

Sarah supervises a team of five Clinical Community Health Workers (CHWs). Among her team, Susanna and Jonathan are key members.

Susanna has been with the team for two years, and is confident and competent in her role. She fosters a strong sense of teamwork within the group. Susanna also works closely with the care team to ensure patients receive coordinated care.

Jonathan was hired at the same time as Susanna, but is not as skilled or as self-assured. He requires more direction and guidance from Sarah but has been motivated and committed to his role.

The turning point came two months ago when Susanna received a promotion, making her the team lead for the clinical CHWs. While everyone celebrated her promotion, it brought unexpected changes.

In the past month, Sarah has noticed a change in Susanna. She used to be confident, but now she seems withdrawn and unsure of herself, which concerns Sarah.

At the same time, Jonathan's motivation has dwindled. He told Sarah that he felt like his career had hit a plateau, and he wasn't sure what he wanted to do.

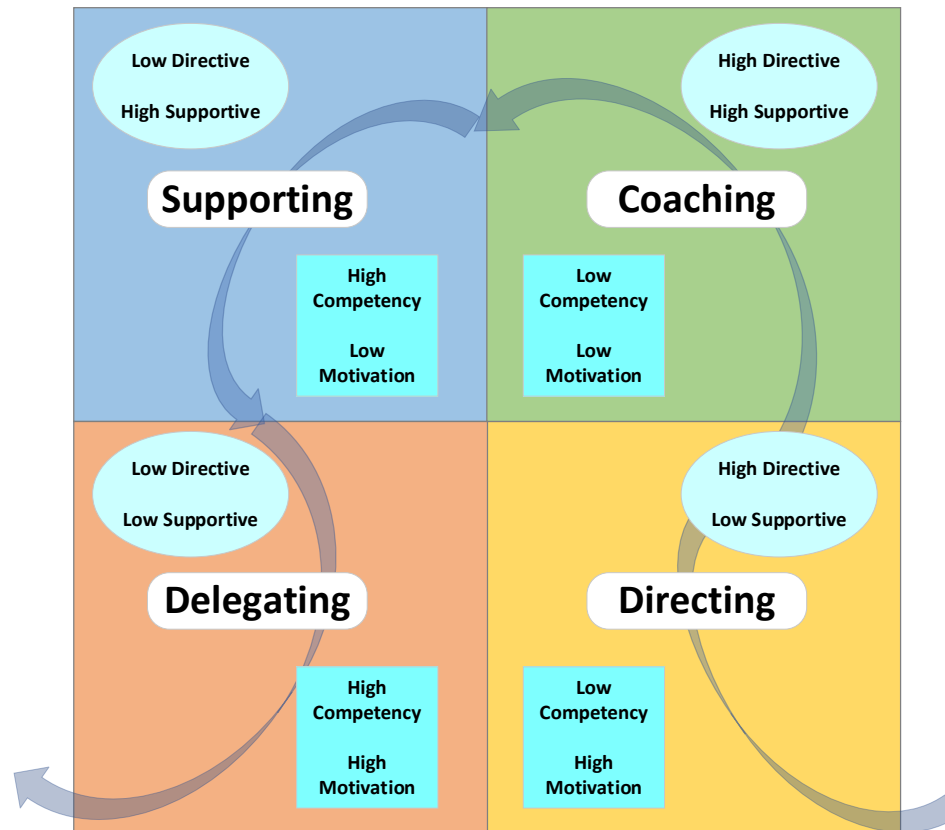
These changes didn't just affect Susanna and Jonathan; they rippled through the entire team, causing problems in their teamwork. It feels to Sarah like the team doesn't seem to trust each other as much, and she has overheard some grumbling about how "nobody seems to care what we think anymore..."

Discussion (NOTE: You will get the information about leadership styles during the training...)

As a Supervisor, how can you use your supportive, trauma-informed, and situational leadership skills to assist your team?

- What issues (actual or potential) can you identify?
- Why might these issues have arisen?
- What tools can you use to address these issues, and how would you use them?
- Where might Susanna and Jonathan be on the situational leadership diagram, and how might you best assist them?

Situational Leadership Model



Guiding Principles of Trauma-Informed Care

1. Safety
2. Trustworthiness and transparency
3. Peer support and mutual self-help
4. Collaboration and mutuality
5. Empowerment, voice, and choice
6. Cultural, historical, and gender issues

Supportive and Trauma-Informed Supervision Tools

1. Provide emotional support
2. Model health work-family behaviors
3. Help staff solve schedule conflicts
4. Provide resources
5. Coach and praise
6. Model safe behavior