

Integrated Model for Supervision

Advocacy Package

A guide for supportive supervision of
MHPSS in humanitarian emergencies

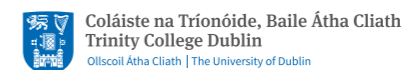


Integrated Model
for **Supervision**

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“
What sets this IMS handbook apart is its focus on real-world scenarios and practical applications. The authors draw on their extensive experience in the field to provide actionable insights that can be applied immediately in any workplace setting. The language is clear and concise, making it easy to understand even the most complex concepts.

The layout is also well-organized, with each chapter building on the previous one to create a cohesive and comprehensive guide. Overall, I would highly recommend the IMS handbook to any organisations looking to enhance their management and leadership skills. It's an invaluable resource that will help a lot to achieve success in any industry or organization.”

Supervisee, Bangladesh

The Integrated Model for Supervision (IMS) has been developed using a participatory approach, bringing together stakeholders from across the globe. It is designed to support organisations, supervisors and supervisees in integrating supervision into mental health and psychosocial support (MHPSS) in emergencies.

The IMS Advocacy Toolkit comes as a direct request from MHPSS practitioners to support in their advocacy efforts for supportive supervision. This toolkit can be used to advocate for the IMS with organisations, staff, practitioners and donors.

The toolkit contains background information on the IMS and supportive supervision, general guidance on how to implement supportive supervision structures, and checklists to support the practical use of the IMS.

This tool is broken into the following sections:

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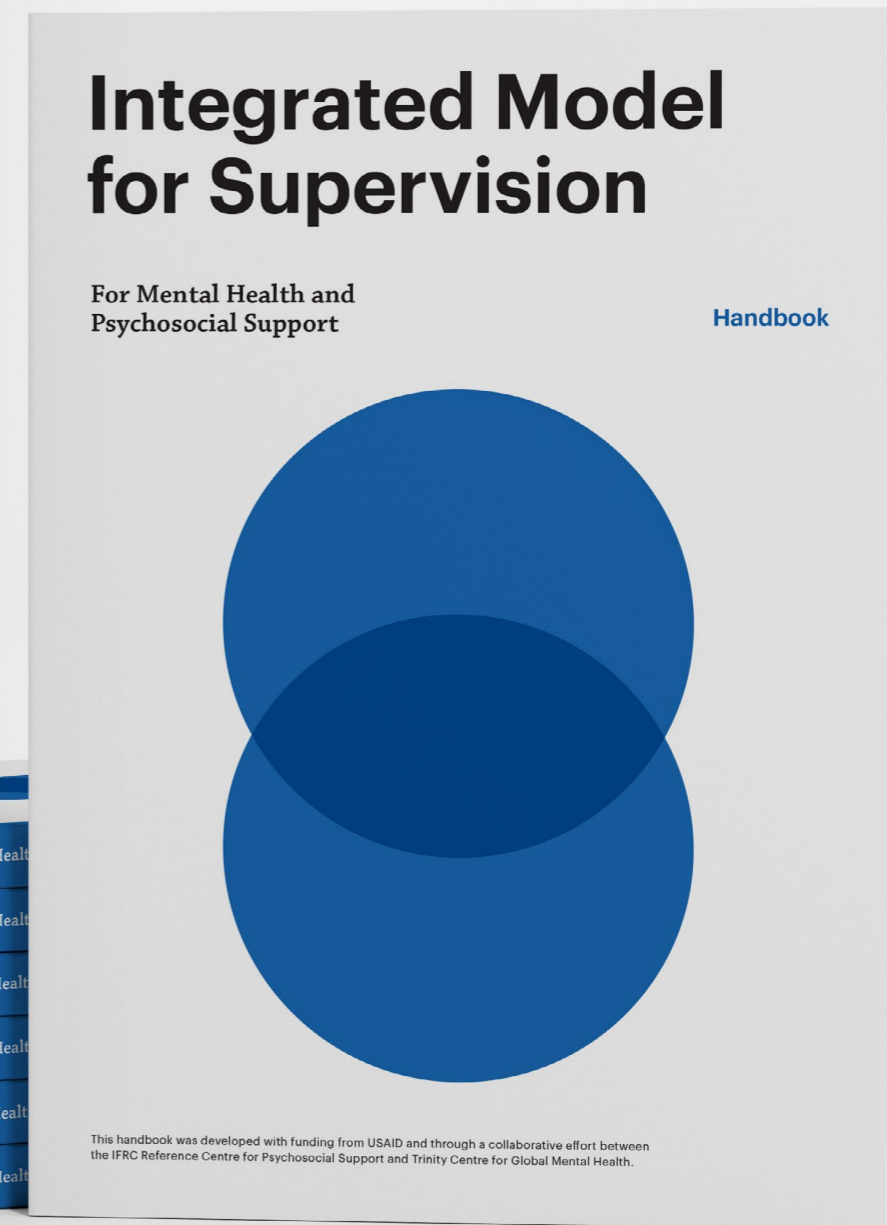
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01 What is the Integrated Model for Supervision?

The IMS provides guidance and tools for all organisations – no matter their size – to improve their supervision provision. This, in turn, is key to an organisation’s capacity to sustainably deliver the highest quality interventions for service users.

The IMS encourages a cultural shift among organisations delivering MHPSS interventions in the field and among donors, with supervision no longer constituting a missing link, but a widely understood and accepted integral part of ethical and sustainable service delivery.

It is therefore essential that supervision be promoted as an essential component of MHPSS, across sectors and provision levels since supervision should be made available to all and encouraged at the organisational level.



A collaboration

The IMS was developed collaboratively, through research with participants including MHPSS actors of all experience levels and spanning countries all over the world. Taking in continuous feedback from end-users, and learning from existing best practice, it was piloted in Afghanistan, Bangladesh, Ethiopia, Jordan, Nigeria and Ukraine.

The IMS is designed specifically for use in humanitarian emergency settings. However, many of the best practices used will also be useful and applicable to broader development contexts.



Key components

The IMS is comprised of several key components that have been identified as best practice through extensive consultation

Vision statement

Guiding principles for the IMS which is grounded in evidence base and human rights.

Supportive supervision

IMS defines supportive supervision within MHPSS.

3 core functions of supervision

Supervision should focus on skill building, monitoring quality and emotional support.

Apprenticeship model

Tiers of supervision that organisations aspire to ensure continuous support and development and supervision for all.

Supervision for all

Supervision should be accessible to all engaged in MHPSS, across sectors.

Progress towards best practice

The acknowledgment that the 'gold standard' in supervision will not happen overnight and that organisations can take steps towards best practice.

A wide range of sectors

The IMS describes the basic principles of supportive supervision for MHPSS that can be integrated across sectors including health, education, nutrition and protection and describes the different ways supportive supervision can be delivered.

In doing so, basic considerations in relation to the format and content of supervision sessions and the division of responsibilities for supervision between organisations, supervisors and supervisees are elaborated and discussed. The guidance of the IMS is accompanied by case examples and illustrations to highlight key issues.

- The IMS is relevant to all organisations, supervisors and supervisees who are planning to engage with supervision in MHPSS.
- The purpose of supportive supervision is not only to develop the technical skills of supervisees, but also to protect and promote the welfare of supervisees.
- The IMS consequently provides guidance and support to MHPSS practitioners who are about to become supervisors and those who are already providing supervision and want to develop their supervisory skills.

02 Why does supervision matter?

Implementing meaningful supervision structures within an organisation takes time and investment of resources. However, doing this will significantly improve the organisation's capacity to provide high quality, safe MHPSS programming, as well as promoting staff well-being.^{2, 3, 4}

Implementing supportive supervision is an economically sound investment for organisations and contributes to service sustainability and higher quality services.^{1, 4} Promoting staff and volunteer well-being increases role satisfaction^{5, 6, 7, 8, 9} and retention rates,^{4, 6, 9, 10} and leads to higher quality work.⁹

This reduces the frequency with which new practitioners need to be recruited and trained.

For references, see page 27

The IMS considers consistent, supportive supervision as essential to the well-being of all MHPSS service providers, regardless of rank or level of expertise. Supportive supervision is a cross-cutting set of principles that can be applied to various types of supervision used in MHPSS work across sectors.

The provision of supportive supervision, as outlined in the IMS, will better enable the global mental health workforce to deliver high quality, timely, appropriate, safe and ethical MHPSS interventions to persons affected by adversity. In doing so, supportive supervision should provide emotional support to supervisees and function as a means of monitoring supervisees' workloads and prevent them from becoming over-extended.

The key features of supportive supervision are the presence of this non-hierarchical relationship between the supervisor and supervisee that enables joint problem solving and open discussion of all work-related issues to collaboratively enhance service delivery.

The IMS provides guidance and support to MHPSS practitioners, both in the role of supervisors and supervisees. In doing so, the IMS guides supervisors to reflect upon and develop the skills required to deliver supportive supervision and is aimed at supervisees to enable them to make the most of supervision as a source of personal development and support in their work.

03 Defining supervision

The 'supportive supervision' approach of the IMS therefore provides a framework for enhancing all types of supervisory roles and will enable organisations to better fulfil their duty of care towards their volunteers, staff and service users.

Supervision is defined as a safe, supportive, confidential and collaborative relationship between a supervisor and one or more supervisees where supervisees can voice their difficulties, discuss challenges and be recognised for their successes, receive constructive feedback and emotional support, and build their technical skills and capacity.

What is supervision?

- A safe, supportive, confidential and collaborative space
- A place where supervisees can openly discuss both difficulties and successes in their role
- A place where supervisees receive clear and constructive feedback that helps them to build their technical capacity
- A place where supervisees receive emotional support
- A respectful, collaborative space that enables joint problem solving and supports independent learning
- A place for mutual learning for supervisee(s) and supervisor
- A place to identify and respectfully challenge bias or prejudice
- An appropriately bounded space, including awareness for both the supervisor and supervisee of limits to confidentiality (e.g., in cases of child protection concerns or other risk of harm to self or others)

Taken from Key Messages - IMS Handbook, page 21.

Supportive supervision means that all MHPSS practitioners, regardless of their levels of experience, have access to supervision. The IMS calls this principle "Supervision for All".

Supervision can be delivered in several different ways, either in person or remotely.



Individual supervision

Individual supervision is a one-to-one meeting between the supervisor and supervisee.



Group supervision

Group supervision takes place between a supervisor and two or more supervisees. It can include various activities depending on the group composition, such as role plays, case presentations, skill development activities, reflection and self-care, or more informal discussions facilitated by a supervisor.



Peer supervision

Peer supervision is supervision where two or more peers come together to support one another in mutual training or learning. Peer supervision is not directed or facilitated by a supervisor.




Live supervision

Live supervision (sometimes also referred to as 'direct', 'on-the-job' or 'in vivo' supervision) is the process of a supervisor directly observing a supervisee providing MHPSS.


Supervision at all levels of MHPSS provision is strongly recommended, including for multidisciplinary teams who are integrating aspects of MHPSS within their work. Even professionals who are highly technically skilled can benefit from the opportunity for continuous reflection and development that comes from supervision. Supervision should ideally be made available to all and encouraged at the organisational level.

Taken from page 31, IMS Handbook



“I think it is part of my life now, the IMS handbook. Actually, I have returned to it for any time we made a presentation, or we made something on how to prepare a group supervision or peer supervision, the agenda, how to discuss the main points, it's been a part since we started applying it.”

Supervisor, Jordan



“Definitely we are going to use the IMS because now we have counsellors in some of our projects, and we will work with their supervisors and with our counsellors who are focusing in the area of MHPSS... but I can see the value of the IMS that we can apply in other sectors.”

Supervisor, Afghanistan

04 Impact and evidence

The IMS has several publications to highlight the impact and evidence for the model. These publications are open access and available at: www.supervision-mhps.org



Towards an integrated model for supervision for mental health and psychosocial support in humanitarian emergencies: A qualitative study.

Publication link: <https://pscentre.org/?resource=towards-an-integrated-model-for-supervision-for-mental-health-and-psychosocial-support-in-humanitarian-emergencies-a-qualitative-study&selected=single-resource>



Identifying best practice for the supervision of mental health and psychosocial support in humanitarian emergencies: a Delphi study.

Publication link: <https://pscentre.org/?resource=identifying-best-practice-for-the-supervision-of-mental-health-and-psychosocial-support-in-humanitarian-emergencies-a-delphi-study&selected=single-resource>



Examining the evidence for best practice guidelines in supportive supervision of lay health care providers in humanitarian emergencies: A systematic scoping review.

Publication link: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8876157/>



The acceptability, appropriateness, and feasibility of implementing supportive supervision within humanitarian contexts: A qualitative study

Publication link: <https://www.sciencedirect.com/science/article/pii/S2666560323000178>



Gender Considerations for Supportive Supervision in Humanitarian Contexts: A Qualitative Study

Publication link: <https://www.cambridge.org/core/journals/global-mental-health/article/gender-considerations-for-supportive-supervision-in-humanitarian-contexts-a-qualitative-study/F4FC9F97F51F92A3DE5BD9C90F45734B>

For more, visit: <https://supervision-mhps.org/research/publications/>



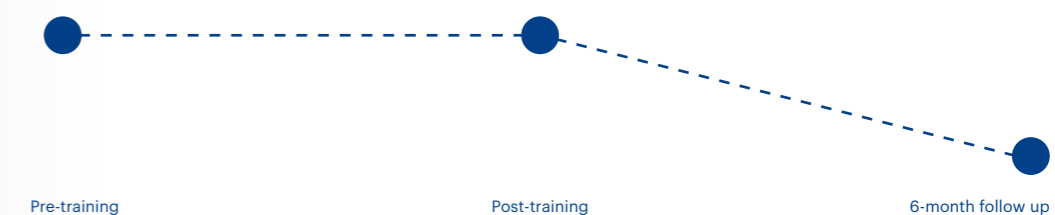


“ I found it very useful and I used the group supervision to get the employees feeling that we are one team. ”

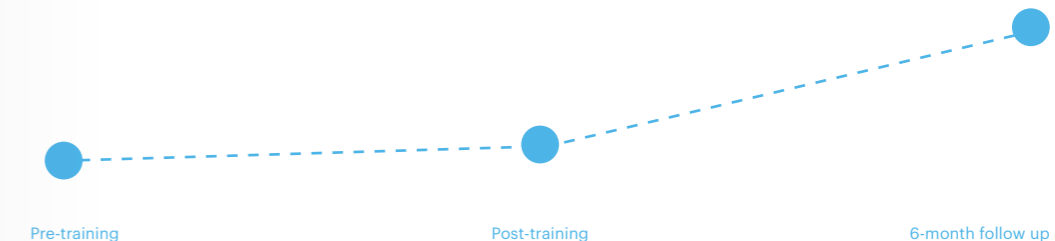
Supervisor, Jordan

The IMS collected feedback from training participants at pre, post, and 6 month follow up. Overall, engaging in IMS training and Handbook was associated with improved trends in perceived supervision scores, improved knowledge scores and decreased Secondary Traumatic Stress scores.

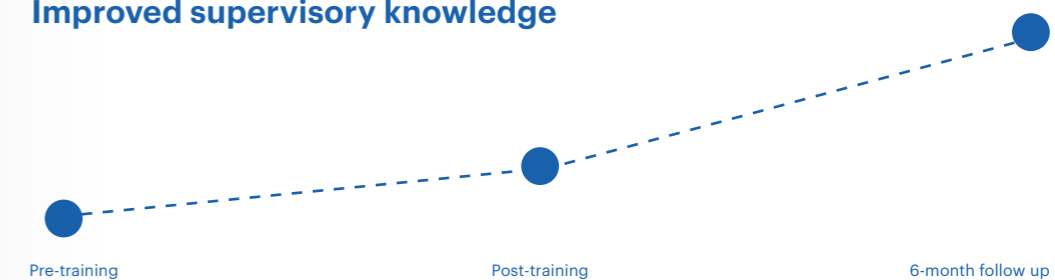
Reduced secondary traumatic stress



Improved perceived supervision



Improved supervisory knowledge



05 Supervision: a shared responsibility

This means that organisations, supervisors and supervisees all share responsibility to ensure that supervision is provided. Organisations and organisational leaders should consider the following in creating the right conditions for supportive supervision to take place.

“

I used the IMS to get the definitions: what is supervision? How it can be provided? What are the types of supervision? I used it for the background, to define the different types of supervision, for how long? How many people? Etc. So, I used it A LOT.”

Supervisor, Ukraine

How can organisations incorporate supervision into their operations and organizational culture?

- Supervisors are trained and have access to their own supervision and support.
- There are clear job descriptions for supervisors stating the types, frequency, and duration of supervision sessions.
- There is guidance on the supervisory role and how it relates to other roles, including dual roles, internal and external supervisors.
- Training and guidance is available to all staff about the purpose and limits of supervisors' roles and how best to meaningfully engage in supervision.
- The organisation has agreed the maximum ratio of supervisors to supervisees.
- Time and designated space are allocated for supervision to take place.
- Appropriately trained and supported interpreters are available, if required.
- Guidance and templates for relevant documents for supervision are available, such as a copy of the IMS handbook, supervision agreement, other tools, checklist for monitoring and evaluation, etc.
- The organisation has policies and procedures relevant to supervision, such as staff care or stress management policies, including clear referral pathways for staff in need of additional support.

Organisations can participate in an Integrated Model for Supervision training which aims to support organisations, supervisors, and supervisees to develop or strengthen a supportive supervision system that fits their organisational culture. The training package consists of modules for leadership and management, supervisors, and supervisees, as well as implementation consultation and supervision.

Please contact info@supervision-mhpss.org if you are interested in having a training for your organisation.

06 Implementing supervision through the IMS

All organisations, no matter their size, can make progress towards the implementation of supervision practices by using the IMS, which can be used as a guide to help support their preparation and implementation as well as their monitoring and evaluation of supportive supervision activities.

As a first step, organisations can begin by reading the **Integrated Model for Supervision Handbook** and accompanying guidance on **Monitoring and Evaluation** and **Adaptation**. This will give a better understanding of the key principles of supportive supervision as well as practical guidance around key considerations for implementation.



Checklist for organisations to raise awareness for supportive supervision

- Read the IMS Handbook and discuss the importance of supervision with senior management, project managers and MHPSS practitioners across sectors.
- Brainstorm ways to integrate the IMS within your context.
- Reach out to the IMS team with questions or if you would like to request an IMS training (info@supervision-mhpss.org).
- Discuss supervision with country- level technical working groups and develop a plan to introduce the Integrated Model for Supervision.
- Include supportive supervision within grant proposals and budgets for all MHPSS programming. Use IMS research findings to support inclusion.
- Advocate for budgets for human resources for supervision including supervisors and time for supervision to take place.
- Ensure that supportive supervision is included within SoP's and internal organisational guidance. This will help to normalise the inclusion of supportive supervision.

IMS Training

The Integrated Model for Supervision can be implemented on an organisational level through the engagement in an Integrated Model for Supervision Training, which is inclusive of modules for leadership and management, supervisors and future supervisors, as well as supervisees. The training typically takes 10 days and is followed by supervision and implementation consultation provided by the trainers.



“
It is not just appropriate, it is needed, IMS is a smart program that relies on being literally across borders so everyone can adapt it to their context .”

Supervisor, Jordan



Key terms within the IMS

See the IMS Handbook's Introduction section for more key terms used in the IMS

Mental Health and Psychosocial Support (MHPSS) is any type of service, support or intervention that aims to protect or promote psychosocial well-being or prevent or treat mental health problems.

MHPSS Practitioner is a person delivering MHPSS supports, interventions or services, inclusive of individuals operating across all sectors, e.g., education, health, protection.

MHPSS supervisors are individuals who provide supportive supervision to MHPSS practitioners. This role has several different functions, including technical support, monitoring quality, and encouraging personal and professional growth, learning and development. The supervisory role also includes the provision of emotional support and encouragement of supervisees to recognise and manage their own reactions and stressors.

The IMS aims at supervisees to enable them to make the most of supervision as a source of personal development and support in their work.

MHPSS supervisees are individuals who are carrying out MHPSS functions who are receiving supervision. Supervisees can be at any level, ranging from lay providers to experienced professionals, while MHPSS service provision includes standalone programming or interventions in a cross sectoral approach.

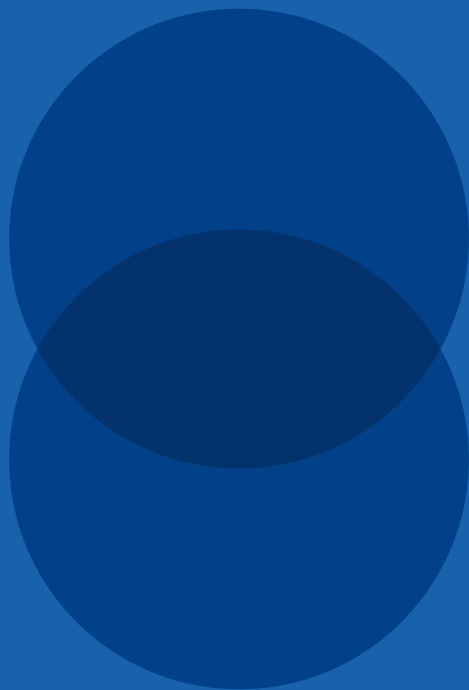
Further information

For more information on the Integrated Model for Supervision, please visit the IMS website at <https://supervision-mhpss.org>

If you are interested in having a training for your organisation, please contact us at info@supervision-mhpss.org.

Endnotes

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