Knowledge for Healthcare: Becoming Business Critical

Developing people for health and healthcare
www.hee.nhs.uk
An ambitious 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.

http://www.hee.nhs.uk/our-work/research-learning-innovation/library-knowledge-services
Healthcare library and knowledge services are a powerhouse for education, lifelong learning, research and evidence-based practice.

Our ambition is to extend this role so that healthcare knowledge services become business-critical instruments of informed decisions making and innovation.

Professor Ian Cumming  
- Knowledge for Healthcare Development Framework
Partnerships are central to success

Health Education England is committed to:

• learning from and partnering with other organisations across different sectors

• to strengthening working relationships across the library community
Delivering Knowledge for Healthcare

“I’ve really enjoyed being part of a task and finish group, increasing my own knowledge and the opportunity to input into a national project.”

Holly Case

“By participating in a task and finish group, I am learning a lot about how it all fits together at the various levels and gives a deeper understanding of what we are all trying to achieve.”

Laura Wilkes

“The networking has been a helpful source for sharing of experiences and looking at new ways for service development.”

Carol-Ann Regan
Communications and engagement

- [www.libraryservices.nhs.uk](http://www.libraryservices.nhs.uk)
- Knowledge for Healthcare blog
- Newsletter pilot issue
- Professional journals – series of articles and news items published – more scheduled
- 2016 conference presentations – EAHIL, CILIP, HLG
- 2017 conferences – planning now
- Clinical and executive champions
Developing a visual identity

- Working in partnership with NHS Creative
- Developing a visual for components of Knowledge for Healthcare
- First agreed version showcases the development resources available for LKS staff
Growing population

The UK population is projected to grow 7% to 68 million between 2012 and 2022.

They account for 70% of all health spend

Currently there are 1.5 million people with long term conditions

Challenge of an aging population

2015: 1.4 million
2027: 2.4 million
2037: 3.6 million

The number of people aged over 85 in the UK is projected to increase from 1.4 million to 2.4 million by 2027 and 3.6 million by 2037.

There will be a +30% increase in the number of people with three or more long-term conditions by 2020.

Currently the average cost of healthcare for someone with:
- one condition per year is £3000
- two conditions nearly £6000
- three conditions approximately £8000
### Mind the (generation) gap

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<tr>
<td>Motivated and hard working; define self-worth by work and accomplishments</td>
<td>Practical self-starters, but work-life balance important</td>
<td>Ambitious, with high career expectations; need mentorship and reassurance</td>
<td>Highly innovative, but will expect to be informed. Personal freedom is essential</td>
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<td>25% of the NHS workforce</td>
<td>40% of the NHS workforce</td>
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Sustainable Transformation Plans

• Health and Wellbeing
  – Improve health outcomes and preventable diseases

• Care and Quality
  – High quality, consistent and equitable standards of care for all

• Finance and Efficiency
  – STP process as a pathway to financial sustainability as a system
The Carter Review 2015

Report focused on ways that hospitals can reduce cost variations across clinical and non-clinical hospital settings, for example:

- Procurement processes bring a range of prices from £788 to £1590 for hip prosthesis
- Sickness and absence rates vary from 2.7% to 5.8%, giving a variation of 116%
- Running costs (£/m²) varied from £105 to £970

How can Library and Knowledge Professionals contribute to overcoming these variances?
The sheer amount can be overwhelming; one local authority chief executive described how he receives at least 100 pieces of evidence in his inbox every week.

The pace of change in local public services means that people are constantly responding to new policies and thus have little time or capacity to find out what is going on in other areas. The real challenge lies in “knowing where to go” and who to go to.

**Sophie Wilson et al.**
Business critical: Mobilising evidence

“Evidence does not speak for itself but needs to be mobilised at the right time, and through the right people, to make a difference in decision making.”

National Institute for Health Research, 2013
Mobilise evidence and organisational knowledge into practice

- Enable healthcare organisations to apply and use evidence in decision making, to build know-how and continue to learn
- Increase the confidence and capability of library and knowledge specialists to assess organisational needs and introduce knowledge management solutions
- Implement knowledge management activities, tools and techniques
- Enable healthcare staff to use key tools and techniques to share their knowledge within their organisation

Mobilise evidence and organisational knowledge.

**Knowledge Management**

**PRIMARY DRIVER**

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**SECONDARY DRIVERS**

**INTERVENTIONS**

Advocate the centrality of mobilising knowledge and evidence to underpin productivity, quality, safety and efficiency gains across the NHS. Working with national partners.

Work with partners to improve understanding of user needs to ensure that organisations can readily access national clinical guidelines to inform decision making. [With the resource discovery group]

Introduce a Board self-assessment tool for organisations to identify ways to better utilise knowledge and evidence.

Deliver a programme of learning for knowledge specialists incorporating: regional workshops, synthesis and summarising skills and leadership development. [With the workforce planning and development group]

Launch, promote, monitor use and further develop the Knowledge Management toolkit for librarians.

Implement tools & techniques to: connect people to people; connect people to knowledge, evidence and best practice; and enable people to share learning.

Launch and promote a core suite of knowledge management tools and resources, partnering with NHS Digital.

Establish a community of practice of healthcare knowledge management specialists.

Promote role redesign to embed knowledge specialists within wider healthcare teams. [With the workforce group].

Commission and promote technology enhanced learning to spread understanding and encourage use of knowledge management approaches.

[With the resource discovery group]
Knowledge management toolkit

The Knowledge Management Toolkit brings together case studies of real life examples of the KM work of library and knowledge services, as well as tools and techniques to implement the goals.

- Real case studies of how services are achieving the goals
- See definitions and real-life examples of how the tools are put into practice
- Access examples of tools and techniques

Case study –
Morecambe Bay NHS Foundation Trust

• Librarians are working with Trust clinicians on procurement processes
• Trust’s Nursing Supplies Group worked on clinical items, bringing clinicians and clinical librarians together
• Group’s focus on clinical efficiency and safety, while encouraging cost effectiveness
• £500,000 has been saved over recent years as a result, while maintaining care quality
• Success could not have been achieved without the work of the trust librarian
Case study – Coventry and Warwickshire NHS Trust

- Knowledge services contribute to therapeutic decisions, patient outcomes and safety
- An eye treatment was found to be ineffectual in terms of patient outcomes, with a high-cost risk attached
- Trust librarians used clinical evidence to protect patients and bring cost savings
- Avoid surgery to save between £500,000 and £5 million per 100,000 people
- Knowledge professionals can provide macro-level view of effects of treatments that clinicians may not be able to observe
Public and patient working group
2016 – 17 programme

- Signpost available training
- Advice on Information Standards
- Guidance for Networks
- Guidance for direct services to patients
- Information Standards
- Developing Local Networks
- Provision of Services to Public and Patients
- LKS Development Programme
To enable the public, patients and carers to use the right information to improve health and wellbeing, for self-care and shared decision-making.

Enable healthcare staff to find and signpost trusted health and wellbeing information.

Enable information providers in the public and third sectors to find and signpost trusted health and wellbeing information and share guidance on evaluating information.

Enable healthcare organisations to provide high quality information to patients and carers.

SECONDARY DRIVERS

INTERVENTIONS

Formalise working relationships with national partners to increase access to health and wellbeing information, and improve health and digital literacy.

Work with Health Education England’s programme for Making Every Contact Count.

Promote digital health literacy for our LKS and healthcare workforce including the use of NHS Digital and MECC programme resources.

Signpost to appropriate training to engage representatives from every NHS library and knowledge service.

Provide materials to foster and develop local networks of health information providers to share guidance, experience and resources.

Develop guidance, and resources for those healthcare library and knowledge staff who directly provide health and wellbeing information to the public, patients and carers.

Signpost NHS provider organisations to the relevant information standards and the ways in which librarians and knowledge specialists can contribute.
Guidance and ideas bank

- The library open to the public
- Walk-in use of print resources for reference
- Enquiry service for patients and the public
- Collaboration with your local public library service
- Helping healthcare staff to provide high quality patient information
- Facilitating patient/public health literacy

“There are some great ideas in the guidance about how we can work better to support patients and the public.”

Helen Swales

“I think the vignettes are a good way of helping services to see what might be realistic and achievable in the different aspects of service.”

Paul Twiddy

Why do the public and patients need health information?

• There are powerful legal, moral, ethical and financial incentives for providing quality information to enable people to better manage their health and wellbeing and make fully informed decisions about their treatment and care. ([PiF Making the Case](#))
• Patients are being encouraged to self-manage, share decision-making and be partners in their own care
• Low literacy levels: 42% of working-age adults (aged 16-65) are unable to understand or make use of everyday health information
• NHS libraries are uniquely positioned to help throughout the patient journey
Information for the public, patients & carers

Ensuring the public, patients and carers use high quality information to inform decision making and choice by:

– Agreeing a concordat between relevant health information providers to foster partnership working
– Advising NHS provider organisations of the relevant information standards
– Building the skills and confidence of the LKS workforce to support the healthcare workforce to signpost, evaluate and use health and wellbeing information
– Developing local networks of health information providers with a focus on sharing guidance, experience and resources
– Developing guidance and resources to support those healthcare LKS staff that directly provide services to patients and the public

Working with information providers

- Training for public library staff to help them answer health information enquiries
- Health information workbook
- Work closely on Reading Well Books on Prescription schemes
- Mutual support ref events, publicity, tweets

Service transformation group
2016-17 programme

Enabling delivery of widened and enhanced Core Service Offer, through:

- LKS covering larger geographies
- greater collaboration
- cost-effective delivery to new and specialist groups
- national products for local use

- Service Redesign
- Current Awareness
- Service Delivery Models
- eLearning (STEP)
Extending our reach

Focussing on cost effective approaches to delivering new/specialist services

- Commissioners
- Public health
- Ambulance Trusts
- Clinical/outreach/embedded librarian services
Service redesign

Library and knowledge services working across larger geographies

- Development of a toolkit to support service redesign
- Collating examples to provide learning
- Analysis of barriers and enablers to deliver services
Current awareness

- Create best practice guidelines
- Develop collaboration portal
- Encourage use of existing collaboratives
- Promote awareness of guidelines and portal
E-learning (STEP)

• Search skills modules should focus on introducing or reinforcing the basics of searching rather than on more advanced search skills.
• Modules should prioritise: refining searches when too many or too few results are found, accessing full text articles and awareness of different resources.
• Employ multiple interactive learning activities to engage different learning styles.
• Balance accessibility due to browser capability with providing an interactive and engaging learning experience.
Quality and impact working group
2016 – 17 programme

Library Quality Assurance Framework
Building the Evidence: Impact Clinical Librarians
Value, Impact and Metrics
Evaluation Framework
Increase the impact of library and knowledge services, improving their quality and performance

Assure the quality of healthcare library and knowledge services

Drive the performance and improvement of healthcare library and knowledge services

Demonstrate the value and impact of healthcare library and knowledge services at national and local levels

PRIMARY DRIVER

SECONDARY DRIVERS

INTERVENTIONS

Develop and implement an evaluation framework

Develop and implement an outcomes based quality assurance framework aligned to HEE’s quality strategy framework

Ensure Learning and Development Agreements are robust and reflect our strategic principles

Develop and implement a process for performance monitoring

Develop a dashboard for monitoring and benchmarking library and knowledge services

Develop a Knowledge for Healthcare programme dashboard

Assess the outcomes and impact of healthcare library and knowledge services

Identify and promote innovation and best practice in library and knowledge services

Promote the use of the value and impact toolkit

Work with partners to progress a research framework for library and knowledge services

Generate, collect and promote evidence of value including return on investment, the impact of embedded roles and repository of research evidence

Quality & Impact
Value and impact toolkit

A series of robust tools are provided to assist library and information professionals in obtaining evidence of impact from their customers including:

• A new short questionnaire
• An interview schedule
• A revised case study template

Evaluation framework

- Decisions are routinely informed by evidence and best practice
- The quality of the learner experience and learning environment is enhanced
- Patients, carers and the public are empowered to use information to use health and wellbeing choices
- Increased productivity and efficiency improves value for money across the healthcare system
- Partnership working is the norm in delivering knowledge to health systems
- Healthcare organisations manage their corporate knowledge effectively
- The LKS workforce has the capacity and capabilities to operate confidently and effectively in 21st century healthcare settings
Library quality assurance framework

- Review existing processes and procedures
- Review and develop standards - linking to KfH requirements
- Develop structure for assessing levels of compliance
- Identify a mechanism for the identification, assessment, and dissemination of innovation and best practice
- Develop guidance
- Launch and pilot
Resource discovery working group
2016 – 2017 programme

Authentication
Collaborative Procurement
Open Access

Health Library website design and usability
Discovery Services
Streamlining document delivery
Resource Discovery

**PRIMARY DRIVER**

Staff, learners and patients benefit from quick and easy access to relevant evidence and services at the point of need

**SECONDARY DRIVERS**

- Procure, manage and widen access to digital resources centrally
- Streamline LKS systems and delivery of library and knowledge services

**INTERVENTIONS**

- Work with partners to deliver HEE’s digital knowledge and learning service
- Pool funding to procure digital resources England wide and so improve efficiency and widen access to a consistent body of evidence. Working in collaboration with partners.
- Widen the routes of discovery to NHS procured resources.
- Ensure that HEE funded library and knowledge services digital resources are attributed
- Work with partners to improve understanding of user needs to ensure that organisations can readily access national clinical guidelines to inform decision making. [With the mobilising evidence and knowledge group]
- Actively promote open access publishing
- Establish a consistent user experience by working with national and arms length bodies and IT services at every level to achieve a robust IT infrastructure and simplified sign on to resources
- Scope and deliver a digital content store for the NHS across England working with the Copyright Licensing Agency and the British Library
- Build the business case to procure and implement a single library management system for NHS managed libraries
- Establish a collaborative nationwide document supply and inter-lending scheme
Optimising funding – the audit

1. Data Quality
2. Understanding the tariff
3. Maximising spend on online resources

Procure, manage and widen access to digital resources centrally

- Work with partners to deliver HEE’s digital knowledge and learning service
- Increase the % of national spend on centrally procured digital resources
- Widen the routes of discovery to an expanded body of evidence
- Actively promote open access publishing
Rationalise and centralise LKS systems

• Establish a nationwide document supply and inter-lending scheme
• Scope and deliver a digital content store for the NHS across England
• Build the business case to procure and implement a single library management system for NHS managed libraries
Making a business critical workforce

Resources for Role Redesign

Development Needs Survey
Leadership Prog project

Workforce Profile

Continuing Professional Development

Staff Satisfaction Survey
Workforce Planning and Development

SECONDARY DRIVERS

Provide effective national and regional leadership

Develop an appropriately skilled, flexible library and knowledge services workforce

Enable robust workforce planning for library and knowledge services

INTERVENTIONS

- Review of capacity at regional and national levels
- Design and implement leadership model and regional and national levels
- Commission leadership development programmes
- Identify learning needs and wants, and strategic priorities
- Coordinate delivery of a national, equitable programme for continuing professional development
- Promote and monitor use of the PKSB for Health and the Talent Management toolkit
- Develop a programme of learning to underpin the delivery of knowledge and evidence into practice
- Develop and promote resources for role redesign, including role enhancement for professional and paraprofessional roles and the growth of embedded librarian roles
- Promote, monitor use and further develop the Learning Zone
- Develop a staff survey to monitor engagement with Knowledge for Healthcare
- Establish a robust and sustainable approach to workforce profiling
- Understand and promote opportunities for vocational qualifications and apprenticeships within LKS

PRIMARY DRIVER

There is effective leadership, planning and development of the LKS workforce
The learning zone

Signposts learning materials on the web:
- Specialist and Technical Skills
- Career pathways
- Generic skills

Total users, May – Aug 2016: 1,083

Top Topics: Clinical and Outreach Librarianship, Knowledge Management, Interview skills, Advanced/Basic Searching,

“I use learning opportunities on the web to prepare for CILIP Revalidation and to keep my skills up to date. The Learning Zone is a very useful short cut to what is useful and relevant”.

Matt Holland

http://kfh.libraryservices.nhs.uk/learning-zone/
Professional knowledge and skills base for health

- Enriched CILIP’s tool for healthcare settings
- Framework for skills analysis
- Self-assessment tool; Professional Development Plans; CILIP Registration
- Help employers understand our unique skills; appraisals
- Inform CPD programmes

www.libraryservices.nhs.uk/pksb
Talent management toolkit

- Guides for interviewers and interviewees
- A talent grid
- Podcasts and presentations
- Awareness; training

“Our NHS sustainability and success is dependent on having the right people with the right skills in the right roles – with the right behaviours and values.”

NHS Leadership Academy

Leadership in practice

- Working in partnership with CILIP
- 1 year programme
- Practical focus
- Project work to support Knowledge for Healthcare
- New cohort planned

“an opportunity for not only superb networking … crucial time out … to reflect and a blended learning structure, but also a coherent set of tools with which to better understand and develop my own leadership style.”

Chris Johns
Senior management development

• Bespoke development programme for bands 8a and upwards
• Aim to strengthen professional cohesion
• Mix of personal and professional development
Planning a joint campaign

• Advocating the librarian as central to bringing the mobilisation of evidence and knowledge to support the NHS in managing variance in practice

• Building on *Knowledge for Healthcare* to raise awareness and promote the value and impact of qualified library & information professionals in healthcare settings
Questions?