Central Principles of Supervision

The Benefits of Balancing Administrative and Clinical Supervision

NADAAC Conference 2016
A Word About the Presentation

• Majority of the presentation is based on the eleven central principles of clinical supervision from SAMHSA’s Clinical Supervision and Professional Development of Substance Abuse Counselors (TIP 52)

• The presentation may count towards the requirements to become an approved chemical dependency clinical supervisor (but does not count toward ethics requirements)
Relationships are the key to both supervision and therapeutic alliance.
Clinical Supervision

• Bernard and Goodyear 1998:
  • “An intervention provided by a senior member of a profession provided to a junior member, or members of that same profession.
  • This relationship is evaluative, extends over time, and
    • Has the simultaneous purposes of enhancing the professional functioning of the junior members,
    • Monitoring the quality of professional services offered to those clients they see,
    • And acting as the gatekeeper for those who are to enter that particular profession.”
Administrative Supervision

• Bradley and Ladany 2001:
  • “Help supervisees function effectively as a part of the organization with an emphasis on:
    • Organizational accountability,
    • Case records,
    • Referrals, and
    • Performance evaluations”
NAADAC Code of Ethics
Supervision & Consultation

• Accept the obligation to facilitate further professional development
• Provide accurate and current information, timely evaluations, and constructive consultation
• Aware of the power differential
• Strive to develop full creative potential and mature independent functioning
Complementary & Conflicting Roles

• Relationships
• Assessment and evaluation
• Interventions
• Advocacy
• Training
• Engagement/retention
• Ethics
• Others?
## Differenced Between Supervision and Counseling

<table>
<thead>
<tr>
<th>Clinical</th>
<th>Administrative</th>
<th>Counseling</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Improve client care</td>
<td>• Ensure compliance with agency and regulatory P &amp; P</td>
<td>• Personal growth</td>
</tr>
<tr>
<td>• Enhanced clinical proficiency</td>
<td>• Consistent use of P &amp; P</td>
<td>• Enhanced self understanding and behavioral change</td>
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<tr>
<td>• Based on agency mission and counselor needs</td>
<td>• Based on agency needs</td>
<td>• Based on client needs</td>
</tr>
<tr>
<td>• Teaching/learning, evaluating clinical performance</td>
<td>• Clarifying agencies expectations, ensuring compliance</td>
<td>• Behavioral, cognitive, and affective process including listening, exploring, teaching</td>
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</table>
The Real World

Catch me as you can

Putting out fires

Only for those who need credentialing or license

Reacting instead of proactive

Focuses more on being supportive than skill development

Over emphasis of agency requirements

Little or no training in supervision

Role confusion and mismatching of supervision tasks

Reliance on counselor report rather than direct observation of counselor

Time constraints, the first thing to remove from the schedule

No supervision model used or goals developed

Misunderstood or has a perceived negative value
Supervision is an essential part of all clinical programs
Supervision enhances staff retention and morale
“Effective clinical supervision may indirectly improve patient care and patient outcomes because the positive alliance between clinical supervisor and counselor is related to better counselor performance.” Lashober et al., 2013
Every counselor, regardless of level of skill and experience, needs and has a right to clinical supervision.

In addition, supervisors need and have a right to supervision of their supervision.
Supervision needs the full support of agency administrators
“Successful agencies purposefully changed their language from “we have to do this” to “the client is the most important reason we are here.””—Pamela Mattel, ACSW
The supervisory relationship is the crucible in which ethical practice is developed and reinforced.
Supervision is a skill in and of itself that has to be developed.
Supervision in substance abuse treatment most often requires balancing administrative and clinical supervision tasks.
Culture and other contextual variables influence the supervision process; supervisors need to continually strive for cultural competence.
Successful implementation of EBPs requires ongoing supervision.
Supervisors have the responsibility to be gatekeepers for the profession
Clinical supervision should involve direct observation methods.
Application

How do you plan to incorporate the eleven principles into daily practice?
Eleven Principles

1. Clinical supervision is an essential part of all clinical programs.
2. Clinical supervision enhances staff retention and morale.
3. Every clinician has the right to clinical supervision. Every supervisor has the right to supervision of their supervision.
4. Clinical supervision needs the full support of agency administrators.
5. The supervisory relationship is the crucible in which ethical practice is developed and reinforced.
6. Clinical supervision is a skill in and of itself that has to be developed.
7. Clinical supervision in substance abuse treatment most often requires balancing administrative and clinical supervision tasks.
8. Culture and other contextual variables influence the supervision process; supervisors need to continually strive for cultural competence.
9. Successful implementation of EBPs requires ongoing supervision.
10. Supervisors have the responsibility to be gatekeepers for the profession.
11. Clinical supervision should involve direct observation methods.
Other Resources

- Competencies for Substance Treatment Clinical Supervisors TAP 21-A, CSAT 2007
- NAADAC code of ethics
- http://www.naadac.org/clinicalsupervision-keystosuccess
- http://www.naadac.org/clinicalsupervision201-ethicaldilemmasandotherchallenges