

Library and Knowledge Services (LKS) Quality Improvement Handbook

Pilot Version 1.2

May 2018

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1. Introduction to the Library and Knowledge Service (LKS) Quality Improvement Standards

1.1 Introduction and Purpose

This handbook is the supporting documentation for the Pilot version of the *Library and Knowledge Services Quality Improvement Standards*. The purpose of the handbook is to provide an overview on the Quality Improvement Standards and details regarding the structure of the standards document.

It provides information on piloting of the standards during 2018, detailing the purpose of the pilot, what will be tested, the documentation that will be used and the timescales.

The handbook also acts as a guidance document for the standards: it includes details of the value of the standards in decision making; it also provides definitions for selected terms used in the standards to ensure a common understanding for some terms that have more than one meaning.

1.2 Background

Knowledge for Healthcare¹ 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 has arisen to develop a process that focuses on quality outcomes and service improvement in meeting the strategic objectives of **Knowledge for Healthcare**.

It is intended that the LKS Quality Improvement Standards will be integral to the **HEE Quality Strategy and Framework**² providing an outcomes-based structure to support quality improvement and evidence against the quality standard 1.5

The development of the LKS Quality Improvement Standards and process has been informed by the **Knowledge for Healthcare Evaluation Framework**³ to realise the benefits of high quality service delivery and enabling service improvement.

¹ Health Education England (2014). *Knowledge for Healthcare: a development framework*. https://hee.nhs.uk/sites/default/files/documents/Knowledge_for_healthcare_a_development_framework_2014.pdf

² Health Education England (2016). *HEE Quality Framework*. <https://hee.nhs.uk/our-work/quality>

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

1.3 Structure of the Quality Improvement Standards

1.3.1 Outcome

The overarching outcome for the quality improvement standards 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.

1.3.2 The Standards

The development of standards is based on an outcomes approach with a focus on quality service improvement.

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.
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.

³ Health Education England(2017). *Knowledge for Healthcare Evaluation Framework*.
<http://kfh.libraryservices.nhs.uk/ef-intro/>

1.3.3 Standards Evidence Requirements

The structure of the quality improvement standards is based on the **HEE Quality Framework**. For each standard the following areas have been identified:

- What is expected to demonstrate quality?
- What types of evidence may demonstrate this?

1.3.4 Levels of Service Development and Improvement

As the emphasis on this process is service improvement, it does not seem appropriate to apply a compliancy rating. Instead staff will provide evidence to demonstrate the level of service development and improvement against each standard. The creation of the levels aligns to the **HEE Quality Framework** and will be developed in such a way as to also be an indicator of the quality of the overall learning environment.

2. The value of the standards in decision making

The standards were developed with the following questions in mind:

- How will the standard help in decision making for the library and knowledge service (LKS)?
- How will the standard help in decision making for the organisation?
- How will the standard help in service improvement?

While not intended to represent an exhaustive list, the table below outlines some indicative responses to these questions for each of the standards.

Quality Standards	How will it help in decision making for the library and knowledge service?	How will it help in decision making for the organisation?	How will it help in service improvement?
<p>1. Library and knowledge staff provide a proactive service that is planned and delivered against organisational and national priorities</p>	<ul style="list-style-type: none"> • Helps LKS staff to evaluate the extent to which they are investigating and supporting the evidence needs of the organisation and the extent to which they are embedded in organisational decision making. • It will illustrate when changes need to be made to the service to keep it aligned to organisational and national priorities. • It will provide evidence for the LKS staff to support business cases if further investment is required. 	<ul style="list-style-type: none"> • Helps the organisation to evaluate the level to which they are exploiting the abilities of LKS staff in ensuring organisational decision-making is evidence-based. • Ensures best available evidence is used to inform organisational and service redesign. • Clearly maps to and recognises organisational priorities and enables the LKS to adapt and respond to changing evidence needs. 	<ul style="list-style-type: none"> • The standard has the potential to ensure the service becomes more aligned to both national and local priorities over time and is proactive in its ability to react to change. • Shows there is strong leadership within the organisation for LKS.

Quality Standards	How will it help in decision making for the library and knowledge service?	How will it help in decision making for the organisation?	How will it help in service improvement?
<p>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.</p>	<ul style="list-style-type: none"> Helps to assess how well the skills of LKS staff, working alone or in partnership, deliver a modern and fit for purpose service as defined by <i>Knowledge for Healthcare</i> and local need. Helps staff identify what services they can provide in house and which ones may need to be provided through collaboration with other LKS staff. 	<ul style="list-style-type: none"> Helps the organisation to identify and address its requirements in terms of library and knowledge staff and skills. Helps identify opportunities for expansion of the service e.g. provision through service level agreements to other organisations. Delivers high quality LKS with greater access to services and resources through its collaborative working. 	<ul style="list-style-type: none"> The standard has the potential to identify organisational requirements in terms of LKS staff and to initiate an exploration of how these needs maybe better met. Helps identify, in conjunction with stakeholders, where there are or are not opportunities to improve the service.
<p>3. Library and knowledge staff facilitate access to, and drive the use of, evidence and knowledge across the organisation.</p>	<ul style="list-style-type: none"> Helps LKS staff to assess the level to which it they provide and promote access to the evidence and knowledge base across the organisation. Enables informed decisions on which electronic resources are to be purchased. 	<ul style="list-style-type: none"> Helps to determine the extent to which evidence provided by LKS staff is used across the organisation. Enables opportunities to embed organisational knowledge and evidence which militates against silo working. Supports the delivery of quality patient care and patient safety. May enable cost benefit analyses to be carried out. Could be used as evidence for CQC inspections. 	<ul style="list-style-type: none"> The standard has the potential to improve the level to which LKS staff can disseminate evidence and knowledge within the organisation.

Quality Standards	How will it help in decision making for the library and knowledge service?	How will it help in decision making for the organisation?	How will it help in service improvement?
<p>4. Services provided by library and knowledge staff are responsive to user needs.</p>	<ul style="list-style-type: none"> • Helps LKS staff to assess the extent to which they are assessing and responding to the needs of its users and potential users. • Enables informed decisions on which resources are to be purchased. 	<ul style="list-style-type: none"> • Helps the organisation to explore the way in which LKS can be customised to serve different user profiles. • Enables the organisation to show it is supporting the whole workforce with its CPD, values and leadership behaviours. • Enables LKS to support and empower patients. • Enables LKS to deliver innovative solutions to support organisational research and innovation. • Enables digital delivery of resources. • LKS increasingly demonstrates organisational values. 	<ul style="list-style-type: none"> • The standard has the potential to increase the fitness for purpose of the LKS staff by helping it to become more relevant and responsive to the range of user profiles.
<p>5. Library and knowledge staff use findings from the evidence base to inform service improvement and development.</p>	<ul style="list-style-type: none"> • Helps LKS staff to assess the extent to which its services are based on the best evidence. • Provides justification and evidence for changes to services. 	<ul style="list-style-type: none"> • Assures the organisation that LKS developments are evidence based. • LKS delivers high quality aspirational services. • LKS roles are shaped, developed, and grown from existing workforce. • LKS offer flexible, proactive services that are responsive to local needs. 	<ul style="list-style-type: none"> • The standard has the potential support continuous development within the LKS while ensuring that developments are focused, targeted, and evidence base. • LKS staff can also be seen to be contributing to the research evidence base.

Quality Standards	How will it help in decision making for the library and knowledge service?	How will it help in decision making for the organisation?	How will it help in service improvement?
<p>6. Services provided by library and knowledge staff are effective and efficient.</p>	<ul style="list-style-type: none"> Helps LKS staff to prioritise their work, determine strengths and weaknesses and target areas for improvement. 	<ul style="list-style-type: none"> Allows the organisation to monitor the performance of its LKS over time. Assures the organisation that the LKS delivers best value for money. 	<ul style="list-style-type: none"> The standard has the potential to drive efficiencies and partnership working by tracking developments over time. Taking a LEAN approach to service provision.
<p>7. Library and knowledge staff demonstrate the impact of the services they provide.</p>	<ul style="list-style-type: none"> Helps LKS staff to prove the value and difference they make to the organisation. Helps staff to routinely collect evidence of impact that can be used in promotional materials and business cases. 	<ul style="list-style-type: none"> Helps the organisation to identify the both the value and difference that LKS staff can make and the potential for future contributions. 	<ul style="list-style-type: none"> The standard has the potential to enhance organisational perception of the value of LKS staff and ensure more, and where appropriate, different use is made of these vital assets.

3. The timetable for the pilot

Key Milestone	By When	By Whom
Pilot Sites identified	March 2018	LKSL leads and project group
Pilot Documentation prepared – guidance, testing criteria, evaluation forms etc.	April 2018	Project Group
Meeting and Training session with Pilot Sites	May 2018	Project Group and pilot sites
Pilot sites collect evidence and determine the level of development against each standard	May 2018 – Aug 2018	Pilot Sites - supported by project group
Set up SharePoint system for submission	May 2018 – July 2018	Project group and HEE SharePoint team
Submission of evidence and evaluation with pilot sites	31 st August 2018	Pilot sites Project Group
Validation of evidence submissions	Sept 2018 – Oct 2018	Project Group and any identified assessors
Retrospective Review and Lessons Learned	Oct 2018	Project Group and Pilot sites
Updating of the documentation and preparation for recommendations for approval	Nov 2018 – Dec 2018	Project Group

4. The Pilot Processes

4.1 Purpose of the Pilot

The pilot is designed to test the new proposed LKS quality improvement standards and levels of service improvement and development to ensure that they are fit for purpose and to identify where changes need to be made.

4.2 Outcomes of the Pilot

The outcome of the pilot will be to have tested and updated the quality improvement standards and developed and tested processes that both demonstrate the quality of an LKS and support service development and improvement.

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

The pilot will not review LKS quality development visits or peer review processes.

4.3 What will be tested?

The pilot will test the following to support delivery of the outcomes:

- The supporting evidence requirements and type of evidence for each of the standards.
- The handbook and supporting documentation requirements.
- The appropriateness of the level descriptors.
- The process, systems and documentation for the submission of evidence.
- Whether service improvement for LKS is supported by the standards.

4.4 Approach to testing and evaluation

Testing and evaluation will use the following methods:

- Observation.
- Collection and recording of comments and issues as the pilot proceeds.
- All pilot sites will be allocated a buddy and key contact from the project group.
- Questionnaires, online survey and interviews, after key stages and a Retrospective Review.

4.5 Pilot documentation

Various documents, outlined below, will be provided to assist staff through the pilot process.

4.5.1 LKS Quality Improvement Standards

This core document contains the *Quality Improvements Standards* along with details of what is required to demonstrate quality for each standard and the levels of LKS development and improvement that will determine how developed a service is for each of the standards. For further details of the standards please see the introduction above.

4.5.2 LKS Quality Improvement Handbook

This is the current document. Its purpose is to provide information relating to the standards, how they are structured, and the expectations of the types of indicative evidence that can be submitted.

The *Handbook* aims to assist services in understanding the new process, what is required and when, as well as providing an overview of the pilot itself including its purpose and intended outcomes.

4.5.3 LKS Quality Improvement Standards – SharePoint Support Documentation

Evidence documents (see 3.5.4) will be submitted via the Health Education England (HEE) SharePoint system.

This document is a guide to the process and provides the necessary instructions for successful submission.

HEE LKS Leads will also use the SharePoint system when validating the submission.

4.5.4 LKS Quality Improvement Standards – Evidence Template

This template has been devised to enable the submission of evidence against the seven standards.

For each standard the template invites evidence in the form of:

- a) A narrative explaining what work LKS staff carry out in relation to the standard. The narrative may reference evidence embedded as in (b) on the next page.

Quality Standard	Commentary/Description
<p>Quality Standard One</p> <p>Library and knowledge staff provide a proactive service that is planned and delivered against organisational and national priorities.</p>	<p><i>Provide a narrative detailing your work relating to this standard. (Delete this text before starting the commentary)</i></p>

b) A section allowing evidence files to be embedded in PDF format

Quality Standard One	Commentary/Description		
Evidence N.B. Embed as PDFs to reduce file size DO NOT DUPLICATE FILES Please cross-reference evidence provided for the other standards.	Evidence no. (e.g. 1.1, 1.2)	Brief description of evidence (1 per row) <i>N.B. If it is a long document then please highlight page number and/or section</i>	Embedded file (1 per row) or website link

Include here, for each document, a very brief explanation of what the evidence is and its relevance to the standard. Evidence may be cited in the narrative statement (above) and in the case of longer pieces of evidence it is important to state here the relevant pages or section numbers to ensure that the verifiers can quickly locate the relevant information.

Evidence will often be applicable to multiple standards. In such cases the same evidence should be cross-referenced in other standards rather than embedding the same evidence multiple times.

Provide as few pieces of evidence as possible to show the level of service development or improvement for the standard.

Think quality, not quantity.

- Use evidence that is already available
- Use minimal evidence
- Cross reference to evidence used for other standards
- Let us know if it is necessary to create documents for the process

4.5.5 LKS Quality Improvement Standards – Levels of Service Development and Improvement Template

We have identified six levels of LKS development and improvement:

Level	Description	Detail of LKS Development and Improvement
0	No service	The organisation has no access to library and knowledge staff.
1	Emergent planned service	The development of the service is being planned.
2	Developing service	The service is in the initial stages of development or introduction. Implementation is in progress.
3	Reflective service	The development has been completed and a review is in progress.
4	Transforming and improving service	The evaluation of the service has been completed and improvements are planned.
5	Adaptive innovative service	Improvements have been implemented and evaluated with a continuous improvement cycle in place.

LKS staff are invited to determine their level of development against each of the standards using the *Levels of Service Development and Improvement Template*.

Library and Knowledge Services Quality Improvement Standards Pilot 2018: Levels of Service Development and Improvement Template

Please consult the levels listed on the [previous page](#) and based on the evidence submitted determine the level of your library and knowledge service for each of the seven standards. In each case please explain why this level has been chosen.

Standard	Level	Explanation for Level Choice
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.		

Use the levels descriptors provided in the *LKS Quality Improvement Standards* document to assist with this process.

LKS staff will not necessarily be able to demonstrate the same level in all seven of the standards as we are using a quality improvement system. It is acceptable to self-assess at a range of different levels for the standards.

Please provide a short rationale for the choice of level for each of the standards.

Please be as objective and honest as possible with this submission. The leads will validate each submission against the levels using the evidence provided in the Evidence Template. They will do this blind – without having seen the level descriptor submission completed by staff within the service – to avoid being influenced by the latter. The final levels will be decided by the HEE LKS Leads.

4.5.6 LKS Quality Improvement Standards – Feedback

The LKS manager will receive a copy of this document after the validation process.

For each of the standards the feedback will show the level submitted, the level validated by the HEE LKS Leads, and comments from the validation team

This can be used to complete the Action Plan.

4.5.7 LKS Quality Improvement Standards – Action Plan

The *Action Plan Template* is provided as a resource to enable LKS staff to what needs to be done to improve the level of development in response to the *LKS Quality Improvement Standards* validation.

An essential element of the process is service improvement, and as such LKS staff are expected to have a documented plan in place to show how they intend to develop their service in relation to the standards.

We would like to test this specific *Action Plan Template* as part of the pilot process and therefore ask that you use this format and produce an action plan after you have received your validated levels from the HEE project team.

5. Contacts and support during the pilot

During the *LKS Quality Improvement Standards* pilot the LKS Leads will be providing support through several routes:

- This guidance and a “frequently asked questions” document which will be updated as questions are posed and resulting approached are agreed.
- A pilot@libraryservices.nhs.uk mailing list for use by all service managers taking part in the pilot. Questions can be posed, and ideas and thoughts shared with colleagues. The HEE LKS Leads involved in the pilot are members of this list and will post answers to questions and responses where appropriate.
- HEE LKS Leads project team. Members of the HEE LKS Leads project team can also be contacted to ask questions or seek advice directly.

Please seek advice from any of these colleagues, rather the usual HEE LKS Lead contact, for matters directly relating to this pilot.

Contact details:

Clare Edwards	clare.edwards@hee.nhs.uk	0121 695 2255	(Midlands and East)
Linda Ferguson	linda.ferguson@hee.nhs.uk	0797 971 1908	(North)
Dominic Gilroy	dominic.gilroy@hee.nhs.uk	0734 205 9099	(North)
Sue Robertson	sue.robertson@hee.nhs.uk	0755 725 6204	(South)
Holly Case Wyatt	holly.casewyatt@hee.nhs.uk	0207 863 1685	(London)

Appendix A: LKS Quality Improvement Standards – Evidence Template

Organisation name		HEE region	
Library and Knowledge Service name		Completed by	
Email address		Date completed	

Completing the evidence template

Each standard has its own table and an associated evidence table. The tables will expand to accommodate the text and files added. Remember that one piece of evidence may be used to demonstrate more than one standard. Please cross reference evidence rather than embedding it more than once. Please number the evidence to help with this.

Embedding evidence

Your evidence should be embedded in to the table in the evidence column for each of the standards. We advise using the FILE, PRINT, PRINT TO PDF facility for Microsoft Office documents to create PDFs. Scanned PDFs can also be inserted.

For guidance on how to embed a document please see "[Embed documents in Word 2010](#)"

Other guidance

Please contact the local HEE quality assurance pilot lead with any queries or for further advice.

Quality Standard One	Commentary/Description		
<p>Library and knowledge staff provide a proactive service that is planned and delivered against organisational and national priorities.</p>	<p><i>Provide a narrative detailing your work relating to this standard. (Delete this text before starting the commentary)</i></p>		
<p>Evidence</p> <p>N.B. Embed as PDFs to reduce file size</p> <p>DO NOT DUPLICATE FILES</p> <p>Please cross-reference evidence provided for the other standards.</p>	<p>Evidence no. (e.g. 1.1, 1.2)</p>	<p>Brief description of evidence (1 per row)</p> <p><i>N.B. If it is a long document then please highlight page number and/or section</i></p>	<p>Embedded file (1 per row) or link to website</p>

Quality Standard Two	Commentary/Description		
<p>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.</p>	<p><i>Provide a narrative detailing your work relating to this standard. (Delete this text before starting the commentary)</i></p>		
<p>Evidence</p> <p>N.B. Embed as PDFs to reduce file size</p> <p>DO NOT DUPLICATE FILES</p> <p>Please cross-reference evidence provided for the other standards.</p>	<p>Evidence no. (e.g. 2.1, 2.2)</p>	<p>Brief description of evidence (1 per row)</p> <p><i>N.B. If it is a long document then please highlight page number and/or section</i></p>	<p>Embedded file (1 per row) or link to website</p>

Quality Standard Three	Commentary/Description		
<p>Library and knowledge staff facilitate access to, and drive the use of, evidence and knowledge across the organisation.</p>	<p><i>Provide a narrative detailing your work relating to this standard. (Delete this text before starting the commentary)</i></p>		
<p>Evidence</p> <p>N.B. Embed as PDFs to reduce file size</p> <p>DO NOT DUPLICATE FILES</p> <p>Please cross-reference evidence provided for the other standards.</p>	<p>Evidence no. (e.g. 3.1,3.2)</p>	<p>Brief description of evidence (1 per row)</p> <p><i>N.B. If it is a long document then please highlight page number and/or section</i></p>	<p>Embedded file (1 per row) or link to website</p>

Quality Standard Four	Commentary/Description		
<p>Services provided by library and knowledge staff are responsive to user needs.</p>	<p><i>Provide a narrative detailing your work relating to this standard. (Delete this text before starting the commentary)</i></p>		
<p>Evidence</p> <p>N.B. Embed as PDFs to reduce file size</p> <p>DO NOT DUPLICATE FILES</p> <p>Please cross-reference evidence provided for the other standards.</p>	<p>Evidence no. (e.g. 4.1, 4.2)</p>	<p>Brief description of evidence (1 per row)</p> <p><i>N.B. If it is a long document then please highlight page number and/or section</i></p>	<p>Embedded file (1 per row) or link to website</p>

Quality Standard Five	Commentary/Description		
<p>Library and knowledge staff use findings from the evidence base to inform service improvement and development.</p>	<p><i>Provide a narrative detailing your work relating to this standard. (Delete this text before starting the commentary)</i></p>		
<p>Evidence</p> <p>N.B. Embed as PDFs to reduce file size</p> <p>DO NOT DUPLICATE FILES</p> <p>Please cross-reference evidence provided for the other standards.</p>	<p>Evidence no. e.g. (5.2, 5.3)</p>	<p>Brief description of evidence (1 per row)</p> <p><i>N.B. If it is a long document then please highlight page number and/or section</i></p>	<p>Embedded file (1 per row) or link to website</p>

Quality Standard Six	Commentary/Description		
<p>Services provided by the library and knowledge staff are effective and efficient.</p>	<p><i>Provide a narrative detailing your work relating to this standard. (Delete this text before starting the commentary)</i></p>		
<p>Evidence</p> <p>N.B. Embed as PDFs to reduce file size</p> <p>DO NOT DUPLICATE FILES</p> <p>Please cross-reference evidence provided for the other standards.</p>	<p>Evidence no. e.g. (6.2,6.3)</p>	<p>Brief description of evidence (1 per row)</p> <p><i>N.B. If it is a long document then please highlight page number and/or section</i></p>	<p>Embedded file (1 per row) or link to website</p>

Quality Standard Seven	Commentary/Description		
<p>Library and knowledge staff demonstrate the impact of the services they provide.</p>	<p>Provide a narrative detailing your work relating to this standard. (Delete this text before starting the commentary)</p>		
<p>Evidence</p> <p>N.B. Embed as PDFs to reduce file size</p> <p>DO NOT DUPLICATE FILES</p> <p>Please cross-reference evidence provided for the other standards.</p>	<p>Evidence no. e.g. 7.2,7.3</p>	<p>Brief description of evidence (1 per row)</p> <p><i>N.B. If it is a long document then please highlight page number and/or section</i></p>	<p>Embedded file (1 per row) or link to website</p>

Appendix B: Library and Knowledge Service (LKS) Quality Improvement Standards – Levels of Service Development and Improvement Descriptor Template

Organisation name		HEE region	
Library and knowledge service name		Completed by	
Email address		Date completed	

LKS Service Quality Improvement Standards – Level Descriptors

Level	Description	Detail of LKS Development and Improvement
0	No service	The organisation has no access to library and knowledge staff.
1	Emergent planned service	The development of the service is being planned.
2	Developing service	The service is in the initial stages of development or introduction. Implementation is in progress.
3	Reflective service	The development has been completed and a review is in progress.
4	Transforming and improving service	The evaluation of the service has been completed and improvements are planned.
5	Adaptive innovative service	Improvements have been implemented and evaluated with a continuous improvement cycle in place.

Please consult the levels listed on the [previous page](#) and based on the evidence submitted choose the level appropriate to the LKS for each of the seven standards. In each case please explain why this level has been chosen.

Standard	<u>Level</u>	Explanation for Level Choice
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 C: Definitions for selected terms used in the *LKS Quality Improvement Standards*

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>Administrative services</i>	Covers: Inter-lending and document supply; shelving; issuing, returning and renewing of borrowed stock; registration of users; photocopying, binding and laminating services etc.	2	Evidence	
<i>Appropriate profiles</i>	See User profiles	3	Demonstrate quality a)	
<i>Best practice(s)</i>	A working method, or set of working methods, that is officially accepted as being correct or most effective.	5	Demonstrate quality a)	
<i>Contribution to national impact evidence base</i>	This includes such activities as: <ul style="list-style-type: none"> • Submission of core impact questionnaire returns • Submission of impact case studies • Participation in the national clinical librarian impact research project 	7	Evidence	
<i>Costing tools</i>	Resources enabling calculation of individual costs (including staff, materials and overheads) of each activity undertaken and the overall cost of providing and running a library and knowledge service.	6	Evidence	NHS LKS staff are recommended to use: http://www.libraryservices.nhs.uk/wiki/NHSCostFramework.MainPage.ashx See also http://kfh.libraryservices.nhs.uk/learnin-g-zone/generic-skills/costing-and-pricing/

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>Costing tools (continued)</i>				HEI LKS could use JISC tools: https://www.jisc.ac.uk/guides/costing-technologies-and-services
<i>Customised service delivery</i>	Services or part of a service that are made, altered or adapted to suit the needs of a user or a group of users.	4	Evidence	
<i>Discover and locate</i>	Discover: Users can search for and find print and electronic resources and see what services are available to them Locate: Users can access the items while either in the physical library or remotely.	3	Demonstrate quality g)	
<i>Documented plans</i>	Plans may take various forms including: <ul style="list-style-type: none"> • Action Plan • Service Improvement Plan • Business Plan • Implementation Plan Services will follow organisational direction in terms of the format that their service planning will take. Evidence should be tangible documents, shared with library and knowledge teams and signed off or ratified by the NHS organisation(s).	1, 4, 6	Evidence	

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>Educational and development needs</i>	<p>Usually identified via an appraisal or personal development review. An individual undertakes continuing professional development to meet these needs.</p> <p>HEE Library and Knowledge Service Leads undertake a biennial Development Needs Analysis to inform the implementation of <i>Knowledge for Healthcare</i>.</p>	2	Demonstrate quality g)	<p>Professional Knowledge and Skills Base for Health http://www.libraryservices.nhs.uk/forlibrarystaff/information/for_information_pksb_for_health.html</p> <p>Talent Management Toolkit http://kfh.libraryservices.nhs.uk/tm-toolkit/</p>
<i>Effective</i>	Doing the right things such as spending time and money well to achieve a desired outcome.	6	Standard	Thinking differently https://improvement.nhs.uk/resources/thinking-differently/
<i>Efficiencies/ Efficient service</i>	<p>Delivering more and better for less or “doing things correctly” such as spending less time or money</p> <p>Applying the principles of lean thinking.</p> <p>See also Knowledge for Healthcare Design Principles</p>	6, 2	Demonstrate quality c) b)	<p>Thinking differently https://improvement.nhs.uk/resources/thinking-differently/</p> <p>Virginia Mason Institute https://www.virginiamasoninstitute.org/ https://improvement.nhs.uk/resources/virginia-mason-institute/</p>
<i>Emerging new technologies</i>	New or non-mainstream approaches from either the LKS field or other disciplines that could be used to improve, enhance or replace current LKS systems.	6	Evidence Demonstrate quality c)	<p>http://kfh.libraryservices.nhs.uk/emerging-technologies-group/</p> <p>http://kfh.libraryservices.nhs.uk/blockchain/</p>

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>Emerging new technologies (continued)</i>				See also for example https://www.forbes.com/search/?q=emerging%20new%20technologies#34f19dbc279f
<i>Evaluate/ evaluation</i>	Evaluation is intended for use and it is an essential aspect of organisational learning. Evaluators provide evidence to distinguish between effective and ineffective programs, services, and policies in order to plan, design and implement new effects that are likely to have the desired impact on community members and their environment. Purpose is about self-improvement. Evaluation is composed of three parts: <ol style="list-style-type: none"> 1. The things to be measured 2. The means by which the measurement is taken 3. A judgement about the sufficiency or goodness of the thing being measured. (Assessing Service Quality p36)	5, 6	Demonstrate quality d)	Hernon, P. Altman, E. and Dugan, R. (2015) <i>Assessing Service Quality</i> . 3rd ed. London: CILIP
<i>Evidence and Organisational Knowledge Self-Assessment Tool</i>	HEE LKSL developed tool to help organisations assess what is working well or could be done better, opportunities for LKS staff to support the organisation and help set priorities for better mobilising evidence and organisational knowledge.	1,3	Evidence	Training was provided to NHS LKS staff. Contact your HEE regional lead for further information.

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>Evidence base</i>	The available body of facts and information. It includes research evidence (qualitative and quantitative), local evidence (e.g. statistics, service evaluations) and professional knowledge (e.g. best practice) See also Library information literature	5	Standard Demonstrate quality g)	See KOUFOGIANNAKIS, D. & BRETTELE, A. eds. (2016) <i>Being evidence based in library and information practice</i> . London: CILIP https://journals.library.ualberta.ca/eblip/index.php/EBLIP
<i>Evidencing informed decision making</i>	To demonstrate with written proof to help a decision maker choose the most appropriate option.	6	Demonstrate quality h)	
<i>Executive team</i>	This may be one or more members of the Executive team or an established sub-group/committee of the Executive.	1	Demonstrate quality b)	
<i>Impact outcomes and stories</i>	See http://kfh.libraryservices.nhs.uk/value-and-impact-toolkit/definitions/..	ALL	Evidence	
<i>Impact questionnaires and case studies</i>	See http://kfh.libraryservices.nhs.uk/value-and-impact-toolkit/kfh-impact-tools/	7	Evidence	
<i>Impact stories</i>	See http://kfh.libraryservices.nhs.uk/value-and-impact-toolkit/kfh-impact-tools/impact-case-studies/	1,3,4	Evidence	
<i>Impact/difference</i>	The difference or change in an individual or group resulting from their contact with library services. (BS ISO 16439:2014 – 3.25)	7	Demonstrate quality	

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>Innovation</i>	Put simply, 'innovation' means a new idea or a more effective device or process. The term innovation can be defined as something original and more effective and, as a consequence, new, that "breaks into" the market, sector or organisation. In an NHS context, innovation may be linked to positive changes in quality, efficiency, productivity, or enhanced patient/customer experience. http://www.nes.scot.nhs.uk/media/3431891/innovation_in_nhsscotland.pdf	5, 6	Evidence	See innovations from NHS LKS at http://lks.kss.hee.nhs.uk/data/web/innovations.htm
<i>Key user profiles</i>	See User profiles	4	Demonstrate quality c)	
<i>KfH "principles and design criteria"</i>	<i>Knowledge for Healthcare (KfH)</i> page 17 lists 12 "Guiding principles and values"  GPV.PNG It also includes 5 "criteria for the redesign of library and knowledge services" on page 18  CRLKS.PNG	ALL	Demonstrate quality	<i>Knowledge for Healthcare</i> http://kfh.libraryservices.nhs.uk/wp-content/uploads/2018/03/Knowledge_for_healthcare_a_development_framework_2014.pdf

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>Knowledge Management (KM) stories</i>	<p>These are tales which show how LKS staff can help make improvements by linking problems with solutions, or making introductions between people which then create or have the potential to create change.</p> <p>http://kfh.libraryservices.nhs.uk/knowledge-management/knowledge-management-story/</p>	3	Evidence	<p>KM Toolkit</p> <p>http://kfh.libraryservices.nhs.uk/knowledge-management/km-goals-tools-and-techniques/</p>
<i>Library information literature</i>	<p>Published and semi-published documents or websites/wikis etc. that provide and promote new developments either from research or examples of best practice in the library/information/knowledge fields.</p> <p>See also Evidence base</p>	5	Demonstrate quality a)	<p>CILIP members can access two databases at http://www.cilip.org.uk/page/memberonlyjournals</p> <ul style="list-style-type: none"> • Library and Information Science Abstracts (LISA) • Proquest Library Science • CILIP Health Libraries Group members also have free access to Health Libraries and Information Journal (HILJ) via the CILIP website
<i>Other</i>	<p>The lists provided in the standards are not definitive. As such we are open to the presentation of alternative forms of evidence. Contact the HEE LKS Leads if alternative evidence is identified which is not currently listed in the standards document. They will advise if</p>	ALL	<p>Demonstrate quality</p> <p>Evidence</p>	

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>Other (continued)</i>	the alternative evidence is admissible and will enable the documentation to be updated.			
<i>Partnership and collaboration with other services</i> <i>Partnership and collaboration with other services (continued)</i>	<p>Partnership: A contractual relationship involving close cooperation between two or more parties which has specified and joint rights and responsibilities including money, skills and other resources.</p> <p>Collaboration involves cooperation in which parties are not necessarily bound contractually.</p> <p>Could include:</p> <ul style="list-style-type: none"> • other Trusts or organisations, • departments within a Trust or organisation, • LKS outside the home Trust or organisation e.g. public libraries <p>See also Work in partnership and collaborate where appropriate</p>	2	Demonstrate quality e)	See Patient and public information http://kfh.libraryservices.nhs.uk/patient-and-public-information/
<i>Potential users</i>	Individuals who are eligible to join or use a library and knowledge service.	3	Demonstrate quality a) and b)	
<i>Proactive service</i>	Doing something for users before they know they need it e.g. outreach, clinical librarian services What is proactive today may become standard in the future.	1	Standard	See User experience (UX) https://uxd.jisc.ac.uk/

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>Raise awareness</i>	Enable knowledge and understanding that something is happening or exists. Promote an individual service/services or resources to users.	3	Demonstrate quality h)	
<i>Range of teams</i>	Any team in an organisation for which the LKS staff provides services.	3	Demonstrate quality d)	
<i>Reflect on learning and development experiences</i>	Review the learning points from a development opportunity and share with colleagues formally e.g. through a presentation or training event or informally through a newsletter or blog item.	2, 5	Demonstrate quality h), f)	CILIP reflective writing
<i>Researchers</i>	Members of staff within the Trust/organisation undertaking research as a significant part of their role within the organisation. Excludes students undertaking dissertation topics solely as part of undergraduate or postgraduate study, or towards other qualifications.	4	Demonstrate quality c)	
<i>Return on investment</i>	The return in value for every £ spent on an LKS service as a whole or an individual service. There are options to calculate the social return on investment. http://www.socialvalueuk.org/resources/sroi-guide/ .	6	Demonstrate quality c)	E.g. https://www.alia.org.au/news/2124/australian-health-libraries-return-investment

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>Segmentation</i>	The splitting of users into groups or categories where they share certain characteristics and wants. Taken together the segments represent the complete mix of audiences for services and products.	3	Evidence	See The 7 step marketing toolkit http://www.forumforinterlending.org.uk/wp-content/uploads/2014/07/The-Marketing-Toolkit-201213.pdf
<i>Service evaluation(s)</i>	See Evaluation	4,6	Demonstrate quality e) Evidence	
<i>Service improvement</i>	Service improvement involves individual staff, work teams and organisations looking at how making changes to the way they work will make the service better for the users of those services. See also Innovation	5, 6	Standard	https://improvement.nhs.uk/resources/quality-service-improvement-and-redesign-qsir-tools/ http://www.miltonkeynesccg.nhs.uk/resources/uploads/files/NHS%20III%20Handbook%20serviceimprove.pdf
<i>Service development</i>	Service development is about introducing new ways of doing things or new products. Improvements or developments may be small scale, relating to specific aspects of a service or programme, or may be on a larger scale, affecting the whole of an organisation or service. See also Innovation	5, 6	Standard	https://improvement.nhs.uk/resources/quality-service-improvement-and-redesign-qsir-tools/ http://www.miltonkeynesccg.nhs.uk/resources/uploads/files/NHS%20III%20Handbook%20serviceimprove.pdf

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>Shared learning reports</i>	See Reflect on learning and development experiences	2, 5	Evidence	
<i>Skill mix</i>	The <i>abilities</i> and experience of staff, their continuing education and professional development, years of experience and how they bring these together to influence their professional judgement.	2	Demonstrate quality b)	
<i>Stakeholder endorsement</i>	A documented account (e.g. quote from user) that describes/confirms the value of a service provided by LKS staff.	1	Evidence	
<i>Statistics trends</i>	Using data such as activity data from the Annual NHS Library Services Statistical Return to show over 2 or more years whether there has been an increase in the number of literature searches or an increase/decrease in enquiries.	ALL	Evidence	
<i>User base</i>	The whole workforce plus learners on placement in the organisation(s) served.	3	Demonstrate quality a)	
<i>User feedback</i>	Information about reactions to a product, person's performance of a task etc. which is used as a basis for improvement. It can be positive or negative and actively/passively collected.	4	Demonstrate quality f)	
<i>User needs analyses</i>	A systematic process undertaken to create user profiles. It is a step in developing a marketing strategy.	4	Demonstrate quality a)	

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>User profiling</i>	Identifying the characteristics, needs, motivations, preferences and behaviours of users and potential users.	3	Evidence	<p>See The 7 step marketing toolkit http://www.forumforinterlending.org.uk/wp-content/uploads/2014/07/The-Marketing-Toolkit-201213.pdf</p> <p>See User experience (UX) https://uxd.jisc.ac.uk/</p>
<i>User satisfaction and evaluation (feedback)</i>	<p>Satisfaction, which is subjective, is a sense of contentment from an actual experience/set of experiences, in relation to an expected experience. There are two perspectives:</p> <ul style="list-style-type: none"> • Service encounter satisfaction – user satisfaction/dissatisfaction with a specific service encounter. • Overall service satisfaction – customer satisfaction/dissatisfaction with an organisation based on multiple encounters or experiences (Assessing Service Quality) 	4	Evidence	<p>See http://kfh.libraryservices.nhs.uk/value-and-impact-toolkit/methods/user-satisfaction/</p> <p>See Hernon, P. Altman, E. and Dugan, R. (2015) <i>Assessing Service Quality</i>. 3rd ed. London: CILIP</p>
<i>User satisfaction data</i>	Information (e.g. survey responses) gathered as part of the process to determine whether users are content with a service delivered or activity undertaken by LKS staff.	4, 5, 6	Demonstrate quality d), e), e)	

Term(s)	Definition(s)	Standard(s)	Section of Standard(s)	References/Tools
<i>Value for money</i>	The most desirable (given any restrictions or constraints) use of resources to achieve the intended outcomes.	6	Demonstrate quality c)	
<i>Work in partnership and collaborate where appropriate</i>	The types of partnership and collaboration evidenced must relate to the standard being evidenced and not be generic examples of collaboration. See also Partnership and collaboration with other services	1, 2, 3, 4, 5, 6	Demonstrate quality	