

Knowledge for Healthcare – Workforce Planning and Development



Sue Lacey Bryant is Senior Advisor, Knowledge for Healthcare, Health Education England.



David Stewart (david.stewart@nhs.net) is Director of Health Libraries North and Gil Young is CPD & Partnerships Manager, NW Health Care Libraries Unit.

Sue Lacey Bryant, David Stewart and Gil Young report on the steps being taken to implement the workforce planning and development aspects of Health Education England's *Knowledge for Healthcare*¹ framework.

TO deliver the right knowledge to the right people at the right time and in the right place, so that organisations and individuals can achieve excellent healthcare, we need the right teams providing proactive library and knowledge services across NHS funded settings.

Just over 1,000 WTE staff work in NHS-funded library and knowledge services. About 90 per cent of these services are run by NHS Trusts; the majority of the rest by academic libraries.

Users of the information to which these services 'open the door' already know that our staff are our greatest asset. It is the expertise of qualified librarians and information specialists, together with the people, technical and administrative skills of colleagues 'on the front line' of customer service, who make all the difference in bringing knowledge to bear on learning, research, decision-making and innovation. Recent feedback to the Knowledge and Library Service at Lancashire Teaching Hospital² illustrates this point:

Very efficient and timely help received. Staff were very welcoming and polite. They gave advice and directed me when needed. Excellent service.

For patients, 'evidence can shape the practice of healthcare in ways that allow treatment decisions to be reached jointly by patients and clinicians'.³

Very helpful and responsive service that aids evidence-based decision making. Without this service I think given pressures on time and capacity issues people would be tempted to make decisions based on assumptions.²

Once we grasp the nettle that the provision of knowledge and evidence is a business-critical healthcare intervention, the importance of investing in our small, specialised workforce becomes apparent.

Our workforce is at the heart of everything that 21st century health library and knowledge services are about: identifying and mobilising evidence resources and making sure that the service is fully embedded in the business of the organisation. The challenge is to flex to meet priorities, design and deliver services that make a positive impact on patient care and give value for money, managing electronic and physical resources to optimum effect.

Looking forward, the principles and values defined within HEE's development framework shape our workforce planning and development agenda. It signals the skills and experience set to become ever more important. Knowledge for Healthcare calls for flexible, multi-skilled knowledge specialists able to work at pace and deliver under pressure.¹

The Knowledge for Healthcare Workforce Planning and Development Working Group is responsible for implementing several commitments made in the framework. Our driver diagram (opposite page) demonstrates the way in which workforce issues interconnect with the rest of the programme, and the link back to our vision.

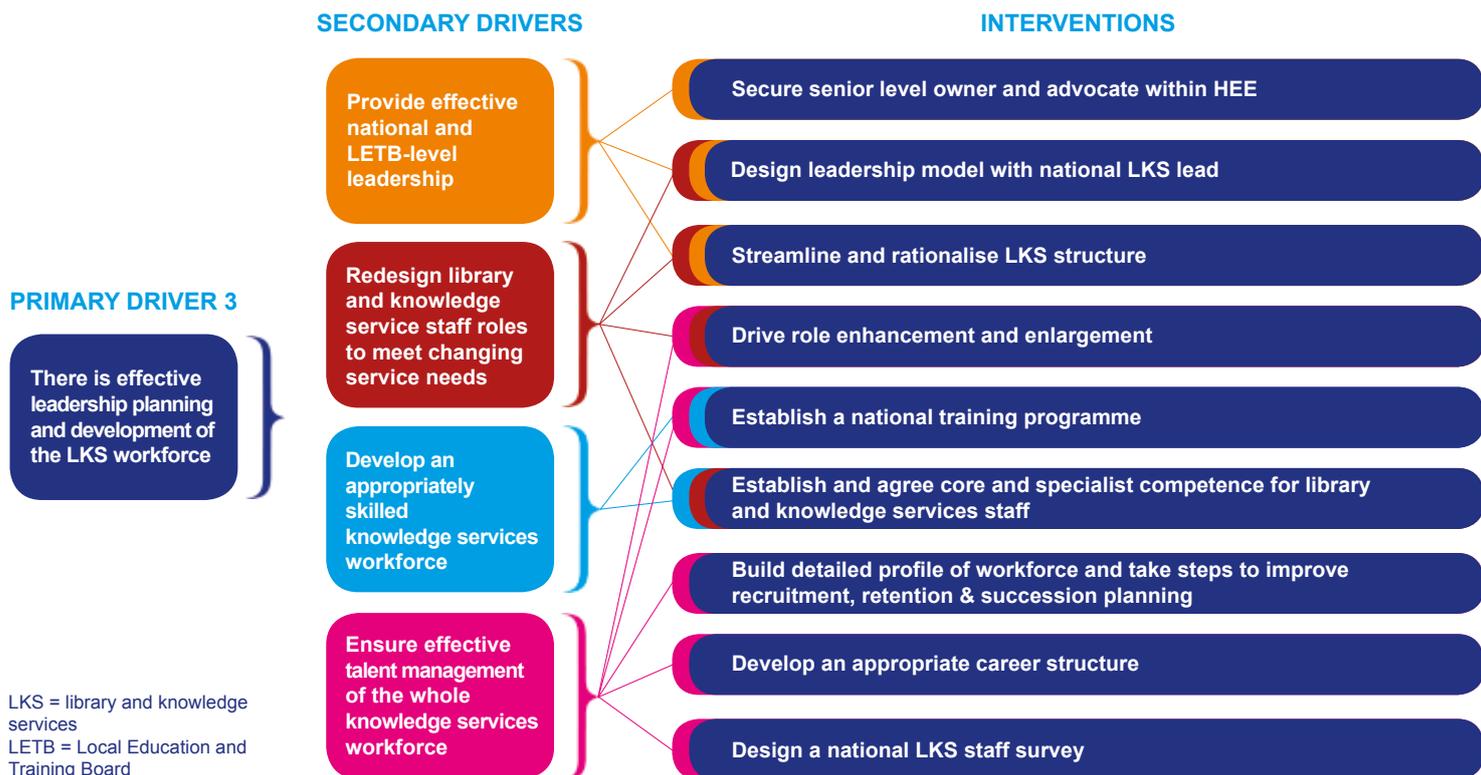
Knowledge for Healthcare

Health Education England published *Knowledge for Healthcare: a development framework for NHS Library and Knowledge Services (LKS) in England* in late 2014. This is the third 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 'Knowledge for Healthcare' (October Update pp. 26-28) while Clare Edwards and Linda Ferguson outlined the work of the Quality and Impact working group in November's Update (pp. 35-37).



Once we grasp the nettle that the provision of knowledge and evidence is a business-critical healthcare intervention, the importance of investing in our small, specialised workforce becomes apparent.

Effective Leadership, Planning and Development of the LKS Workforce



The work is taken forward through ‘task and finish groups’ focused on tight timescales, working to have clear outputs ready for launch in March 2016. By working together in this way we wish to encourage a sense of ownership of the framework amongst library and knowledge staff across the healthcare sector.

Sharing the vision of Knowledge for Healthcare, members of all the working and ‘task and finish’ groups ‘step up to the

plate’, taking opportunities to enhance their skills in leadership, networking, partnership working, problem solving and in many other areas as they deliver projects. The programme benefits from a high level of involvement, with over 120 people actively involved. By the time our ambitions are fully realised in 2020 the aim is for every member of LKS staff across the sector to have participated in some way, however small.

Competencies – Mary Hill, Chair of the Competencies Task and Finish Group



To make the greatest impact on healthcare improvement we are establishing a competency framework, starting with defining core competencies.

The competencies group is using CILIP’s Professional Knowledge and Skills Base (PKSB) as the cornerstone of its work. The work is being taken forward in phases and is reviewed by a reference group at each stage.

Stage 1 is to enrich the existing statements, by using terminology particular to the healthcare setting. Working virtually, using WebEx, the team is reviewing a section at a time and expects to have stage one complete by mid-December.

Stage 2 is to introduce a competency element to this framework with a set of statements at the end of each section. This is the more challenging part of the work. The final product from this phase of the work will be aimed at professional staff, with a later task and finish group reviewing competencies for paraprofessionals.



Talent Management Toolkit – Claire Bradshaw, Chair of the Talent Management Task and Finish Group

The knowledge services workforce is highly committed and many of the

healthcare knowledge staff we will have tomorrow are part of the current workforce. So it is essential to nurture talent.

This work stream refers to the CILIP Professional Knowledge and Skills Base (PKSB) and the NHS Leadership Academy’s Talent Management Hub as well as the work of other Task and Finish Groups. It is being delivered in three phases.

Phase one – enhancing the NHS Library and Knowledge Services Talent Management Toolkit⁴

Drawing on desk research to identify significant best practice in talent manage-

ment outside the healthcare and library/information profession. Preparing guidance for the interviewer and interviewee and for those who take responsibility for their own development. For December 2015

Phase Two – producing a podcast, presentation and FAQs hosted on the portal, to detail the context and benefits of talent management and the relevant processes; and a short evaluation tool to enable the interviewer and interviewee to reflect on the quality and effectiveness of the talent conversation. For December 2015

Phase Three – a Power Point slide deck for a ‘train the trainer’ workshop; and promotional resources and blogs promoting the toolkit in the context of Knowledge for Healthcare. Due February 2016.

Learning Zone – Paula Elliot, Chair of the Learning Zone Task and Finish Group



The purpose of the group is to create and promote an online Learning Zone tailored for library staff to signpost key

resources which will support their professional and personal development.

Three main areas of need have been identified:

- **Generic skills** – e.g. management topics, costing, customer care
- **Specialist and technical skills** – e.g. searching, critical appraisal,

Knowledge Management, synthesis

- **Career pathway** – e.g. job descriptions, CILIP/PKSB, formal qualifications, mentoring.

Alongside these categories, the decision has been made to span across resource types – from books and journals to blogs, discussion lists and videos. The Learning Zone will also signpost to formal qualifications offered by educational institutions and training bodies.

The group is busy collecting and sifting resources, using WebEx to review progress. The next step will involve a sense check from reference group members.

National Training Priorities: a curriculum to support Knowledge for Healthcare

– Hugh Hanchard, Chair of the National Training Programme Task and Finish Group



The work of this group underpins the implementation of Knowledge for Healthcare. A national perspective on what is needed to develop our

specialist workforce is essential in order that we can commission training at scale, and so that individuals can make the most of development resources and opportunities to which they have access.

Curriculum

There are two main objectives. The first is to develop an outline curriculum, as a national reference tool. This will articulate potential areas for training and development through which we can equip staff with the library and information competencies needed to meet their current roles and to develop their skills to meet the changing needs

of the NHS. The work of this group is therefore closely linked to that of the competencies group.

The group has analysed data from a Development Needs Analysis in 2015, setting these in the context of the strategic priorities defined by *Knowledge for Healthcare*. It is looking at priorities for staff at different bandings. This national training curriculum for all levels of NHS funded library staff will inform investment and open up opportunities for partnering with other sectors on training issues, as well as guiding individual career development.

Development

The design and delivery of a biannual survey of development needs is the second main task of the group. The priorities identified will be reflected in the national curriculum.

Staff development is a continuous process. This work-stream requires ongoing input, review and development.

Leadership development

As effective leadership, at all levels, is essential to successful implementation, we are piloting a one-year leadership development programme tailored for healthcare librarians and knowledge specialists who provide services to staff who work for the NHS.

The first cohort of 24 people will launch in 2016/17, and the programme will be evaluated. Developed with CILIP, on behalf of Health Education England, it has been designed to strengthen our capability to lead the ambitious changes envisioned within Knowledge for Healthcare.

We have also audited leadership capacity in Local Education Training Boards who take a strategic role across library service networks around the country, to inform decision making as Health Education England continues to shape its own structures.

There is a great deal happening in year one of our five-year programme. We post regular updates on Workforce Planning and Development on the Knowledge for Healthcare blog at <http://kfh.libraryservices.nhs.uk/>

Ambitious plans

We have ambitious plans for 2016 and beyond. This includes defining a set of competencies for advanced specialist staff, a staff audit to guide workforce planning and expansion of the Learning Zone.

Knowledge for Healthcare presents a bold vision. Our ambition is no less than service transformation, embedding roles within clinical, commissioning and management teams, and shaping enhanced roles that incorporate knowledge management and technology enhanced learning. A vigorous workforce development initiative is needed to achieve this.

Get in touch

To get involved, find out more about any of our projects or to discuss how we can work together on areas of common interest, please do not hesitate to contact me at david.stewart@nhs.net 

References

- 1 *Knowledge for Healthcare* <http://hee.nhs.uk/work-programmes/library-and-knowledge-services/>
- 2 Taken with permission from the Library and Information Service at Lancashire Teaching Hospitals NHS Foundation Trust's Health Education England Library and Quality Assurance Framework (LQAF) submission for 2015. Further information from David Stewart.
- 3 *Testing Treatments, 2nd edn. 'Better Research for Better Healthcare'*. I. Evans, H. Thornton, I. Chalmers and P. Glasziou. London: Pinter & Martin, 2011.
- 4 The LKSL TM Toolkit <http://bit.ly/1LKHolt>

