Coaching staff up for Optimal Performance
Part 2- July 26, 2022

Presented by:

Michael D. Flora, NBA, M.A.Ed., LCPC
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National Council for Mental Wellbeing Senior Consultant
MTM Services

- MTM Services is a team of consultants that was built from the ground up with the direct purpose of working with organizations delivering Mental Health, Intellectual/Developmental Disabilities, Substance Abuse, Residential, Community Based, Hospital, Integrated Care with PCPs, and/or Urgent Care services. MTM has worked to help over 1,000 organizations in 47 states, Washington, DC, and 2 foreign countries implement changes since our inception in 1995.
Webinar Content and Objectives

This interactive two-hour webinar will address the five core competencies in managing, coaching, and developing team members in the current healthcare workforce “shortage.”

The need to coach staff to optimal performance is a core competency of senior and middle management in the new talent wars.

Part 1:
- Define the state of the current workforce
- Learn proven strategies to coach, engage, incentivize, and retain great team members
- Learn the core competencies needed in middle and senior management to coach staff up in their current and future roles in order to meet the marketplace needs

Part 2
- Understand the true cost of turnover – especially at the manager and supervisor level – including organizational reputation, outcomes, and bottom line
- Review sample performance evaluations that help keep team members engaged and focused
- Learn from real life examples of how to implement innovative employee incentives and merit-based performance increases
  - Develop your coaching and retention strategy
  - Develop strategies to become an employer of choice and increase employee pride in their workplace

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Management Core Competencies

Outcomes

- Governance Leadership
- Access
- Information & Medical Records Management
- Workforce Engagement & Human Resource Management
- Billing, Financial Management & Cost Containment
- Strategic Business Planning & Financial Viability
- Safety & Risk Management
- Continued Quality Improvement & Compliance
- Outreach & Awareness

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Coaching Staff to Optimal Performance

• Providers must prioritize workforce development, engagement, and retention for success in order to provide high-quality and cost-effective care that is valuable for their consumers and that aligns with their current and potentially changing payment models.

• Although many networks still operate under fee-for-service reimbursement models, organizations and their providers need to be prepared for a potential future shift toward value-based payment models. Value-based models can take a variety of different forms, but at a high level these typically look less at the quantity of services provided and more at the quality and outcomes of those services provided.
Coaching Staff to Optimal Performance

- Staff shortages and high rates of turnover impact not only the quality of care for consumers, but the financial viability of many organizations across the country. In a competitive system where payors contract with those who can demonstrate the best outcomes by moving from quantity to quality, behavioral health providers are challenged to allocate resources internally that bring the best value externally.

- This Core Competency on Workforce Engagement and Human Resource Management will present pathways to achieving high engagement and retention, and methods to recruit and empower staff to bring meaningful outcomes, regardless of an organization’s budget.
Coaching Staff to Optimal Performance

• Statistics show that employees are doing 30% more work and have not yet begun to see the rewards from their efforts\(^1\).
• Money is not the silver bullet\(^1\)
• Today’s employees are more inclined to stay engaged when they have a sense of purpose when they feel that their efforts are appreciated\(^1\).

\(^1\)Source: Susan Adams, SHRM September 2011
What are the top contributors to Employee Satisfaction

• Respectful treatment of all employees at all levels was rated as very important by 67% of employees\(^2\).

• Satisfaction contributors supports the theory that although employees do place importance on financial features of a job such as pay and benefits, they consider culture and connection to be of utmost importance\(^2\).

• Feeling appreciated for their time and efforts creates a bond between employees, management and their organization\(^2\).

\(^2\)Source: Society for Human Resources (2016) Job Satisfaction and Engagement Report
Poll Question
Does your organization have a formal recognition program?

A. Yes
B. No

If Yes, what do you include?
A. Tuition reimbursement
B. recognition of Longevity
C. Merit/Performance Increases
D. Time Off
• E. All of the Above
Giving Everyone What They Want

What Employees Want

- Meaningful Work
- Dependability
- Supportive Management
- Clear Expectations
- Satisfaction
- Flexibility
- Pride
- Recognition
- Wages
- Benefits
- DE&I

What Employers Want

- Productivity
- Dependability
- Clear Expectations
- Initiative
- Compliance
- Performance
- Pride
- Worker Satisfaction
- Turnover Costs
- Wages
- Benefits
- DE&I

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What do Team Members Want?

- Trust in Leadership
- Flexibility
- Comprehensive Health Benefits
- Competitive compensation
- Meaningful Work
- Supportive Management
- Positive Work Environment
- Opportunities for Growth

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What is your level of Employee Engagement?

The organization should measure employee engagement and satisfaction at least annually through the use of employee engagement and/or satisfaction surveys. This data can be used to develop action plans to address employee turnover and overall engagement.

- Conduct exit interviews (sample in appendices of this document) with all team members who are voluntarily leaving the organization. Use this data to develop and implement strategies to address the reasons why employees are leaving the organization.
What is your Current level of Staffing Capacity

- The organization should monitor current staffing capacity and objectively measure both clinical and non-clinical performance to expected levels of organizational performance to determine the need to add to or decrease the workforce to meet organizational financial and clinical outcomes goals.
- By reviewing staffing capacity or unrealized service capacity the organization can determine if they have too many staff or too few staff to meet individual performance expectations and consumer needs.
Determining Staffing Capacity

• The organization should monitor current staffing capacity and objectively measure both clinical and non-clinical performance to expected levels of organizational performance to determine the need to add to or decrease the workforce to meet organizational financial and clinical outcomes goals. By reviewing staffing capacity or unrealized service capacity the organization can determine if they have too many staff or too few staff to meet individual performance expectations and consumer needs.

• The organization should calculate the selection rate for all open positions as a key performance measure for human resources:
  - Calculate the number of applicants vs. the number of candidates selected.
  - Of those selected for an interview, calculate the percent that follow through with the interview.
  - Calculate the number of candidates that met the criteria and were offered the position(s).

• The organization should calculate the cost of turnover and develop a retention and recruitment strategy based on current turnover and retention data.
In our work with teams, I recommend that we assess the organizations unrealized service capacity.

In this example we have three community support teams. The organizational expectation of direct service or productivity is 113 hours a month.

Each team is performing at a different level. Team 1 has five full-time staff. On average, the staff on this team are providing 85 direct service hours a month. Our calculator demonstrates that this team is overstaffed based on current performance by 1.24 full-time equivalents. The cost of this unrealized capacity or under performance is $163,094.04 in lost revenue.

Team 2 has seven full-time staff. The average performance of this team is 115 hours a month. This team is able to receive the bonus outline above based on exceeding goal. The organization will make additional revenue from this team of $16,309.44. Team 3 has six full-time staff. On average they are providing 34 direct service hours a month. Based on performance this team is overstaffed by 4.19 full-time equivalents. The lost revenue for this team is $552,191.04.
<table>
<thead>
<tr>
<th>Unit/Program/Location</th>
<th>Current Billable Hours Expectation per month</th>
<th>BH % Per FTE / Per Month</th>
<th>BH Capacity Per FTE / Per Year</th>
<th>FTEs per Unit/Program/Location</th>
<th>Billable Hour Service Capacity per year</th>
<th>Avg. Billable Hours Currently Delivered per month</th>
<th>Total Current Billable Hour Service needs per year</th>
<th>Unrealized Service Capacity In Equivalent FTEs</th>
<th>Average Revenue Generated per Face to Face Billable Hour</th>
<th>Revenue Gained/Lost Per Staff Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Support Team 1</td>
<td>113</td>
<td>65.2%</td>
<td>1356</td>
<td>5.0</td>
<td>6780</td>
<td>85</td>
<td>5100</td>
<td>1680</td>
<td>1.24</td>
<td>$97.08</td>
</tr>
<tr>
<td>Community Support Team 2</td>
<td>113</td>
<td>65.2%</td>
<td>1356</td>
<td>7.0</td>
<td>3492</td>
<td>115</td>
<td>5660</td>
<td>(168)</td>
<td>(0.12)</td>
<td>$97.08</td>
</tr>
<tr>
<td>Community Support Team 3</td>
<td>113</td>
<td>65.2%</td>
<td>1356</td>
<td>6.0</td>
<td>8136</td>
<td>34</td>
<td>2448</td>
<td>5688</td>
<td>4.19</td>
<td>$97.08</td>
</tr>
</tbody>
</table>

Loss Totals: 7200 5.31

($698,976.00)
• The total impact for the organization is that they are overstaffed by 5.31 based on the current level of performance. This under performance is costing the organization $698,976.00.

• In this example the organization would either increase the number of persons served, review the reason for under performance (i.e., lack of scheduling, higher than expected consumer no shows or cancels), review the number of staff members needed, and decrease staff until performance metrics are met.
What is your Selection Rate?

- The organization should calculate the selection rate for all open positions as a key performance measure for human resources:
  - Calculate the number of applicants vs. the number of candidates selected.
  - Of those selected for an interview, calculate the percent that follow through with the interview.
  - Calculate the number of candidates that met the criteria and were offered the position(s).
Many Organizations have developed and implemented performance incentives for staff that are meeting and exceeding their goals the organization.

Organizations should consider an incentive plan or merit-based compensation. If the organization puts into place a financial incentive plan, the organization must also put into place a series of quality assurance and Corporate Compliance Plans to ensure that the agency does not engage in fraudulent or illegal activities.

Incentive Plans must be aligned with federal compliance and labor laws.

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**Merit Increases**

- Using Performance data, team members increases are based on meeting and exceeding expectations.
- The Model Assumes all team members will achieve a 3% increase. This can be adjusted as needed based on organization and market rate adjustments.
- Team members merit compensation can increase or decrease based on performance.
- **NOTE:** Managers/Supervisors increases are based on their teams performance.

<table>
<thead>
<tr>
<th>Clinician</th>
<th>Managers/Supervisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>.50% Manager discretion</td>
<td>+1.0% Manager Discretion</td>
</tr>
<tr>
<td>.50% 100% 85% of clients successfully complete TX</td>
<td>+.50% 100% Team SAL Completing</td>
</tr>
<tr>
<td>.25% +70% Productivity</td>
<td>+.50% 100% Team above 60% Productivity</td>
</tr>
<tr>
<td>.5% + 66% -70% Productivity</td>
<td></td>
</tr>
<tr>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>65% Minimum Productivity</td>
<td>Meets 100% of Personal Productivity Expectation</td>
</tr>
<tr>
<td>100% UM/UR</td>
<td>100% Personal UM/UR and SAL Completion</td>
</tr>
<tr>
<td>100% SAL Completion</td>
<td></td>
</tr>
<tr>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>-.50% Productivity 55%-64%</td>
<td>-.50%-64% Team Productivity</td>
</tr>
<tr>
<td>-.50% Productivity 50%-54%</td>
<td>-.50% Team Productivity 50%-54%</td>
</tr>
<tr>
<td>-1.0% Productivity less than 49%</td>
<td>-1.0% Team Productivity less than 49%</td>
</tr>
<tr>
<td>-.25% UM/UR Less than 100%</td>
<td>-.25% Team UM/UR Less than 100%</td>
</tr>
<tr>
<td>-.25% Doc Completion Less than 100%</td>
<td>-.25% Team Doc Completion Less than 100%</td>
</tr>
<tr>
<td>-.50% Manager Discretion</td>
<td>-.50% Manager Discretion</td>
</tr>
</tbody>
</table>
Performance /Merit Increases

<table>
<thead>
<tr>
<th>Prevention</th>
<th>Support Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>5% 2% Manager Discretion</td>
<td>5% 2% Manager Discretion</td>
</tr>
<tr>
<td>3% 100% Grant Goals Achieved</td>
<td>3% Meets 100% of Performance Expectations</td>
</tr>
<tr>
<td>-2% less than 100% Grant Expectations Achieved -1% Manager Discretion</td>
<td>-.50% More than one Customer Service Complaint -.50% More than one Internal Customer Service Complaint -1.0% Manager Discretion</td>
</tr>
</tbody>
</table>

- Using Performance data, team members increases are based on meeting and exceeding expectations and KPIs.
- The Model Assumes all team members will achieve a 3% increase. This can be adjusted as needed based organization and market rate adjustments.
- Team members merit compensation can increase or decrease based on performance
- NOTE: Mangers/Supervisors increases are based on their teams performance
Incentive Models

- Monthly or Quarterly incentives are based on meeting specific performance expectations and are compensated based on exceeding these expectations.

- For Support team members, they are eligible based on meeting KPIs and are placed in the bonus pool.

- Using Performance data, team members increases are based on meeting and exceeding expectations and KPIs.

- NOTE: To be eligible All areas of compliance must be met.

- Managers/Supervisors increases are based on their team's performance.
Poll Question

- What is your agency's current turnover rate?
  - Lower than 15%
  - Between 15-20%
  - Between 20-25%
  - Between 25-30%
  - Higher than 30%
• Inability to effectively recruit and retain staff will extend and exacerbate turnover problems in the future. This cycle will worsen as turnover costs and lost revenues grow; the organization will be even further from investing in the very strategy that will solve turnover problems.

• Example: If the organization has 45 clinical staff and a 27% turnover, then the cost to orient and onboard a new staff member is $12,636.00. Additionally, if it takes the organization eight weeks to fill a position, then the organization will lose $24,960.00 over that eight-week period in lost direct service hours. Annualized, that would be a loss of $303,267.00. When you add in the orientation costs that would be $315,900. (See Figure 3.1.)
Calculating the Cost of Turnover

<table>
<thead>
<tr>
<th></th>
<th>Staff Lost Per Year</th>
<th>Avg. Training Hours Per Staff</th>
<th>Total Training Hours</th>
<th>Avg. Salary Cost Per Hour</th>
<th>Training Cost Per Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total # of Staff</td>
<td>45</td>
<td>12.15</td>
<td>40</td>
<td>486</td>
<td>$26.00</td>
</tr>
<tr>
<td>Turnover %</td>
<td>27%</td>
<td></td>
<td></td>
<td></td>
<td>$12,636.00</td>
</tr>
</tbody>
</table>

<p>| | | | | | |
|                                      |                      |                              |                      |                           |                        |</p>
<table>
<thead>
<tr>
<th>Avg. # of Weeks to Fill an Open Position</th>
<th></th>
<th>Avg. Weekly Productivity (Hours)</th>
<th>Average Net Revenue Billed Per Hour</th>
<th>Revenue Lost Per Staff Replacement</th>
<th>Total Revenue Lost During Replacement</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>26</td>
<td>$120.00</td>
<td>$24,960.00</td>
<td>$393,264.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Total Training Cost and Lost Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$315,900.00</td>
</tr>
</tbody>
</table>
Creating Alignment with Agency values and expectations

Alignment

Service
Quality
Cost
Safety

Staff Members

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What Motivates Staff?

- Provide feedback to each performer on their daily accomplishments.
- The best job anyone can have is one where they know how well they've done at the end of every day.
- In addition to annual performance reviews, share positive comments I you have heard in the community on a regular basis or write a handwritten note to them about their work and how much their client felt that they helped them.
- Write thank you notes to your team members, thanking them for doing good work.
Performance Measurement

• The ability of the organization to effectively manage clinical and non-clinical performance as well as business metrics is one of the key cornerstones to a successful behavioral health organization. Organizations should develop and implement key performance measures and business intelligence tools to measure organizational and team member performance. These should include but not be limited to the following metrics:

  • Quality metrics
  • Quantity and capacity metrics
  • Competency metrics
  • Cost metrics
  • Efficiency metrics
  • Utilization metrics
  • Organizational performance metrics
  • Productivity metrics
  • Documentation compliance metrics
  • Caseload metrics
Performance Measurement

• The organization should develop the ability to collect data on all programs and services. This information and data collection will need to include not only the designated performance metrics required by contracts but also metrics for fiscal viability and risk management. The organization should collect data on the following, at a minimum:
  — Productivity
  — Utilization Management
  — Persons Serviced
  — Consumers not seen in 30/60/90 days
  — Documentation completeness
  — Treatment plan expiration and updates
  — Corporate Compliance/Chart Audits
  — Consumer Satisfaction
  — Clinical Outcomes
Performance Improvement Session

- The responsibility for maintaining good performance is the employee’s, not the manager’s. The manager’s job is to point out the discrepancy - the employee’s job is to fix it!

- Paul Sims
Performance Measurement Culture Development

A. Job Descriptions
B. Job Postings
C. Candidate Interviews
D. Performance Evaluations
E. Supervision Plan
F. Performance Standards for Caseworkers and Support/Admin Staff
G. Service Guidelines, Protocols and Standards
H. Decision-Making Process
I. Performance Measurement with Full Disclosure
J. Accountability with Positive and Negative Consequences
Action Planning Role in Coaching/Mentoring Sessions…

• Identify, Remove and/or Minimize any barriers that will prevent compliance with performance standards
• Clarify roles of staff to focus individual staff work on areas that will support standards
• Assess training needs to ensure technical and core competency expertise
• Provide frequent and honest communication opportunities with staff
“Problem” Focused Supervision Versus “Solution Opportunity” Focused Supervision

• Is the discussion in the supervision session focused more on “Why we can’t change!” than on “How we can change!”?

• What percent of the supervision session is spent focused on attainment versus how unfair the situation is?

• Is the focus of the discussion in the supervision session inside the organization’s/supervisor’s control zone or outside the organization’s/supervisor’s control zone?
“Problem” Focused Supervision Versus “Solution Opportunity” Focused Supervision

- Supervision time is a one-on-one opportunity to shift the discussion of any topic/problem/challenge to a discussion/action planning of the opportunities that are presented to us…

- We can do this…. Let’s spend a few minutes and think about how best to accomplish it…. 
Need for Formal Supervision/Mentoring Plan

- Supervision Plan provides the focus of what types of supervision need to be provided, frequency and tools to provide Solution/Action Planning to address specific performance changes
- Supervision Plan provides a fair/ equitable work environment for staff by providing appropriate levels of coaching/ mentoring of staff
Types of Supervision/Mentoring:

- There are four types of supervision provided by supervisors to CMHS staff members under their reporting chain of command as follows:
  - Administrative Supervision;
  - General Clinical Supervision;
  - Case Specific Clinical Supervision; and,
  - Direct Observation Clinical Supervision.
Base Line Assessment

Evaluation incorporates performance

Key Indicators and Data are used to formulate provider increases in compensation
### Job Description Form and Quarterly/Annual Evaluation

**Performance Period:** FYE 2005

**Department:** Behavioral Health

**Job title:** Masters Level/Licensed/Clinical Liaison

**Employee name:**

**Location:**

**Position qualifications:** A Master's degree from an accredited school of social work, or related field. Current and maintained state license. Ability to receive and maintain DPS fingerprint clearance.

**Job purpose:** Provide clinical oversight, direct services and case management to clients. Perform administrative tasks in accordance with agency procedures.

<table>
<thead>
<tr>
<th>Reports to:</th>
<th>Title:</th>
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<table>
<thead>
<tr>
<th>Grade/Step: Grade Step</th>
<th>Type of position:</th>
<th>Work schedule compliance:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full-time</td>
<td>Part-time</td>
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<tr>
<td></td>
<td>Hours:</td>
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### General Description:

Use solution strengths based clinical practices orientation to receive, assess and evaluate clients and their family's needs. If appropriate, decide on referral sources for the client, and assist the client in the referral process.

Explore client's understanding of their problem; assist in clarifying the current impact of the problem, and outline effective solutions to support positive change. Assist clients in mobilizing energies for solving problems and facilitate the client's ability to develop support networks and community resources. This may involve outreach service requiring travel.

Provide clinical collaboration to coordinate services with other involved agencies, such as Child Protective Services, Probation and Parole Departments, Division of Developmental Disabilities, Arizona Long Term Care, schools and other providers.

Work within a system using the Recovery Model as outlined by the Arizona 12 principles that include: Accessible services, Best practices, Collaboration with families, Collaboration with others, Connection to natural supports, Functional outcomes, Independence, Most appropriate setting, Respect for the child and/or family's unique cultural heritage, Services tailored to the family, Stability, and Timeliness.

Work with the treatment team in implementing agency policies and procedures, acquaint the agency with community trends, identify gaps in services and work with special projects and committees to better meet the client's needs.

### Job-related tasks and effective time management

The specific tasks and duties as outlined in the current job description will be completed within the established times frames. 100% of tasks completed within established time frames = Full Compliance (FC); 90% or below of tasks not completed within established time frames = Non-Compliance (NC).

### Ethical standards of profession

Employees will be required to act in a manner that is in accordance with current ethical standards and promotes a positive public image for the organization and the profession. In addition, actions will be in accordance with applicable state and federal laws and in accordance with the established professional standards. No citations or complaints = Full Compliance, for more citations or complaints = Non-Compliance.
<table>
<thead>
<tr>
<th>Effective communication</th>
<th>Rating Scale: FC = Full Compliance CA = Non Compliance</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees will respond to both internal and external customers by returning phone calls, responding to requests and working collaboratively with other agencies. Communicate in a manner that is clear, concise and facilitates the organizational goals. Communication will be accomplished in a timely manner and will ensure that all parties have a firm understanding of the messages being communicated. 0-1 complaints = Full Compliance, 2 or more complaints = Non-Compliance.</td>
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<table>
<thead>
<tr>
<th>Customer (client, internal, external) satisfaction</th>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Annual</th>
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<tbody>
<tr>
<td>The employee recognizes customer satisfaction as a priority, and has made ongoing efforts to assist both internal and external clients in a courteous and professional manner. 92% Client/Customer Satisfaction Rating, 0 Client &amp; Customer complaints made = Full Compliance. 1 or more Client/customer complaints and 91% or less of Client &amp; Customer satisfaction rating for the site = Non-Compliance.</td>
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<thead>
<tr>
<th>Cooperation and collaboration</th>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employee actively seeks out supervision, is an active part of the team and obtains the supervisor’s signature on appropriate documentation. Employee has met the standard requirements for supervision and has not cancelled more than 5% of appointments with supervisor. The employee is respectful with internal and external professional colleagues and is not engaged in frequent conflicts with others. 95% or more compliance = Full Compliance, Less than 95% compliance with standard = Non-Compliance.</td>
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<table>
<thead>
<tr>
<th>Use of sick time</th>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees will be responsible for the appropriate use of sick time as outlined by the organization’s standards. Employees will not use more than 40 hours of non-FMLA approved sick time per fiscal year. Less than 40 hours of sick time used in a fiscal year = Full Compliance. More than 40 hours of sick time used in a fiscal year = Non-Compliance.</td>
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<thead>
<tr>
<th>Submittal of time sheet</th>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees will submit a weekly timesheet indicating any time missed from work. Employees will submit to their supervisor a timesheet by the Monday following the end of the week worked. All employees who have not submitted their timesheets on time will have a written action plan = Full compliance. Any employees who have not submitted their timesheets on time without a written action plan = Non-compliance.</td>
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<thead>
<tr>
<th>Credentialing, privileging, training and licensing</th>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employee is responsible for meeting the requirements and is providing services that are within the limits of practice as defined by the licensing board. The employee will maintain credentialing/privileging status as outlined by the appropriate payer sources. Time attended at conferences, seminars, trainings, or courses will be related to the current job functions and meet current licensing standards.</td>
<td></td>
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<p>| Credentialing/Privileging and Licensing is maintained. Supervision and Training logs are completed and submitted quarterly = Full Compliance. Credentialing/Privileging and Licensing is not maintained. Supervision and Training logs are not completed and submitted quarterly = Non-Compliance. | | | | | | |</p>
<table>
<thead>
<tr>
<th>Services, documentation, outcomes, and utilization management</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Annual</th>
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<tr>
<td>All services that are provided will be in accordance with the organization’s and profession’s established clinical practice guidelines, are authorized, and are medically necessary. Services will be based on a person centered service plan that has measurable goals and objectives that are based on the client’s needs and developed collaboratively with the client.</td>
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<td>All documentation will provide sufficient reasoning for the frequency, duration, and type of services being provided. All documentation will be complete, accurate, signed, dated, and submitted in a timely fashion as outlined by the professional and agency standards. Documentation will be completed as specified by licensing agencies, program or supervisor requirements.</td>
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<td>Employees will have authorization for 95% of services provided. 95% of all documentation is completed and 95% of documentation supports current services = Full Compliance. Employee had authorization for 94% or less of services provided. 94% or less of all documentation was completed or 94% or less of the documentation supports current services = Non-Compliance.</td>
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<td>Other job related performance tasks:</td>
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</table>

1. **Action Plan** (Complete if employee is non-compliant in any of the above areas and action is required beyond this supervision session):
   - [ ] [ ] No Action plan required.
   - a. Specific change/performance requirements needed:
   - b. Performance improvement indicators required:
   - c. Date Action plan to be completed:    d. Progress review date:

► **Clinical supervision comments/instruction** (complete this section only if clinical supervision is provided):

* Employee/Contract provider comments:

I have read and understand the requirements of this Job Description/Evaluation/Action Plan and the attached accountability standards. I can complete the listed functions of the position with or without reasonable accommodations.

Employee signature:    Date:

Reviewed by:    Title:    Date:

Approved by:    Title:    Date:
Day-To-Day Manager Activities

1. Continuous Awareness of service delivery environment
2. Empowering Staff to Solve Needs Before they Become a Crisis
3. Train/Educate Staff
4. Coordination of Activities
5. Timely Decision-Making
Supervisor Responsibility

The supervisor’s responsibility is to be a coach and provide proactive leadership for team members, which is representative of the following leadership qualities:

- The commitment to foster a quality of work life that embodies the core values, exemplifies organizational health, celebrates inclusion, and is attractive to Canopy employees.
- The ability to stay aware of organization and team members needs/concerns.
- The ability to face challenging times with professional decorum.
- The willingness to possess, and the appreciation of, the knowledge of work-related subject matters assigned to team in his/her supervision.
- The openness to becoming energized by work accomplishments and willingness to foster the same energy in team members.
• Questions?

• Feedback?

• Next Steps?

• Thank you!
• Contacts:
  • Website: www.mtmservices.org
  • Michael Flora
    Email: Michael.flora@mtmservices.org