LKS Quality Improvement Standards

Pilot Version 1.1

April 2018
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.

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<tr>
<th>Quality Standard</th>
<th>What is expected to demonstrate quality?</th>
<th>What types of evidence may demonstrate this?</th>
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| 1. Library and knowledge staff provide a proactive service that is planned and delivered against organisational and national priorities. | The organisation must be able to demonstrate that library and knowledge staff:  
   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 Knowledge for Healthcare 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.  
 Other (see guidance) | Consultation and analysis of the needs of organisational decision makers.  
 Documented plan(s)  
 Evidence and Organisational Knowledge Self-Assessment Tool  
 Evaluation and outcomes/outputs relating to plans  
 Annual review/report  
 Impact outcomes and stories  
 Stakeholder Endorsement  
 Statistics trends  
 Other (see guidance) |
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<td>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.</td>
<td>The organisation must be able to demonstrate that library and knowledge staff:</td>
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</tr>
<tr>
<td></td>
<td>a) Have appropriate staff numbers in place to deliver and develop the service</td>
<td>Service led by a professionally qualified librarian</td>
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<tr>
<td></td>
<td>b) Have the appropriate skill mix to deliver an efficient service</td>
<td>Costing of administrative services</td>
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<tr>
<td></td>
<td>c) Have a professionally qualified librarian to manage and lead the team to deliver the library and knowledge service</td>
<td>Satisfactory performance at Level 4 or above in standards 1, 3, 4, 5, 6, 7</td>
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<td></td>
<td>d) Apply <em>Knowledge for Healthcare</em> principles and design criteria in planning and delivery of library and knowledge services</td>
<td>Partnership and collaboration</td>
</tr>
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<td></td>
<td>e) Work in partnership and collaborate with other services</td>
<td>Identification of training needs through appraisal / PKSB / PDP</td>
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<tr>
<td></td>
<td>f) Have an appraisal/personal development plan where CPD needs are identified and aligned to the needs of the service and users</td>
<td>Shared learning reports and reflection</td>
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<td></td>
<td>g) Have access to and make use of appropriate resources, including <em>Knowledge for Healthcare</em> training opportunities, to support their educational and development needs</td>
<td>Participation in national Knowledge for Healthcare learning and development opportunities.</td>
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<td></td>
<td>h) Reflect on learning and development experiences to evaluate their understanding and review their performance</td>
<td>Statistics trends</td>
</tr>
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The metrics for the seven standards will include: GMC Survey, National Statistics, User Satisfaction

LKS Quality Improvement Standards - Assessment Criteria v.2.2
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.

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| 3. Library and knowledge staff facilitate access to, and drive the use of, evidence and knowledge across the organisation. | The organisation must be able to demonstrate that library and knowledge staff:  
   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 *Knowledge for Healthcare* 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.  
Other (see guidance) | User consultation and analysis  
Evidence and Organisational Knowledge Self-Assessment Tool  
User feedback and satisfaction  
Impact outcomes and stories  
Knowledge Management (KM) stories  
Evidence of activities that harness library and knowledge staff skills  
User profiling and segmentation is in place  
Statistics trends  
Other (see guidance) |

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| 4. **Services provided by library and knowledge staff are responsive to user needs.** | The organisation must be able to demonstrate that library and knowledge staff:  
a) Apply user needs analyses to identify and address gaps in service provision  
b) Apply *Knowledge for Healthcare* principles and design criteria in planning and delivery of library and knowledge services  
c) Develop and supply customised services to key user profiles including:  
  - 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.  
Other (see guidance)                                                                 | Customised service delivery  
User satisfaction and evaluation (feedback) inform service delivery  
Impact outcomes and stories  
Documented plan(s)  
Annual report  
Partnership and collaboration  
Statistics trends  
Other (see guidance)                                                                 |
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<td>5. Library and knowledge staff use findings from the evidence base to inform service improvement and development.</td>
<td>The organisation must be able to demonstrate that library and knowledge staff:</td>
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<td></td>
<td>a) Use evidence and best practice from the library information literature to inform service development</td>
<td>Adoption of innovation and best practice</td>
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<td></td>
<td>or improvements to individual services</td>
<td>Adoption of new technologies</td>
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<tr>
<td></td>
<td>b) Review and apply innovations from other library and knowledge services</td>
<td>Innovation and best practice submissions</td>
</tr>
<tr>
<td></td>
<td>c) Apply Knowledge for Healthcare principles and design criteria in planning and delivery of library and</td>
<td>Impact outcomes and stories around service improvement and development</td>
</tr>
<tr>
<td></td>
<td>knowledge services</td>
<td></td>
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<td></td>
<td>d) Regularly evaluate all services and use the results to inform service improvement</td>
<td>Process in place for testing and reviewing services and other deliverables (e.g. Plan Do Study Act technique)</td>
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<td></td>
<td>e) Regularly collect and analyse user satisfaction data and use it to inform library and knowledge service</td>
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<td></td>
<td>improvement</td>
<td></td>
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<td></td>
<td>f) Reflect on learning and development experiences to evaluate their understanding and review their</td>
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<td></td>
<td>performance and cascade the learning to their colleagues.</td>
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<td>g) Contribute to the evidence base.</td>
<td>Shared learning reports and reflection</td>
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<td>h) Work in partnership and collaborate where appropriate</td>
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| 6. Services provided by library and knowledge staff are effective and efficient. | The organisation must be able to demonstrate that library and knowledge staff:  
   a) Apply Knowledge for Healthcare 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. | Use of costing tools with evidence of changes resulting from the costing exercise  
   Documented plan(s)  
   Service evaluations  
   Impact outcomes and stories  
   Innovations  
   Partnership and collaboration  
   Statistics trends  
   Other (see guidance) |

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| 7. Library and knowledge staff demonstrate the impact of the services they provide. | The organisation must be able to demonstrate that library and knowledge staff and the services they provide make an impact/difference through contributing to:  
   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  
   Other (see guidance) | Impact outcomes and stories  
Annual review/report  
Stakeholder endorsement  
Analysis and use of impact questionnaires and case studies  
Contribution to national impact evidence base  
Other (see guidance) |
# NHS Library and Knowledge Services

## Quality Improvement Standards

### Level Descriptors

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