Leadership and Supervision Essentials:

Building and Sustaining Intensive Treatment Teams

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at Case Western Reserve University

A partnership between the Jack, Joseph and Morton Mandel School of Applied Social Sciences & Department of Psychiatry at the Case Western Reserve School of Medicine
A Technical-Assistance Center

Providing consultation, training, and evaluation for the implementation of integrated behavioral healthcare services
Service innovations for people with mental illness, substance use disorders

- **SAMI**
  - Substance Abuse & Mental Illness
  - Strategies for co-occurring disorders

- **IDDT**
  - Integrated Dual Disorder Treatment
  - The evidence-based practice

- **DDCAT**
  - Dual Diagnosis Capability in Addiction Treatment
  - An organizational assessment & planning tool

- **DDCMHT**
  - Dual Diagnosis Capability in Mental-Health Treatment
  - An organizational assessment & planning tool

- **ACT**
  - Assertive Community Treatment
  - The evidence-based practice

- **SE/IPS**
  - Supported Employment/Individual Placement & Support
  - The evidence-based practice

- **IPBH**
  - Integrated Primary & Behavioral Healthcare

- **MI**
  - Motivational Interviewing
  - The evidence-based practice

- **TRAC**
  - Tobacco: Recovery across the continuum
  - A stage-based motivational model

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Objectives

- Identify 4 key components of the hiring process.
- List 4 core conditions of resilience focused supervision.
- Explain 4 benefits of effective succession planning.
- Outline steps for an effective termination process.
This study highlights both employment trends within the nonprofit sector and correlations between employee engagement and turnover with various factors such as:

- Compensation
- Culture
- Hiring practices.

This study found a direct correlation between level of employee job satisfaction / engagement and an organization's turnover rate. \( r = .35 \) (June 2015)
2015 UST Nonprofit Employee Engagement & Retention Report

- Ensure we are assessing dissatisfaction correctly
  - Supervisors estimated 5% were extremely satisfied
  - 19% of employees rated themselves as “extremely satisfied”

Why the discrepancy?
“Engaged Employees”

- Those who are involved in, enthusiastic about and committed to their work and contribute to their organization in a positive manner.

Engaged employees are more likely to push the mission of your organization forward and less likely to leave.
Engaged Workforce

Supportive Co-Workers
Job and Career Satisfaction
Credible Leadership
High Performing Organization
Committed Employees
Satisfied & Loyal Customers
High Performing Workforce
Productive & Profitable Organization
FOUR STAGES OF EMPLOYEE ENGAGEMENT


Four hierarchical stages that an employee goes through on the path to complete engagement.

• **Stage 1:**
  - “What do I get from this role?”
  - Employees’ primary and basic needs get met.

FOUR STAGES OF EMPLOYEE ENGAGEMENT


• Stage 2:
  • “What do I contribute in this role?”
  • Employees think about their own individual contributions and consider how others view and value their efforts.
  • Manager support is most important here because managers typically define perceptions of value.

Once employees advance through the first two stages of the hierarchy, their perspective begins to widen and they evaluate their connection to the team and the organization.
FOUR STAGES OF EMPLOYEE ENGAGEMENT


• Stage 3:
  • “Do I belong in this role / at this organization?”
  • Is there consistency with purpose / healthy work culture

• Stage 4:
  • “How can I / we grow from here?”
  • Employees self-motivated and interested in wanting to make improvements, learn, grow, innovate, and apply their new ideas.
The four stages help managers evaluate workgroup performance and concentrate their efforts on areas most relevant to where their team is at on the journey to complete engagement.

- How can I grow?
- Do I belong on this team?
- What do I contribute in this role?
- What do I gain from this role?
Gallup 12 Questions to Measure Employee Engagement

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
Gallup 12 Questions to measure Employee Engagement

8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.
Factors Contributing to Employee Job Satisfaction

(2015 UST Nonprofit Employee Engagement & Retention Report)

1. Strong affinity for organization’s mission and purpose
2. Culture or office environment
3. Flexibility / Work Life Balance
4. Sense of purpose / calling in work
5. Sense of accomplishment / achievement
6. Benefits and/or perks
Factors Contributing to Employee Job Satisfaction
(2015 UST Nonprofit Employee Engagement & Retention Report)

7. Employee Appreciation
8. Respect for/ satisfaction with leadership
9. Respect for employee feedback
10. Job Stability (no risk of job loss)
11. Employee Autonomy
12. Employee Training Opportunities
Factors Contributing to Employee Job Satisfaction
(2015 UST Nonprofit Employee Engagement & Retention Report)

13. Compensation
14. Performance evaluations and goal-setting
15. Job advancement or growth opportunities
16. Other
17. None of the above
In review of this information...

What are the things that come to mind to enhance into the leadership of these employees/teams?
The Hiring Process
The Hiring Process
Recruitment & Advertising

- Hiring Process Considerations (HR versus Team Level)
- Job Posting Considerations
  - Licensure
  - Experience
- Job Description Considerations
  - Generalist versus Specific
The Hiring Process
Recruitment & Advertising

EXERCISE

Take these current agency job descriptions and enhance them in ways to be more specific to the job duties and expectations of the position.
The Hiring Process

The Interview Process

- Interview Procedure (HR versus Team)
- Interview Process
- Interview Questions
  - Behavioral based questions (case studies)
  - Team Interviews (360 format)
- Shadowing Opportunity
The Hiring Process

Staff Selection

- Competency Focus
- Team “fit” – “social capital”
- Alignment with organizational culture
- It’s easier to train for skill than create a good “fit”

“Hire Character - Train Skill”
The Hiring Process
On-Boarding & Orientation

Longer onboarding strategies for new employees were directly linked to lower turnover, higher job satisfaction and engagement and lower termination

• Organizational Orientation (Be explicit in expectations)
• Team Specific Orientation What? How? Who?
• Optimal time frame for onboarding = ????
  • 29% received little to no onboarding before job expectations began
The Hiring Process
On-Boarding & Orientation

• Allow for shadowing of all positions
  • Increases understanding of multidisciplinary approach and perspectives.
  • Breeds mutual respect for other disciplines.

• Be intentional during the “Probationary Period”
Staff Empowerment
Staff Empowerment

- Healthy Work Culture / Team Cohesion
  - Safety
  - Mutual respect
  - Belongingness

- Accessibility

- Inclusion and Investment
Staff Empowerment

- Work Life balance
  - PTO without detriment
- Autonomy
- Collaborative supervision/mentoring (Motivational Interviewing)
What are some ways to promote and empower staff?
Staff Empowerment

Supervision

- One of the strongest correlations in the UST study ($r = .64$) was the quality of communication from supervisors and employee job satisfaction.

- Quality of communication and focus of communication
  - Clinical (consistent regular feedback)
  - Personable (autonomy)
  - Administrative (goal setting – measure & recognize success)
Staff Empowerment

Supervision

- 87% of supervisors reported “Open door” policy for supervision
  - 64% agreed
- Only 43% receive 1x week feedback on their SKILLS

“An Open-Door Policy doesn’t mean staff will walk through it.”
Staff Empowerment
Resiliency Focused Supervision

• Structured and dedicated time for both supervisor and employee to engage in dynamic thinking and process reflection on both challenges and opportunities
• Consider options to successfully move forward
• Vent and offload the impact of the job in safe relationship/process to move through to resolution in constructive way

Improve - Survive - Thrive
Staff Empowerment
Resiliency Focused Supervision

- "Allows the emotional disturbance (of our work) to be felt within the safer supervisory relationship where it can be survived, reflected upon and learned from." Hawkins and Shohet (1989, p3)

Improve - Survive - Thrive
Staff Empowerment
Resiliency Focused Supervision

- Understand service users better, ensure their protection and safety and improve quality of work.
- Identify appreciate and sustain the skills and abilities needed to work in the field.
- Develop practitioner reflection and insight (emotional intelligence)
- Explore ways of working that help to move situations forward constructively.
Staff Empowerment
Resiliency Focused Supervision

Four Core Conditions:

1. Acceptance
2. Commitment
3. Conserving
4. Enlisting
Staff Empowerment
Resiliency Focused Supervision

• **Acceptance**
  • Environment is open and constructive where mistakes can be acknowledged and processed safely.
  • Inequalities are negotiated
Staff Empowerment

Resiliency Focused Supervision

• **Commitment**
  - Joint responsibility to commit to attend the supervision process
  - Mutual obligation to protect and prioritize supervision time
Staff Empowerment
Resiliency Focused Supervision

• **Conserving**
  
  • Holds on to what has and is going well already and build from there
  
  • Clarify aims, roles and responsibilities provides “containment” foundation that values positive, build on strengths, utilizes and develops skills and identifies opportunities for growth.
Staff Empowerment
Resiliency Focused Supervision

- **Enlisting**
  - Reminds that we are not the “rescuer” or responsible person for change.
  - Holds awareness of consideration and guidance to “enlist” larger network of provider services and resources that can contribute to moving things forward.
  - Promotes confidence as inclusive of strength in collaboration and asking for assistance and shared care of person.
Staff Empowerment
Professional Development

Employees that were given new skill development goals consistently reported more job satisfaction and engagement.

- Intentional learning culture
- Assign role in orientation / mentoring / training
- Career advancement opportunity
Staff Empowerment
Evaluation Process

• Consistent and reliable – starts in weekly documented supervision sessions
• Field supervision
• On-going constructive feedback; include positive recognition
• Competency based (with respect for regulatory concerns)
• Strengths based
• Formal annual evaluation
Transition Management
Transition Management

- **Change Management (CM)** refers to any approach to transitioning individuals, teams, and organizations using methods intended to re-direct the use of resources, business process, budget allocations, or other modes of operation that significantly reshape a company or organization.
Transition Management

- How do you prepare the team to manage the program / themselves during times of transition or staff change?

- How do you prepare clients for the transition?
Succession Planning
Succession Planning

Succession planning

- a process for identifying and developing new leaders who can replace old leaders when they leave, retire or die. In dictatorships, it aims for continuity of leadership, preventing a chaotic power struggle by preventing a power vacuum.
Succession Planning

Staff Engagement

- Prolonged Staff engagement
- Continuous supply of qualified and motivated staff
- Individualized Professional Contribution Improvement
- Reputation of professional development facilitates your organizational ability to acquire and retain top level skilled employees
- Communicates that you value the employee
- Shared Responsibility of Job Tasks; Decrease job stress
Succession Planning
Preparedness

- Natural attrition (retirement)
- Promotions and program expansion
- Uncovers areas of weakness that need strengthened
- Good Bird’s Eye View of state of organization
Succession Planning

Cost Effectiveness

- Corrective action process versus replacement staff
- Lowering the cost of turnover
  - Unemployment claims
  - Recruitment / Advertising cost
  - Lost productivity
Succession Planning
Risk Management

- High need, high risk population
- High caseloads
- Wait lists
- Interrupted treatment progress
Termination Process
Termination Process

Constructive Discipline

- Corrective Action Plan
  - Be explicit
  - Give clear expectations
  - Give specific deadlines
  - Check in often and provide coaching and mentoring
Termination Process

Collaborative Termination Process

- Exhaust all potential corrective actions
- Involve the person in the corrective action and termination process whenever possible
- Provide validation of strengths and honest feedback about reasons for termination to allow for professional growth beyond this employment.
Termination Process

Exit Interview

- Provide opportunity for feedback regarding experiences surrounding specifics to job satisfaction
- Provide opportunity for constructive feedback on all aspects of staff engagement
- Provide opportunity for the evaluation of their direct supervisor
Termination Process

Applied Learning

- Organizational Level
- Program Level
- Supervisory Level
RESOURCES


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- Professional peer-networks

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Our Mission

The Center for Evidence-Based Practices at Case Western Reserve University is a technical-assistance organization that promotes knowledge development and the implementation of evidence-based practices (EBPs) for the treatment and recovery of people diagnosed with mental illness or co-occurring mental illness and substance use disorders.

Our technical-assistance services include the following:

- Service-systems consultation
- Program consultation
- Clinical consultation
- Training and education
- Program evaluation (fidelity & outcomes)
- Professional peer-networks
- Research