Mobilising evidence and organisational knowledge

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Developing people for health and healthcare

www.hee.nhs.uk
Things you may not know about me..

“Integrated Care Today is one of a new portfolio of Contentive websites providing critical, real-time intelligence in a wide range of niche industry verticals”
Sharing a sense of urgency
The sheer amount can be overwhelming; one local authority chief executive described how he receives at least 100 pieces of evidence in his inbox every week.

The pace of change in local public services means that people are constantly responding to new policies and thus have little time or capacity to find out what is going on in other areas. The real challenge lies in “knowing where to go” and who to go to.

Sophie Wilson et al.
Achieving evidence-based care?

• 84.2% for cardiovascular disease
• 59.8% for depression
• 76.5% for diabetes
  70.9% for the diabetes ‘care bundle’ indicators
• 35.6% for osteoarthritis

The Patients whom we serve

The Carter Review

Carter focused on ways that hospitals can reduce cost variations across clinical and non-clinical hospital settings eg.

- Procurement processes - a range of prices from £788 to £1590 for hip prosthesis
- Sickness and absence rates vary from 2.7% to 5.8%, giving a variation of 116%
- Running costs (£/m²) varied from £105 to £970
Evidence into practice

“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.”

National Institute for Health Research, 2013
Business critical

Healthcare Library and Knowledge Specialists can play a pivotal role in helping organisations to identify and seize opportunities to achieve productivity, realise efficiency savings and improve the quality of patient care. For example -

• Increase and improve the use of evidence into practice through provision of synthesised, summarised evidence and horizon scanning products
• Develop tools, processes and resources so that healthcare staff can effectively share organisational knowledge and know-how
Case study – Sussex Community NHS FT

Innovative service model for psychological therapy for those with long term conditions.

They needed to evaluate a range of models and present in-depth evidence for an option to reduce costs in both acute and primary care.

“The detailed search negated the need for us to spend time on this and ensures we can confidently and competently ensure that those with an LTC can benefit from a psychological intervention.”

Damien Brennan, Head of Public Health and Wellbeing Services
2b. Viewing and accessing guidance: Directorate/service area guidance
The next screen you see, after clicking on the gold ‘all guidance’ bar, displays all guidance relevant to the chosen directorate or service area:

If you have any queries regarding the Cabinet, or have suggestions for its development, please contact anthony.davis@oxleas.nhs.uk
1. Working with organisations and systems

Enable healthcare systems and organisations to Apply and use evidence in decision making, to Build know-how and Continue to learn.
Advocacy

Champion the expertise of librarians and knowledge specialists in mobilising evidence to improve quality and productivity:

• HEE / CILIP Joint campaign
• Round-table discussion with key partners

What will you do locally?
A self-assessment framework

A self-assessment framework to use with Board members to:

• identify what is working well and what more could be done?
• set priorities for better mobilising external evidence and organisational knowledge
• spot practical initiatives on which librarians and knowledge specialists can lead
Local, multi-disciplinary communities of practice

• Establish and coordinate local communities of practice of researchers and information professionals to mobilise evidence for service transformation: -
  o understand respective expertise and resource
  o look for opportunities to work collaboratively to support the system
  o establish and coordinate local communities of practice/networks
  o fit the emerging structures eg. across STPs

• Participants might include researchers, librarians and knowledge specialists, business intelligence analysts, NICE field-based implementation consultants *plus*

• Pilot in South West
2. Building the confidence and capability of librarians and knowledge specialists

Increase our ability to assess organisational needs and introduce knowledge management solutions.
Development opportunities

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.

- **Core skills**
  - Introducing knowledge and evidence
  - Everyday knowledge and evidence in health care settings

- **Expanding the core skill set**
  - Mobilising organisational knowledge in health care settings

- **Leadership skills**
  - Leading knowledge services

- **Advanced specialist skills**
  - Advanced KM: formal qualifications

- **Resources and Tools**
Resources for role redesign

A Task and Finish Group to identify the level of skills and knowledge required for specific and emerging roles and create resources to support the creation of these roles:

- Specific skills required – matched to PKSB for Health
- Role descriptions
- A day in the life of...
- Podcasts
- Resources
Knowledge Management Toolkit

Links to tools & techniques

Links to short case studies of real-life examples.

Includes contact details of the service, for more information

http://kfh.libraryservices.nhs.uk/knowledge-management
A national community of practice

Aim: to establish a community of practice for healthcare librarians and knowledge specialists

Create a space in which people can share ideas and network as we expand our experience and expertise

Contact: Caroline.storer@nhs.net
3. eLearning resources, tools and techniques

Enable healthcare staff to use key tools and techniques to share their knowledge within their organisation.
Technology-enhanced learning

http://www.ksslibraries.nhs.uk/staff-development.html/
Promoting KM tools for all staff

Knowledge Management

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<tr>
<th>Facilitated Learning</th>
<th>Learning Before</th>
<th>Learning During</th>
<th>Learning After</th>
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<tr>
<td>Peer Assist</td>
<td>Before Action Review</td>
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<tr>
<th>Collaboration</th>
<th>Join a CoP</th>
<th>Interact with peers and subject expert network</th>
<th>Contribute learning to the CoP or network</th>
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<tbody>
<tr>
<td>Identify and communicate with subject experts (SMEs)</td>
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<table>
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<tr>
<th>Knowledge Assets</th>
<th>Access knowledge assets or relevant information sources</th>
<th>Access knowledge assets</th>
<th>Build and share knowledge asset</th>
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<td>Plan build of knowledge assets</td>
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The Knowledge Management Framework for Health Informatics provides a set of tools and techniques to help people to learn before, during and after everything they do so that good practice can be replicated and pitfalls are avoided.

http://www.ksslibraries.nhs.uk/elearning/km/
Service improvement and innovation

To develop a model that can be used by LKS to encourage the capture, storage and sharing of knowledge within an organisation to support service improvement and innovation:

- Knowledge sharing at a local level
- Gathering small scale developments as well as larger innovations
- KfH leadership group is testing implementation in different settings

Sam Unamboowe
Royal Brompton & Harefield
How are you mobilising evidence and organisational knowledge?

What else do you need to do?
There are things known and things unknown and in between are the doors.

(Jim Morrison)
Questions?

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