



Supporting the Middle Manager

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Vested Interest Statement

- The presenters have no real or perceived relevant financial relationships to the content of this presentation.



Objectives

- Participants will be able to acknowledge how middle managers need extra support to prepare them for success in their position.
- Participants will learn techniques that they can implement in their own organizations to help support their middle managers.
- Participants will learn an example on how to engage and network with other middle managers to form a supportive team throughout the organization.



What draws people to work as a supervisor??

- Social appeal: stimulating personally and professionally
- Moral appeal: working for a worthy cause
- Personal appeal: working to develop personal goals
- Leadership appeal: working to help stretch and challenge others to grow
- Adventurous appeal: direct service staff often serve amid extreme and challenging situations



What else happens

- Empty positions
- Promotions
- Circumstances
- Re-structuring
- "Voluntold"



Why/how are your supervisors/directors promoted currently??

- Rockstar at their current role
- Great work ethic
- Displayed exemplary clinical work
- Team player
- Has seniority
- No one else has applied



Disadvantages to this mindset



- Staff are not provided with any additional skills or tools to develop them into a strong supervisor, manager, or director



How do we improve this?

- Problem Identified but what's next?

Every year we have a survey that is sent out to all staff called MyVoice. From the results, leadership looks for themes to improve our programs. Our Vice-President noticed a big theme to focus on is the preparation and support of our supervisors and leaders. She took this information as an opportunity to do a better job in developing and advancing our middle managers.



The Beginning



Develop a core team of current managers, directors, and supervisors



Include as many programs and service lines as possible



Schedule consistent meetings, start with brainstorming needs of supervisors

What does it mean to be a supervisor?

Educate staff

Job specific knowledge, skills and abilities. Organizational policies, procedures, and practices. Best practices and standards of care.

Manage staff

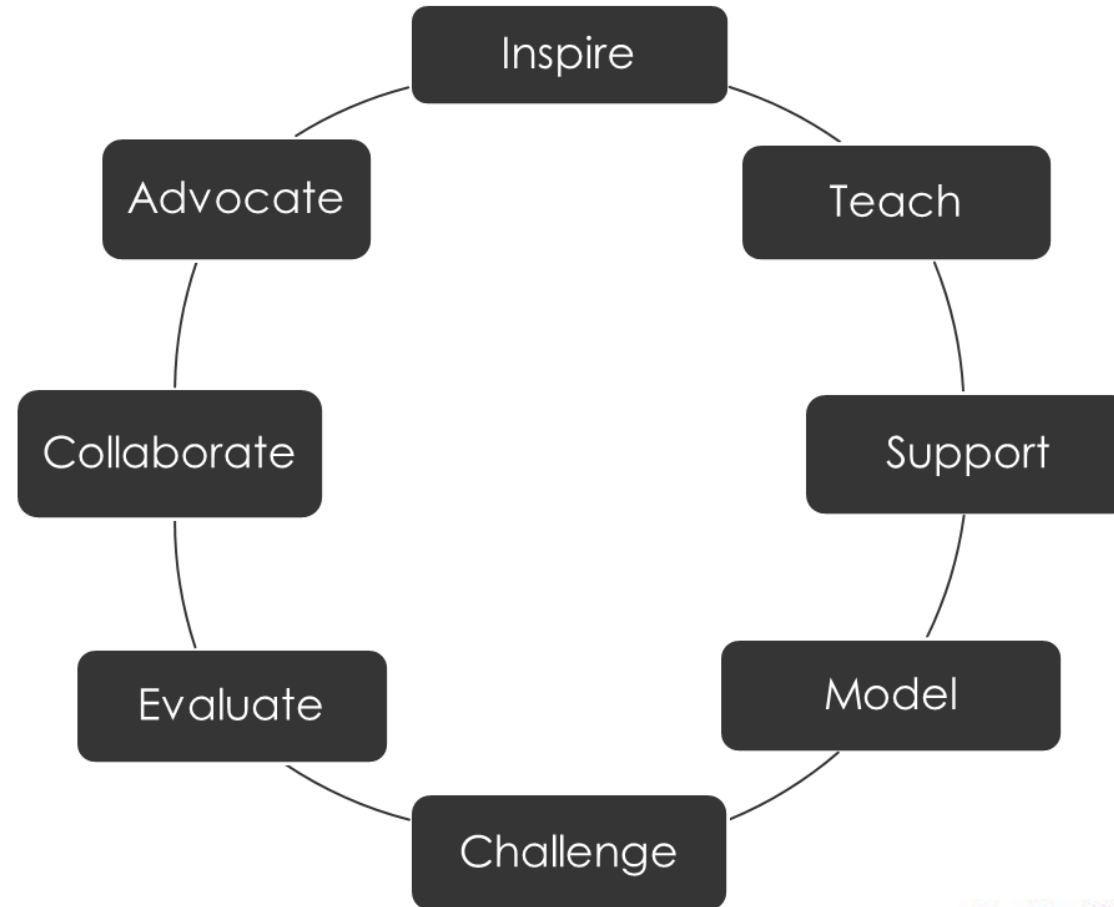
Time and attendance, job performance, employee growth and development, providing organizational structure and resources

Supporting staff

Relationship building, offering support and resources to help staff manage the difficult work that they face related to working with clients impacted by trauma



Role of supervisor



Key techniques of our approach

- Relationships
- Core group invested in outcomes
- Core group is representative of teams/programs/disciplines
- Core group must be engaged and bought in
- Specific to what your agency/group needs (TEAMs, in person, etc.)
- Promotion of 'safe space'
 - open-minded
 - community learning



The Middle

- Identified top 3 topics of concern
- Came together to listen to all of them
- Prioritized from larger list
- Grouped the list into broader subjects
- Identified experts on each topic
- Core group reached out to the experts
- We decided that we did not want all to be lecture/presentation style and wanted some to be more interactive



Topic Ideas

HR

Corrective Action

Hiring/Onboarding

Feedback (Ongoing & Annual Performance Evaluations)

HR Direct

UPMC specific

Infonet

Disability Resource Center

Kronos

Reports/Competencies

Contact people in each department (IT, HR)

Personal Development

Changing mindset (employee -> supervisor)

Time management

Boundaries

Compassion Fatigue

Leadership Development

DISC assessment

Supervision styles

Feedback

How to present/run a meeting

Change management



The Result

Implemented an electronic site (TEAMS)

Included relevant information that is easily available and accessible to help the managers in their current role

Included resources to help their own professional/leadership development.

Implemented monthly supervisor curriculum meeting

Activity

Chat

Teams

Calendar

Calls

Files

Communiti...

...

Apps

Help

Teams

- UPMC WPH Operations ...
- WPH LGBTQI Committee
- UPMC WPH Outpatient ...
- WBH Supervisor Curricul...
- General**
- Compliance
- Disability Resources
- EPIC
- Financial
- HR
- WPH Emergency Manag...
- WBH Cafe Conversations
- WPH Unit Directors & Pr...
- Join or create a team

WS **General** Posts Files Who To Contact +

Meet

+ New Upload Copy link Sync Download Open in SharePoint All Documents

Documents > **General**

Name	Modified	Modified By
CISM-Suicide Resources	May 4, 2021	Brown, Andrea N
Doctors	January 3	Beauchamp, Kathle...
Joint Commission Resources	April 1, 2021	Brown, Andrea N
Leadership Rounding Resources	March 22, 2021	Brown, Andrea N
Meeting Templates	April 1, 2021	Brown, Andrea N
Onboarding	February 22	Fallica, Sarah
Professional Development	March 22, 2021	Brown, Andrea N
Rite Session Recaps	October 27, 2021	Brown, Andrea N
Supervision Resources	May 3, 2021	Brown, Andrea N
Videos	August 5, 2021	Brown, Andrea N

Monthly supervisor curriculum meeting

- These are held virtually so staff from various locations could all join
- Topics that have been suggested or we, the core team, find to be areas of need
- We made a re-occurring Microsoft Teams invite
- Produced a flyer for advertisement
- As progress was made in the monthly meetings, the core team was able to continue the initiative and develop new topics and ideas



Flyer/Advertisement



What is the UPMC Western Behavioral Health (WBH) Supervisor Curriculum?

The WBH Supervisor Curriculum will be held as a monthly hour-long session for all Western Behavioral Health leaders. These sessions will cover a variety of topics that are relevant for your job in leadership. We will review some frequently asked questions, provide tools and resources, and provide a place to build your network and relationships with fellow leaders.

Sessions will be held virtually via TEAMS on the first Wednesday of every month at 1 p.m. [Click here to join the meeting.](#)

Topic Schedule 2021

August 4	Introduction and explaining teams site resources
September 1	Financial (Western programs)
October 6	Financial (Community network programs)
November 3	Disability Resource Center
December 1	Compliance

Save the Date 2022

January 5	March 2	May 11	July 6
February 2	April 6	June 1	

Thanks to the Supervisor Workgroup for their hard work and dedication to help make this project a success!

Juliette Ballough	Sarah Hall	Curt Melton	Mike Tabachnick
Andrea Brown	Travea Ghee	Tiffany Painter	Dr. Jennifer Young
Katie Clauss	Lorrie Hetager	Stephanie Quinn	Michele Zoldey
Amy Ewing	Dr. Lisa May	Belinda Reed	
Sarah Fallica	Michael McNabb	Billie Jo Smith	

What we have covered...

- Introduction and overview
- Financial
- Disability Resource Center
- Compliance
- Annual evaluations/merit awards
- Privacy & Fair Warning
- Active BH Episodes report
- Life Solutions (EAP) & Chair Yoga
- Center for Inclusion Diversity
- Capacity Reporting
- Change in Relationship:
co-worker to supervisor
- Suicide Assessment and Safety Planning
- Learn about other programs
- Individual Operations
- Stress Reduction



What we have learned

- Even though the monthly meetings are not required to attend, they are consistently attended by a significant amount of our middle managers.
- Positive feedback and the ability to implement what is working in one program across service lines
- We have sent two surveys
 - one at six months and one year
 - Asking what topics that they would like to learn
 - Allowed us to formulate information and topics that they are wanting and needing to help them be successful in their job



Continued success

- Has spurred more connections between supervisors and different teams
- Follow up presentations to smaller groups/different programs
- Positive feedback from directors/supervisors
- Recurring meeting so supervisors already have the time blocked to attend



Ongoing Steps

- Core group members have left, so need to recruit new members to the group
- Continuously develop topics for monthly meetings
- Create a formal process of evaluation
- Ensure new supervisors are understanding the group and are added to the group



Any Questions





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