

REFERENCE NUMBER OF DOCUMENT:	11.2.331.04
DATE:	08/12/2023
COMMITTEE IDENTIFICATION:	Galago Directors
SECRETARIAT:	MS
DOCUMENT TYPE:	External Policy
DOCUMENT LANGUAGE:	E
THIS POLICY IS FOR:	Staff including Agency Workers (temporary workers), Commissioners and Service Users

SUPERVISION POLICY AND PROCEDURE FOR AGENCY WORKERS

WARNING:

If the document contains proprietary information, it may only be released to third parties after management has approved its release.

Unless otherwise marked, documents are uncontrolled; uncontrolled documents are not subject to update notifications.

The latest revision of this document can be found in the reference panel above. It can also be determined and double checked by checking the 'Master Document List' before using or sending.

Any changes must be requested through the 'Document Control Manager' by submitting a 'Document Change Request' form.

BEHAVIOUR THAT CHALLENGES AND REDUCING PHYSICAL INTERVENTION POLICY & PROCEDURE

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 regulatory as well as industry best practice standards.

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

Nursing Direct focuses on continuous professional learning and improvement across the organisation in line with its Staff including Agency Workers performance management obligations, causing Staff including Agency Workers to be responsible for their learning and development through their supervision process from induction, Formal supervision, and Annual Appraisals with the broader aim of reaching its strategic goals of ensuring high-quality service delivery to 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 care practice, safely and effectively. Similarly, it aims to ensure best practice during service delivery of Nursing Direct, 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.

SUMMARY

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 supervisions should familiarise themselves with this policy.

RELEVANT LEGISLATIONS, LAWS, RULES, AND REGULATIONS:

- 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 including Agency Workers Policy and Procedure and where appropriate, Governance Policy, Quality Assurance and other relevant Policies of Nursing Direct.
- 1.3 To support the above purpose, Nursing Direct intends meeting the Key Lines of Enquiry/Quality Statements as outline by the CQC.

2. SCOPE

The following roles may be affected by this policy:

- All Staff including Agency Workers
- Service Users

The following stakeholders may be affected by this policy:

- Commissioners
- Local Authority
- NHS ICB/CCG

3. OBJECTIVES

Supervision is seen as a priority in operational management and 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 compliance with relevant policies and procedures 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, working in partnership between the supervisee and supervisor, 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 workforce by reinforcing training, setting expectations, responsibilities, and accountabilities. Supervision also promotes Staff including Agency Workers development, provides support, and delivers feedback in a way that encourages Staff including Agency Workers to raise concerns and discuss their work so that they learn and grow.

4.2 Supervision Types

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

- Induction Supervision - where new Staff including Agency Workers will be supervised to ensure competence in their role. Staff including Agency Workers should refer to the Staff including Agency Workers Handbook at the point of induction as well as the Induction and Onboarding Policy and Procedure for further details. 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.
- Formal Supervision – combined managerial/supportive/educational supervision. When the supervision takes the form of a clinical supervision, the relevant clinical aspects will be included and covered by a clinical team member of Nursing Direct. Specific objectives are set to review performance and continued development. Training requirements and other elements including compliance checks will be reviewed regularly, at given specified periods of supervision.
- 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 and this will continue every year of work thereafter.

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

- Ensuring that each Staff including Agency Worker 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 including Agency Workers at Nursing Direct understand and accept accountability for their work.
- Reinforcing formal training regarding expectations of Staff including Agency Workers working with vulnerable Service Users, as per our 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 achievements and challenges of the job.
- Encouraging Staff including Agency Workers to share any issues or concerns they may have on any aspects of practice/work.
- Providing a framework for regular and constructive feedback between staff including Agency Workers and supervisors on performance.
- Regular Supervision Agreement in place so that supervisees have input in order to make supervision sessions work effectively for the benefit of all Staff including Agency Workers and supervisors.
- 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.

4.4 The Benefits of Supervision Include:

- To discuss the job responsibilities listed in the Staff including Agency Worker Handbook of Nursing Direct 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 concerns.
- Staff including Agency Workers 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 understand 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 working with an individual Service User in the Community.
- To review attendance, sickness absence, compliance checks/wellbeing/work life balance/Diversity and 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 area for improvements.
- To discuss any other concerns and ask questions.

4.5 The Registered Manager will ensure that Staff including Agency Worker supervisors' have the competence in line with recommended standards to conduct 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, The Registered Manager will ensure that Staff including Agency Workers are offered additional informal supervision in the form of spot checks, scheduled visits, or any other informal measures, as per best practice recommendations.

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

Nursing Direct has a duty of care towards Staff including Agency Workers. Supervision, in whatever capacity it is delivered, 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 development opportunities.

The amount, nature and quality of supervision will be appropriate to the Staff including Agency Workers and the role they are in and must be balanced with the requirements of Staff including Agency Workers to deliver their objectives and perform well in their role.

Continual formal supervision will take place between every 8 to 12 weeks (dependent on the number of hours completed by the Staff including Agency Workers at the point of supervision) to support the content for the annual appraisal, when required. This formal supervision is further to other performance checks and competency checks that are carried out in ways that are consistent with individual roles and responsibilities under specific care package which the Staff including Agency Workers is working on. These regular checks are for continuous monitoring and evaluation, ensuring safe and effective service delivery of Nursing Direct.

Agreed supervision arrangements must be documented and signed off by all those involved, and all supervision sessions must document key discussions and agreements which will be available to view in the OneTouch system.

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 two key functions of supervision in Nursing Direct which include:

Supportive Supervision

- 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.

Developmental Supervision

- 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.

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 purposes.
- Training and educational opportunities of all Staff including Agency Workers based on supervisions and its benefits.

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 the 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 and to formalise this. Both the supervisor and the supervisee will evidence these arrangements in a written Supervision Contract Form which is signed, copied, and retained in the individual Staff including Agency Workers portal in the One Touch 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.

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 increase 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 applicability of the formal supervision may vary, and the induction supervision will be carried out instead where competency checks are in place. Please refer to the Induction and Onboarding Policy and Procedure.

Generally, the frequency of the supervision that is to be undertaken by an 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 and 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.

5.9 Role of the Supervisor

Supervisors at Nursing Direct have the right skills and knowledge to conduct a 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 the Nursing Direct and the Staff including Agency Workers and uploaded them within the One Touch system where certain authorised Staff including Agency Workers can access them when logging into their portal. In accordance with our Data Protection Policy. Supervision records will be stored confidentially. If an Staff including Agency Worker leaves 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 recorded through discussion accurate recording. The record will include the date, name of the supervisor/ supervisee and their designation and the location where the supervision is taken place/ platform in which the supervision is taken place if it is a virtual one and the next supervision date as agreed upon (tentative date). Main recommendations or actions suggested as well as any risks identified must be noted, as per the guidelines of the Supervision Agreement.

It is the responsibility of the supervisor and supervisee 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 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 have access to of the necessary training and support to help them succeed in the role.

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 per the guidance set out in the Staff including Agency Worker Handbook.

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 in an organisation Nursing Direct to understand, develop and succeed in their role.
- 6.6 **Supervisor**
A person within the Nursing Direct who can support the 'supervisee' to develop within their role.

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 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 their capabilities, training needs and development plans in relation to the care service delivery.
- 6.10 **Staff including Agency Worker Handbook**
The Staff including Agency Worker Handbook is an information booklet covering all aspects of the Staff including Agency Workers job role including performance expectations and other essential 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 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 that their content produces positive outcomes.
- Themes and trends are captured and used to learn lessons, improve Staff including Agency Workers performance, and used to review practice.
- The training matrix at Nursing Direct is complete and well maintained.
- Nursing Direct celebrate successes.

FORMS

The following forms are included as part of this policy:

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

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