



Texas Association for  
Home Care & Hospice  
*Leading ★ Advancing ★ Advocating*

**56<sup>th</sup> Annual Meeting**  
Wednesday, August 27, 2025  
2:45pm-3:45pm

## **3c. The Role of the Supervisor in PAS: Building the Skill Set for Success**

Presented by:

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RJNG Health Care Consulting, LLC

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# Role of the Supervisor in Personal Assistance Services Agencies

## Building the Skill Set for Success

Rosalind J. Nelson-Gamblin  
RJNG Health Care Consulting, LLC.

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## Disclosures

The faculty member does not have any conflicts to disclose.

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## Regulatory Overview

- Administrator versus supervisor
- Administrator responsibilities
- Administrative support
- Oversight of service delivery
- Monitoring staff performance
- Ensuring compliance with regulatory and contract requirements

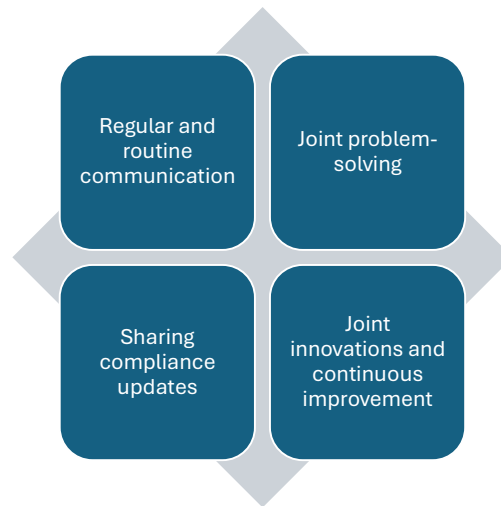
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## Key Responsibilities of the PAS Supervisor

- Direct oversight to ensure effective services and supports
- Quality and compliance through continuous monitoring
- Training and development
- Liaison between direct care staff and administration and senior leadership

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## Supervisor/Administrator Collaboration



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## Documentation Review/Service Delivery



Ensure documentation exists as necessary for incidents and accidents, noncompliance with the individualized service plan and client needs and goals



Accurate record keeping



Service quality monitoring

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## Leadership/Role Model

- Leadership by example
- Ethical decision-making
- Emotional intelligence

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## Expectation Setting

Job  
descriptions

Clear directives

Supports for  
supervision to  
occur

Facilitating  
communication

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## Knowledge, Skills and Abilities



Knowledge of the regulations



Knowledge of the agency's policies



Understanding of quality and safety of service delivery



Understanding of the agency's organizational structure/mission/vision



Skill in documentation: supervising, quality monitoring, actions based on incidents



Ability to identify threats to clients/staff

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## Advanced Abilities

- Development of new training methods
- Training delivery skills: individual and group/in person and online
- Mentorship capability
- Supervisory visits and performance evaluations

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## Enhancing Supervisor Competencies

- 30-60-90 day
- Annual development plans

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## 30-Day Onboarding and Foundational Training

- Orientation on agency policies
- State and federal regulatory requirements overview
- Internal communication tools
- Internal documentation tools
- Foundational supervisory skills
  - Communication/listening
  - Individual and team observation
  - Conflict resolution

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## 60-Day Skill Building and Regulatory Application of Skills

- Regulatory application
- Leadership skill refinement
- Hands on problem-solving
- Advanced conflict resolution

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## 90-Day Performance Review/Annual Development Plans

- Performance evaluation based on agency policy
- 90-Day Performance Plan
- Annual Development Plan
  - Based on threats and issues identified in QAPI and administration needs
  - Continuous skill and competencies

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## Final Thoughts

### **Regulatory Standards**

Knowledge of regulatory standards ensures PAS supervisors deliver quality services and maintain compliance with laws.

### **Supervisory Skill Development**

Developing essential supervisory skills enables effective leadership and improves PAS agency outcomes.

### **Collaboration and Initial/Continuous Growth**

Collaboration with administrators and continuous professional development foster successful PAS program management.

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## Resources

26 TAC Chapter 558 Licensing Standards for Home and Community Support Services Agencies

26 TAC §558.404 Standards Specific to Agencies Licensed to Provide Personal Assistance Services

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