

Module 11

Practice Supervisory Visits

Session 11-1

Practice Supervisory Visits

Objectives

By the end of this session, the participants will be able to:

- Develop a supervisory visit plan
- Conduct supervisory visits
- Apply constructive feedback skills
- Facilitate a site's development of an action plan to address findings
- Develop a supervisory plan to follow up on findings

Materials

- Checklists to use during the supervisory visit (the same checklists that were used for the session on safety of clinical techniques and procedures, Module 5)
- Participant Handout 11.1: Informed Consent Statement for Service Providers
- Participant Handout 11.2: Informed Consent Statement for Clients
- Flipchart paper and markers
- Flipchart 11A: Groups for Practice Visits
- Flipchart 11B: Visit Wrap-Up
- Flipchart 11C: Action Plan
- Masking tape

Advance Preparation

1. Make copies of checklists to be used during the supervisory visit, including extra copies to leave with the site supervisors and staff after the supervisory visit is completed.
2. Make enough copies of the handouts for distribution to all participants.
3. Before the course starts, the trainers should have worked with the course organizers to identify the sites for the practice sessions.
4. Work with the course organizers to divide the participants into groups, by site, and to assign the roles of Team Leaders to the participants for the practice visits.
5. Prepare the following flipcharts:

Flipchart 11A

Groups for Practice Visits

(List the names of each group making practice visits, and underline the name of each Team Leader.)

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Flipchart 11B

Visit Wrap-Up

How do you feel about your own performance when conducting the supervisory visit?

- How were all steps conducted?
- What was your communication style?
- How was feedback provided?
- How were findings shared with the staff and on-site supervisors?
- How useful was the supervisory visit for the site?
- What was easy and what was difficult for you during the visit?
- What would you do differently next time?

Flipchart 11C

Action Plan for an Off-Site Supervisor to Follow Up on a Supervisory Visit

Problem	Action/resources needed	Time frame	Follow-up	Notes

Session Time

7 hours, 25 minutes

Training Activities	Time
A. Orientation to a practice supervisory visit	55 min.
B. Conducting a practice supervisory visit	4 hours
C. Reflection on a practice supervisory visit and development of action plans	2 hours, 30 min.

Session 11-1 Detailed Steps

Activity A: Orientation to a Practice Supervisory Visit: Presentation/ Discussion (55 minutes)

Note: This session is conducted the day before the practice field visit.

1. Tell the participants that tomorrow, they will be going to a site to conduct a practice supervisory visit.
2. Remind the participants of the discussion that they had during the session on the safety of clinical techniques and procedures and on medical monitoring and the steps supervisors should take **before**, **during**, and **after** the supervisory visit.
3. Explain what preparatory work **has already been done to orient the sites'** supervisors and staff to the activities that the participants will conduct during the practice supervisory visits.

Note to Trainers

It is very important to ensure that the following preparatory activities were undertaken:

- Contacting the sites before the start of the training course
- Asking their permission to visit and to conduct the practice sessions at their facilities
- Orienting site supervisors and staff on the activities you will conduct
- Explaining what the participants will do and how they will do it when they visit the sites
- Telling the site supervisors that this is not an inspection, but is instead a practice exercise for the training course participants
- Explaining that the checklists that will be used during the practice supervisory visit are based on World Health Organization standards and have been adapted using national standards
- Telling supervisors that the visit might be useful for their sites, since the participants will assess services provided there and will inform the supervisors and the staff about their findings

The organizers of the training should take care of communication with the sites' supervisors and visit the sites to talk to supervisors in person and get their agreement to accommodate the training needs of the group.

(For more information, see Introduction for Trainers, p. xi.)



4. Reveal Flipchart 11A, showing the list of participants divided into groups, and explain how the groups were organized and who is a Team Leader during the field visit. Describe the tasks assigned to the participants (who will be using what checklist). Explain also the role of the Team Leader during the practice visit. That person will **monitor how the group** conducts the visit's activities. After everybody has completed their task, the Team

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Leader will **discuss with the training participants** the findings and how they will present them to the on-site supervisor and the staff. The Team Leader also will **present the findings** to the site supervisor and staff, using the constructive feedback technique.

5. Discuss with the participants the checklists that they will use during the practice visit, making sure that everyone feels comfortable with the questions. Point out that the checklists are the same as the ones they have already used and are familiar with.
6. Explain to the participants who will observe client-provider interactions that they should not make notes during the interaction, but observe only. (Making notes during a counseling session might disturb the provider and the client as well.) Tell them that they should read the observation checklist again so they will remember the questions.
7. Discuss with the participants their behavior when they are in the clinic. Remind them of the importance of giving **constructive** feedback. Ask the participants to recall the steps in providing constructive feedback.
8. Explain to the participants that some of them will observe procedures (IUD or Norplant insertion, or no-scalpel vasectomy) and some a counseling session. They will also review client records. At the same time, other participants will do a facility audit and will observe infection prevention practices. Those who review client records should check whether necessary information **is recorded**. (They will be **not** checking whether the information/treatment plan is correct.)
9. Tell the participants that they should obtain verbal permission from providers and clients to observe client-provider interactions. They should sign special forms to confirm that both provider and client consent to having the participants observe a procedure or a counseling session.
10. Tell the participants that they might learn confidential client information during the registry review and observations, and that it is necessary for them to keep that information confidential. Remind the participants that on Day 1, they signed a Pledge of Confidentiality.
11. Distribute Participant Handouts 11.1 and 11.2. Ask for a volunteer to read both informed consent statements and explain how and when the participants will use them.
12. Tell the participants that signing informed consent forms is part of regular supervisory visits; use of these steps during the field test will reinforce issues related to ensuring clients' rights to confidentiality and informed and voluntary decision making, which is one of the fundamentals of care.
13. Explain to the participants that they should **inform staff** whose performance they will observe as part of the field visit that their names will not appear in any related reports. Tell the participants that they need to provide feedback to the site's staff directly after the services that they observed have been completed. Remind them that they should not do this in front of clients or other colleagues, if they are going to provide constructive feedback on issues that require improvement. Positive feedback should be provided in front of colleagues, if the situation allows.
14. Explain that the participants will have time with their group's members after they complete observation of services and a facility audit to discuss finding and agree on the presentation of their results to the site's supervisors and staff.

15. The Team Leader will lead the final meeting with the site's supervisor(s) and staff (if client flow allows the staff to participate). The Team Leader should present the group's findings. Explain to the participants that the presenter should start by expressing the participants' gratitude to the staff for accommodating their training needs. The presenter should reinforce the message that it was a practice exercise for the training course participants, not an inspection. At the same time, though, the presenter should emphasize that the participants hope that the findings will be useful for the site's staff. The site staff should receive the findings and solutions to problems identified by trainees during the practice session in the action plan format used in the session on safety (medical monitoring). If time does not permit the team to help site staff develop an action plan, group members should at least discuss with the staff what the solutions might be and what next steps they should take. Tell the participants that they should discuss with the site supervisors and staff what solutions can be implemented **by the site staff and what solutions would require external help or resources**.
16. Tell the participants that the Team Leader should make notes in the site's journal about the findings. If the site does not have such a journal, the Team Leader should advise the site to begin one. In such a case, the participants can record their findings on a sheet of paper and give it to the site's supervisors and staff.
17. Explain that the trainees should leave a spare copy of all checklists with the on-site supervisors and staff and should encourage them to use these checklists in the future to assess the quality of services they provide and their compliance with standards.
18. Tell the participants that before leaving the site, they should again thank the site supervisors and staff for the opportunity to practice conducting the supervisory visit.

Activity B: Conducting a Practice Supervisory Visit (4 hours)

1. Before traveling to the facilities, ask the participants to recheck whether they have with them the checklists (including a spare set for the site) and informed consent forms.
2. Upon arriving at the site, introduce the participants to the on-site supervisors and staff.
3. Briefly meet with the site supervisors and staff. During the meeting, explain again the following issues (all of which should have been discussed during the preparation period):
 - Explain that this is a visit to practice supervision skills.
 - Confirm that it is not an inspection for the site.
 - Remind them that the organizers of the training course and the participants are grateful to the on-site supervisors and staff for the opportunity to practice skills at their facility.
 - Show the site supervisors and staff the checklists that will be used and explain what service areas will be assessed (which should also have been discussed with site staff earlier).
 - Discuss the logistics and activities with the site supervisors.
 - Tell them about the informed consent forms and explain how they will be used and by whom.
 - Agree on a time when the trainees' team will gather together to discuss their findings.
 - Agree on a time when the team will meet with the on-site supervisors and staff to present their findings.

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4. Have the team members acquire informed consent from providers and clients for the observation of procedures or counseling sessions.
5. Have team members conduct activities using medical monitoring checklists.
6. Have the team members meet together to discuss their findings and agree on what and how to present these to the site supervisors.
7. Have the team meet with the site supervisors, and have the Team Leader present the findings and the team discuss with the on-site supervisors and staff the causes of issues identified and possible solutions, resources, and the next steps in solving the problems.
8. Have the team provide the site with an action plan format that site supervisors and staff can use to record the problems identified and the solutions developed. Explain how that specific format—the problem statement is specific, the root causes are identified, the solutions are made clear and specific, the people responsible for implementation are identified, and the dates are set—helps to make quality improvement work easy to follow and helps to make such efforts ongoing.
9. Have the team provide the site with a set of the checklists, so the on-site supervisors and staff can use them in the future to assess the quality of services.
10. Have the Team Leader make notes about the finding in the site's supervisory notebook. If such a notebook does not exist, encourage supervisors and staff to have one. In that case, the notes shall be written on a sheet of paper and given to the site supervisor.
11. Ask the on-site supervisors and staff whether they found the training visit useful for the site.
12. Have the team thank the site supervisors and the staff for the opportunity to practice how to conduct a supervisory visit.
13. Return with the team to the training venue.

Activity C: Reflection on a Practice Supervisory Visit and Development of Action Plans: Small-Group Work/Presentation/Discussion (2 hours, 30 minutes)

1. Tell the participants that during this session, they will reflect on their supervisory visit and will develop supervisory follow-up action plans, using the actual findings (assuming that they are an off-site supervisor who just visited a site).
2. Have the participants work in the same teams.
3. Reveal Flipchart 11B (with leading questions) and Flipchart 11C (with an action plan format).
4. Explain that each team should discuss how the supervisory visit went. Use the leading questions to facilitate the discussion. Read the questions and ask whether the task is clear. As the results of the discussion, the team should prepare a brief report to share with the rest of the group.
5. Tell the participants that after discussing the visit, they need to develop the supervisory follow-up action plan and record the plan using the format presented on Flipchart 11C.
6. Ask the participants to include in their brief report the issues that were identified and solved on the spot by the site's staff, with the help of the trainees or the on-site supervisor.



7. Tell the participants that they should use the findings from their field trip and consider what off-site supervisors would do to help staff solve problems that require external help. Remind the participants that they should consider themselves as off-site supervisors who have just completed a supervisory visit.
8. Tell the participants that **1 hour and 40 minutes** will be allotted for their team work.
9. After the groups have completed their work, ask representatives from each group to present the results. Ask them to start by describing their general experiences during the visit and then follow with an action plan presentation. Tell each group that it will have **15 minutes** for a presentation and a discussion.
10. Summarize the activity by asking the participants to list again steps and actions **before, during, and after** the supervisory visit. Emphasize the importance of a facilitative approach to supervision. Remind the participants about the role of off-site supervisors as a liaison within the larger health system to advocate for sites' needs and for changes in policies.

Participant Handout 11.1: Informed Consent Statement for Service Providers

PLEASE READ THE FOLLOWING TO THE PROVIDER (BEFORE THE CLIENT ENTERS): Good (morning, afternoon), my name is _____. I work with _____ project. We are conducting a monitoring supervisory visit as part of the training course on Facilitative Supervision for Quality Improvement to look at how to improve the quality and availability of services. As part of this study, we would like to observe your session (or procedure) today.

If you agree to participate, I will stay in the room during your session. I would like to assure you that I am not here to evaluate your performance, but to assess the quality of services. I cannot be asked to provide information or advice during the interaction. Your participation is absolutely voluntary, and there is no penalty for refusing to participate. Your employment will in no way be affected. If you feel uncomfortable during the observation, you may ask me to leave the room at any moment during the session. You will not benefit personally from this practice, although others may benefit in terms of the improved quality of services they may receive. Everything that I observe will be held confidential; your name will not be used, nor will you be identified in any way.

Conducting these observations will help us to better understand how services are offered at this facility and whether the observation checklists that we use help to assess the quality of services.

Do you have any questions for me? If you have any concerns, please contact

(name, address, phone number, and e-mail address).

May I stay for this session? Do you consent that I stay?

Observer's signature
(Indicates the provider's consent)

Date

Participant Handout 11.2: Informed Consent Statement for Clients

PLEASE READ THE FOLLOWING TO THE CLIENT (IDEALLY BEFORE HE OR SHE ENTERS THE ROOM): Good (morning, afternoon), my name is _____. I work with _____ project. We are conducting a monitoring supervisory visit as part of the training course on Facilitative Supervision for Quality Improvement to look at how to improve the quality and availability of services. As part of this study, we would like to observe your session (or procedure) today.

If you agree, I will stay in this room during the session. Your participation is absolutely voluntary, and there is no penalty for refusing to participate. If you feel uncomfortable, you may ask me to leave the room at any moment during the session. You will not benefit personally from this study, although others may benefit in terms of the improved quality of services they may receive. Everything that I observe will be held confidential; your name will not be used and you will not be identified in any way.

There is no risk if you decide not to participate in this study. Your current and future care at this facility will not be affected in any way.

Conducting these observations will help us to better understand how services are offered at this facility.

Do you have questions for me? If you have any concerns, please contact

 (name, address, phone number, and e-mail address).

May I stay for this session? Do you consent that I stay?

 Observer's signature
 (Indicates the client's consent)

 Date

