehabilitation, psychiatric support, and minimal medical interventions and treatment. Minimal medical care may include the following: PEG tube/ostomy care, indwelling Foley Catheter care, intravenous therapy, central lines, blood draws, wound care, and total care.

### **Forensic Hospital**

The Forensic Hospital (143 licensed beds) is accredited by The Joint Commission (TJC) and operates as a psychiatric hospital in accordance with state licensing rules. In contrast to patients admitted under a civil commitment order, and pursuant to A.R.S. § 13-3994(E)(1), public safety and protection, rather than 'least-restrictive' criteria, is prioritized for Forensic patients. There are two distinct patient program classifications admitted to the Forensic Hospital:

***Pre-Trial Restoration to Competency (RTC):*** These individuals are admitted for a short duration (approximately five months on average) to receive pre-trial evaluation and treatment with the goal of being restored to competency to stand trial for a criminal offense. Because the majority of restoration services are provided in county jails in Arizona there are, on average, fewer than three (3) RTC patients admitted to the Forensic Hospital at any given time.

***Post-Trial Forensic Rehabilitation:*** This program provides treatment to adults serving a determinate sentence for committing a violent offense and subsequently entering into a 'Guilty Except Insane' (GEI) plea agreement as detailed in A.R.S. §13-502. Pursuant to statute, these individuals are committed to the State Hospital for a treatment duration equivalent to the time they would have received under the Department of Corrections had they otherwise been found guilty of the criminal offense. While the GEI statute became effective in 1994, and the majority of Forensic patients are classified as such, there are a small number of individuals (<10) who were found 'Not Guilty by Reason of Insanity' (NGRI) prior to the statutory change, were sentenced to the Forensic Hospital, and remain admitted inpatient as of this Report's publication.

Due to their legal status, Forensic patients lose all eligibility for Medicaid-covered benefits for the duration of their admission and, therefore, their treatment is fully subsidized by state general fund monies. Guilty Except Insane (GEI) and Not Guilty by Reason of Insanity (NGRI) Forensic

patients receive services at the Hospital pursuant to a Title 13 criminal court order for treatment and are under the jurisdiction of the Superior Courts for the term of their confinement. Release of a GEI or NGRI patient to the community prior to sentence expiration, e.g. *Conditional Release ("CR")*, is ordered by the courts and coordinated with an AHCCCS health plan for post-release monitoring.

The Forensic Campus comprises the following units: Saguaro, Cottonwood, Sycamore, Mohave, Pinon, Sago and the Community Reintegration Unit. Each unit serves adults and provides 24-hour-a-day care for patients in a secured environment. There are limited off-unit privileges granted on an individual basis, upon approval of the Hospital's Special Classification Committee. The treatment team utilizes a multi-disciplinary approach, combining representatives from multiple service areas for coordination of care.

## Clinical Programs

### **Medical Services**

Medical staff consists of psychiatrists, psychologists, physicians, psychiatric nurse practitioners, family nurse practitioners, physician assistants, dentists, and certain pharmacists. Each patient is assigned an attending psychologist, psychiatrist or psychiatric nurse practitioner and a medical doctor/physician assistant. These medical professionals assess patients, develop patient care/treatment plans, and administer care to meet patient needs.

### **Nursing Services**

Nursing staff consists of registered nurses (RN's), licensed practical nurses (LPN's) and mental health program specialists (MHPS). Nursing staff provide physical assessments; referrals for medical visits; medication administration; medication education and assessment of medication effectiveness; and education in the areas of mental and physical health. Nursing staff is responsible for the management of the unit milieu and implementation of treatment plans.

### **Social Services**

The Social Work Department, Rehabilitation Services, dieticians, and the Psychology Department together comprise these services. Social Work staff provide services to all patients throughout their course of treatment. Social Work staff conducts recovery-oriented bio-psychosocial and spiritual assessments, identifies individualized treatment goals, provides weekly group and/or individual therapy sessions, coordinates interdisciplinary communication among treatment team members, and organizes treatment plan meetings. Social Work representatives act as liaisons to the community by helping to maintain contact with a patient's natural supports and outpatient community providers to ensure continuity of care for an effective discharge.

### **Rehabilitation**

The Rehabilitation Services staff assists in developing positive discharge readiness skills for the patients in the areas of leisure, vocational skills, coping skills, activities of daily living and other life skills necessary for a positive discharge into the community. Services and programs include Leisure Education, Life Skills, Task Skills, Music Therapy, Creative Arts Therapy, Anger Management, Community Reintegration Outings, Vocational Work Program, and fitness type activities.

## **Psychology**

Psychology staff members, who are licensed psychologists and credentialed and privileged by the Psychology Department, are assigned as the patient's primary behavioral health provider. The duties of an Attending Psychologist include overall day-to-day management of the psychological needs of the patient, leadership of the treatment team, and treatment planning. Psychology staff may provide individual and group therapy. Other psychological services that may be provided include risk assessments, psychological evaluations, neuropsychological assessments, and psycho-educational assessments.

## **Pharmacy Services**

Pharmacy services consist of contracted pharmacy staff and are provided under the direction of a pharmacist according to A.R.S. Title 36, Chapter 27; A.R.S. Title 32, Chapter 18; and 4 A.A.C. 23. Pharmacy staff facilitates safe medication use, meets all legal, accreditation and certification requirements and complies with all applicable policies, procedures, codes, and standards of the organization. Pharmacists (who are not board-certified psychiatric pharmacists, e.g., those who are not eligible for Medical Staff membership) provide specialized pharmacist duties such as filling and dispensing of medication, patient education, and consultation to medical staff who enter orders.

## **Dietary Services**

Dietary services consist of contracted staff members who operate under a person qualified to direct the provision of dietary services according to policies and procedures. Dietary staff manages kitchen operations and clinical nutrition services, including special dietary requirements for patients. Registered Dietitians provide nutritional assessments, and assist in the formulation of dietary plans and management of high-risk patients with specialized dietary needs.

## **Specialty Clinic Services**

Specialty Clinic services consist of trained staff members who provide the following services: dental, audiology screening/hearing aids, EKG, podiatry, optometry, and limited physical therapy services.

# **Physical Plant / Environment of Care**

## **Hospital Security**

Provides security monitoring and safety support for all areas of the Hospital.

## **Facilities Services**

Oversees power plant operations, as well as provides repair and maintenance services throughout the patient units, support buildings, and administrative office areas.

## **Environmental Services**

Provides daily cleaning services to all occupied areas of the Hospital. All areas are maintained in a clean and sanitary condition in accordance with licensure standards.

## **Infection Prevention and Control Services**

Provides infection prevention services, including the following: maintains infection prevention and control plans, conducts surveillance of infections/illnesses, follows mandatory reporting

requirements, maintains compliance with CLIA waiver and testing, and monitors trends, clusters, and antibiotic stewardship/utilization.

**Medical Material Services**

Maintains the responsibility for ordering and maintenance of medical materials, including the proper disposal of medical materials.

**Landscaping Services**

Maintains the responsibility for keeping Hospital grounds clean, safe and attractive.