



south ayrshire
health & social care
partnership

Quality Improvement Annual Survey 2024 – Report on Findings



SAHSCP Quality Improvement Framework

Method

The first staff survey relating to quality improvement knowledge and activity within South Ayrshire Health and Social Care Partnership (SAHSCP) was introduced in 2021.

Following the launch of SAHSCP's Quality Improvement Framework in 2022, the quality improvement survey was updated to reflect learning from the previous 12 months and the aims set out within the Framework.

It has been designed to allow us to capture and understand the progress we are making to develop our quality improvement capacity and capability within our workforce; and to ensure that staff have the skills and confidence to use quality improvement to drive change within their own teams and services.

No changes were made to the 2024 QI survey – the questions are (with 1 exception) the same as those asked in 2022 and 2023. This will allow us to begin to track progress we are making year on year.

The 2024 survey was issued by SAHSCP's Communication Team on the 11th September 2023 and closed on the 31st October 2023.

Results

Response Rate

The survey was open to all SAHSCP staff – approximately 1800 people. 161 responses were received which equates to 9% of staff responding. In 2023, our response rate was 125, or around 7%, so while possibly not the biggest of increases, it is an increase nonetheless.

Clearly, we would wish to improve on our response rate in 2024 and it is hoped that the visibility and awareness of QI will continue to improve in the time between surveys to ensure that an improved response rate is achieved. Consideration will also be given to timing, content and distribution/ communication with a view to improving response rate.

Response Breakdown – Service (Q2)

Responses were received from across all services as follows:

Service	2022		2023		2024	
	Number of Responses	Number of Responses as a % of all Responses	Number of Responses	Number of Responses as a % of all Responses	Number of Responses	Number of Responses as a % of all Responses
Community Health and Care	24	30%	43	34%	69	43%
Allied Health Professions	21	26%	26	21%	50	31%
Children's Health, Care and Justice	18	23%	26	21%	15	9%
Planning and Performance	7	9%	12	10%	16	10%

Community Nursing	4	5%	8	6%	7	4%
CSWO	3	4%	5	4%	1	1%
DMT	3	4%	3	2%	2	1%
Administration	0	0%	2	2%	1	1%

Given that the Head of Community Health and Care is Chair of the QI Delivery Group and has actively promoted quality improvement within his service higher, it was anticipated that there may be a higher response rate from within his service area. The QI Delivery Group has a number of Allied Health Professions participants and the Senior Manager has also supported an aim to increase responses within their service.

Response Breakdown – Job Level (Q3)

Of the 161 respondents in 2024, 120 people (75%) were team members with the remaining 40 people (25%) working at Team Leader level or above:

Job Level	Number of Responses 2022	Number of Responses 2023	Number of Responses 2024
Director	1	1	1
Head of Service	2	2	2
Senior Manager	4	5	4
Service Manager	10	8	8
Coordinator	3	7	7
Team Leader	14	12	18
Team Member	46	90	121
TOTAL	80	125	161

The response rate for job levels was largely similar to last year for Team Leader level and above however completions by team members increased significantly.

Response – QI Training Completed (Q5)

In 2023, when responding to the questions about additional QI training they had completed, many respondents referred to numerous other types of training including leadership, management, project management and vocational courses that they had undertaken, confirming that many respondents did not have a clear understanding of what constituted training on the Model for Improvement/ QI. In 2024, this has been less evident with the majority of respondents showing a clearer understanding of improvement related methodology. Examples given were training provided by the Children and Young People’s Initiative and improvement training as part of MSc degrees amongst other similar examples.

Level	Number of Respondents 2023	Number of Respondents 2024
Lead (National Training - SQS, ScIL, ScLIP etc)	8	12
Practitioner (Local Training – AAIFS)	10	51 (+8 Booked on Future Cohort)
Foundation (Online Modules – TURAS)	5	115
No Training	52	36

Response – Involvement in Improvement Projects (Q7)

In previous years, respondents were able to select any of the categories which they felt were relevant to their job role and this made it difficult to analyse. In the 2024 survey, the question was changed to ask that respondents only select the answer which detailed the level of involvement they generally worked at in terms

of improvement work. While this year's data cannot be compared against previous years, it does show that the majority of respondents (70%) are involved in improvement projects whether that be locally or nationally.

Involvement Level	Number of Responses 2022	Number of Responses 2023	Number of Responses 2024
I am not involved in any improvement projects.	21	40	47
I contribute to local improvement projects within my area of practice.	16	59	57
I contribute to local improvement projects within and outwith my area of practice.	6	14	13
I lead on local improvement projects within my area of practice.	14	31	17
I lead on local improvement projects within and outwith my area of practice.	3	7	4
I contribute to the development of others quality improvement knowledge and development through coaching and/ or facilitation of learning events.	6	27	7
I lead on local improvement projects and contribute to the development of others quality improvement knowledge and development through coaching and/ or facilitation of learning events.	4	9	10
I lead on national improvement projects.	0	2	2
Other	10	4	4

Response – Confidence levels (Q9)

Of the 161 respondents in 2024, 37% reported that they were either 'Confident' or 'Very Confident' in their knowledge of QI. This is a reduction compared to 2023 however as previously indicated, responses in previous years showed a lack of clarity around what constitutes QI and so an improved awareness of QI may account for the drop in confidence in people's knowledge of QI.

Knowledge of QI	2022		2023		2024	
	Number of Responses	Number as a % of all Responses	Number of Responses	Number as a % of all Responses	Number of Responses	Number as a % of all Responses
Very Confident	5	6%	12	10%	15	9%
Confident	23	29%	38	30%	45	28%
Neutral	23	29%	43	34%	57	36%
Not Confident at All	29	36%	32	26%	44	28%

In 2024, 34% of respondents reported that they were either 'Confident' or 'Very Confident' in applying QI tools. Again the assumption could be drawn based on previous year responses that this is due to improved clarity around QI methodology.

Applying QI Tools	2022		2023		2024	
	Number of Responses	Number as a % of all Responses	Number of Responses	Number as a % of all Responses	Number of Responses	Number as a % of all Responses
Very Confident	4	5%	10	8%	13	8%
Confident	24	30%	37	30%	42	26%
Neutral	25	31%	40	32%	44	28%
Not Confident at All	27	34%	38	30%	62	39%

In 2024, the percentage of respondents reporting that they are either 'Very Confident' or 'Confident' in engaging with stakeholders and building networks remained the same as 2023 at 38%. There was a small increase in the number of respondents 'Not Confident at All' engaging stakeholders and building networks. Engaging Stakeholders and Building Networks is an area for improvement going forward.

Engaging Stakeholders/ Building Networks	2022		2023		2024	
	Number of Responses	Number as a % of all Responses	Number of Responses	Number as a % of all Responses	Number of Responses	Number as a % of all Responses
Very Confident	8	10%	10	8%	14	9%
Confident	33	41%	37	30%	47	29%
Neutral	22	28%	35	28%	43	27%
Not Confident At All	17	21%	43	34%	57	35%

In 2024, only 26% of respondents reported that were they are either 'Very Confident' or 'Confident' with data and measurement, down from 34% in 2023 and 40% in 2022. Respondents reporting that they are 'Not Confident at All' also increased from 27% last year to 39% this year. Data and measurement is an area for improvement going forward.

Data and Measurement	2022		2023		2024	
	Number of Responses	Number as a % of all Responses	Number of Responses	Number as a % of all Responses	Number of Responses	Number as a % of all Responses
Very Confident	8	10%	10	8%	11	7%
Confident	24	30%	33	26%	31	19%
Neutral	24	30%	48	39%	57	35%
Not Confident At All	24	30%	34	27%	62	39%

Response – How often is QI used in your team (Q10)

Since 2023, the number of respondents reporting that either 'QI is discussed frequently and they undertake QI work' or that 'QI underpins most of what we do as a team' has increased slightly. It is positive to note that 67% of respondents are engaged in improvement work within their teams.

How often is QI discussed in your team?	2022		2023		2024	
	Number of Responses	Number as a % of all Responses	Number of Responses	Number as a % of all Responses	Number of Responses	Number as a % of all Responses
QI is not discussed at all	7	9%	14	11%	16	10%
QI is mentioned but we don't undertake any QI work	28	35%	30	24%	37	23%
QI is discussed frequently, and we undertake QI work	36	45%	66	53%	100	62%
QI underpins most of what we do as a team	9	11%	15	12%	8	5%

Response – Please add any other comments, suggestions, ideas you may have around QI in the partnership (Q11)

This question was optional and 77 respondents (48%) provided feedback. From these responses 3 key themes emerged: training and development, culture, and capacity and support for QI.



Training and Development:

Of 77 responses 8% mentioned training and development and in particular a desire to access more training to allow them to grow their confidence and continue to develop their skills:

‘Keep learning and improving skills’

‘More training opportunities to understand QI’

‘Interested in doing further quality improvement training’

Culture:

14% of respondents commented positively on the positive improvement culture being fostered within their teams and services:

‘I like that QI is being encouraged for everyone and regardless of role or position in the organisation we all have a part to play’

‘I think it can only be a good thing to promote QI in all aspects of working practices’

‘I think the QI culture is changing with more staff seeing it as more relatable to their area of work. At our last locality meeting lots of previous pieces of QI work were highlighted and shared which was hugely beneficial and other staff were engaged to look at trialling the tools. Needs to always be on the agenda’

‘We are encouraging our team to discuss QI as a whole and have several staff members trained in AAIFS’

Capacity/ Support for QI:

Of all respondents, 29% highlighted the need for a dedicated QI team or individuals to support improvement projects in South Ayrshire particularly given pressures within operational services:

‘It’s an area I am keen to participate in but find the demands of my job are too demanding to allow me time out of my working day to focus and study for’

‘I feel QI is a valuable way to provide quality interventions for our patients but time and confidence are major barriers for most people’

‘I am keen to participate within QI however time when available is limited’

‘Interactive QI workshops would be beneficial’

‘More local QI sharing events where people can showcase their work through poster presentations etc’

‘QI working groups are a good resource, learning from peers and sharing ideas’