

Partners in Wellness and Recovery: IV. Role of Supervisors of Direct Service Providers

Task Area	Knowledge	Attitudes	Skills	Behaviors
Recovery	<ul style="list-style-type: none"> • Knows how to suspend judgment • Has knowledge of recovery practices, principles and processes including “strengths” perspectives (48) • Current knowledge set including: trauma issues, state-of-the-art therapeutic techniques and current “best practices” and the role of spirituality in an empowering recovery process • Keeps current with research evidence regarding treatment outcomes (30) • Knows that the definition of recovery is individual • Understands the importance of a person’s cultural/linguistic background in relation to assessment and service planning (49) 	<ul style="list-style-type: none"> • Believes that recovery is possible and that anyone can recovery (35, 48, 49) • Supports choice as a value for people in recovery • Believes in the need for ongoing cultural training • Considers knowledge of cultural and ethnic background critically important in providing competent treatment (49) • Believes that recovery is best supported when providers are able to work cross-culturally with one’s preference for a provider is taken into account • Believes that recovery is best supported by involving consumer-providers with consumer culture • Believes quality of service to individuals is more important than bureaucratic expedience • Supports individual staff development 	<ul style="list-style-type: none"> • Establishes collaborative relationships (45) • Listens (48) • Assists staff to develop their style of providing recovery-oriented services (49) • Continually develops cultural self-awareness 	<ul style="list-style-type: none"> • Attends conferences and other events on “recovery” and makes provision for other staff to do the same. • Develops and participates in recovery training (48) • Addresses ability to provide recovery-oriented services as a key item in annual employee evaluations (49) • Provides active supervision to staff to ensure quality of service with movement toward recovery-based services • Develops agency cultural competency training

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Recovery Cont.	<ul style="list-style-type: none"> • Has understanding and knowledge of culturally-based folk and alternative healing systems and traditions (54) • Understands barriers to adopting “best practices” and empowerment strategies • Understands the impact of one’s own culture on the recovery of others 			

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<i>Relationships</i>	<ul style="list-style-type: none"> • Knows the components of a helping relationship (6) • Knows the value of trust-centered treatment • Knows that outside mental health, the person in recovery lives a life in the community where they make many independent choices and decisions • Knows that people in recovery are the primary source of information about what consumers need to foster a healing environment • Knows how to impart knowledge of the recovery process to direct service providers 	<ul style="list-style-type: none"> • Believes in communication which is honest, open and supportive • Believes in collaborative partnerships (45) • Understands the importance of trust in a collaborative relationship • Believes culture and spirituality are important in recovery (49) 	<ul style="list-style-type: none"> • Establishes collaborative relationships (45) • Advocates for clients with staff: administrators, colleagues and supervisees • Accesses consultants in cultural competence and cultural brokers • Teaches staff to recognize and value diversity in direct service 	<ul style="list-style-type: none"> • Stands behind staff when they support persons in recovery when they make their own choices and take risks • Recognizes cultural values and conflict of the people he/she supervises (23) • Assist person supervised to discover and strengthen their cultural background and identify (23) • Provides training and supervision in engagement skills • Uses language which is respectful to others • Shares experiences with other providers about the positive importance of recovery model.

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<i>Internal Systems</i>	<ul style="list-style-type: none"> • Knows/learns basic knowledge of available mental health services, resources and supports, including consumer and PSS self-help and advocacy groups • Knows how other parts of the system view recovery • Is knowledgeable of barriers and obstacles to recovery within own organization • Has understanding and knowledge of culturally-based folk and alternative healing systems and traditions (49, 54) • Knowledgeable of recovery-based service approaches in other states/countries • Knows the organization's level of cultural competence 	<ul style="list-style-type: none"> • Has a personal commitment to the ideology of recovery • Believes system should support recovery and acknowledges own responsibility to provide leadership for system change • Believes system should be community based and not institutionally based • Acknowledges own responsibility to work to correct and to remove obstacles and barriers to recovery within the organization • Understands need to educate co-workers, co-providers, as well as direct service providers • Open to consultation from outside sources 	<ul style="list-style-type: none"> • Identifies/ recognizes discrimination when it occurs within the organization • Advocates for people in recovery • Advocates for culturally competent services (49) • Assists supervisees in making appropriate referrals to community organizations and services • Advocates for coordinated integrated services to assure all person's needs are met • Knows how to access and maintain relationships with supervisors & administrators in other recovery-based systems • Assists organization/ program in assessment of level of cultural competence 	<ul style="list-style-type: none"> • Confronts discrimination when it is encountered within the organization • Supports the "recovery" model within the mental health system of care • Uses respectful language when talking about others, including places apart from the person in recovery • Participates in ongoing cultural competency training • Provides support for staff/supervisees and facilitates positive working relationships between direct service staff and support staff, administrators, etc. (48) • Mobilizes resources for individualized services

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Task Area	Knowledge	Attitudes/Values	Skills	Behaviors
<i>External Systems</i>	<ul style="list-style-type: none"> • Recognizes the discrimination that stifles recovery • Has full knowledge of community services, resources and supports • Is knowledgeable of barriers and obstacles to recovery in the community 	<ul style="list-style-type: none"> • Views greater community as both a resource and a partner in a "recovery" oriented system of care • Believes providers need to collaborate with the community to provide best supports for persons in recovery • Believes peer-self-help support services are an integral part of the recovery process 	<ul style="list-style-type: none"> • Advocates for recovery-oriented mental health system • Confronts, assists direct service workers to confront, stigma in the community and • Advocates for "recovery" with professional peer groups • Advocates against discrimination 	<ul style="list-style-type: none"> • Works collaboratively with community to assure appropriate resources and supports • Assists staff to identify and use natural supports to replace mental health resources (35) • Identifies/addresses discriminatory situations • Is involved with self-help services in the community on an ongoing basis