

Knowledge for Healthcare



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Louise Goswami reports on a new development framework for NHS library and knowledge services in England.



HEALTH Education England (HEE) is responsible for the education, training and personal development of every member of staff in the NHS in England. HEE is also the steward of Library and Knowledge Services (LKS) across the NHS in England and at the start of the year published *Knowledge for Healthcare: a development framework for NHS LKS*. The framework sets out an ambitious vision for provision of LKS, articulates the direction of travel and will inform decision-making.

This article provides an overview of the development of the framework and the resulting programme of work which is expected to last three to five years, and will

transform delivery of services. In subsequent issues of *CILIP Update*, the strategic leads for each of the working groups will provide further details of each of the key strands of work.

Knowledge for Healthcare was produced to set out a vision and ensure the resulting outputs and expertise of LKS staff would underpin improvements in patient care and safety through informed decision making and the spread of innovation. It will guide investment and procurement decisions, the development of new information products and service modernisation. It will also drive the redesign of roles for healthcare library staff to enable the adoption of new models of service.

Our 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.

Partnerships

Partnerships are central to the success of delivery of the programme. To date NHS LKS has developed successful partnerships with other organisations including Public Libraries and Higher Education Institutions:



A key partnership is with CILIP itself, particularly capitalising on the Professional Skills and Knowledge Base.



Case study – NHS and public library collaboration to provide information for patients and carers

Doncaster and Bassetlaw Hospitals NHS Foundation Trust has worked with Doncaster Public Libraries & Information Service to develop a Health & Wellbeing Information Service. This has included the development of a Health Information Training Programme for all public library staff and the promotion of a Health Information Enquiry Service available to in-patients and out-patients at the hospital and to all residents, patients and carers.

Case study – NHS and higher education collaboration to increase access to research journals

The Finch e-journals pilot is an UK-wide National Health Service-Health Education collaborative project flowing from the recommendations of the Finch report (Working Group on Expanding Access to Published Research Findings, 2012). For one year (until 31 March 2015), nine publishers are making academic-licensed content available to NHS staff, giving access to an additional 2,500 journals. If this project proves successful, our ambition is to identify and attract new sources of NHS funding to sustain access to these research journals.

It is essential that lessons are learned from partnering with other NHS bodies and external organisations. Since the publication of the framework, a number of partnership meetings have taken place. Work is being undertaken with Public Health England (PHE) to determine how we can ensure the entire public health workforce have access to high quality resources and services as well as capitalising on the skills of the existing PHE Knowledge and Library Services to deliver key elements of the programme. The partnership discussions with the National Institute for Health and Care Excellence (Nice) have built on our existing strong working relationship to develop a shared agenda for a robust infrastructure and explore opportunities for greater central procurement of resources.

A key partnership is with CILIP itself, particularly capitalising on the Professional Skills and Knowledge Base and the Leadership Training they provide to enable us to identify and develop the appropriate skills of the workforce.

Partnership meetings with the Chief Executive of the Public Libraries Task Force and the Society of Chief Librarians Universal Health Offer Group have helped explore synergies and consider our role in the patient and public agenda. In partnership with the Society of College, National and University Librarians (Sconul) we are exploring how we can engage with Higher Education Institutions around e-resource procurement and discovery service models. Further partnership meetings will take place, including discussions with NHS England and the Department of Health.

Creation of Knowledge for Healthcare

A significant evidence base informed our approach, including NHS staff and learners, data from surveys of more than 17,000 service users and library and knowledge services staff. We also reviewed 221 UK and international studies published since 2005 and the models in several countries including Scotland, Wales and the USA.

From our engagement with users of LKS we discovered that they valued:

- Personalised customer service
- Expertise and assistance to save time, money and improve patient care

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- 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



- 24-hour and seamless access to both print and full text electronic resources
- Literature searches and synthesised pre-packaged information
- Training to find and evaluate the evidence
- Physical space in which to study
- Information provision at the point of need by outreach and clinical librarians
- Access to resources via mobile wireless devices.

We have identified a number of principles and values on which we can base decisions including

- Collaboration
- Collective purchasing
- Core service
- Digital by default
- Effective and efficient
- Quality
- Streamlined.

From our analysis of all of the evidence, four strategic themes emerged (below).

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:

1. Transforming the service – proactive customer-focussed services
2. Transforming the service – quick and easy access
3. Effective leadership, planning and development of the healthcare library and knowledge services workforce
4. Optimising funding for best value

Implementing Knowledge for Healthcare

Strategic Working Groups have been established to deliver the different elements of Knowledge for Healthcare. These are chaired by the strategic library leads who are based within HEE's Local Education and Training Boards (LETBs are responsible for the training and education of NHS staff, both clinical and non-clinical, within their geographical area). The chairs are held to account by the Programme Manager and ultimately by the Director of National Programmes at HEE who is the Senior Responsible Owner for LKS.

There are four working groups: Service Transformation; Resource Discovery; Workforce Planning and Development; as well as Quality and Impact. There is also a core piece of work around an equitable, affordable and sustainable funding model for LKS that is being overseen by the strategic programme management group. Under the working groups there are currently 21 task and finish groups with 138 LKS staff actively engaged in the delivery of the work. This is further augmented by extended reference groups for each of the task and



finish groups. It is hoped that by the end of the programme the entire LKS workforce will have played a part in delivering the programme.

1 Service transformation

The primary aim of this working group is to develop proactive customer focused, cost effective services and delivery models, as well as to promote awareness and use of services. Initially, the focus will be on developing a standard service offer as well as streamlining back office functions such as document delivery and current awareness.

The relevant task and finish groups will also give consideration to how LKS staff can take a more active role in embedding knowledge management into NHS organisations. Furthermore a group will begin to determine the value NHS LKS staff can add to provision of services to patients and carers.

2 Resource discovery

A key focus of this working group and its associated task and finish groups is to determine the infrastructure required to enable quick and easy access to evidence which is one of the design principles of Knowledge for Healthcare. This will include exploring the landscape of resource discovery tools and how they fit in the context of our existing infrastructure. This year it will also develop a specification for a knowledge hub with a view to implementing it in subsequent years.

Open access will be a key area of focus, including scoping good practice for open access publishing as well as the feasibility of a repository for the NHS in England. Increased collaborative purchasing is a vital deliverable to ensure that the NHS is getting it getting value for money when purchasing electronic resources. This work will explore the potential for increased collaborative procurement nationally, across geographies or flexible consortia by organisation type.



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3 Workforce planning and development

The primary focus of this working group is the transformation of the workforce to ensure it meets the changing service delivery models. This year the priorities will be the development of a talent management toolkit and a learning zone to signpost staff to learning opportunities as well as resources for career development and succession planning. The group will also develop the national and regional leadership models required for the future.

In the longer term this working group will determine the advanced competencies required for professional staff as well as those for paraprofessionals. A training curriculum will also be developed for paraprofessional staff. The talent management toolkit will be rolled out and a staff audit will be undertaken.

4 Quality and impact

The impact task and finish group within this working group will focus on the value of LKS to patient care. This will involve the redevelopment of an existing impact toolkit to ensure it can span the benefits of LKS for NHS bodies, their staff, learners, patients and the public (as appropriate) in respect of key organisational aims to include clinical and managerial decision-making, learning, research and innovation. The metrics group is tasked with the identification of a robust methodology and mechanism for capturing metrics for success for Knowledge for Healthcare.

In the longer term, the working group will refresh the national quality tool and determine how this can be embedded in the wider quality processes of the NHS. It will also focus on building the evidence base that underpins health librarianship.

Communication, engagement, advocacy

Underpinning the successful delivery of the programme is an extensive plan of communication and engagement using a variety of channels including social media. Work is underway to develop a range of collateral that highlight the value of LKS as well as the aspirations of the programme. To support LKS staff, an advocacy toolkit is being developed and a network of clinical and executive champions are being sought.

If you have any questions, don't hesitate to get in touch, and look out for further programme updates in future issues of *CILIP Update*. [7]

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The full framework and an executive briefing can be found on the HEE website: <http://hee.nhs.uk/work-programmes/library-and-knowledge-services/>