

# Quality and Improvement Outcomes Framework for Library and Knowledge Services

**Northern Managers Meeting  
11<sup>th</sup> July 2019**

Developing people  
for health and  
healthcare

[www.hee.nhs.uk](http://www.hee.nhs.uk)



## Objectives for today

- To provide an overview of the new outcomes
- To outline the self assessment process
- To share some common queries and concerns
- To highlight useful resources and support
- To look at the Pen Portrait

## Strategic Context for the Framework

- Knowledge for Healthcare: a Development Framework
- NHS Library and Knowledge Services in England Policy
- HEE Topol Review
- NHS Long Term Plan
- HEE Quality Framework
- *1.5 – The learning environment provides suitable education facilities for both learners and educators, including space, IT facilities and access to a quality assured library and knowledge service.*

# 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*.



# 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



# 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><b>AND</b> An approved strategy addresses <i>Knowledge for Healthcare</i> priorities, aligned to the goals and priorities of the organisation.</p> <p><b>AND</b> An annual (implementation) plan addresses organisational and <i>Knowledge for Healthcare</i> priorities.</p> <p><b>AND</b> Senior stakeholders are consulted over delivery of the library and knowledge service.</p> <p><b>AND</b> 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><b>AND</b> A framework for evaluation of the library and knowledge service has been planned.</p> <p><b>AND</b> Existing activities and services have been reviewed and modified to support the priorities.</p> <p><b>AND/OR</b> 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><b>AND</b> Appropriate resources are assigned by the organisation to fully deliver all priorities enabling a business-critical library and knowledge service.</p> <p><b>AND</b> Evaluation, analysis and progress against the priorities are continually reviewed with senior stakeholders.</p> <p><b>AND</b> 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><b>AND</b> Library and knowledge specialists are proactive; adapting to the changing requirements of organisational and <i>Knowledge for Healthcare</i> priorities.</p>		

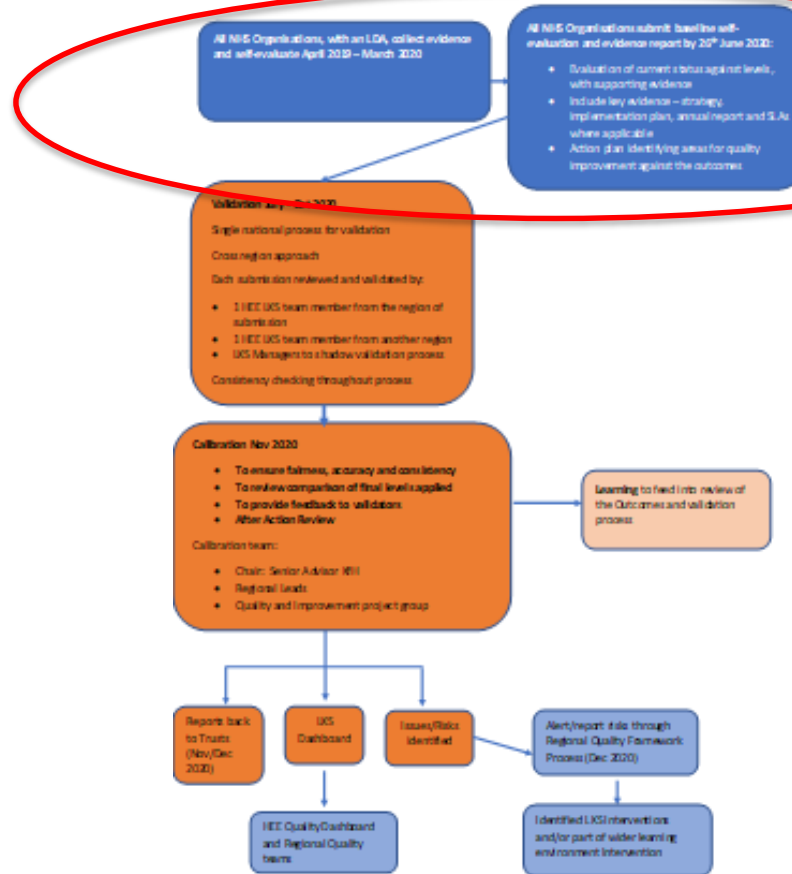
\* Includes all members of the library and knowledge team regardless of job title, role or banding

**OUTCOME 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**

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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><b>AND</b> A qualified library and knowledge specialist actively manages the staff.</p> <p><b>AND</b> Library and knowledge specialist skills and capacity are considered in service planning.</p> <p><b>AND</b> 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><b>AND</b> Steps have been taken to respond to the identified skills and capacity issues.</p> <p><b>OR</b> Temporary issues may have been identified with the library and knowledge staffing/skills mix which can be resolved.</p> <p><b>AND</b> 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><b>AND</b> Improvements to library and knowledge skills and changes in staffing capacity have a planned implementation date and rationale.</p> <p><b>AND/OR</b> Technologies and/or partnerships are explored to support service needs.</p> <p><b>AND</b> 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"> <li>have the capacity to deliver and develop the required services.</li> </ul> <p><b>AND</b></p> <ul style="list-style-type: none"> <li>have the skills to deliver and develop the required services.</li> </ul> <p><b>AND</b> Library and knowledge roles are redesigned according to the service's needs.</p>		

# 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 26<sup>th</sup> 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.

**How well are we doing?**  
Evaluating current practice

**How do we know?**  
Gathering evidence

## How well are we doing?

## Evaluating current practice

## How do we know?

## Gathering evidence

# 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 <i>Knowledge for Healthcare</i> .					
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.



# 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



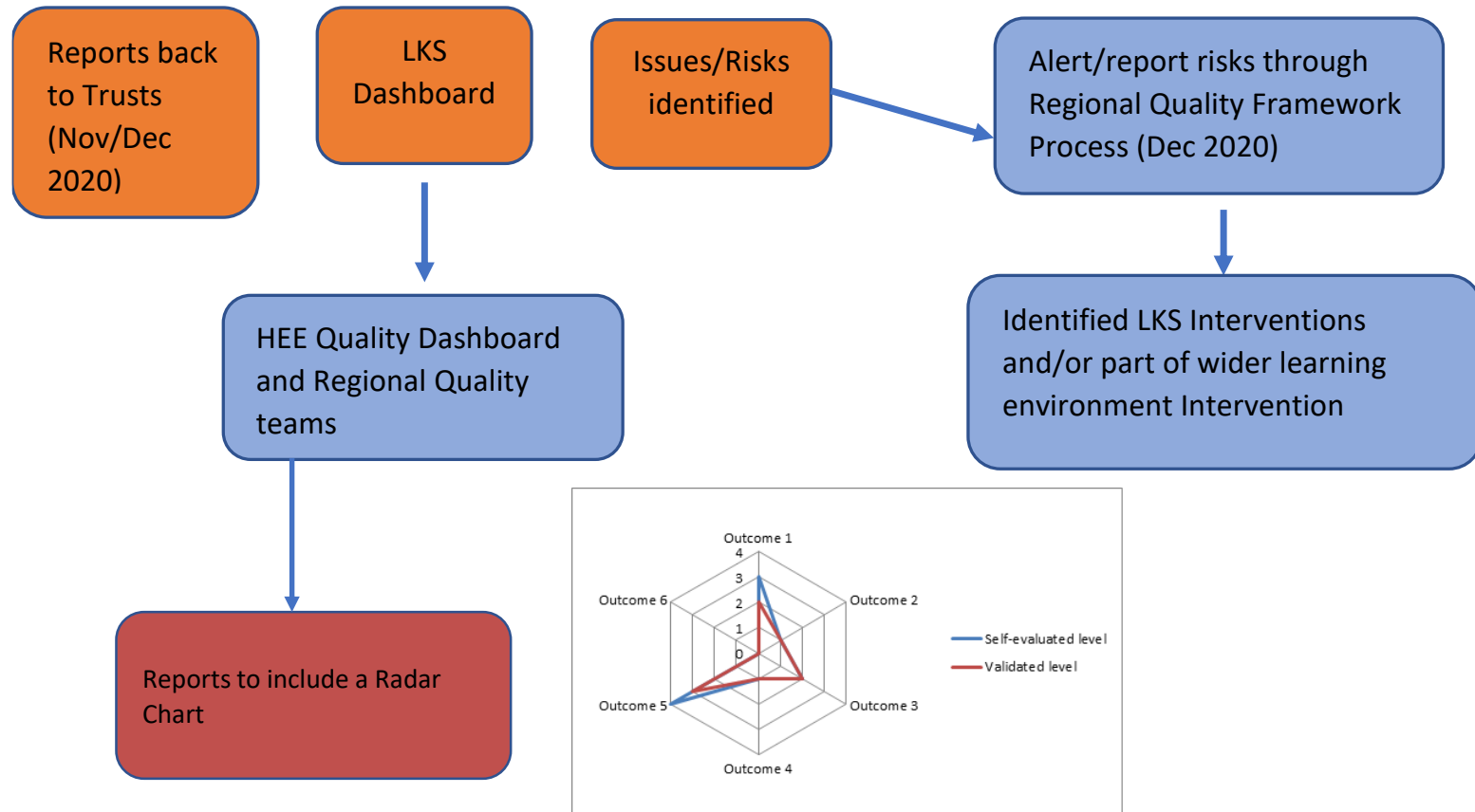
## **Calibration Nov 2020**

- 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

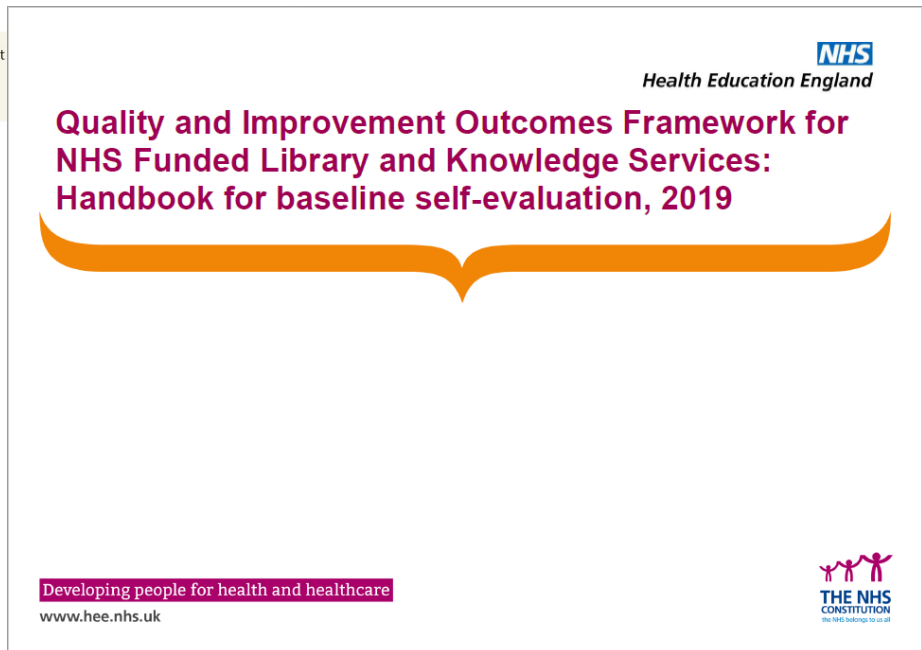


# Support for You



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 <sup>th</sup> July 19	Outcome 1
11 <sup>th</sup> September 19	Outcome 2
25 <sup>th</sup> September 19	Outcome 6
8 <sup>th</sup> October 19	Outcome 3
5 <sup>th</sup> November 19	Outcome 4
25 <sup>th</sup> November 19	Outcome 5
16 <sup>th</sup> January 20	Community of Practice/FAQ clinic
4 <sup>th</sup> February 20	Evidence and Reflective Narrative

# Pen Portrait



- **Be specific and concise**
  - **Describe your service,**
  - **Who do you report to, which directorate are you based?**
  - **Describe key partnerships and relationships**
  - **Describe any recent significant impacts on your service.**
- 
- 
- **Assume acronyms are understood. LMS is that Library Management System, Learning Management System, Library Media Services?**
  - **Assume the evaluator has detailed knowledge of our region or your service.**
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