

Quality and Improvement Outcomes Framework for Library and Knowledge Services

*Introductory webinar
.....starting soon*

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Objectives for the Session

- To provide an introduction and overview of the Quality and Improvement Outcomes Framework
 - Structure of the Framework
 - Overview and scope of the Outcomes
- To provide an outline of the self-evaluation and validation process for the Baseline
 - Self-evaluation of the levels
 - Overview of evidence requirements
- To discuss support in place

Question

Please confirm if these objectives cover your expectations for the session

Section 1

Strategic Context and Development of the Quality and Improvement Outcomes Framework

Strategic Context for the Framework

*Healthcare is a knowledge industry. It is not enough to have the right teams in the right place, collaborating to deliver high quality, efficient patient care. It is essential that they use the right knowledge and evidence at the right time.
(NHS Library and Knowledge Services in England Policy¹ p. 2)*

- Knowledge for Healthcare: a Development Framework
- NHS Library and Knowledge Services in England Policy
- HEE Topol Review
- NHS Long Term Plan

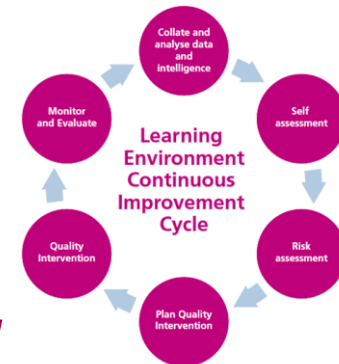
HEE Quality Framework

- The Outcomes Framework will be integral to the *HEE Quality Strategy*⁶ which defines quality as:

Education and training within a well-led effectively managed and supportive learning environment that provides opportunities for the current and future healthcare workforce to develop the knowledge, skills, values and behaviours to deliver the highest quality patient care.
p.7

- They are also critical to the *HEE Quality Framework*⁷ providing a new outcomes-based structure to support quality and improvement and evidence for quality standard 1.5:

The learning environment provides suitable educational facilities for both learners and educators, including space, IT facilities and access to quality assured library and knowledge service. p.9



Development of the Outcomes Framework

- HEE's *Knowledge for Healthcare* provided a commitment to:
...refresh the Library Quality Assurance Framework to ensure it continues to drive service improvement and is aligned with wider education and service monitoring processes. p.48



- Quality Improvement approach to development
- Informed by current thinking and robust research on impact evaluation
- Development builds on the learning from both the LQAF process and the 2018 pilot of the draft *NHS Library and Knowledge Services Quality Improvement Standards*.

Development – who was involved

- HEE Knowledge for Healthcare Board
- Quality and Impact Working Group
- Quality Task and Finish Group
- HEE Regional LKS Leads
- HEE Quality and Improvement Project Group
- Sharon Markless and Alison Brettle
- HEE National Quality team

What we learned from the Pilot

What we did:

- Evidence Collection
- Feedback
- Assessment
- Retrospect



Overall the pilots welcomed the new standards and the focus on service improvement

Changes Made:

- Ensured no duplication and repetition across the outcomes
- Levels of development defined
- Scope for each outcome included
- Evidence expressed as outcome rather than process



Launching the Outcomes Framework

- Working with HEE Communications Team
- Designed and published on HEE website
- Social Media, HEE Life
- Launch date in June
- Briefing to Chief Executives from Patrick Mitchell

Question

Has everyone seen a copy of the preliminary outcomes?

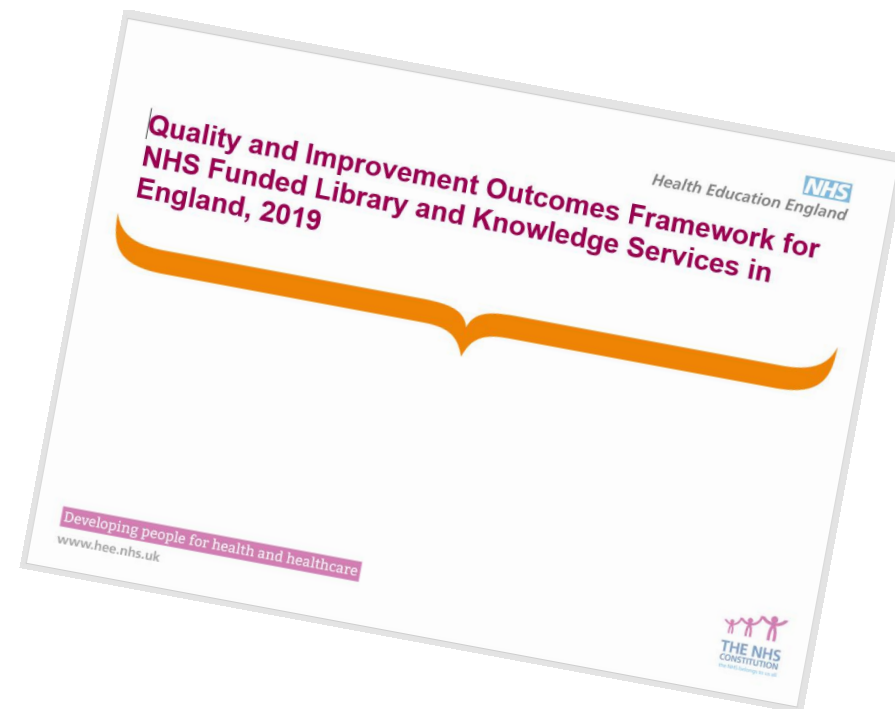
Section 2

Introduction and Overview of the Quality and Improvement Outcomes Framework

The Outcomes Framework

This new framework signals a step change to help library and knowledge staff both to improve service delivery for patients and to better articulate the positive outcomes of their work. Therefore, I am delighted to commend this new Quality and Improvement Outcomes Framework to you. It sets the standards and ambition for quality and improvement in the delivery of these vital services.”

Patrick Mitchell, Director of Innovation and Transformation HEE



Purpose of the Outcomes Framework

The focus of the Outcomes Framework is on an **outcomes-based** approach to library and knowledge **service improvement**.

The Outcomes Framework has a dual role and has been designed and developed to:

- drive progress in library and knowledge service improvement leading to increased satisfaction for users of the services
- provide a tool for NHS organisations to ensure a quality, high performing service that is continually developing and improving to meet the changing evidence and knowledge needs of organisations and individuals.

The six Outcomes

1. All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of *Knowledge for Healthcare*.
2. All NHS decision making is underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists.
3. Library and knowledge specialists identify the knowledge and evidence needs of the workforce in order to deliver effective and proactive services.
4. All NHS organisations receive library and knowledge services provided by teams with the right skill mix to deliver on organisational and *Knowledge for Healthcare* priorities.
5. Library and knowledge specialists improve the quality of library and knowledge services using evidence from research, innovation and good practice.
6. Library and knowledge specialists demonstrate that their services make a positive impact on healthcare.

The Structure of the Outcomes Framework

OUTCOME 1: All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of Knowledge for Healthcare.

Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services

Not developed											Highly developed	
Level 0	Level 1			Level 2			Level 3			Level 4		
0	Low	Medium	High	Low	Medium	High	Low	Medium	High	Low	Medium	High


OUTCOME 1: All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of Knowledge for Healthcare.

Scope	Key Questions to ask	Why is this outcome important?
This covers the strategic development of the library service.	• How are library and knowledge specialists	People should be cared for by competent and

Outcome-based Evidence Examples for Outcome 1


- Library and knowledge service strategy and annual plans showing
- The visible outcomes of stakeholder engagement

OUTCOME 1: All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of *Knowledge for Healthcare*.

Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services												
Not developed												Highly developed
Level 0	Level 1			Level 2			Level 3			Level 4		
0	Low	Medium	High	Low	Medium	High	Low	Medium	High	Low	Medium	High
	<p>A Board member promotes the role and value of the library and knowledge service.</p> <p>AND An approved strategy addresses <i>Knowledge for Healthcare</i> priorities, aligned to the goals and priorities of the organisation.</p> <p>AND An annual (implementation) plan addresses organisational and <i>Knowledge for Healthcare</i> priorities.</p> <p>AND Senior stakeholders are consulted over delivery of the library and knowledge service.</p> <p>AND A separately identified library and knowledge service budget allows for provision of a range of services and resources for users.</p>			<p>The implementation plan is regularly reviewed by library and knowledge specialists* and the organisation's senior manager(s).</p> <p>AND A framework for evaluation of the library and knowledge service has been planned.</p> <p>AND Existing activities and services have been reviewed and modified to support the priorities.</p> <p>AND/OR New activities and services are identified and introduced to support the priorities.</p>			<p>Strengths and areas for improvement in the library and knowledge implementation plan are identified.</p> <p>AND Appropriate resources are assigned by the organisation to fully deliver all priorities enabling a business-critical library and knowledge service.</p> <p>AND Evaluation, analysis and progress against the priorities are continually reviewed with senior stakeholders.</p> <p>AND Library and knowledge specialists make progress in achieving impact outcomes in relation to organisational and <i>Knowledge for Healthcare</i> priorities.</p>			<p>Champions, including at Board level, promote the expertise of library and knowledge specialists as business-critical to the organisation.</p> <p>AND Library and knowledge specialists are proactive; adapting to the changing requirements of organisational and <i>Knowledge for Healthcare</i> priorities.</p>		


* Includes all members of the library and knowledge team regardless of job title, role or banding

OUTCOME 2: All NHS decision making is underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists.

Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services												
Not developed												Highly developed
Level 0	Level 1			Level 2			Level 3			Level 4		
0	Low	Medium	High	Low	Medium	High	Low	Medium	High	Low	Medium	High
	Evidence search services provided by library and knowledge specialists support: <ul style="list-style-type: none"> clinical decision making. AND <ul style="list-style-type: none"> non-clinical management decision making. AND Plans are in place to identify evidence and knowledge mobilisation requirements with one or more teams across the organisation. OR Library and knowledge specialists recognise opportunities to implement a tool and/or technique to capture and share evidence and organisational knowledge.			Library and knowledge specialists: <ul style="list-style-type: none"> work with one or more teams across the organisation to identify and plan for their evidence and knowledge mobilisation requirements. AND <ul style="list-style-type: none"> use or enable methods of mobilising evidence and organisational knowledge to underpin service delivery. 			Library and knowledge specialists: <ul style="list-style-type: none"> routinely review and evaluate with senior stakeholders their service delivery and plans to underpin services in mobilising evidence and organisational knowledge. AND <ul style="list-style-type: none"> work with senior stakeholders and the Board to identify evidence and knowledge mobilisation requirements and develop action plans. AND <ul style="list-style-type: none"> adopt innovation in mobilising internally generated knowledge. AND A minority* of the Board and organisational decisions are informed by the services of library and knowledge specialists.			The Board and the organisations use library and knowledge specialists in mobilising evidence and organisational knowledge. AND Senior stakeholders and the Board routinely implement the agreed requirements for evidence and knowledge mobilisation. AND The Board and organisational decisions are routinely informed by the services of library and knowledge specialists. AND Library and knowledge specialists develop innovative practice in mobilising evidence and organisational knowledge.		

* between 15% and 49% of decisions

OUTCOME 3: Library and knowledge specialists identify the knowledge and evidence needs of the workforce in order to deliver effective and proactive services.


Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services												
Not developed												Highly developed
Level 0	Level 1			Level 2			Level 3			Level 4		
0	Low	Medium	High	Low	Medium	High	Low	Medium	High	Low	Medium	High
	<p>A library and knowledge service offer is delivered to the organisation(s) served.</p> <p>AND The needs of library and knowledge service users are identified.</p> <p>AND Changes to services and resources are considered in response to user requests.</p> <p>AND Feedback from service users is collected.</p> <p>AND The promotion of services takes place.</p>			<p>Library and knowledge specialists understand the wider user base and develop profiles of targeted groups.</p> <p>AND A marketing plan exists which is informed by user profiles.</p> <p>AND Provision is made for individuals or groups with differing abilities or aptitudes.</p>			<p>Development and customisation of library and knowledge services is based on the outcomes of user and non-user consultation.</p> <p>AND Library and knowledge services are continually refined and evaluated to improve effectiveness.</p> <p>AND User journey mapping is adopted, and the results are applied to achieve improvements in the service offer.</p>			<p>The expectation of users for an individual and personalised evidence and knowledge service is balanced against competing demands.</p> <p>AND Library and knowledge specialists innovate and apply advances in technology to deliver individual and personalised services.</p>		

OUTCOME 4: All NHS organisations receive library and knowledge services provided by teams with the right skill mix to deliver on organisational and *Knowledge for Healthcare* priorities

F

Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services												
<div> <div>Not developed</div> <div></div> <div>Highly developed</div> </div>												
Level 0	Level 1			Level 2			Level 3			Level 4		
0	Low	Medium	High	Low	Medium	High	Low	Medium	High	Low	Medium	High
	<p>A qualified library and knowledge specialist actively <u>leads</u> the service.</p> <p>AND A qualified library and knowledge specialist actively manages the staff.</p> <p>AND Library and knowledge specialist skills and capacity are considered in service planning.</p> <p>AND All library and knowledge specialists undertake continual professional development.</p>			<p>Strengths and weaknesses in skills and capacity of the library and knowledge services team have been identified.</p> <p>AND Steps have been taken to respond to the identified skills and capacity issues.</p> <p>OR Temporary issues may have been identified with the library and knowledge staffing/skills mix which can be resolved.</p> <p>AND Continual professional development is undertaken and reflected upon by library and knowledge specialists.</p>			<p>The capacity and skills of library and knowledge specialists are regularly reviewed against the implementation plan, organisational and national priorities.</p> <p>AND Improvements to library and knowledge skills and changes in staffing capacity have a planned implementation date and rationale.</p> <p>AND/OR Technologies and/or partnerships are explored to support service needs.</p> <p>AND The learning from continual professional development informs library and knowledge service improvement and development.</p>			<p>Library and knowledge specialists:</p> <ul style="list-style-type: none"> have the capacity to deliver and develop the required services. <p>AND</p> <ul style="list-style-type: none"> have the skills to deliver and develop the required services. <p>AND Library and knowledge roles are redesigned according to the service's needs.</p>		

➤ **OUTCOME 5: Library and knowledge specialists improve the quality of library and knowledge services using evidence from research, innovation and good practice.**

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Not developed													Highly developed	
Level 0		Level 1			Level 2			Level 3			Level 4			
0	Low	Medium	High	Low	Medium	High	Low	Medium	High	Low	Medium	High		
	<p>Library and knowledge specialists:</p> <ul style="list-style-type: none">keep up to date with good practice and appropriate evidence relevant to their practice. <p>AND</p> <ul style="list-style-type: none">discuss good practice, appropriate evidence and share their professional knowledge with their team or work colleagues. <p>AND Changes to everyday library and knowledge practice are informed by appropriate evidence and professional knowledge.</p>			<p>Library and knowledge specialists:</p> <ul style="list-style-type: none">implement an ongoing cycle of measuring and evaluating their activities and the services they deliver. <p>AND</p> <ul style="list-style-type: none">routinely review good practice, innovation and external research to identify improvements and developments to introduce locally. <p>AND</p> <ul style="list-style-type: none">put the outcomes of service evaluations and the results of reviewing the evidence in to practice. <p>AND</p> <ul style="list-style-type: none">share descriptive accounts of resolving service issues with the wider library and knowledge community.			<p>Library and knowledge specialists:</p> <ul style="list-style-type: none">deliver an evidence-based library and knowledge service. <p>AND</p> <ul style="list-style-type: none">publish case studies or descriptive accounts of changes made in their professional literature. <p>OR</p> <ul style="list-style-type: none">reflect on and share the implications for the profession and/ or results of their service evaluations. <p>OR</p> <ul style="list-style-type: none">collaborate on library and knowledge research projects. <p>AND</p> <ul style="list-style-type: none">use data to analyse the relative costs and benefits of individual library and knowledge services.			<p>Library and knowledge specialists:</p> <ul style="list-style-type: none">are supported by the organisation to lead formal research in to library and knowledge practices. <p>AND</p> <ul style="list-style-type: none">contribute the outcomes of their formal research to the library and knowledge evidence base (e.g. peer-reviewed journals).				

OUTCOME 6: Library and knowledge specialists demonstrate that their services make a positive impact on healthcare.

Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services												
<div> <div>Not developed</div> <div></div> <div>Highly developed</div> </div>												
Level 0	Level 1			Level 2			Level 3			Level 4		
0	Low	Medium	High	Low	Medium	High	Low	Medium	High	Low	Medium	High
	<p>Plans are in place to gather impact data relating to the differences made by library and knowledge specialists and services to the organisations, groups, or individuals served.</p> <p>OR Current collection of impact data is impromptu.</p> <p>AND Evidence of impact mainly shows the difference made to an individual or at a personal level.</p> <p>OR There are a limited number of user responses.</p>			<p>Quantitative and qualitative impact data are systematically collected for at least one activity or service provided by the library and knowledge specialists.</p> <p>AND Basic analysis of impact data takes place.</p> <p>AND Evidence of impact is used for promotion of the library and knowledge service.</p>			<p>Qualitative and quantitative impact data are systematically collected and evaluated across a range of library and knowledge activities and services.</p> <p>AND Evidence of impact is used for internal reporting and promotion and service improvement on a regular basis.</p> <p>AND Stakeholder endorsement is obtained and used in impact stories for local promotion.</p>			<p>People within the organisation(s) served recognise the impacts made by library and knowledge specialists.</p> <p>AND Senior stakeholders recognise the value of library and knowledge specialists.</p> <p>AND Evidence of impact demonstrates the difference made to a range of organisational priorities.</p> <p>AND Quantitative data and impact stories are contributed to the national impact evidence base.</p>		

Question

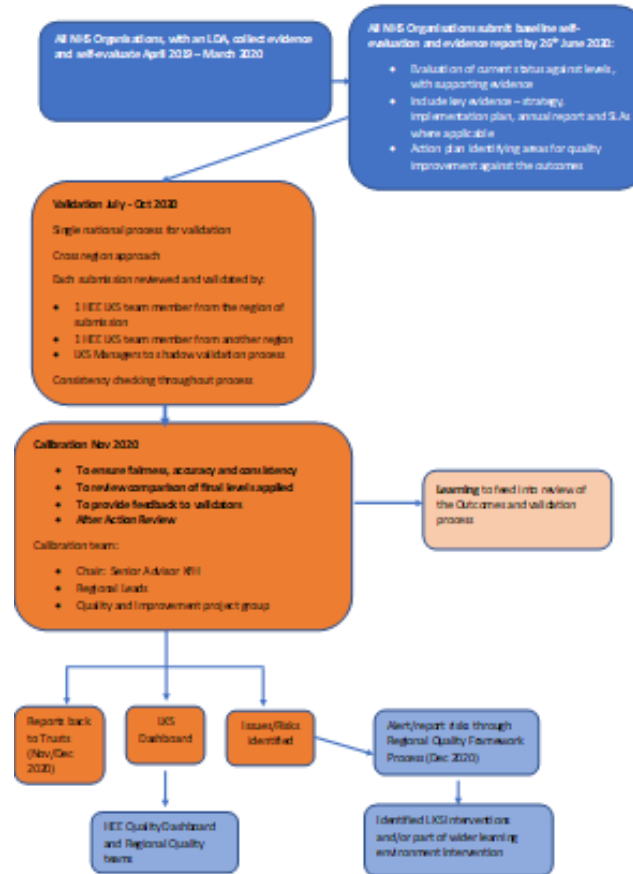
Having seen the outcomes, do they make sense to you?

Section 3

Using the Quality and Improvement Outcomes Framework:

Overview of Self-evaluation and service improvement planning

Self-Evaluation and Baseline Process



Self-Evaluation

All NHS Organisations, with an LDA, collect evidence and self-evaluate April 2019 – March 2020

All NHS Organisations submit baseline self-evaluation and evidence report by 26th June 2020:

- Evaluation of current status against levels, with supporting evidence
- Include key evidence – strategy, implementation plan, annual report and SLAs where applicable
- Action plan identifying areas for quality improvement against the outcomes

What is self-evaluation?

Self-evaluation is a continuous process of improvement in which library and knowledge specialists critically examine the services they provide against the quality outcomes to evaluate how well they are delivering the services and identify improvements that can be made.

Self-evaluation enables NHS organisations to:

- recognise strengths in their library and knowledge service provision
- identify areas for improvement and draw up plans for action
- share good practice
- report to stakeholders on the quality of service provision
- demonstrate the relevance, value and impact of their library and knowledge service to their user base.

Question

Thinking about how you are going to prepare for the self-evaluation, who might you want to involve?

How well are we doing?
Evaluating current practice

How do we know?
Gathering evidence

[illegible]

Planning Service Improvement

Self-evaluation will **highlight areas** for **improvement**

What are we going to do now?

Planning and Implementing
improvements

Think about how **Quality Improvement** tools and **techniques** can be used to underpin service improvement

OUTCOME 1:

All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of *Knowledge for Healthcare*.

Validated level	Actions planned for service improvement				
	What will you do?	Who will be involved and lead on the action?	What resources do you need? (i.e. Time, money, staff)	Target completion date	Progress made

What if I serve multiple Trusts?

- If your library provides services under an SLA to another LDA organisation, you will be asked to contribute to that organisation's self-evaluation.
- If you are one of several libraries partnering to deliver to one LDA organisation, collaborate to pool evidence and produce one self-evaluation return for the organisation.
- If you have any questions about how this might apply to you, use the chat function or email us and we'll follow up with you after the webinar.

Section 4

Baseline Validation and Reporting

Baseline Validation

Validation July - Oct 2020

Single national process for validation

Cross region approach

Each submission reviewed and validated by:

- 1 HEE LKS team member from the region of submission
- 1 HEE LKS team member from another region
- LKS Managers to shadow validation process

Consistency checking throughout process



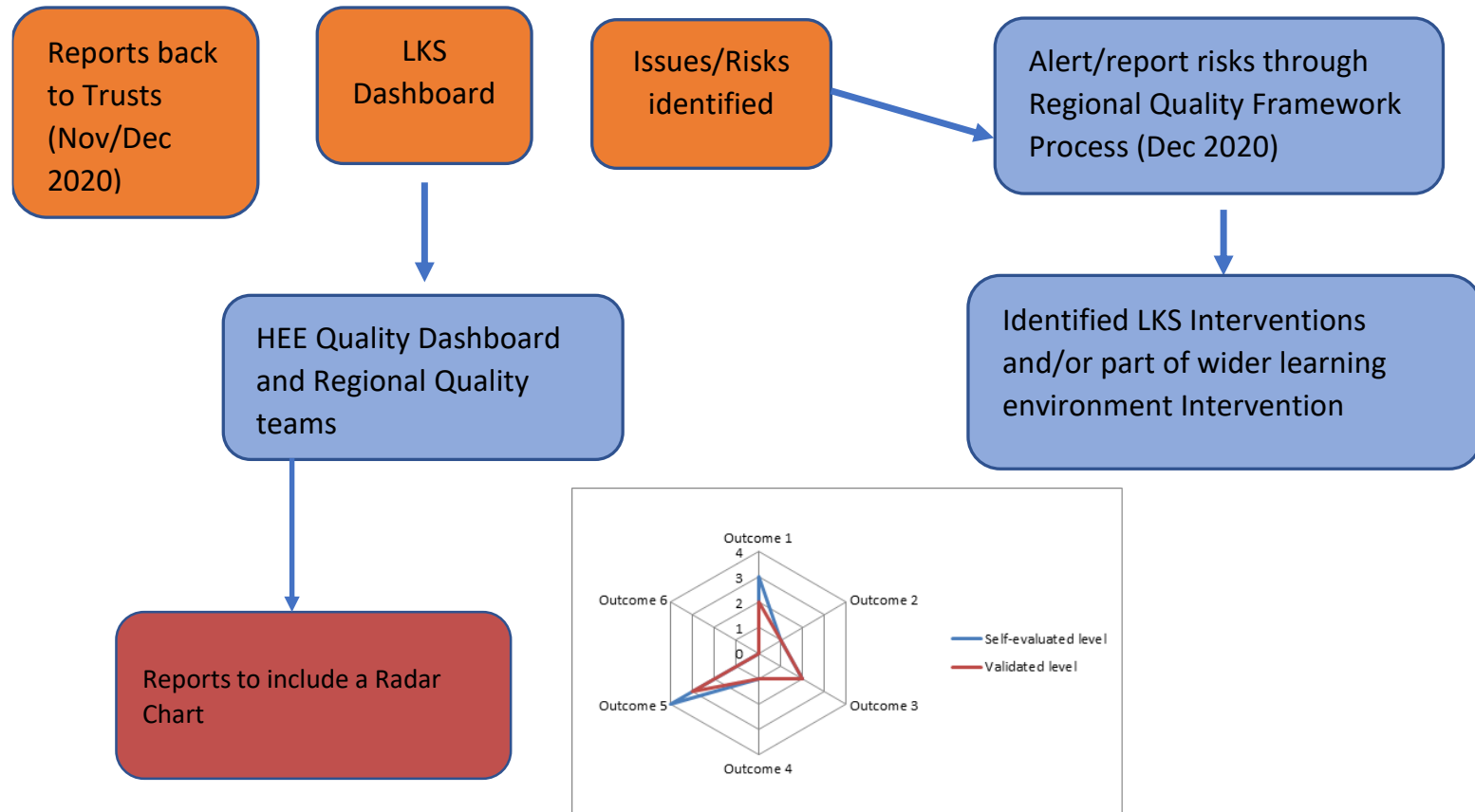
Calibration Nov 2020

- To ensure fairness, accuracy and consistency
- To review comparison of final levels applied
- To provide feedback to validators
- After Action Review

Calibration team:

- Chair: Senior Advisor KfH
- Regional Leads
- Quality and Improvement project group

Validation Reporting



Section 5

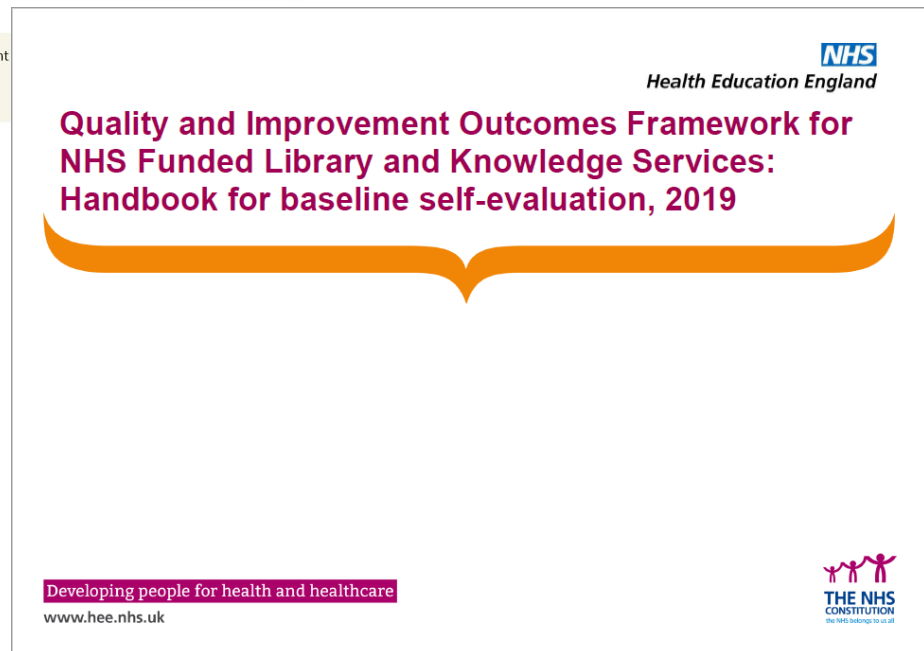
Support available during Baseline Self-evaluation

Support for You



Home About KfH Current Awareness For employers Knowledge Management Patient
Quality and Impact Resource Discovery Service Development Staff Development

Quality and Improvement Outcomes – Documentation



Webinars

Date	Topic
9 th July 19	Outcome 1
Tbc	Quality Improvement Techniques
11 th September 19	Outcome 2
25 th September 19	Outcome 6
8 th October 19	Outcome 3
5 th November 19	Outcome 4
25 th November 19	Outcome 5
16 th January 20	Community of Practice/FAQ clinic
4 th February 20	Evidence and Reflective Narrative

Project Group – regional contacts

- Holly Case Wyatt, Library and Knowledge Services Development Lead, London and Kent, Surrey and Sussex holly.casewyatt@hee.nhs.uk (from 17 June 2019)
- Clare Edwards, Deputy Head of Library and Knowledge Services and Technology Enhanced Learning, Midlands and East clare.edwards@hee.nhs.uk
- Dominic Gilroy, Library and Knowledge Services Manager: Y&H, North dominic.gilroy@hee.nhs.uk
- Emma Ramstead, Library and Knowledge Services Development Lead, London and Kent, Surrey and Sussex emma.ramstead@hee.nhs.uk (to 14 June 2019)
- Lucy Reid, Deputy Head of Library and Knowledge Services and Technology Enhanced Learning, London and Kent Surrey and Sussex lucy.reid@hee.nhs.uk
- Sue Robertson, Knowledge Services Development Lead, South sue.robertson@hee.nhs.uk

Questions

