Supervision in Healthcare

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Faculty

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Definition of Supervision

- "Accountable process which supports, assures, and develops knowledge, skills, and values of the individual, group, or team.

- Purpose is to improve the quality of their work to achieve agreed objectives and outcomes."

(SfC/cwdc, 2007, P. 4)

Training

- Thorough orientation - Include context of the job, stress management on the job, interpersonal skills needed to succeed on the job; fun activities

- Individualized training - Includes assessment of worker, shadowing, attending conferences, in-services

- Current professional demands - Continuing Education for disciplines

Training

- Special topics - CPR, Policies and Procedures, Medications (Nurses to administer, SW's to locate free resources)

- Mentoring programs

Retention

- Intrinsic benefits
  - Supervisors plan celebrations for supervisees (recognize work anniversary dates, birthdays, football weekends)
  - Grant leave whenever possible
  - Make positive comments about supervisees in organization wide meetings

Retention

- Treat workers with respect as professionals
- Positive supervisory meetings - supervisor as coach, teacher, leader

Specific Supervisory Tasks

- Induction and placing the worker
- Explaining supervision
- Work planning
- Work assignment
- Work delegation
- Monitoring, reviewing, and evaluating work

Tasks (Continued)

- Coordinating work
- The communication function
- The supervisor as advocate
- The supervisor as administrative buffer
- The supervisor as change agent and community liaison

Sources of Job-Related Stress for Supervisees

- Performance and compliance demands by administration
- Learning demands of educational supervision
- Clients
- Relationship with supervisor
- Nature and organizational context of professional tasks

Supportive Supervision

- Caring interest and concern
- Safe, trusting relationship
- Reassurance and Encouragement
- Recognition of achievement - positive reinforcement
- Approval and Commendation
- Catharsis Ventilation

Supportive Supervision

- Desensitization and Universalization
- Sensitivity to work stressors
- Sensitive Humor

Holloway's Systems Approach to Supervision (SAS)

- 5 Supervisory Tasks
  - Monitor-Evaluate
  - Instruct-Advise
  - Model Professional Behaviors/Skills
  - Case Consultation
  - Support

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Stresses of New Supervisors

- Transition from Worker to Supervisor
- Changes in self-perception & Identity
- Increased authority
- Changes in Peer Relationships
- Pressure for Exemplary Behavior
- "Middle Management Muddle" - uncertainty about supervisory role

Sources of Supervisor Satisfaction

- Helping supervisees grow and develop
- Ensuring efficient and effective services to clients
- Sharing professional knowledge and skills with supervisees
- Recommending and affecting change in policy and procedures
- Receiving stimulation of curious, enthusiastic supervisees

Sources of Supervisor Dissatisfaction

- Dissatisfaction with administrative issues (red tape, audits, time sheets, statistical reports)
- Heavy job responsibilities take away from time with supervisees
- Loss of direct contact with clients

Sources of Supervisor Dissatisfaction

- Dissatisfaction related to need to get employee adherence to agency policy and procedure with which I disagree
- Dissatisfaction with having to work with supervisees who are resistive or hostile or dependent or slow learners
- Dissatisfaction with being tied down to the desk/office

Good Supervisor

- Projects an attitude of confidence and trust toward supervisee
- Offers praise for good work - challenges and confronts inadequate work
- Sensitive to workers' stress and flexible to adjust work accordingly

Good Supervisor

- **Establishes open communication with supervisees**
- **Open to negative feedback, constructive criticism,**
- **Supportive of workers' private issues, but not intrusive**

Agency Description of a Good Supervisor

- **Accepts and comfortable with authority and power**
- **Provides structure and procedures for practice**
- **Integrates agency goals with worker morale and emotional needs**

Agency Description of a Good Supervisor

- **"Unobtrusive supervision" - supervisees know supervisor is available as needed but not always present**
- **Both physically and psychologically accessible and approachable**

Agency Description of a Good Supervisor

- **Develops and maintains positive relationships with supervisees**
- **Effective communicator - able to present agency concerns to supervisees - able to present supervisees concerns to administration**

Agency Description of Good Supervisors (Cont'd)

- **Balances agency needs for stability with ability to advocate for needed change**

Proper Use of Authority

- **Use only when necessary**
- **Be predictable**
- **Be impartial**
- **Communication goes both ways**
- **Only use the amount needed**
- **Obtain informed consent from supervisees**
- **Obtain consent from clients who will be served**
  - **By clinicians you observe in practice**

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Taking Corrective or Disciplinary Action

- **Non-compliance with COE or Professional Standards**
  - Novice, lacks knowledge, or lacks skill
  - Has knowledge and skills
- **Non-compliance with Agency Policies and Procedures**

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Taking Corrective or Disciplinary Action

- **Non-compliance with Laws or Legal Responsibilities (includes HIPAA)**
- **Non-compliance with governing/accrediting bodies, insurance companies, etc.**

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Some Ethical Issues Related to Supervision

- **Identify errors made by supervisees**
- **Oversee workers' efforts to develop skills and interventions**
- **Recognize when clients must be reassigned, transferred, or terminated**
- **Know when supervisees need consultation**

Some Ethical Issues Related to Supervision

- **Monitor workers' competence, addressing incompetence, impairment, and ethical lapses**
- **Monitor boundaries between workers and clients**
- **Review and critique workers case records and paperwork**

Ethics (Cont'd)

- **Provide supervisees with regularly scheduled supervision**
- **Document supervision provided**
- **Avoid dual relationships with workers**
- **Provide workers with timely and informative feedback and evaluate their performance**

Benefits of Individual Supervision

- **Addresses specific needs/personalized**
- **Confidential**
- **Absence of peer performance pressure**
- **Especially good for new graduates or employees**
- **Allows supervisee to come up with own decisions and/or solutions**

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Group Supervision

- **Cost Effective**
- **Time efficient**
- **Allows for supervisees to learn from one another**
- **Validates the universal experiences**
- **Provides emotional support from multiple persons**

Group Supervision

- **Identifies common problems/issues**
- **Encourages peer interaction and group cohesion**
- **Enables supervisee to develop group interaction skills**

Disadvantages of Group Supervision

- **Not able to individualize content**
- **Problem if conflict b/t employees**
- **Harder on new members**
- **Group decision-making and problem-solving**
- **Feedback from multiple sources can be overwhelming**

- **Communication from supervisor must address the whole group**
- **Easy to lose control of the meeting**
- **Risk of "groupthink" (everyone starts to think alike)**

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Awareness of Self and Others

- **Meyers-Briggs Type Indicator**
  - **Introversion vs Extroversion (Where do you focus your attention? What energizes you?)**
  - **Sensing vs Feeling (Information you prefer to pay attention to; how you acquire information)**
  - **Thinking or Feeling (How you prefer to make decisions)**

Awareness of Self and Others

  - **Judging vs Perceiving (Which lifestyle you prefer)**
- **Metaprograms, habits, or filters**
- **Maps of the World (eco-maps)**
- **Timelines**
  - **Very time conscious**
  - **"in time conscious" (relatively unaware of time; focused on activity/task)**

Why Delegate??

- **Delegation increases:**
  - **Resources**
  - **Responsiveness**
  - **Manager Time**
  - **Effectiveness of the Team**
  - **Staff Morale**

Blocks to Delegation

- Lack of knowledge and skill
- Lack of self-awareness or interactive skills
- Organizational culture and regulations
- Fear
- Expertise
- Personal beliefs and Experience
- Time
- Crises

Supervision is NOT Consultation

- Supervision contains an element of power and uses consultation at times; preventive and corrective
- Consultation contains elements of expertise, recommendations or suggestions, guidance, and a way of validating or correcting without recourse (unless it was unethical or illegal!)

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