



National Wraparound Initiative 2011  
Webinar Series

# Improving Practice Through Directive Supervision

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# A Little Context

## Hathaway Sycamores

- Original history as an orphanage
- Grew from primary residential services into a broad range of range of community based services
  - In-home, Foster Care, Educational Programs
  - Agency Served 8300 children in the last year
- One of three original Wraparound providers in Los Angeles County (1998)

# Our Approach to Wraparound Implementation

- Into the overt values base
- Interested in the funding mechanism
- Intrigued by the range of staff roles
- Interested in the public private partnership
- Invested in the role of Peer Parent Support

# Joining of the Movements

## Opportunistic Integration

Maybe you can  
put these  
together

Treatment  
Philosophy

Active  
Revision

Key Question:  
Can you  
values real

Question:  
You grow  
without losing  
integrity?

Key Question:  
Do staff  
expectations  
match values?

Key Question:  
Can you have  
skills without  
losing values?

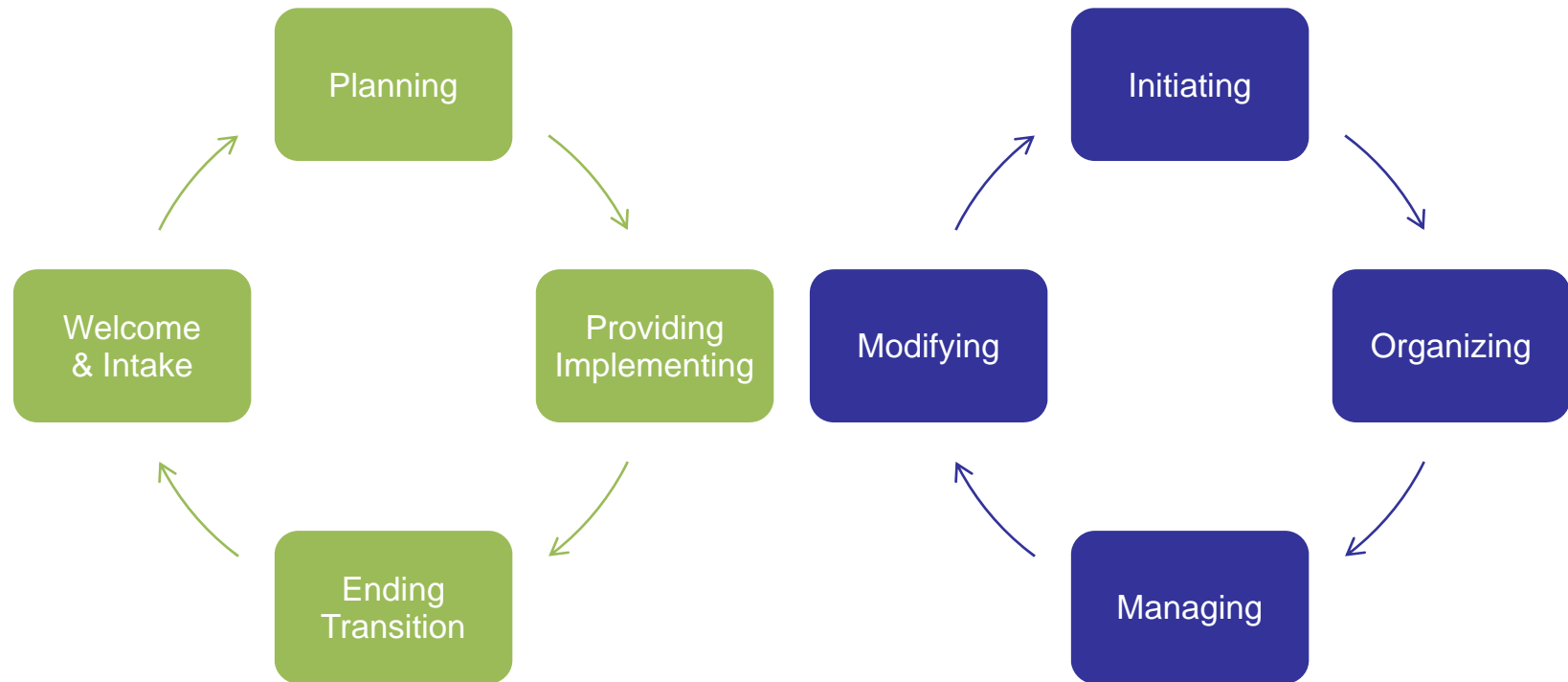
# Job Description Process

- Employees convened to talk about work
- Divided into three groups
  - Interveners
  - Arrangers
  - Leadership
- Purpose
  - Integrate Job descriptions & agency structure
  - Revise descriptions to a competency focus
  - Integrate staff development strategies
  - Empower supervisors with a range of tools to assure values based, competency

# Interveners & Arrangers

- Interveners
  - Deliver direct helping activities
  - Around a specific & testable logic, theory
  - Within definitions of their framework for help
  - Examples:
    - Therapist, Clinician
    - Teacher
    - Direct Support
    - Psychiatrist
- Arrangers
  - Organize & empower those who are in the role of direct service
  - Usually through linking with family
  - Focused on planning
  - Examples:
    - Case Managers
    - Facilitators
    - Care Coordinators
    - Foster Family Social Workers

# Organizing Job Descriptions



Direct Customer Care

Indirect Customer Care  
Administration

# Job Description Process

- Supervisors described the work performed
- Rules included:
  - Action Verbs
  - Sorted by “Cycle of Help”
  - Consistency across job roles were noted
  - Stakeholders selected “universal” skills for all employees



# Early Recognitions

- Avoid having a “special” department
  - We wanted to improve practice for all families rather than having one service site that was somehow better than all others
- The need to make fundamental shifts in practice
  - Moving from an expert model to a partnership model with a degree of expertise
- The Power of Peer Parent Support
  - Rapid expansion in terms of numbers
  - Agency wide investment in capacity; All families deserve access to peer to peer support

# Peer to Peer Support Parent Partners within Hathaway Sycamores

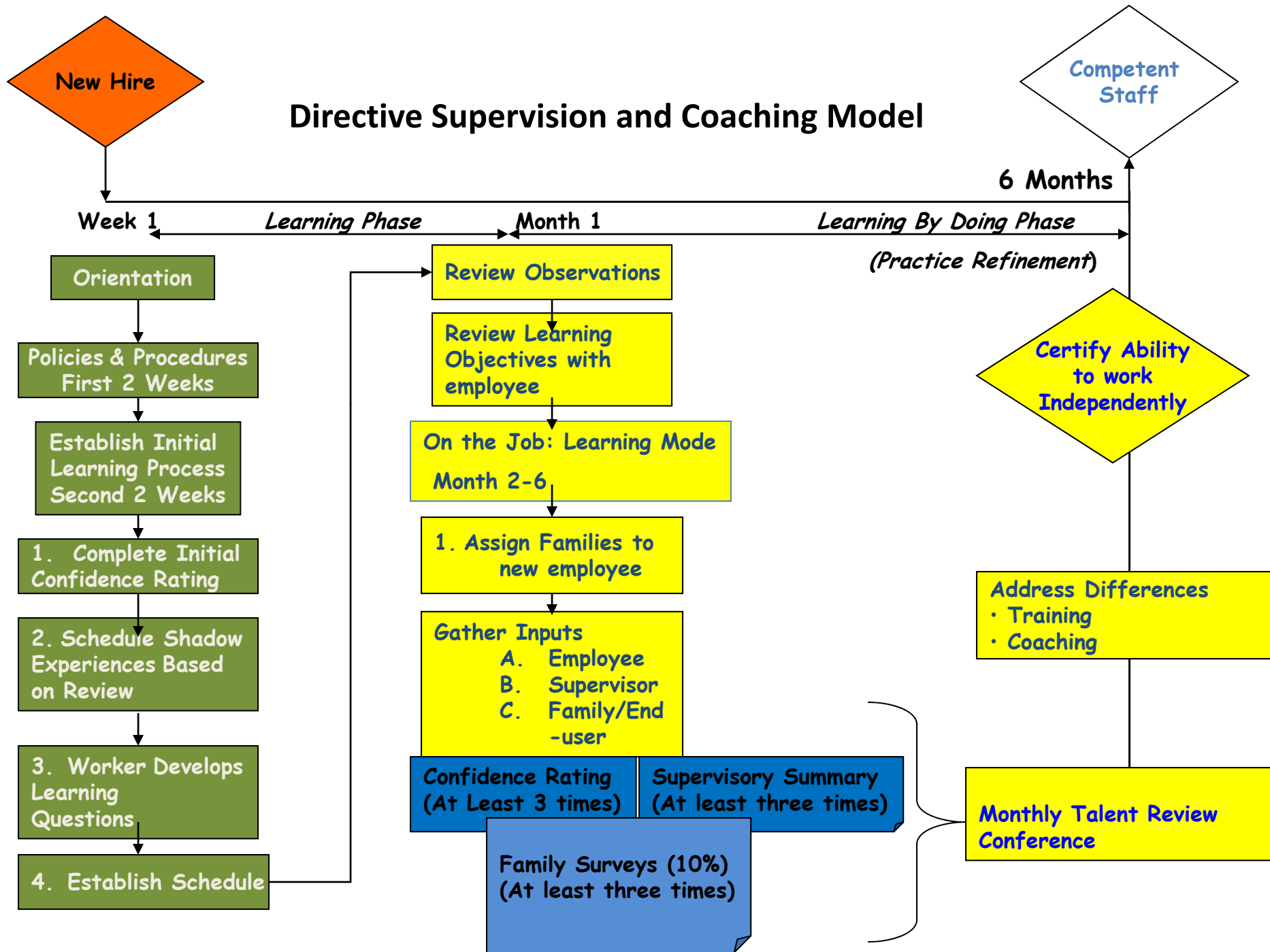
- Vertical Expansion
  - Created a Department of Peer to Peer Support
    - From 1 in 2000 to 12 in 2004
    - Development of Career ladders within the department (leads, managers, VPs)
- Horizontal Expansion
  - Peer to Peer Support representatives were “seeded” across all other service departments
  - Developing a practice model that blends support with intervention

# Threats & Opportunities

- Spreading across departments required more definition of role
  - Staff “values smart” not always “practice smart”
  - Balanced integration versus absorption
  - Focus on families obscured focus on peer support
    - How families are with staff versus how staff practice with families
- Big idea: Use Supervision as a Means to Manage the Threats

# What Is Directive Supervision?

- A three tiered customer focused approach to management and supervision
  - Component 1: Direct **communication** about values & translation of values into Actions
  - Component 2: Active hands-on proactive, reactive & “live-time” **coaching**
  - Component 3: Regular use of **data to review** multiple impressions of performance
- A systematic method to transfer skill
  - Moving from Supervisor as Expert to Staff as Competent
  - Rather than talking about how kids and families are with staff to how staff effectively practice with kids and families



# Initial Pilot Launch

- Initial pilot implementation occurred in Parent Partnerships in 2004
- The model was applied for direct care staff in the program
- Lessons Learned in the Pilot
  - The Analytic Detail can be overwhelming
  - Getting stuck in the detail doesn't make practitioners or supervisors any more effective

# "Fits and Starts"

- The pilot offered opportunity with the dual supervision of a staff for a two supervisor trial implementation
- Lessons Learned
  - The power of paying attention & holding a two way conversation
  - The difference between instinct and model
  - The importance of disciplined data management
    - Instead of drawing "fuzzy" conclusions we needed to train ourselves to ask the next question
  - The potential of using supervision as a means to improve reliability
- This allowed us to find a home for greater implementation in In Home Family Services (Community Based Mental Health Services)

# Lessons Learned from Small Scale Implementation

- The importance of having and implementing the supervisory piece simultaneously with the line staff
  - Everyone does Directive Supervision
- The value of two way communication and the importance of regular, ongoing feedback
  - Moving away from annual appraisal time to ongoing improvement process
- Challenge: People were so focused on doing Wraparound, they forgot to supervise to the process. We were supervising to the paperwork, but orienting to the values. The missing piece was supervising to the practice model.



# Implementation within 2010

- In January 2010, held an agency wide DS training for all program supervisors responsible for providing supervision to staff
- Added 460 people onto the [directivesupervision.com](http://directivesupervision.com) website for ongoing reviews and feedback
- Held “support implementation” groups for folks who identified they need assistance

# Data review

- In looking at the data, we looked at compliance (i.e. frequency of use), staff performance ratings and who was being talked to as third party participants to provide feedback
- This allowed us to identify program or supervisory areas that need further support or implementation assistance
- In February 2011, held a leadership meeting to provide data overview and discuss implementation movement with the agency Program Leadership

# What Do We Know About Your Implementation?

- Technical Change has been implemented...
- Chart on the right reflects sum of your supervisors for usage the past year
  - Red is less than 1; no entries
  - Yellow is between 1 and 8: one entry
  - Green is more than 8: multiple entries
- What does this suggest to you?
  - Workforce
    - Feedback throughout the year
    - Times of the year when staff developing happens or not
  - Supervisor utilization
    - Adaptive change: Using it for compliance or for development

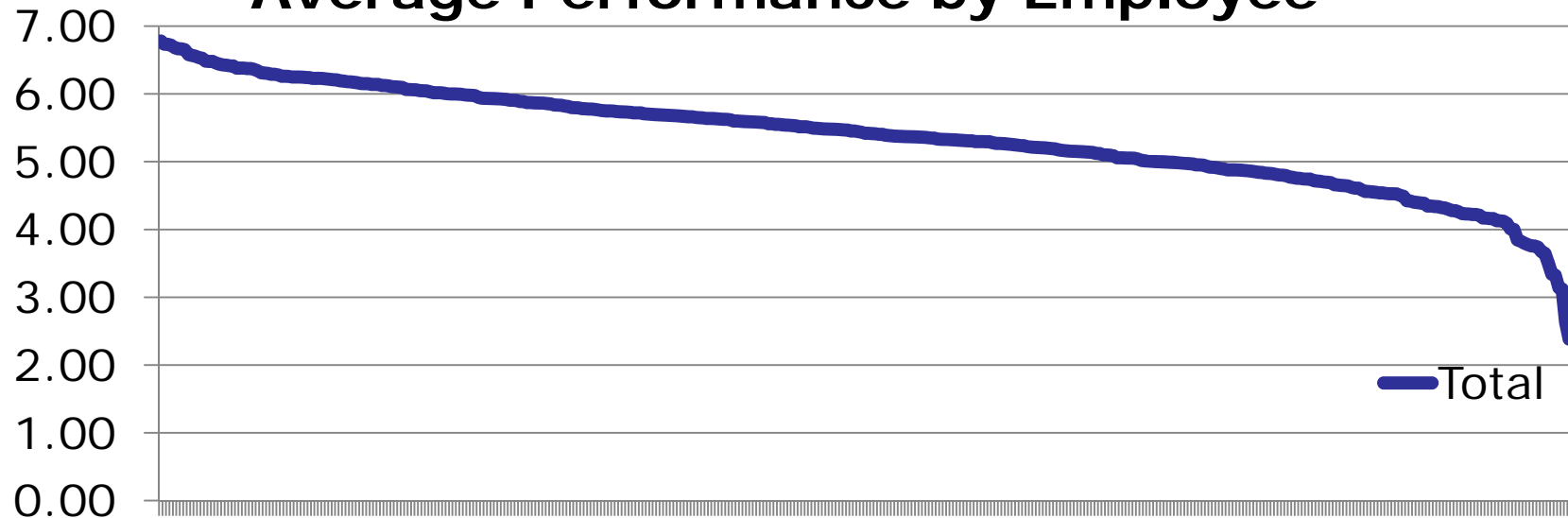
Sum of Performance SupervisorCurrent	Month	Jan-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Grand Total
		13.05	13.23	13.03		6.15			6.40	12.09			70.17
		12.60	5.76	6.93	8.53	5.14	31.96	6.22	43.38	11.93			126.23
		18.12	16.79	10.01	4.42	11.25	7.22	7.24	8.41	12.29		12.54	47.70
		9.26	15.91			5.67	10.44		16.68	11.27	29.41		128.39
		10.07	6.52	10.54	6.39		5.95		17.24	28.62			77.92
		15.49	26.91	21.78	22.00	5.89		4.97	10.51	6.06			31.78
		4.37	17.15		8.61	17.70	1.65	7.48	12.73	10.26	12.13		69.16
		35.76	40.70	35.50			18.07	5.32	4.84	5.84	5.92		26.48
			3.77	5.57	4.06				27.47	30.66	9.72		162.33
		19.00	11.55	12.02	12.03	6.72	2.99	3.00	4.75	5.30	4.91		30.22
		19.42	7.78	16.60	6.71	7.39	23.79	28.36	8.97	31.26	17.92	8.08	101.44
		14.46	4.45				22.70		30.48		5.90	6.17	160.95
		11.76		13.17	6.50	6.71	13.27		8.97	42.50	36.64	9.62	145.72
		4.81	16.88			19.46	5.56		19.60	13.55	14.08	3.28	212.54
		35.89	31.97	29.86	23.76	6.57	18.73	12.54	40.62	19.72	11.77	5.08	63.89
		14.19	19.24	16.15	5.36	18.08	18.20	9.97	19.60	13.55	14.08	3.28	20.96
		4.00	29.45	6.68		6.15	32.20	26.04	10.69	6.84	16.91	16.78	66.15
		22.25	34.62	44.08		11.70	46.72		5.27				87.50
		11.76	12.75	12.00			14.00		19.60	13.55	14.08	3.28	20.96
		41.32	46.97	41.00		11.81			52.01	4.84	5.79	5.61	210.45
		14.67		8.98	6.74	2.76	21.38		5.40	4.88			64.92
			5.89					6.61	13.04	13.16			38.70
		47.62	49.69	47.89		16.28		52.63	31.00	11.08	50.64		154.99
		11.98	12.08	17.96		6.13	6.06	15.43	31.98	21.17	6.26		245.84
		5.68	5.55	5.74			5.34	5.33	11.21				129.05
		11.20	27.10	27.47	5.23	5.75	11.34	16.48		5.27	9.32		38.85
		5.24	8.87	9.96				11.52					119.16
		5.73	10.95	6.23	6.05	4.51		23.67	27.73	23.19			35.59
		4.91	11.37	5.90			11.14		13.40	8.67	9.66		108.10
		9.12	28.67	31.60	27.24				31.52		5.63		65.05
		5.74	5.45	5.43	10.40	5.39	5.12	5.45		12.24			133.78
			1.85	17.62	12.61		12.73	24.08	12.35			5.36	55.22
			4.85		15.89				25.27	18.36	25.10		96.19
			14.83	9.26		10.79	9.74	14.78	9.37	9.46	4.93		89.49
			14.00	9.40	6.09	15.10		21.35	15.26				83.14
			5.50			11.31		11.74		11.57			81.20
			15.19		9.50	5.15	11.40	22.98	10.67	4.35	4.59		40.12
		11.35	16.08	6.08						26.31	31.22	15.14	83.83
		10.21				5.86				13.52	14.83	5.33	106.16
		5.42	9.64					10.90		28.93	23.72	15.27	50.25
		20.52	17.26	22.32			23.09			5.23			93.88
		26.44	26.54	25.82									88.42
		10.87	16.91	16.47	11.50		5.34	5.35					78.80
		18.58	19.26	16.52	5.91	5.77	3.53	18.78	28.22	12.03			82.05
		23.05	23.91	23.67	3.85	11.76	16.89	4.93	5.07				120.13
		5.56	11.76	11.37	5.99				18.26				122.02
		6.11	6.26	5.44			5.70	4.78	4.93	10.23	10.06		76.35
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			11.98			11.77		11.76		5.83			41.34
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		5.94	18.42	5.22					18.61	21.82	5.62		75.63
		6.08	6.12	5.99	6.20	5.62	8.90	4.92		21.54	16.21		81.58
					10.82	11.52	11.23			11.87		4.16	49.60
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		9.28	29.21	27.16	33.20			11.57	22.37	4.79	5.01		142.59
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		6.13	23.82	6.16		15.82	4.95	15.48	3.99	22.47			98.83
				11.50									11.50
			5.48										5.48
			4.62										4.62
		11.41	11.62	11.24			5.52	5.00		11.20	3.81	16.78	76.58
Grand Total		754.20	1039.47	895.93	355.72	392.62	631.90	659.54	783.14	1019.01	674.66	282.54	7488.73

# Staff Performance Ratings

This graph reflects all of the cumulative ratings of all employees employed as of 12/21/10

- Total of 408 in the system
- High rating of 6.78 of 7
- Low rating of 2.38 of 7
- The lowest rated has been reviewed six times in the last six months and is slowly edging up
- The highest five (5) rated were rated throughout the year three different times

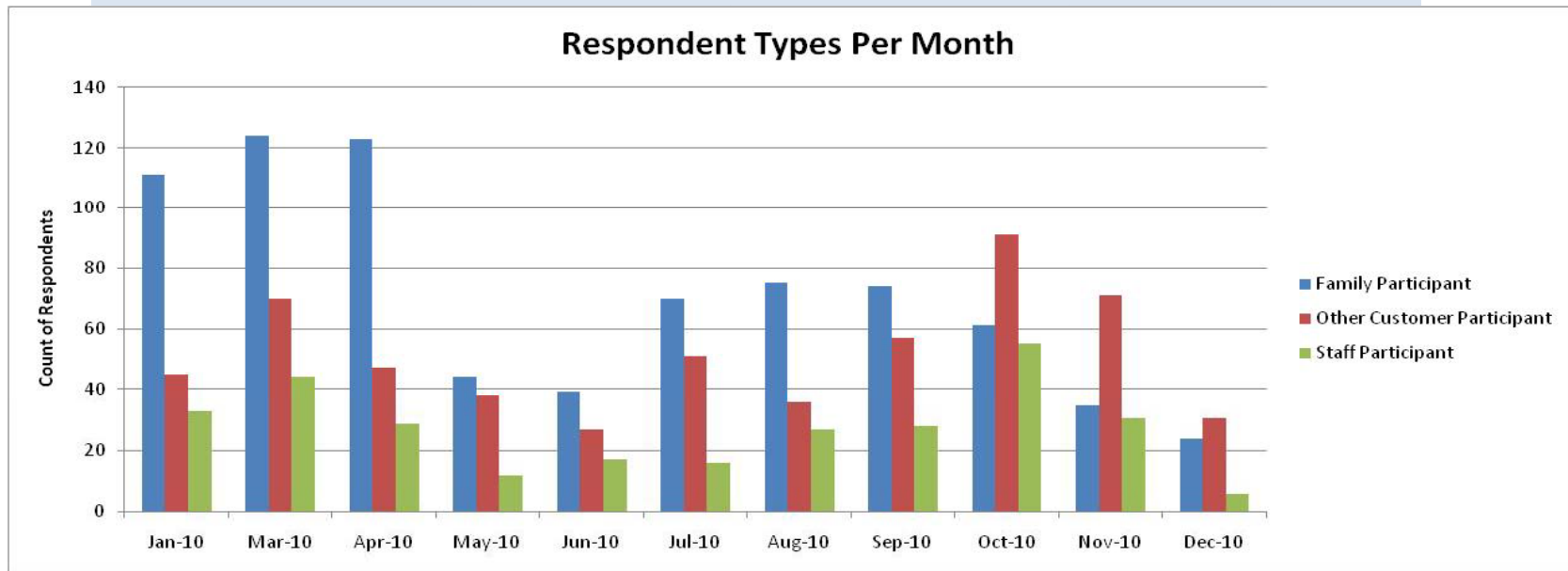
## Average Performance by Employee



# Third Party Reviews

What does this tell you about who you are talking to?

Month	Family Participant	Other Customer Participant	Staff Participant	Grand Total
Jan-10	111	45	33	189
Mar-10	124	70	44	238
Apr-10	123	47	29	199
May-10	44	38	12	94
Jun-10	39	27	17	83
Jul-10	70	51	16	137
Aug-10	75	36	27	138
Sep-10	74	57	28	159
Oct-10	61	91	55	207
Nov-10	35	71	31	137
Dec-10	24	31	6	61
<b>Grand Total</b>	<b>780</b>	<b>564</b>	<b>298</b>	<b>1642</b>



# Technical vs. Adaptive

- What the data review told us was that folks felt comfortable implementing the technical aspects of the model (i.e. punching buttons on the website)
- What it didn't tell us was the frequency and quality of the implementation of the adaptive tools (i.e. communication and proactive coaching)
- Allowed for the conversation with Leadership about the concrete artifacts that would be seen with thorough adaptive implementation

# Accomplishments

- Have brought on all programs to the Directive Supervision model at Hathaway-Sycamores
- Have identified areas of support and assistance required for Leadership to support their teams in more fully implementing a supervisory model for practice refinement

# Accomplishments

- Have implemented a feedback system that allows for regular, ongoing, transparent feedback
  - Includes employee, supervisor and family rating
- Have moved conversation from families are with our staff to how our staff are with families
- Integrated across departments with one supervision model that is values based, reflective of practice and highlights similarities
  - Integrated Clinical Supervision into our Supervisory practice



# Accomplishments (con't)

- Used the Directive Supervision model to provide merit increases to staff based on ratings
- Have seen an increase in staff satisfaction surveys, particularly around clarity in knowing their role and what is expected of them
- Engaged Human Resources as full partners in the process..integrating administrative and programmatic functions

# Accomplishments (con't)

- Have ranked above the national average in staff satisfaction surveys in Recognition/Growth and Leadership
- HR reports increased compliance in completion of appraisals and a decrease in staff turnover
  - Reduced undesired turnover by 7 staff last year
    - Staff hire cost equals a savings of \$56,000
    - Staff lost billing recapture equals \$701,064

# Next Steps

- Increase the percentage of third party surveys that are dependent on family feedback
  - Increase communication between supervisor and families
- Tie our supervision database to practice(s) fidelity models
  - Constructing short form practice reliability database ([www.practicedashboard.com](http://www.practicedashboard.com), [www.wrapdashboard.com](http://www.wrapdashboard.com))
- Enhance database with business features
  - Adding departmental performance features (paperwork, productivity)
- Increase quarterly completion of Talent Reviews
  - Move away from annual appraisal as event to annual appraisal as a summary of ongoing conversation

# Biggest Takeaway

- Shifting the practice model requires a shift in supervision....
- Moving towards a shared decision making model with families means that supervisors have to prepare staff to **participate** in the process of collaborative help rather than function as an expert decision maker.



The **National Wraparound Initiative** is based in Portland, Oregon. For more information, visit our website:

[www.nwi.pdx.edu](http://www.nwi.pdx.edu)



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