Knowledge for Healthcare Board Meeting

Meeting Date	26th March 2018
Report Title	Knowledge for Healthcare LKS Quality Assurance Framework
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FOI Status	

Report Summary	Knowledge for Healthcare, a development framework for NHS Library and Knowledge Services (LKS) in England sets out an ambitious vision. The paper proposes a new draft Knowledge for Healthcare quality assurance framework for piloting in support of delivery of the vision and aims of Knowledge for Healthcare and the HEE Quality Framework.
Purpose (tick one only)	Approval ■ To Note ☐ Decision ☐
Recommendation	The Board is asked to approve the proposed LKS quality assurance framework (Appendix A) for piloting in 2018/19. The Board is asked to approve the three key areas to support implementation of the quality assurance framework.

Strategic Objective Links	This work supports delivery of key strategic objectives Delivery of the Knowledge for Healthcare vision by enhancing the quality and demonstrating the values of library and knowledge services. HEE Quality strategy defines quality in a Learning Environment 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.*" This proposal will enable service improvement and access to quality assured library and knowledge services. Support for delivery of HEE Mandate Objectives: • Create the safest, highest quality health and care services • Improve services through the use of digital technology, information and transparency.

Identified risks and risk management actions	Risks if not approved and piloted: • A set of LKS quality standards that are not fit for purpose. • Lack of a consistent single approach to LKS quality assurance across HEE. • LKS quality process will not be fully integrated and recognised as a key indicator of a quality education and learning environment. • There could be lack of engagement/loss of goodwill from the NHS LKS community.
Resource implications	The resource comes from existing LKS budgets and capacity of HEE LKS regional teams.
Support to NHS Constitution	The work underpins the NHS Constitution commitments to quality of care and improving lives as well as working together for patients
Legal implications including equality and diversity assessment	It is important that all of the knowledge solutions developed are accessible to all - staff, learners, patients and the public alike. LKS must consider the full range of knowledge literacy needs (digital, functional and information literacy) of those using their services. The quality framework underpins this taking a consistent approach to quality assessment.

Knowledge for Healthcare Library and Knowledge Service Quality Assurance Standards and Pilot

1. Background – Context for Change

Currently the Library Quality Assurance Framework (LQAF) is the tool used to assess the quality of NHS library and knowledge services. The framework was implemented in 2010 and has been successful in driving up service standards, enabling investment, raising awareness and sharing innovation.

Knowledge for Healthcare has 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*". The opportunity now seems right to develop a process that focuses on quality outcomes and service improvement in meeting the strategic objectives of Knowledge for Healthcare.

2. Proposal

The paper proposes a new draft Knowledge for Healthcare quality assurance framework for pilot in 2018/19.

The framework will be integral to the HEE Quality Strategy and Framework providing an outcomes-based structure to support quality assessment and evidence against the quality standard 1.5[1]

The development of the proposed quality assurance process has been informed by the Knowledge for Healthcare Evaluation Framework[2] to realise the benefits of high quality service delivery and enabling service improvement.

The paper sets out the proposed framework outcome and standards and approach for the piloting to ensure that a robust system is developed.

3. Proposed Quality Assurance Framework

The quality assurance process is based on an outcomes-based approach with a focus on quality service improvement.

3.1 Outcome and Standards

The overarching outcome for the quality assurance framework is to ensure that library and knowledge staff deliver a high quality, user focused knowledge and evidence service to enable providers of NHS services to achieve their mission.

To achieve the outcome seven outcomes-based standards have been identified:
1. Library and knowledge staff provide a proactive service that is planned and delivered against organisational and national priorities.

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[1] https://hee.nhs.uk/sites/default/files/documents/HEE_J000584_QualityFramework_FINAL_WEB.pdf
1.5 - The learning environment provides suitable facilities and infrastructure, including access to quality assured Library and knowledge services.
[2] http://kfh.libraryservices.nhs.uk/ef-intro/

2. The organisation can access the appropriate library and knowledge staff and skill mix to meet its needs. This may be provided directly or through partnerships and collaboration where appropriate.
3. Library and knowledge staff facilitate access to, and drive the use of, evidence and knowledge across the organisation.
4. Services provided by library and knowledge staff are responsive to user needs.
5. Library and knowledge staff use findings from the evidence base to inform service improvement and development.
6. Services provided by library and knowledge staff are effective and efficient.
7. Library and knowledge staff demonstrate the impact of the services they provide.

The structure of the quality assurance framework is based on the HEE Quality Framework. For each standard the following three areas have been identified:

*   What is expected demonstrate quality
*   Quality Metrics
*   Evidence Required

Appendix A provides a copy of the proposed outcomes and standards.

3.2 Assessment Process

To align with the HEE Quality Framework it is proposed that every organisation that has a Learning and Development Agreement (LDA) with HEE will need to complete a return regarding the quality of their library and knowledge services.

The proposal is levels of attainment against each standard. The development of the levels would align to the HEE Quality levels of assessment and be developed in such a way as to also be an indicator of risk of the overall learning environment.

4. Implementation

To ensure the quality framework and process is fit for purpose and to support implementation it is recommended that 2018/19 will concentrate on testing and integration. Three key areas have been identified to support this:

*   Piloting of the standards and assessment process
*   Integration with HEE Quality Framework
*   Communication and Engagement

4.1 Pilot

The purpose of the pilot will be to test the new proposed quality framework and the assessment criteria to ensure that it is fit for purpose and then to identify where changes need to be made.

The outcome of the pilot will be to test and update the standards and have a process ready to demonstrate quality of a library and knowledge service that supports service improvement.

The pilot will also look to develop a consistent approach to submission and assessment that is aligned to the wider HEE Quality Framework and can contribute towards risk assessment of the learning environment.

It is proposed that the pilot will consist of a small cohort of sites, including a range of organisations across the four regions of England. **Appendix B** provides details of the proposed pilot sites.

4.2 Integration with HEE Quality Framework

Discussions are already in progress with the national Quality team regarding alignment and integration.   The quality of library and knowledge services is a key indicator of the quality of the learning environment and evidence is required against standard 1.5 of the HEE Quality Framework.

Some key areas have been identified to work through in parallel with the pilot over 2018/19:

- Alignment with HEE risk assessment process and the review that is about to take place on establishing risk assessment activity.
- Alignment with assessment levels and documentation.
- Engagement and communication with HEE Regional Quality Leads Group.
- Contribute to the major update of the Quality Framework Handbook taking place during 2018/19

4.3 Communication and Engagement

Communication and engagement will all NHS LKS staff will be vital for successful implementation and support for service improvement. The plan will need to align with existing library and knowledge services communication methods, particularly use of the blog and network meeting.

Stakeholder communication will also be important to develop a shared understanding of the purpose of the quality assessment and it's alignment with HEE's Quality Framework.

5. Risks

Risks if not approved and piloted:
- A set of LKS quality standards that are not fit for purpose.
- Lack of a consistent single approach to LKS quality assurance across HEE.
- LKS quality process will not be fully integrated and recognised as a key indicator of a quality education and learning environment.
- There could be lack of engagement/loss of goodwill from the NHS LKS community.

6. Timelines

Date(s)	Activity
March 2018 – April 2018	- Project Group to work supporting documentation - Identification of Pilot Sites - Develop communication and engagement plan
May 2018 –October 2018	Pilot sites development of evidence

	submissions and evaluation • LKS Assessment of pilots and evaluation • Communication and Engagement Plan Implemented • Regular contact with HEE Quality national and regional teams
Sept 2018 – Dec 2018	• Develop documentation • With the outcomes of the pilot work with HEE Quality national and regional teams to align processes.
Jan 2019 – Mar 2019	• Introduction of New Framework • Support / Training: - LKSL / NHS LKS Staff
April 2019	• First year Implemented with evaluation

7. Recommendation

The Board is asked to approve the proposed LKS quality assurance framework (Appendix A) for piloting in 2018/19.

The Board is asked to approve the three key areas to support implementation of the quality assurance framework:

- The purpose and outcome of the 2018/19 pilot
- Integration with the HEE Quality Framework
- Development of a stakeholder communication and engagement plan

Appendix A

NHS Library and Knowledge Services Quality Standards

Knowledge for Healthcare 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.

Outcome

Library and knowledge staff deliver a high quality, user focused knowledge and evidence service to enable providers of NHS services to achieve their mission.

Quality Standards

1. Library and knowledge staff provide a proactive service that is planned and delivered against organisational and national priorities.

2. The organisation can access the appropriate library and knowledge staff and skill mix to meet its needs. This may be provided directly or through partnerships and collaboration where appropriate.

3. Library and knowledge staff facilitate access to, and drive the use of, evidence and knowledge across the organisation.

4. Services provided by library and knowledge staff are responsive to user needs.

5. Library and knowledge staff use findings from the evidence base to inform service improvement and development.

6. Services provided by library and knowledge staff are effective and efficient.

7. Library and knowledge staff demonstrate the impact of the services they provide

Appendix B

Proposed Pilot Sites

London and the South East:

- Central and North West London NHS Foundation Trust
- Imperial College Healthcare NHS Trust (with LKS supplied Imperial College London University) - tbc
- Surrey and Sussex NHS Healthcare Trust

Midlands and East:

- East and North Hertfordshire NHS Trust
- University Hospitals of Leicester NHS Trust

The North:

- Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust
- North West Ambulance Service NHS Trust
- Northumberland, Tyne and Wear NHS Foundation Trust

The South:

- Avon and Wiltshire Mental Health Partnership NHS Trust
- Oxford University Hospitals NHS Trust (with LKS supplied by Oxford University – Bodleian Healthcare Library)
- Somerset Partnership NHS Foundation Trust