

Some key comments with Sample Supervisor Responses

Comment	Potential Response
<b>General Comments</b>	
<i>I think this gets in the way of useful, supportive supervision</i>	<p>“Supervision should be useful and supportive to you as my supervisee. Additionally, you and I are both responsible for being useful and supportive to the agency as a whole. It is “both and.”</p> <p>That said, this is a framework for what you and I must cover as part of our full time roles here – not what we need to cover during our weekly supervision meetings. We have latitude to decide when/how to review/address all areas.”</p>
<i>Where will these documents be kept? Who will have access?</i>	<p>“There are no changes in who has access to information from supervision”</p> <p>See “Privacy Policy Regarding Information Shared with Supervisors / Other Managers”</p>
<i>I would have liked to have collaborative input from the start</i>	<p>“We really appreciate all the staff participation on this project. Service providers were brought into the project as soon as managers completed their initial input.”</p> <p>“While staff input is always welcome, different projects call for different levels/measures of input. This project required initial and final decisions to come from management.”</p>
<b>1 - Structure of Supervision</b>	
<i>I think [structure of supervision] should be determined between clinician and supervisor</i>	<p>“Absolutely! AND the supervisor’s job is to ensure that that structure covers all required bases.”</p>
<i>Are we rating for all times or for last 30 days?</i>	<p>“Yes. Like the CANS, this is a framework to inform current and future planning, not to dwell on past issues. Some items, such as “YTD Billability” are inherently historical, but what you are looking at is the current status of the issue and the ways in which that status should impact your planning.</p>
<i>Lens of what supervisee and supervisor value plays into this</i>	<p>“Very true. Part of the reason for this framework is to ensure that within the co-created value-rich supervision, all key areas are kept in focus.”</p>
<b>2 - Supervision relationship</b>	
<i>I think [supervision relationship] is important, but I would never be able to be honest about this with supervisors. There is a power differential and fear.</i>	<p>“We understand that it is hard for many people to give honest feedback to others – especially if it includes any critique and/or if the feedback is for a supervisor. The same is true of clients who often have a very hard time giving honest critique to service providers. Supervisees decide how open to be with their supervisors on this item. Our hope is that Supervisors and Supervisees develop the skills and trust needed to create healthy, honest feedback loops, and that these skills will help us all invite the same from clients”</p>

Item Number	Supervision Answer	
<b>3 - Relationships with other managers</b>		
Am I supposed to be rating the quality of my relationships with other managers? Or the degree to which my supervisor is helping me navigate them? Or both?	“This item is rating the quality of your relationships with other managers.”	
<i>Important but unrealistic to rate.</i>	“What part of this are you finding unrealistic to rate? If you agree that it is important, what would it take to make this more realistic for you?”	
<i>...this is important, but I would never be able to be honest about this. There’s a power differential &amp; fear</i>	“Those issues are exactly why we want to make sure this item is on our radar. We understand that it is hard for many people to give honest feedback to others – especially if it includes any critique and/or if the feedback is for a manager who you’re not close with. As your supervisor I can help you develop the skills and trust you need to approach other managers. I can also advise other managers about how they might adjust their style to be more inviting of open, honest dialog. Ultimately, no one wants to work at an agency where feedback loops and communication are broken.”	
<b>4 - Relationships with co-workers:</b>		
<i>Hard to be honest. Don’t want to cause conflict</i>	“Very true. That is exactly why we want to make sure this item is on our radar. We understand that it is hard to give honest feedback to others – especially if you think it will upset them. Still, sometimes the kindest thing one can do is to engage in respectful conflict resolution dialog with them. As your supervisor I can help you decide which interpersonal issues can be ignored and which really need to be addressed. I can also help you develop the skills and trust you need to engage in learning conversations that help you and your co-worker resolve issues and work better together.”	
<b>5. Burnout</b>		
<i>This may be hard to discuss, depending on how we think we should be (“strong enough”)</i>	“That’s true. We sometime think (incorrectly) that we’re supposed to be omnipotent, omniscient, and purely benevolent. Honest supportive dialog about how hard the work is, can help us cultivate the self-care practices that prevent Burnout.”	
<b>9 - Inter-dependent Practice:</b>		
I don’t hear [this] spoken about explicitly very often.	“Well then, we should make it more explicit. Supervisors should be promoting interdependent practice at all times. The primary person responsible for managing you is you. As your supervisor, I should be helping you learn to need supervision less and less.”	

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<b>10 - Ability to Engage in Learning Conversations to Resolve Disagreements and Conflict:</b>		
<i>I wasn't aware of ABW using "Difficult Conversations." There is no intro to it</i>	"We are all still in learning mode when it comes to Learning Conversations. This is probably a "2" or a "3" for most of us right now. But there are some basic tools to help you understand this framework (See attachment). We'll all be learning and practicing this together as we move forward."	
I think that because ELT and supervisors got so much exposure to it and training, it's easy to generalize that everyone feels similarly prepared to have a difficult conversation. From my perspective those of us who didn't have the benefit from all that training are getting there, but we're not there yet.	– See above –	
<b>11 - Billability (YTD)</b>		
<i>[This item seems] important but more management focused than clinical/personal growth</i>	"You are right this is more management focused. It is also relevant to your professional development. Wherever you work, whether in private practice or an agency, you will always need to understand the business side of operations and take responsibility for it. I'll help you learn to understand why billability is important, and I'll help you learn to independently manage your responsibilities."	
<i>Adjust billability for mandatory trainings etc.</i>	"The main reason that we primarily track Year To Date billability is to accommodate the variations that occur in billable hours due to seasonal fluctuations, training obligations and other factors. Our billability target takes all those factors into account. I will help you learn to manage your billability to ensure that you are prepared for those fluctuations."	
Easy. Clear. Great description. On a side note: Would love more transparency and collaborative conversations about how billing and financial decisions are made. Transparency and collaboration would make complying with these expectations a little easier.	– See above – AND "Yay transparency! What would you like to know?" This is a great opportunity for you to bring transparency and personal buy-in to this topic. We would like all our staff to understand the reasons that billability is important.	

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<b>12 - Notes Aging:</b>		
<p>...Great description... Would love more transparency and collaborative conversations about how billing and financial decisions are made. Transparency and collaboration would make complying with these expectations a little easier.</p>	<p>– See above –</p>	
<b>14 - Collaborative Objectives:</b>		
<p>... It would be helpful to clarify the language of this description or provide background information describing why this domain is crafted in the way it is.</p>	<p>“Over the years we’ve seen staff struggle to create treatment objectives that are both <b>family friendly</b> and <b>Medi-Cal compliant</b>. Our standard is to strive for both. The treatment plan is the family’s document and should be in clear language that is easy for them to understand. Objectives should be aligned with what the family wants out of treatment and whenever possible should be developed with families and should include their own words. This means that we need to learn to have explicit conversations with clients and families about assessment findings, goals and objectives. Since we are working as teams, we must also ensure that all members of the ABW team are included in the development and approval of treatment objectives. Since we are Behavioral Health providers working under Medi-Cal contracts we must also comply with a number of guidelines. I’ll help you learn to meet all of these standards in the creation of collaborative objectives.”</p>	
<b>15 - Team-Driven Care:</b>		
<p><i>Not quantifiable</i></p>	<p>“This tool – like the CANS – does not attempt to quantify anything. It simply offers us a framework by which to evaluate the degree to which certain areas are in need of attention. The use of numbers as shorthand key for those levels of need is arbitrary. Instead of “0, 1, 2, 3” it could just as easily be “Green, yellow, orange, red.”</p>	
<p><i>...important to determine what ratings mean to each of us individually</i></p>	<p>“Yes and no. The ratings should mean the same thing to everyone who uses them. The factors that go into determining the rating are highly individualized.”</p>	