Supervision

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Learning Objectives

- Students are able to explain the importance of supervision in a program management

- Students are able to analyze competencies of supervisors

- Students are able to explain principal preparation for doing supervision
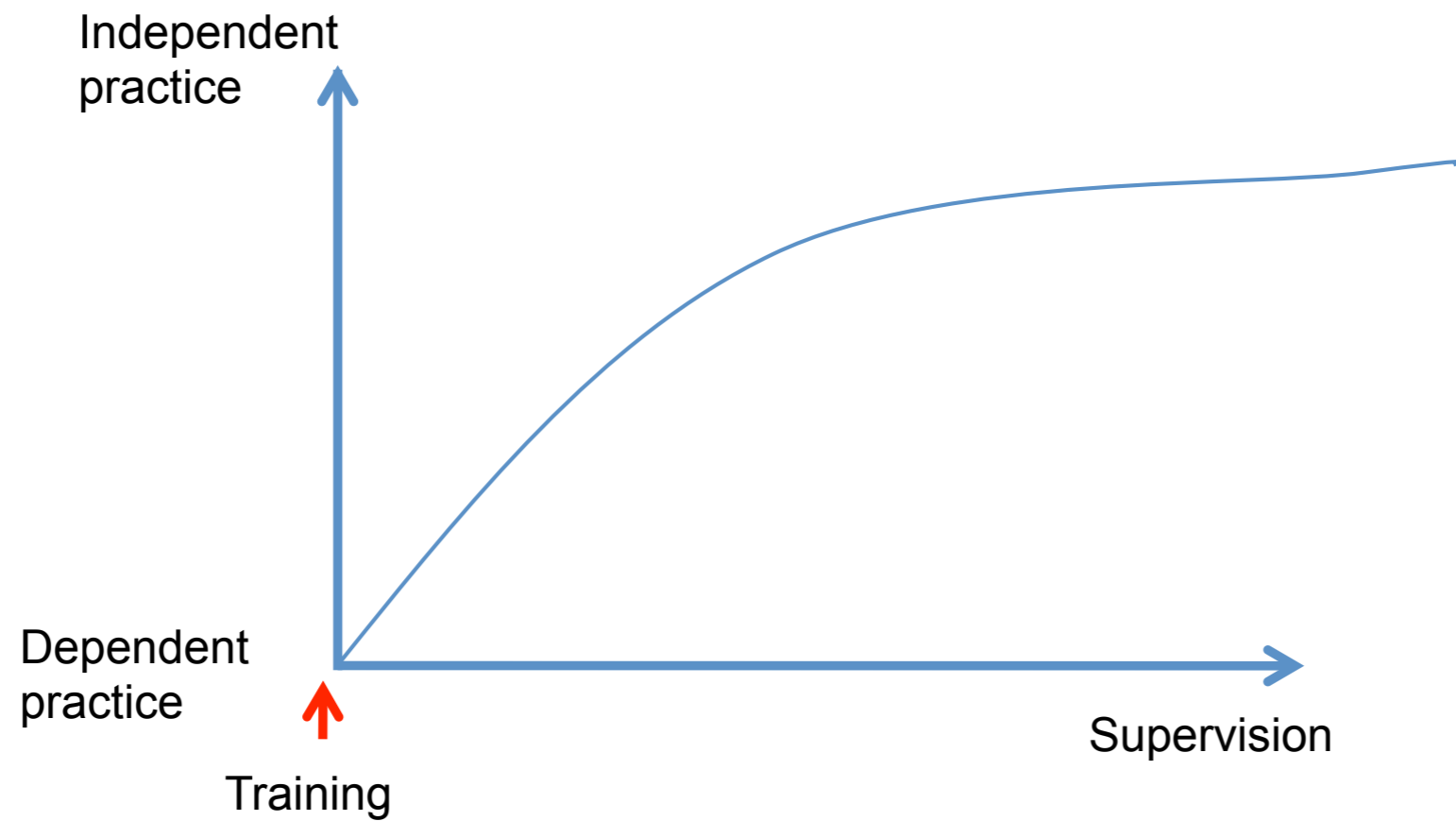
Case 1

- Suppose you are a malaria control program manager at a district health office. You initiated a program on lab quality improvement. What kind of activities do you propose in that program?
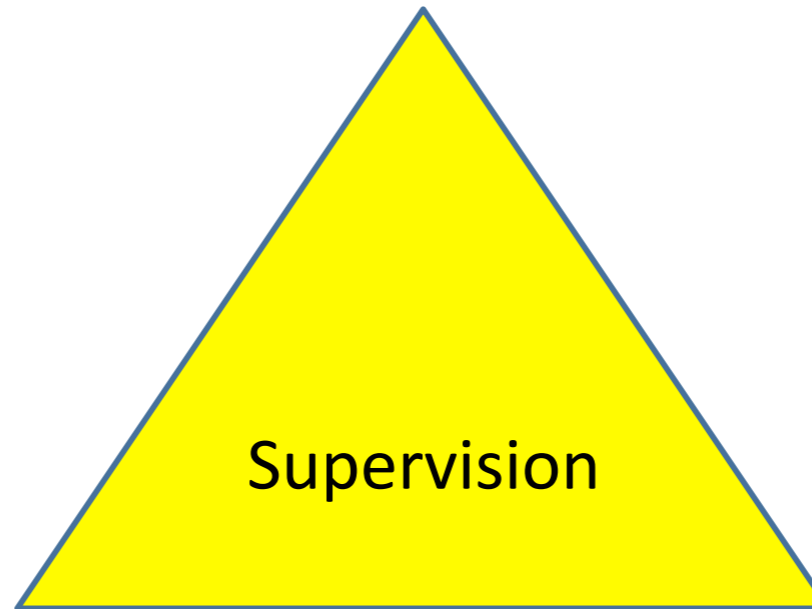
The essence of supervision

Supervision is a process of **giving motivation and learning experience** to staffs so that they are able **to improve** their **knowledge** and **competence** as it is expected in their job description.

Kilroy DA. Clinical supervision in the emergency department: a critical incident study. *Emerg Med J* 2006;23:105-108

Supervision aims to change practice

Why supervise?

Improve quality of health services [1, 2]

Supervision

Increase adherence to guideline [3,4]

Job satisfaction [5]

Case 2

- Suppose Mr Lucky is a malaria control program manager at a district health office. Mr Lucky should design malaria laboratory supervision activity. Please help Mr Lucky to select supervisors. What criteria do you propose?

Competences of a supervisor

Robbins SP. 1995. Supervision today. Prentice Hall Inc.

Technical competence

: The ability to apply specialized knowledge or expertise

Conceptual competence

: The mental ability to analyze and diagnose complex situations

Interpersonal competence

: The ability to work with, understand, and motivate other people, both individually and in groups

Case 3

- In Public Private Mix initiative to control TB, hospitals are engaged to implement International Standards for Tuberculosis Care/ISTC. Hospital staff (doctors, nurses, lab staff) received training before conducting the program. In practice, the internal medicine specialist doctor/lung specialist doctor are the main actor to the implementation of ISTC. A district control program officer (a nurse/public health officer) is responsible to ensure the implementation of ISTC. What will the chalenge of doing supervision in this case?

Challenge:

"when I do the supervision, I could only meet the general practitioners or the nurse in DOTS unit and the lab staff ..."
(interview with district TB staff)

Utarini et al. 2007. Assessment of the implementation of DOTS strategy in hospitals on Java Island Indonesia 2005-2006. Final Report to WHO.

- What kind of preparation should be made for supervision?

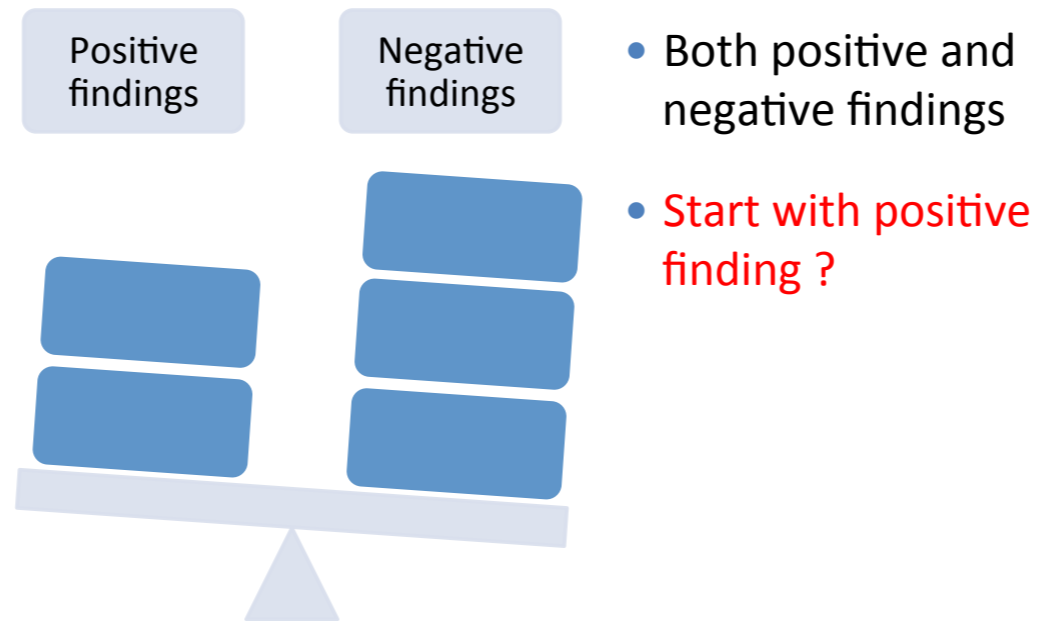# How do we develop tools of supervision?
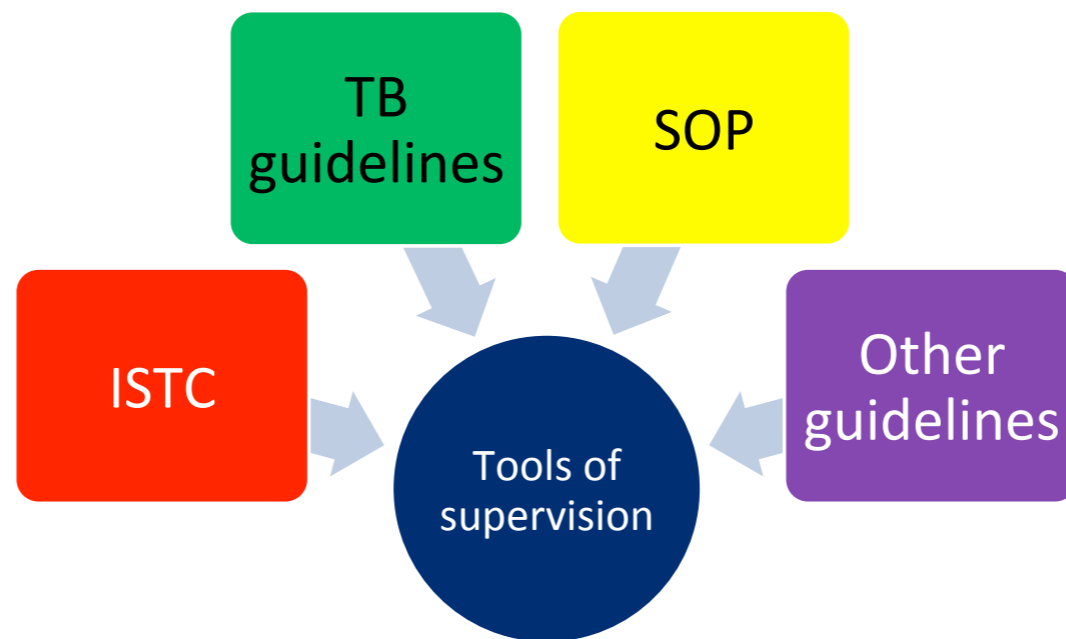
Check list of supervision (example)

Aspect of supervision	Methods	Data source	Result	
			Yes	No
1. Recording and reporting 1.1. Does the TB 01 form filled properly	Review of sampled TB 01 forms	Patient-TB 01 forms		
2. ISTC implementation				

- Supervision is also about giving motivation. How should we deliver good feedback?

Giving feedback

Positive findings	Negative findings

- Both positive and negative findings

- Start with positive finding ?
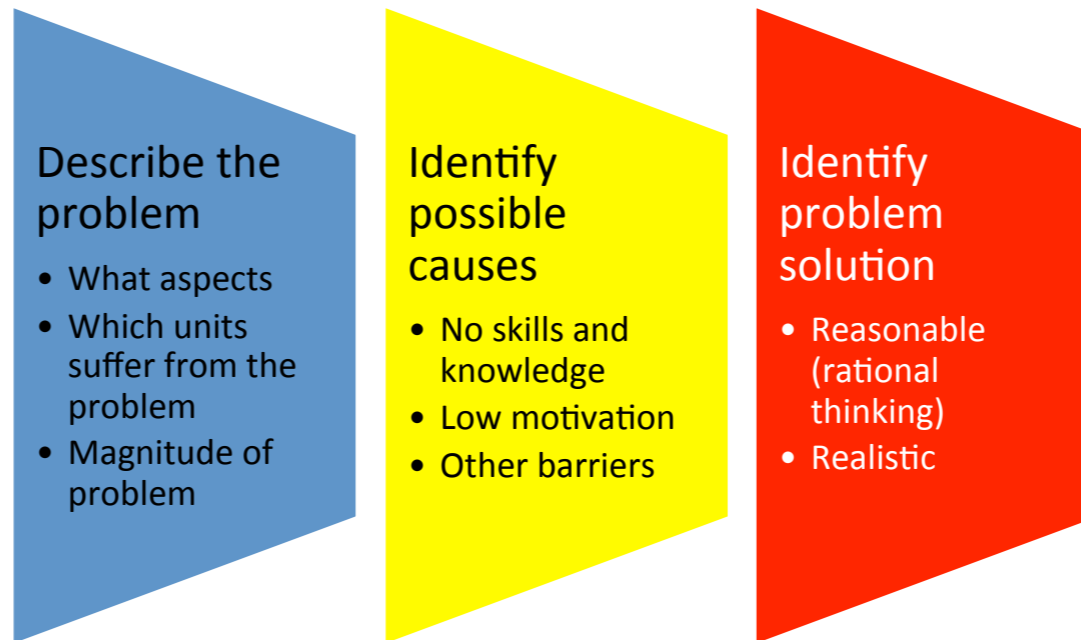
Giving feedback: to be a coach instead of a boss

THE BOSS:

- Decides
- Directs
- Orders
- Controls

THE COACH:

- Guides
- Develops
- Shares
- Empowers

Problem solving

Describe the problem

- What aspects
- Which units suffer from the problem
- Magnitude of problem

Identify possible causes

- No skills and knowledge
- Low motivation
- Other barriers

Identify problem solution

- Reasonable (rational thinking)
- Realistic

From supervision to quality improvement
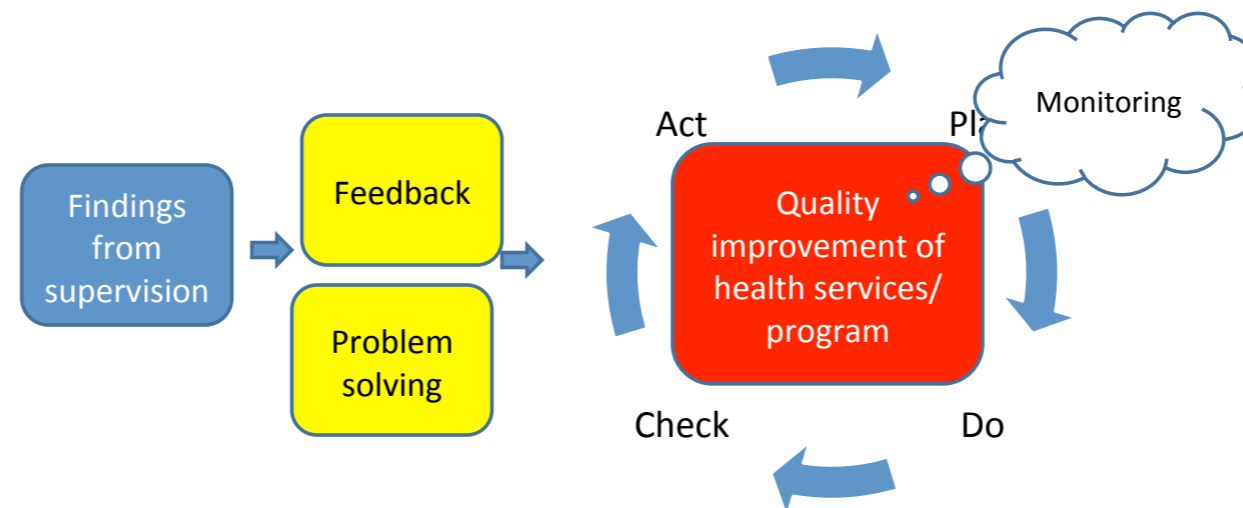
Monitoring is continous supervision of an activity for the purpose of checking whether plans and procedures are being followed [8]

Reporting the result from supervision

- Findings from supervision should be shared with relevant stakeholders for improvement purposes
- Ethics of supervision

Report of supervision (example)

No.	Aspect of supervision	Problem	Problem solving

What is the missing aspect in the report above?

MONITOR THE RESPONSE TO THE RECOMMENDATIONS FROM
PREVIOUS SUPERVISION

In Summary...

- Supervision aim to improve the quality of services.
- Supervision should be conducted in <u>friendly environment</u>, openness for <u>feedback and problem solving</u>.
- Supervision need to be systematic and <u>continously follow-up</u> to ensure the improvement of services.