

# *Request for Applications*

## Strengthening Supervision Initiative

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### Overview

The Technical Assistance Collaborative (TAC), in collaboration with the Children's Behavioral Health Knowledge Center and MassHealth, announces the opportunity for child and family serving agencies to apply for the Strengthening Supervision Initiative. Successful applicants will receive organizational consultation and staff training from the Yale Program on Supervision (<http://supervision.yale.edu>). Yale uses a two-pronged approach to assist agencies. This involves: (1) the provision of consultation on strengthening agency standards, policies, and procedures related to supervision, and (2) training of frontline supervisors and mid-level managers on best practices in supervision. The project period will run for six months, from January through June of 2019. It is anticipated that six agencies will be selected: three from the eastern section of Massachusetts and three from the central and western section of the state.

### Eligibility

#### Eligible Agencies

Child, youth, and family serving organizations that deliver MassHealth Children's Behavioral Health Initiative (CBHI) services, outpatient behavioral health, and/or child and youth services delivered under a contract with the Department of Mental Health (DMH) (e.g. Caring Together services, Family Systems Intervention, Day Services, etc.).

Agencies will select up to 15 supervisors **AND** up to 10 mid-level managers who work within their youth serving programs<sup>1</sup> to be trained in the Yale Supervision model.

#### Exclusion Criteria

1. Agencies that are currently participating in the Reflective Supervision Learning Community are ineligible to apply.
2. Agencies involved in other major change initiatives must attest to an ability to manage all of the initiatives simultaneously.
3. Applications for multi-agency consortia. This project is designed to strengthen the culture of supervision within an organization by combining staff development with changes to organizational procedures and practices related to supervision. Therefore, the application is intended for individual agencies.

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<sup>1</sup> The majority of staff members that are sent to participate in this training must be from child/youth/family serving programs. Agencies may also include supervisors from adult programs if they have any remaining slots left.

## The Yale Supervision Model

### Background

From a workforce development perspective, strengthening supervision is one of the most effective and efficient interventions in any organization. Supervisors are more stable as a group in terms of turnover, have enormous influence over practice patterns and quality of service, and impact significantly on the work lives of the staff members that they supervise.

Yale has created a model for strengthening supervisor competencies and shaping supervision practice in health and human service organizations. Early phases of this work occurred in Connecticut under a federal grant that supported competency development and organizational change in supervision practice in a large number of child, youth, and adult serving organizations. The work has expanded to encompass multiple state agencies, hospitals, child welfare systems, correctional facilities, and community organizations across the country. Program evaluation findings have demonstrated significant increases in participant ratings of their competence as supervisors. Satisfaction with the learning experience among supervisors and agency leaders has been very high. Click [here](#) to read more about the Yale supervision model.

### The Functions

The Yale model is built around three core functions of supervision:

- **Administration:** Organizing and managing the delivery of services; ensuring patient safety and quality of services; achieving compliance with policies, procedures, and practice models; and maximizing productivity.
- **Professional development:** Using supervision and other learning opportunities to continually build the skills of supervisees.
- **Support:** Developing trusting relationships that provide supervisees with the practical and emotional support necessary to carry out their difficult jobs.

### Organizational Consultation

Consultation is provided to senior leaders in the agency and to members of a Change Management Team that the leaders will be asked to assemble. **The team should have high-level representation from the areas within the agency that handle human resources, training and staff development, and service delivery.** Consultation is provided to agencies individually during two full day meetings approximately one month apart. **Senior leaders are asked to participate for two half-days. Members of the Change Management Team are expected to participate for both full days.** All in person meetings occur at the agency.

After an orientation to the supervision model, the focus of the consultation turns to strengthening the standards, policies, and procedures related to supervision. Using a semi-structured consultation model, the Consultant/Trainer will walk managers through a process of examining, improving and/or establishing the following:

- Agency standards on the minimum frequency (how often supervision is provided over the course of one month), duration (the amount of face to face time of each supervisory session) and format of supervision (e.g., individual or group)
- Documentation of supervision
- Supervisor selection, including initial supervisory training and continuing education for both new and established supervisors
- Supervisor evaluation (focused on the effectiveness of the supervisor with her/his staff)

In addition, the agency will receive assistance in creating a standardized Supervision Agreement for use by supervisors in establishing strong working relationships with their supervisees and creating a shared understanding of roles and responsibilities.

Participating agencies retain authority over decisions regarding all standards, policies, and procedures, but must recognize the need and demonstrate a commitment to strengthening current policies and practices.

### Staff Training Approach

The approach to enhancing the supervisory skills of frontline supervisors and mid-level managers begins with two sequential days of training on supervisory practice. Approximately four to six weeks later the supervisors and mid-level managers reconvene for a day with the Consultant/Trainer to debrief from their experiences in using the best practices learned during the training. To enhance sustainability, participating agencies have the option to implement supervisor learning communities that meet monthly after the training. These involve supervisors meeting to discuss successes and to problem solve around challenges in their ongoing supervisory work. The Yale Consultant/Trainer conducts the formal training. The optional learning communities, if implemented, are led by staff within the agency.

Up to 15 frontline direct care supervisors<sup>2</sup> can be selected by each agency and they will train with frontline supervisors from the other agencies. Similarly, up to 10 mid-level managers can be selected by each agency and they will train with mid-level managers from the other agencies. *Mid-level managers are defined as staff members who are one to two levels above frontline supervisors.* These are the individuals directly supervising supervisors and, in larger agencies, the managers directly above this level. The strategy of training supervisors together and mid-level managers together reduces the frequency with which supervisors will be training with their own supervisors and increases the likelihood that participants in a training session will have somewhat similar responsibilities. All trainings will occur at sites arranged by the Children's Behavioral Health Knowledge Center at DMH.

A \$1500 stipend is available to participating organizations to help off-set the costs associated with sending staff members to the three days of training. This stipend is per organization NOT per person/trainee.

### Training Content

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<sup>2</sup> Supervisors should be staff members who are working in *youth serving* programs such as CBHI services, Caring Together, Family Systems Intervention, CBAT, inpatient, etc.

The training sessions with staff are referred to as *Consultations and Conversations*. The trainer provides education and consultation on best practices in supervision. He also facilitates sharing among participants about the best practices they have adopted to deal with the practical realities of supervising on a day-to-day basis in publicly funded services. This format has been highly rated by participants because of its interactive nature and the opportunities it affords for peer-to-peer learning.

Specific topics covered over the course of the training sessions include:

- The use of a formal Supervision Agreement in establishing supervisory relationships and creating a shared understanding of roles and responsibilities
- Practical strategies for addressing the three core supervisory functions: administration, education, and support
- Approaches to “managing from the middle” of an organization: serving as a link between agency leadership and front line staff; communicating administration’s goals to staff; providing feedback from staff and clients to administration; translating agency goals into practical guidance for staff; and leading from the middle of the agency in times of change
- Group supervision techniques
- A problem solving model for addressing difficulties in supervision
- Constructive supervisory responses when “bad things happen”
- Self-care for supervisors

### Continuing Education Credit

TAC is applying for Continuing Education Credit for licensed mental health counselors, social workers, and marriage and family therapists. Supervisors and mid-level managers completing all three days of training will be eligible for an estimated 18 hours of CE credit.

### Lead Consultant/Trainer

The lead consultant and trainer for this initiative is Scott Migdole, LCSW, ACSW, Assistant Clinical Professor in the Department of Psychiatry at the Yale School of Medicine. He is the Chief Operating Officer of Yale Behavioral Health and the Yale Program on Supervision. His responsibilities include management of juvenile justice mental health services, crisis services, therapeutic education programs, residential programs, and outpatient mental health and substance abuse services. Mr. Migdole is a co-developer of Yale’s work on supervision. He has consulted and trained across the nation and routinely receives high marks from agency administrators, mid-level managers, and frontline supervisors for his practical and engaging style. Mr. Migdole is on the editorial board of the journal *Clinical Supervisor* and has authored numerous articles on supervision, peer support, and juvenile justice mental health.

### **Key Dates**

The project is organized into three phases: (1) Application, (2) Orientation and Administrative Consultation, and (3) Staff Training. The key dates associated with these phases are below.

### Application Phase (October – December, 2018)

Event	Date/Time
Application Released – application available at:	October 26, 2018
Informational Webinar <a href="http://donahue.adobeconnect.com/strengthening_supervision/">http://donahue.adobeconnect.com/strengthening_supervision/</a> Phone number: 1- 888-205-5513 Guest: 907395	November 2, 2018 at 11:00 am
Agencies intending to apply file a Notice of Intent by email to <a href="mailto:ahorton@tacinc.org">ahorton@tacinc.org</a> .	November 16, 2018 By 5:00 pm EDT
Applications Due Electronically via Survey Monkey <a href="https://www.surveymonkey.com/r/Yalesup2019">https://www.surveymonkey.com/r/Yalesup2019</a>  Please see below for a <i>SAMPLE</i> of the application. It is suggested that you complete your answers in a Word document and cut and paste them into the Survey Monkey online application. No paper submissions will be accepted.	December 6, 2018 By 5:00 pm EDT
All Applicants Notified of Decision via Email	Week of December 17th

Questions about the RFA should be asked during the webinar. Questions about the application or its submission should be directed to Amy Horton at [ahorton@tacinc.org](mailto:ahorton@tacinc.org).

#### Orientation & Consultation Phase (January – March, 2019)

Agency name	Date/Time	Participants	Location
All	Project Orientation Jan 9 2:00 – 3:30 pm	Senior Leaders from Participating Agencies	Teleconference (Representatives of all agencies on one call)
All	Project Orientation Jan 14-18	Change Management Teams	Teleconference (Individual call with each agency)
All	On Site Consultation Day 1 Feb 4, 5, 6 or 11, 12,13	Senior Leaders and Change Management Team	Agency Office (Individual meeting with each agency. Date to be arranged with Mr. Migdole)
All	On Site Consultation Day 2 March 4, 5, 6 or 12, 13,14	Senior Leaders and Change Management Team	Agency Office (Individual meeting with each agency. Date to be arranged with Mr. Migdole)

#### Staff Training (March – April, 2019)

Agency name	Training Day	Number of supervisors by type	Location
Agency A	Day 1 & 2 March 19-March 20	Mid-level Managers (up to 10)	Shrewsbury, MA (approx. 48-60 attendees)
Agency B		Mid-level Managers (up to 10)	
Agency C		Mid-level Managers (up to 10)	

Agency name	Training Day	Number of supervisors by type	Location
Agency D		Mid-level Managers (up to 10)	
Agency E		Mid-level Managers (up to 10)	
Agency F		Mid-level Managers (up to 10)	
Agency A	Day 1 & 2 March 21-March 22	Frontline Supervisors (up to 15)	Shrewsbury, MA (approx. 50 attendees)
Agency B		Frontline Supervisors (up to 15)	
Agency C		Frontline Supervisors (up to 15)	
Agency D	Day 1 & 2 March 28 & 29	Frontline Supervisors (up to 15)	TBD (approx. 45-50 attendees)
Agency E		Frontline Supervisors (up to 15)	
Agency F		Frontline Supervisors (up to 15)	
Agency A	Day 3 April 24	Mid-level Managers (up to 10)	Shrewsbury, MA (approx. 48-60 attendees)
Agency B		Mid-level Managers (up to 10)	
Agency C		Mid-level Managers (up to 10)	
Agency D		Mid-level Managers (up to 10)	
Agency E		Mid-level Managers (up to 10)	
Agency F		Mid-level Managers (up to 10)	
Agency A	Day 3 April 25	Frontline Supervisors (up to 15)	Shrewsbury, MA (approx. 45-50 attendees)
Agency B		Frontline Supervisors (up to 15)	
Agency C		Frontline Supervisors (up to 15)	
Agency D	Day 3 April 26	Frontline Supervisors (up to 15)	TBD (approx. 45-50 attendees)
Agency E		Frontline Supervisors (up to 15)	
Agency F		Frontline Supervisors (up to 15)	

## Summary of the Required Organizational Commitment

### Senior Leaders

- Agency commitment to the project and ultimate responsibility for its implementation
- Personal participation in two half-day meetings
- Appointment of a project lead and small change management project team
- Sign-off on proposed changes to standards, policies, & procedures
- Completion of a satisfaction survey

### Project Change Management Team

- Participation in two full-day meetings
- Identification and review of agency standards, policies, and procedures related to supervision
- Develop, secure approval, and implement new or strengthened supervision standards, policies, and procedures
- Assignment and scheduling of staff to participate in training
- Completion of a satisfaction survey

### Frontline Supervisors (max 15) and Mid-level Managers (maximum of 10)

- Participation in three days of training (substitutions or the planned attendance at less than the three days is NOT permitted).
- Use of best practices between training sessions 2 and 3
- Completion of a satisfaction survey

- Participation in subsequent Supervision Learning Community meetings one hour per month at the agency site (optional by agency)

### **Selection Criteria**

1. Meets the eligibility criteria for participation.
2. The application demonstrates a need related to supervision that this initiative could address.
3. The application demonstrates the capacity of the agency and its selected programs to fully participate in the initiative, including the absence of conflicting initiatives.
4. Proposed members of the Change Management Team represent the required areas of the agency and have appropriate roles and authority to manage the initiative and implement policy
5. Sufficient number of supervisors and mid-level managers projected to participate
6. Demonstration of senior leader commitment to the agency's full participation in consultation and training portions of the initiative



Strengthening Supervision - The Yale Program on Supervision

**This application must be submitted no later than December 6, 2018. There are three required attachments: 1) a letter explicitly stating the organization's support for this initiative on agency letterhead signed by the Chief Executive Officer/Executive Director of the organization 2) documentation of the organization's non-profit status and 3) an organizational chart.**

\* 1. Please provide information for the lead/primary contact for this initiative.

Primary Contact Name	<input type="text"/>
Organization	<input type="text"/>
Address	<input type="text"/>
Address 2	<input type="text"/>
City/Town	<input type="text"/>
State/Province	<input type="text"/>
ZIP/Postal Code	<input type="text"/>
Country	<input type="text"/>
Email Address	<input type="text"/>
Phone Number	<input type="text"/>

2. Provide a brief (no more than 1 paragraph) description of your organization including years in operation, mission, client population, numbers served, ages, and the current range of services and/or activities provided.

3. Which of your child-serving programs will send supervisors /middle managers to attend the training?  
(check all that apply)

- Caring Together Continuum
- Family Support and Training
- Intensive Care Coordination
- In-Home Therapy
- Therapeutic Mentoring
- Mobile Crisis Intervention
- Outpatient Clinic
- Community-based acute treatment
- Inpatient
- In-home behavioral services
- Partial hospital
- Other Caring Together program
- Other DMH child youth and family funded program (e.g. flex, day, IRTP, etc.)
- Other (please specify)



7. Describe why your organization is interested in participating in the initiative. What challenges related to supervision does the organization as a whole face that you are hoping this initiative might address?

8. Identify more than one challenge or problem you foresee relative to participation in the initiative and how your organization intends to address these issues.

9. Identify any other major staff development initiatives at your agency/site that would run concurrently with this project and how your organization will ensure adequate capacity to manage multiple projects.

10. Please provide the name and title of those members of your senior management team that will meet with Mr. Migdole from Yale for the two days of management consultation. This should include at least one "c" level individual from the organization such as a Chief Executive Officer, Chief Operating Officer, etc.

Name / title	<input type="text"/>

11. Please upload a letter of support from the Executive Director or CEO

Choose File

No file chosen

12. Please upload a copy of your organization's tax-exempt (non-profit) status.

Choose File

No file chosen

13. Please upload a current organizational chart.

Choose File

No file chosen