

LKS Quality Improvement Standards

Pilot Version 1.1

April 2018

NHS Library and Knowledge Services Quality Improvement 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 Improvement 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.

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

Quality Standard	What is expected to demonstrate quality?	What types of evidence may demonstrate this?
<p>1. Library and knowledge staff provide a proactive service that is planned and delivered against organisational and national priorities.</p>	<p>The organisation must be able to demonstrate that library and knowledge staff:</p> <ul style="list-style-type: none"> a) Have identified the needs of organisational decision makers (local, regional, and national) b) Are working with the executive team c) Have identified and agreed priorities d) Have a plan of how they will deliver against priorities e) Apply <i>Knowledge for Healthcare</i> principles and design criteria in planning and delivery of library and knowledge services f) Are delivering against identified priorities g) Have plans to detail how they will deliver service improvement h) Work in partnership and collaborate where appropriate to implement objectives i) Can show the impact of services provided. <p>Other (see guidance)</p>	<p>Consultation and analysis of the needs of organisational decision makers.</p> <p>Documented plan(s)</p> <p>Evidence and Organisational Knowledge Self-Assessment Tool</p> <p>Evaluation and outcomes/outputs relating to plans</p> <p>Annual review/report</p> <p>Impact outcomes and stories</p> <p>Stakeholder Endorsement</p> <p>Statistics trends</p> <p>Other (see guidance)</p>

The metrics for the seven standards will include: GMC Survey, National Statistics, User Satisfaction

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Quality Standard	What is expected to demonstrate quality?	What types of evidence may demonstrate this?
<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>	<p>The organisation must be able to demonstrate that library and knowledge staff:</p> <ul style="list-style-type: none"> a) Have appropriate staff numbers in place to deliver and develop the service b) Have the appropriate skill mix to deliver an efficient service c) Have a professionally qualified librarian to manage and lead the team to deliver the library and knowledge service d) Apply <i>Knowledge for Healthcare</i> principles and design criteria in planning and delivery of library and knowledge services e) Work in partnership and collaborate with other services f) Have an appraisal/personal development plan where CPD needs are identified and aligned to the needs of the service and users g) Have access to and make use of appropriate resources, including <i>Knowledge for Healthcare</i> training opportunities, to support their educational and development needs h) Reflect on learning and development experiences to evaluate their understanding and review their performance <p>Other (see guidance)</p>	<p>Service led by a professionally qualified librarian</p> <p>Costing of administrative services</p> <p>Satisfactory performance at Level 4 or above in standards 1,3,4,5,6,7</p> <p>Partnership and collaboration</p> <p>Identification of training needs through appraisal / PKSB / PDP</p> <p>Shared learning reports and reflection</p> <p>Participation in national Knowledge for Healthcare learning and development opportunities.</p> <p>Statistics trends</p> <p>Other (see guidance)</p>

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<p>3. Library and knowledge staff facilitate access to, and drive the use of, evidence and knowledge across the organisation.</p>	<p>The organisation must be able to demonstrate that library and knowledge staff:</p> <ul style="list-style-type: none"> a) Understand their user base and develop appropriate profiles for both existing and potential users b) Identify the needs of library and knowledge service users and potential users c) Apply <i>Knowledge for Healthcare</i> principles in planning and delivery of library and knowledge services d) Are working with and/or embedded within a range of teams e) Work in partnership and collaborate with teams within the organisation f) Target promotion of services and resources g) Enable users and potential users to discover and locate services and resources h) Raise awareness of the services and resources available i) Can show the impact of services provided on managing evidence and knowledge and management decision making. <p>Other (see guidance)</p>	<p>User consultation and analysis</p> <p>Evidence and Organisational Knowledge Self-Assessment Tool</p> <p>User feedback and satisfaction</p> <p>Impact outcomes and stories</p> <p>Knowledge Management (KM) stories</p> <p>Evidence of activities that harness library and knowledge staff skills</p> <p>User profiling and segmentation is in place</p> <p>Statistics trends</p> <p>Other (see guidance)</p>

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<p>4. Services provided by library and knowledge staff are responsive to user needs.</p>	<p>The organisation must be able to demonstrate that library and knowledge staff:</p> <ul style="list-style-type: none"> a) Apply user needs analyses to identify and address gaps in service provision b) Apply <i>Knowledge for Healthcare</i> principles and design criteria in planning and delivery of library and knowledge services c) Develop and supply customised services to key user profiles including: <ul style="list-style-type: none"> - Clinical services and users - Management / Board - Researchers - Patients, carers and the public d) Regularly collect and analyse user satisfaction data to ensure services are meeting the needs of users e) Regularly undertake service evaluation to ensure services are meeting the needs of users f) Regularly collect and analyse user feedback to ensure services are meeting the needs of users g) Work in partnership and collaborate where appropriate h) Can show the impact that responsive services have on usage and awareness of the library and knowledge service. <p>Other (see guidance)</p>	<p>Customised service delivery</p> <p>User satisfaction and evaluation (feedback) inform service delivery</p> <p>Impact outcomes and stories</p> <p>Documented plan(s)</p> <p>Annual report</p> <p>Partnership and collaboration</p> <p>Statistics trends</p> <p>Other (see guidance)</p>

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<p>5. Library and knowledge staff use findings from the evidence base to inform service improvement and development.</p>	<p>The organisation must be able to demonstrate that library and knowledge staff:</p> <ul style="list-style-type: none"> a) Use evidence and best practice from the library information literature to inform service development or improvements to individual services b) Review and apply innovations from other library and knowledge services c) Apply <i>Knowledge for Healthcare</i> principles and design criteria in planning and delivery of library and knowledge services d) Regularly evaluate all services and use the results to inform service improvement e) Regularly collect and analyse user satisfaction data and use it to inform library and knowledge service improvement f) Reflect on learning and development experiences to evaluate their understanding and review their performance and cascade the learning to their colleagues. g) Contribute to the evidence base. h) Work in partnership and collaborate where appropriate <p>Other (see guidance)</p>	<p>Adoption of innovation and best practice</p> <p>Adoption of new technologies</p> <p>Innovation and best practice submissions</p> <p>Impact outcomes and stories around service improvement and development</p> <p>Process in place for testing and reviewing services and other deliverables (e.g. Plan Do Study Act technique)</p> <p>Shared learning reports and reflection</p> <p>Other (see guidance)</p>

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Quality Standard	What is expected to demonstrate quality?	What types of evidence may demonstrate this?
<p>6. Services provided by library and knowledge staff are effective and efficient.</p>	<p>The organisation must be able to demonstrate that library and knowledge staff:</p> <ul style="list-style-type: none"> a) Apply <i>Knowledge for Healthcare</i> principles and design criteria in planning and delivery of library and knowledge services b) Are delivering against identified priorities c) Achieve efficiencies using techniques such as costing, return on investment, business planning, value for money, or by adopting emergent new technologies. d) Regularly evaluate all services and use the results to inform library and knowledge service improvement e) Regularly collect and analyse user satisfaction data and use it to inform library and knowledge service improvement f) Have a plan detailing how they will deliver service improvement g) Work in partnership and collaborate h) Are evidencing the impact of services provided. <p>Other (see guidance)</p>	<p>Use of costing tools with evidence of changes resulting from the costing exercise</p> <p>Documented plan(s)</p> <p>Service evaluations</p> <p>Impact outcomes and stories</p> <p>Innovations</p> <p>Partnership and collaboration</p> <p>Statistics trends</p> <p>Other (see guidance)</p>

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<p>7. Library and knowledge staff demonstrate the impact of the services they provide.</p>	<p>The organisation must be able to demonstrate that library and knowledge staff and the services they provide make an impact/difference through contributing to:</p> <ul style="list-style-type: none"> a) Reducing risk or improved safety b) Improving the quality of patient care c) Saving money or contributing to financial effectiveness d) Delivery of organisational and national priorities e) More informed decision making f) Service development, delivery or improvement g) Collaborative working h) Personal or professional development <p>Other (see guidance)</p>	<p>Impact outcomes and stories</p> <p>Annual review/report</p> <p>Stakeholder endorsement</p> <p>Analysis and use of impact questionnaires and case studies</p> <p>Contribution to national impact evidence base</p> <p>Other (see guidance)</p>

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LKS Quality Improvement Standards - Assessment Criteria v.2.2

NHS Library and Knowledge Services

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.