Knowledge for healthcare

a development framework for NHS library and knowledge services in England

LONDON HEALTH LIBRARIES NHS-HE CONFERENCE
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Why produce the Framework?

Our framework has been produced to:

- Articulate an ambitious vision through which the outputs and expertise of healthcare library and knowledge staff will underpin improvements in patient care and safety, experience and outcomes through informed decision-making, and the spread of innovation.

- Invite stakeholders to work with us to transform and optimise healthcare library and knowledge services, harness new technologies, and champion service development and re-configuration, thereby extending their reach and maximising value for money.

- Guide investment and procurement decisions, the development of new information products, partnership working and service modernisation.

- Drive the redesign of roles for healthcare library staff, to improve efficiency and enable the adoption of new models of service.

It provides the basis for more detailed conversations with our partners about the challenges and opportunities ahead

The purpose of healthcare library and knowledge services is to:

- Provide knowledge and evidence to enable excellent healthcare and health improvement.

- Use the expertise of their staff to ensure that NHS bodies, staff, learners, patients and the public have the right knowledge and evidence, when and where they need it.

Building on success

NHS clinicians and managers will recognise that healthcare library and knowledge services have changed for the better in recent years and there are significant successes to share:

- ✓ Driving quality improvements through the use of a nationally agreed set of standards (*NHS England Library Quality Assurance Framework (LQAF) England*) (Health Education England Library and Knowledge Services, 2014a)
- ✓ Making a national set of online databases and electronic journals available 24/7 to all NHS staff and learners in England (the 'national core content' collection)
- ✓ Embedding knowledge professionals in teams:
    - clinical, outreach and commissioning librarians underpin best practice and patient care by providing the best available evidence, at the bedside and in the workplace
    - librarians working with Trust Boards and executive teams answer complex strategic and policy questions to inform decision making, risk management and governance
- ✓ Enhancing physical library spaces to provide modern, flexible learning environments
- ✓ Launching a national *Impact Toolkit* (Health Education England Library and Knowledge Services, 2014b) for healthcare library and knowledge services
- ✓ Identifying and spreading library and knowledge service innovation, though the national Sally Hernando Awards
- ✓ Implementing practical approaches to better manage organisational knowledge, bring people together with knowledge and people with people
- ✓ Collaborative working to:
    - develop and deliver development programmes for library and knowledge services staff,
    - create reciprocal document supply schemes in different areas of the country,
    - produce current awareness and alerting services.

The positive impact of NHS library and knowledge services is illustrated by the case studies that appear throughout this document.

An ambitious vision

NHS bodies, their staff, learners, patients and the public use the right knowledge and evidence, at the right time, in the right place, enabling high quality decision-making, learning, research and innovation to achieve excellent healthcare and health improvement.

There is often a large gap between evidence-based treatment guidelines and current practice (Nolte and McKee, 2008). Therefore, there is much to do to achieve this vision.
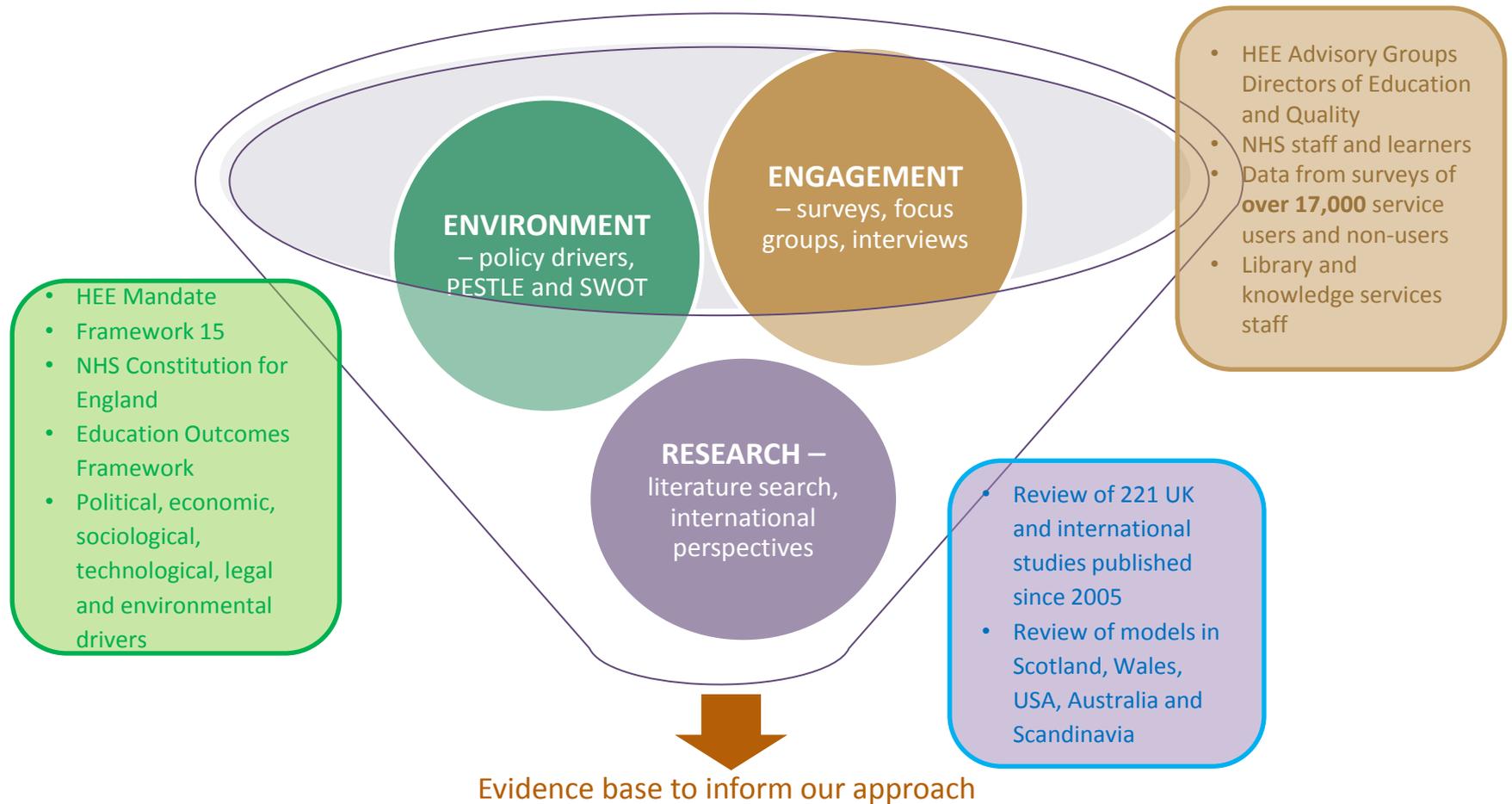
Partnerships are central to success

To ensure a consistent, equitable, funded core service offer to learners and staff, and offer coordinated information to patients and the public, we will build and foster effective partnerships nationally and locally.

• We are committed to learning from and partnering with other NHS bodies and external organisations alike.

• We will strengthen working relationships across the library community.

• A coherent approach is needed to deliver our vision and optimise investment in products and services in the best interests of staff, learners, patients and the public.

This framework provides the basis for those detailed conversations about joint working to address shared opportunities.

Shaping our approach

ENVIRONMENT
– policy drivers, PESTLE and SWOT

ENGAGEMENT
– surveys, focus groups, interviews

RESEARCH –
literature search, international perspectives

- HEE Mandate
- Framework 15
- NHS Constitution for England
- Education Outcomes Framework
- Political, economic, sociological, technological, legal and environmental drivers

- HEE Advisory Groups Directors of Education and Quality
- NHS staff and learners
- Data from surveys of **over 17,000** service users and non-users
- Library and knowledge services staff

- Review of 221 UK and international studies published since 2005
- Review of models in Scotland, Wales, USA, Australia and Scandinavia

Evidence base to inform our approach

5.2 NHS staff and learners said….

Nowadays medicine is evidence based and the library service helps me to keep up to date.

Healthcare scientists are a new staff grouping across the NHS and more services for these groups as new roles and training schemes emerge would be helpful

Access to library service via smart phone will increase usage

Trust network is too slow to support e-learning

In an evidence based practice environment assistance to find the relevant information from experienced knowledgeable library staff is essential

Libraries need to make more resources available electronically to users of mobile devices

It would be nice to have a podcast summary of the latest evidence

What I need is electronic access to journals

There always seems to be problems logging into Athens… and accessing the article is quite confusing

I think the biggest problem is that colleagues in Primary Care are unaware that the Library is a resource for answering key clinical questions that might help with day to day practice

Why should there be a difference in journal access for those clinicians who are actively involved in research and those clinicians that are academics working clinically that have access through Higher Education?

The cost efficiency of having these essential services offered by experts in their field is significant

The service is one of the Trust's best assets

Our strategic approach: guiding principles and values

Recognising the scale of modernisation required to achieve our vision, we identified principles and values on which to base decisions, and design criteria for transforming healthcare library and knowledge services.

Guiding principles and values

Collaboration	Do once and share; working across boundaries
Collective purchasing	Central procurement at scale
Core service	Core service offer, products, tools and expertise
Digital by default	Digital and mobile by default
Effective and efficient	Applying the principles of lean thinking
Equity	Equity of access and opportunity
Federation	Pooling budgets, staff, resources across boundaries
Innovation	Flexibility, new models of service; best practice
Quality	Benefits to patients; improving lives; outcomes. Impact
Streamlined	Streamline structure, management; systems, process
Technology	Harnessing technology to streamline back-office functions
Workforce development	Planning, role redesign, specialisation, career pathways

Transforming the service: four strategic themes

Four strategic themes had emerged from our analysis of all the research undertaken and feedback received, and we determined these to be the primary drivers for change:

A. Transforming the service – proactive customer-focused services.

B. Transforming the service – quick and easy access.

C. Effective leadership, and planning and development of the healthcare library and knowledge services workforce.

D. Optimising funding for best value.

PRIMARY DRIVERS

SECONDARY DRIVERS

AIM

The right knowledge and evidence is used at the right time, in the right place

1. Proactive, customer-focused knowledge services are provided and used

2. Staff, learners and patients benefit from quick and easy access to relevant evidence at the point of need

3. There is effective leadership, planning and development of the LKS workforce

4. Investment in library and knowledge services is optimised for best value

Design customer-focused services and delivery models

Ensure awareness and use of services and resources

Optimise use of existing and emerging technologies

Develop an appropriately skilled LKS workforce

Streamline library and knowledge services functions

Provide effective leadership at national, geographic and local levels

Redesign LKS roles to meet changing service needs

Ensure effective talent management

Rationalise investment at LETB level

Introduce an equitable, affordable and sustainable funding model for local services

Work with partners and suppliers to increase available resources

LKS = library and knowledge services
LETB = Local Education and Training Board

Delivering the vision: metrics for success

We have identified the following metrics for measuring success, to be achieved within three years. These metrics will be reviewed and additional meaningful measures introduced as part of action planning to implement the strategic framework.

Increase in evidence of impact

- Increase in use of the refreshed *Impact Toolkit*: used by **95%** of services.

Increase in quality

- Proportion of library and knowledge services over 90% compliant with *NHS Library Quality Assurance Framework*: **98%.**

Increase in use

- Increase the proportion of staff in four target groups (medical and dental; nursing and midwifery; allied health; scientific and technical) using NHS-funded knowledge resources and services: by **20%**
- Across the whole NHS workforce, increase the number of staff using NHS-funded knowledge resources and services: by **10%.**

Improvements in service offer

- Increase in proportion of knowledge services with clinical/outreach librarians: from 58% to **80%.**

- Increase in production and use of nationally-produced horizon scanning bulletins: **25%** increase in Year 1; **10%** in Years 2 and 3

Improvements in knowledge services workforce development

- Define and publish core and specialist competencies (then set ambitious targets to increase the proportion of staff with these)

Optimised investment

- Double the amount of investment in national, collaborative procurement of e-resources

Improving quality and demonstrating impact

The *NHS Library Quality Assurance Framework (LQAF) England* enables robust quality assessment of healthcare library and knowledge services. We will refresh LQAF to ensure it continues to drive service

	2011	2012	2013
East Midlands	84%	86%	90%
East of England	78%	77%	84%
Kent Surrey and Sussex	93%	95%	97%
London	81%	81%	83%
North East	79%	82%	85%
North West	86%	86%	89%
South West	91%	94%	97%
Thames Valley	87%	90%	90%
Wessex	87%	90%	94%
West Midlands	81%	90%	89%
Yorkshire and the Humber	89%	94%	95%
Mean (average) for all 10 areas	**85%**	**88%**	**91%**

Our Impact Toolkit provides a template for gathering qualitative and quantitative evidence to demonstrate the value of knowledge services to the NHS. Our next steps are to refresh the tool, promote widespread adoption and publish case

As part of our commitment to quality, knowledge teams will continue to undertake and publish research in the field, thereby building the evidence base for service improvement and sharing best practice.

Our strategic approach - design criteria

Criteria for the redesign of library and knowledge services

Economy of scale	Function can generate economies of scale, offering value for money if delivered at a large scale.
Local knowledge	Function requires in depth knowledge of needs of the local health economy and/or strong organisational relationships.
Nationwide functions	Function will benefit from a geographical focus or nationwide leadership to achieve national delivery, and/ or building on the foundation of established regional service/s.
Opportunity for standardisation	Function can be delivered using a standardised approach across a wide geography/ number of customers.
Specialist skills	Function requires specialist skills that are scarce and may not be widely available at a local level, or equitably across the country.

Next steps

- Development Framework has been approved by HEE's Senior Management Team

- A pre-publication version has been shared with Library Service Manager networks and LETB colleagues with the caveat that the final version has still to go through the publication process. It may well have a different design, look and feel

- A short briefing paper has also been prepared, and this is going through the same process

- Timetable for formal release to be agreed with HEE communications team

- Communication and Engagement plan being developed to support engagement and partnership working with stakeholders

- Process will soon be underway to appoint a Programme Manager to take forward key aspects of the development framework. This will be a year's post in the first instance

Components of the *Knowledge for healthcare* programme

Proactive knowledge services

- Partnership working to expand knowledge services and knowledge management
- Review services; ensure consistent core offer; recommend service redesign and reconfiguration.
- Increase use of clinical/outreach librarian model
- Rationalise, share information products, and standardise approaches –alerting services, training materials
- Review 'back-office' functions; promote streamlining
- Lean, collaborative approaches to product development
- Implement common marketing strategy
- Promote joined-up approach to information for patients and carers

Quick and easy access to evidence

- Partnership working to extend reach and access
- Procure and manage more e-resources at national level
- Develop knowledge hub
- Review document delivery services
- Influence IT strategy and policy

Knowledge services workforce

- National CPD programme to enhance skills at all levels
- Encourage role redesign
- Strengthen national - LETB leadership team
- Talent management

Optimise funding

- Partnership working across NHS bodies towards pooling budgets
- Planned investment
- Centralised and collaborative procurement
- Research into ROI
- Sustainable, equitable funding model

Quality and impact

- Accreditation; refresh *LQAF*,
- Refresh metrics
- Refresh Impact toolkit
- Build evidence base