Mobilising Evidence and Organisational Knowledge

Development opportunities for healthcare librarians and knowledge specialists
# Mobilising Evidence and Organisational Knowledge

## Development opportunities for healthcare librarians and knowledge specialists

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Introduction

Evidence does not speak for itself but needs to be mobilised at the right time, and through the right people, to make a difference in decision making.¹

Healthcare is a knowledge industry. It is not enough to have the right healthcare teams in the right place, collaborating to deliver high quality, efficient patient care. It is essential that they use the right knowledge and evidence at the right time. The knowledge and know-how of staff are precious assets.

Mobilising knowledge to Board and ward

Health Education England is committed to building a flexible workforce, responsive to innovation and new technologies with knowledge about best practice, research and innovation, which promotes adoption and dissemination of better quality service delivery. Applying and embedding knowledge into action is the currency of successful organisations. Health Education England has identified a priority for NHS library and knowledge services to mobilise the evidence base, bringing it the boardroom and the bedside.

Taking the opportunity: progressively enhancing skills

A wealth of opportunities and learning resources have been put in place enabling individuals to progressively enhance their skills, confidence and roles in mobilising evidence and organisational knowledge.

As a small, specialised workforce in the NHS, librarians and knowledge specialists can make a critical contribution to improving quality outcomes and meeting the productivity and performance challenge. Alongside well established roles that ensure that teams are sighted on evidence from research to inform decision-making, targeting and tailoring information to manage information overload, organising that body of knowledge and keeping colleagues up to date, librarians and knowledge specialists are increasingly called upon to take a more active role as knowledge brokers. The need is there.
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Core skills: Introducing knowledge and evidence.

Opportunities:

- E-learning as detailed below – open to all health sector LKS staff.
- Workshop: a one day Introduction to Knowledge Management – designed nationally and cascaded locally 2017 - and thereafter “as and when”.
- Workshop: a half-day introduction to basic search techniques – designed nationally and delivered locally to meet needs “as and when”.

<table>
<thead>
<tr>
<th>Learning</th>
<th>Key resources</th>
<th>PKSB</th>
<th>Audience</th>
<th>Target No</th>
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</table>
NICE: [https://www.nice.org.uk/about/what-we-do/evidence-services/evidence-search/how-to-search](https://www.nice.org.uk/about/what-we-do/evidence-services/evidence-search/how-to-search) | 3.3 | All qualified LKS staff | 600 |
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Core skills: Everyday knowledge and evidence in health care settings

Opportunities:

- E-learning as detailed below – open to all health sector staff.
- Workshop: a one day workshop on advanced searching skills – designed nationally and delivered local to meet needs “as and when”.
- Linked learning programme 2016 - 2017
  - Workshop: a one day workshop on finding and summarising evidence for non-clinical staff, managers, commissioners and service transformation leads. Designed nationally and delivered locally to meet needs.
  - Workshop: a one day workshop on summarising and synthesising skills – designed nationally, delivered locally to meet needs.
  - Followed by three half-day follow-up practice sessions.

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<thead>
<tr>
<th>Learning</th>
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<th>Target No</th>
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<tbody>
<tr>
<td></td>
<td>Cochrane Library: <a href="http://www.cochranelibrary.com/help/how-to-use-cochrane-library.html">http://www.cochranelibrary.com/help/how-to-use-cochrane-library.html</a></td>
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<tr>
<td>Advanced searching – management, service redesign, and system transformation</td>
<td>Finding and summarising evidence for non-clinicians</td>
<td>3.6 and 3.7</td>
<td>Searchers including specialist / clinical / outreach</td>
<td>300</td>
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<tr>
<td></td>
<td>CASP: <a href="http://www.casp-uk.net/">http://www.casp-uk.net/</a></td>
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<table>
<thead>
<tr>
<th>Activity</th>
<th>Details</th>
<th>Code</th>
<th>Description</th>
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Linked programme:  
  - Finding and summarising evidence for non-clinicians course  
  - Summarising and synthesising skills course  
  - Follow up practice sessions | 2.4 and 3.8 | Searchers including specialist / clinical / outreach |
| Accessing and disseminating guidelines | NICE: [https://www.nice.org.uk/about/what-we-do/our-programmes/nice-guidance](https://www.nice.org.uk/about/what-we-do/our-programmes/nice-guidance) | 2.5 | Nominated LKS staff including specialist / clinical / outreach |
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Expanding the core skill set: Mobilising organisational knowledge in health care settings

Opportunities:

- E-learning – as detailed below
- Workshop: one day ‘Train the Trainers’ workshop on mobilising evidence and knowledge, for LKS Leads and a designated “KM Lead” for each local office area designed nationally and cascaded to library service managers.

<table>
<thead>
<tr>
<th>Learning</th>
<th>Key resources</th>
<th>PKSB</th>
<th>Audience</th>
<th>Numbers</th>
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### Mobilising Evidence and Organisational Knowledge

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<table>
<thead>
<tr>
<th>Activity</th>
<th>Resources</th>
<th>Recommendations</th>
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</table>
Nominated LKS staff. Specialist / clinical / outreach |
Nominated LKS staff. Specialist / clinical / outreach |
Nominated LKS staff. Specialist / clinical / outreach |
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**Leadership skills: Leading knowledge services**

**Opportunities**

- E-learning – as detailed below
- Leadership course: 12 month programme for senior LKS staff. First, pilot cohort of 15 to start 2017

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<th>PKSB</th>
<th>Audience</th>
<th>Numbers</th>
</tr>
</thead>
</table>
HEE-CILIP Leadership Courses | 9.7 | Library Service Managers | 200 |
HEE-CILIP Leadership Courses | 9.6 | Library Service Managers | 200 |
Board Self-Assessment Tool: to follow | 9.7 | Library Service Managers | 200 |
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11.4 | Library Service Managers | 200 |
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Advanced specialist skills

Opportunities

There are formal qualifications in knowledge management opening. Individuals may self-fund and/or -

- seek local support either at Trust or LKS Lead level to identify and fund individuals.
- seek national support to complete a Masters in knowledge management

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Course title</th>
<th>Link</th>
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<tr>
<td>University of Oxford</td>
<td>Applying KM principles and practice – one day course</td>
<td><a href="https://www.conted.ox.ac.uk/courses/applying-knowledge-management-principles-and-practices">https://www.conted.ox.ac.uk/courses/applying-knowledge-management-principles-and-practices</a></td>
</tr>
<tr>
<td>Knowledge Management Institute (US)</td>
<td>Certificate in Knowledge Management</td>
<td><a href="http://www.kminstitute.org">www.kminstitute.org</a></td>
</tr>
<tr>
<td>Special Library Association (US)</td>
<td>Knowledge Management Certificate</td>
<td><a href="https://www.sla.org/learn/certificate-programs/cert_knowledge_mgmt/">https://www.sla.org/learn/certificate-programs/cert_knowledge_mgmt/</a></td>
</tr>
<tr>
<td>There are several Masters courses including:</td>
<td></td>
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<tr>
<td>Cranfield University</td>
<td>Knowledge Management for Innovation (at various levels up to masters)</td>
<td><a href="https://www.cranfield.ac.uk/Courses/Taught/Knowledge-Management-for-Innovation">https://www.cranfield.ac.uk/Courses/Taught/Knowledge-Management-for-Innovation</a></td>
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Resources and Tools

The Knowledge for Healthcare Blog:

- Resources for Role Redesign – to follow


Sue Lacey Bryant
David Stewart
November 2016