Mobilising Evidence and Organisational Knowledge

Development opportunities for healthcare librarians and knowledge specialists
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Introduction

Core skills
- Introducing knowledge and evidence
- Everyday knowledge and evidence in health care settings

Expanding the core skill set
- Mobilising organisational knowledge in health care settings

Leadership skills
- Leading knowledge services

Advanced specialist skills
- Advanced Knowledge Management: formal qualifications

Resources and Tools
Mobilising Evidence and Organisational Knowledge

Development opportunities for healthcare librarians and knowledge specialists

Introduction

*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.*

Healthcare is a knowledge industry. It is not enough to have the right healthcare 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. The knowledge and know-how of staff are precious assets.

Mobilising knowledge to Board and ward

Applying and embedding knowledge into action is the currency of successful organisations. Health Education England (HEE) has identified a priority for NHS library and knowledge services to mobilise the evidence base, bringing it to the boardroom and the bedside. HEE is committed to building a flexible workforce which:

- Is responsive to innovation and new technologies
- Is knowledgeable about best practice, research and innovation
- Promotes adoption and dissemination of better quality service delivery

Taking the opportunity: progressively enhancing skills

A wealth of opportunities and learning resources have been put in place enabling individuals to progressively enhance their skills, confidence and roles in mobilising evidence and organisational knowledge.

As a small, specialised workforce in the NHS, librarians and knowledge specialists can make a critical contribution to improving quality outcomes and meeting the productivity and performance challenge. Alongside well established roles that ensure that teams are sighted on evidence from research to inform decision-making, targeting and tailoring information to manage information overload, organising that body of knowledge and keeping colleagues up to date, librarians and knowledge specialists are increasingly called upon to take a more active role as knowledge brokers. The need is there.
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Core skills: Introducing knowledge and evidence.

Opportunities:

- E-learning as detailed below – open to all health sector LKS staff and will help paraprofessional staff get an overview of KM too.
- Workshop: a one day Introduction to Knowledge Management – designed nationally and cascaded locally 2017 - and thereafter “as and when”.
- Workshop: a half-day introduction to basic search techniques – designed nationally and delivered locally to meet needs “as and when”.

<table>
<thead>
<tr>
<th>Learning</th>
<th>Key resources</th>
<th>PKSB</th>
<th>Audience</th>
<th>Target No</th>
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</table>
NICE: [https://www.nice.org.uk/about/what-we-do/evidence-services/evidence-search/how-to-search](https://www.nice.org.uk/about/what-we-do/evidence-services/evidence-search/how-to-search) | 3.3  | All qualified LKS staff| 600       |
Surrey & Sussex LKS: [http://www.surreyandsussexlibraryservices.nhs.uk/useful-resources/knowledge-management/](http://www.surreyandsussexlibraryservices.nhs.uk/useful-resources/knowledge-management/) | 2.1  | All qualified LKS staff| 600       |
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Development opportunities for healthcare librarians and knowledge specialists

Core skills: Everyday knowledge and evidence in health care settings

Opportunities:

- E-learning as detailed below – open to all health sector staff.
- Workshop: a one day workshop on advanced searching skills – designed nationally and delivered local to meet needs “as and when”.
- Linked learning programme 2016 - 2017
  i. Workshop: a one day workshop on finding and summarising evidence for non-clinical staff, managers, commissioners and service transformation leads. Designed nationally and delivered locally to meet needs.
  ii. Workshop: a one day workshop on summarising and synthesising skills – designed nationally, delivered locally to meet needs.
  iii. Followed by three half-day follow-up practice sessions.

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<tbody>
<tr>
<td>Advanced searching – management,</td>
<td>Finding and summarising evidence for non-clinicians</td>
<td>3.6</td>
<td>Searchers including specialist / clinical / outreach</td>
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<tr>
<td>service redesign, and system</td>
<td></td>
<td>3.7</td>
<td></td>
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<td>transformation</td>
<td></td>
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<td></td>
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<td>3.7</td>
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## Development opportunities for healthcare librarians and knowledge specialists

<table>
<thead>
<tr>
<th>Development opportunity</th>
<th>CASP: <a href="http://www.casp-uk.net/">http://www.casp-uk.net/</a></th>
<th>Centre for Evidence Based Medicine: <a href="http://www.cebm.net/resources">www.cebm.net/resources</a></th>
<th>Outreach</th>
</tr>
</thead>
</table>
Linked programme:  
  - Finding and summarising evidence for non-clinicians course  
  - Summarising and synthesising skills course  
  - Follow up practice sessions | 2.4 and 3.8 | Searchers including specialist / clinical / outreach |
| **Accessing and disseminating guidelines**                                              | NICE: [https://www.nice.org.uk/about/what-we-do/our-programmes/nice-guidance](https://www.nice.org.uk/about/what-we-do/our-programmes/nice-guidance) | 2.5 | Nominated LKS staff including specialist / clinical / outreach |

**Expanding the core skill set:** Mobilising organisational knowledge in health care settings
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Development opportunities for healthcare librarians and knowledge specialists

Opportunities:

- E-learning – as detailed below
- Workshop: one day ‘Train the Trainers’ workshop on mobilising evidence and knowledge, for LKS Leads and a designated “KM Lead” for each local office area designed nationally and cascaded to library service managers.

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<tr>
<td>Research data management</td>
<td><a href="http://www.dcc.ac.uk/training/rdm-librarians">http://www.dcc.ac.uk/training/rdm-librarians</a></td>
<td></td>
<td>Nominated LKS staff. Specialist / clinical / outreach</td>
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<tr>
<td><a href="https://www.jisc.ac.uk/blog/what-you-need-to-know-about-the-research-excellence-framework-ref-open-access-policy-01-apr-2016">https://www.jisc.ac.uk/blog/what-you-need-to-know-about-the-research-excellence-framework-ref-open-access-policy-01-apr-2016</a></td>
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Development opportunities for healthcare librarians and knowledge specialists

Leadership skills: Leading knowledge services

Opportunities

- E-learning – as detailed below
- Leadership course: 12 month programme for senior LKS staff. First, pilot cohort of 15 to start 2017

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</table>
HEE-CILIP Leadership Courses | 9.7                           | Library Service Managers     | 200     |
HEE-CILIP Leadership Courses | 9.6                           | Library Service Managers     | 200     |
NHS Leadership Academy: [www.leadershipacademy.nhs.uk/resourcesd/healthcare-leadership-model](http://www.leadershipacademy.nhs.uk/resourcesd/healthcare-leadership-model) | 10.10 | Library Service Managers | 200     |
Board Self-Assessment Tool: to follow | 9.7                           | Library Service Managers     | 200     |
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<tr>
<td>Evaluating impact</td>
<td>2.8</td>
<td></td>
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<tr>
<td>Understanding innovation and spread</td>
<td>9.2</td>
<td>11.4</td>
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Advanced specialist skills

Opportunities

There are formal qualifications and courses in knowledge management opening. Individuals may self-fund and/or -

- seek local support either at Trust or LKS Lead level to identify and fund individuals.
- seek national support to complete a Masters in knowledge management

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<thead>
<tr>
<th>Organisation</th>
<th>Course title</th>
<th>Link</th>
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<tbody>
<tr>
<td>University of Oxford</td>
<td>Applying KM principles and practice – one day course</td>
<td><a href="https://www.conted.ox.ac.uk/courses/applying-knowledge-management-principles-and-practices">https://www.conted.ox.ac.uk/courses/applying-knowledge-management-principles-and-practices</a></td>
</tr>
<tr>
<td>Knowledge Management Institute (US)</td>
<td>Certificate in Knowledge Management</td>
<td><a href="http://www.kminstitute.org">www.kminstitute.org</a></td>
</tr>
<tr>
<td>Special Library Association (US)</td>
<td>Knowledge Management Certificate</td>
<td><a href="https://www.sla.org/learn/certificate-programs/cert_knowledge_mgmt/">https://www.sla.org/learn/certificate-programs/cert_knowledge_mgmt/</a></td>
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There are several Masters courses including:

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<tbody>
<tr>
<td>Cranfield University</td>
<td>Knowledge Management for Innovation (at various levels up to masters)</td>
<td><a href="https://www.cranfield.ac.uk/Courses/Taught/Knowledge-Management-for-Innovation">https://www.cranfield.ac.uk/Courses/Taught/Knowledge-Management-for-Innovation</a></td>
</tr>
<tr>
<td>TfPL</td>
<td>Sometimes have KM-related courses on offer</td>
<td><a href="https://www.tfpl.com/course-calendar/">https://www.tfpl.com/course-calendar/</a></td>
</tr>
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Resources and Tools

The Knowledge for Healthcare Blog:

- The Learning Zone: http://kfh.libraryservices.nhs.uk/learning-zone/
- Resources for Role Redesign – to follow


The Professional Knowledge and Skills Base for Health

Sue Lacey Bryant
David Stewart
December 2016