



# HURON BEHAVIORAL HEALTH OPERATIONAL POLICY

Policy #: HR.1.02  
Issue Date: 09/19/07

Rev. Date: 01/11/23  
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## Title: Staff Supervision Policy

Prepared By: Executive Director

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### Purpose:

To define the policy of Huron Behavioral Health with regard to supervision activities to assure that clinical and administrative staff are acceptably performing their job responsibilities. Supervisors shall strive to make effective use of agency resources and positive outcomes in an effort to provide consumers with the highest quality of care.

### Scope:

This policy applies to all employees (including full-time and part-time employees), volunteers, students, and/or interns of Huron Behavioral Health (HBH).

### Information:

1. For the purposes of this policy, the term "supervisor" refers to any employee whose job description includes supervisory responsibilities (for example supervisor, manager, director, etc.). Supervision is a required activity whenever supervisory responsibilities are defined in the job description.
2. All employees (clinical and administrative) are to receive regular supervision to assure that they are adequately and competently performing their job duties/responsibilities and as a means of interacting with their immediate supervisor. Supervision applies to all employees regardless of employment type.
3. Through on-going supervision activities, HBH strives to minimize or eliminate any negative work behaviors which can exist within an organization. Studies have indicated that when supervisors do not provide consistent accountability by enforcing consistent consequences, a series of negative outcomes can arise, such as:
  - Lack of accountability or consequences can lead to a high level of distrust in the workplace
  - A high level of distrust creates an environment of unfairness
  - High levels of unfairness can produce low morale
  - Low morale produces low productivity
  - Low productivity produces a high level of crisis in the service delivery system
  - A high level of crisis produces an increased number of policies and rules
  - An increased number of rules increase employee turnover rates
4. Research suggests that workers who receive supportive supervision are more effective in their work, which can have a positive impact on service recipients. Supportive supervisory practices are those that go beyond assigning and managing tasks to build and maintain personnel capacity, promote improved performance, and build positive relationships. This includes monitoring outcomes, giving feedback, supporting the emotional needs of personnel, managing conflict, etc.
5. HBH periodically assesses the needs of its supervisors and if it is deemed appropriate will incorporate supervisory support goals into its strategic planning and quality improvement activities.
6. Supervisors participate in professional development activities that include supervisor orientation training, access to regularly scheduled supervision, structured peer support, mentoring, coaching and/or clinical consultation opportunities, including the ability to utilize three (3) hours of paid educational leave per week as approved by the Executive Director.

### Policy:

#### A. Philosophy of Supervision at Huron Behavioral Health:

1. The purpose of supervision activities at HBH is to support the leadership development, work quality, staff retention, and professional growth of employees at HBH. This involves the orientation and training of new employees as well as existing employees to identify areas of potential growth and improvement. This also

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helps to facilitate employees being able to meet or exceed applicable performance standards (See also ["Supervision Procedure" HR.2.14](#)).

2. When an employee is assigned supervisory responsibilities, the agency takes into consideration the qualifications of the worker and the supervisor, the complexity and intensity of services and other agency responsibilities.
3. HBH Supervisors are responsible for:
  - delegating and overseeing work assignments;
  - ensuring that service delivery is performed according to the agency's mission, policies and procedures, and service philosophy;
  - providing case consultation and in-service training, as appropriate;
  - identifying unmet training needs;
  - ensuring case reviews are conducted at least quarterly; and
  - conducting performance reviews
4. Supervisors will use their supervisory skills to:
  - Address-interpersonal barriers
  - Identify employee strengths
  - Empower employees
  - Deal with performance issues and using constructive feedback
  - Understanding applicable employment/labor laws and HBH Personnel Policies
5. Supervisors have sufficient time to provide individual and group supervision to accommodate their employee's needs and to also conduct ongoing training, evaluation, and performance appraisals. Supervisors have reduced caseloads in order to allow for supervision time with all employees in their program.
6. For all employees (including new, promoted, transferred, and long-time employees), the supervisor is responsible to provide proactive and interactive management within the program, unit, and/or department.
7. Supervision helps to accomplish numerous goals and improve the overall working environment by:
  - Fostering a feeling of support and assistance to employees
  - Allowing the mentoring/training process to flourish
  - Encouraging peak performance and efficiencies among employees
  - Improving communications and teamwork
  - Sharing/exchanging knowledge and information
  - Resolving workplace problems/issues
  - Enhancing performance and participation
  - Reducing conflicts and barriers between the supervisor and employees
  - Reviewing performance, behavior, aptitude, and attitude to assist with the annual evaluation (see also ["Employee Performance Appraisal/Evaluation Procedure" HR.2.05](#))
  - Improving service delivery to the persons served
  - Increasing the clinician's skills and professional capabilities
  - Modeling and teaching technical knowledge and skills
  - Providing work management and communication skills
  - Developing conflict management skills
  - Understanding the qualifications of the employees
  - Helping employees understand the complexity and intensity of services
  - Identifying additional agency responsibilities (e.g., paperwork, reporting, QI activities, etc.)
8. HBH Supervisors are expected to demonstrate decision-making skills that align with the vision, mission, and values of Huron Behavioral Health and to support the organizational requirements for the provision of consumer-centered, cost-effective, accessible, and high-quality outcome-based services.

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9. Additionally, each supervisor is responsible for providing consistent and continuous constructive feedback to his/her staff regarding the performance of assigned duties and the efforts he/she is making to perform their job, as well as to improve and grow professionally.
10. Supervisors must demonstrate competency with service recipients and available resources to meet their needs as well as legal, contractual, and policy requirements with regards to their services.
11. The supervisor, with assistance from other HBH resources (e.g., Clinical Director, Human Resource Manager, etc.), assists each employee under his/her supervision to develop a plan for employee growth and development. Supervisors should assist staff in identifying opportunities for professional growth and appropriate internal and external training, as well as project assignments which will assist the person to expand his/her skill set.
12. Supervision is required for both general administrative areas as well clinical programs. In the case of a qualified mental health professional functioning at the independent level of licensure, clinical supervision may take the form of periodic oversight and review by the clinical supervisor. For other clinical employees, supervisors are required to have direct clinical supervision on a regular basis.
13. If a supervisor ignores problem behaviors and/or disciplinary procedures, it can lead to discontent within a department, as high performing members of the team become disgruntled about the poor performance of their peers. Poor performing team members also begin to perceive that there is no consequence for poor performance. For this reason, supervisors are expected to enforce disciplinary procedures and, ultimately, will be subject to disciplinary action themselves if they fail to do so in a timely and professional manner and in accordance with HBH's policies, procedures, and the "[HBH Employee Handbook](#)" (PPM.00).

**Definitions/Acronyms:**

COA – Council On Accreditation

HBH – Huron Behavioral Health

MDHHS – Michigan Department of Health and Human Services

**Forms:**[90-305 Case Supervision Form](#)[90-414 Supervision Log](#)[90-415 Staff Supervision Record Form](#)**Records:**

Records of supervision activities are retained by the supervisor for a minimum of the current year plus seven (7) years.

**Reference(s) and/or Legal Authority**

COA standards

MDHHS General Schedule #20 – Community Mental Health Services Program Record Retention and Disposal Schedule

[PPM.00 HBH Employee Handbook](#)[HR.2.03 Staff Productivity Procedure](#)[HR.2.14 Supervision Procedure](#)[HR.2.05 Employee Performance Appraisal/Evaluation Procedure](#)**Change History:**

Change Letter	Date of Change(s)	Changes
None		Existing procedure from Supervision Manual brought into controlled documentation system
A	02/21/13	Reviewed and revised to comply with 8 <sup>th</sup> edition COA standards – added #2 in "Policy" section, "Reference" section removed "HBH Personnel Policies" and added "HBH Employee Handbook", added hyperlinks, combined #3 and #4 in "Information" section.
B	02/04/15	#2 "Information removed "including those working for the agency on a contractual basis", #3 "Information" section removed first sentence as it was repeated in #12 of "Policy" section, in "Records" section changed record retention from 1 year to current year plus 2 years to comply with MDCH Record Retention and Disposal Schedule #20.

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		added Schedule #20 to "Reference" section, added "MDCH" to "Acronym" section.
C	01/03/17	In "Information" section #2 changed "properly" to "adequately and competently", added #4, in "Policy" section added A.3, changed "Michigan Department of Community Health/MDCH" to "Michigan Department of Health and Human Services/MDHHS" (2 places), made several additional wording/grammatical changes/corrections throughout document without changing sentence content.
D	06/26/18	In "Records" section changed "current year plus 2 years" to "current year plus 7 years", made several minor wording/grammatical changes/corrections throughout document without changing sentence content.
E	05/27/20	Made several minor wording/grammatical changes/corrections throughout document without changing sentence content.
F	03/11/21	In "Information" section added #5 and #6.
G	01/11/23	Changed "staff" and "staff member" to "employee" & "Employees" throughout policy to be consistent with other HBH policies and employee handbook, in "Information" section #6 changed including tuition reimbursement in the form of three (3) hours of educational leave per week for additional certificate programs or advanced degrees" to "including the ability to utilize three (3) hours of paid educational leave per week as approved by the Executive Director", made several wording/grammatical changes/corrections throughout policy without changing sentence content.