



ANALYSIS OF EFFECTIVE NURSING SUPERVISION MODELS TO IMPROVE THE QUALITY OF SERVICES AND PATIENT SATISFACTION: LITERATURE REVIEW

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ABSTRACT

Many murder services as an indicator of the quality of health services are one of the determining factors for the image of health service institutions in the eyes of the public. Therefore, there is a need for a management function that can improve health services. Clinical supervision is an effective method in improving health services. Objective: To identify effective surgical supervision models to improve service quality and patient satisfaction. Method: This research uses a literature review design. Journal searches were carried out on the Researchgate, Elseiver, Science, Direct, EBSCO, E-Journal, Proquest E-Journals databases. A total of 10 articles were obtained which were then extracted. Results: Clinical supervision in its implementation must be based on evidence-based nursing practice so that clinical supervision can be implemented effectively. Proctor model supervision is effective clinical supervision because it contains three functions, namely a normative function in efforts to develop professionalism; formative function in efforts to develop skills and knowledge; and restorative function in an effort to provide support. Conclusion: implementing proctor model clinical supervision can improve service quality and patient satisfaction.

Keywords: clinical supervision for nurse; clinical supervision models; effectiveness of clinical supervision; quality of nursing care

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INTRODUCTION

The increasing use of health services has led to increased competition between hospitals in providing health services. Quality health services are services that are able to satisfy every service user, according to standards and the nursing code of ethics, and in accordance with the level of population satisfaction and service quality organizers (Budo et al., 2020; Berggren & Severinsson, 2000). Quality health services are highly dependent on the quality of nursing services, considering that nursing is an integral part of the health care system in hospitals. Quality nursing services will have a direct impact on the overall quality of health services in the hospital. Discrepancies in nursing services, both technical and interpersonal, will create a negative impact on the overall image and quality of the hospital. Nursing actions, nursing services, and communication skills in providing information are things that affect patient service satisfaction (Zaleha et al., 2022).

Management that is not optimal is unable to improve service quality and patient satisfaction. One of the management functions, directing, includes nursing supervision. Although nursing supervision in hospitals has been implemented, its implementation is still not optimal. Supervision focuses more on supervision than guidance, observation, and assessment. As a result, nurse accountability in providing services to patients is less than optimal, which is reflected in the unfriendly attitude of paramedics, slow response to patient complaints, and lack of patient comfort regarding the cleanliness of the treatment room. The main factor influencing this is the lack of concern and responsibility of nurses in handling patient

complaints, resulting in decreased service quality and potentially worsening the patient's condition. In addition, this condition can lead to dissatisfaction among patients and their families, which has an impact on negative perceptions of the hospital and decreases their interest in returning to utilize health services at the facility (Apriani et al., 2022).

The quality of nursing services in hospitals is strongly influenced by the quality of nursing practice. As a health service provider, hospitals need to have superior service standards that are in accordance with patient expectations. The more positive the patient's assessment, the better the quality of health services provided. The quality of nursing services can be measured through several indicators that reflect service quality, such as service aspects, efficiency levels, patient satisfaction, service coverage, and patient safety (Aulia et al., 2023). Therefore, management functions are needed that support the improvement of the quality of nursing services. Nursing service management is the process of changing or transforming available resources to achieve nursing service goals through the application of various functions, such as planning, organizing, managing, staffing, directing, evaluating, and quality control. One management function that plays an important role is directing, which includes nursing supervision. Although nursing supervision has been implemented in various hospitals, its implementation is still not optimal. Supervision is more focused on aspects of supervision than guidance, observation, and assessment (Fatihah & Darmawanti, 2019).

Supervision is a direct and routine observation process carried out by superiors of the work carried out by subordinates. If obstacles are found in the implementation of the task, the supervisor will immediately provide direction or direct assistance to overcome them. This study will analyze an effective clinical supervision model for the head of the room in an effort to improve the quality of nursing services and patient satisfaction (Asrowi, 2021). The purpose of this literature review is to analyze various effective nursing supervision models based on a review of the literature, with the aim of identifying the supervision model that best contributes to improving the quality of nursing services and patient satisfaction.

METHOD

This research uses a literature review design. Journal searches were conducted through databases such as ResearchGate, Elsevier, ScienceDirect, EBSCO, E-Journal, and ProQuest E-Journals with keywords that match the variables studied. The articles selected were from publications within the 2019-2024 timeframe with the keywords Clinical supervision for nurses, Clinical Supervision models, Effectiveness of clinical supervision, and Quality of Nursing Care. Inclusion criteria in this study included all types of research that applied clinical supervision to improve the quality of nursing care. Exclusion criteria included studies that did not report original data, were not related to supervision actions, and supervision applied to practical students. The search was conducted using keywords based on the PICO framework (Population: Nursing staff, Intervention: Supervision model, Comparison: without structured supervision, Outcome: Improved quality of nursing services and patient satisfaction), 405 articles were obtained. The process of analyzing articles using PRISMA, starting from initial identification through keyword searches, screening titles and abstracts to select relevant articles, checking for duplication to avoid bias. The data obtained from 210 articles were then analyzed narratively with a descriptive approach to identify effective nursing supervision models to improve service quality and patient satisfaction, 15 articles were obtained. All articles used in this review are open access and accessed in accordance with the license terms of each journal, 10 journal articles were obtained.

RESULT

This research was conducted using the search and screening method, so that 10 articles were obtained which were then extracted. The extraction results are presented in the following table

Table 1
Article search results

No	Nama Peneliti	Tahun Penelitian	Nama Jurnal	Judul penelitian	Hasil
1.	Orenta Sidauruk	2020	Jurnal Health Sains	Comparison of Proctor Model Supervision and Reflective Model In Improving the Quality of Nursing Services in the Covid-19 Ward	Based on bivariate data analysis, it was found that the implementation of supervision with the proctor model and reflective model had an effect on improving the quality of nursing services in the Covid-19 treatment room of the Friendship Center General Hospital Jakarta. However, the results of the independent t test showed that there was no significant difference in the average quality of nursing services between the two sample groups. Thus, both the proctor and reflective supervision models have an impact on improving the quality of nursing services in the hospital.
2.	Ika Sulistiawati	2022	Jurnal Keperawatan Silampari	Academic Model Clinical Supervision on Nurse Executive Performance	Before the implementation of supervision with an academic model, there was a difference in the average performance of executive nurses. This indicates that before the intervention, the performance of nurses in the intervention group and control group had significant variations. However, after the implementation of the academic model supervision, there was no significant difference in the mean performance of nurses between the two groups. These results indicate that academic supervision has the same impact in improving nurses' performance in both the intervention and control groups, so its effectiveness is consistent in both groups.
3.	Sri Hananto Ponco Nugroho	2017	Jurnal Keperawatan Indonesia	Supervision of the Head of Proctor Model Room to Improving Patient Safety Implementation	The results showed that before the implementation of supervision with an academic model, there was a difference in the average performance of executive nurses. This finding indicated that the intervention and control groups had significant variations in performance before the intervention. However, after the implementation of academic supervision, there was no significant difference in the mean performance of nurses between the two groups. This result suggests that academic supervision has an equal impact in improving nurses'

					performance, so its effectiveness remains consistent in both groups.
4.	Fatikhah	2019	Jurnal Surya Muda	The Effect of Reflective Model Room Head Supervision Toward Nurses' Job Satisfaction At Rsud Tugurejo, Central Java Province	The results showed that the paired t-test resulted in a p value <0.001, indicating the effect of supervision of the head of the room with a reflective model on nurse job satisfaction. Reflective model supervision can be applied as a strategy to improve nurses' job satisfaction. As a lower line manager, the head of the ward can carry out management functions effectively through reflective model supervision to improve nurses' job satisfaction.
5.	Dimas Ivan Saputra	2022	Jurnal Kusuma Husada	Relationship between the Implementation of Nursing Supervision and Quality of Nursing Services at Uns	The results showed that based on the Spearman rank test, the p-value = 0.000 and r = 0.626 were obtained. This indicates a strong positive relationship between the implementation of nursing supervision and the quality of nursing services at UNS Hospital.
6.	Candy Oktarina	2022	Jurnal Info Kesehat an	The Effect of Clinical Supervision of the Proctor Model on Nurse Loyalty in the Inpatient Room of Ganesha General Hospital	The results showed that clinical supervision with the proctor model has a significant positive effect on nurse loyalty in the hospitalization room of Ganesha Hospital. The effect of the proctor model of clinical supervision on nurse loyalty is 52.4 percent. Based on these findings, it is recommended that management increase the intensity of supervision to nurses and implement the proctor model, which has proven effective in influencing nurse loyalty.
7.	Grace Aneke Merentek	2019	Jurnal Sint Carolus	The Effect of Clinical Supervision Training for the Head of the Room on Patient Satisfaction Patient Satisfaction on Aspects of Nurse-Patient Therapeutic Communication at Bethesda General Hospital Tomohon	The results showed that the clinical supervision ability of the head of the room improved significantly (p=0.000) after training and implementation of clinical supervision. In addition, patient satisfaction with therapeutic communication also increased with a value of p=0.000. Based on these findings, this study recommends that clinical supervision be further applied as one of the models in developing the quality of nursing services.
8.	Rian Maylina Sari	2020	Jurnal Pengabdian Harapan Ibu (JPHI)	Improving the Implementation of Nursing Supervision in Pinang Masak Room, Raden Mattaher Hospital Jambi	The results showed that of the 21 implementing nurses involved in community service, most (91%) nurses had understood the concept of nursing supervision after being given knowledge dissemination. In addition, all nurses (100%) were able to carry out nursing supervision through the role play activities carried out.

9.	Dennis Wijaya	2022	International Journal of Health and Pharmaceutical	Influence Of Organizing Functions, Direction Functions And Planning On Nurse Performance At Hospital Royal Prima Medan	The results showed that the better the implementation of the planning function carried out by the head of the room, the better the performance of the team leader. The implication of this study for nursing is the need to improve the ability of the planning function of the head of the room through strategic planning training and the development of nursing managerial concepts.
10.	Rini Asnawati	2021	Jurnal Zaitun Universit as Muhamm adiyah Gorontalo	Supervision of the Head of the Room with the Performance of Nurses in the Implementation of Nursing Care	The results showed that the p-value = 0.00, which indicates a relationship between the supervision of the head of the room and the performance of nurses in the implementation of nursing care in the Otanaha Hospital inpatient room. Based on these findings, it is expected that the head of the room as a manager can ensure that the services provided by implementing nurses are safe and prioritize patient comfort.

DISCUSSION

All articles analyzed showed that effective clinical supervision models, namely the proctor and reflective models, can improve service quality and patient satisfaction in hospitals. According to (Saputra et al., 2022), The implementation of nursing supervision has a significant influence on improving the quality of nursing services, so it is very important to overcome the low quality of service that still exists. With effective nursing supervision, implementing nurses will feel responsible and motivated to carry out their duties well in providing nursing care. This will have an impact on achieving a higher quality of nursing services. One way to conduct effective supervision is by implementing a nursing supervision model. Several studies have shown that supervision conducted using a model has a greater influence on the success of supervision than supervision that does not use a model. (Suryaningsih, 2019; Sharpp et al., 2019).

Research (Sidauruk et al., 2020; Setiawan et al., 2019) found that reflective model supervision involves a process of reflection led by a supervisor, where the supervisor uses trigger questions to stimulate thinking. Through this active reflection process, supervisors can guide nurses, helping them to better understand and evaluate their nursing practice. Research conducted by Brunero & Parbury (2008) with the title "The Effectiveness of Clinical Supervision in Nursing: An Evidence-Based Literature Review" shows that the most effective supervision model for health services is the proctor model. The results of the study also indicated that there was an influence between the implementation of supervision with the proctor model and the reflective model on improving the quality of nursing services in the treatment room (Proctor, 2020; Ernawati et al., 2022).

Other research from Winstanley, J., & White, E. (2013) by adopting Proctor's nursing model which includes three functions, namely normative, formative, and restorative, the application of clinical supervision provides various benefits. These benefits include increasing feelings of motivation and personal well-being, expanding knowledge and self-awareness in dealing with clinical problems, increasing self-confidence, reducing emotional tension, strengthening moral values, increasing job satisfaction, reducing absenteeism, and encouraging increased

participation. (Sari et al., 2020; Sérgio et al., 2023). In research from Dawson, M., et al (2012) Clinical supervision is considered effective in improving the quality of care. Improvements in clinical supervision can be identified through education-based empowerment (formative), professional resource development (normative), and improved efficient documentation, as well as assisting supervision for less motivated nurses (restorative). The three functions can be applied by supervisors in clinical supervision based on reflection of their experiences, with attention to self-awareness, skills, teaching techniques, and practice in the field. (Asnawati & Simbala, 2021; Prihandhani et al., 2024).

The effectiveness of nursing supervision based on evidence and synthesis results shows that the most effective supervision is Proctor supervision. Proctor supervision consists of three functions, namely normative, formative, and restorative. In the formative function, there is reflective practice, but in Proctor's model, reflection does not explore personal experience. (Oktarina, 2022; Trigantara et al., 2019; Sidauruk, Tri Kurniati, et al., 2020; Fagernäs et al., 2024).

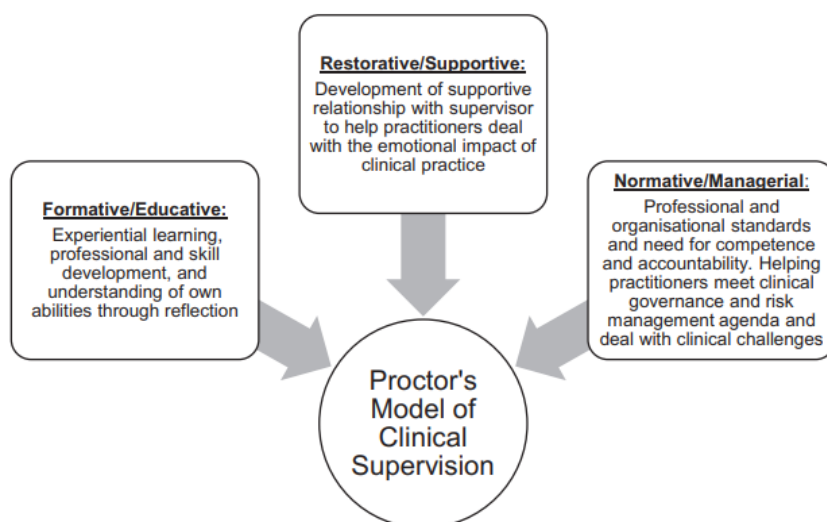


Figure 1 Proctor Model Clinical Supervision

CONCLUSION

The development of clinical supervision is currently more focused on improving the quality of nursing services. To achieve this goal, it is very important to bridge the gap between theory based on evidence-based nursing practice and the implementation of real clinical supervision in the field. In order for clinical supervision to be effective, this effort must be carried out on an ongoing basis by ensuring the integration of theory and practice. This process also requires strong cooperation and good coordination between various related parties, such as supervisors, supervisees, hospital management, organizations, and policies that apply in these health institutions. The effectiveness of nursing supervision looking at the results of the evidence-based literature review shows that the proctor model of supervision is the most effective. This model consists of three main functions, namely normative, formative, and restorative. The normative function aims to set standards, formative focuses on skill development through feedback, and restorative plays a role in supporting nurses who need encouragement or motivation. While there is an important reflective practice element in the formative function, the proctor supervision model does not explore the personal experiences of the supervised nurses.

Therefore, a more in-depth supervision approach, such as the reflective supervision model, is needed that can explore and identify the personal experiences of the supervised nurses. With a reflective model, nurses can be more open to reflect on their nursing practice, thereby

improving their understanding of the strengths and weaknesses in their work. This approach can enrich the supervision process, increase nurses' self-awareness, and support their professional growth in a more comprehensive manner.

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