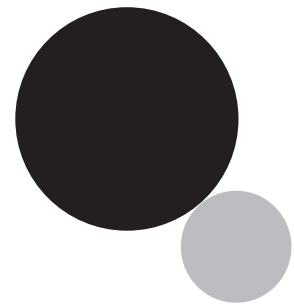


Report on Survey on Clinical Audit Staff Structure and Roles in NHS Organisations



for Healthcare Quality Improvement Partnership

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Management summary

As part of a project to develop job descriptions and Knowledge and Skills Framework (KSF) outlines for clinical audit staff, the Healthcare Quality Improvement Partnership (HQIP) requested that a survey of clinical audit staff working in NHS organisations be carried out. The aim of the survey was to learn about current structures, levels of responsibility and salary bands for clinical audit staff working in NHS organisations.

The population for the survey was all NHS organisations in England. A random sample of NHS organisations in England equivalent to 15% of NHS organisations in various categories of NHS organisation was selected. Each organisation in the sample was telephoned and a clinical audit staff representative was asked to participate in the survey. Individuals who agreed to participate in the survey were sent a follow-up email with a link to an electronic survey questionnaire. Questionnaires were anonymous.

55 NHS organisations responded to the survey representing an overall 83.3% response rate from the 66 organisations invited to participate. However, strategic health authorities responded that they do not employ clinical audit staff so they did not complete the survey questionnaire. 53 questionnaires were returned representing an 80.3% questionnaire return rate. The overall actual survey sample is 12.2% of the population of 435 NHS organisations. The sample is 10.0% or more of each NHS organisation type, except for strategic health authorities.

The key findings of the survey are:

- The total number of authorised posts to provide clinical audit support varied in total and by NHS organisation type ranging from 0.4 posts to 19.0 posts.
- 78.7% of the organisations have a central department that serves the entire organisation; 19.1% have staff employed in clinical divisions, directorates or specialties, and 17.0% have other arrangements for support. Some organisations have more than one type of structure for clinical audit support.
- The highest proportion of centralised organisation-wide support is in acute and primary care trusts. The highest proportion of organisations with staff in divisions, directorates or services providing support is for mental health trusts. Primary care trusts have the highest proportion of 'other' arrangements to provide support, mostly to account for commissioning and provider arms of the organisations.
- Central clinical audit departments carry out several functions. Of the organisations with a central clinical audit department or service, 63.6% concentrate on carrying out trust-wide and mandatory audits; 36.4% work on a first-come-first-served basis to help clinical staff who request help; 22.7% allocate staff to specific clinical divisions, directorates or specialties on a permanent or rota basis; and 25% have other ways of functioning.

- 88.4% of organisations responding indicated that the clinical audit department or service is not shared among NHS organisations. Sharing services among organisations occurred for some acute, ambulance and primary care organisations.
- The average amount of time spent on clinical audit support was almost twice as much for those providing the support on an organisation-wide basis (60.3%) than for those in divisions or directorates (32.3%).
- A total of 57 different clinical audit job titles were identified. The five most frequently used job titles are:
 - Clinical audit facilitator
 - Clinical audit officer
 - Manager clinical audit and effectiveness
 - Facilitator clinical audit and effectiveness
 - Manager clinical audit.
- The job title clinical audit facilitator is used by all NHS organisation types.
- 8 job titles crossed more than two salary bands. The job titles and, in parentheses, the lowest and highest bands reported are:
 - Clerk/administrative assistant, clinical audit (3–5)
 - Analyst, clinical audit (4–6)
 - Facilitator, clinical audit (4–7)
 - Facilitator, clinical audit and effectiveness (4–7)
 - Officer, clinical audit (3–5)
 - Senior facilitator, clinical audit (5–7)
 - Manager, clinical audit and effectiveness (6–8)
 - Manager, clinical governance (5–8)
- The responsibility for clinical audit that was most frequently rated as critical related to having a clinical audit strategy, policies and an annual clinical audit programme.
- Each of 15 responsibilities for clinical audit staff were rated critical, very important, important or not important with a wide distribution of ratings.
- For all but 1 of 15 clinical audit responsibilities (11 – Extract data from various data sources for clinical audits and/or input data into spreadsheet software for analysis), the responsibilities were allocated most frequently to the head/manager and the facilitator/analyst.
- 7 organisations identified at least 1 of the 15 responsibilities for which there was no one in the organisation with the responsibility.
- 27 job titles for the person who manages the department or service were identified. Of the 27 job titles provided, 4 are used by more than one organisation:
 - Clinical audit manager
 - Clinical effectiveness manager
 - Clinical audit coordinator
 - Clinical audit facilitator.

- There were 34 job titles of the person to whom the clinical audit department or clinical audit services reports. Only 1 one job title, clinical governance manager, was reported by more than one organisation. The level of the role of the person accountable for clinical audit ranges from director or assistant director to manager and the role is concerned with clinical governance or quality or risk/safety or research/statistics.

Based on analysis of the survey responses provided by 53 NHS organisations in England, we can draw the following conclusions:

- There is variation in every aspect that was covered in the survey, eg, staffing levels, salary band level, job titles, and accountability. The reasons for the variation are not explained by the size of NHS organisations or the organisation type.
- The lines of accountability indicate that there are different perceptions of the importance of clinical audit to NHS organisations and where clinical audit fits in the organisation's strategy. In the survey sample, clinical audit is accountable to quality improvement, risk reduction and safety, clinical effectiveness, clinical governance, and research.
- The job title of clinical audit facilitator is the most commonly used job title. However, there were four salary bands allocated to the job: 4, 5, 6 and 7. The long list of job titles in use and the number of commonly used job titles that cross more than two salary bands indicate inconsistency in the titles, roles and scope of clinical audit jobs.
- The variation in the perceived importance in the organisation of various responsibilities for clinical audit could indicate a lack of understanding of clinical audit and lack of recognition of the knowledge and skills required to carry out the process effectively.

The findings of the survey can indicate areas to address to increase the impact of clinical audit on improvement of patient care and service.

Possible areas for action include:

- Position clinical audit in NHS organisations so that it has a major role in delivering the organisation's quality improvement and assurance strategies.
- Assign the accountability for clinical audit to clarify the importance of clinical audit to the organisation, how clinical audit fits into the organisation's quality improvement and assurance strategies and its specific relationship to other programmes such as patient safety.
- Decrease the number of clinical audit job titles and increase the consistency of the roles and responsibilities within job titles.
- Increase the consistency in the salary bands assigned to clinical audit job titles.
- Recommend a set of roles and responsibilities for clinical audit job titles that include strategic aspects of clinical audit as well as the technical and educational components.

It is not practical to establish recommended staffing levels for clinical audit jobs in NHS organisations. However, the skills and knowledge required of staff employed to support clinical audit should be standardised. A national set of job descriptions for clinical audit job titles that recognise the strategic contribution of clinical audit to quality improvement and assurance and that specify roles and responsibilities, salary bands, and knowledge and skills needed should contribute to strengthening the value of clinical audit process to improving the quality of patient care in NHS organisations.

1 Purpose of this report

A survey of NHS organisations has been carried out to learn about current structures, banding levels and responsibilities of clinical audit staff working in NHS organisations.

This report describes the findings of the survey. It includes the following:

- the background to and the aim and objectives of the survey
- the survey design and questions
- the data collection, protection and control processes
- the findings of a pilot test of the survey
- the findings of the survey
- the implications of the findings.

The report is intended to support any action in relation to clinical audit staff jobs, responsibilities and salary bands in NHS organisations.

2 Background and objectives of the survey

The background

As part of a project to develop job descriptions and KSF outlines for clinical audit staff, HQIP requested that a survey of clinical audit staff working in NHS organisations be carried out on current structures, levels of responsibility and salary banding levels.

The survey findings could make a contribution to further work to support the development of clinical audit staff working in NHS organisations.

Aim and objectives

The aim of the survey was to learn about current structures, levels of responsibility and banding levels for clinical audit staff working in NHS organisations.

The specific objectives of the survey were to find out:

- the number of staff NHS organisations employ to support clinical audit
- the nature of the organisational structure in which clinical audit staff work, in particular whether clinical audit staff are employed to work on an organisation-wide basis or within divisions, directorates or specialties in an organisation
- if clinical audit staff work on an organisation-wide basis, the main functions carried out by the staff
- whether or not staff work exclusively on clinical audit or also on other functions, such as clinical effectiveness, clinical governance or quality improvement
- the job titles used to describe clinical audit staff
- the perceived importance in the organisation of various roles related to clinical audit
- the level (title and salary band) of clinical staff who carry out various roles related to clinical audit
- the role to which the clinical audit staff are accountable.

3 Survey design, questions and analysis

Population and sample

The population for the survey was all NHS organisations in England. A stratified random sample of NHS organisations in England was selected from a master list of all NHS organisations in England. The sample was equivalent to 15% of NHS trusts in the categories of acute, primary care, mental health, ambulance, and care, and 15% of special health authorities and strategic health authorities.

We telephoned each organisation selected to be included in the sample and asked to speak with the person responsible for clinical audit. We explained the survey and asked the person responsible for clinical audit for permission to send the survey questionnaire. The explanation we provided in the telephone call is in Appendix A.

If we were unable to reach a person responsible for clinical audit in one of the organisations in the sample, we telephoned another of the same type of organisation from a reserve list of randomly selected NHS organisations.

We planned to have at least a 50% response rate from each type of NHS organisation.

Survey questions

We sent an email to those individuals who agreed to participate in the survey on behalf of their NHS organisations. (See Appendix B.) The email included a link to the survey questionnaire which was entered in the SurveyMonkey survey system. SurveyMonkey is an online survey tool that enables creation of a questionnaire and collection of data from the respondents via the internet.

The questionnaire asked questions on the following:

- the type of NHS organisation
- the size of the NHS organisation
- how many full-time equivalent posts are in the organisation in support of clinical audit
- how the staff employed to support clinical audit are distributed, that is, to support the entire organisation or to work in specific divisions, directorates or specialties
- whether or not the staff who support clinical audit work exclusively on clinical audit or have other responsibilities as well such as clinical effectiveness, clinical governance or quality improvement

- if clinical audit staff work on an organisation-wide basis, the nature of the work carried out by the staff
- whether or not the clinical audit staff employed work for more than one NHS organisation
- the job titles related to clinical audit in the organisation
- the perceived importance to the organisation of various roles related to clinical audit. The roles were derived from the review of published job descriptions related to clinical audit. The list of roles included was intended to represent the spread of clinical audit jobs from head of clinical audit to clinical audit administrator.
- the clinical audit job responsible for various responsibilities, the number of staff in each role, and the salary band for each role
- the role to which clinical audit staff are accountable.

The survey questionnaire is in Appendix C.

We sent a second email to all respondents reminding them to complete the survey in order to ensure we received as many completed questionnaires as feasible. The follow-up email is in Appendix D.

Protecting and controlling data

The questionnaires were anonymous. No form of identification was used on the questionnaires.

An SSL (Secure Sockets Layer) protocol was used to ensure the link to the questionnaire, the questionnaire pages and the responses to the questionnaire were encrypted during transmission.

Pilot test of the survey

The survey questionnaire was sent to a small number of clinical audit staff in NHS organisations that were not selected for the sample. Respondents were asked to reply to the survey questionnaire and report back to us on the experience of completing the questionnaire and the time needed to complete the questionnaire. Those who completed the questionnaire in the pilot reported that the questionnaire was easy to follow and required about 15 minutes to complete. No problems were reported in the pilot test.

Analysis

Data were analysed in accordance with the survey objectives, using Excel software and SurveyMonkey summaries to summarise data and carry out further analysis to identify variations by type of NHS organisation.

4 Findings

Description of the sample

55 organisations responded to the survey representing an overall 83.3% response rate of the 66 organisations invited to participate, ie, the targeted sample. The strategic health authorities in the sample responded that their organisations do not have clinical audit staff; they responded to the invitation to participate but they did not complete the questionnaire.

A total of 53 questionnaires were returned representing an overall 80.3% questionnaire return rate. Of the 53 questionnaires, 43 (81.1%) were entirely complete, ie, all the questions were answered. The overall actual survey sample is 12.2% of the population of 435 NHS organisations. The sample is 10.0% or more of each organisation type.

Ambulance trusts have a higher proportion (33.3%) of respondents in the survey than other types of NHS organisations. This occurred because staff in the original sample of ambulance trusts did not respond immediately to our invitation to participate by which time we had contacted 2 other ambulance trusts who agreed to participate. Because of the expressed interest of the ambulance trust staff in participating in the survey, we decided to include all the ambulance trusts' replies.

The target sample and actual survey sample of NHS organisations included in the survey is in Table 1.

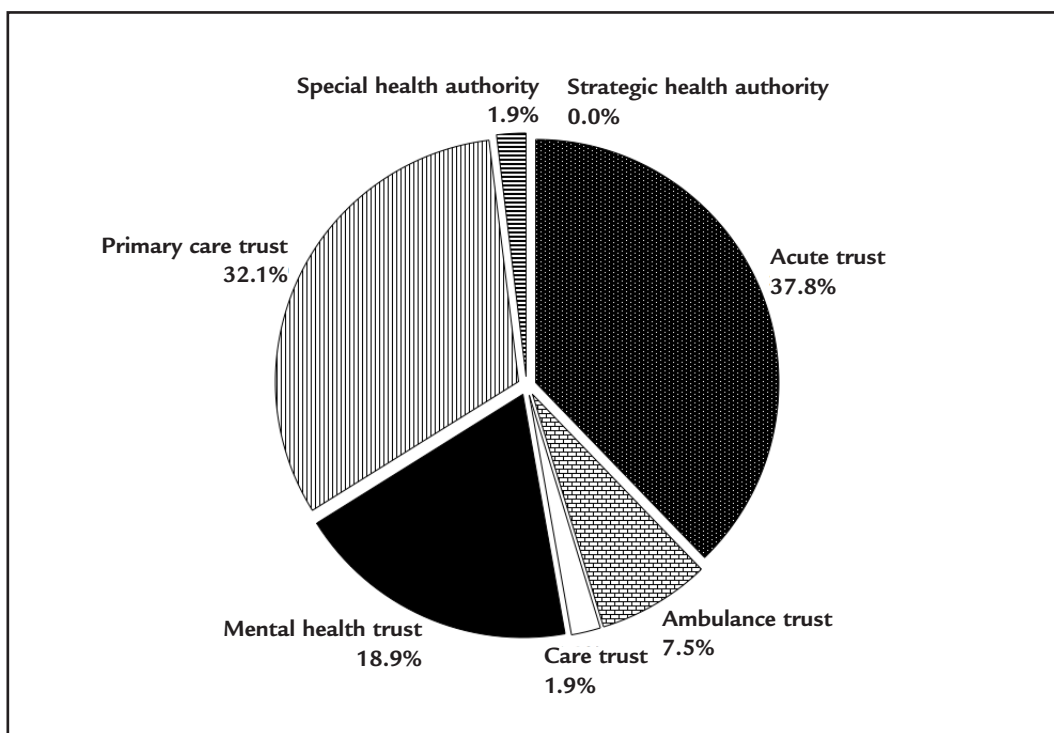
Table 1. Sample of NHS organisations in the clinical audit job survey

Number of NHS organisation type	NHS organisation type							Total
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	Strategic health authority	
In England	173	12	10	73	147	10	10	435
In the 15% sample invited to participate	26	2	2	11	22	1	2	66
In the actual survey sample	20	4	1	10	17	1	0*	53
Actual survey sample as a percent of organisation type in England	11.6%	33.3%	10.0%	13.7%	11.6%	10.0%	0.0%	12.2%

* These organisations told us they do not have clinical audit staff and, therefore, they did not complete the questionnaire.

Figure 1 is a pie chart of the distribution of the sample by type of NHS organisation. The figure highlights that the majority (37 or 69.8%) of the organisations in the survey are acute trusts and primary care trusts.

Figure 1. Pie chart of the distribution of the survey sample by type of organisation in the clinical audit job survey



Those completing the questionnaires were asked to indicate the size of their organisations based on the number of staff employed. The size distribution of NHS organisations included in the survey sample is in Table 2. The percentage and number (in parentheses) of organisations in the survey with total number of staff employed is shown.

22 (41.5%) of the organisations had between 2001 and 4000 staff employed and 33 (62.3%) of the organisations had 4000 or fewer staff employed. The number of staff employed by the organisation was not known for 6 (11.3%) of the organisations, 5 of which were primary care trusts. The one organisation in the sample that had over 12000 staff had an estimated 15000 employees.

Table 2. Distribution of size and type of NHS organisations in the clinical audit job survey

Number of staff employed	NHS organisation type							Cummulative percent
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All	
2000 or less	3.8% (2)	0.0% (0)	0.0% (0)	3.8% (2)	13.2% (7)	0.0% (0)	20.8% (11)	20.8%
2001–4000	17.0% (9)	5.7% (3)	0.0% (0)	13.2% (7)	5.7% (3)	0.0% (0)	41.5% (22)	62.3%
4001–6000	5.7% (3)	1.9% (1)	0.0% (0)	0.0% (0)	1.9% (1)	1.9% (1)	11.3% (6)	73.6%
6001–8000	3.8% (2)	0.0% (0)	0.0% (0)	1.9% (1)	1.9% (1)	0.0% (0)	7.5% (4)	81.1%
8001–10000	3.8% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	3.8% (2)	84.9%
10001–12000	1.9% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	1.9% (1)	86.8%
12001 or more	0.0% (0)	0.0% (0)	1.9% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.9% (1)	88.3%
Don't know	1.9% (1)	0.0% (0)	0.0% (0)	0.0% (0)	9.4% (5)	0.0% (0)	11.3% (6)	100.0%
Total	37.8% (20)	7.5% (4)	1.9% (1)	18.9% (10)	32.1% (17)	1.9% (1)	100.0% (53)	

Overall findings by question

The responses provided for the organisations participating in the survey are presented by question. Not all respondents answered every question, ie, some skipped a question. Where this occurred, the number answering the question is the basis for the calculations of totals and percentages.

How is clinical audit support organised in your organisation?

The questionnaire asked respondents to describe how clinical audit support is provided in their organisations. 47 organisations answered the question. An organisation could select more than one clinical audit support arrangement.

Table 3 shows how clinical audit support is provided in the organisations.

Table 3. Distribution of how clinical audit support is organised for organisations in the clinical audit job survey

How clinical audit is supported in the organisation	Percent of 47 organisations	Number of organisations
A central department or service that serves the entire organisation	78.7%	37
Staff who support clinical audit employed by clinical divisions, directorates or specialties	19.1%	9
Other arrangements for support	17.0%	8

78.7% of the organisations have a central department that serves the entire organisation, 19.1% have staff employed in clinical divisions, directorates or specialties, and 17.0% have other arrangements for support.

There were 54 options selected by the 47 organisations, so 7 organisations had more than one type of structure for clinical audit support. 6 organisations had both a central department and staff employed by clinical divisions. 1 organisation selected all 3 options indicating that in addition to having a central department and staff employed by clinical divisions, directorates or specialties, it has a patient partnership unit that leads and supports the patient experience audit.

If there is a central department how does it function?

For those organisations with central clinical audit support, the respondents were asked to describe how the central support functioned. 44 organisations answered the question.

Table 4 shows how the central clinical audit department or service functions for organisations with a central department or service. More than one response could be selected by an organisation.

Table 4. Distribution of how the central clinical audit department or service functions for organisations with a central department or service in the clinical audit job survey

How the central clinical audit department or service functions	Percent of 44 organisations	Number of organisations
Concentrates on carrying out trust-wide and mandatory audits, eg, NICE, NSF, NHS LA audits	63.6%	28
Works on a first-come-first-served basis to help clinical staff who request help	36.4%	16
Allocates staff to specific clinical divisions, directorates or specialties on a permanent or rota basis to support clinical audit	22.7%	10
Other arrangements	25.0%	11

Of the 44 organisations with a central clinical audit department or service, 63.6% concentrate on carrying out trust-wide and mandatory audits; 36.4% work on a first-come-first-served basis to help clinical staff who request help; 22.7% allocate staff to specific clinical divisions, directorates or specialties on a permanent or rota basis to support clinical audit; and 25% have other ways of functioning.

Some organisations have more than one type of structure for clinical audit support that included the following:

- 3 organisations have a central clinical audit department or service that concentrates on trust-wide and mandatory audits, works on a first-come-first-served basis to help clinical staff and allocates staff to specific clinical divisions, directorates or specialties on a permanent or rota basis to support clinical audit.
- 9 organisations have a central clinical audit department or service that concentrates on trust-wide and mandatory audits and works on a first-come-first-served basis to help clinical staff.
- 3 organisations have a central clinical audit department or service that concentrates on trust-wide and mandatory audits and allocates staff to specific clinical divisions, directorates or specialties on a permanent or rota basis to support clinical audit.
- 1 organisation has a central clinical audit department or service that concentrates on trust-wide, mandatory audits, works on a first-come-first-served basis to help clinical staff and has an 'other' way of functioning.
- 1 organisation has a central clinical audit department or service that concentrates on trust-wide, mandatory audits and an 'other' way of functioning.

Is the clinical audit department or service shared among more than one NHS organisation?

Respondents were asked if the central clinical audit department or service is shared among more than one organisation. 47 organisations answered the question. Table 5 shows the distribution of organisations sharing and not sharing clinical audit support.

Table 5. Distribution of sharing of clinical audit department or service among more than one organisation for organisations in the clinical audit job survey

The central clinical audit department or service is shared among more than one organisation	Percent of organisations	Number of organisations
Yes, the department or service is shared	10.6%	5
No, the department or service is not shared	88.4%	42
Total organisations responding	100.0%	47

42 (88.4%) of 47 organisations responded that the department or service is not shared.

How many authorised full-time equivalent posts for staff to support clinical audit are there in your organisation?

Those completing the questionnaire were asked to record the number of authorised full-time equivalent posts, both filled and unfilled, for staff to support clinical audit for four categories of posts. The reasons for having the categories of posts were to identify the following:

- the number of staff working not only in a central department, but also those employed by the clinical divisions or directorates
- the number of staff whose role was to support **only** clinical audit and those whose role was to support clinical audit **as well as** other quality and safety-related functions such as clinical effectiveness
- the total number of staff supporting clinical audit.

The question was answered for 47 organisations.

Table 6 shows the following for the number of full-time equivalent posts by the category of the staff:

- the range of the number of posts authorised for the category, ie, the lowest number of posts reported and the highest number reported
- the mean number of authorised posts, ie, the average of the number of posts reported for the role for the organisations that reported having posts in the category

- the mode of the number of authorised posts, ie, the number of posts that occurred most frequently in the responses for the category, and in parentheses, the number of organisations with that number of posts
- the percent of organisations with authorised posts for the category
- the number of organisations with authorised posts for the category.

Table 6. Range, average and mode of number of authorised full-time equivalent posts for staff to support clinical audit for NHS organisations in the clinical audit job survey

Role of authorised full-time equivalent posts for clinical audit support	Range of number of posts	Average number of posts for organisations with posts	Mode for number of posts (number of organisations with the mode)	Percent of 47 organisations	Number of organisations
Staff who manage, advise, facilitate, and provide technical and administrative support for clinical audit only on an organisation-wide basis	1.0–9.4	2.8	1 (8)	23.4%	28
Staff who support clinical audit along with supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research on an organisation-wide basis	1.0–8.0	2.8	2 (11)	72.3%	34
Staff members in divisions or directorates anywhere in the organisation who support clinical audit only , including staff employed in clinical services to support national or regional clinical audits	0.2–9.0	2.8	1 (3)	8.5%	4
Staff members in divisions or directorates anywhere in the organisation who support clinical audit, including staff employed in clinical services to support national or regional clinical audits, along with supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research	0.2–6.0	2.1	1 (4)	23.4%	11
Total authorised posts	0.4–19.0	4.3	4 (9)	100.0%	47

All 47 organisations responding to the question reported the total number of staff providing clinical audit support in their organisations. The total number of authorised posts to provide clinical audit support ranged from 0.4 posts to 19.0. The top three numbers of posts were 19, 15 and 10 and were for organisations having up to 12,000, 10,000 and 6000 employees respectively.

The wider ranges and higher means and modes for the number of posts and the higher number of organisations indicating having posts in the category were for the following:

- staff who manage, advise, facilitate, and provide technical and administrative support for clinical audit **only on an organisation-wide basis**
- staff who support clinical audit **along with** other clinical effectiveness and/or clinical governance and/or quality improvement and/or research activities **on an organisation-wide basis.**

Staff members in divisions or directorates supporting clinical audit only or clinical audit along with other quality and safety improvement activities were selected less frequently by organisations and there are fewer posts in these roles.

For the posts that involve supporting clinical audit and other activities as well (the second and fourth category above) what percent of the time would you estimate is devoted to clinical audit?

Organisations that have staff whose roles included supporting clinical audit along with supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research were asked for an estimate of the percent of the time these staff devote to clinical audit. If the organisations did not have staff in these roles, as indicated by their answers to the previous question, they did not need to reply to this question.

37 organisations answered the question, some answering only the first category, some answering only the second category and some answering both depending on the categories of posts in their organisations. Of the 16 that skipped the questions, 15 did not have staff in the second and fourth categories and did not need to respond. 1 organisation skipped the question.

Table 7 shows the following for the percent of time allocated to clinical audit support by the category of the staff:

- the range of the percent of time allocated to clinical audit support, ie, the lowest percent reported and the highest percent reported
- the mean percent of time allocated to clinical audit support, ie, the average of the percent of time allocated to clinical audit support reported for the category
- the mode of the percent of time allocated to clinical audit support, ie, the percent of time allocated to clinical audit support reported most often by the organisations.

Table 7. Range, average and mode of percent of time devoted to clinical audit support for posts that involve supporting other activities as well for NHS organisations in the clinical audit job survey

Categories of authorised full-time equivalent posts for clinical audit support	Range of percent of time	Mean of percent of time	Mode of percent of time (number of organisations with the mode)	Percent of 42 organisations	Number of organisations
PERCENT of time allocated to clinical audit support for full-time equivalent posts for staff who support clinical audit along with supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research on an organisation-wide basis	0.0%–100.0%	60.3%	80.0% (6)	94.6%	35
PERCENT of time allocated to clinical audit for full-time equivalent posts for staff members in divisions or directorates anywhere in the organisation who support clinical audit, including staff employed in clinical services to support national or regional clinical audits, along with supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research	0.0%–100.0%	32.3%	60.0% (3)	32.4%	12

The percent of time devoted to clinical audit staff that support audit along with other activities ranged from 0% to 100% for both staff who support audit on an organisation-wide basis and those in divisions and directorates. The average amount of time spent on clinical audit support was almost twice as much for those providing the support on an organisation-wide basis (60.3%) than for those in divisions or directorates (32.3%). The modal percent of time spent on clinical audit support was a third higher for those providing support on an organisation-wide basis (80.0%) than those in divisions or directorates (60.0%).

What are the job titles used in your organisation for people who support clinical audit, the salary band for the jobs and how many full-time posts (filled and unfilled) are there for each job?

The questionnaire presented the respondents with a list of job titles. The respondents were asked to indicate which of the job titles were used at their organisation, select the salary band of the job and record the number of full-time equivalent posts that existed for the job. The list provided for 'other' job titles to be included when job titles used by organisations were not on the list. Responses to the question were received from 45 organisations.

Table 8 shows the job titles used for people who support clinical audit, the range and mode of salary bands for the jobs and the range, average and mode of the number of full-time posts for the jobs.

Table 8. Job titles used for people who support clinical audit, the range and mode of salary bands for the jobs and the range, average and mode of the number of full-time posts for the jobs for NHS organisations in the clinical audit job survey

Job title	Organisations using the job title		Salary band of job		Number of full-time equivalent posts for the job		
	Percent of 45 organisations	Number	Range	Mode	Range	Mean	Mode
Administrator, clinical audit	13.3%	6	2-3	3	1-2	1.6	2
Administrator, clinical audit and research	4.4%	2	5	5	1-5	3	1 and 5
Office manager and administrator, clinical audit	0.0%	0	—	—	—	—	—
Clerk, clinical audit	8.9%	4	2	2	1-4	2.3	1
Clerk/ administrative assistant, clinical audit	8.9%	4	2-5	3	1-14	4.5	1
Data input clerk, clinical audit	4.4%	2	2-3	2 and 3	1-2	1.5	1 and 2
Filing clerk/administrative assistant, clinical audit	0.0%	0	—	—	—	—	—
Analyst, clinical audit	13.3%	6	4-6	5	1-4	2.3	2
Assistant, clinical audit	8.9%	4	3-4	3 and 4	2-5	2.8	2
Assistant, clinical governance	4.4%	2	6	6	4	4	4
Coordinator, clinical governance	2.2%	1	5	5	6	6	6
Facilitator, clinical audit	44.4%	20	4-7	5	1-11	3.2	2
Facilitator, clinical audit and effectiveness	20.0%	9	4-6	5	1-4	5.9	2
Facilitator, clinical governance	8.9%	4	5-6	6	2	2	2
Officer, clinical audit	24.4%	11	3-5	5	1-16	5.3	2
Practitioner, clinical audit	0.0%	0	—	—	—	—	—
Senior facilitator, clinical audit	15.6%	7	5-7	6	1-6	2.5	2
Specialist, clinical audit	2.2%	1	6	6	41	41	41
Head, clinical audit	2.2%	1	7	7	2	2	2
Head, clinical audit and research	4.4%	2	8	8	1-2	1.5	1 and 2
Manager, clinical audit	17.8%	8	7-8	7	2	2	2
Manager, clinical audit and effectiveness	20.0%	9	6-8	7	2	5.6	2
Manager, clinical governance	13.3%	6	5-8	8	1-4	2.2	2
Other	88.9%	40	2-10	6			

The five most frequently used job titles and, in parentheses, the number of organisations that used the title, in descending order of frequency are:

- Clinical audit facilitator (20)
- Clinical audit officer (11)
- Manager clinical audit and effectiveness (9)
- Facilitator clinical audit and effectiveness (9)
- Manager clinical audit (8).

8 job titles crossed more than two salary bands. The job titles and, in parentheses, the lowest and highest bands reported for the job title included the following

- Clerk/administrative assistant, clinical audit (3–5)
- Analyst, clinical audit (4–6)
- Facilitator, clinical audit (4–7)
- Facilitator, clinical audit and effectiveness (4–7)
- Officer, clinical audit (3–5)
- Senior facilitator, clinical audit (5–7)
- Manager, clinical audit and effectiveness (6–8)
- Manager, clinical governance (5–8).

The ‘other’ job titles listed by respondents covered salary bands 2 to 10. The job titles covered a wide range of roles. Table 9 shows the job titles used for people who support clinical audit, the salary bands for the jobs and the number of full-time posts for the jobs.

Two job titles were repeated: coordinator, clinical audit and coordinator, clinical effectiveness. However, the salary bands were different for each of the two jobs within the same job title.

Table 9. Other job titles used for people who support clinical audit, the salary bands for the jobs and the number of full-time posts for the jobs for NHS organisations in the clinical audit job survey

Job title	Salary band of job	Number of full-time equivalent posts for the job
Administrator, primary care (commissioning arm)	5	2.0
Advisor, clinical audit	6	1.0
Assistant director clinical governance provider services	8	2.0
Assistant director of nursing (clinical governance)	9	2.0
Assistant director quality PCT corporate services	8	2.0
Audit coordinator xxx service	7	2.0
Chair, audit and effectiveness committee (consultant)	Not specified	Not specified
Coordinator, clinical audit	6	1.0

Job title	Salary band of job	Number of full-time equivalent posts for the job
Coordinator, clinical audit	7	2.0
Coordinator, clinical audit team	4	1.0
Coordinator, clinical effectiveness	6	6.0
Coordinator, clinical effectiveness	4	2.0
Coordinator, performance and quality (provider arm)	6	4.0
Coordinator, project (commissioning arm)	5	2.0
Coordinator, quality and safety	7	12.0
Coordinator, TARN	4	2.0
Facilitator, clinical audit -- Stroke	6	2.0
Facilitator, clinical effectiveness	6	2.0
Facilitator, quality standards and clinical audit	5	2.0
Head of quality systems and surveillance	8	2.0
Lead, clinical audit (consultant)	10	0.2
Lead, clinical effectiveness	7	2.0
Lead, clinical governance xxx services and lead, trust-wide investigation	4	3.0
Lead, directorate clinical audit (mostly consultants: 5 at 0.2%)	Not specified	1.0
Lead, directorate quality improvement	8	10.0
Leader, clinical audit team	6	1.0
Manager, audit, research and clinical effectiveness	7	2.0
Manager, clinical effectiveness (commissioning arm)	7	2.0
Manager, clinical effectiveness and NICE manager	8	2.0
Manager, clinical governance and audit	6	2.0
Manager, clinical risk and audit	Not known	0.2
Manager, patient partnership	8	2.0
Manager, patient safety manager who also manages clinical audit team	8	1.0
Manager, trust clinical effectiveness	8	2.0
Nurse specialist, clinical audit	6	1.0
Office clerk to support administrative duties relating to dissemination of NICE guidance, rudimentary data input	2	0.3
Senior nurse, clinical governance	7	2.0

One organisation noted that there were other clinical governance posts in the organisation that do not undertake clinical audit but support the clinical audit team and promote the team in relevant meetings. There were 6 such posts at bands 7, 6 and 5 with 2 full-time equivalent posts for each salary band.

For each of the responsibilities listed, how important do you think your organisation considers this responsibility for achieving effective clinical audit in the organisation?

The questionnaire listed 15 responsibilities related to clinical audit. To indicate the importance of meeting the responsibility, the following rating scale was used:

0 means not important

1 means important

2 means very important

3 means critical.

Table 10 shows the ratings of importance given to the responsibilities by the 43 organisations answering the question. 28 (65.1%) organisations rated one or more of the responsibilities as critical, 40 (93.0%) organisations rated one or more of the responsibilities as very important, 28 (65.1%) organisations rated one or more of the responsibilities as important and 16 (37.2%) rated the responsibilities as not important.

- 0 responsibilities had a modal rating of not important.
- 7 responsibilities had a modal rating of important.
- 8 responsibilities had a modal rating of very important.
- 1 responsibility had a modal rating of critical, responsibility 3 – Develop, implement, evaluate and improve as needed the trust clinical audit strategy, clinical audit policies, and the annual clinical audit programme, including systems and processes to support implementation as needed.

The ratings in bold are the most frequent rating of importance in meeting the responsibility.

Table 10. Importance given by organisations to 15 responsibilities for achieving effective clinical audit for NHS organisations in the clinical audit job survey

Responsibility	Number of organisations selecting the rating of importance of meeting the responsibility			Mode (Most frequent rating)	
	Not important	Important	Very important		
1. Maintain office systems, files and documents related to clinical audit activities in the trust	1	16	15	11	Important
2. Advise, influence, guide and coach clinical staff in making improvements in the quality of care based on clinical audit findings, including repeating data collection to determine the impact of actions taken to achieve improvement	1	14	17	11	Very important
3. Develop, implement, evaluate and improve as needed the trust clinical audit strategy, clinical audit policies, and the annual clinical audit programme, including systems and processes to support implementation as needed	3	9	15	16	Critical
4. Maintain links with clinical governance, performance evaluation, and information-related services within the trust, and/or with national clinical audits and other organisations concerned with clinical audit external to the trust	1	12	21	9	Very important
5. Provide training for trust staff on how to design and carry out an effective clinical audit	5	16	14	8	Important
6. Put in place data systems to capture reliable data for clinical audits and/or quality assure data for clinical audit projects, checking for accuracy and completeness	6	11	14	11	Very important
7. Communicate professionally and effectively about clinical audit with staff members in all professions and at all levels internally in the trust and outside the trust as appropriate	3	16	16	8	Important and Very important
8. Prepare or contribute to the preparation of reports related to clinical audit including reports on individual clinical audits, progress reports and an annual report	2	8	25	8	Very important
9. Design, implement and/or maintain a database register of clinical audits being carried out in the trust	3	10	17	13	Very important

Responsibility	Number of organisations selecting the rating of importance of meeting the responsibility				Mode (Most frequent rating)
	Not important	Important	Very important	Critical	
10. Advise, influence, guide and help clinical staff members and teams develop and carry out their clinical audit programmes so that such programmes are appropriate, realistic and effective in achieving improvements in the quality of patient care	1	17	14	11	Important
11. Extract data from various data sources for clinical audits and/or input data into spreadsheet software for analysis	8	19	9	7	Important
12. Design, plan, lead, project manage and/or carry out clinical audits, including trust-wide clinical audits or audits that involve other organisations	2	18	11	12	Important
13. Advise, influence, guide and help clinical staff members and teams to design and carry out individual clinical audit projects, including giving advice on appropriate samples for clinical audit; the use of valid measures of clinical effectiveness, patient safety and patient experience; and the design and analysis of data collection tools	4	10	19	10	Very important
14. Ensure that there is effective integration of clinical audit with other clinical governance activities, eg, risk management, patient safety, patient experience, clinical effectiveness, etc.	3	9	20	11	Very important
15. Provide technical and/or administrative support, including agendas or documents, as needed for committees with responsibility for clinical audit	8	18	9	5	Important
Percent of 43 organisations giving the rating to one or more responsibilities	37.2%	65.1%	93.0%	65.1%	
Number of organisations giving rating for one or more responsibilities	16	28	40	28	

The 5 responsibilities receiving the highest number of combined very important and critical ratings were:

- Responsibility 3 – Develop, implement, evaluate and improve as needed the trust clinical audit strategy, clinical audit policies, and the annual clinical audit programme, including systems and processes to support implementation as needed (15 very important and 16 critical)
- Responsibility 4 – Maintain links with clinical governance, performance evaluation, and information-related services within the trust, and/or with national clinical audits and other organisations concerned with clinical audit external to the trust (21 very important and 9 critical)
- Responsibility 8 – Prepare or contribute to the preparation of reports related to clinical audit including reports on individual clinical audits, progress reports and an annual report (25 very important and 8 critical)
- Responsibility 9 – Design, implement and/or maintain a database register of clinical audits being carried out in the trust (17 very important and 13 critical)
- Responsibility 14 – Ensure that there is effective integration of clinical audit with other clinical governance activities, eg, risk management, patient safety, patient experience, clinical effectiveness, etc. (20 very important and 11 critical).

Respondents were asked to provide any other responsibilities related to clinical audit that they considered important in their organisations. The following responsibilities were listed, grouped by the area of the responsibility:

- National clinical audits and programmes
 - Participate in national audits including NCEPOD, NSFs and NICE, patient and staff surveys, and mortality, health records and risk management audits
 - Take forward the trust's process for implementing and monitoring NICE guidance
 - Monitor implementation of NICE guidance and ensure that relevant pieces of guidance are audited on a rolling programme
- Quality and safety monitoring and assurance
 - Support the regulatory and assurance process
 - Coordinate audits to ensure appropriate evidence for assessment and assurance such as CQC and NHSLA
 - Support staff across the trust in using and applying clinical benchmarks to measure local performance, eg. Dr Foster, RTM
 - Oversee monitoring and preparation of annual assessment reports, eg, Standards for Better Health, NHSLA.
 - Keep really good records so that audit reports and action plans can be used for evidence when necessary

- Quality improvement
 - Distribute results, findings and any recommendation for change in practice to managers, training staff and relevant operational staff
 - Feed into development and monitoring of policies within the organisation
 - Ensure that independent contractor professions undertake clinical audit activity to monitor and improve the quality of patient care and provide advice and support in these areas
 - Embed clinical audit into the annual review of locally enhanced services in primary care
- Quality of clinical audit
 - Ensure that only good quality audit which leads to sustained improvement in patient care takes place
 - Ensure that poor research is not "passed off" as clinical audit.

For each of the responsibilities listed, which post(s) in your organisation has (have) the responsibility?

The survey respondents were asked to indicate which posts in their organisation had the responsibility for carrying out the 15 responsibilities listed in the previous question. Because there are so many job titles in use, the following 5 roles were used:

- Head of clinical audit or clinical audit manager — a person who directs and makes decisions for the work related to clinical audit
- Clinical audit practitioner or clinical audit specialist — a person who is expert in all aspects of clinical audit and leads substantial clinical audit projects
- Clinical audit facilitator or clinical audit analyst — a person who carries out or helps clinical teams to carry out clinical audit and analyses clinical audit data
- Clinical audit data input clerk — a person who inputs and prepares data for analysis
- Clinical audit administrator — a person who provides administrative support for clinical audit

42 organisations answered the question. Table 11 shows the allocation of the responsibilities to the roles in the organisation. If an organisation gave the responsibility to a role that is not one of the five listed, 'other' was selected and if no one in the organisation has the responsibility, 'none' was selected.

Table 11. Allocation of 15 responsibilities for achieving effective clinical audit to roles for NHS organisations allocating the responsibility to the role

Responsibility	Percent and (number) of 42 organisations allocating the responsibility to the role							
	Head/ Manager	Practitioner/ Specialist	Facilitator/ Analyst	Data Input Clerk	Administrator	Other	None	
1. Maintain office systems, files and documents related to clinical audit activities in the trust	40.4% (17)	21.4% (9)	73.8% (31)	9.5% (4)	21.4% (9)	4.8% (2)	0.0% (0)	
2. Advise, influence, guide and coach clinical staff in making improvements in the quality of care based on clinical audit findings, including repeating data collection to determine the impact of actions taken to achieve improvement	61.9% (26)	35.7% (15)	69.0% (29)	0.0% (0)	2.3% (1)	2.3% (1)	0.0% (0)	
3. Develop, implement, evaluate and improve as needed the trust clinical audit strategy, clinical audit policies, and the annual clinical audit programme, including systems and processes to support implementation as needed	76.2% (32)	16.7% (7)	23.8% (10)	0.0% (0)	0.0% (0)	4.8% (2)	0.0% (0)	
4. Maintain links with clinical governance, performance evaluation, and information-related services within the trust, and/or with national clinical audits and other organisations concerned with clinical audit external to the trust	71.4% (30)	21.4% (9)	38.1% (16)	0.0% (0)	0.0% (0)	4.8% (2)	2.3% (1)	
5. Provide training for trust staff on how to design and carry out an effective clinical audit	52.4% (22)	26.2% (11)	64.3% (27)	0.0% (0)	2.3% (1)	0.0% (0)	0.0% (0)	
6. Put in place data systems to capture reliable data for clinical audits and/or quality assure data for clinical audit projects, checking for accuracy and completeness	42.9% (18)	26.2% (11)	64.3% (27)	4.8% (2)	2.3% (1)	2.3% (1)	9.5% (4)	
7. Communicate professionally and effectively about clinical audit with staff members in all professions and at all levels internally in the trust and outside the trust as appropriate	73.8% (31)	33.3% (14)	73.8% (31)	0.0% (0)	4.8% (2)	4.8% (2)	0.0% (0)	
8. Prepare or contribute to the preparation of reports related to clinical audit including reports on individual clinical audits, progress reports and an annual report	64.2% (27)	31.0% (13)	73.8% (31)	7.1% (3)	9.5% (4)	2.3% (1)	0.0% (0)	

Percent and (number) of 42 organisations allocating the responsibility to the role							
Responsibility	Head/ Manager	Practitioner/ Specialist	Facilitator/ Analyst	Data Input Clerk	Administrator	Other	None
9. Design, implement and/or maintain a database register of clinical audits being carried out in the trust	47.6% (20)	23.8% (10)	66.7% (28)	9.5% (4)	11.9% (5)	0.0% (0)	0.0% (0)
10. Advise, influence, guide and help clinical staff members and teams develop and carry out their clinical audit programmes so that such programmes are appropriate, realistic and effective in achieving improvements in the quality of patient care	59.5% (25)	31.0% (13)	61.9% (26)	0.0% (0)	2.3% (1)	7.1% (3)	2.3% (1)
11. Extract data from various data sources for clinical audits and/or input data into spreadsheet software for analysis	26.2% (11)	26.2% (11)	69.0% (29)	11.9% (5)	11.9% (5)	2.3% (1)	7.1% (3)
12. Design, plan, lead, project manage and/or carry out clinical audits, including trust-wide clinical audits or audits that involve other organisations	57.1% (24)	28.6% (12)	71.4% (30)	0.0% (0)	2.3% (1)	4.8% (2)	2.3% (1)
13. Advise, influence, guide and help clinical staff members and teams to design and carry out individual clinical audit projects; including giving advice on appropriate samples for clinical audit; the use of valid measures of clinical effectiveness; patient safety and patient experience; and the design and analysis of data collection tools	61.9% (26)	33.3% (14)	78.6% (33)	0.0% (0)	2.3% (1)	7.1% (3)	0.0% (0)
14. Ensure that there is effective integration of clinical audit with other clinical governance activities, eg, risk management, patient safety, patient experience, clinical effectiveness, etc.	76.2% (32)	21.4% (9)	33.3% (14)	0.0% (0)	0.0% (0)	4.8% (2)	0.0% (0)
15. Provide technical and/or administrative support, including agendas or documents, as needed for committees with responsibility for clinical audit	28.6% (12)	19.0% (8)	52.4% (22)	4.8% (2)	16.7% (7)	9.5% (4)	9.5% (4)
Percent of 42 organisations allocating one or more responsibilities to the role	83.3%	35.7%	83.3%	16.6%	33.3%	16.6%	16.6%
Number of organisations allocating one or more responsibilities to the role	35	15	35	7	14	7	7

For all but one responsibility (11 – Extract data from various data sources for clinical audits and/or input data into spreadsheet software for analysis), the responsibilities were allocated most frequently to the head/manager and the facilitator/analyst.

7 organisations identified at least one responsibility for which there was no one in the organisation with the responsibility. The range of the frequency of this occurring for a responsibility was 0 to 4, with 4 organisations not having someone whose role included the following:

- Responsibility 6 – Put in place data systems to capture reliable data for clinical audits and/or quality assure data for clinical audit projects, checking for accuracy and completeness
- Responsibility 15 – Provide technical and/or administrative support, including agendas or documents, as needed for committees with responsibility for clinical audit

3 organisations did not have a role for responsibility 11 – Extract data from various data sources for clinical audits and/or input data into spreadsheet software for analysis.

Respondents were asked to provide any other responsibilities related to clinical audit that are considered important in their organisations and who carries them out. The responsibilities and job titles were as follows:

- Share results, findings and any recommendation for change in practice to relevant managers, training staff and operational staff
- The clinical audit facilitators now do the majority of the above work but the clinical audit manager will still get involved from time to time.
- Coordinate audits to ensure appropriate evidence for assessment and assurance such as CQC and NHSLA – clinical audit manager, clinical effectiveness facilitator
- Feed into development and monitoring of policies within the organisation – clinical audit manager, clinical effectiveness facilitator, clinical audit facilitator
- Advancing Quality Initiative – audit facilitators
- NICE guidance distribution and compliance – clinical audit manager
- Regional Audit Projects – regional audit coordinators
- Ensure participation in national audit programme and coordinate data collection and input – head/manager
- Clinicians are permitted to design and carry out audits, collating the data, writing reports and recommendations around their services ensuring that a registration process is undertaken.
- The dissemination of audit reports and recommendations is achieved by heads of services at team meetings, directorate health care governance meetings, etc.

What is the job title of each of the person who manages the clinical audit department or service and the person to whom the clinical audit department or service reports?

Respondents were asked to give the job titles of the following:

- the person who manages the clinical audit department or clinical audit service
- the person to whom the clinical audit department or clinical audit service reports.

The question was answered for 41 organisations. 5 responded 'not applicable' indicating that there was no one person or no clinical audit department/service at their organisation.

Table 12 shows the job titles for the person who manages the clinical audit department or clinical audit service. The job titles are presented in descending order for the frequency and the percent of organisations using the job title.

Table 12. Job titles of the person who manages the clinical audit department or services in decreasing order of frequency for NHS organisations in the clinical audit job survey

Job title of the person who manages the clinical audit department or service	Percent of 36 organisations	Number of organisations
Clinical audit manager	16.7%	6
Clinical effectiveness manager	8.3%	3
Clinical audit coordinator	5.6%	2
Clinical audit facilitator	5.6%	2
Assistant director quality	2.8%	1
Assitant director clinical governance	2.8%	1
Audit and research manager	2.8%	1
Audit facilitator	2.8%	1
Audit, research and clinical effectiveness manager	2.8%	1
Clinical audit and knowledge management manager	2.8%	1
Clinical audit team leader	2.8%	1
Clinical effectiveness and audit advisor	2.8%	1
Clinical effectiveness and NICE manager	2.8%	1
Clinical effectiveness and research development manager	2.8%	1
Clinical effectiveness lead	2.8%	1
Clinical effectiveness manager (audit and research)	2.8%	1
Clinical governance adviser	2.8%	1
Clinical governance and audit manager	2.8%	1
Clinical governance manager	2.8%	1
Clinical quality and NICE guidance manager	2.8%	1
Clinical quality risk and safety manager	2.8%	1
Clinical risk and audit manager	2.8%	1
General manager, clinical governance	2.8%	1

Job title of the person who manages the clinical audit department or service	Percent of 36 organisations	Number of organisations
Integrated audit manager	2.8%	1
Patient safety manager	2.8%	1
Senior clinical governance assistant	2.8%	1
Trust clinical effectiveness manager	2.8%	1
Total organisations	100.0%	36

Of the 27 job titles provided, 4 were used by more than one organisation. The job titles and, in parentheses, the numbers of organisations using the title are:

- Clinical audit manager (6)
- Clinical effectiveness manager (3)
- Clinical audit coordinator (2)
- Clinical audit facilitator (2).

Table 13 shows the job titles for the person to whom the clinical audit department or clinical audit services reports. The frequency and the percent of organisations using the job title are presented in descending order.

Of the 34 job titles provided, only 1 one job title, clinical governance manager, occurred more than once.

Table 13. Job titles of the person to whom the clinical audit department or services reports in descending order of frequency for NHS organisations in the clinical audit job survey

Job title of the person who manages the clinical audit department or service	Percent of 35 organisations	Number of organisations
Clinical governance manager	5.7%	2
Assistant director for clinical governance	2.9%	1
Assistant director of clinical governance/quality	2.9%	1
Assistant director of nursing, clinical practice	2.9%	1
Assistant medical director	2.9%	1
Associate director for clinical governance and risk management/Lead clinician for audit (consultant)	2.9%	1
Associate director of quality and trust clinical audit lead	2.9%	1
Associate director of statistics	2.9%	1
Associate head of patient safety and governance	2.9%	1
Associated director of integrated governance, under Nursing and governance directorate	2.9%	1
Chief nurse	2.9%	1
Clinical audit facilitator	2.9%	1
Clinical audit lead	2.9%	1
Deputy director of clinical governance	2.9%	1
Deputy director of community health services	2.9%	1
Director of governance and corporate affairs	2.9%	1
Director of medical development	2.9%	1
Director of nursing and clinical quality	2.9%	1
Director of nursing and the head of the centre for service excellence	2.9%	1
Director of patient safety and quality	2.9%	1
Director quality	2.9%	1
General manager clinical governance	2.9%	1
Head of clinical governance	2.9%	1
Head of clinical quality improvement and patient experience	2.9%	1
Head of clinical quality risk and safety	2.9%	1
Head of patient safety and clinical governance	2.9%	1
Head of patient safety and quality	2.9%	1
Head of performance information	2.9%	1
Head of risk management/medical director	2.9%	1
Head of standards and compliance	2.9%	1
Integrated governance manager	2.9%	1
Medical director	2.9%	1
Patient safety manager	2.9%	1
Risk and standards manager	2.9%	1
Total organisations	100.0%	35

Findings by type of NHS organisation

The purpose of this section of the report is to show the distribution of the responses by type of organisation. The responses provided for the organisations participating in the survey are presented by question.

As noted previously, not all respondents provided an answer for every question so the number answering the question is noted as the basis for the calculations of totals and percentages. The number of organisations overall and by type of NHS organisation skipping the question is also noted.

How is clinical audit support organised in your organisation?

The questionnaire asked respondents to describe how clinical audit support is provided in their organisations. 47 organisations answered the question. Of the 6 organisations that skipped the question, 3 were acute trusts, 1 was a mental health trust and 2 were primary care trusts.

Table 14 shows how clinical audit support is provided in the organisations. The percent and, in parentheses, the number of organisations is shown by organisation type and overall. More than one option could be selected by an organisation.

The highest proportion of centralised organisation-wide support is in acute and primary care trusts. The highest proportion of organisations with staff in divisions, directorates or services providing support is for mental health trusts. Primary care trusts have the highest proportion of 'other' arrangements to provide support, mostly to account for commissioning and provider arms of the organisations.

Table 14. Distribution of how clinical audit support is organised by type of organisation for organisations in the clinical audit job survey

How clinical audit is supported in the organisation	Percent and (number) of 47 organisations by NHS organisation type						
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All
A central department or service that serves the entire organisation	34.0% (16)	4.3% (2)	0.0% (0)	17.0% (8)	21.3% (10)	2.1% (1)	78.7% (37)
Staff who support clinical audit employed by clinical divisions, directorates or specialties	4.3% (2)	4.3% (2)	2.1% (1)	6.4% (3)	2.1% (1)	0.0% (0)	19.1% (9)
Other arrangements for support	4.3% (2)	0.0% (0)	0.0% (0)	2.1% (1)	10.6% (5)	0.0% (0)	17.0% (8)

There were 54 selections made by the 47 organisations, indicating that some organisations had more than one type of arrangement for clinical audit support.

Organisations with more than one arrangement included the following:

- 1 acute, 3 mental health and 1 primary care organisations indicated having two arrangements that are a combination of a central department or service and staff who support clinical audit who are directly employed by clinical divisions, directorates or specialties.
- 1 acute organisation indicated having three arrangements that are a combination of a central department or service, staff who support clinical audit who are directly employed by clinical divisions, directorates or specialties, and an 'other' arrangement.

The other arrangements for clinical audit support by type of organisation were:

- For 2 acute trusts:
 - The patient partnership unit leads and supports the patient experience audit.
 - There is a single central clinical effectiveness manager with a band 4 assistant. There are six quality and safety coordinators whose jobs are primarily risk and complaints and only about 25% allocated for clinical audit, so 1.5 WTE audit support within all services.
- For 1 mental health trust:
 - There is a full-time clinical audit facilitator who serves the entire organisation and a clinical audit lead (consultant) who drives the clinical audit agenda for the trust. There are 4 directorate audit groups with individual audit leads and one main trust-wide audit group into which these fit.
- For 5 primary care trusts, three structures were described:
 - The provider arm and the commissioning arm each have clinical audit support staff.

There are staff that support audit within the commissioning arm of the primary care trust working with independent contractors, plus an entirely separate group of quality staff who support the provider arm of the organisation which is now an arm's-length trading organisation.

There is a central department which supports the provider organisation as an autonomous provider within the primary care trust. The primary care trust itself also has a department supporting their commissioning arm.

- There is one central department that serves both the provider arm and the commissioning arm.

There are both a commissioning side and a provider arm and there is a central department that serves the both sides of the primary care trust.

There is one clinical audit facilitator who is part of the provider arm of the organisation but must provide support to contracted services when required.

- There is a clinical audit team supporting the provider arm.

There are separate commissioning and provider organisations within the trust. The team supports clinical audit within the provider organisation.

If there is a central department how does it function?

44 organisations answered the question about how the central support functioned. Of the 9 organisations that skipped the question, 4 were acute trusts, 1 was an ambulance trust, 1 was a mental health trust and 3 were primary care trusts.

Table 15 shows how the central clinical audit department or service functions for organisations with a central department or service by type of NHS organisation. More than one option could be selected by an organisation.

Table 15. Distribution of how the central clinical audit department or service functions for organisations with a central department or service by type of NHS organisations in the clinical audit job survey

How the central clinical audit department or service functions	Percent and (number) of 44 organisations by NHS organisation type						
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All
Concentrates on carrying out trust-wide and mandatory audits, eg, NICE, NSF, NHS LA audits	20.5% (9)	4.5% (2)	0.0% (0)	15.9% (7)	20.5% (9)	2.3% (1)	63.6% (28)
Works on a first-come-first-served basis to help clinical staff who request help	11.4% (5)	2.3% (1)	0.0% (0)	4.5% (2)	15.9% (7)	2.3% (1)	36.4% (16)
Allocates staff to specific clinical divisions, directorates or specialties on a permanent or rota basis to support clinical audit	18.2% (8)	0.0% (0)	2.3% (1)	0.0% (0)	2.3% (1)	0.0% (0)	22.7% (10)
Other arrangements	9.1% (4)	2.3% (1)	0.0% (0)	6.8% (3)	6.8% (3)	0.0% (0)	25.0% (11)
Number of organisations responding	16	3	1	9	14	1	44

Of the organisations with a central clinical audit department or service, 63.6% concentrate on carrying out trust-wide and mandatory audits; 36.4% work on a first-come-first-served basis to help clinical staff who request help; 22.7% allocate staff to specific clinical divisions, directorates or specialties on a permanent or rota basis to support clinical audit; and 25% have other ways of functioning.

Combinations of arrangements for clinical audit support included:

- 3 organisations (2 acute trusts and 1 primary care trust) have a central clinical audit department or service that concentrates on trust-wide and mandatory audits, works on a first-come-first-served basis to help clinical staff and allocates staff to specific clinical divisions, directorates or specialties on a permanent or rota basis to support clinical audit.

- 9 organisations (3 acute trusts, 1 mental health trust, 4 primary care trusts, and 1 special health authority) have a central clinical audit department or service that concentrates on trust-wide and mandatory audits and works on a first-come-first-served basis to help clinical staff.
- 3 organisations (3 acute trusts) have a central clinical audit department or service that concentrates on trust-wide and mandatory audits and allocates staff to specific clinical divisions, directorates or specialties on a permanent or rota basis to support clinical audit.
- 1 organisation (mental health trust) has a central clinical audit department or service that concentrates on trust-wide, mandatory audits and works on a first-come-first-served basis to help clinical staff and an 'other' way of functioning.
- 1 organisation (ambulance trust) has a central clinical audit department or service that concentrates on trust-wide, mandatory audits and an 'other' way of functioning.

The other ways that the central clinical audit department or services functions included the following:

- For acute trusts
 - The specialties each are to develop an annual audit plan which is supposed to be discussed, agreed and prioritised based on mandatory issues, complaints/risks and those perceived to be locally important.
 - The clinical effectiveness manager oversees audit registration, ensures mandatory audits are done, manages NCEPOD and NICE compliance and runs the key audit and quality committees as well as a whole host of other clinical governance duties.
 - The central department used to work on a first-come-first-served basis for providing audit support but is now moving to identifying support from specific members of staff for directorates and hope to have a prioritised audit plan from next April.
 - Audit leads are employed within the clinical governance department. They are responsible for facilitating national audits and supporting clinicians with local audits.
 - Although the central department concentrates on mandatory audits, e.g. NICE, national audits, etc. it also includes support for justified local audits as part of an agreed local forward programme for the year ahead, agreed via our Audit and Clinical Effectiveness (ACE) Committee.
- For ambulance trusts:
 - The Audit Team conducts trust-wide and national audits and support clinicians who undertake clinical audit projects.

- For mental health trusts:
 - The central department facilitates and in some cases carries out trust-wide and mandatory audits. There is a core programme of work which is based on a system of prioritisation of work across the services and divisions. Work which arises during the year is then supported based on level of need assessed and capacity of the department.
 - Audit facilitator supports both mandatory and trust-wide audits as well as local audits in the directorates.
 - Facilitation of other staff to undertake audit within their individual business units.

- For primary care trusts:
 - The clinical audit facilitator is required to prepare the annual audit plan, drawing this detail from projects identified by managers, commissioners or individual staff. The clinical audit facilitator is required to support priority audits first which are primarily NICE or national guidance related. Where time permits, the clinical audit facilitator will offer support with other individual projects. It is a case of constantly reassessing priorities depending on what is happening in the PCT.
 - The central department promotes trust-wide and mandatory audits but has no resource to support individual audit projects.
 - Mixture of mandatory audits and audits by 'function'.

Is the clinical audit department or service shared among more than one NHS organisation?

Respondents were asked if the central clinical audit department is shared among more than one organisation. 6 organisations did not answer the question: 3 acute trusts, 1 mental health trust and 2 primary care trusts.

Table 16 shows the percent and number of organisations that share the central clinical audit department or services among more than one organisation by type of NHS organisation.

42 (89.4%) of 47 organisations responding indicated that the department or service is not shared. 5 (10.6%) organisations (1 acute trust and 1 ambulance trust and 3 primary care trusts) have a clinical audit department or service shared with other organisations. Within their NHS organisation type, ambulance and primary care organisations have the highest proportion (25.0% and 20.0% respectively) of central clinical audit departments or services that are shared.

Table 16. Distribution of sharing of clinical audit department or service among more than one organisation by type of NHS organisations in the clinical audit job survey

The central clinical audit department or service is shared among more than one organisation	Percent and (number) of 47 organisations by NHS organisation type						
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All
Yes, the department or service is shared	5.9% (1)	25.0% (1)	0.0% (0)	0.0% (0)	20.0% (3)	0.0% (0)	10.6% (5)
No, the department or service is not shared	94.1% (16)	75.0% (3)	100.0% (1)	100.0% (9)	80.0% (12)	100.0% (1)	89.4% (42)
Total organisations responding	100.0% (17)	100.0% (4)	100.0% (1)	100.0% (9)	100.0% (15)	100.0% (1)	100.0% (47)

Brief descriptions provided about the number and types of organisations with which the central clinical audit department or service is shared included the following:

- For ambulance trusts:
 - The ambulance service, urgent care service and 2 MIUs (minor illness and injury units).
- For primary care trusts:
 - The provider and commissioning arm of the organization
 - The provider is working towards a merger with another primary care trust. The clinical audit department is working in partnership with the other team, but when the merger occurs, it is planned it will be one.
 - As commissioners, the primary care trust monitors the audit programmes of all of our major providers. There are 4 in total, including acute trusts and a mental health trust.

How many authorised full-time equivalent posts for staff to support clinical audit are there in your organisation?

Those completing the questionnaire were asked to provide the number of full-time equivalent posts, filled and unfilled that were authorised for the following categories of posts:

- Staff who manage, advise, facilitate, and provide technical and administrative support for **clinical audit only** on an **organisation-wide** basis
- Staff who support clinical audit **along with** supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research on an **organisation-wide** basis
- Staff members in **divisions or directorates** anywhere in the organisation who support **clinical audit only**, including staff employed in clinical services to support national or regional clinical audits

- Staff members in **divisions or directorates** anywhere in the organisation who support clinical audit, including staff employed in clinical services to support national or regional clinical audits, **along with** supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research
- **Total** number of authorised full-time equivalent posts.

47 organisations answered the question. The 6 that did not answer included 3 acute trusts, 1 mental health trust and 2 primary care trusts.

Table 17 shows the following for the number of full-time equivalent posts by the overall category of the staff and NHS organisation type:

- the range of the number of posts authorised, ie, the lowest number of posts reported and the highest number reported
- the mean number of authorised posts, ie, the average of the number of posts reported for the category
- the mode of the number of authorised posts, ie, the number of posts reported most often by the organisations.

Where a mode is not shown, it is because there either was only one organisation that responded or there was no number of staff that occurred more frequently than any other.

Only data from organisations reporting having posts for a category are included in the calculations of range, average and mode for that category. Organisations that did not report having posts in a category are not included in order to better reflect the range, average and mode for number of posts when organisations have posts authorised for a category.

The total posts as provided by the respondents were not always an exact tally of the number of posts by category of posts.

Table 17. Range, average, and mode of number of authorised full-time equivalent posts for staff to support clinical audit by type of NHS organisations in the clinical audit job survey

Role of authorised full-time equivalent posts for clinical audit support	Range, average, and mode for number of posts by NHS organisation type						
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All
Staff who manage, advise, facilitate, and provide technical and administrative support for clinical audit only on an organisation-wide basis	<u>Range</u> 1–6 <u>Average</u> 3.7 <u>Mode</u> 6	<u>Range</u> 1–6 <u>Average</u> 1.8 <u>Mode</u> 6	<u>Range</u> 1 <u>Average</u> 1.0 <u>Mode</u> 6	<u>Range</u> 1–4 <u>Average</u> 2.4 <u>Mode</u> 4	<u>Range</u> 1–3 <u>Average</u> 1.6 <u>Mode</u> 1	<u>Range</u> 9.4 <u>Average</u> 9.4 <u>Mode</u> 1	<u>Range</u> 1–9.4 <u>Average</u> 2.8 <u>Mode</u> 1
Staff who support clinical audit along with supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research on an organisation-wide basis	<u>Range</u> 2–8 <u>Average</u> 4.1 <u>Mode</u> 2	<u>Range</u> 2 <u>Average</u> 2.0 <u>Mode</u> 2	<u>Range</u> 1 <u>Average</u> 1.0 <u>Mode</u> 2	<u>Range</u> 1–3 <u>Average</u> 1.5 <u>Mode</u> 1	<u>Range</u> 1–7 <u>Average</u> 2.6 <u>Mode</u> 3	Not applicable Not applicable Not applicable	<u>Range</u> 1–8 <u>Average</u> 2.8 <u>Mode</u> 2
Staff members in divisions or directorates anywhere in the organisation who support clinical audit only , including staff employed in clinical services to support national or regional clinical audits	<u>Range</u> 1–9 <u>Average</u> 5.0	Not applicable	<u>Range</u> 1 <u>Average</u> 1.0	Not applicable	<u>Range</u> 0.2 <u>Average</u> 0.2	Not applicable	<u>Range</u> 0.2–9 <u>Average</u> 2.8 <u>Mode</u> 1
Staff members in divisions or directorates anywhere in the organisation who support clinical audit, including staff employed in clinical services to support national or regional clinical audits, along with supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research	<u>Range</u> 2–6 <u>Average</u> 4.7 <u>Mode</u> 6	Not applicable	<u>Range</u> 1 <u>Average</u> 1.0	<u>Range</u> 1–2 <u>Average</u> 1.5	<u>Range</u> 0.2–1 <u>Average</u> 0.5	Not applicable	<u>Range</u> 0.2–6 <u>Average</u> 2.1 <u>Mode</u> 1

Role of authorised full-time equivalent posts for clinical audit support	Range, average, and mode for number of posts by NHS organisation type					
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority
Total authorized posts	Range 2–19	Range 2–4.5	Range 4	Range 2–5	Range 0.4–8	Range 10
	Average 6.0	Average 2.9	Average 4.0	Average 3.5	Average 2.9	Average 10.0
	Mode 3	Mode 2	Mode 2	Mode 4	Mode 2	Mode 4
Total organisations responding	17	4	1	9	15	1
						47

The findings indicate the following:

- Acute trusts compared to the other types of organisation consistently had more posts authorised for the four categories of posts listed and for total posts.
- Ambulance trusts only had posts allocated on an organisation-wide basis.
- Acute, care and primary care trusts had authorised posts for all four categories of posts.
- Mental health trusts did not have authorised posts for staff members in divisions or directorates anywhere in the organisation who support clinical audit only, including staff employed in clinical services to support national or regional clinical audits.
- The special health authority only has authorised posts for staff who manage, advise, facilitate, and provide technical and administrative support for clinical audit only on an organisation-wide basis.
- There does not seem to be a direct relationship between size of organisation and numbers of posts. For example, the care trust which has the highest number of employed staff in the sample has a total of 4 posts authorized for clinical audit support. The special health authority with 4001 to 6000 staff, which is equal to or less than the number of employed staff for all other trusts, has the highest average number of posts for support of clinical audit. The distribution of size for the mental health trust and the primary care trusts is roughly the same, but the range, average and mode of number of authorised posts for clinical audit is higher for mental health trusts.

For the posts that involve supporting clinical audit and other activities as well (the second and fourth category above) what percent of the time would you estimate is devoted to clinical audit?

Organisations that had staff whose roles included supporting clinical audit **along with** supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research were asked for an estimate of the percent of the time these staff devote to clinical audit.

A total of 37 organisations answered the question. Of the 16 that skipped the question, 15 did not have staff in the second and fourth categories of posts from the previous question and did not need to respond. The 1 organisation that should have responded but skipped the question was an ambulance trust.

Table 18 shows the following for the percent of time allocated to clinical audit support by the category of the staff and NHS organisation type:

- the range of the percent of time allocated to clinical audit support, ie, the lowest percent reported and the highest percent reported
- the mean percent of time allocated to clinical audit support, ie, the average of the percent of time allocated to clinical audit support reported for the category

- the mode of the percent of time allocated to clinical audit support, ie, the percent of time allocated to clinical audit support reported most often by the organisations.

Where a mode is not shown, it is because there either was only one organisation that responded or there was no percent of time allocated to clinical audit support that occurred more frequently than any other.

Only data from organisations reporting the percent of time allocated to clinical audit support for a category are included in the calculations of range, average and mode for that category. Organisations that did not report the percent of time allocated to clinical audit support are not included.

The data indicate that overall the percent of time allocated to clinical audit support for full-time equivalent posts for staff that support clinical audit **along with** supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research on an **organisation-wide** basis is about 60%. This compares to the time allocated to clinical audit for full-time equivalent posts for staff members in **divisions or directorates** anywhere in an organisation who support clinical audit, including staff employed in clinical services to support national or regional clinical audits, **along with** supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research which is about 36%.

Within NHS organisation types, there is more consistency among acute, mental health and primary care trusts than for the care trust.

Table 18. Range, average and mode of percent of time devoted to clinical audit support for posts that involve supporting other activities as well by type for NHS organisations in the clinical audit job survey

Categories of authorised full-time equivalent posts for clinical audit support	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All
PERCENT of time allocated to clinical audit support for full-time equivalent posts for staff who support clinical audit along with supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research on an organisation-wide basis	<u>Range</u> 15–100% <u>Average</u> 70.8% <u>Mode</u> 90%	<u>Range</u> 0–100% <u>Average</u> 63.3%	<u>Range</u> 3% <u>Average</u> 3.0%	<u>Range</u> 20–80% <u>Average</u> 62.1% <u>Mode</u> 80%	<u>Range</u> 15–100% <u>Average</u> 52.1% <u>Mode</u> 50%	Not applicable	<u>Range</u> 0–100% <u>Average</u> 60.3% <u>Mode</u> 80%
PERCENT of time allocated to clinical audit for full-time equivalent posts for staff members in divisions or directorates anywhere in the organisation who support clinical audit, including staff employed in clinical services to support national or regional clinical audits, along with supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research	<u>Range</u> 15–60% <u>Average</u> 33.3%	Not applicable	<u>Range</u> 3% <u>Average</u> 3.0%	<u>Range</u> 10–60% <u>Average</u> 37.5% <u>Mode</u> 60%	<u>Range</u> 0–100% <u>Average</u> 46.3%	Not applicable	<u>Range</u> 0–100% <u>Average</u> 36.5% <u>Mode</u> 60%
Total organisations responding	12	3	1	8	12	–	37

What are the job titles used in your organisation for people who support clinical audit, the salary band for the jobs and how many full-time posts (filled and unfilled) are there for each job?

The respondents were asked to indicate which of the job titles from a list in the questionnaire were used at their organisation, select the salary band of the job and record the number of full-time equivalent posts that existed for the job. The list provided for 'other' job titles to be included when job titles used by organisations were not on the list. Responses to the question were received from 45 organisations. The organisations that skipped the question included 4 acute trusts, 1 care trust, 1 mental health trust, and 2 primary care trusts.

Table 19. Frequency of the use of job titles for people who support clinical audit by NHS organisation type

Job title	Number of organisations using job title by NHS organisation type						
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All
Administrator, clinical audit	3				2	1	6
Administrator, clinical audit and research		2					2
Office manager and administrator, clinical audit							0
Clerk, clinical audit	4						4
Clerk/ administrative assistant, clinical audit	1	1		1	1		4
Data input clerk, clinical audit		1		1			2
Filing clerk/administrative assistant, clinical audit							0
Analyst, clinical audit	2				4		6
Assistant, clinical audit	3	1					4
Assistant, clinical governance	2						2
Coordinator, clinical governance	1						1
Facilitator, clinical audit	5	2		5	7	1	20
Facilitator, clinical audit and effectiveness	3	1		2	3		9
Facilitator, clinical governance				1	3		4
Officer, clinical audit	5	1		1	3	1	11
Practitioner, clinical audit							0
Senior facilitator, clinical audit	4			1	1	1	7
Specialist, clinical audit		1					1
Head, clinical audit	1						1
Head, clinical audit and research		1			1		2
Manager, clinical audit	3	1		1	2	1	8
Manager, clinical audit and effectiveness	3	2		2	2		9
Manager, clinical governance	3			2	1		6
Other job titles	17			11	14		42
Number of job titles used	20	11		15	16	5	25
Total organisations responding	16	4	0	9	15	1	45

The five most frequently used job titles and, in parentheses, the number of organisations that selected the title, in descending order of frequency are:

- Clinical audit facilitator (20)
- Clinical audit officer (11)
- Manager clinical audit and effectiveness (9)
- Facilitator clinical audit and effectiveness (9)
- Manager clinical audit (8).

The top three most frequently used job titles for each NHS organisation type was identified. The care trust is not included because the question was skipped. If there were ties for the frequency of the use of a job title for an NHS organisation type, all job titles with that frequency were included. Table 20 shows the composite list of the top three most frequently used job titles for each NHS organisation type and the use of the job title by the different NHS organisation types.

Table 20. Most frequent job titles used for people who support clinical audit by NHS organisation type for NHS organisations in the clinical audit job survey

Job title	NHS organisation type using the job title				
	Acute	Ambulance	Mental health	Primary care	Special health authority
Administrator, clinical audit					x
Administrator, clinical audit and research		x			
Analyst, clinical audit				x	
Clerk, clinical audit	x				
Facilitator, clinical audit	x	x	x	x	x
Facilitator, clinical audit and effectiveness			x	x	
Facilitator, clinical governance				x	
Manager, clinical audit					x
Manager, clinical audit and effectiveness		x	x		
Manager, clinical governance			x		
Officer, clinical audit	x			x	x
Senior facilitator, clinical audit	x				x

The job title clinical audit facilitator is used by all NHS organisation types that answered the question. It was also one of the most frequently used by all NHS organisation types.

Table 21 shows the range of the salary bands for the job titles, ie, the lowest band and the highest band reported for the job titles used for people who support clinical audit by job title and NHS organisation type.

Only data from organisations reporting salary bands for a job title are included in the calculations of range for that job. Organisations that did not report salary bands for a job title are not included in order to better reflect the range of salary bands.

Although there are variations in the salary bands for the same job titles, there is no pattern in the level of the bands that are assigned by NHS organisation type.

Table 21. The range of salary bands for the job titles used for people who support clinical audit for NHS organisations in the clinical audit job survey

Job title	Range of salary bands by job title by NHS organisation type							
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All	
Administrator, clinical audit	2-3				3	3	2-3	
Administrator, clinical audit and research		5					5	
Office manager and administrator, clinical audit							—	
Clerk, clinical audit	2						2	
Clerk/administrative assistant, clinical audit	5	2		3	3		2-5	
Data input clerk, clinical audit		2		3			2-3	
Filing clerk/administrative assistant, clinical audit							—	
Analyst, clinical audit	4-5				4-6		4-6	
Assistant, clinical audit	3-4	3					3-4	
Assistant, clinical governance	6						6	
Coordinator, clinical governance	5						5	
Facilitator, clinical audit	4-5	5-6		5-7	5-6	5	4-7	
Facilitator, clinical audit and effectiveness	5	6		5	4-5		4-6	
Facilitator, clinical governance				5	6		5-6	
Officer, clinical audit	4-5	5		4	3-5	3	3-5	
Practitioner, clinical audit							—	
Senior facilitator, clinical audit	5-6			7	6	6	5-7	
Specialist, clinical audit		6					6	
Head, clinical audit	7						7	
Head, clinical audit and research		8			8		8	

Job title	Range of salary bands by job title by NHS organisation type							
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All	
Manager, clinical audit	7	7		7	7	8	7-8	
Manager, clinical audit and effectiveness	7-8	7		6-7	7-8		6-8	
Manager, clinical governance	7-8			7-8	5		5-8	
Other job titles	2-9			4-10	4-8		2-10	
Number of job titles used	20	11		15	16	5	25	
Total organisations responding	16	4	0	9	15	1	45	

Table 22 shows the average of the number of full-time posts for the job titles used for people who support clinical audit by job title and NHS organisation type.

Only data from organisations reporting the number of full-time posts are used to calculate the average number of posts for that job. Organisations that did not record the number of full-time posts are not included to better reflect the average number of full-time posts.

The most notable differences by NHS organisation type are the following:

- the clinical audit specialist post, which is used only in one ambulance trust, has the highest number of posts of all job titles.
- Acute trusts have the highest average numbers of full-time equivalent posts for the job titles of clerk/administrative assistant, clinical audit and facilitators, clinical audit and clinical effectiveness.

Table 22. Average number of full-time equivalent posts for the job titles for NHS organisations in the clinical audit job survey

Job title	Average number of full-time equivalent posts by job title by NHS organisation type						
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All
Administrator, clinical audit	1.7				2.0	1.0	1.6
Administrator, clinical audit and research		3.0					3.0
Office manager and administrator, clinical audit							
Clerk, clinical audit	2.3						2.3
Clerk/administrative assistant, clinical audit	14.0	1.0		2.0	1.0		4.5
Data input clerk, clinical audit		1.0		2.0			1.5
Filing clerk/administrative assistant, clinical audit							
Analyst, clinical audit	3.0				2.0		2.3
Assistant, clinical audit	2.0	5.0					2.8
Assistant, clinical governance	4.0						4.0
Coordinator, clinical governance	6.0						6.0
Facilitator, clinical audit	5.2	2.0		2.6	2.0	6.0	3.2
Facilitator, clinical audit and effectiveness	14.0	2.0		2.0	1.7		5.9
Facilitator, clinical governance				2.0	2.0		2.0
Officer, clinical audit	8.0	2.0		4.0	2.3	5.0	5.3
Practitioner, clinical audit							
Senior facilitator, clinical audit	1.7			2.0	2.0	6.0	2.5

Job title	Average number of full-time equivalent posts by job title by NHS organisation type						
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All
Specialist, clinical audit		41.0					41.0
Head, clinical audit	2.0						2.0
Head, clinical audit and research		2.0			1.0		1.5
Manager, clinical audit	2.0	2.0			2.0	2.0	2.0
Manager, clinical audit and effectiveness	2.0	18.0		2.0	2.0		5.6
Manager, clinical governance	2.0			3.0	1.0		2.2
Other job titles	1.7			2.5	2.1		2.2
Number of job titles used	20	11		15	16	5	25
Total organisations responding	16	4	0	9	15	1	45

For each of the responsibilities listed, how important do you think your organisation considers this responsibility for achieving effective clinical audit in the organisation?

The questionnaire listed 15 responsibilities related to clinical audit. To indicate the importance of meeting the responsibility the following rating scale was used:

- 0 means not important
- 1 means important
- 2 means very important
- 3 means critical.

Table 10 showed a wide range of variation in ratings of the importance of meeting the responsibilities. A review of the detailed data did not indicate any patterns by NHS organisation type.

For each of the responsibilities listed, which post(s) in your organisation has (have) the responsibility?

The survey respondents were asked to indicate which posts in their organisation carried out the 15 responsibilities listed in the previous question. Because there are so many job titles in use, the following 5 roles were used:

- Head of clinical audit or clinical audit manager — a person who directs and makes decisions for the work related to clinical audit
- Clinical audit practitioner or clinical audit specialist — a person who is expert in all aspects of clinical audit and leads substantial clinical audit projects
- Clinical audit facilitator or clinical audit analyst — a person who carries out or helps clinical teams to carry out clinical audit and analyses clinical audit data
- Clinical audit data input clerk — a person who inputs and prepares data for analysis
- Clinical audit administrator — a person who provides administrative support for clinical audit

Table 11 showed the allocation of the 15 responsibilities for achieving effective clinical audit to roles for NHS organisations in the job description survey. For all but one responsibility (11 – Extract data from various data sources for clinical audits and/or input data into spreadsheet software for analysis), the responsibilities were allocated most frequently to the head/manager and the facilitator/analyst.

Table 23 shows the distribution of responsibilities to the head of clinical audit or the clinical audit manager by NHS organisation type. There was no response from the care trust.

The numbers of organisations providing input is small, so a change by one organisation can dramatically alter the percentages.

In general there is consistency in the allocation of responsibility to the head or manager of clinical audit, except for responsibility 11 – Extract data from various data sources for clinical audits and/or input data into spreadsheet software for analysis.

Table 23. Allocation of 15 responsibilities for achieving effective clinical audit to head of clinical audit or clinical audit manager by NHS organisation type for NHS organisations in the clinical audit job survey

Responsibility	Percent and (number) of organisations allocating the responsibility to the role of head/manager by NHS organisation type						
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All
1. Maintain office systems, files and documents related to clinical audit activities in the trust	100.0% (5)	100.0% (2)		100.0% (4)	100.0% (5)	100.0% (1)	47.2% (17)
2. Advise, influence, guide and coach clinical staff in making improvements in the quality of care based on clinical audit findings, including repeating data collection to determine the impact of actions taken to achieve improvement	100.0% (5)	100.0% (2)		100.0% (4)	80.0% (4)	100.0% (1)	72.2% (26)
3. Develop, implement, evaluate and improve as needed the trust clinical audit strategy, clinical audit policies, and the annual clinical audit programme, including systems and processes to support implementation as needed	100.0% (5)	100.0% (2)		100.0% (4)	100.0% (5)	100.0% (1)	91.7% (33)
4. Maintain links with clinical governance, performance evaluation, and information-related services within the trust, and/or with national clinical audits and other organisations concerned with clinical audit external to the trust	100.0% (5)	100.0% (2)		100.0% (4)	100.0% (5)	100.0% (1)	86.1% (31)
5. Provide training for trust staff on how to design and carry out an effective clinical audit	100.0% (5)	100.0% (2)		75.0% (3)	100.0% (5)	0.0% (0)	61.1% (22)
6. Put in place data systems to capture reliable data for clinical audits and/or quality assure data for clinical audit projects, checking for accuracy and completeness	100.0% (5)	100.0% (2)		75.0% (3)	60.0% (3)	0.0% (0)	51.4% (18)

Responsibility	Percent and (number) of organisations allocating the responsibility to the role of head/manager by NHS organisation type						
	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All
7. Communicate professionally and effectively about clinical audit with staff members in all professions and at all levels internally in the trust and outside the trust as appropriate	100.0% (5)	100.0% (2)		100.0% (4)	100.0% (5)	100.0% (1)	88.9% (32)
8. Prepare or contribute to the preparation of reports related to clinical audit including reports on individual clinical audits, progress reports and an annual report	100.0% (5)	100.0% (2)		100.0% (4)	100.0% (5)	100.0% (1)	75.0% (27)
9. Design, implement and/or maintain a database register of clinical audits being carried out in the trust	100.0% (5)	100.0% (2)		75.0% (3)	80.0% (4)	100.0% (1)	55.6% (20)
10. Advise, influence, guide and help clinical staff members and teams develop and carry out their clinical audit programmes so that such programmes are appropriate, realistic and effective in achieving improvements in the quality of patient care	80.0% (4)	100.0% (2)		100.0% (4)	100.0% (5)	100.0% (1)	69.4% (25)
11. Extract data from various data sources for clinical audits and/or input data into spreadsheet software for analysis	80.0% (4)	50.0% (1)		0.0% (0)	40.0% (2)	100.0% (1)	30.6% (11)
12. Design, plan, lead, project manage and/or carry out clinical audits, including trust-wide clinical audits or audits that involve other organisations	80.0% (4)	100.0% (2)		100.0% (4)	80.0% (4)	100.0% (1)	68.6% (24)

Percent and (number) of organisations allocating the responsibility to the role of head/manager by NHS organisation type							
Responsibility	Acute	Ambulance	Care	Mental health	Primary care	Special health authority	All
13. Advise, influence, guide and help clinical staff members and teams to design and carry out individual clinical audit projects, including giving advice on appropriate samples for clinical audit; the use of valid measures of clinical effectiveness, patient safety and patient experience; and the design and analysis of data collection tools	80.0% (4)	100.0% (2)		100.0% (4)	100.0% (5)	100.0% (1)	72.2% (26)
14. Ensure that there is effective integration of clinical audit with other clinical governance activities, eg, risk management, patient safety, patient experience, clinical effectiveness, etc.	100.0% (5)	100.0% (2)		100.0% (4)	100.0% (5)	100.0% (1)	94.3% (33)
15. Provide technical and/or administrative support, including agendas or documents, as needed for committees with responsibility for clinical audit	60.0% (3)	100.0% (2)		0.0% (0)	60.0% (3)	0.0% (0)	34.3% (12)
Number of organisations allocating one or more responsibilities to the role	5	2		4	5	1	36

What is the job title of the person who manages the clinical audit department or service and the person to whom the clinical audit department or service reports?

Respondents were asked to give the job titles of the following:

- the person who manages the clinical audit department or clinical audit services
- the person to whom the clinical audit department or clinical audit service reports.

41 organisations answered, 5 responded 'not applicable' indicating that there was no one person or no clinical audit department/service at their organisation.

Table 12 in the previous section of this report showed the job titles for the person who manages the clinical audit department or clinical audit service. There were 27 job titles listed. Of these, only 4 were used by more than one organisation.

5 Issues identified by the findings

The survey highlights issues related to the current structures, levels of responsibility and banding levels for clinical audit staff in NHS organisations. The issues relate to the extensiveness of the nature and amount of variation among the NHS organisations that responded to the survey. The issues relating to variation are summarised and explained in the table.

Table 24. Issues identified from the findings of the clinical audit job survey

Issue	Explanation
Variation in the number of staff employed to support clinical audit	<p>The total number of authorised posts to provide clinical audit support ranged from 0.4 posts to 19.0. The top three numbers of posts were 19, 15 and 10 and were for organisations having up to 12000, 10000 and 6000 posts respectively. However, there was not a clear relationship between the size of an organisation and the number of staff employed to support clinical audit.</p>
Variation in how clinical audit support is organised and provided	<p>78.7% of the organisations have a central department that serves the entire organisation, 19.1% have staff employed in clinical divisions, directorates or specialties, and 17.0% have other arrangements for support. Some organisations have more than one type of structure for clinical audit support that included the following:</p> <p>Of the organisations that have a central clinical audit department or service, 63.6% concentrate on carrying out trust-wide and mandatory audits; 36.4% work on a first-come-first-served basis to help clinical staff who request help; 22.7% allocate staff to specific clinical divisions, directorates or specialties on a permanent or rota basis to support clinical audit; and 25% have other ways of functioning.</p>
Variation in the functions carried out by staff that support clinical audit on an organisation-wide basis or within divisions, directorates or services	<p>The percent of time devoted to support clinical audit along with other activities ranged from 0% to 100% for both staff who support audit on an organisation-wide basis and those in divisions and directorates. The average amount of time spent on clinical audit support was almost twice as much for those providing the support on an organisation-wide basis (60.3%) than for those in divisions or directorates (32.3%). The modal percent of time spent on clinical audit support was a third higher for those providing support on an organisation-wide basis (80.0%) than those in divisions or directorates (60.0%).</p>
Variation in job titles and levels and roles	<p>A total of 57 different job titles were identified. The five most frequently used job titles are:</p> <ul style="list-style-type: none"> • Clinical audit facilitator • Clinical audit officer • Manager clinical audit and effectiveness • Facilitator clinical audit and effectiveness • Manager clinical audit.

Issue	Explanation
<p>Variation in perceptions by organisations of the importance of a set of responsibilities for achieving effective clinical audit in the organisation</p>	<p>8 job titles crossed more than two salary bands. The job titles and, in parentheses, the lowest and highest bands reported are:</p> <ul style="list-style-type: none"> • Clerk/administrative assistant, clinical audit (3-5) • Analyst, clinical audit (4-6) • Facilitator, clinical audit (4-7) • Facilitator, clinical audit and effectiveness (4-7) • Officer, clinical audit (3-5) • Senior facilitator, clinical audit (5-7) • Manager, clinical audit and effectiveness (6-8) • Manager, clinical governance (5-8) <p>Each of 15 responsibilities related to clinical audit were given ratings of not important, important, very important and critical. The 5 responsibilities receiving the highest number of combined very important and critical ratings were:</p> <ul style="list-style-type: none"> • Develop, implement, evaluate and improve as needed the trust clinical audit strategy, clinical audit policies, and the annual clinical audit programme, including systems and processes to support implementation as needed (15 very important and 16 critical) • Maintain links with clinical governance, performance evaluation, and information-related services within the trust, and/or with national clinical audits and other organisations concerned with clinical audit external to the trust (21 very important and 9 critical) • Prepare or contribute to the preparation of reports related to clinical audit including reports on individual clinical audits, progress reports and an annual report (25 very important and 8 critical) • Design, implement and/or maintain a database register of clinical audits being carried out in the trust (17 very important and 13 critical) • Ensure that there is effective integration of clinical audit with other clinical governance activities, eg, risk management, patient safety, patient experience, clinical effectiveness, etc. (20 very important and 11 critical).
<p>Variation in allocation of responsibilities to clinical audit staff</p>	<p>For all but one responsibility (Extract data from various data sources for clinical audits and/or input data into spreadsheet software for analysis), the responsibilities were allocated most frequently to the head/manager or the facilitator/analyst.</p>
<p>Variation in the lines of accountability</p>	<p>27 job titles for the person who manages the department or service were identified. Of the 27 job titles provided, 4 are used by more than one organisation:</p> <ul style="list-style-type: none"> • Clinical audit manager • Clinical effectiveness manager • Clinical audit coordinator • Clinical audit facilitator. <p>There were 34 job titles of the person to whom the clinical audit department or clinical audit services reports. Only 1 one job title, clinical governance manager, occurred more than once. The level and scope of the role of the person ranges from director or assistant director to manager and the roles relate to clinical governance or quality or risk/safety or research/statistics.</p>
<p>Variation by type of NHS organisation</p>	<p>The structure for providing clinical audit support varied by organisation type. The highest proportion of a centralised organisation-wide support was in acute and primary care trusts. The highest proportion of organisations with staff in divisions, directorates or services providing support was for mental health trusts. Primary care trusts had the highest proportion of 'other' arrangements to provide support, mostly to account for commissioning and provider arms of the organisations.</p>

Issue	Explanation
	<p>The number of authorised full-time equivalent posts showed variation in total posts and for the four categories of posts (staff who support clinical audit only on an organisation-wide basis, staff who support clinical audit only in divisions, directorates and services, staff who support audit along with other activities on an organisation-wide basis and staff who support audit along with other activities in divisions, directorates or services) as follows:</p> <ul style="list-style-type: none"> • Acute trusts consistently had more posts authorised for the four categories of posts listed and for total posts. • Ambulance trusts only had posts allocated on an organisation-wide basis. • Acute, care and primary care trusts had authorised posts for all four categories of posts. • Mental health trusts did not have authorised posts for staff members in divisions or directorates anywhere in the organisation who support clinical audit only. • The special health authority only has authorised posts for staff who manage, advise, facilitate, and provide technical and administrative support for clinical audit only on an organisation-wide basis. <p>There does not seem to be a direct relationship between size of organisation and numbers of posts. For example, the care trust which has the highest number of staff did not have the highest number of posts for clinical audit support.</p> <p>Within NHS organisation types, there is more consistency among acute, mental health and primary care trusts than for the care trust for the percent of time allocated to clinical audit for staff who support other programmes as well, eg, clinical effectiveness, clinical governance.</p> <p>The job title clinical audit facilitator is used by all NHS organisation types. 20 job titles were used among 16 acute trusts, 11 job titles among 4 ambulance trusts, 15 job titles among 9 mental health trusts, 16 job titles among 15 primary care trusts and 5 job titles by 1 special health authority.</p>

6 Conclusions

The aim of the survey was to learn about current structures, levels of responsibility and banding levels for clinical audit staff working in NHS organisations. Based on analysis of the responses provided by 53 organisations for the survey, we can draw the following conclusions:

- There is variation in every aspect that was included in the survey, eg, staffing levels, salary bands, job titles, and accountabilities. The reasons for the variation are not explained by the size of NHS organisations or the organisation type. The reasons may include factors such as:
 - the ‘positioning’ of clinical audit in the organisation not only in terms of who the service reports to but also how clinical audit is used to promote the organisation’s quality improvement and assurance strategies
 - the relationship of clinical audit to other activities related to the quality or safety of patient care
 - the track record of success of clinical audit in the organisation
 - the number of clinical divisions, directorates and services and the locations of services
 - the number of clinical audits required by external organisations.
- The lines of accountability indicate that there are different perceptions of the importance of clinical audit to NHS organisations and where clinical audit fits in the organisation’s strategy. Clinical audit is accountable to quality improvement, risk reduction and safety, clinical effectiveness, clinical governance or research.
- The job title of clinical audit facilitator is the most commonly used job title. However, there were four salary bands allocated to the job: 4, 5, 6 and 7. The long list of job titles in use and the number of commonly used job titles that cross more than two salary bands indicate inconsistency in the titles, roles and scope of clinical audit jobs.
- The variation in the perceived importance in the organisation of various responsibilities for clinical audit could indicate a lack of understanding of clinical audit and lack of recognition of the knowledge and skills required to carry out the process effectively.

7 Implications

Clinical audit is a simple process that is carried out in complex healthcare organisations. Success with clinical audit requires the availability of a highly technical set of knowledge and skills as well as the organisation's steadfast commitment to improving the quality and safety of patient care. The clinical audit process competes with many activities and priorities for resources and time. To provide real benefit for patients, staff and the organisation, clinical audit has to be an appropriate, effective and efficient process that improves practice and care or confirms already acceptable quality and safety for the most important areas of care.

This survey is limited to the 53 NHS organisations that participated. These organisations make-up a 12.2% sample of 435 NHS organisations in England. Although the sample is limited in size, every effort was made to avoid bias by random selection of the organisations invited to participate. The findings of the survey indicate areas to address to increase the impact of clinical audit on improvement in patient care and service.

Possible areas for action include:

- Position clinical audit in NHS organisations so that it has a major role in the organisation's quality improvement and assurance strategies.
- Assign the accountability for clinical audit to clarify the importance of clinical audit to the organisation, how clinical audit fits into the organisation's quality improvement and assurance strategies and its specific relationship to other programmes such as patient safety.
- Decrease the number of clinical audit job titles and increase the consistency of the roles and responsibilities within job titles.
- Increase the consistency in the salary bands assigned to clinical audit job titles.
- Recommend a set of roles and responsibilities for clinical audit job titles that include strategic aspects of clinical audit as well as the technical and educational components.

It is not practical to establish recommended staffing levels for clinical audit jobs in NHS organisations. However, the skills and knowledge required of staff employed to support clinical audit should be standardised. A national set of job descriptions for clinical audit job titles that recognise the strategic contribution of clinical audit to quality improvement and assurance and that specify roles and responsibilities, salary bands and knowledge and skills needed should contribute to strengthening the value of the clinical audit process to improving the quality of patient care in NHS organisations.

Appendix A. Telephone call introduction to the clinical audit job survey

WHEN CALLING AN ORGANIZATION TO GET THE NAME OF A CONTACT

When the switchboard answers, ask if there is a Clinical Audit Department or a Clinical Audit Facilitator in the organization. If so, ask to be connected. If the operator says there are several people with that title, ask to be connected to what might be the most senior person, or if that fails, to anyone with clinical audit in the job title.

If the operator says there is no Clinical Audit Department or anyone with Clinical Audit in their job title, ask to speak to the Clinical Governance Manager or Clinical Effectiveness Manager or Facilitator. Again, if the operator says there are both, go for Clinical Effectiveness first. If several with the same title, ask to be connected to whoever might be the most senior or to anyone!

WHEN CONNECTED TO SOMEONE RELATED TO CLINICAL AUDIT

Say something like the following:

Hello. My name is (your name) and I am calling on behalf of the Healthcare Quality Improvement Partnership, or HQIP for short. Our organisation, Healthcare Quality Quest, has been asked by HQIP to carry out a survey related to clinical audit. HQIP is the national organisation that manages the national clinical audit programme. The survey is about jobs in clinical audit. The objective of the survey is to learn what clinical audit jobs exist in NHS organisations, the levels of the jobs and the typical responsibilities in the jobs.

Your organization was selected as part of a random sample of NHS organizations to participate in the survey. The survey is electronic. It has 10 questions about the clinical audit jobs in your organisation and will require about 15 minutes to complete.

It's 10 questions long and takes about 15 minutes to complete. The results will be collated into a report for HQIP and will be completely anonymous by organization.

The reason I am calling is to learn if your organisation is willing to participate in the survey, and if yes, to whom should we address the survey. Are you willing to participate in the survey?

If yes, go on to the next question.

If no, say: Thank you very much for taking the time to respond to my call.

If the person says they have to check with someone else: Make an arrangement to telephone the person back to get a reply, preferably within a day, taking the person's name and contact telephone number and email address for follow-up.

If the person asks questions about the sample, for example, how many NHS organizations are being contacted, answer: approximately 75. If the person asks questions about the survey, answer: I don't have the actual survey questions available, but the questions are about the number and job titles for jobs related to clinical audit, and the typical duties in each job.

If the person says they are willing to participate in the survey: As the survey is electronic, could I please have your name and email address so that we can send you the survey? ***Take the details and verify that you have got the spelling and address correct.*** You should receive the survey within the next 10 days. If there is any problem whatsoever with the survey, please contact me. I will send you an email confirming the information about the survey and giving you my contact details.

Thank you very much for talking with me. And thank you in advance for participating in the survey.

Be sure to record all the required information in the survey control sheet.

Appendix B. Email to intended participants in the clinical audit job survey

Dear Colleague

Thank you for responding to a recent telephone call from one of my colleagues, Adele Humphrey or Monica Healy, about participating in a survey about clinical audit staff structures, roles and jobs.

The Healthcare Quality Improvement Partnership (HQIP), the national organization that manages national clinical audits and is working to reinvigorate local clinical audit, has asked Healthcare Quality Quest (HQQ) to carry out a survey about jobs in clinical audit. If you don't know us, we help people working in or concerned with healthcare services to improve the quality of those services. We have been providing training in clinical audit since 1988 when we wrote the job descriptions for and trained the first recognized audit assistants in the NHS. Since then we have provided training, publications and consultation related to clinical audit and other subjects related to the quality and safety of health care.

The objective of the survey is to learn what clinical audit jobs exist in NHS organizations, the levels of the jobs and the typical responsibilities in the jobs. Your organisation was chosen to participate in the survey as a result of random sampling of NHS organizations that were stratified by types of NHS Trusts, eg, acute, ambulance, mental health, etc, Special Health Authorities and Strategic Health Authorities. Our goal is to have a real cross-section of NHS organisations telling us about the jobs, job levels and responsibilities related to clinical audit.

We would be very grateful if you would take the time to complete a questionnaire about jobs in clinical audit in your organization. We estimate that it will take approximately 15 minutes of your time. A link to the questionnaire is below. We are using the services of an online survey company. Your responses are secure (an SSL protocol is used), confidential and anonymous. If you have any questions about the survey or technical difficulties, please email us at hqq@hqq.co.uk.

We ask you to complete and return the survey no later than 5 November. If this will be a problem, please let us know.

When you are ready, simply click on the link and complete the online questionnaire.

(link provided)

Thank you for your time. We will be submitting the findings of the survey to HQIP and we believe that HQIP will use the information to inform the development of clinical audit roles in the future.

Best wishes

Nancy Dixon

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Registered office at Shelley Farm Company registration number 2061296

Appendix C. Clinical audit job survey questionnaire

Job Description Survey

Characteristics of your organisation

1. What is the type of NHS organisation where you work?

Click on a button to tick type. If none apply, tick 'Other' and describe the type.

<input type="radio"/> Acute care trust	<input type="radio"/> Primary care trust
<input type="radio"/> Ambulance trust	<input type="radio"/> Special health authority
<input type="radio"/> All care trust	<input type="radio"/> Strategic health authority
<input type="radio"/> Mental health trust	<input type="radio"/> Other

For 'Other', please fill in type.

2. About how many staff are employed in your organisation?

*Tick the range that includes the estimated number of employees.
If the number of staff is 12001 or more, enter the approximate number.*

<input type="radio"/> 2000 or less	<input type="radio"/> 8001 – 10000
<input type="radio"/> 2001 – 4000	<input type="radio"/> 10001 – 12000
<input type="radio"/> 4001 – 6000	<input type="radio"/> 12001 or more
<input type="radio"/> 6001 – 8000	<input type="radio"/> Unable to determine/don't know

If 12001 or over, please enter the approximate number.

Job Description Survey

Organisation and provision of clinical audit support

3. (a) How is clinical audit support organised and provided in your organisation?

Tick the description that best describes how clinical audit is supported in your organisation. Select more than one description if appropriate.

If none apply, tick 'Other' and describe how clinical audit is supported in your organisation.

- There is a **central** department or service that serves the entire organisation
- There are staff who support clinical audit **employed** by clinical divisions, directorates or specialisms
- Other

If 'Other' is ticked, please describe the structure.

3. (b) If there is a central department, how does it function?

If there is a central department or service to support clinical audit, tick the option that best describes how the central support functions. You can tick more than one option.

If none apply, tick 'Other' and describe how the central department functions.

- The central department or service concentrates on carrying out trust-wide and mandatory audits such as NICE, NSF NHS LA audits
- The central department or service works on a first-come-first-served basis to help clinical staff request help
- The central department or service allocates staff to specific clinical divisions, directorates or specialties on a permanent or rota basis to support clinical audit
- Other

If 'Other' is ticked, please describe the structure.

Job Description Survey

4. Is the clinical audit department or service shared among more than one NHS organisation?

If 'Yes', briefly describe the number and type(s) of organisations served.

Yes

No

If 'Yes' is ticked, please describe the number and type(s) of NHS organisations served.

5. How many authorised full-time equivalent posts for staff to support clinical audit are there in your organisation?

Please include filled and unfilled posts for the following categories of posts.

- | | |
|---|----------------------|
| 1. Full-time equivalent posts for staff who manage, advise, facilitate, and provide technical and administrative support for clinical audit only on an organisation-wide basis | <input type="text"/> |
| 2. Full-time equivalent posts for staff who support clinical audit along with supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research on an organisation-wide basis | <input type="text"/> |
| 3. Full-time equivalent posts for staff members in divisions or directorates anywhere in the organisation who support clinical audit only , including staff employed in clinical services to support national or regional clinical audits | <input type="text"/> |
| 4. Full-time equivalent posts for staff members in divisions or directorates anywhere in the organisation who support clinical audit, including staff employed in clinical services to support national or regional clinical audits, along with supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research | <input type="text"/> |
| TOTAL number of posts | <input type="text"/> |

Job Description Survey

6. For the posts that involve supporting clinical audit and other activities as well (2 and 4 above), what PERCENT of the time would you estimate is devoted to clinical audit?

If there are no posts, ie, you entered 0 for items 2 and/or 4 above, enter 0.

PERCENT of time allocated to clinical audit support for full-time equivalent posts for staff who support clinical audit **along with** supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research on an **organisation-wide** basis

PERCENT of time allocated to clinical audit for full-time equivalent posts for staff members in **divisions or directorates** anywhere in the organisation who support clinical audit, including staff employed in clinical services to support national or regional clinical audits, **along with** supporting clinical effectiveness and/or clinical governance and/or quality improvement and/or research

Job Description Survey

7. What are the job titles used in your organisation for people who support clinical audit, the salary Band for the jobs and how many full-time posts (filled and unfilled) are there for each job?

Please do the following:

- Tick each job title that exists in your organisation.
- If there are posts in your organisation that are not listed, select 'Other' and enter the job title in the space provided.
- For each job title including Others that you have ticked, enter:
 - the Band for the job
 - the number of full-time posts there are for the job.

Use the drop-down menus to select your response.

	We have	Band of job, eg, 6	Number of FTE posts for the job
Administrator, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Administrator, clinical audit and research	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Office manager and administrator, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Clerk, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Clerk/administrative assistant, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Data input clerk, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Filing clerk/administrative assistant, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Analyst, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Assistant, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Assistant, clinical governance	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Coordinator, clinical governance	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Facilitator, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Facilitator, clinical audit and effectiveness	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Facilitator, clinical governance	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Officer, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Practitioner, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Senior facilitator, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Specialist, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Head, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Head, clinical audit and research	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Manager, clinical audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Manager, clinical audit and effectiveness	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Manager, clinical governance	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>
Other 1 (specify)	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>

Job Description Survey

Other 2 (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other 3 (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other 4 (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other 5 (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For each 'Other' ticked, please specify the job title, eg, 1 = Clinical governance and safety facilitator, 2 = Statistics and clinical audit adviser

Job Description Survey

teams develop and carry out their clinical audit programmes so that such programmes are appropriate, realistic and effective in achieving improvements in the quality of patient care

11. Extract data from various data sources for clinical audits and/or input data into spreadsheet software for analysis

12. Design, plan, lead, project manage and/or carry out clinical audits, including trust-wide clinical audits or audits that involve other organisations

13. Advise, influence, guide and help clinical staff members and teams to design and carry out individual clinical audit projects, including giving advice on appropriate samples for clinical audit; the use of valid measures of clinical effectiveness, patient safety and patient experience; and the design and analysis of data collection tools

14. Ensure that there is effective integration of clinical audit with other clinical governance activities, eg, risk management, patient safety, patient experience, clinical effectiveness, etc.

15. Provide technical and/or administrative support, including agendas or documents, as needed for committees with responsibility for clinical audit

Add any other responsibilities related to clinical audit that are considered important in your organisation.

Job Description Survey

9. For each of the responsibilities listed, which post(s) in your organisation has(have) the responsibility?

Because there are many job titles in use, we have used 5 roles:

- *Head of Clinical Audit or Clinical Audit Manager – a person who directs and makes decisions for the work related to clinical audit*
- *Clinical Audit Practitioner or Clinical Audit Specialist – a person who is expert in all aspects of clinical audit and leads substantial clinical audit projects*
- *Clinical Audit Facilitator or Clinical Audit Analyst – a person who carries out or helps clinical teams to carry out clinical audit and analyses clinical audit data*
- *Clinical Audit Data Input Clerk – a person who inputs and prepares data for analysis*
- *Clinical Audit Administrator – a person who provides administrative support for clinical audit*

Place a tick in the box(es) for the role(s) in your organisation with the responsibility.

If your organisation gives the responsibility to a role not listed, select 'Other'.

If there is no role in your organisation with the responsibility, tick 'None'.

	Head/ Manager	Practitioner/ Specialist	Facilitator/ Analyst	Data Input Clerk	Administrator	Other	None
1. Maintain office systems, files and documents related to clinical audit activities in the trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Advise, influence, guide and coach clinical staff in making improvements in the quality of care based on clinical audit findings, including repeating data collection to determine the impact of actions taken to achieve improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Develop, implement, evaluate and improve as needed the trust clinical audit strategy, clinical audit policies, and the annual clinical audit programme, including systems and processes to support implementation as needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Maintain links with clinical governance, performance evaluation, and information-related services within the trust, and/or with national clinical audits and other organisations concerned with clinical audit external to the trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Provide training for trust staff on how to design and carry out an effective clinical audit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Job Description Survey

6. Put in place data systems to capture reliable data for clinical audits and/or quality assure data for clinical audit projects, checking for accuracy and completeness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Communicate professionally and effectively about clinical audit with staff members in all professions and at all levels internally in the trust and outside the trust as appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Prepare or contribute to the preparation of reports related to clinical audit including reports on individual clinical audits, progress reports and an annual report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Design, implement and/or maintain a database register of clinical audits being carried out in the trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Advise, influence, guide and help clinical staff members and teams develop and carry out their clinical audit programmes so that such programmes are appropriate, realistic and effective in achieving improvements in the quality of patient care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Extract data from various data sources for clinical audits and/or input data into spreadsheet software for analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Design, plan, lead, project manage and/or carry out clinical audits, including trust-wide clinical audits or audits that involve other organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Advise, influence, guide and help clinical staff members and teams design and carry out individual clinical audit projects, including giving advice on appropriate samples for clinical audit; the use of valid measures of clinical effectiveness, patient safety and patient experience; and the design and analysis of data collection tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Ensure that there is effective integration of clinical audit with other clinical governance activities,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Job Description Survey

eg, risk management, patient safety, patient experience, clinical effectiveness, etc.

15. Provide technical and/or administrative support, including agendas or documents, as needed for committees with responsibility for clinical audit

Add any other responsibilities related to clinical audit that are considered important in your organisation and who carries them out.

10. What is the job title of each of the following people?

The person who manages the clinical audit department or clinical audit services?

If there is no one person or no clinical audit department/service, enter 'Not applicable'.

The person to whom the clinical audit department or clinical audit services reports?

If there is no one person or no clinical audit department/service, enter 'Not applicable'.

Job Description Survey

Our appreciation

Thank you for completing this survey to help us learn about clinical audit organisations. We will be collating the responses to the survey and sub findings to HQIP.

Appendix D. Email to follow-up on clinical audit job survey

Dear Colleague

Last week I wrote to you to thank you for agreeing to participate in a survey about clinical audit staff structures, roles and jobs, commissioned by the Healthcare Quality Improvement Partnership (HQIP), and to provide you with a link to the survey questionnaire for you to complete.

If you **have already completed** and returned the questionnaire, thank you very much for your time and for providing information related to clinical audit support within your organisation.

If you **have not yet** had the opportunity to complete and return the questionnaire, could you please do so **by November 11**. Your organisation was randomly chosen to participate in the survey and your responses are secure (an SSL protocol is used), confidential and anonymous. We estimate that completing the questionnaire will take approximately 15 minutes of your time. When you are ready, simply insert the following link into your web browser and complete the online questionnaire that appears.

(link provided)

If you **will be unable** to complete the questionnaire by November 11, please let us know so that we can invite another NHS organisation to participate. If you have any questions about the survey or technical difficulties, please email us at hqq@hqq.co.uk.

Once again, thank you for your participation. Your responses and those of your colleagues at other NHS healthcare organisations will be collated anonymously and provided in a report to HQIP.

Thank you once again for your time.

Best wishes
Nancy Dixon

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