Quality and Improvement Outcomes Framework for Library and Knowledge Services
Welcome

Facilitator:
• Sue Robertson

Presenters:
• Clare Edwards
• Dominic Gilroy
• Lucy Reid
• Emma Ramstead
Objectives for the Session

• To provide an introduction and overview of the Quality and Improvement Outcomes Framework
  – Structure of the Framework
  – Overview and scope of the Outcomes
• To provide an outline of the self-evaluation and validation process for the Baseline year
  – Self-evaluation of the levels
  – Overview of evidence requirements
• To discuss support in place
Section 1
Strategic Context and Development of the Quality and Improvement Outcomes Framework
Strategic Context for the Framework

*Healthcare is a knowledge industry. It is not enough to have the right 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.*

(NHS Library and Knowledge Services in England Policy¹ p. 2)

- Knowledge for Healthcare: a Development Framework
- NHS Library and Knowledge Services in England Policy
- HEE Topol Review
- NHS Long Term Plan
HEE Quality Framework

• The Outcomes Framework will be integral to the HEE Quality Strategy\(^6\) which defines quality 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.*

p.7

• They are also critical to the *HEE Quality Framework*\(^7\) providing a new outcomes-based structure to support quality and improvement and evidence for quality standard 1.5:

*The learning environment provides suitable educational facilities for both learners and educators, including space, IT facilities and access to quality assured library and knowledge.*

p.9
Development of the Outcomes Framework

• From 2010 to 2018 the Library Quality Assurance Framework (LQAF) raised standards across healthcare library and knowledge services. HEE’s Knowledge for Healthcare 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. p.48

• The development of the Quality and Improvement Outcomes and builds on the learning from both the LQAF process and the 2018 pilot of the draft NHS Library and Knowledge Services Quality Improvement Standards.
What we learned from the Pilot

**What we did:**
- Evidence Collection
- Feedback
- Assessment
- Retrospect

**What we learned:**
- Duplication and repetition across the standards
- Levels of service improvement open to misinterpretation
- Indicators and purpose of standards were not always useful
- Some evidence was still process rather than outcomes focused
- Overall the pilots welcomed the new standards and the focus on service improvement
Development – who was involved

- HEE Knowledge for Healthcare Board
- Quality and Impact Working Group
- Quality Task and Finish Group
- HEE Regional LKS Leads
- HEE Quality and Improvement Project Group
- 12 Pilot sites
- Sharon Markless and Alison Brettle
- HEE National Quality team
Launching the Outcomes Framework

- Working with HEE Communications Team
- Designed and published on HEE website
- Twitter, HEE Life
- Launch date in June
- Briefing to Chief Executives from Patrick Mitchell
Section 2
Introduction and Overview of the Quality and Improvement Outcomes Framework
The Outcomes Framework

This new framework signals a step change to help library and knowledge staff both to improve service delivery for patients and to better articulate the positive outcomes of their work. Therefore, I am delighted to commend this new Quality and Improvement Outcomes Framework to you. It sets the standards and ambition for quality and improvement in the delivery of these vital services.”

Patrick Mitchell, Director of Innovation and Transformation HEE
Purpose of the Outcomes Framework

The focus of the Outcomes Framework is on an outcomes-based approach to library and knowledge service improvement. The Outcomes Framework has a dual role and has been designed and developed to:

- drive progress in library and knowledge service improvement leading to increased satisfaction for users of the services
- provide a tool for NHS organisations to ensure a quality, high performing service that is continually developing and improving to meet the changing evidence and knowledge needs of organisations and individuals.
The six Outcomes

1. All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of *Knowledge for Healthcare*.

2. All NHS decision making is underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists.

3. Library and knowledge specialists identify the knowledge and evidence needs of the workforce in order to deliver effective and proactive services.

4. All NHS organisations receive library and knowledge services provided by teams with the right skill mix to deliver on organisational and *Knowledge for Healthcare* priorities.

5. Library and knowledge specialists improve the quality of library and knowledge services using evidence from research, innovation and good practice.

6. Library and knowledge specialists demonstrate that their services make a positive impact on healthcare.
OUTCOME 1: All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of Knowledge for Healthcare.

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<th>Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services</th>
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OUTCOME 1: All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of Knowledge for Healthcare.

Scope
This covers the strategic development of the library service.

Key Questions to ask
- How are library and knowledge specialists engaged?

Why is this outcome important?
People should be cared for by competent and knowledgeable practitioners.

Outcome-based Evidence Examples for Outcome 1
- Library and knowledge service strategy and annual plans showing engagement.
**OUTCOME 1: All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of Knowledge for Healthcare.**

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A Board member promotes the role and value of the library and knowledge service.

**AND** An approved strategy addresses Knowledge for Healthcare priorities, aligned to the goals and priorities of the organisation.

**AND** An annual (implementation) plan addresses organisational and Knowledge for Healthcare priorities.

**AND** Senior stakeholders are consulted over delivery of the library and knowledge service.

**AND** A separately identified library and knowledge service budget allows for provision of a range of services and resources for users.

The implementation plan is regularly reviewed by library and knowledge specialists* and the organisation’s senior manager(s).

**AND** A framework for evaluation of the library and knowledge service has been planned.

**AND** Existing activities and services have been reviewed and modified to support the priorities.

**AND/OR** New activities and services are identified and introduced to support the priorities.

Strengths and areas for improvement in the library and knowledge implementation plan are identified.

**AND** Appropriate resources are assigned by the organisation to fully deliver all priorities enabling a business-critical library and knowledge service.

**AND** Evaluation, analysis and progress against the priorities are continually reviewed with senior stakeholders.

**AND** Library and knowledge specialists make progress in achieving impact outcomes in relation to organisational and Knowledge for Healthcare priorities.

Champions, including at Board level, promote the expertise of library and knowledge specialists as business-critical to the organisation.

**AND** Library and knowledge specialists are proactive, adapting to the changing requirements of organisational and Knowledge for Healthcare priorities.

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* Includes all members of the library and knowledge team regardless of job title, role or banding.
**OUTCOME 2: All NHS decision making is underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists.**

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| Evidence search services provided by library and knowledge specialists support:  
  • clinical decision making.  
  AND  
  • non-clinical management decision making.  
  AND Plans are in place to identify evidence and knowledge mobilisation requirements with one or more teams across the organisation.  
  OR Library and knowledge specialists recognise opportunities to implement a tool and/or technique to capture and share evidence and organisational knowledge. |
| Library and knowledge specialists:  
  • work with one or more teams across the organisation to identify and plan for their evidence and knowledge mobilisation requirements.  
  AND  
  • use or enable methods of mobilising evidence and organisational knowledge to underpin service delivery. |
| Library and knowledge specialists:  
  • routinely review and evaluate with senior stakeholders their service delivery and plans to underpin services in mobilising evidence and organisational knowledge.  
  AND  
  • work with senior stakeholders and the Board to identify evidence and knowledge mobilisation requirements and develop action plans.  
  AND  
  • adopt innovation in mobilising internally generated knowledge.  
  AND A minority* of the Board and organisational decisions are informed by the services of library and knowledge specialists.  
  AND Library and knowledge specialists develop innovative practice in mobilising evidence and organisational knowledge. |
| The Board and the organisations use library and knowledge specialists in mobilising evidence and organisational knowledge.  
  AND Senior stakeholders and the Board routinely implement the agreed requirements for evidence and knowledge mobilisation.  
  AND The Board and organisational decisions are routinely informed by the services of library and knowledge specialists.  
  AND Library and knowledge specialists develop innovative practice in mobilising evidence and organisational knowledge. |

* between 15% and 49% of decisions
OUTCOME 3: Library and knowledge specialists identify the knowledge and evidence needs of the workforce in order to deliver effective and proactive services.

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<tr>
<td>A library and knowledge service offer is delivered to the organisation(s) served.</td>
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<td><strong>AND</strong> The needs of library and knowledge service users are identified.</td>
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<td><strong>AND</strong> Changes to services and resources are considered in response to user requests.</td>
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OUTCOME 4: All NHS organisations receive library and knowledge services provided by teams with the right skill mix to deliver on organisational and Knowledge for Healthcare priorities

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<td>A qualified library and knowledge specialist actively leads the service.</td>
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<td><strong>AND</strong> A qualified library and knowledge specialist actively manages the staff.</td>
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<td><strong>AND</strong> Library and knowledge specialist skills and capacity are considered in service planning.</td>
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<td><strong>AND</strong> All library and knowledge specialists undertake continual professional development.</td>
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**OUTCOME 5:** Library and knowledge specialists improve the quality of library and knowledge services using evidence from research, innovation and good practice.

| Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| **Not developed**                | **Level 0**     | **Level 1**     | **Level 2**     | **Level 3**     | **Level 4**     |
| **Level 0**                      | **Low**         | **Medium**      | **High**        | **Low**         | **Medium**      | **High**        | **Low**         | **Medium**      | **High**        |
| Library and knowledge specialists: | keep up to date with good practice and appropriate evidence relevant to their practice. | implement an ongoing cycle of measuring and evaluating their activities and the services they deliver. | deliver an evidence-based library and knowledge service. AND | are supported by the organisation to lead formal research in to library and knowledge practices. AND | share descriptive accounts of resolving service issues with the wider library and knowledge community. | publish case studies or descriptive accounts of changes made in their professional literature. OR | contribute the outcomes of their formal research to the library and knowledge evidence base (e.g. peer-reviewed journals). |
| AND                              | discuss good practice, appropriate evidence and share their professional knowledge with their team or work colleagues. | routinely review good practice, innovation and external research to identify improvements and developments to introduce locally. | reflect on and share the implications for the profession and/or results of their service evaluations. OR | collaborate on library and knowledge research projects. AND | put the outcomes of service evaluations and the results of reviewing the evidence in to practice. OR | use data to analyse the relative costs and benefits of individual library and knowledge services. |
**OUTCOME 6:** Library and knowledge specialists demonstrate that their services make a positive impact on healthcare.

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Section 3
Using the Quality and Improvement Outcomes Framework:
Overview of Self-evaluation and service improvement planning
Baseline Self-Evaluation

All NHS Organisations, with an LDA, collect evidence and self-evaluate April 2019 – March 2020

All NHS Organisations submit baseline self-evaluation and evidence report by 26th June 2020:

- Evaluation of current status against levels, with supporting evidence
- Include key evidence – strategy, implementation plan, annual report and SLAs where applicable
- Action plan identifying areas for quality improvement against the outcomes

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What is self-evaluation?

Self-evaluation is a continuous process of improvement in which library and knowledge specialists critically examine the services they provide against the quality outcomes to evaluate how well they are delivering the services and identify improvements that can be made.

Self-evaluation enables NHS organisations to:

• recognise strengths in their library and knowledge service provision
• identify areas for improvement and draw up plans for action
• share good practice
• report to stakeholders on the quality of service provision
• demonstrate the relevance, value and impact of their library and knowledge service to their user base.
Self-evaluation – what’s involved?

How well are we doing?
Evaluating current practice
How do we know?
Gathering evidence
Planning Service Improvement

Self-evaluation will **highlight areas** for improvement

What are we going to do now?

Planning and Implementing improvements

Think about how **Quality Improvement** tools and techniques can be used to underpin service improvement

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### OUTCOME 1:

All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of Knowledge for Healthcare.

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<tr>
<th>Validated level</th>
<th>Actions planned for service improvement</th>
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<td>What will you do?</td>
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Section 4
Baseline Validation and Reporting
Baseline Validation

Validation July - Oct 2020
- Single national process for validation
- Cross region approach
- Each submission reviewed and validated by:
  • 1 HEE LKS team member from the region of submission
  • 1 HEE LKS team member from another region
  • LKS Managers to shadow validation process
- Consistency checking throughout process

Calibration Nov 2020
- To ensure fairness, accuracy and consistency
- To review comparison of final levels applied
- To provide feedback to validators
- After Action Review
- Calibration team:
  • Chair: Senior Advisor KfH
  • Regional Leads
  • Quality and Improvement project group
Validation Reporting

Reports back to Trusts (Nov/Dec 2020)

LKS Dashboard

Issues/Risks identified

Alert/report risks through Regional Quality Framework Process (Dec 2020)

HEE Quality Dashboard and Regional Quality teams

Reports to include a Radar Chart

Identified LKS Interventions and/or part of wider learning environment Intervention
Section 5
Support available during Baseline Self-evaluation
Support for You
# Webinars

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<tr>
<th>Date</th>
<th>Topic</th>
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<td>9(^{th}) July 19</td>
<td>Outcome 1</td>
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<td>Tbc</td>
<td>Quality Improvement Techniques</td>
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<tr>
<td>11(^{th}) September 19</td>
<td>Outcome 2</td>
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<td>25(^{th}) September 19</td>
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<td>8(^{th}) October 19</td>
<td>Outcome 3</td>
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<td>5(^{th}) November 19</td>
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<td>25(^{th}) November 19</td>
<td>Outcome 5</td>
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<td>16(^{th}) January 20</td>
<td>Community of Practice/FAQ clinic</td>
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<tr>
<td>4(^{th}) February 20</td>
<td>Evidence and Reflective Narrative</td>
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Project Group – regional contacts

- Holly Case Wyatt, Library and Knowledge Services Development Lead, London and Kent, Surrey and Sussex  holly.casewyatt@hee.nhs.uk  (from 17 June 2019)
- Clare Edwards, Deputy Head of Library and Knowledge Services and Technology Enhanced Learning, Midlands and East  clare.edwards@hee.nhs.uk
- Dominic Gilroy, Library and Knowledge Services Manager: Y&H, North  dominic.gilroy@hee.nhs.uk
- Emma Ramstead, Library and Knowledge Services Development Lead, London and Kent, Surrey and Sussex  emma.ramstead@hee.nhs.uk  (to 14 June 2019)
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- Sue Robertson, Knowledge Services Development Lead, South  sue.robertson@hee.nhs.uk
Questions