

TABLE OF LITERATURE REVIEWED

	STUDIES				BARRIERS			
Articles	Sample size	Measures/instruments used	Setting	Ages of nursing staff	Time	Cost	Confidentiality	Model of supervision
Nurse supervisors' actions in relation to their decision making style and ethical approach to clinical supervision. Auth: (Berggren, Severinsson 2003)	4 Experienced supervisors		University hospital					
Norwegian and Swedish Preceptors' views of their roles before and after taking part in group supervision. (Danielsson, Andersson, Hov & Athlin 2009).	64 nurses		Hospital and community		Yes- lack of time to attend or having to tend to patients			
Nurses satisfaction with their work environment and the outcomes of clinical nursing supervision on nurses' experiences of well-being in a Norwegian study. (Begat, Ellefsen, Severinsson, 2005)	71 RN		2 hospitals					
A collaboration approach to the implementation of C.S. (Spence, Cantrell, Christie, Samet, 2002)	15 nurses from mental health, disability, care of elderly and general institutions and community							

TABLE OF LITERATURE REVIEWED

Articles	Sample size	Measures/instruments used	Setting	Ages of nursing staff	Time	Cost	Confidentiality	Model of supervision
Efficacy of clinical supervision: influences on job satisfaction, burnout and quality of care. (Hyrkas, Applequist-Schinidlechner & Haataja, 2006)	mental health nurses, midwives, physiotherapists and RN'S n=799	Background questionnaire, MCSS, MBI, MJSS & good nursing care satisfaction questionnaire	12 Regional, central and university hospitals across Finland	Aged between 41-50 0.5 times more lower job extrinsic job satisfaction. Personal accomplishment also higher in this age group.	Respondents able to find time for C.S were more likely to score more positively for extrinsic and intrinsic job satisfaction. They were also 0.5 times less likely to gain depersonalisation.			
Clinical supervision and support for nurses : an evaluation study. (Teasdale, Brocklehurst, Thom, 2001)	211 RN working in general medical and surgical & community adult nursing	Quantitative & qualitative data collection tools. MBI, critical incident questionnaire, background information questionnaire and nursing in context questionnaire (NICQ).	Trent regional health Authority in England	More effective with nurses of lower grade nursing so grade D and E.				
The role of relationships in effective clinical supervision. (Cerinus, 2005)	385 nurses	Qualitative data collected.	Clinical supervision incorporated into an acute general hospital in Scotland					

TABLE OF LITERATURE REVIEWED

Articles	Sample size	Measures/instruments used	Setting	Ages of nursing staff	Time	Cost	Confidentiality	Model of supervision
Cost and resource implications of clinical supervision in nursing: an Australian perspective. (White & Winstanley, 2006)	146 supervisee's, 75 RN, 56 more senior clinical nursing staff, 46 clinical nurse consultants, 5 nurse educators and 12 nurse managers	Results of 4 evaluations. Manchester Clinical Supervision subscale used.	From 4 independent evaluations of the effectiveness of supervision across Australia and New Zealand. 53% hospital setting.	Age range 23-67yrs		Cost of giving peer group supervision cost 1% of the nurses annual salary and higher for CNS, CNE and NUM.		
Our journey with clinical supervision in an intensive care unit. (Price & Chalker, 2000)	4 RN		Newham General Hospital ICU F or G grade nurses					Johns model of structured reflection used in journal reflections as well as supervision

TABLE OF LITERATURE REVIEWED

Articles	Sample size	Measures/instruments used	Setting	Ages of nursing staff	Time	Cost	Confidentiality	Model of supervision
Clinical group supervision in an intensive care unit: a space for relief, and for sharing emotions and experiences of care. (Lindahl & Norberg, 2002)	5 RN's and 5 EN's working in ICU. Experience in ICU 5-22yrs	Tape recording- EN and RN group. Quantitative and qualitative (phenomenological) approach to identifying patterns in the text.	13 bed high technology ICU of a hospital in Sweden.	Age from 31-57yr	Hindering deep narratives.			Severinsson's studies and Eriksson's nursing theory
Clinical supervision using video-conferencing technology: a reflective account. (Marrow, Hollyoake, Hamer & Kenrick, 2002)	40 practicing community and hospital nurses	Pre-post study questionnaires, focus group interviews, written narratives and repertory grids.			Coronary care nurse: finding time among sickness, rostered and rotating shift hours, annual leave and personal commitments found discontinuity of sessions. ICU nurse had to organise it in own time.			Heron's six category intervention analysis, Johns and developmental Levels Analysis based on the work of Stoltenberg and Delworth.

TABLE OF LITERATURE REVIEWED

Articles	Sample size	Measures/instruments used	Setting	Ages of nursing staff	Time	Cost	Confidentiality	Model of supervision
Stress, coping, burnout and job satisfaction in British Nurses: Findings from the clinical supervision evaluation project. (Butterworth, Carson, Jeacock, White and Clements, 1999).	586 nurses community and hospital	General health questionnaire, Maslach Burnout Inventory, Cooper's coping skills scale and Minnesota job satisfaction scale.	23 England sites and 5 Scotland sites					Proctor's model used with CSEP
Professional and clinical supervision. Position statement. (New Zealand Nurses Organisation, 2011).							Strict confidentiality	
Multidisciplinary attitudinal positions regarding clinical supervision: a cross-sectional study. (Cutcliffe & Hyrkas, 2006).	74 consisted of RN (hospital based), chiropodists, occupational therapists, learning disability nurses, RN (community based), Registered mental health nurses, health visitors and physiotherapists.	Descriptive and non-parametric statistics. Data was collected from 17 already formed statements . Participants rank the statements.					Ranked highest among all professions is agreed and assured within the group.	

TABLE OF LITERATURE REVIEWED

Articles	Sample size	Measures/instruments used	Setting	Ages of nursing staff	Time	Cost	Confidentiality	Model of supervision
An analysis of the experiences of clinical supervision on Registered Nurses undertaking MSc/graduate diploma in renal and urological nursing and on their clinical supervisors. (Kilcullen, 2007).	10 RN- 5 supervisee's and 5 as supervisors.	A qualitative descriptive design. Data collected using interviews and analysis of content.			Hindered participants being able to participate due to time out of work. Time constraints and the heavy workload of the supervisor and supervisee	Difficulties setting up a system due financial costs		Proctor's model used- restorative function was highly rated by group.
Nursing leadership from the perspective of clinical group supervision: a paradoxical practice. (Bondas, 2010).	24 participants who are supervisors, work in private health or public health centres such as hospitals.	A hermeneutical interpretative approach		Age 46-64 yrs. Mean age 51				
Systematic clinical supervision and its effects for nurses handling demanding care situations: interviews with Swedish district nurses and hospital nurses in cancer care. (Palsson, Hallberg, Norberg & Isovaara, 1994).	n= 23 district nurses & n= 9 hospital nurses in cancer care. All women	A phenomenological hermeneutical approach	Surgical ward at a country hospital. DN from 10 geographical areas.					Ekstein & Wallerstein's model.

TABLE OF LITERATURE REVIEWED

Articles	Sample size	Measures/instruments used	Setting	Ages of nursing staff	Time	Cost	Confidentiality	Model of supervision
Effects of clinical supervision on nurse-patient cooperation quality. A controlled study in dementia care. (Edberg, Hallberg & Gustafson, 1996)		Each pt. was observed at 6 diff. times for an hour. All observations were coded. Statistical analysis .	Psycho geriatric clinic. each ward has 11 severely demented patients. One ward is the experimental and the other is the control ward.					
Clinical supervision: what do we know and what do we need to know? A review and commentary. (Jones, 2006)		Literature review						
The influence of clinical supervision on nurses' moral decision making. (Berggren & Severinsson, 2000).	15 registered nurses	transcripts from interviews-haematic analysis	2 medical units in Southwest District Hospital of Sweden.	23-52 years, work experience 1-20 years.				Holistic nursing model

TABLE OF LITERATURE REVIEWED

Articles	Sample size	Measures/instruments used	Setting	Ages of nursing staff	Time	Cost	Confidentiality	Model of supervision
First-line managers' views of the long term effects of clinical supervision: how does clinical supervision support and develop leadership in health care? (Hyrkas, Appelqvist-Schmidlechner & Kivimaki, 2005).	7 ward sisters and 4 managers	Data collected using empathy based stories. The essays were then thematised in relation to what script they got.	First line managers of a Finnish University hospital participated in 2 years of supervision from 1999-2000.					
Clinical nursing supervision in the workplace-effects on moral stress and job satisfaction. (Severinsson & Kamaker, 1999).	158 Nurses	demographic and work survey questionnaire which was modified from The Moral Sensitivity Questionnaire						
Administrative clinical supervision as evaluated by the first-line managers in one health care organization district. (Sirola-Karvinen & Hyrkas, 2008).	126 nurse leaders	Manchester Clinical Supervision Scale and a background questionnaire	Finland hospital 2002-2005	26-60yrs. Mean age 43yrs				

TABLE OF LITERATURE REVIEWED

Articles	Sample size	Measures/instruments used	Setting	Ages of nursing staff	Time	Cost	Confidentiality	Model of supervision
Clinical supervision; insider reports of a private world. (White, Butterworth, Bishop, Carson, Jeacock & Clements, 1998).	34 nurses engaged in C.S.	Exploratory study conducted 6 interviews in 6 of the 23 sites.			Respondents felt they needed to free up time. Respondents often used their own time to have C.S.	Also the cost to implement	Was made as a ground rule. Needed to have clear boundaries.	

TABLE OF LITERATURE REVIEWED

Articles	Sample size	Measures/instruments used	Setting	Ages of nursing staff	Time	Cost	Confidentiality	Model of supervision
Implementation of clinical supervision in a medical department: nurses' views of the effects. (Bogat, Severinsson & Berggren, 1997).	34 trained nurses. N=20 RN & 14 LPN	Completed an questionnaire that had 29 items. Descriptive statistics used to analyse the differences between 2 questionnaires done.	C.S implemented into 2 medical wards in a district hospital.	Mean age of RNs 40yrs and mean yrs of working 11. LPN mean age 48yrs and work 18yrs.				Eriksson's nursing model used for C.S.
Nurses' creativity, tedium and burnout during 1 year of clinical supervision and implementation of individually planned nursing care: comparisons between a ward for severely demented patients and a similar control ward. (Berg, Hansson & Hallberg, 1994).	39 staff. 8 RN, Licensed mental practical nurse=25, nurse aid=2, & no vocational training=4	Measures Creative climate questionnaire, burnout measure and Maslach Burnout Inventory	2 wards at a psycho geriatrician clinic.					
Clinical Supervision: The way forward? A review of the literature. (Cummins, 2009).		Literature review			Time a limiting factor to implement C.S in practice	Studies showing there is costs in developing and implementing however that this has been worthwhile as reduced sick leave, staff retention and reduced absentees.		

TABLE OF LITERATURE REVIEWED

Articles	Sample size	Measures/instruments used	Setting	Ages of nursing staff	Time	Cost	Confidentiality	Model of supervision
Nurses' perception of the value of clinical supervision. (Sexton-Bradshaw, 1999).	10 NICU who have one-one supervision and 15 PICU staff that don't.	Qualitative approach drawn from non-positivist paradigms of grounded theory and phenomenology. Questionnaire and interviews.			Regarded as special time sometimes cancelled due to sickness and work demands had to plan ahead to decrease risks of cancellations.			
The influence of focus group-oriented supervision on intensive care nurses' reflections on family members' needs. (Lantz & Severinsson, 2001).	8 female nurses from different ICU's	Qualitative descriptive exploratory research design	ICU					
Clinical nursing supervision in the workplace-effects on moral stress and job satisfaction. (Severinsson & Kamaker, 1999).	158 Nurses	Demographic and work survey questionnaire which was modified from The Moral Sensitivity Questionnaire						

TABLE OF LITERATURE REVIEWED

Articles	Sample size	Measures/instruments used	Setting	Ages of nursing staff	Time	Cost	Confidentiality	Model of supervision
The policy-, practice divide: Who has clinical supervision in nursing? (Davey, Desousa, Robinson & Murrells, 2006).	1918 nurses working in adult, child, disability and mental health branches	interviews, second stage drafting questions and auditing with sample and then sent series of questionnaires from the time of graduation	Adult, child, disability and mental					Proctor

TABLE OF LITERATURE REVIEWED

	BARRIERS							
Articles	Using other informal supports	Previous clinical supervision experience	Supervisor role	Peer supervisor	Location of supervision	Reflection	Judgements	Difficulties implementing supervision
Nurse supervisors' actions in relation to their decision making style and ethical approach to clinical supervision. Auth: 9Berggren, Severinsson 2003).			Yes. Act as role models. Share nursing knowledge and ethical codes.					
Norwegian and Swedish Preceptors' views of their roles before and after taking part in group supervision. (Danielsson, Andersson, Hov & Athlin 2009).								
Nurses satisfaction with their work environment and the outcomes of clinical nursing supervision on nurses' experiences of well-being a Norwegian study. (Bogat, Ellefsen, Severinsson, 2005).								
A collaboration approach to the implementation of C.S. (Spence, Cantrell, Christie, Samet, 2002).								

TABLE OF LITERATURE REVIEWED

Articles	Using other informal supports	Previous clinical supervision experience	Supervisor role	Peer supervisor	Location of supervision	Reflection	Judgements	Difficulties implementing supervision
Efficacy of clinical supervision: influences on job satisfaction, burnout and quality of care. (Hyrkas, Applequist-Schinidlechner & Haataja, 2006).		77.6% had prior experience			Off site location proved better outcomes			
Clinical supervision and support for nurses : an evaluation study. (Teasdale, Brocklehurst, Thom, 2001).	Even supervised nurses using informal networks for advice & immediate support							
The role of relationships in effective clinical supervision. (Cerinus, 2005).								

TABLE OF LITERATURE REVIEWED

Articles	Using other informal supports	Previous clinical supervision experience	Supervisor role	Peer supervisor	Location of supervision	Reflection	Judgements	Difficulties implementing supervision
Cost and resource implications of clinical supervision in nursing: an Australian perspective. (White & Winstanley, 2006).				Importance and value in supervisees receiving supervision from same peer group. E.g. RN and RN				
Our journey with clinical supervision in an intensive care unit. (Price & Chalker, 2000).			Role of supervisor to support, encourage and give feedback to supervisee. The supervisee was expected to be honest, open and prepared for supervision.					Lack of knowledge in regards to supervision and reflective practice. To become a supervisor meant many hours of practice and constructive feedback. Nurses resistant to implementation as top down approach and lack of ownership or involvement of those expected to benefit.

TABLE OF LITERATURE REVIEWED

Articles	Using other informal supports	Previous clinical supervision experience	Supervisor role	Peer supervisor	Location of supervision	Reflection	Judgements	Difficulties implementing supervision
Clinical group supervision in an intensive care unit: a space for relief, and for sharing emotions and experiences of care. (Lindahl & Norberg, 2002).								
Clinical supervision using video-conferencing technology: an reflective account. (Marrow, Hollyoake, Hamer & Kenrick, 2002).					At a supervisee's home. Coronary care nurses did video conferencing between Trusts.			

TABLE OF LITERATURE REVIEWED

Articles	Using other informal supports	Previous clinical supervision experience	Supervisor role	Peer supervisor	Location of supervision	Reflection	Judgements	Difficulties implementing supervision
Stress, coping, burnout and job satisfaction in British Nurses: Findings from the clinical supervision evaluation project. (Butterworth, Carson, Jeacock, White and Clements, 1999).								
Professional and clinical supervision. Position statement. (New Zealand Nurses Organisation, 2011).								
Multidisciplinary attitudinal positions regarding clinical supervision: a cross-sectional study. (Cutcliffe & Hyrkas, 2006).				The hospital nurses ranked supervisee's should be of same status and experience as the highest compared to other groups.				

TABLE OF LITERATURE REVIEWED

Articles	Using other informal supports	Previous clinical supervision experience	Supervisor role	Peer supervisor	Location of supervision	Reflection	Judgements	Difficulties implementing supervision
An analysis of the experiences of clinical supervision on Registered Nurses undertaking MSc/graduate diploma in renal and urological nursing and on their clinical supervisors. (Kilcullen, 2007).								
Nursing leadership from the perspective of clinical group supervision: a paradoxical practice. (Bondas, 2010).		Experience in C.S from a few months to 20yrs. Mean experience 8yrs.	Involves structuring the session, making rules as well as setting, timetable, and arranging regular routine.					
Systematic clinical supervision and its effects for nurses handling demanding care situations: interviews with Swedish district nurses and hospital nurses in cancer care. (Palsson, Hallberg, Norberg & Isovaara, 1994).	Staff felt they could receive support from a workmate but that depended on it being a safe relationship.							

TABLE OF LITERATURE REVIEWED

Articles	Using other informal supports	Previous clinical supervision experience	Supervisor role	Peer supervisor	Location of supervision	Reflection	Judgements	Difficulties implementing supervision
Effects of clinical supervision on nurse-patient cooperation quality. A controlled study in dementia care. (Edberg, Hallberg & Gustafson, 1996).								
Clinical supervision: what do we know and what do we need to know? A review and commentary. (Jones, 2006).								A collaborative approach needs to be maintained to provide experimental basis for learning, to develop good working relationships with patients and staff.
The influence of clinical supervision on nurses' moral decision making. (Berggren & Severinsson, 2000).								

TABLE OF LITERATURE REVIEWED

Articles	Using other informal supports	Previous clinical supervision experience	Supervisor role	Peer supervisor	Location of supervision	Reflection	Judgements	Difficulties implementing supervision
First-line managers' views of the long term effects of clinical supervision: how does clinical supervision support and develop leadership in health care? (Hyrkas, Appelqvist-Schmidlechner & Kivimaki, 2005).				✓				
Clinical nursing supervision in the workplace-effects on moral stress and job satisfaction. (Severinsson & Kamaker, 1999).								
Administrative clinical supervision as evaluated by the first-line managers in one health care organization district. (Sirola-Karvinen & Hyrkas, 2008).		Supervisees who had had previous experience in supervision were more inclined to give higher scores than those who hadn't.						

TABLE OF LITERATURE REVIEWED

Articles	Using other informal supports	Previous clinical supervision experience	Supervisor role	Peer supervisor	Location of supervision	Reflection	Judgements	Difficulties implementing supervision
Clinical supervision; insider reports of a private world. (White, Butterworth, Bishop, Carson, Jeacock & Clements, 1998).							Seen as a tool to discipline staff. Felt it was a big-brother.	

TABLE OF LITERATURE REVIEWED

Articles	Using other informal supports	Previous clinical supervision experience	Supervisor role	Peer supervisor	Location of supervision	Reflection	Judgements	Difficulties implementing supervision
Implementation of clinical supervision in a medical department: nurses' views of the effects. (Bogat, Severinsson & Berggren, 1997).								
Nurses' creativity, tedium and burnout during 1 year of clinical supervision and implementation of individually planned nursing care: comparisons between a ward for severely demented patients and a similar control ward. (Berg, Hansson & Hallberg, 1994).								
Clinical Supervision: The way forward? A review of the literature. (Cummins, 2009).								

TABLE OF LITERATURE REVIEWED

Articles	Using other informal supports	Previous clinical supervision experience	Supervisor role	Peer supervisor	Location of supervision	Reflection	Judgements	Difficulties implementing supervision
Nurses' perception of the value of clinical supervision. (Sexton-Bradshaw, 1999).								
The influence of focus group-oriented supervision on intensive care nurses' reflections on family members' needs.(Lantz & Severinsson, 2001).								
Clinical nursing supervision in the workplace-effects on moral stress and job satisfaction. (Severinsson & Kamaker, 1999).								

TABLE OF LITERATURE REVIEWED

Articles	Using other informal supports	Previous clinical supervision experience	Supervisor role	Peer supervisor	Location of supervision	Reflection	Judgements	Difficulties implementing supervision
The policy- practice divide: Who has clinical supervision in nursing? (Davey, Desousa, Robinson & Murrells, 2006).						Child, adult and disability nurses not given assistance with reflection and needed more		

TABLE OF LITERATURE REVIEWED

	BARRIERS					
Articles	Manager as supervisor	Delegation of supervisor	Definition of supervision	Lack of understanding	Education, training and personal dev.	Professional/personal barriers with organisation
Nurse supervisors' actions in relation to their decision making style and ethical approach to clinical supervision. Auth: (Berggren, Severinsson 2003).					Yes had previous education	
Norwegian and Swedish Preceptors' views of their roles before and after taking part in group supervision. 9Danielsson, Andersson, Hov & Athlin 2009).						
Nurses satisfaction with their work environment and the outcomes of clinical nursing supervision on nurses' experiences of well-being a Norwegian study. (Bogat, Ellefsen, Severinsson, 2005).						
A collaboration approach to the implementation of C.S. (Spence, Cantrell, Christie, Samet, 2002).						

TABLE OF LITERATURE REVIEWED

Articles	Manager as supervisor	Delegation of supervisor	Definition of supervision	Lack of understanding	Education, training and personal dev.	Professional/personal barriers with organisation
Efficacy of clinical supervision: influences on job satisfaction, burnout and quality of care. (Hyrkas, Applequist-Schinidlechner & Haataja, 2006).		Choosing supervisor improved outcomes			Previous education in supervision ↑ results	
Clinical supervision and support for nurses : an evaluation study. (Teasdale, Brocklehurst, Thom, 2001).						
The role of relationships in effective clinical supervision. (Cerinus, 2005).		Being able to choose supervisor provided comfort				

TABLE OF LITERATURE REVIEWED

Articles	Manager as supervisor	Delegation of supervisor	Definition of supervision	Lack of understanding	Education, training and personal dev.	Professional/personal barriers with organisation
Cost and resource implications of clinical supervision in nursing: an Australian perspective. (White & Winstanley, 2006).						
Our journey with clinical supervision in an intensive care unit. (Price & Chalker, 2000).		Able to choose supervisor		Limited understanding of C.S	Some members had undertaken modules in C.S and reflection, but most felt they knew very little about these practices. Education provided at the beginning of the process to staff.	Organisation had made supervision a Trust objective, therefore committed to the process and time involved. Working group developed to support implementation within the hospital

TABLE OF LITERATURE REVIEWED

Articles	Manager as supervisor	Delegation of supervisor	Definition of supervision	Lack of understanding	Education, training and personal dev.	Professional/personal barriers with organisation
Clinical group supervision in an intensive care unit: a space for relief, and for sharing emotions and experiences of care. (Lindahl & Norberg, 2002).						
Clinical supervision using video-conferencing technology: a reflective account. (Marrow, Hollyoake, Hamer & Kenrick, 2002).		Allocated supervisors			Participants took part in 4 days of learning how to implement C.S and 2 days focussing on the effective use of video-conferencing.	

TABLE OF LITERATURE REVIEWED

Articles	Manager as supervisor	Delegation of supervisor	Definition of supervision	Lack of understanding	Education, training and personal dev.	Professional/personal barriers with organisation
Stress, coping, burnout and job satisfaction in British Nurses: Findings from the clinical supervision evaluation project. (Butterworth, Carson, Jeacock, White and Clements, 1999).						
Professional and clinical supervision. Position statement. (New Zealand Nurses Organisation, 2011).		Choose an supervisor				
Multidisciplinary attitudinal positions regarding clinical supervision: a cross-sectional study. (Cutcliffe & Hyrkas, 2006).	Ranked least important =17, so their supervisor should not be the manager!				Each participant took a 4 day CS study training/day in 8 weeks.	

TABLE OF LITERATURE REVIEWED

Articles	Manager as supervisor	Delegation of supervisor	Definition of supervision	Lack of understanding	Education, training and personal dev.	Professional/personal barriers with organisation
An analysis of the experiences of clinical supervision on Registered Nurses undertaking MSc/graduate diploma in renal and urological nursing and on their clinical supervisors. (Kilcullen, 2007).			Could be seen as a top-down approach due to name. The nurses may have been able to implement supervision more effectively if it had a more appropriate name.		2 days of education on C.S. felt ill prepared for C.S as was a new concept to old and young staff. Also sessions directed at mental health nurses which was hard to apply and ask questions.	
Nursing leadership from the perspective of clinical group supervision: a paradoxical practice. (Bondas, 2010).					Previous education in C.S. and had done different courses in C.S. A few had masters degrees in nursing and caring sciences	
Systematic clinical supervision and its effects for nurses handling demanding care situations: interviews with Swedish district nurses and hospital nurses in cancer care. (Palsson, Hallberg, Norberg & Isovaara, 1994).						

TABLE OF LITERATURE REVIEWED

Articles	Manager as supervisor	Delegation of supervisor	Definition of supervision	Lack of understanding	Education, training and personal dev.	Professional/personal barriers with organisation
Effects of clinical supervision on nurse-patient cooperation quality. A controlled study in dementia care. (Edberg, Hallberg & Gustafson, 1996).					2 days of training provided for all nurses on both wards which consisted of current knowledge of dementia diseases, care of demented people and individualised plan of care.	
Clinical supervision: what do we know and what do we need to know? A review and commentary. (Jones, 2006).						
The influence of clinical supervision on nurses' moral decision making. (Berggren & Severinsson, 2000).						

TABLE OF LITERATURE REVIEWED

Articles	Manager as supervisor	Delegation of supervisor	Definition of supervision	Lack of understanding	Education, training and personal dev.	Professional/personal barriers with organisation
First-line managers' views of the long term effects of clinical supervision: how does clinical supervision support and develop leadership in health care? (Hyrkas, Appelqvist-Schmidlechner & Kivimaki, 2005).					2 half days of study for both groups. The following topics discussed- how teams are built and work climate created and a nursing manager in time of change. Also the manager as the maintainer of the ward. The 2 supervisors also ran study days in relation to supervision.	
Clinical nursing supervision in the workplace-effects on moral stress and job satisfaction. (Severinsson & Kamaker, 1999).				√ with supervised group		
Administrative clinical supervision as evaluated by the first-line managers in one health care organization district. (Sirola-Karvinen & Hyrkas, 2008).						

TABLE OF LITERATURE REVIEWED

Articles	Manager as supervisor	Delegation of supervisor	Definition of supervision	Lack of understanding	Education, training and personal dev.	Professional/personal barriers with organisation
Clinical supervision; insider reports of a private world. (White, Butterworth, Bishop, Carson, Jeacock & Clements, 1998).		Supervisors picked out of a hat. Felt important to select supervisor as you are aware of that person and feel comfortable.	<p>Respondents raised similarities between performance review, link tutor responsibilities, personal therapy, management and preceptorship. Respondents felt it was guise in other titles. Confusion over definition as in " I'm going to be watched aren't I?" respondents felt the word supervision gave off negative interpretations such as being spied on, checking in on people, being supervised, you're trying to see what I am doing wrong.</p>		There needs to be time and preparation for supervisors to be prepared.	<p>Senior colleagues did not doubt the usefulness of supervision but were concerned with the impact it may have on their power relationships with others. Also for C.S to be used for disciplinary purposes. Needs to have links with patient care to make it an positive influence otherwise Chief executives look at cost of time and travel expenses.</p>

TABLE OF LITERATURE REVIEWED

Articles	Manager as supervisor	Delegation of supervisor	Definition of supervision	Lack of understanding	Education, training and personal dev.	Professional/personal barriers with organisation
Implementation of clinical supervision in a medical department: nurses' views of the effects. (Bogat, Severinsson & Berggren, 1997).					Had education in C.S and nursing science previous to intervention.	
Nurses' creativity, tedium and burnout during 1 year of clinical supervision and implementation of individually planned nursing care: comparisons between a ward for severely demented patients and a similar control ward. (Berg, Hansson & Hallberg, 1994).					All nurses participated in a 2 day course on dementia patients and their care. One ward at a time. This was then followed by a further 2 days during the year.	Important to have support systems in place for nurses to cope with work related stress.
Clinical Supervision: The way forward? A review of the literature. (Cummins, 2009).						Needs organisation and culture change to implement

TABLE OF LITERATURE REVIEWED

Articles	Manager as supervisor	Delegation of supervisor	Definition of supervision	Lack of understanding	Education, training and personal dev.	Professional/personal barriers with organisation
Nurses' perception of the value of clinical supervision. (Sexton-Bradshaw, 1999).		Felt it was important to choose as could build trust and sharing. Otherwise felt threatening to have a supervisor delegated.	Confusion and suspicion around the concept. The title of supervision viewed as threatening and being related to performance appraisal.			Need to incorporate supervision into the nurses busy workload. Management needed to have a commitment to the concept of supervision and allow staff to participate being aware of time and the costs it may have.
The influence of focus group-oriented supervision on intensive care nurses' reflections on family members' needs. (Lantz & Severinsson, 2001).						
Clinical nursing supervision in the workplace-effects on moral stress and job satisfaction. (Severinsson & Kamaker, 1999).				√ with supervised group		

TABLE OF LITERATURE REVIEWED

Articles	Manager as supervisor	Delegation of supervisor	Definition of supervision	Lack of understanding	Education, training and personal dev.	Professional/personal barriers with organisation
The policy- practice divide: Who has clinical supervision in nursing? (Davey, Desousa, Robinson & Murrells, 2006).		Mental health nurses given opportunity to select other branches limited selection. Reflection may have been difficult for other nurses who had a supervisor selected for them due to trust.				Good clinical supervision key strategy in retaining nurses