

# Research into supervision for support workers who work alone: overview of key findings and insights for practice

This research is about how disability service providers can provide quality supervision and support to workers who work alone or away from immediate help. This is called *isolated support work*. These workers may be supporting people with disability in homes, community settings, shared living arrangements, or other settings where risk can change quickly.

Flinders University was engaged by SA Department of Human Services to conduct a rapid evidence review and environmental scan. The review looked for existing evidence to help improve the quality of intensive and line-of-sight supervision. These findings were then tested through consultation with stakeholders and applied to four practice examples.

The research responds to serious concerns about safety for people with disability and isolated support workers, especially when the person they support may have complex needs or there are risks in their environment.

This overview explains the key findings from the research. It also provides practice insights for organisations, supervisors, workers, policy makers and funders.

Read the full research report and a plain English summary on the Department of Human Services website: <https://dhs.sa.gov.au/disability-sector-support>.

## Why this work matters

Many people with disability receive support in their own home from disability support workers. Sometimes this support is provided by one worker on their own. Working alone can create risks for both the person with disability and the support worker, including the risk of harm. For example:

- a person may not get help quickly enough
- support workers may miss early signs of distress, illness or danger for the person
- workers may have to make difficult decisions alone
- workers may not get feedback or support after difficult events
- if people with disability do not get effective support, it may affect how they can make choices and decisions, and have their rights respected.

## What is isolated support work?

Isolated support work is work where a support worker is separated from help because of where they are working, when they are working, or the kind of support they are providing.

A worker may be isolated even if they are not far away from other people. For example, a worker may be isolated if they are the only worker in a person's home, working at night, supporting someone in the community, expected to make decisions alone, or unable to easily contact a

supervisor. Sometimes just being the only worker in the room is enough to be isolated, if a worker can't call on help quickly. Isolation can also be created by uncertainty, spread out locations, lack of backup, complex decision-making, or limited access to a supervisor who knows the person and the support context well.

## What does supervision mean?

In this report, supervision means the support, coaching, guidance, feedback and oversight given to paid disability support workers. It does not mean supervising or watching a person with disability. It includes:

- regular meetings with a supervisor
- checking in before, during or after shifts
- help with difficult decisions
- feedback about practice
- support after incidents
- training and coaching
- reviewing support plans
- discussing risks
- making sure workers understand their roles and responsibilities.

Good supervision should help support workers ask questions, raise concerns and learn from practice. It should not be about observing their every move or ticking off whether forms have been completed. Supervision should feel safe and supportive, so workers can talk openly about problems, mistakes, worries or risks without fear of blame, and learn from them. It is also about recognising and appreciating good practice and successes.

## What is span of control?

Span of control means how many workers one supervisor is responsible for. For example, if one supervisor manages 15 workers, their span of control is 15.

## What did the research team do?

The research team completed scoping reviews and used a systematic process to assess the quality of the available evidence and practice guidance about supervision, isolated or lone work, restrictive practices, disability support, and related fields such as aged care, mental health, community care and health services. Consulting with stakeholders including providers, family members, advocates and policy makers on the draft research was very important in strengthening the findings and practice insights.

## Main messages from the evidence

The evidence review found that there is no single benchmark or ratio for the number of staff to supervisors when it comes to span of control. The appropriate span of control depends on a range of variables including how complex the work is, how much risk is involved, how experienced the workers are, whether workers are alone, and whether supervisors have enough time to provide meaningful support. It also depends on the supervisor's capacity, capability and confidence – how much knowledge and expertise they have, but also things such as the amount of travel, documentation, incident follow-up, mentoring, debriefing, communication, and the time needed to build trust and provide adequate support to workers.

A key finding is that the **intensity of supervision needed for isolated workers should depend on the level of risk and complexity in each setting**. Important factors include the needs of the person with disability, the experience and skills of the worker, how isolated the work is, whether restrictive practices are used, the need for continuity of care, clear avenues for help if needed (escalation pathways), and the supervisor's own skills and capacity.

Because there is very little direct evidence about supervision ratios for isolated disability support workers, the report shares findings from the evidence and insights for practice to help services decide what safe supervision should look like.

To support good quality supervision the review found:

- Isolated workers need more frequent supervision than workers in team-based settings
- Workers need quick access to help when they need to make decisions
- Supervisors need expertise about the disability of the people involved
- Workers need clear escalation pathways to raise urgent problems with more senior managers
- Workers need time for debriefing and reflection
- Supervision must be planned, prioritised and protected
- Supervision must support human rights and person-centred practice and take a trauma-informed approach.

The review also found that when supervisors are responsible for too many workers (large spans of control), supervision is less effective. Supervisors may not have enough time to know workers well, understand the people being supported, respond quickly to issues that arise, assist workers following incidents, or support workers manage in least restrictive ways. When supervisors have too many workers to support, it can be harder to keep that support consistent, share important information between shifts, and notice issues or risks early.

Twenty-two findings from the evidence were identified (see table on page 10) which support insights for practice which can strengthen supervision for isolated support workers. These fall into three groups:

- 1) Good supervision for isolated support work,
- 2) Supervision ratios, and
- 3) Supervision as a safety mechanism.

## 1: Good supervision for isolated support work

Organisations need to provide workers with structured access to a variety of supervision types, such as peer group supervision, more frequent supervision, rapid decision-making support, planned and protected supervision, disability-specific supervision, skilled supervisors who build trust-based relationships and establish clear role boundaries, and flexible supervision methods. Supervision should also guide and support systems such as incident reporting, behaviour support, restrictive practice authorisation, work health and safety processes, training, handover, documentation, quality assurance and escalation systems.

Supervision should also recognise worker isolation as a work health and safety risk. This means organisations benefit from actively managing worker isolation. This involves consideration for good systems of work including planning and making check-in calls, training in emergency procedures, access to backup support, supervisor availability, and debriefing after incidents. Responsibility should not sit with individual workers alone. Organisations need systems that make safe, rights-based and person-centred practice possible.

## 2: Supervision ratios

The evidence demonstrates that there is no single perfect supervision ratio. However, isolated support workers need lower supervision ratios than team-based models. This means each supervisor should be responsible for fewer workers when those workers are working alone or in high-risk settings.

Supervision ratios should be based on risk, complexity, supervisor capacity and worker capability. They should not be based only on cost, and they should not be fixed by one number for every situation. Ratios should be reviewed regularly because the same number of workers may be safe in a stable team setting but unsafe in an isolated, high-risk or clinically complex setting.

Some practical resources suggest that lower ratios, such as around 7 workers to 1 frontline leader, may be more realistic in disability support than larger ratios such as 11:1 or 15:1. However, the report does not recommend one fixed number. For some settings, even 7:1 may be too high if the work is very complex or high risk.

### 3: Supervision as a safety mechanism

Supervision should be considered a core safety mechanism. This means supervision is part of how services prevent harm, support timely decisions and protect people's rights. It is not just an administrative task or a workforce development activity. This involves practices such as:

- noticing risks early
- following plans
- understanding behaviour as communication
- avoiding unnecessary restriction
- using methods to lower stress and risks
- reflecting after incidents
- learning from mistakes
- supporting the rights and choices of people with disability.

Supervision should always emphasise the human rights of people with disability. Supervisors and support workers should regularly ask whether the person is being treated with dignity, if the person's communication is being understood, their choice is respected, whether restrictions are necessary, and whether there is a less restrictive option. Good supervision helps workers support autonomy and dignity of risk while also managing safety and wellbeing.

### Four practice examples for supervision

We used the key findings to develop practice insights about supervision in four priority situations where isolated support work may create risks.

Read detailed examples in the full report - <https://dhs.sa.gov.au/disability-sector-support>.

#### 1: Ensuring continuity of care where a person has complex health or disability needs and requires one-to-one line-of-sight support

This example is when a person needs continuous one-to-one support because of a health or disability need. Key supervision needs include clear health and support plans, and planning for continuity, including clear changeovers between support workers, rapid access to clinical or supervisory advice, regular review of risks, training for workers, planned debriefing, stable staffing and clear backup arrangements.

#### 2: Supervising support workers who conduct their work alone

This example is when a person receives individual support in their own home and does not share support with others. Key supervision needs include oversight and ensuring workers have consistent access to clear support plans, regular check-ins, pathways for help in crises, visits where needed, worker wellbeing checks, peer supervision and regular risk review. Supervision also needs to make sure important information about health, communication, preferences, risks and support strategies is shared consistently across rosters and shifts.

### 3: Supervising multiple support workers supporting multiple people in the same setting

This is when several people with disability live in the same site or setting and workers provide support across all people living in the setting, but may provide some of their work isolated from others. Key supervision needs include clear role allocation, clear shift plans, clear responsibility for one-to-one support, active communication, supervisor oversight and escalation plans for competing demands.

### 4: Supervising support workers where their work includes one-to-one support as a restrictive practice

This is when 'intensive supervision' is used by support workers as a restrictive practice because a person's behaviour may be associated with risk. Supervision must make sure support is lawful, rights-based, least restrictive, person-centred, regularly reviewed, used only when needed, and focused on reducing restrictions over time. This includes making sure appropriate supports and professionals are involved to inform evidence-based strategies.

## What quality supervision looks like in practice

Quality supervision is not just a one-off event. Quality supervision acts as a system of support. It includes regular planned supervision, quick help when needed, practical guidance, reflection and learning, support for worker wellbeing, disability-specific knowledge, clear role boundaries, escalation pathways, human rights focus, and attention to the person's voice and experience. It also includes active links to key policies (such as the NDIS Code of Conduct), shared learning from incidents, continuity of information across shifts, and practical tools that help organisations decide how much supervision is needed in each setting.

## How to improve practice?

Embedding good practice in supervision means ensuring this key relationship is connected closely to quality systems, including safeguarding, incident review, restrictive practice monitoring, training, handover and quality improvement. For this to be effective over time, supervision needs to be resourced properly so it is not treated as optional or unfunded when it is needed for safety and quality. Key areas identified in the evidence where organisations can build positive practice include:

- putting human rights at the centre
- including people with disability in decisions about safe support
- treating isolated work as a serious safety issue
- making supervision more available
- reducing unsafe spans of control
- building disability-specific supervision skills
- protecting time for reflection and debriefing.

## What this means for different groups

People with disability should be able to expect support that is safe, respectful and consistent. Workers should understand their needs and preferences, risks should be planned for, and support should protect rights and dignity.

Families and supporters can ask how often supervision happens, whether workers can contact supervisors quickly, whether workers are trained in the person's specific needs and how they change, how incidents are reviewed, and how the service protects rights and choices.

While support workers should be equipped to understand and respond to risk to keep the person and themselves safe, they should not be expected to manage serious risks alone. They need regular supervision, clear plans, access to help, training, feedback, peer support, debriefing, respectful leadership and safe ways to raise concerns.

Supervisors need enough time and support to provide good supervision. Service providers need to design supervision as part of their safety and quality system. Government and policy settings should recognise that safe supervision takes time and resources. Funding, workforce shortages, casual and part-time work, 24-hour rosters and workers employed across several services can all make supervision harder to provide, so system-level reform may be needed.

## Important limitations of the evidence

There is very little direct research evidence that gives guidance on supervision ratios for isolated disability support work. Much of the evidence comes from related areas, such as home care, mental health, community health, aged care, social work and remote work.

This evidence is useful, but needs to be tested or extended in the context of disability support settings. The insights gained point to a risk-based approach rather than a fixed ratio when considering span of control in a disability setting. It also highlights the importance of consultation with people with disability, workers, families, providers and other stakeholders to further strengthen key findings. Future research should test different approaches to supervision and how they might act as a key protective factor to help reduce risk of harm to people with disability and reduce risks to worker wellbeing and safety; how supervision links with the quality of worker support and participant outcomes; supervision as a mechanism to achieve a reduction in restrictive practice; and how rapid-response or technology-enabled supervision systems could help reduce risk and extend learning for isolated support workers.

## Overall conclusion

Support workers who work alone benefit from a strong system of supervision. This is because isolated support work with people with disability carries a number of risks. Key findings from this review show that quality supervision is regular, planned, protected, accessible, disability-specific, responsive to risk, based on trust, focused on human rights, and supported by manageable spans of control.

Limited evidence was found for a fixed supervision ratio in disability support settings. Instead, the number of workers a supervisor is responsible for should be based on the needs of people receiving support, worker experience, risk level, complexity of support, service setting, supervisor capability and capacity and the need for timely decision support.

A key message is that resource constraints are a pressing concern in implementing practice insights. System-level reform may be needed to make sure supervision time, supervisor capability and rapid decision-making support are properly resourced.

The most important practice insight from the findings is that people with disability and support workers are safer when supervision is strong, timely, skilled and treated as a core part of quality support.

## Key questions for services to ask

- Which workers are working alone?
- Which settings are highest risk?
- How often does supervision happen?
- Can workers contact supervisors quickly?
- How many workers does each supervisor support?
- Is this number realistic based on risk?
- Are restrictive practices being used, and if so, monitored?
- Are incidents reviewed?
- Do workers get debriefing and support?
- Is supervision improving practice, and how is this being monitored?
- Do supervisors have the appropriate knowledge and skills to provide effective supervision in this context?
- How do people who use services provide feedback about their supports and whether they feel safe?
- How is supervision connected to incident reporting, behaviour support, restrictive practice monitoring, training, handover and quality assurance?
- Are funding, rostering and workforce arrangements making it possible for supervisors to provide timely and meaningful support?

## To find out more about the research:

This summary tells you some of the information from the research.

To find out more, read the full research report and the plain language summary on the Department of Human Services website: <https://dhs.sa.gov.au/disability-sector-support>

This project was produced by Flinders University for the South Australian Department of Human Services.

For more information, contact Sally Robinson at [sally.robinson@flinders.edu.au](mailto:sally.robinson@flinders.edu.au).

## Key findings overview – appropriate span of control

### Key findings summary: Appropriate span of control and supervision for isolated support work

| Number                                         | Finding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Source:</b> Published scientific evidence   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 1.1                                            | Organisations should implement structured peer group supervision for isolated workers and ensure that it is delivered within a psychologically safe, trusting environment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 1.2                                            | More frequent supervision is needed for isolated workers than team-based staff<br><i>- Isolated workers require frequent and accessible supervision</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 1.3                                            | Support workers should have access to rapid decision-making support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 1.4                                            | Supervision must be regular, planned, proactive, and provide timely feedback.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 1.5                                            | Supervision must be protected and prioritised                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 1.6                                            | Supervision must be disability-specific and be delivered by supervisors with relevant expertise                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 1.7                                            | Supervisors should be trained, skilled, and supported to deliver effective supervision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 1.8                                            | Relational, trust-based, and psychologically safe supervision is high priority, underpinned by continuity of supervisory relationships (especially for isolated workers).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 1.9                                            | Staff supervision must address worker isolation as a WHS risk, including structured check-ins, escalation pathways, and proactive monitoring.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 1.10                                           | Supervisors must have manageable spans of control to provide effective supervision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Source:</b> Grey literature                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 1.11                                           | Flexible and multimodal supervision extends good practice                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 1.12                                           | Clear role boundaries and delegation frameworks are required                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 1.13                                           | Span of control and supervision models must enable workers to meet their obligations under the NDIS Code of Conduct.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Source:</b> Consultation feedback           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Considerations for practice and implementation | <p>Stakeholders agreed that supervision for isolated workers must be <i>more frequent, skilled, relational</i>, and explicitly designed to counteract isolation-related risk.</p> <p>Strong support for planned, regular supervision delivered in psychologically safe environments where workers can raise uncertainty, mistakes, and practice concerns without fear of punishment. Seen as an opportunity to upskill workers and improve care quality.</p> <p>Peer group supervision was viewed as promising, especially for dispersed workforces. Stakeholders emphasised that peer models require time, resourcing, and careful design to be effective.</p> <p>Stakeholders agreed continuity of supervisory relationships is important but difficult to maintain due to workforce movement, funding changes, casual staffing, and multiple service locations. They highlighted the need to distinguish line management from practice supervision.</p> |

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|  | Stakeholders considered cultural responsiveness as essential to supervision models to ensure culturally safe communication.                       |
|  | Stakeholders noted face-to-face supervision remains valuable, but phone, online, telehealth, and video modes improve access for isolated workers. |

## Key findings summary: Best practice supervision ratios

| Number                                         | Finding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Source:</b> Published scientific evidence   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2.1                                            | Supervision ratios for isolated support workers should be lower than standard ratios to ensure adequate oversight, timely decision support and safe practice                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Source:</b> Grey literature                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2.2                                            | <p>Supervision ratios in isolated disability support work should be capability-based and risk-responsive, not cost-driven or numerically fixed.</p> <p>The evidence suggested that 'risk responsive' span of control framework should consider;</p> <ul style="list-style-type: none"> <li>• task complexity</li> <li>• workforce capability</li> <li>• managerial responsibilities</li> <li>• organisational culture and structure</li> <li>• organisational size and resources.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Source:</b> Consultation feedback           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Considerations for practice and implementation | <p>Stakeholders suggested that supervisors required both capacity and capability to provide supervision to support workers. They valued supervisors with relevant practice knowledge, who understood the people, services and practical realities of support work.</p> <p>Stakeholders were supportive of a 'risk-responsive approach' where the complexity of each situation is considered to determine an appropriate span of control. This flexibility in this approach was considered necessary for organisations to consider changing needs and contexts.</p> <p>A framework, rather than a fixed ratio would allow for supervision ratios to be calibrated to consider risks, skills and strengths across domains, including:</p> <ul style="list-style-type: none"> <li>• the profile of the person/people with disability being supported</li> <li>• staff member receiving supervision (experience in field, time in job, etc)</li> <li>• the supervisor (expertise, experience in supervising, etc)</li> <li>• support context (kind of isolated context; risk)</li> <li>• organisation (other supporting strategies to reduce risk e.g. on-call systems, senior manager accessibility)</li> <li>• funding context (capacity to increase span of control; strategies to supervise differently within funding envelope)</li> </ul> |

## Key findings summary: Implications of the evidence for supervision

| Number                                         | Finding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Source:</b> Published scientific literature |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 3.1                                            | Supervision should be treated as a core safety mechanism - not simply 'another administrative task'                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 3.2                                            | Span of control should enable responsive oversight                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 3.3                                            | Supervision and staffing models should support consistent, relationship-based care                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 3.4                                            | Staffing models should strengthen immediate decision-making support for lone workers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 3.5                                            | Supervisors should embed structured debriefing and reflection into daily practices                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 3.6                                            | Organisations and providers should embed human-rights principles into supervision and decision making                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Source:</b> Grey literature                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 3.7                                            | Supervision should actively promote individualised, trauma-informed, person-centred support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Source:</b> Consultation feedback           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Considerations for practice and implementation | <p>Stakeholders agreed that supervision should be framed as a core safety, quality, and rights-protection mechanism, not an additional administrative burden.</p> <p>Stakeholders endorsed reframing supervision around the question "<i>What do you need to provide better support?</i>" to promote continuous improvement, confidence building, and psychological safety.</p> <p>Stakeholders emphasised that supervisors must be supportive, approachable, communicative, respectful, and culturally aware. Technical skill alone is insufficient if relational qualities are lacking.</p> <p>Stakeholders stressed that supervision alone cannot ensure quality or safety. It must sit alongside strong recruitment, thorough induction, ongoing training, person-specific preparation, consistent staffing, effective handover, and stable support relationships.</p> |