

## Supervision

Wisconsin Association of Local Health  
Departments and Boards  
New Health Officer Orientation

July 14, 2016



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Outagamie County Health & Human Services



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## Outagamie County

- › 640 square miles
- › Sixth largest county
- › Features strong agricultural, manufacturing and service sectors.
- › City of Appleton Health Department
- › 117,910 residents in rest of county
- › 20 towns, 10 villages, and 3 cities
- › 36 member board of supervisors
- › Health and Human Services Model



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## Outagamie Public Health Division

- Community Health
  - Public Health Officer, 1 FTE
  - Preparedness Planner, 1 FTE
  - Community Health Educators, 2 FTE
- Environmental Health
  - EH Supervisor: 1 FTE
  - EH Sanitarians: 4 staff, 3.6 FTE
- Public Health Nursing
  - PHN Supervisor: 1 FTE
  - PHN's: 8 staff, 7 FTE
- WIC
  - WIC Supervisor: 1 FTE
  - Nutrition Educators: 4 staff, 3.5 FTE
  - Health Aides: 3 FTE (Hmong, Spanish, & English)
- Support Staff (HHS Centralized Supervision)
  - 3 staff, 2.5 FTE




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## Supervision Session Objectives

- Describe characteristics of effective supervisors, including any collaborative leadership approaches.
- Describe three personal strengths that can be a supervisory strength.
- Describe effective supervisor approaches to significant changes and challenges in the organization
- Describe the pros and cons of varying solutions to needing more staff
- Describe how professional development is handled
- Describe how COLORS can be used in effective supervision.
- Special topics of interest:
  - Describe similarities and differences in supervising management staff and line staff.
  - Describe how to conduct an effective performance evaluation




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## Characteristics of Effective Supervisors




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### Personal and Supervisory Strengths

- Communication
  - clear direction and expectations,
  - listen more
  - inclusive
  - transparent
- Flexible management style
- Multi-task vs. do less with more philosophy
- Role model
- Trusting relationships
- Consistency




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### Challenges and Change in Public Health

- Biggest advancement
- Biggest struggle
- Most significant change




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### Where's the Instruction Manual?

- Termination of long time, loved employee
- Staff person has surgery and does not want co-workers to know
- Budget passed with FTE reduction
- Position tied to grant funding that ends
- Verbal employee is being disciplined
- Staff of varied age, interest, and work ethic
- We succeed in achieving a goal
- Change from individual to population focus




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Do we need more, less, or different staff?

- Data that supports decision
- Financial considerations
- Staff input
- Other options
- Shared resources




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## Professional Development

- Accreditation Workforce Development Plan
- Funding required trainings
  - Preparedness
  - MCH
  - WIC
  - Food & Drug Administration Program Standards
- Agency requirements
- Budget limitations




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## Colors

- Awareness
- Balance
- Consider Options
  - True Colors
  - Friendly Style Profile
  - Myers-Briggs
- Differences




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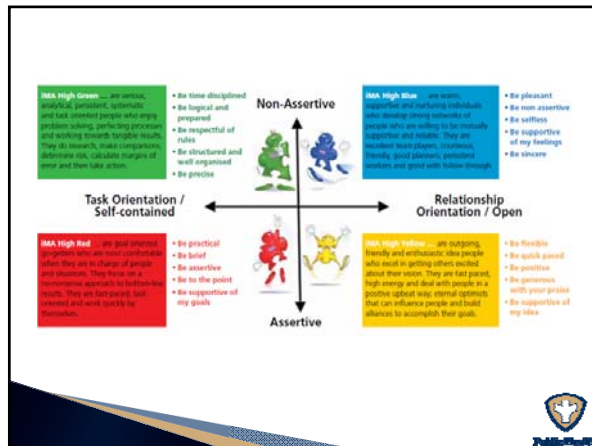
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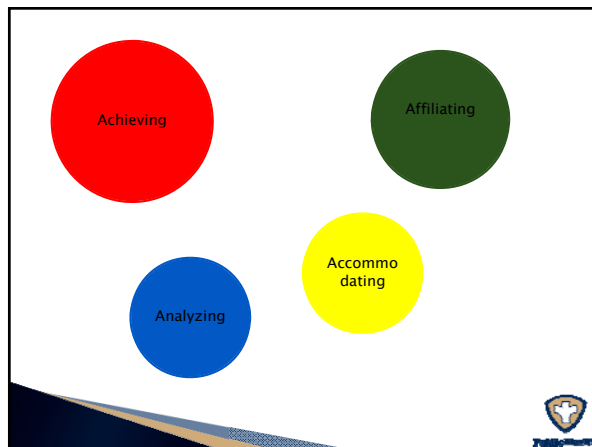
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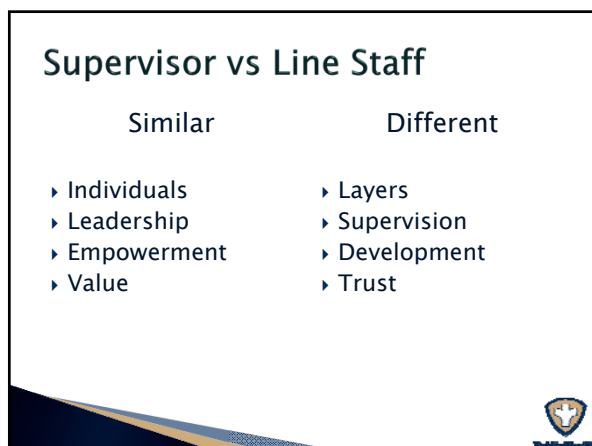
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## Performance Evaluations

- › Agency Policy
- › More than once a year
- › Never a surprise
- › Honest
- › Employee is involved in process actively
- › Utilize standards for evaluation
- › Use your resources




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## Evaluation Cautions

- › Comparing staff in similar roles
- › Documentation to support evaluation
- › Giving favorable evaluations in all areas when issues are present
- › Confusing evaluations and discipline




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## Beyond Evaluations.....

- › Public recognition of success
- › Staff morale
- › Having fun at work
- › Role model
- › Consistent implementation of the "rules"
- › Employees share more than we know
- › Timely feedback (Good and Bad)
- › Friend
- › **Documentation**




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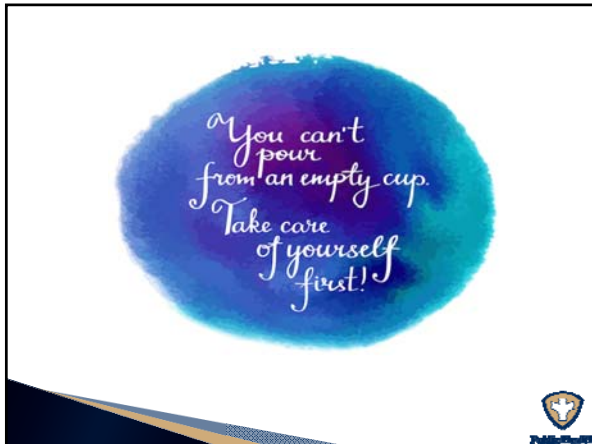
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