



# Training on EQA and National TB Laboratory Network

## Module 9: On-Site Supervision: Attitude and Communication

Date

Uganda Supranational Reference Laboratory

# Content Outline

- Who is an ideal supervisor?
- Planning and conducting the on-site supervision

# SUPERVISION

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ongoing  
regular  
systematic  
educational  
and  
motivational  
process



development of  
knowledge, skills  
and competency of  
the laboratory staff



establishment of  
positive and  
responsive attitude  
towards the work.



problem  
identification and  
solving

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# On-site supervision

## CHALLENGES:

- observation
- coordination
- evaluation
- training
- motivation
- correction
- feedback
- follow-up

## HOW TO BE A GOOD SUPERVISOR?



# Ideal Supervisor

- has profound understanding of key operational and technical elements of the TB laboratory aspects
- facilitates quality improvement through constructive on the spot problem solving and suggestions for corrective action when needed
- has managerial and leadership skills
- maintains good communications and interpersonal attitudes

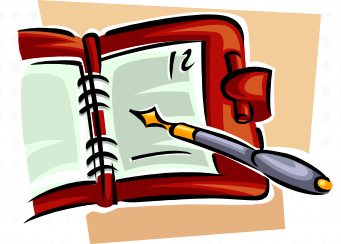
# Ideal Supervisors

- respect their supervisees
- have high commitment to what they are doing
- have clear understanding of their own strengths, weaknesses and limitations
- are comfortable with the given authority and evaluative functions
- are direct when discussing deficiencies as the health of the individual or the public is at stake, BUT
- never forget that on-site evaluation is NOT A PUNITIVE ACTION but a collaborative and supportive activity.



# Planning the On-Site Visit

- Set up the purpose, scope and date of the visit
- Nominate the personnel for conducting the on-site supervision
- Inform (in advance!!!) the intermediate (peripheral) laboratory about the planned visit
- Allocate sufficient time for the field visit



**TIME MANAGEMENT IS CRUCIAL**



# Conducting the On-Site Visit (Introduction)

- Upon arrival:
  - meet with health officials (the director of the health care unit, hospital etc)
    - introduce the team members
    - explain the purpose of the visit
- Upon arrival to the laboratory:
  - inform laboratory workers
  - of the scope of the evaluation
  - names of persons who will conduct the assessment.





# Conducting the On-Site Visit (Evaluation)

- Polite and courteous treatment of workers
- Friendly attitude
- Active listening
- Avoid falling into familiarity

# Conducting the On-Site Visit (Evaluation)

The Supervisor should:

- be direct in giving instructions, discussing deficiencies, BUT
- never forget to emphasize the progress the laboratory made
- be a POSITIVE THINKER
- While looking for appropriate corrective actions
  - consider personal issues and
  - be aware that people are motivated differently

# Conducting the On-Site Visit (Completion Stage)

- Written report - prepare and discuss it with the local staff:
  - no extensive report is needed
  - few comments - can be incorporated into checklist
  - should clearly state findings
  - include suggestions for corrective actions, if needed
  - one copy of the report (checklist) to be kept in the laboratory

# Conducting the On-Site Visit (Completion Stage)

- Discuss a date for a follow-up visit, when appropriate
- Meet again with the NTP regional (district) coordinator, other health officials, if appropriate
  - inform about the results of the evaluation and main findings (negative as well as positive),
  - provide with the copy of the report (checklist) emphasizing that the personnel agreed on the suggested corrective actions.

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# Conducting the On-Site Supervision

- A supervisor serves as a speaker for the workers
  - they anticipate that the supervisor can communicate the problems and ideas of the workers to the authorities
- Take the opportunity of meeting with health officials to inform about burning problems, suggestions and expectations
- Be consistent in explaining that the evaluation is not intended to result in punishment of individual laboratory workers

# SUMMARY

- Effective supervisors need a combination of technical, good interpersonal and managerial skills
- The on-site supervision visit should promote high levels of respect and collaboration among laboratory workers in peripheral centers, supervisors at intermediate and central levels, NRL and NTP managers



# SUMMARY

- The on-site supervision should be understood as an activity which is aimed at providing consultancy support and finding a constructive way of problem solving; it is not about gathering evidence to be used in punitive action against individual laboratory workers.

# Assessment

- List the characteristics of an ideal supervisor.
- You have been assigned a role by the laboratory manager to conduct supervision at a health centre in your country. How would you plan to conduct the supervision?

# References

- WHO Laboratory Quality Management System Handbook
- WHO/GLI Tools.
- John, R. (1999). External Quality Assessment for AFB Smear Microscopy. *Public Health Practice Program Office Centers for Disease Control and Prevention, Rosemary Humes. Association of Public Health Laboratories, 17.*



# Acknowledgments

