

Empowering our Workforce to Deliver Quality Services Supported by a Culture of Continuous Improvement

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Background:

Change is occurring rapidly in our society. The increasing demand and cost pressures for health and social care services means that we have no choice but to embrace change and find ways in which we can deliver positive and long-lasting change. In support of this, South Ayrshire Health & Social Care Partnership (SAHSCP) has developed an improvement vision to;

"Empower our workforce to deliver quality services, supported by a culture of continuous improvement."

Some of the expected benefits of building a continuous improvement culture include an increase in productivity; improved service quality leading to improved service user outcomes, and team and partnership working; and engaged and empowered staff. In pursuit of this, the focus has been on developing a programme to build capacity and capability.



Aim:

Increase to 75%, the number of South Ayrshire HSCP staff reporting confidence in their knowledge of Quality Improvement and application of QI tools, by 30th June 2025 in alignment with SA HSCP Strategic Plan principles.

(Data Source: Annual QI Survey (September))

Methods:

- ❖ QI Delivery Group formed.
- ❖ Baseline established.
- ❖ Model for Improvement used to:
 - Develop Aim statement;
 - Inform Driver Diagram;
 - Implement PDSA cycles;
 - Agree outcome, process and balancing measures.

Results

Staff Survey 2023

The HSCP wide QI Survey undertaken in 2023 evidenced that, in those who responded, knowledge of QI was 40%; with confidence in applying QI tools at 38%; and 65% reporting that they are involved in QI activity.

Foundation Level: e-learning QI Modules

By 31st December 2023, 56% of SAHSCP staff had completed their Foundation Level e-learning QI modules against a target of 75%.

Practitioner Level: AAIFS Local QI Training

By 31st March 2024, 93 staff had completed AAIFS QI training over 8 Cohorts. Approximately 40 more will complete training in 2024.

Lead Level: National QI Training (ScIL, ScLIP etc.)

By 31st March 2024, 12 staff had completed Lead Level national QI training. Additional training is planned to develop QI Practitioners to support QI Leads.



Process Changes:

Key change ideas identified in the project's Driver Diagram:

- ❖ New improvement strategy to engage leadership and to direct focus.
- ❖ New tiered QI training matrix to increase workforce capacity and capability.
- ❖ Improved knowledge and information sharing on QI and the Partnership's approach to improvement.



Scan to download driver diagram

Key Learning:

- ❖ Benefits of a team approach to improvement
- ❖ Importance of leadership and team buy-in and engagement
- ❖ Focus on small changes will deliver results (with patience!)



Next Steps:

- ❖ Continue to work towards 75% completion rate for Foundation Level e-learning Modules.
- ❖ Continue to work towards target of 180 staff trained to Practitioner Level by December 2025.
- ❖ Maximise opportunities for staff to access national QI training to allow target of 18 to be reached by December 2025.
- ❖ Gather quantitative and qualitative data on the impact improvement projects using QI methodology are making across SAHSCP; and the impact on outcomes for service users.
- ❖ Develop support and networking opportunities for staff engaged in improvement activity.

KEY REFERENCES:

- Langley G. J et al (2009) The Improvement Guide. 2nd Edition: Jossey-Bass
- NHS A&A Ayrshire & Arran Improvement Foundation Skills Training Materials

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