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## SUPERVISION

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# SUPERVISION

## POLICY AIMS

The Aim of this policy is to ensure that the Nursing Direct as a care provider, identifies that Supervision plays a key role within their operational practices, in carrying out their regulatory activities, in line with regulations as well as industry best practice standards.

In view of this aim, Nursing Direct require its Staff including Agency Workers understands the importance of having regular supervisions as an essential element of their obligations in their continuous work towards effective service delivery.

Nursing Direct focuses on continuous learning and improvement across the organisation in line with its performance management obligations towards its Staff including Agency Workers, causing its Staff including Agency Workers to be responsible for their learning and development through their supervision process with induction supervision, Formal supervision, and Annual Appraisal. This is to direct that Nursing Direct intends to reach its strategic goals of ensuring high-quality service delivery is in line with the best industry standards.

Alongside the principles of supervision, this policy sets out the aims to support the staff including Agency Workers to attend to their day-to-day care practice, safely and effectively. Similarly, it aims to ensure best practice during service delivery, guaranteeing service users receive compassionate and high-quality care, in line with regulatory standards and the Key Lines of Enquiry (KLOE) as required by the CQC.

This policy will support the supervision process for the staff including Agency Workers of Nursing Direct. All staff, including Agency Workers who are responsible for supervision should familiarise themselves with this policy.

## RELEVANT LEGISLATIONS, LAWS, RULES, AND REGULATIONS:

- To meet legal requirements of the regulated activities that Nursing Direct is registered to provide the following laws have been consumed;
- The Care Act 2014
- Equality Act 2010
- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- Nursing and Midwifery Council (NMC) Legislation
- Safeguarding Vulnerable Groups Act 2006
- Data Protection Act 2018 / UK GDPR

## 1. PURPOSE

- 1.1 To enable Staff including Agency Workers to be aware of:
  - The several types of supervision available
  - The principles and benefits of supervision
  - The expectation placed on Staff including Agency Workers at Nursing Direct at all levels regarding supervision roles and responsibilities.
- 1.2 This policy must be interpreted in conjunction with the Induction and Onboarding Policy and Procedure, Staff Handbook, the Agency Worker Handbook and where appropriate, the Governance Policy, Quality Assurance Policy, and other relevant Policies of Nursing Direct.
- 1.3 To support Nursing Direct in meeting the following Key Lines of Enquiry/Quality Statements as outlined by the CQC (Care Quality Commission).

## 2. SCOPE

- 2.1 The following roles may be affected by this policy:
  - All Staff including Agency Workers
  - Service Users
- 2.2 The following stakeholders may be affected by this policy:
  - Commissioners
  - Local Authority
  - NHS/ICB/CCG

## 3. OBJECTIVES

Supervision is seen as a performance management tool. It is given priority in operational management as a key component of good management practice by Nursing Direct. Regular supervision has a direct and positive impact on optimisation of both organisational performance and Service User outcomes, ensuring quality performance in compliance with relevant policies and procedures that are underpinning regulatory requirements. Delivering effective managerial supervision promotes the development of competent, confident, and motivated Staff including Agency Workers. It also directly supports the achievement of the vision, mission, and values of Nursing Direct, ensuring best practice and attainment of required standard of care.

Nursing Direct recognises that to provide the best possible care and support for its Service Users, it is essential that all Staff including Agency Workers are fully involved in both the service development as well as their own personal development. Understanding their roles and responsibilities enables Staff including Agency Workers to identify their gaps in knowledge and skills, continuously develop and improve their day-to-day performance.

The supervision arrangements at Nursing Direct create a supportive learning culture where feedback is a two-way process enabling Staff (including Agency Workers) to feel valued and well supported.

## 4. POLICY

4.1 Supervision at Nursing Direct promotes safe, consistent, and best practice throughout the entire practice by reinforcing training, setting expectations, responsibilities, and accountabilities. Supervision also promotes development of all staff including Agency Workers, provides support and delivers feedback in a way that encourages staff including Agency Workers to raise concerns and discuss about their work so that they learn and grow.

### 4.2 Supervision Types (including Purposes)

For the purpose of this policy, the definition of 'supervision' at Nursing Direct covers 3 identified types:

1. **Induction Supervision** - Where new Staff including Agency Workers will have a supervision to ensure competence in their role. Staff including Agency Workers should refer to the Staff Handbook, Agency Worker Handbook as well as the Induction and Onboarding Policy and Procedure for further details at the point of induction. It is important that their skills and knowledge continue to be built upon, as part of their ongoing supervision process, through various supportive measures and inputs from Nursing Direct.

2. **Formal Supervision** – Supervision encompasses managerial, supportive, educational, and clinical elements. When supervision involves clinical aspects, these will be addressed by a member of the clinical team within Nursing Direct.

Specific objectives are set to evaluate the performance of staff, including agency workers. For clinical staff, such as Registered Nurses (RNs), supervision may focus on continued professional development. Regular supervision sessions also cover training needs, support measures, well-being concerns, and other critical components related to the daily practice standards expected of the healthcare workforce.

Supervision sessions provide an opportunity for staff to raise concerns or challenges encountered during daily service delivery through constructive feedback. Workforce performance is reviewed against legal and regulatory requirements, including compliance standards. Supervisions are conducted at specified intervals as outlined in the policy.

3. **Annual Appraisal** – Aims to provide Staff including Agency Workers with an opportunity to discuss their capabilities, training needs and development plans in relation to the care service delivery once they complete one year within their job role. This will continue every year of work thereafter.

The purpose of all types of supervisions will be to promote safe, effective, and well led care practice throughout the service and entire workforce by:

- Ensuring that all Staff including Agency Workers are clear about their roles, responsibilities and professional boundaries within health and social care, both at a national and local level.
- Ensuring that all staff including Agency Workers understand and accept accountability for their work.
- Reinforcing formal training regarding expectations of Staff including Agency Workers working with vulnerable Service Users, as per the Nursing Direct Training Matrix.
- Identifying ways to support all staff including Agency Workers for their professional development.
- Being a source of support for staff including Agency Workers by encouraging them to reflect on the performance including both achievements and challenges of their job.
- Encouraging staff including Agency Workers to share any issues or concerns they may encounter on any aspects of practice/work.
- Providing a framework for regular and constructive feedback between the supervisors and staff including Agency Workers on performance.
- Providing a framework which identifies any support that may be required. This could be a result of a work-based review or following an incident or event that impacts on Staff including Agency Workers ability.

### 4.3 The Benefits of Supervision Include:

- To discuss the job responsibilities or other aspects of the job role.
- To review individual performance and discuss areas to improve and feedback.
- To provide support, and guidance if any issues and challenges are raised with regards to care packages or any other work-related concerns.
- To discuss strengths and achievements as well as concerns, or perceived gaps in knowledge or skills.
- To agree, review and evaluate goals and action plans, at the annual appraisal.
- To provide understanding on the escalation process relating to any practice area which cannot appropriately be discussed with the "supervisor".
- To exchange information relating to individual practice as well as the team practice
- To review issues concerns or challenges regarding areas of work life including attendance, sickness absence, compliance checks/wellbeing/work life balance/Diversity and or HR issues/concerns.
- To discuss and review any complaints/incidents/safeguarding concerns reported (if any) since last supervision and the lessons learned.
- To review the mandatory/statutory/specialist trainings and further development needs in any practice areas for improvements.
- To discuss any other concerns and ask questions.

4.4 Nursing Direct will ensure that the supervisors' and staff including Agency Workers have the competence in line with recommended standards to go through a supervision, in accordance with the Supervision Policy.

Where Staff including Agency Workers at Nursing Direct support Service Users with learning disability, mental health needs or any complex health conditions which needs specialist care/clinical support services, Nursing Direct will ensure that Staff including Agency Workers are offered additional informal support through spot checks, scheduled visits, or any other informal measures, as per best practice recommendations. If required, Nursing Direct will arrange additional clinical supervisions to be carried out.

Where required and in line with CQC regulatory requirements, Registered Nurses will complete a supervision with a clinical lead, as part of their supervision programme at Nursing Direct.

Nursing Direct has a duty of care during supervision so in whatever capacity the supervision is completed, it will be conducted in line with the values and professionalism of Nursing Direct.

All staff including Agency Workers will be provided with equal opportunities to engage in supervision to ensure that the appropriate level of support is in place. Nursing Direct will maintain a culture where staff including Agency Workers are accountable for overall development and management of their practice alongside improvements and development opportunities.

The amount, nature, and quality of supervision will be tailored to suit the individual needs of staff, including agency workers, and the specific roles they occupy. Supervision must also be balanced with the need for staff, including agency workers, to achieve their objectives and perform effectively in their roles. Induction Supervisions will be carried out for new staff including Agency Workers after completing an agreed period of time in the new role as specified by this Policy. Continual formal supervision will take place with staff including Agency Workers thereafter, as per the specifications of this policy.

Supervisions provide evidence for performance Management and support the annual appraisal, when required. This formal supervision is further to other performance checks and competency checks that are carried out by Nursing Direct in ways that are consistent with individual roles and responsibilities. These regular checks are for continuous monitoring and evaluation, to ensure safe and effective service delivery of Nursing Direct.

Agreed supervision arrangements must be clearly documented by the supervisors and signed off. The completed supervision records may be reviewed by relevant individuals or teams, including the Quality Assurance team for quality and auditing purposes. All supervision sessions must be recorded in the supervision form, capturing key discussions and agreements. These completed supervision records will be made available in the OneTouch software system for all authorised staff including Agency Workers.

## 5. PROCEDURE

### 5.1 Function of Supervision

Using supervision, this policy makes provisions to;

- Ensure that Staff including Agency Workers understand their role and responsibilities, including their Duty of Care.
- Ensure that Staff including Agency Workers understand the standards that are expected of them and follow the relevant policies and procedures.
- Discuss and enhance performance and quality, providing meaningful communication at all levels.

There are key functions of supervision in Nursing Direct which include:

- Supporting Staff including Agency Workers with any changes or challenges in their role.
- Monitoring and supporting Staff including Agency Workers' health and wellbeing and ensuring that Nursing Direct has the right support in place to address any issues.
- Dealing with any issues that need further investigation, for example, performance concerns or safeguarding investigations.
- Assessing Staff including Agency Worker skills and knowledge and identifying any gaps and/or learning and development needs.
- Giving and receiving constructive feedback.
- Supporting Staff including Agency Workers to reflect on their learning opportunities and ensuring that they know how to apply the learning in practice.
- Supporting managers to promote and maintain good standards of work and ensure managing team resources, delegating workload, to set targets and objectives and appraise performance for quality improvement. This includes supervision to ensure that staff understand the standards that are expected from them to ensure duty of care.
- Helping staff to develop critical thinking and analytical thinking skills, reflecting on their work to explore their own learning needs, identify opportunities to address those needs.
- Helping supervisors to analyse staff skills and knowledge, identify any gaps in practice areas, suggest actions to address such gaps, or learning or development needs, with identifying any barriers to learning, giving, and receiving constructive feedback

### 5.2 Resource Management

Nursing Direct will take the following into consideration when planning the supervision process.

- Types of supervision
- Availability and location
- Roles and responsibilities of both the supervisor and the supervisee
- Storage of supervision records and accessing them for monitoring and improvement purposes.
- Training and support opportunities for all Staff including Agency Workers based on supervisions and its benefits.
- Overall improvement for quality assurance and qualitative service delivery

### 5.3 Structure of Supervision

Nursing Direct will ensure different models/measures of regular supervision including informal and formal supervision that will include the following:

- One-to-one supervision
- Group supervision/Team debrief
- Peer or co-supervision
- Virtual supervision
- Clinical supervision
- Competency supervision
- A combination of few above

Supervision is a two-way process and Staff including Agency Workers have a responsibility to ensure that they participate in regular supervision. It is acknowledged that the method of delivery for formal and informal supervision, although it may vary, is considered a private process to be undertaken on a one-to-one basis with an allocated supervisor.

It is important to have a clear working arrangement for supervision activities and to formalise this. Both the supervisor and the supervisee will evidence these arrangements within the form, which is completed signed, and retained in the individual portal pertaining to staff including Agency Workers on One Touch (our booking system).

For all supervisions there must be a core element discussed under each point as stated in the Supervision Form. These core subject areas may include topics such as compliance, care practice, training, and feedback for improved learning, well-being as well as other practice elements as outlined in the supervision Form.

The allocated supervisor who conducts the supervision must respond to Staff including Agency Workers specific requests for supervision in line with this policy.

### 5.4 Location

Formal supervision sessions must take place somewhere quiet and comfortable, away from the frontline working environment, and that offers privacy for the duration of the session.

Where applicable to the service, consideration must be given to the impact on the Service Users' environments. Where a quality spot check highlights a concern, a meeting should be scheduled away from the working environment.

### 5.5 Method

Supervision may be conducted on the telephone or using a video link. Virtual supervision may refer to any supervision which takes place in using a video link (through platforms such as Facetime, WhatsApp, Teams, Skype or Zoom).

## 5.6 Reasonable Adjustments

In order to meet any disability under the Equality Act 2010, the allocated supervisor must make sure that any recorded reasonable adjustment requirements for the Staff including Agency Workers are met.

## 5.7 Frequency and Timing of Supervisions

Staff including Agency Workers at Nursing Direct will receive appropriate, ongoing, or periodic supervision in their role to make sure that competence is maintained. All Staff including Agency Workers will take part in a supervision session at a frequency determined by Nursing Direct, which may change if there is a particular employment-related need, or if there are unexpected changes in view of the needs of the Service User or reported incident/complaint. For new staff including Agency Workers at Nursing Direct, the induction supervision will be carried out in the first instance after 8 weeks of being within their role.

Generally, the frequency of the supervision that is to be undertaken by Staff including Agency Worker is every 8-12 weeks (dependent on hours worked). However, it may vary depending on the number of hours that the Staff including Agency Worker has completed with Nursing Direct and as per the following schedule:

Over 40 hours per week (full time)	8-week reviews
Between 20-40 hours per week (part time)	10-week reviews
Under 20 hours per week (ad hoc)	12-week reviews

The supervision content may include:

- A subject that the supervisee requests to discuss.
- Discussions around the Care of a Service User and consideration of amendments or reviews
- Service User outcomes
- Safeguarding issues
- Training needs if gaps are identified with regards to skills/knowledge.
- Monitoring and review of the supervisee's performance towards achievement of work and their objectives
- The self-reflection and feedback on practice and performance
- The identification of individual training, development and resource needs relating to tasks and the supervisee
- Completion of objectives and further training needs

## 5.8 Confidentiality of Supervision

The code of conduct set out in the Staff including Agency Worker Handbook relating to confidentiality applies to supervision. Staff including Agency Workers are expected to operate within their code of practice at all times. Due to the nature of supervision, it is imperative that confidentiality is observed by all. However, any discussion that results in disclosure of malpractice, misconduct or negligence or risks the wellbeing or safety of others will need to be acted upon in line with the policies and procedures of Nursing Direct. Supervisees must be aware that, for the purposes of audit, inspection and evaluation, records may be reviewed by relevant authorised staff.

## 5.9 Role of the Supervisor

Supervisors at Nursing Direct have the right skills and knowledge to conduct supervision through the training. For the role they will have a good understanding of the work that supervisees do, and of the setting that they work in.

Supervisors support Staff including Agency Workers to identify skill gaps and develop through further training, self-reflect on performance, and facilitate service improvements through feedback.

## 5.10 Records Management

Supervision records will be kept confidential between Nursing Direct, and Staff including Agency Workers and uploaded within the OneTouch system where authorised Staff including Agency Workers can access them. In accordance with the Data Protection Policy. Supervision records will be stored confidentially. If staff including Agency Workers leave Nursing Direct, a copy of the supervision notes and records must be retained in their personnel file in line with the Data Security and Data Retention Policy and Procedure.

Supervision sessions will be documented accurately based on the discussions held. The record will include the date, the names and designations of the supervisor and supervisee, the location of the supervision, or the platform used if it is conducted virtually. It will also specify the agreed tentative date for the next supervision session. Key recommendations, suggested actions, and any identified risks must be recorded in accordance with established guidelines. It is the responsibility of Nursing Direct to have a record of all supervisions undertaken.

When a Service User's care has been discussed in a supervision session, this information is communicated and any decisions regarding care made during supervision must be discussed with the other professionals who are involved, as necessary. As a result of discussions and reflection during supervision, suggestions may be made to amend some or the whole package of care. It will be the Nursing Direct's responsibility to raise such issues for discussion in professional multidisciplinary meetings.

## 5.11 Evaluation and Review

Themes and trends will be captured from completed supervision sessions and used to analyse areas that may require necessary changes in practice.

Feedback will be gathered from the supervisors in relation to their experiences of the supervision format and to identify if it remains fit for purpose.

If supervisees have any concerns regarding the supervision, discussions must be held with the management team to find a way to address the issues.

## 5.12 Training and Education

Staff including Agency Workers who deliver and are responsible for the supervision of other Staff including Agency Workers must be provided with the appropriate guidance to deliver this with competence.

Staff including Agency Workers must not undertake supervisor responsibilities unless authorised by the management team. Nursing Direct will ensure that supervisors are competent to conduct supervision and have access to the necessary training and support to help them succeed in the role. As a supervisor's role is a kind of a facilitative role, they must know relevant policies, regulations and industry best practice with relevant skills and training so that the supervisors need to ensure that they support the supervisee throughout the supervision making them understanding the questions and supporting with the answers, if there are any gaps identified. Supervisors must also encompass Nursing Directs values and attitudes to be effective.

## 6. DEFINITIONS & ABBREVIATIONS

### 6.1 Staff including Agency Workers

#### 6.1.1 Staff

Denotes the employees of Nursing Direct Healthcare Limited.

#### 6.1.2 Agency Workers

Refers to individuals who are contracted with Nursdoc Limited or another employment business as an Agency Worker (temporary worker) provided to Nursing Direct Healthcare Limited to perform care services under the direction of Nursing Direct.

### 6.2 Nursing Direct

Nursing Direct, also known as Nursing Direct Healthcare Limited, is the entity regulated by the CQC (Care Quality Commission) and responsible for the care service provision, contracted to provide homecare services to service users in their homes, in placements, essential healthcare facilities and in the community.

### 6.3 Nursdoc Limited

As the sister company to Nursing Direct Healthcare Limited, Nursdoc Limited acts as an employment business, specialising in providing staffing solutions to the healthcare sector.

### 6.4 CQC (Care Quality Commission)

CQC throughout this policy, the term "CQC" refers to the Care Quality Commission (CQC) which is the independent regulator of health and social care in England.

### 6.5 Supervisee

A person/Staff including Agency Worker in receipt of supervision and being supported by Nursing Direct to understand, develop and succeed in their job role within Nursing Direct.

### 6.6 Supervisor

A person within Nursing Direct who is competent in conducting supervisions with abilities to support the 'supervisee' to develop within their role aiming quality care delivery.

The supervisor must encompass the Nursing Direct values and attitudes to be effective. They must know relevant legislation, policy, and guidance.

### 6.7 Peer or Co-Supervision

This is where team members discuss work with each other, with the role of the supervisor being shared or with no individual member of Staff including Agency Worker acting as a formal supervisor.

### 6.8 Supervision

Supervision is a process by which the worker/ Agency worker who undertake care delivery within Nursing Direct, is given responsibility to work with another colleague (supervisor) of Nursing Direct in order to meet certain organizational, professional, and personal goals which together promote the best outcomes for the service users of Nursing Direct.

Supervision also intended to provide the manager/ supervisor with a regular channel for communicating the standards of performance which the organisation requires of each staff member or worker including an Agency worker to facilitate a formal discussion about the worker's actual performance against those standards. It is also a time for reflection and discussion about many service aspects within the practice including team support, values, attitudes, and behaviours.

It is also a process of professional learning and development that enables individuals to reflect on and develop their knowledge skills and competence through regular support from Nursing Direct, ensuring service delivery is improved in line with CQC Standards.

### 6.9 Annual Appraisal

Annual appraisals are intended to provide Staff, including Agency Workers with an opportunity to discuss and reflect upon any of their practice areas against their capabilities, knowledge gaps, skill gaps and training needs and plan for improvements with action planning aiming future development based on their day to day care service delivery that they have undertaken throughout the year.

### 6.10 Staff/Agency Worker Handbook

The Staff/Agency Worker Handbook is an information booklet covering all aspects of the Staff including Agency Workers job role including performance expectations and other essential work-related information.

## OUTSTANDING PRACTICE


### To be 'outstanding' in this policy area Nursing Direct could provide evidence that:

- Staff including Agency Workers understand the types/scope of supervision.
- Staff including Agency Workers receive/undertaken regular formal supervision and feedback on their performance.
- Staff including Agency Workers are supported in their learning and development.
- Staff including Agency Workers understand that supervision supports development, productivity, and effective service delivery.
- Staff including Agency Workers feedback positively in relation to their experiences of supervision provided.
- Supervisions are subject to audit and review to ensure quality as supervision content produces outcome analysis. Themes and trends are captured and used to learn lessons, improve Staff including Agency Workers performance, and used to review practice aiming Nursing Direct to celebrate successes.
- The training matrix at Nursing Direct is complete and well maintained to support performance management. And there is strong evidence
- That staff/Agency workers are supported to perform well with arranging appropriate learning and development opportunities

## FORMS

The following forms are included as part of this policy:

- Induction Supervision Form
- Formal Supervision Form
- Annual Appraisal Form
- Supervision Guidance
- Appraisal Guidance

COMPLETED DATE:	
SIGN OFF DATE:	
REVIEW DATE:	
SIGNED:	 Marc Stiff – Group Managing Director