Review Sheet

Last Reviewed 15 Sep '20	Last Amended 15 Sep '20	Next Planned Review in 12 months, or sooner as required.

Business impact	**LOW IMPACT** — Minimal action required circulate information amongst relevant parties.
Reason for this review	Scheduled review
Were changes made?	Yes
Summary:	This policy details the different supervision processes that can be adopted by the service to ensure continued staff development. It has been reviewed with no significant changes and references checked and updated. The reference number of this policy has changed. Previously it was PP09.
Relevant legislation:	• The Care Act 2014 • The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 • General Data Protection Regulation 2016 • Data Protection Act 2018 • The Health and Social Care Act 2008 (Regulated Activities) (Amendment) Regulations 2012
Underpinning knowledge - What have we used to ensure that the policy is current:	• Author: SCIE, (2018), *Manager's Induction Standards - Standard 6 Professional development, supervision and performance management*. [Online] Available from: https://www.skillsforcare.org.uk/Documents/Standards-legislation/Manager-Induction-Standards/Manager-Induction-Standards.pdf [Accessed: 15/9/2020] • Author: Skills for Care, (2020), *Effective supervision - A practical guide for adult social care managers and supervisors*. [Online] Available from: https://www.skillsforcare.org.uk/Documents/Learning-and-development/Effective-supervision/Effective-supervison-in-adult-social-care-Summary.pdf [Accessed: 15/9/2020] • Author: SCIE, (2017), *Effective supervision in a variety of settings*. [Online] Available from: https://www.scie.org.uk/publications/guides/guide50/ [Accessed: 15/9/2020]
Suggested action:	• Encourage sharing the policy through the use of the QCS App
Equality Impact Assessment:	QCS have undertaken an equality analysis during the review of this policy. This statement is a written record that demonstrates that we have shown due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations with respect to the characteristics protected by equality law.

1. Purpose

1.1 To enable staff to be aware of:

- The different types of supervision available
- The principles and benefits of supervision
- The expectation placed on staff at all levels of Inspiring Aspirations Plus Ltd T/A Inspiring Support with regards to supervision roles and responsibilities

1.2 This policy must be read in conjunction with the Induction and Onboarding Policy and Procedure and the Development Appraisal Policy and Procedure.

1.3 To support Inspiring Aspirations Plus Ltd T/A Inspiring Support in meeting the following Key Lines of Enquiry:

Key Question	Key Lines of Enquiry
EFFECTIVE	E2: How does the service make sure that staff have the skills, knowledge and experience to deliver effective care and support?
SAFE	S6: Are lessons learned and improvements made when things go wrong?
WELL-LED	W2: Does the governance framework ensure that responsibilities are clear and that quality performance, risks and regulatory requirements are understood and managed?
WELL-LED	W4: How does the service continuously learn, improve, innovate and ensure sustainability?

1.4 To meet the legal requirements of the regulated activities that {Inspiring Aspirations Plus Ltd T/A Inspiring Support} is registered to provide:

- The Care Act 2014
- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- General Data Protection Regulation 2016
- Data Protection Act 2018
- The Health and Social Care Act 2008 (Regulated Activities) (Amendment) Regulations 2012

2. Scope

2.1 The following roles may be affected by this policy:

- All staff

2.2 The following Service Users may be affected by this policy:

- Service Users

2.3 The following stakeholders may be affected by this policy:

- Commissioners
- Local Authority

3. Objectives

3.1 To create a framework for supervision at Inspiring Aspirations Plus Ltd T/A Inspiring Support and to ensure that all of the staff at Inspiring Aspirations Plus Ltd T/A Inspiring Support understand their roles and responsibilities with regards to supervision.

4. Policy

4.1 Supervision Types
For the purpose of this policy, the definition of 'supervision' provided at Inspiring Aspirations Plus Ltd T/A Inspiring Support covers three identified types:

- **Induction Supervision** - where new staff will be supervised until competence is gained in their role. Please refer to the Induction and Onboarding Policy and Procedure
- **Professional Development Supervision** - where regular supervisions are completed with staff at Inspiring Aspirations Plus Ltd T/A Inspiring Support to track the continued development of their role in relation to professional standards
- **Managerial Supervision** - where specific objectives are set to review performance and continued development. Training requirements will be reviewed during this supervision

4.2 The purpose of all types of supervision provided at Inspiring Aspirations Plus Ltd T/A Inspiring Support will be to promote safe, consistent and best practice throughout the entire workforce by:

- Ensuring that each individual member of staff is clear about their roles, responsibilities and professional boundaries within Health and Social Care, both at a national and local level
- Ensuring that individual staff members at Inspiring Aspirations Plus Ltd T/A Inspiring Support understand and accept accountability for their work
- Reinforcing formal training regarding expectations of staff working with vulnerable Service Users
- Identifying ways to support the individual member of staff's personal development
- Being a source of support for staff by encouraging them to reflect on the achievements and challenges of the job
- Encouraging staff to share any issues or concerns they may have
- Providing regular and constructive feedback to individual staff on their performance at Inspiring Aspirations Plus Ltd T/A Inspiring Support

4.3 In line with recommended standards, Jo Kerley will ensure that staff have the competence to deliver in the following areas related to supervision:

- The principles of effective supervision
- The scope and practice of supervision in adult social care
- The planning, revision and review of objectives for supervision

4.4 Inspiring Aspirations Plus Ltd T/A Inspiring Support has a duty of care towards staff. Supervision, in whatever capacity it is delivered, will be conducted in line with the values and professionalism of Inspiring Aspirations Plus Ltd T/A Inspiring Support.
4.5 All staff will be provided with equal opportunities to engage in supervision to ensure that the appropriate level of support is in place.
4.6 The amount, nature and quality of supervision will be appropriate to the individual and the role they are in and must be balanced with the requirements of staff to deliver their objectives and perform well in their role.
4.7 Agreed supervision arrangements must be documented and signed off by all those involved, and all supervision sessions must document key discussions and agreements.
4.8 Due to its benefits, supervision is compulsory, and non-attendance will be addressed through management policies. This applies both to supervisees and supervisors.

5. Procedure

5.1 Resource Management

Jo Kerley will take the following into consideration when planning the supervision process at Inspiring Aspirations Plus Ltd T/A Inspiring Support.

- Types of supervision
- Rota management and timings
- Room availability and location
- Roles and responsibilities of both the supervisor and the supervisee
- Location and storage of supervision records

5.2 Structure of the Supervision

Jo Kerley will offer different models or ways of delivering supervision that will include the following:

- One-to-one supervision
- Group supervision
- Competency supervision
- A combination of the above

Supervision is a two-way process and staff have a responsibility to ensure that they participate in regular supervision.

Those conducting supervisions need to ensure that they respond to staff requests for supervision in line with this policy.

5.3 For all supervisions on offer for supervisees, there must be a core element discussed at each. These core subject areas may include topics such as safeguarding, whistleblowing, health and safety or 'dip testing' a knowledge area according to policy and procedures.

5.4 Location

Formal supervision sessions must take place somewhere:

- Quiet and comfortable
- Away from the frontline working environment
- That offers privacy for the duration of the session

Where applicable to the service, due consideration must be given to the impact on the Service User and that supervision in a Service User's home will be avoided. Where a quality spot check highlights a concern, a meeting should be scheduled away from the Service User's home.

5.5 Frequency and Timing of Supervisions

Staff at Inspiring Aspirations Plus Ltd T/A Inspiring Support will receive appropriate, ongoing or periodic supervision in their role to make sure that competence is maintained. Every member of staff will take part in a supervision session at a frequency determined by Inspiring Aspirations Plus Ltd T/A Inspiring Support, which may increase if there is a particular employment-related need, or if there are unexpected changes in the needs of the Service User group.

The frequency of supervision is not detailed within regulatory requirements. However, staff need to feel supported to develop and maintain knowledge. Jo Kerley will take into account that both the frequency and the quality of supervisions are important in relation to the better outcomes they wish to bring to the service. The current supervision frequency at Inspiring Aspirations Plus Ltd T/A Inspiring Support is four per annum and these should be documented in the annual planner template that accompanies this policy and procedure. For new members of Inspiring Aspirations Plus Ltd T/A Inspiring Support staff please refer to the Induction and Onboarding Policy and Procedure.

Session times depend very much on the type of supervision on offer and it is important that both parties do not feel rushed. Supervisors must allow reasonable flexibility to manage these sessions during the working day.

5.6 Confidentiality of Supervision

The code of conduct relating to confidentiality applies to supervision and staff 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 Inspiring Aspirations

Plus Ltd T/A Inspiring Support.

Where group activity takes place, themed learning and outcomes will be anonymised, collated and cascaded as part of continuous improvement.

Supervisees must be aware that, for the purposes of audit, inspection and evaluation records may be reviewed.

5.7 Types of Supervision on Offer at Inspiring Aspirations Plus Ltd T/A Inspiring Support:

Induction Supervision

Where appropriate, staff must be supervised until they can demonstrate required/acceptable levels of competence to carry out their role unsupervised.

Newly inducted staff will have been introduced to professional discussions and supervised practice as part of the Care Certificate, and it is important that their skills and knowledge continue to be built upon as part of the ongoing supervision process.

Staff will refer to the Induction and Onboarding Policy and Procedure for further details.

Professional Development Supervision

Inspiring Aspirations Plus Ltd T/A Inspiring Support offers this type of supervision as it helps to identify that the supervisee is performing their duties as expected in their role.

Its 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
- Risk assessments and care management plans
- Service User outcomes
- Safeguarding issues
- Training needs if gaps are identified in regards to skills/knowledge

Staff must access the templates attached to record this supervision.

Managerial Supervision

This type of supervision includes ensuring that the supervisee is adhering to all policies and procedures at Inspiring Aspirations Plus Ltd T/A Inspiring Support.

Its content will include:

- Management of the supervisee including annual leave, sickness absence and discipline
- Monitoring and review of the supervisee's performance towards achievement of work and their objectives
- The giving of constructive feedback on practice and performance
- The planning of new tasks, setting standards and reviewing health and safety issues
- The identification of individual training and development and resource needs relating to tasks and the supervisee
- Completion of appraisal, objectives and personal development planning

5.8 Records Management

Supervision records will be kept confidential between Jo Kerley or the designated supervisor and the staff member.

Supervision sessions will be recorded through discussion and accurate record keeping. The record will include the date, name of the supervisor and their designation. Main recommendations or actions suggested as well as any risks noted must be entered.

In all supervision meetings, general notes will be made around the issues that occur during supervision and any reflections related to the individuals' practice must also be recorded in all cases.

It is the responsibility of the line manager and supervisee to keep a record of all managerial supervisions undertaken.

When a Service User's care has been discussed in a supervision session, an agreed entry will be recorded by the supervisee in the Service User's case notes. Any decisions regarding care made during supervision must be discussed with the other professionals who are involved, as necessary.

If, as a result of discussions, reflections and suggestions arise for changes to the whole package of care, then it is the supervisee's responsibility to raise such issues for discussion with other care providers in team meetings or professionals' meetings or similar.

There is an expectation that any concerns from the supervisor will be passed to the line manager when any concerns arise.

Supervision records will be stored in a manner which preserves their confidentiality. If a member of staff leaves Inspiring Aspirations Plus Ltd T/A Inspiring Support, a copy of the supervision notes and records must be retained in their personnel file.

5.9 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 and supervisees in relation to their experiences of the supervision format and to identify if it remains fit for purpose and is proven to be an effective means of learning and development.

If supervisees become concerned about the quality of supervision, discussions must be held locally with their line manager to find a way to address the issues.

The mock inspection tool must be used as per the schedule to evaluate effectiveness.

5.10 Training and Education

Local consideration will be made to ensure that staff who deliver and are responsible for the supervision of others are suitably trained, skilled and experienced to deliver this with competence.

The concept of supervision must be introduced to all new team members as part of their induction and guidance will be given on how to get the most from supervision sessions.

As supervision is coaching focused, staff must hold the skills and personal characteristics required to draw out the development of others rather than teach in the first instance.

6. Definitions

6.1 Supervision

- Supervision is intended to provide the manager or supervisor with a regular channel for communicating the standards of performance which the organisation requires of each employee and facilitate a formal discussion about the employee's actual performance against those standards. It is also a time for reflection and discussion around attitudes and behaviours at work

6.2 Supervisor

- A person within the organisation who can support the 'supervisee' to develop within their role
- The supervisor must encompass the organisation's values and attitudes to be effective. They must know relevant legislation, policy and guidance

6.3 Supervisee

- A person in receipt of supervision and being supported in an organisation to understand, develop and succeed in their role
- A supervisee can be a new member of the organisation or an existing staff member

Key Facts - Professionals

Professionals providing this service should be aware of the following:

- Supervision is vital in affirming good practice, as well as assisting in the retention of staff through ensuring that they feel valued
- It remains the responsibility of all staff, supported by this policy, to have access to and to provide appropriate supervision in pursuit of excellence
- Supervision (induction, managerial and professional) includes time for reflective practice and support
- Staff will receive the support, training, professional development, supervision and appraisals that are necessary for them to carry out their roles and responsibilities

Key Facts - People affected by the service

People affected by this service should be aware of the following:
- Supervision is the name for regular, planned and recorded sessions between staff and their line manager
- It is a key task that supports the development of staff skills and practices when working with you
- Supervision of staff is one means of ensuring that staff are supported, trained and competent to do their jobs well
- You are encouraged to contribute and make suggestions in relation to the content of staff development through discussion with Jo Kerley

Further Reading

As well as the information in the 'underpinning knowledge' section of the review sheet we recommend that you add to your understanding in this policy area by considering the following materials:
- Care skillsbase (Supervising staff) (SCIE)
- Code of conduct for Healthcare Support workers and Adult Social Care Workers in England (Skills for Care and Skills for Health, 2013)
- Inspiring practice (Children's Workforce Development Council/Department for Education)
- Leading practice (Section 11: Supervision) (SCIE)
- National occupational standards (UK Commission for Employment and Skills)
- Providing effective supervision (Skills for Care)
- Supervising and appraising well: a guide to effective supervision and appraisal (Care Council for Wales)
- The standards for employers and supervision framework (Department for Education)
- Supervision guidance (Department for Education)
- NICE quality statement for supervision of home care workers: https://www.nice.org.uk/guidance/qs123/chapter/Quality-statement-6-Supervision-of-home-care-workers

Outstanding Practice

To be ' outstanding ' in this policy area you could provide evidence that:
- Staff understand the different types of supervision available and these are meaningful and of high quality
- The training matrix at Inspiring Aspirations Plus Ltd T/A Inspiring Support is complete and well maintained. Staff are receiving a sufficient amount of supervision and themes and trends are captured and used to review practice and celebrate successes
- Supervisions are subject to audit and review to ensure that their content is of sound quality that produces positive outcomes for staff and the Service User
- The wide understanding of the policy is enabled by proactive use of the QCS App
- Inspiring Aspirations Plus Ltd T/A Inspiring Support embraces the process of supervision and staff feedback positively in relation to the experiences of supervision provided

Forms

The following forms are included as part of this policy:

Title of form	When would the form be used?	Created by
Annual Planner Supervision and Appraisal - PP12	To track annual supervision and appraisal sessions required for each staff member	QCS
Professional Supervision Discussion Form - PP12	When a professional supervision discussion is taking place with a staff member	QCS
Supervision Form - PP12	For completion of managerial supervisions with staff members	QCS

Inspiring Aspirations Plus Ltd T/A Inspiring Support

Employee Name	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

Inspiring Aspirations Plus Ltd T/A Inspiring Support

Name(s):
Date of Supervision:

Discussion theme (see overleaf)	Comments	Action

Upon completion of this professional supervision, have there been any identified or raised concerns in relation to the health and welfare of Service Users or staff? YES/NO (If yes, discuss this with the line manager).

Disclosure:

I have/have not (delete as appropriate) received any criminal convictions, warnings (including driving offences) or referral to the DBS, which I have not previously declared, since I began employment with this employer. Discuss with the supervisor if the answer is positive. I understand that a false declaration on this matter will be regarded as a very serious disciplinary matter, and may constitute an offence in its own right.

Signed Line manager/Supervisor:_____ Date_____

Signed Supervisee:_____ Date_____

Planned Date of next session:_____

Copy retained by:

Location:

Inspiring Aspirations Plus Ltd T/A Inspiring Support

Examples of Areas for Discussion:

Professional Development	**Professional Issues**	**Time Management**
New Ideas Updates of knowledge Courses Mandatory training On the job learning opportunities shadowing etc. Specialist areas – link roles CPD/ Revalidation etc.	Roles and responsibilities Appraisal and PDP objectives Core Skills and practice Knowledge and understanding Teamwork issues Capacity and capability Professional relationships/partnership working	Time constraints Timekeeping Prioritising workload Balancing priorities Problem-solving Decision making Accessing resources
Personal Issues that could Influence Work Performance Work/Life balance Codes of conduct and boundaries Stress, health and wellbeing issues	**Resource/Budget Management** Staffing – vacancies, recruitment Budget/resource management Accessing equipment	
Work Needs and Responsibilities Goals, objectives and mission Team objectives Record keeping, IT, Care plans etc. Colleague support – mentoring etc. Admin Audits and quality assurance P&P adherence Meeting attendance	**Clinical/Practice Issues** Amendments or changes to care Risk assessments & positive risk management Care planning Service user feedback Colleague feedback Evidence-based practice Safeguarding, mental capacity and consent considerations Family/advocate input Clinical decision making Reflective practice and learning	
Regulation, Legislation, Monitoring CQC fundamental standards and KLOEs/preparing for inspection New laws and ways of working NHS and contracts monitoring New policies and procedures Complaints, compliments, suggestions	**Core Care Skills** Tissue viability Nutrition and hydration Medication management Falls Medical conditions End of life care Dementia care Continence management	

Inspiring Aspirations Plus Ltd T/A Inspiring Support

Supervision Form (enter year)	
Full Name of Supervisee:	
Job Title of Supervisee:	
Full Name of Supervisor:	
Job Title of Supervisor:	
Date of Supervision:	
Due Date of the Next Supervision:	

Performance Review		
My Objectives	**Supervisee Comments**	**Supervisor Comments**

Inspiring Aspirations Plus Ltd T/A Inspiring Support

Support Plan		
My Commitment for the Next Supervision	**Support or Training to Achieve this**	**Due Date**

Development and Achievements		
My Achievements	**Comments**	**Development Plan**

Final Comments and Sign Off

Summary of the last supervision period:

Supervisee Name:	Date:	Signed
Supervisee Name:	Date:	Signed