



SAMHSA-HRSA CENTER for INTEGRATED HEALTH SOLUTIONS

Strengths-Based Skills for Supervisors in Integrated Care Teams

December 22, 2015



SAMHSA-HRSA CENTER for INTEGRATED HEALTH SOLUTIONS

Moderator:

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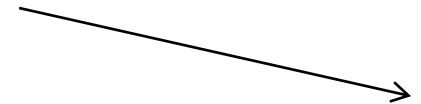
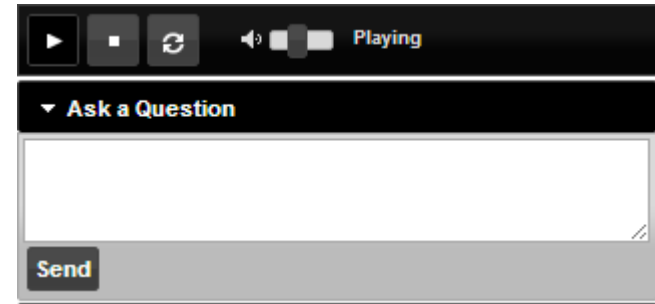
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Before We Begin

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Today's Presenters



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Strengths-Based Skills for Supervisors in Integrated Care Teams

Your vital role

Strengths-based supervision

Supervision best practices

- Clinical and administrative
- Direction
- Support

Advocating for your staff and culture change

Learning Objectives

After this webinar, participants will:

- Understand the impact their role as a supervisor has on staff turnover, morale, and workflow implementation
- Identify how to effectively report outcomes and data to integrated care teams to improve organizational workflows and patient care
- Have strength-based strategies to improve and maintain relationships with staff
- Know the early warning signs of a team in need of support and effective guidance/motivation
- Discuss skills and tools supervisors can utilize to impact the overall success of the integrated care team

Poll Question #1

What do you think is the most important dynamic to your workforce ?

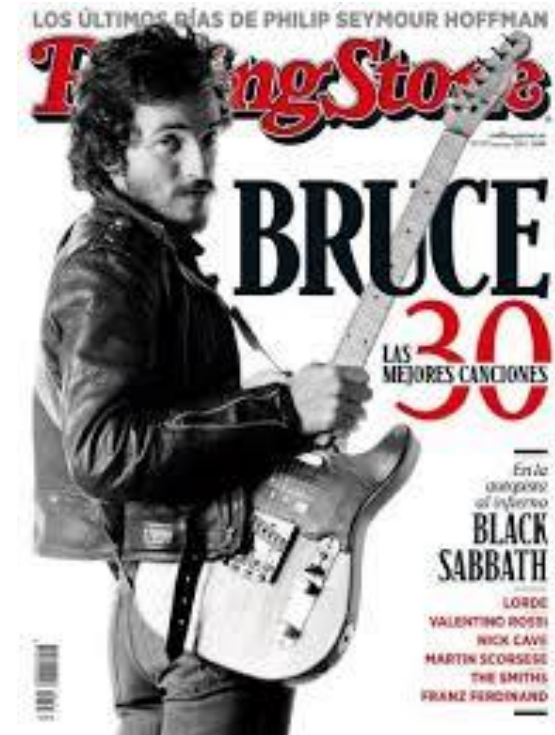
1. The amount of money they make
2. A healthy work/life balance
3. Excellent supervisors and leaders
4. Feeling effective in their tasks
5. Other

How did we get here?



What Workforce Wants:

- Reasonable compensation
- Ability to do excellent work
- Professional and personal balance
- Healthy relationships
- Chance to grow
- Sense of meaning



Fabulous Rock Star Bosses

You are the Catalyst

- “Walk the Walk” as a way to “Teach the Talk”
- Power of Influence
- Visibility
- Teaching Opportunity



It's a Process NOT a Program

Slow/Ongoing – Build Structure

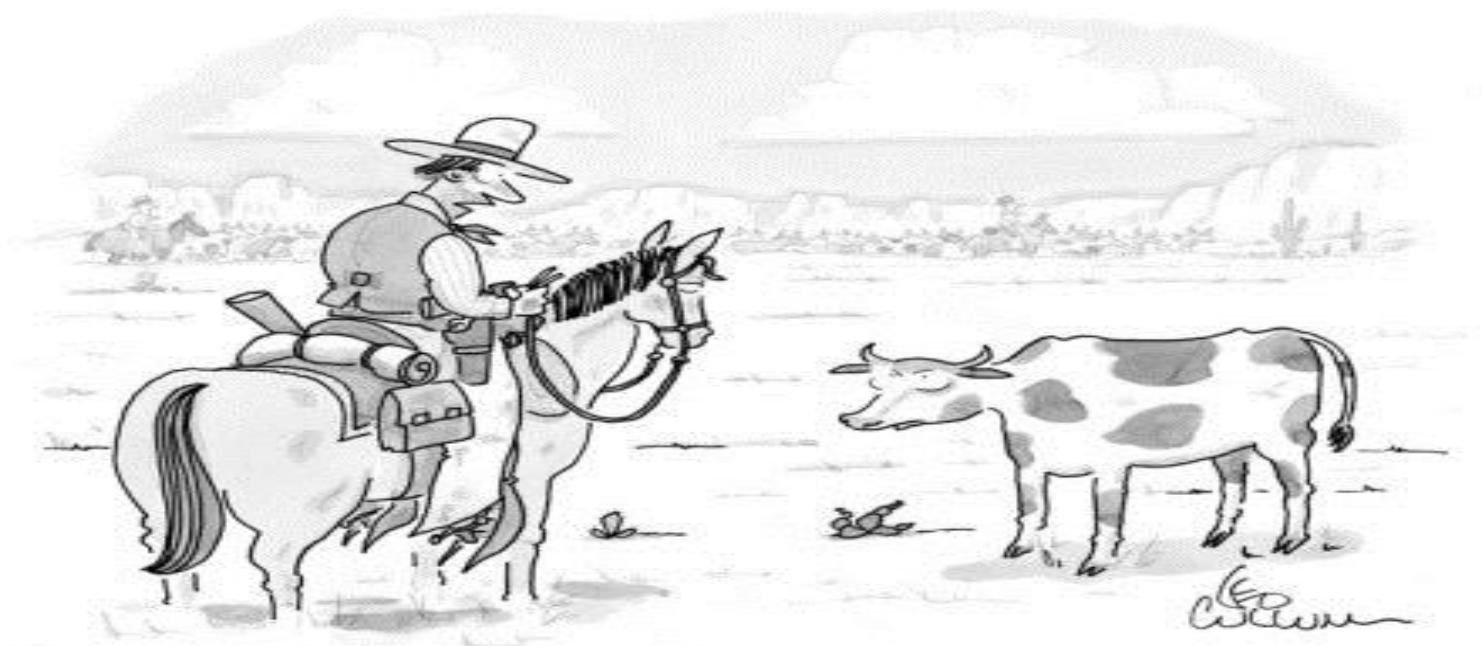
Change is all about managing the changes

1. If you read my email.....
2. As I said in the staff meeting.....
3. When we discussed the pt
4. If you saw the memo in your box
5. I posted this on the bulletin board
6. Presented in the training
7. When we discussed this in our huddle
8. In supervision



Really???? 8 Times?? Really????
Behaviors and Practices are Teaching Moments

Culture Change



"No one is making you do anything you don't want. I'm just saying we're all headed for Dodge City and we think you should come along."

CIN
COLLECTION

Clear & High Expectations



- Expect quality
 - Define it
 - Talk about it
 - Recognize and praise it
 - Encourage it
- Build it from strengths
- Assume people want to grow, even if they don't exactly know how.
- Expect lots of mistakes and learn from them.

What gets in the way of clear and high expectations?

Signposts to your Strengths

Confident
In the Zone
Magnificent
Strong
Fun vs Work
Time



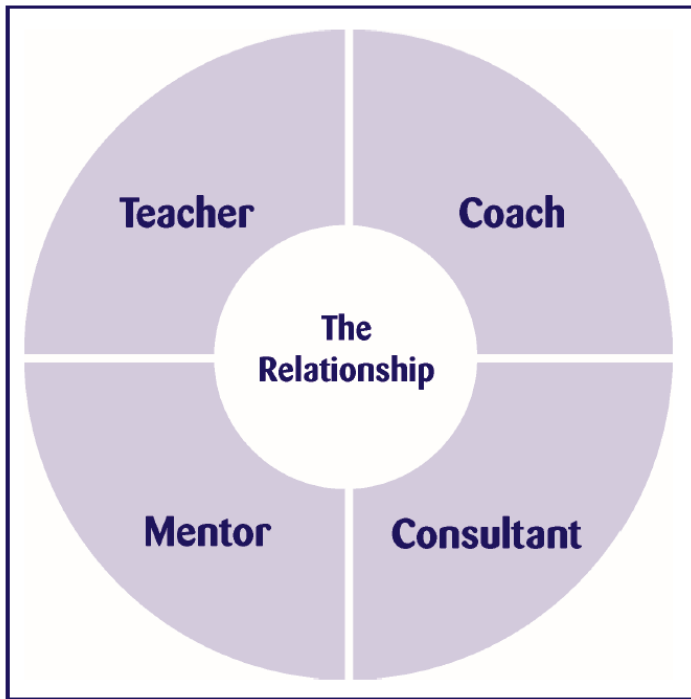
You've found your strengths!

Supervise Yourself



- Thinking about your best supervisor – what made them the best?
- What are the outcomes you value? What outcomes do your staff think you value?
- What factors are important in treatment and clinical supervision?
- What universal principles apply in supervision and counseling and which are unique to clinical supervision?
- What conceptual frameworks of counseling do you use (for instance, cognitive–behavioral therapy, 12Step facilitation, psychodynamic, behavioral)?
- What are the key variables that affect outcomes? (Campbell, 2000)

Many Hats



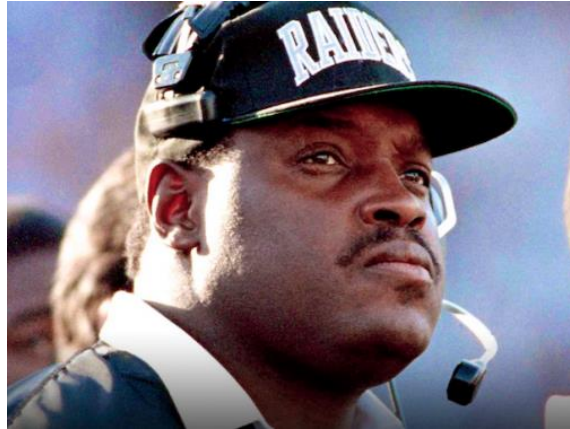
Teach them I will.....expert not I am



Teacher

- Assist in the development of counseling and practice knowledge, skills
- Determining strengths of your staff
- Promoting self awareness
- Transmitting knowledge for practical use and professional growth
- Teacher, trainer, professional role models

Coach



Coach

Morale Building

Assess strengths and needs

Suggesting varying clinical approaches

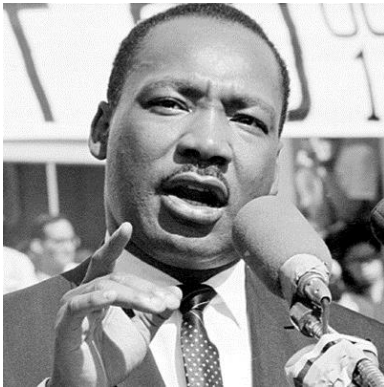
Model

Cheerlead

Prevent Burnout/Compassion Fatigue

Critical for new staff

Mentor/Role Model



Mentor

Supervise-Teach - As a Role Model



Consultant

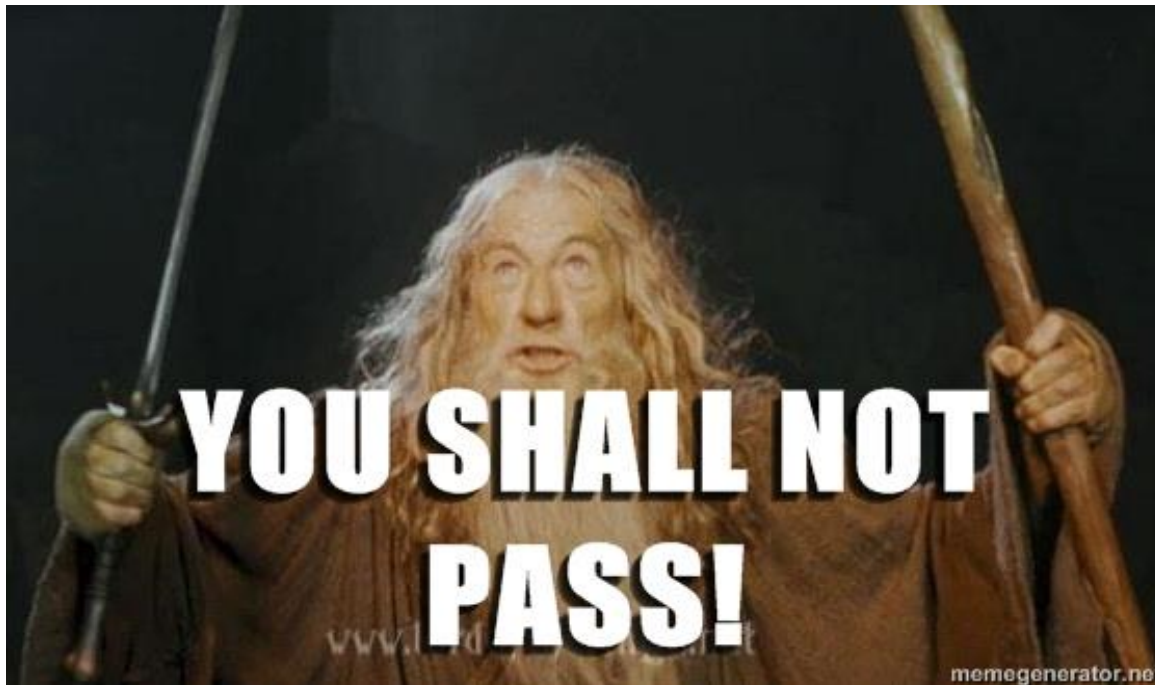


Consultant

- Case Consultation
- Monitoring Performance
- Counseling the Counselor – Job Performance
- Assessing your Staff
- Alternative Case Conceptualization
- Chart Review
- Documentation



Gatekeeper

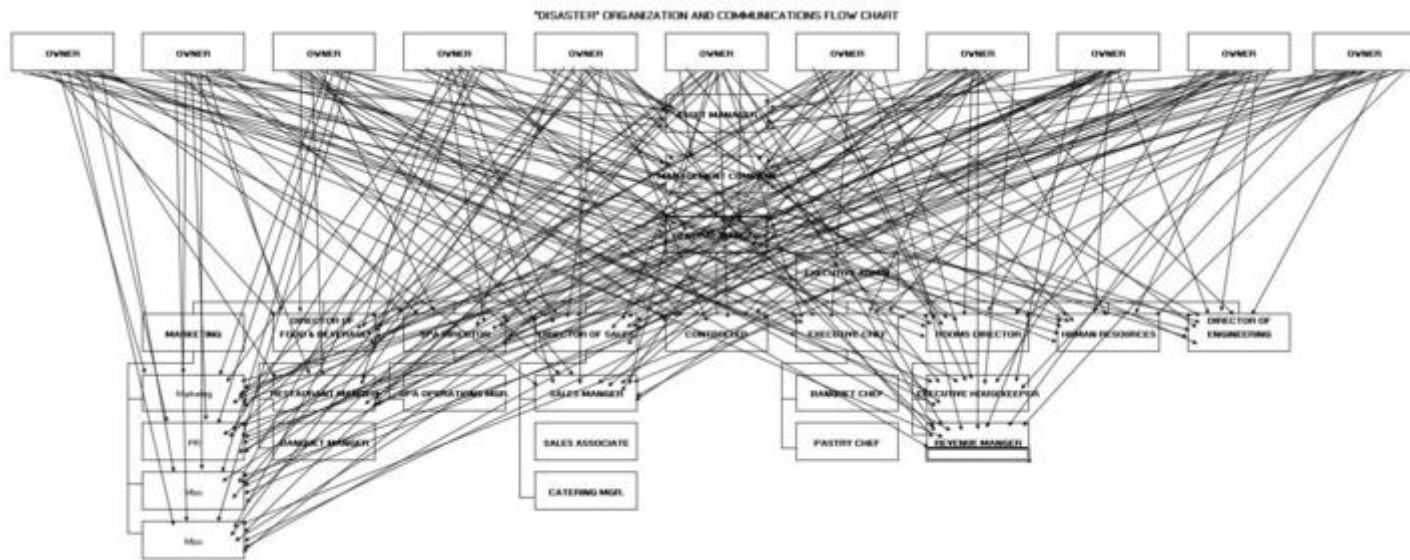


Gatekeepers



- Ensure that **clients** are completely served
- Ensure your team continue to increase their skills which in turn increases **tx effectiveness**, **client retention**, and **staff satisfaction**
- You are the **liaison** between admin and clinical staff

Integrated Care Teams



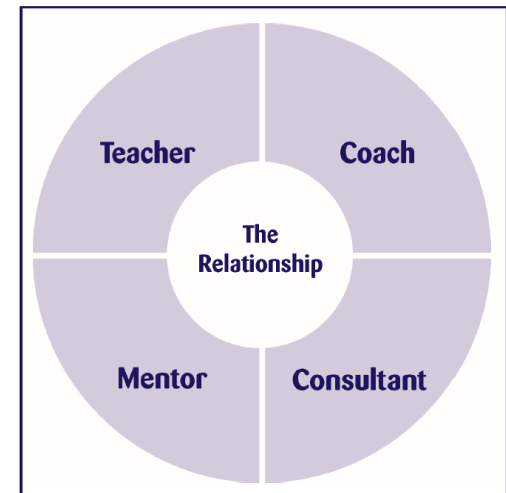
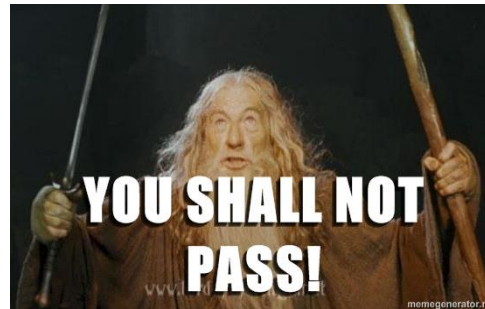
Integrated Care Teams: Who's Call Is it?



Pole Question #2:

Which role do you need or want more training and support?

1. Teacher
2. Coach
3. Mentor
4. Consultant
5. Gatekeeper
6. The relationship



What are the warning signs your staff is in rough waters?

Please share your thoughts in the chat box



Staff Turnover

- Healthy Turnover
- Turnover – “Employees don’t leave bad jobs, employees leave bad managers.”
- Apple Turnover



Advocating for Your Individual Staff and Peers

Everyone is full, equal member of the team

Full welcome, inclusion, connection

Model behavior you expect

Enforce desired behavior



Advocating for Culture Change



- Lived-experience staff epitomize recovery at its best.
- Encourage everyone to be open, curious and innovative.
- Push for full inclusion throughout the organization.
- Step out as a courageous leader.



Who Would You Rather Work With?



- Defensive
- Oppositional
- Argumentative
- Disengaged
- Passive
- Powerless
- Unable to change



- Open
- Cooperative
- Listening
- Engaged
- Active
- Empowered
- Hopeful



Most people won't really listen
or pay attention to your point of view
until they become convinced
that you've heard and appreciated theirs.

-M Nichols

Motivational interviewing is a collaborative, person-centered, guiding method designed to elicit and strengthen motivation for change.

Miller & Rollnick, 2012

4 Fundamental Processes

Engaging

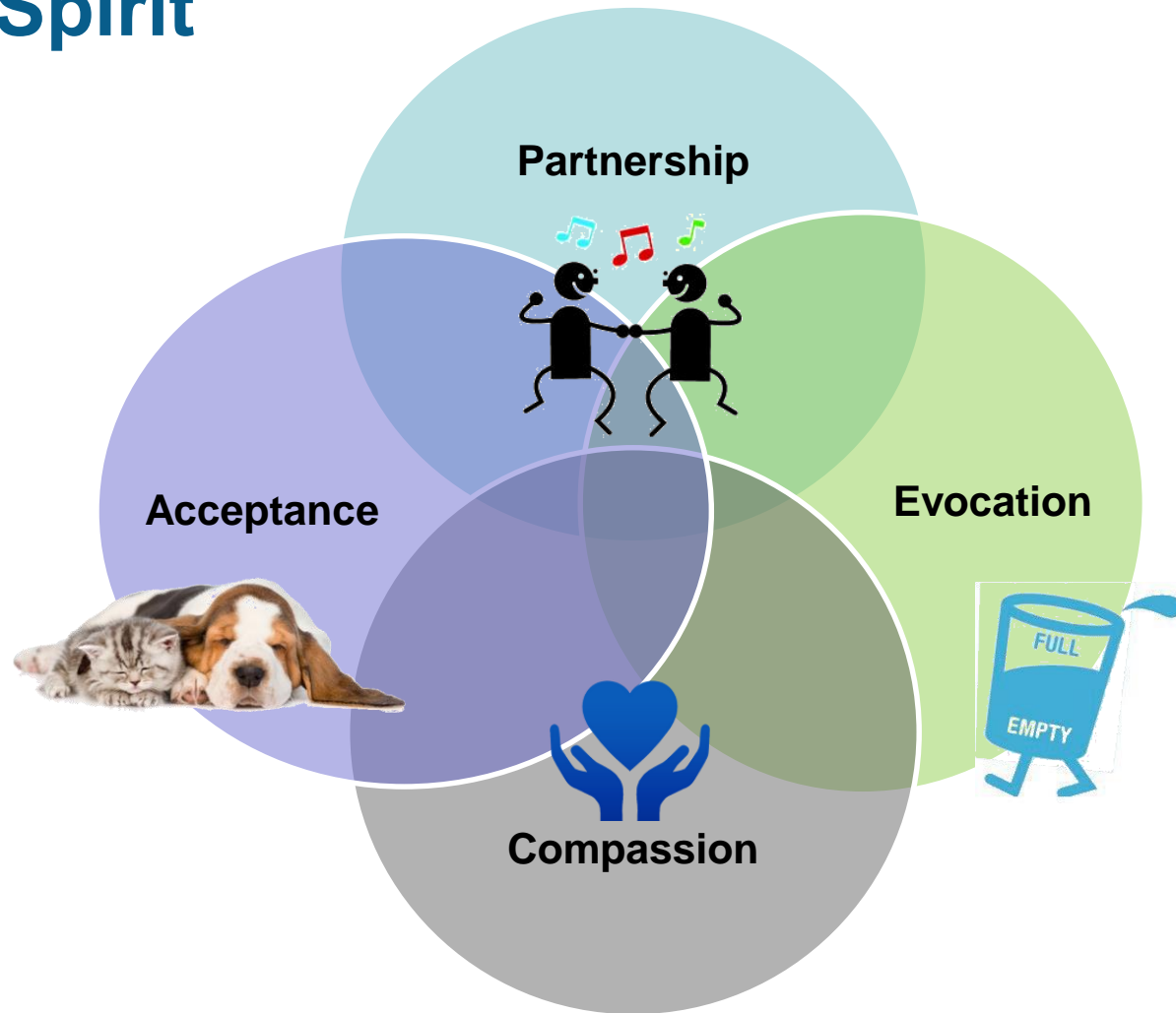
Focusing

Evoking

Planning



MI Spirit



Open-ended inquiry



- Understand experience and meaning
- Ask for examples & elaboration
- How...What...Tell me...

Attributes of Successful Changers



Accepting

Determined

Patient

Adaptable

Eager

Persistent

Alert

Faithful

Reasonable

Ambitious

Flexible

Reliable

Assertive

Focused

Steady

Brave

Forgiving

Strong

Careful

Hopeful

Thorough

Committed

Ingenious

Trusting

Considerate

Mature

Truthful

Creative

Open

Willing

Specific populations: Organizations & Change

Considerations:

- ✓ Autonomy
- ✓ Collaboration



Specific populations: Organizations & Change

Autonomy

- Honoring the past (“The way we’ve always done things.”) and affirming historians
- Seek to understand, then to be understood. - Stephen Covey

Collaboration

- Choose curiosity
- In what way do you contribute to the overall goals/mission?



“I don’t feel the love.”

West Side Story



Poll Question #3:

What is the most important dynamic to your workforce ?

1. The amount of money they make
2. A healthy work/life balance
3. Excellent Supervisors and leaders
4. Feeling Effective in their tasks
5. Other

Questions/Discussion

**KEEP
CALM
AND
ASK
ON**

