

Knowledge for Healthcare – Quality and Impact



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Clare Edwards and **Linda Ferguson** outline the work of the Knowledge for Health Quality and Impact working group and explain its remit to develop tools to empower LKS services to demonstrate value, support the collection of evidence and to raise profile and impact in the delivery of decision making and healthcare.

THE main goal of the Quality and Impact Working Group is to continue to drive service improvement and to demonstrate the value of health library and knowledge services (LKS) to deliver the vision of Knowledge for Healthcare.

The NHS in England, like many other public sector organisations, is providing a service through a time of austerity, where value for money, change and innovation, as described in NHS England's Five Year Forward View,³ are high on the agenda. LKS in the NHS need to respond to this, and to demonstrate both delivery of a quality service and value to the NHS.

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.

Transforming patient care

Impact, quality and innovation illustrate that LKS in the NHS can make a transformational difference to patient care and deliver value for money to NHS organisations and services. To achieve the knowledge for healthcare vision, there is the need to ensure value and impact is measurable through robust evaluation methods, is evidenced and that quality is assured. The work of the Knowledge for Health Quality and Impact working group is to develop tools and resources to empower LKS services to demonstrate value, and to support the collection of evidence to raise the profile and impact in the delivery of decision making and healthcare. The group will do this by working in partnership with our HE and other sector colleagues where there are common interests.

Through this development framework for the future of healthcare knowledge services, we have demonstrated the ways in which they make a positive impact on patient care by:

- providing information to support evidence-based patient care including treatment decisions
- informing commissioning decisions
- guiding service development decisions
- supporting guideline and pathway development

The Quality and Impact working group has four objectives:

1. Enhancing the current LKS impact toolkit for the NHS across England to enable robust evaluation of impact, promoting widespread adoption and developing and publishing of quality case studies.
2. Ensuring meaningful measures for successes through the development of

Knowledge for Healthcare

Health Education England published *Knowledge for Healthcare: a development framework for NHS Library and Knowledge Services¹ (LKS) in England* in late 2014. This is the second article in a series outlining details of the key strands of work. Louise Goswami, National Programme Manager for Library and Knowledge Services, set the scene in October's *Update²* with an overview of the framework. Quality and Impact is one of the four strategic working groups underpinning the implementation of the framework. This article looks at the group's programme of work, its objectives and outcomes and the projects of the current task and finish groups.



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guidance on LKS metrics and appropriate methodologies.

3. Refreshing the Library Quality Assurance Framework (LQAF), the national quality standards for NHS LKS in England, to ensure it continues to drive service improvement and is aligned with wider education and service monitoring processes.

4. Building a health LKS evidence base through development of research and to support its application to underpin the spread of innovation.

Case study – neonatal arterial thrombosis

A neonatal intensive care registrar at the University Hospitals Leicester needed urgent information about neonatal arterial thrombosis that would help the baby's parents understand the risks associated with their therapies as there was a risk to their baby's arm.

Outcome

An urgent and detailed search was carried out by library and knowledge staff at University Hospitals Leicester.

Impact

The baby's parents had the information they needed to consent to the treatment which saved the baby's arm.

Realisation of the objectives is led by the working group, with task and finish groups set up to achieve identified deliverables and projects. There are two task and finish groups to oversee the 'refresh' of the NHS impact toolkit and the development of metrics for success. The Chairs of the two groups, Jenny Turner (Chair of Value and Impact task and Finish group) and Alan Fricker (Chair of Metrics for Success task and finish group) here provide an overview of the remit and outputs of their groups.

Value and Impact

– by Task and Finish Group Chair Jenny Turner



Jenny Turner is Library Services Manager, East Sussex Healthcare NHS Trust.

THE task for the Value and Impact Task and Finish group is to enhance the existing NHS LKS Impact Toolkit.⁴ This includes questionnaires, templates and guidance to capture information about LKS impact, with a focus on hospital-based services. The toolkit provides a sound evidence base,⁵ and NHS LKS benefit from a fairly universal concept of what is valued – whatever leads to excellence in healthcare.

The group agreed working definitions on impact and value:

Impact: difference or change in an individual or group resulting from the contact with library services.⁶

Value: perceived-value approach which relies on an individual's own perception of the value of an impact.⁷

Gathering evidence

The first actions were to review the existing evidence about library value and impact (NHS and wider); establish the current level of toolkit use, and gather the views of NHS LKS staff across England. A reference group of 22 volunteers will 'sense check' the work of the group.

NHS LKS staff were sent a questionnaire in August, and 136 services (63 per cent) out of the 215 services responded. Results show that 95.5 per cent of responding services collect impact information, but the most popular tool in the toolkit is only used in its unmodified form by less than six per cent of responders, and one tool is not used at all. Free text comments are being collated to identify themes common to the responders.

These results will be added to other evidence, including information from NHS library quality monitoring, to influence toolkit enhancement.

The aim is to create practical tools that can be used in the range of LKS contributing to a successful NHS, enabling the capture of impacts which demonstrate value and the difference that they make in their client organisations.

The outcome will be a revised set of evidence-based impact tools approved by NHS LKS staff, plus recommendations for on-going development and engagement – including engagement with our users and the public. The output of this group will complement the recently released CILIP Impact Toolkit.⁸

Value and Impact Task and finish group members:

Jenny Turner – East Sussex Healthcare NHS Trust (Chair)

Stephen Ayre – George Eliot Hospital NHS Trust

Douglas Knock – King's College Hospital NHS Foundation Trust

Rebecca Mitchelmore – Isle of Wight NHS Trust

Susan Smith – Mid Cheshire Hospitals NHS Foundation Trust

Sophie Pattison – University College London

Dominic Gilroy – Leeds and York Partnership NHS Foundation

Case study – anticoagulation monitoring services

The medicines management project team at the Coastal West Sussex Clinical Commissioning Group asked West Sussex Knowledge and Libraries to conduct in-depth research to inform commissioning of anticoagulation monitoring services in Sussex.

Outcome

The results of their comprehensive review informed the decision to improve the current service rather than outsource provision. The medicines management team gained national recognition for their contribution to shaping NICE guidance.

Impact

Commissioners identified the best way to improve quality and save money, and the reputation of the team was enhanced.

Metrics for Success

– by Task and Finish Group Chair Alan Fricker



Alan Fricker is Head of NHS Partnership & Liaison, Library Services, King's College London.

THE selection, definition and appropriate use of metrics is a challenge for LKS. Focusing on the things we can easily count may not give us the kinds of figures that are of interest to those we need to persuade of our merits. The easy-to-count-things can still be tricky to define and collect consistently, where we seek to have figures we can benchmark against.

Principles for good metrics

NHS LKS in England have previously made attempts to define a single set of shared metrics, but struggled to agree any that were deemed universal. The Metric Tide report⁹ published by Hefce on the use of metrics in research assessment and management is one of the publications informing the work of the Metrics task and finish group. Building on a review of the literature, we are working to prepare a report outlining principles for good metrics for health libraries. A survey of current metrics in use in our services will provide examples to test these principles against (including the metrics for success identified in *Knowledge for Healthcare*). The final result should be principles that can be used by local services and national working groups to develop the metrics that will allow useful service development and dialogue with stakeholders. With the principles in position and metrics more solidly founded, the task and finish group will then be reviewing the use of balanced scorecards and the annual Health Education England Library and Knowledge Services statistical returns.

Metrics for Success Task and finish group members:

Alan Fricker – Kings College London (Chair)

Angela Clifford – Nottinghamshire Healthcare NHS Foundation NHS Trust

Dorothy Curtis – Gloucestershire Hospitals NHS Foundation Trust

Steve Glover – Central Manchester University Hospital NHS Foundation Trust

Richard Parker – Heart of England NHS Foundation Trust

The programme of work around LQAF and building the evidence is currently being overseen by the working group. Task and finish groups will be formed to support the projects as this work moves forward.

Library Quality Assurance Framework (LQAF)

Quality assurance ensures that service delivery and output are consistent or exceed standards and requirements. It facilitates the culture of evaluation, learning and improvement in service development. *NHS Library Quality Assurance Framework (LQAF) England*¹⁰ is a tool to enable a robust quality assessment of NHS library/knowledge services. It provides a clear focus for action planning across all NHS organisations, driving forward a quality improvement plan, offering clarity of direction for service managers and transparency of development to meet business and client need.

The group will be overseeing a revision of the LQAF ensuring that it is aligned to *Knowledge for Healthcare* and some of the outputs of the other working groups particularly Service Transformation and its Core Service Offer task and finish group. Work is currently underway to review approaches to LQAF verification to work towards both developing a consistent approach across England and identification of alignment of LQAF with wider education and service monitoring processes. The first step in taking this forward is to ensure that LQAF is incorporated into Health Education England's Quality Framework development.

Building an evidence base

This workstream builds on the *Knowledge for Healthcare* commitment to quality that: '...knowledge teams will continue to undertake and publish research in the field, thereby building the evidence base for service improvement and sharing best practice...' (p. 48). The outcomes focus on the skills support and development required to enable writing and publishing of LKS research as well as evaluation and evidence based practice. This will be important in not only enabling the development of an evidence base but also in supporting reflective practice and professional development.

The first priority in this area is to improve awareness of NHS LKS innovation and

Quality and Impact Working group members:

Clare Edwards – Health Education West Midlands (Chair)
Linda Ferguson – Health Education North West - LETB lead
Catherine Fisher – City Hospitals Sunderland NHS Foundation Trust
Dominic Gilroy – Leeds and York Partnership NHS Foundation Trust
Alison Brettell – Salford University - Expert
Jenny Turner – East Sussex Healthcare NHS Trust
Alan Fricker – Kings College London - Chair Task and Finish Group

impact case studies and build the evidence base of research. The LQAF innovation awards¹¹ have already identified a plethora of initiatives from health LKS where encouragement to publish supports the sharing of best practice.

The work of the University Hospitals Coventry and Warwickshire NHS Trust's CEBIS (Clinical Evidence-Based Information System) exemplifies the beneficial impact of proactive customer-focused knowledge services on therapeutic decisions and patient outcomes, patient experience and safety and cost savings.

Query	Findings	Outcome	Impact
Does the use of local anaesthesia in vitreoretinal surgery compromise the patient?	There was no evidence of compromise to surgical outcome or patient safety	Change from 80% GA to 80% LA procedures	<ul style="list-style-type: none"> ● Change in service delivery ● Cost saving estimate at £140,000 p.a.
Is it safe for patients with intraocular gas tamponades to travel by air following vitreoretinal surgery?	Evidence showed that it was not safe for patients to undertake any activities at high altitude or to receive nitrous oxide anaesthesia	Patients now leave theatre with a warning wristband. The wristband is provided on the purchase of intraocular gas internationally, the team achieved a national award for evidence in practice	<ul style="list-style-type: none"> ● Prevention of risk ● Prevention of morbidity ● Change in care pathway ● Knowledge base
Managing challenging viral retinitis and fungal endophthalmitis?	Rapid review alongside virologist, microbiologist, GU medicine and geriatricians to give these patients the most appropriate treatment	Significantly shortened hospital stays and very favourable clinical outcomes	<ul style="list-style-type: none"> ● Hospital length of stay shortened (£6,356 per patient saving) ● Waiting time to treatment reduced ● Change in choice of therapy

The *Knowledge for Healthcare* programme is leading the way with this evidence-based approach. The outputs from all four working groups are underpinned by scoping and literature reviews. We will be encouraging all task and finish groups to write up and publish the outcomes to share with the NHS and wider LKS community.

As the Quality and Impact work progresses further updates will be found on the *Knowledge for Healthcare* blog <https://www.england.nhs.uk/ourwork/futurehhs/> [1]

References

- 1 Health Education England. *Knowledge for Healthcare: a development framework for NHS Library and knowledge services in England 2015-2020* <http://bit.ly/1GhPZXu>
- 2 Goswami, L. 'Knowledge for Healthcare.' *CILIP Update*, October 2015, pp. 26-28. cilip.org.uk/update

3 NHS England. *The NHS Five Year Forward View, October 2014*. <http://bit.ly/1GSzFr0>

4 NHS LKS Impact Toolkit <http://bit.ly/1QSBaWS>

5 Weightman, A. L. et al. *National Library for Health Library Services Development Group, 2009. 'The value and impact of information provided through library services for patient care.'* *Health Information and Libraries Journal* 26(1), pp. 63-71

6 ISO 16439:2014(E). *Information and documentation – methods and procedures for assessing the impact of libraries*. ISO 2014.

7 Saracevic, T. & Kantor, P. 'Studying the value of library and information services.' *Journal of the American Society for Information Science*, 1997. 48 (6), pp. 527-542.

8 CILIP, *Impact Toolkit* <http://bit.ly/1KNk1TF>

9 Hefce. *The Metric Tide: Report of the Independent Review of the Role of Metrics in Research Assessment and Management*, July 2015. <http://bit.ly/1UDzkwj>

10 NHS Library Quality Assurance Framework (LQAF) England. <http://bit.ly/1LDMHUm>

11 LQAF Innovations home page <http://bit.ly/1ZWpbha>

