

Key context documents for CKO and TKO roles

(I) NHS NEXT STAGE REVIEW Interim report October 2007¹ (Darzi Report)
specifically recognises frontline areas where action is needed including:

- workforce planning, education and training
- leadership
- **information to support excellence**
- **enabling systems and processes**
- the case for an NHS Constitution.

The second stage of the review will focus on these areas. CKOs and TKOs will be part of the enabling process that promotes and support excellence.

(II) World Class Commissioning Competencies December 2007 Department of Health / Commissioning²

“ World class commissioning is a statement of intent, aimed at delivering outstanding performance in the way we commission health and care services in the NHS.

The vision and competencies describe what this shift towards world class will involve, and the organisational competencies that primary care trusts will need...”

“Section 5 Manage knowledge and assess needs

Manage knowledge and undertake robust and regular needs assessments that establish a full understanding of current and future local health needs and requirements...”

Sub components of this competency

- “Partnership liaison skills, to ensure a meaningful exchange of key data and analysis
- Information-gathering (of both quantitative and qualitative information) and research skills, including data quality assurance
- Database management and monitoring skills
- Information analysis skills: predictive modelling; process mapping; ratio analysis; risk assessment; social modelling; scenario planning; needs analysis; statistical analysis; variance analysis
- Presentation, negotiation, brokering and influencing skills”

(III) In the know –using information to make better decisions: a discussion paper February 2008 Audit Commission³

Headlines:

- (1) When decision makers use information well, local public services improve.
- (2) Information needs to be relevant for the decision at hand.
- (3) Good quality data are the foundation of good quality information.
- (4) The way information is presented is important for accurate interpretation.
- (5) Using information well requires decision makers and analysts to have particular skills.
- (6) People need to think carefully about the information they use whenever they make decisions.

¹ http://www.ournhs.nhs.uk/fromtypepad/283411_OurNHS_v3acc.pdf

² http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_080958

³ http://www.audit-commission.gov.uk/Products/NATIONAL-REPORT/77C7B4DB-0C48-4038-A93F-DFE3E645A26E/In%20the%20know_report.pdf

(IV) Report of the High Level Group on Clinical Effectiveness Chaired by Professor Sir John Tooke: A report to Sir Liam Donaldson Chief Medical Officer 2007 Department of Health

The Government established a High Level Group (HLG) to report to the Chief Medical Officer on the scope for enhancing and incentivising more effective and efficient clinical care and to make recommendations for future action.

The report makes recommendations on:

- alignment of central activities and support
- promoting local ownership
- ensuring clinical engagement
- harnessing the capacities of academia
- the research agenda.

CKOs, with support from TKOs, have a role in helping their organisations take forward these recommendations.

(V) Hill, P. Report of a National Review of NHS Health Library Services in England: From knowledge to health in the 21st Century. Report of a National Review of NHS Health Library Services in England: From knowledge to health in the 21st Century. NHS Institute for Innovation and Improvement, 2008.

This Review highlighted the centrality of library, knowledge and information services within the NHS and describes four key purposes for library and knowledge service:

1. Clinical decision making by patients, their carers as appropriate, and health professional
2. Commissioning decision and health policy making
3. Research
4. Lifelong learning by health professionals.

Recommendation 11 of the Hill Review states that:

“In every NHS organisation someone at board level should be entrusted with the role of Chief Knowledge Officer for that organisation, with the broad responsibility as described.”

Recommendation 14 of the Hill Review⁴ states that:

“Every clinical or management team in the NHS should identify someone in the team as “Team Knowledge Officer” (or equivalent). The Team Knowledge Officer will have responsibility for ensuring the effective input of evidence to enable the team to function properly.”

⁴http://www.library.nhs.uk/nlhdocs/national_library_review_final_report_4feb_081.pdf

See also <http://www.library.nhs.uk/aboutnlh/review>