

Library and Knowledge Services Leads Group

KFH page ref	Responsible group and TAFs in Yr 1	Workstreams	Due Date	Actual Date	Progress	2015-16												Yr2 20016/17	Yr3 2017/18	Yrs 4-5 2018/20	Key stakeholders; key partners
						A	M	J	J	A	S	O	N	D	J	F	M				
41/44/46	TAF 1/ SRO	Introduce an equitable affordable funding model for local services	Apr-17			[Progress bar: Apr-17 to Mar-16]															HEE SRO, Prog Manager, DH Finance, HEE Finance, PHE, NHS England, LETB Leads, Local Trusts, LKS Managers
		Utilise existing data to understand current funding picture across England	Sep-15																		
		Undertake an audit to capture any missing data to understand the current funding model across England	Nov-15																		
46		Engage with DH and Health Education England about options for reviewing funding model	Dec-15																		
44		Explore options for pooling tariff funding	Mar-16																		
44/		Exploring options for pooling LKS funding to support shared services	Mar-16																		
44		Contribute to national work to establish education reference costs	Mar-16																		
44		Work with employers to ensure they make a proportionate investment in knowledge services for their staff	Mar-17																		
44		Ensure the learning and development agreement quality monitoring processes are robust and reflect our strategic principles	Mar-17																		
41/44/46		Develop an appropriate funding model for local healthcare library and knowledge services	Mar-17																		
41/44/46		Implement an appropriate funding model for local healthcare library and knowledge services	Apr-17																		
45	TAF2	Undertake a study of the return on investment in healthcare library and knowledge services for the NHS in England	Mar-16			[Progress bar: Mar-16 to Mar-15]															Prog Manager, LKSL Chair, LETB Leads, LKS Managers
		Identify a stakeholder group	Aug-15																		
		Undertake a comprehensive literature review to identify approaches to ROI used in library, NHS and public sector setting	Aug-15																		
		Supply library knowledge services spend and activity data that is already routinely collected	Sep-15																		
		Identify pilot sites and help coordinate any additional data collection which may be required	Sep-15																		
		Commission a return on investment study	Sep-15																		
		Recommend a model and methodology for use for measuring and reporting on return on investment in NHS library services, based on an evaluation of existing approaches and supported by a clear rationale for the recommended approach	Dec-15																		
		Analyse the merits and applicability of potential models and methodologies	Dec-15																		
		Use the preferred model to evaluate the return on investment of NHS library knowledge services, and summarise and present the findings	Feb-15																		
		Write a report summarising the results of the application of the model in a range of scenarios e.g. across a geography, for a system, for a service, for a specific element of service.	Feb-15																		
		Develop recommendations and guidance for use of the model in practice, by commissioners and providers of NHS-funded library knowledge services.	Mar-15																		

Enablers

LKSL Website

Business as Usual

LKSL Group	LQAF – data collection & collation
LKSL Group	Innovations – judging & awards
LKSL Group	Costings Framework – maintenance & moderation of the wiki
LKSL Group	Statistics – collection & collation
LKSL Group	LKSL web presence
LKSL Group	Commissioning wiki
LKSL Group	Health Libraries Directory (HLISD)

LKSL Overview
Louise Goswami - 18 May 2015

31-32

T&F 5

Discovery service for the future

Explore the existing landscape of resource discovery tools in NHS, HEI and other LKS
 Audit resource discovery tools purchased by NHS organisations
 Explore how HDAS should be enhanced/re-developed for future needs, and how this fits with direction of travel for resource discovery
 Recommend way forward for HDAS
 Make recommendations for wider discovery service provision

Mar-16

Sep-15

Oct-15

Nov-15

Jan-16

Jan-16

Business as Usual and Enablers

Main Group

Agree TOR of main group

Develop and agree T&F Group programmes of work, identifying key experts, resources and opportunities

Maintain oversight of T&F Group activities and outputs
 Engaging and influencing publishers
 Contribute to ongoing horizon-scanning of best practice in resource discovery

Jun-15

Jul-15

Mar-20

Mar-18

Mar-20



Workforce Planning and Development Group

KFH page ref	Responsible group and TAFs in Yr 1	Workstreams	Due Date	Actual Date	Progress	2015-16												Yrs 2-3 2016/18	Yrs 4-5 2018/20	Key stakeholders; key partners
						A	M	J	J	A	S	O	N	D	J	F	M			
36		1. Effective national & LETB level leadership	Mar-16			[Red bar]														
36-38	Working group / SRO	Design leadership model with national lead role	Mar-16			[Light blue bar]														
37	Working group / SRO	Review existing national, geographic, LETB-level structures		Dec-15	SLB has drafted this work and it is with PM; final revisions to be incorporated	[Light blue bar]														HEE SRO, DEQs, LETB Leads, LKS Managers
36-38	Working group / SRO	Make recommendations for streamlining/rationalising structures at national, geographic & national level	Mar-16		Discussions on-going in some geographies, led by DEQs following discussion at DEQ Exec.	[Light blue bar]														
		2. Signposting Learning Resources / The Learning Zone	Mar-16		TAF set up and meets 22 July	[Purple bar]														
16, 36, 39, 40	TAF 1 Signposting CPD resources	Create or identify resources for role enhancement e.g embedded roles, case studies, job descriptions, CPD opportunities	Mar-16		Working Group members have been collecting resources	[Light blue bar]														LETB leads, LKS managers, CLIP, BAILER, UHMLG, NHS and HEI employers, SQA
40	TAF 1 Signposting CPD resources	Promote wide range of development opportunities to LKS workforce	Mar-16			[Light blue bar]														
20, 39, 50	TAF 1 Signposting CPD resources	Promote opportunities for leadership development	Mar-16			[Light blue bar]														
20, 36		3. Core and specialist competencies			TAF set up	[Green bar]														
36, 40	TAF 2 Defining core competencies	Build core competency framework	Mar-16		Discussions in-hand with Simon Edwards at CLIP to use the PKSB	[Light blue bar]														
36, 40	TAF 2 Defining core competencies	Build specialist/advanced competency frameworks	Mar-18		Agreed this is year 2 and discussed input from PHE specialists with AB	[Dark blue bar]														LETB leads, LKS managers, CLIP, BAILER, NHS and HEI employers, SQA, Training providers. For year 2 work include PHE, Cochrane, NICE
		4. National training programme			TAF set up and meets 22 July	[Blue bar]														
16, 17, 39, 40	TAF 3 National Training programme	Assess learning priorities for librarians and paraprofessionals	Mar-18		Learning needs analysis completed Jan 2015 and ready for use	[Dark blue bar]														
36, 39, 40, 50	TAF 3 National Training programme	Develop a curriculum for the national training programme	Mar-16			[Light blue bar]														
39	TAF 3 National Training programme	Design and deliver biannual survey of development needs	Mar-19		See line 19 above	[Light blue bar]														Survey Yr 4
		5. LKS workforce profile	Mar-20		TAF set up	[Orange bar]														



Service Transformation Group

KFH page ref	Responsible group	Workstream and high level activities	Due Date	Actual Date	Progress	2015-16												Yrs 2-3	Yrs 4-5	Stakeholders/ Partners
						A	M	J	J	A	S	O	N	D	J	F	M	2016/18	2018/20	
50	T&F 1	Standard core offer Develop core service specification based on LQAF, LDAs and existing service specs Define KPIs for each element of the service offer Develop guidance on application of the core offer - eligibility, variations, model service specifications, etc Consultation and engagement Publication, promotion and awareness oversee embedding of core service offer	Mar-16	Sep-15		[Gantt bar: Mar-16 to Mar-16]														
				Nov-15		[Gantt bar: Sep-15 to Nov-15]														
				Dec-15		[Gantt bar: Nov-15 to Dec-15]														
				Feb-16		[Gantt bar: Dec-15 to Feb-16]														
				Mar-16		[Gantt bar: Feb-16 to Mar-16]														
21, 35, 50	T&F 2	Current awareness Map existing provision, including use of existing collaboratives which may be scaled and locally produced bulletins that could be shared Establish efficient mechanism for sharing Publicise this collection, promoting adoption and adaptation as appropriate Produce recommendations for improving overall efficiency of effort, extending reach and addressing gaps Implement actions arising from recommendations metric: increase in production and use of nationally-produced horizon-scanning bulletins	Mar-20	Sep-15		[Gantt bar: Mar-20 to Mar-20]														
				Nov-15		[Gantt bar: Sep-15 to Nov-15]														
				Jan-16		[Gantt bar: Nov-15 to Jan-16]														
				Mar-16		[Gantt bar: Jan-16 to Mar-16]														
				Mar-18		[Gantt bar: Mar-16 to Mar-18]														
						[Gantt bar: Mar-18 to Mar-20]												25% increase	10% increase per year	
35	T&F 3	Streamlining year 1: document delivery Rapid review of existing regional and national schemes Analysis of available data on quantities, sources and spend on ILDS, from national LKS stats returns and suppliers Exploration of the possibilities for extending schemes and/or streamlining processes - engaging BL and other suppliers, scheme managers and software suppliers Produce recommendations for improving cost-efficiency, effectiveness and equity and develop action plan Implement dd streamlining action plan Commence year 2 streamlining: workshop to prioritise streamlining initiatives based on strategic benefits v do-ability	Mar-18	Nov-15		[Gantt bar: Mar-18 to Mar-18]														
				Nov-15		[Gantt bar: Nov-15 to Nov-15]														
				Feb-16		[Gantt bar: Nov-15 to Feb-16]														
				Mar-16		[Gantt bar: Feb-16 to Mar-16]														
				Mar-17		[Gantt bar: Mar-16 to Mar-17]														
				Apr-16		[Gantt bar: Mar-17 to Apr-16]														
21,34, 50						[Gantt bar: Apr-16 to Mar-18]														
21-25, 50	T&F 4	Embedding knowledge management Scope examples of existing local activity where NHS LKS is making a demonstrable impact Produce recommendations for extending and embedding good practice Implement actions based on recommendations	Mar-18	Dec-15		[Gantt bar: Mar-18 to Mar-18]														
				Mar-16		[Gantt bar: Dec-15 to Mar-16]														
				Mar-18		[Gantt bar: Mar-16 to Mar-18]														
11,50	T&F 5	Information for patients and carers Identify examples of local good practice Make contact with other partners involved in the delivery of information to patients and the public	Mar-20			[Gantt bar: Mar-20 to Mar-20]														
						[Gantt bar: Mar-20 to Mar-20]														

Make recommendations in relation to the role of NHS LKS
 Produce guidance on effective approaches and the adoption/adaption of good practice
 Maintain oversight and provide support

T&F 6 Reaching the wider workforce

scope current levels of service and access
 produce summary report

develop evidence-based service specifications for each group
 make recommendations for service configuration, leadership development and upskilling
 build links with key stakeholder organisations

Enablers and Business as Usual

main group

Agree TOR of main group
 Develop and agree T&F Group programmes of work, identifying key experts, resources and opportunities
 Maintain oversight of T&F Group activities and outputs
 Contribute to ongoing horizon-scanning
 Contribute to discussion about wider and related aspects of service transformation as per K4H

Reconfiguration and redesign of services - services with larger geographies and more streamlined functions
 More librarians in clinical and outreach roles
 More librarians supporting commissioners



Quality and Impact Group

KfH ref	Responsible group and TAFs in Yr 1	Due Date	Actual Date	Progress	Yr1												Yrs 2-3		Yrs 4-5		Key stakeholders	Review Comments
					Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-15	Feb-15	Mar-15	20016/18	2019/20				
Impact toolkit																						
47, 49	TAF 1 Impact	Aug-15			[Gantt bar: Apr-15 to Sep-15]																LETB Leads, LKS Managers, CLIP - IJRG & HLG, Healer - LKSL Workforce Transformation Group, SCONUL	
47, 49	TAF 1 Impact	Aug-15			[Gantt bar: Apr-15 to Sep-15]																	
47	TAF 1 Impact	Aug-15			[Gantt bar: Apr-15 to Sep-15]																	
49, 50	TAF 1 Impact	Mar-15			[Gantt bar: Apr-15 to Sep-15]																	
49, 50	TAF 1 Impact	Mar-15			[Gantt bar: Apr-15 to Sep-15]																	
49, 50	TAF 1 Impact	Mar-15			[Gantt bar: Apr-15 to Sep-15]												[Dark Blue bar: Mar-15 to Jun-15]		[Light Blue bar: Mar-15 to Jun-15]			
49, 50					[Gantt bar: Apr-15 to Sep-15]												[Dark Blue bar: Mar-15 to Jun-15]		[Light Blue bar: Mar-15 to Jun-15]			
Metrics for Success																						
47	TAF 2 Metrics	Aug-15			[Gantt bar: Apr-15 to Sep-15]																HEE SRO, Prog Manager, LETB leads, Working Group Chairs, LKS managers,	
	TAF 2 Metrics	Nov-15			[Gantt bar: Apr-15 to Sep-15]																	
	TAF 2 Metrics	Mar-16			[Gantt bar: Apr-15 to Sep-15]																	
Refresh LQAF																						
47, 48	Working Group	Oct-15			[Gantt bar: Apr-15 to Sep-15]																DEOS, LETB leads, LKS managers, LETB Quality Managers, NHS organisations, CQC	
50	Working Group	Mar-16			[Gantt bar: Apr-15 to Sep-15]																	
48	TAF 3 LQAF				[Gantt bar: Apr-15 to Sep-15]																	
48	TAF 3 LQAF				[Gantt bar: Apr-15 to Sep-15]																	
Build Evidence Base																						
48	Working Group	Sep-15			[Gantt bar: Apr-15 to Sep-15]																LETB leads, LKS managers, CLIP, IJRG, Healer, HEE R&I network/projects	
	TAF 4 Research	Mar-16			[Gantt bar: Apr-15 to Sep-15]																	
	TAF 4 Research				[Gantt bar: Apr-15 to Sep-15]																	
	TAF 4 Research				[Gantt bar: Apr-15 to Sep-15]																	

Enablers																						
TAF 1	For Librarians' space				[Gantt bar: Apr-15 to Sep-15]																HEE SRO, Prog Mgr, LETB leads, LKS managers, NHS and HEI employers	
Working group	Metrics				[Gantt bar: Apr-15 to Sep-15]																	
Working group	Workstream - ongoing review & refresh				[Gantt bar: Apr-15 to Sep-15]																	
Business as Usual																						
LKSL / LETB leads	LQAF assessment and verification				[Gantt bar: Apr-15 to Sep-15]																	
LKSL / LETB leads	Annual statistics				[Gantt bar: Apr-15 to Sep-15]																	

Document Title	Knowledge for Healthcare High Level Programme Plan		
Filepath\Filename	Format	Comments	
	Excel		

Supporting Documents	Format	Comments

Responsibilities

Classification	Unclassified
Distribution	
Ownership	
Maintenance	

Distribution of Final Version

Copy	Keeper	Area	Purpose	Method
1				
2				
3				

Document Version History

Version No./ Status	Issue Date	Author	Quality Review/ Change Date	Reviewed By	Brief Description of Action/Changes
Version 1.0	13-May-15	Louise Goswami			
Version 1.1	18-May-15	Louise Goswami	18-May-15		Additional fields and cosmetic changes. Merge all programme plans
Version 2.0	06-Jul-15	Louise Goswami	08-Jul-15	Programme Management Group	Validation of dates and task and finish groups.

Template Version History

Version No./ Status	Issue Date	Author	Quality Review/ Change Date	Reviewed By	Brief Description of Action/Changes
1	16/02/2015	Lynne Linley			