



CASE STUDY

Influencing Organisational Change

WINNER: Clinical Audit Heroes Awards 2023

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The Peer-to-Peer clinical record keeping auditing programme was conducted within the Emotional Health and Wellbeing Service (EHWS) to improve compliance against a set of service specific record keeping standards, and support staff with the maintenance and improvement of clinical record keeping. Its aims included:

- Reduce negative connotations behind 'audits' and create a culture of collaborative continual learning.
- Improve compliance of record keeping standards, with compliance against audit standards aimed at 85% minimum compliance, with the goal of 100%.
- Increase consistency across documentation entries by helping staff to consistently enter in the information that feeds into datasets for accurately evidencing service reports and targets.
- Develop a 'gold standard' of how practitioners should be recording to support excellent client care.

“ *The audit guidelines have been really helpful for me to keep referring back to - especially with the examples at the end. I will keep using those!* ”

Clinician, 2023

Project overview

An iterative audit learning cycle, that was guided by the CCS Think Quality Improvement stages of deep dive, design, deliver and evolve was created.

Deep dive

First steps were to review audit standards and tools and when investigating to identify areas that are going well and areas that need improvement. We selected a sample of each staff's record keeping, by reviewing two records from their caseload at random to review (sample size of 84), against a set of 24 standards that directly related to EHWS clinical work. One team trialled peer-to-peer auditing in December 2022 and this was rolled out for March 2023, where each practitioner audited a peer, following an audit guide (that included criteria and record keeping template examples), where results were reviewed to guarantee inter-rater reliability across the service.

Design

To generate ideas that would feed into the continual development of the Peer-to-Peer audit programme, Ella provided teams with individual and team summary reports, that included strengths and top five 'need for improvement' themes, that would be discussed in clinical supervision and team meetings. Feedback meetings were arranged with Clinical Leads to discuss actions, future learning and any support required to improved record keeping that targeted specific needs of each team. Following meetings, a service wide audit results newsletter was created to disseminate service results. Additionally, a record keeping survey was implemented to gain feedback regarding staff confidence and training around record keeping, as well as any difficulties and ways staff could be supported to improve their record keeping.

Delivery and evolution

Following discussions and collating feedback, action plans are created identifying gaps in processes or training. These plans recognised teams evolve differently but revolved around bringing teams back to more a standardised approach. Ella developed and updated resources, creating opportunities to increase conversations around record keeping i.e., Q&A demonstration Sessions that were delivered service wide. From this learning in between audit cycles, the audit process evolved through post audit reviews and streamlined improvements were implemented that met the needs and objectives of the service, before returning to the deep dive stage.

Impact and learning

The team measured the programme's impact by success being 100% compliant, with the aim to be 85% or more in each standard. Between December 2022 and March 2023, they saw 7% improvement in clinical record keeping within 3 months from 73% compliance to 80%.

Learning points

- Find the gaps that are stopping change, you do not reinvent the wheel.
- Incremental change is fine!
- Change can be slow – it's important to consider all perspectives, analyse, plan carefully and expect resistance.



Further information: <https://www.cambscommunityservices.nhs.uk/what-we-do/children-young-people-health-services-cambridgeshire/emotional-health-and-wellbeing-services>

Clinical Audit Heroes Awards *part of* Clinical Audit Awareness Week

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One of five categories in the 2023 Clinical Audit Heroes Awards, this category recognises clinical audits and projects that have supported meaningful change at Board or other senior management level.

The winners of each award were announced at a series of daily Lunch & Learn events, hosted by N-QI-CAN, on each of the award topics during Clinical Audit Awareness Week.

Details of these events (and recordings for those who wish to listen again) – with news of all the winners – can be found on the [Clinical Audit Awareness Week webpage](#).