

Trikki Kidz Early Learning Group

Guide to Supervision

Trikki Kidz Pty Ltd acknowledges the importance of supervision as part of continuous quality improvement and as part of its total relationship with staff as an employer. There is an expectation and a requirement that line managers will provide supervision to assist staff to achieve:

- (i) The stated objectives of the organization
- (ii) High standards of professional practice
- (iii) A mutually supportive work environment

Trikki Kidz Pty Ltd recognizes the difference in focus between organizational supervision and clinical/service supervision. Equally, it asserts the importance of maintaining a clear link between these two aspects of supervision process.

Organizational supervision

Organizational supervision focuses on the organization's objectives and accountability to clients, the local community and funding bodies. As such organizational supervision includes:

- i. Accountability and responsibility of supervisee's work,
- ii. ensuring adherence to Trikki Kidz Pty Ltd policies and procedures and any other organizational requirements e.g. quality audits planning, performance appraisal and target achievement
- iii. Provision of timely feedback (to and from each party)
- iv. Role clarification
- v. Sharing of information
- vi. Advice, guidance and feedback on setting and achieving objectives and program implementation
- vii. Assistance in action planning
- viii. Review and assessment of work and work loads
- ix. Ongoing support and debriefing
- x. Clarification of processes such as caseload management and referral processes
- xi. Identification of obstacles to improvement
- xii. Guidance on professional development priorities
- xiii. Identification and assistance with problem solving
- xiv. Discussion of organizational/collegial relationships
- xv. Promotion of staff health and well-being by ensuring a safe and supportive team environment
- xvi. Clinical governance

Trikki Kidz Early Learning Group

Guide to Supervision

Clinical/service supervision

It seeks to achieve continuous improvement in the outcomes for clients through fostering the staff's ongoing development as skilled practitioners. Is also concerned with accountability in relation to the quality of the service provided to the client. As such, clinical supervision involves:

- i. Reflection on and evaluation of professional practices and professional and ethical issues.
- ii. Development of professional skills and expertise.
- iii. Debriefing.
- iv. Theoretical learning.
- v. Personal and professional support.

Whilst organizational and clinical/service supervision functions can be considered separately, they are not mutually exclusive and there is considerable overlap between the two functions. Proper clinical governance accountability for the quality of services provided to clients can only be achieved through bringing together the two supervision functions

Guidelines

1. Organizational supervision will be undertaken with the line manager at least monthly and will address the functions previously identified as well as review of clinical case notes in client files. Team meetings may also be included as organizational supervision where issues that concern the team are addressed such as quality audits, case reviews, etc.
2. Clinical/service supervision is to be undertaken at least monthly using any of the following range of formats, dependent upon the site, identified needs or resource availability :
 - Individual or 1-on-1 supervision
 - Group supervision; may be peer supervision
 - A combination of individual and group supervision
 - Formal professional development sessions targeting specific clinical/service skill requirements

Engagement of External Clinical Supervision

Under certain circumstances, where appropriate supervision requirements cannot be met internally, it may be appropriate to contract an external supervisor. For example, where the clinical /service demands on the line manager places them in a position of requiring additional skills or professional supervision to be able to adequately supervise other team members.

- Where an external supervisor is engaged, they would be expected to demonstrate the following expertise and experience.

Trikki Kidz Early Learning Group

Guide to Supervision

- Extensive experience as a clinical practitioner in a range of therapeutic approaches and disciplines and specifically in the areas identified as a gap in the supervisee’s practice.
- Experience and training in the provision of both individual and group clinical supervision.
- Knowledge of clinical mental health and non-psychotic mental health problems and an understanding of the broad social consequences of these. In addition, they need to be able to locate their practice and interventions within a social model of health, recognizing the social as well as biomedical determinants of mental health problems.
- Commitment to negotiate an agreement with each individual supervisee and/or group of supervisees, on the purpose and process of the supervision and to clarify the expectations of each other in the provision of the clinical supervision.
- Ability to adapt the clinical supervision process to meet the variation in the individual needs of staff.
- Registration as a Clinical and Counselling Psychologist with the Psychologist’s Registration Board of Victoria and eligible for membership of the Australian Psychological Society; or
- Social Worker eligible for membership of the Australian Association of Social Worker (Preferable).
- Membership of the Australian Psychological Society (preferable).

In addition, it is expected that the Clinical Supervisor and the management of Trikki Kidz Pty Ltd would negotiate a clear understanding and/or agreement on the following issues.

- The consultative relationship of the Clinical Supervisor to EACH in terms of making links to necessary organizational processes which impact on clinical practice.
- Procedures for addressing issues identified as problems in the provision of the clinical supervision.
- The parameters for confidentiality
- The issue of personal therapy for staff within clinical supervision.
- The relationship between the clinical supervision and the organisational supervision provided by line managers

Specific Contract Conditions

Period of Contract – This should be clearly specified.

Review Periods - The Clinical Supervisor and the relevant Service Manager will meet periodically, but no later than three months after the commencement of the contract and every six months thereafter, to review the efficiency and effectiveness of the clinical supervision program and for the Clinical Supervisor to provide any appropriate feedback on the organization’s procedures and policies.

Rate - Expression of Interest should indicate the hourly rate for both individual supervision and for group supervision.

Frequency and Length of Sessions - Frequency and length of sessions should be specified. The length of group supervision sessions will vary according to the number of staff in the group. Both the number of staff participating, and the length of group supervision sessions will be negotiated between the clinical supervisor and the site manager.

Trikki Kidz Early Learning Group

Guide to Supervision

Block Arrangements for Supervision - A block of time(s) will be negotiated between the Clinical Supervisor and the line manager

Payment - Payment will be made on the provision of a monthly invoice.

Liaison/Contact Points - The relevant Service or Program Manager will be the contact point for staff who access external clinical supervision on all matters relating to the supervision within the Service Area or Program.

Issues to be addressed with the clinical/Service provision supervisor

As a consultant contracted to provide clinical supervision to Trikki Kidz Pty Ltd counsellors/service providers, there is a triadic relationship.

- (i) *Consultant* - The Clinical Supervisor
- (ii) *Consultee* - Trikki Kidz Pty Ltd staff who are responsible for providing direct counseling and the support to the community/public
- (iii) *Clients* - Members of the community who access Trikki Kidz Pty Ltd's counseling services

In such a triadic relationship, the consultant (Clinical Supervisor) has neither a direct responsibility for the client outcomes nor a management relationship with the staff.

Procedures for addressing problems in the provision of clinical supervision

Problems can arise in the interpersonal and the working relationship between the Clinical Supervisor and the Supervisee. Procedures need to be established, prior to the implementation of a clinical supervision program, to address such problems.

These procedures normally would involve the issues being addressed directly between the Clinical Supervisor and the Supervisee with the relevant Service or Program Manager requested to mediate if the problem cannot be resolved satisfactorily.

Parameters for confidentiality

Confidentiality is a pre-requisite to the establishment of the trust, which is a necessary condition for the provision of supervision. However, not everything discussed in a supervision session is necessarily confidential.

The parameters which apply to confidentiality, when it does and does not apply and under what conditions a confidential issue may be disclosed need to be negotiated and agreed upon between:

- The clinical supervisor and the supervisees; and
- The clinical supervisor and the organization

For example:

- The Clinical Supervisor may need to indicate to a consultee that he/she believes that it will be necessary to disclose information about a client, if he/she considers that a duty of care issue, which places the wellbeing of the client at serious risk, is not being addressed by the consultee.

Trikki Kidz Early Learning Group

Guide to Supervision

- The Clinical Supervisor is in a position to receive, analyses and integrate information on the effectiveness and efficiency of the organization's structure, procedures and policies.

It is possible to provide valuable feedback to the management of the organization on such issues, especially where there are significant problems identified, without breaching confidentiality regarding specific staff. The Clinical Supervisor would be required to sign any deed of confidentiality, which a funding body requires.

The provision of personal therapy

The clinical supervision process is not to provide personal therapy for a consultee (staff member). It is recognized that personal issues which need to be resolved may arise in the clinical supervision. In such cases, it would be expected that the Clinical Supervisor would discuss referral to another therapist or counsellor, to maintain a focus on client and service delivery.

Relationship between the clinical supervision and organizational supervision

It is important that both the respective supervisors and the supervisees understand the issues which may be addressed in the two types of supervision provided.

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