Quality and Improvement Outcomes Framework for NHS Funded Library and Knowledge Services in England, 2019

Foreword

Healthcare is a knowledge based industry. Healthcare library and knowledge services make a business-critical contribution to the NHS. Indeed, they are a powerhouse for education, lifelong learning, research and evidence-based practice.

Health Education England (HEE) exists for one reason only: "to support the delivery of excellent healthcare and health improvement to the patients and public of England...". HEE's vision for NHS funded library and knowledge services in England is that "All NHS organisations, their staff, learners, patients and the public use the right knowledge and evidence at the right time in the right place to enable high quality decision making to achieve excellent health care and health improvement."

Patrick Mitchell, Director of Innovation and Transformation said:

"It is not enough to have the right healthcare teams in the right place, collaborating to deliver high quality, efficient patient care. It is equally essential to make sure that everyone uses the right knowledge and evidence at the right time across the NHS. I am hugely impressed by the professionalism of librarians and knowledge managers in health care and their dedication to providing evidence to inform decision-making on the ward, in the community and by the Board.

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. It makes a fundamental shift in emphasis focusing on outcomes rather than process. Its development was informed by current thinking and robust research on impact evaluation methodologies and methods in the field, including those used by the Global Libraries programme of the Bill and Melinda Gates Foundation.

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."

Professor Wendy Reid, Executive Director of Education and Quality and Medical Director writes:

"Putting timely knowledge into the hands of healthcare professionals working across care settings is vitally important for making clinical decisions that are based on sound evidence. With unprecedented time pressures on health professionals, embedded health librarians and knowledge services to support them in clinical and community settings are a vital resource."

As HEE progresses the implementation of our Knowledge for Healthcare strategy, we build on an exemplary record of cooperation between information professionals, and between healthcare library networks in England. Focused on outcomes and service improvement this framework moves the assessment of these services to the next stage, ensuring that their quality is defined by outcomes not process. The Framework enshrines a commitment to continuous improvement at the heart of service delivery, embedding this approach into the day to day work of NHS librarians and knowledge managers.

Patrick Mitchell
Director of Innovation
and Transformation

Wendy Reid
Executive Director of Education
and Quality and Medical Director
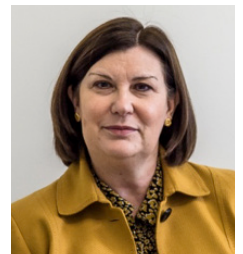
Part 1: Introduction

Strategic Context

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 Policy[1] p.2)

Healthcare library and knowledge specialists (i.e. all members of the library and knowledge team) act as knowledge brokers. They use their expertise to mobilise evidence obtained from research, staff "know-how" and external innovation and good practice to aid the workforce in making effective and informed decisions.

Health Education England (HEE) published *Knowledge for Healthcare: a Development framework for NHS Library and Knowledge Services[2] in England* in December 2014. This set out a clear 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. p.9

The NHS Library and Knowledge Services in England Policy outlines HEE's commitment to ensuring the use in the health services of evidence obtained from research. It is also committed to enabling the NHS workforce to freely access library and knowledge services to achieve excellent healthcare and has the ambition that the role of library and knowledge specialists becomes business critical to the NHS.

The importance of knowledge, evidence and digital technologies to the NHS is reinforced by the NHS Long Term Plan[3] and the HEE Topol Review.[4]

Developing the Quality and Improvement 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

Part 1: Introduction

The subsequent review has moved quality assessment away from process, standards and compliancy that drove the LQAF. This change in emphasis will ensure a concentration on improvement, development and delivery of service outcomes. The development of the *Quality and Improvement Outcomes* (the Outcomes Framework) was informed by the HEE *Knowledge for Healthcare Evaluation Framework[5]* 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*.

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

Purpose of the Quality and Improvement Outcomes Framework

HEE is responsible for ensuring that there are high quality learning environments for all healthcare learners in England. Key to this are library and knowledge services, supporting both individual and organisational learning and development needs. HEE also seeks assurance that the funding provided to organisations through the *Learning Development Agreement* is used to deliver library and knowledge services that are fulfilling the requirements of *Knowledge for Healthcare*, in line with the *NHS Library and Knowledge Services in England Policy*.

The library and knowledge service's NHS host organisation, and those who commission such services, are required to ensure that the service is helping them meet their obligations under the *Health and Social Care Act 2012[8]* to ensure *"...the use in the health service of evidence obtained from research…"* (section 1E) so that the NHS workforce is enabled to deliver high quality patient care.

Part 1: Introduction

The focus of the six Outcomes is on 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 that library and knowledge specialists are providing a quality, high performing service that is continually developing and improving to meet the changing evidence and knowledge needs of organisations and individuals.

1. Health Education England (2016) NHS Library Services in England: Policy.
    www.hee.nhs.uk/sites/default/files/documents/NHS%20Library%20and%20Knowledge%20Services%20in%20England%20Policy.pdf

2. Health Education England (2014) Knowledge for Healthcare: a development framework for NHS library and knowledge services.
    https://www.hee.nhs.uk/sites/default/files/documents/Knowledge_for_healthcare_a_development_framework_2014.pdf

3. NHS England (2019) The NHS Long Term Plan.
    https://www.longtermplan.nhs.uk/publication/nhs-long-term-plan/

4. Health Education England (2019) The Topol Review: Preparing the healthcare workforce to deliver the digital future.
    https://topol.hee.nhs.uk

5. Health Education England Library and Knowledge Service Leads (2017) Knowledge for Healthcare Evaluation Framework.
    https://kfh.libraryservices.nhs.uk/ef-intro/

6. Health Education England (2016) HEE Quality Strategy 2016-20.
    https://healtheducationengland.sharepoint.com/:b:/g/Comms/Digital/EVpQCfWbiTdFkwMGPeIfKScBeeVR8dAaOEBFTYbuCXOwhQ?e=oH9A7H

7. Health Education England (2019) HEE Quality Framework 2019-20.
    https://healtheducationengland.sharepoint.com/:b:/g/Comms/Digital/EXmEo9yM_uJNrV4715sujKwBzTUm_N3XoZvtHMyk_rNpDg

8. Health and Social Care Act 2012 c.7
    http://www.legislation.gov.uk/ukpga/2012/7/section/6/enacted

Part 1: Introduction

Guiding principles and values

Knowledge for Healthcare's principles and values and design criteria underpin the six Outcomes and can be used to inform how library and knowledge services can implement service improvement.

Guiding Principles and values (Knowledge for Healthcare p. 17)	
Collaboration	Do once and share working across boundaries
Collective purchasing	Central procurement at scale
Core service	Core service offer, products, tools and expertise
Digital by default	Digital and mobile by default
Effective and efficient	Applying the principles of lean thinking
Equity	Equity of access and opportunity
Federation	Pooling budgets, staff, resources across boundaries
Innovation	Flexibility, new models of service, best practice
Quality	Benefits to patients improving lives, outcomes, Impact
Streamlined	Streamline structure, management, systems, process
Technology	Harnessing technology to streamline back-office functions
Workforce development	Planning, role redesign, specialisation, career pathways

Criteria for the redesign of library and knowledge services (Knowledge for Healthcare p. 18)	
Economy of scale	Function can generate economies of scale, offering value for money if delivered at a large scale.
Local knowledge	Function requires in depth knowledge of needs of the local health economy and/ or strong organisational relationships.
Nationwide functions	Function will benefit from a geographical focus or nationwide leadership to achieve national delivery, and/or building on the foundation of established regional service/s.
Opportunity for standardisation	Function can be delivered using a standardised approach across a wide geography/ number of customers.
Specialist skills	Function requires specialist skills that are scarce and may not be widely available at a local level, or equitably across the country.

Part 2: The Quality and Improvement Outcomes Framework (the "Outcomes Framework")

The 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.

Reporting on the quality and improvement outcomes framework

All NHS organisations with which HEE holds a Learning and Development Agreement will be asked to carry out a self-evaluation against the outcomes. 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.

Strengths in provision need to be celebrated, maintained and continuously reviewed. Areas for improvement require analysis and discussion before plans for action can be developed and implemented. The improvement plan should feed the continuous cycle of review and action.

Validated self-evaluation

The HEE Library and Knowledge Services Leads will validate the self-evaluation reports as part of the HEE Quality Framework assessment. The validation process will:

- build and support the capacity of library and knowledge specialists to evaluate their services and improve the quality of services they provide;
- support HEE's quality systems;
- support, promote and develop good practice in NHS library and knowledge services;
- provide information to HEE and the NHS on the quality of provision in library and knowledge services; and
- offer a national and consistent validation of self-evaluation processes.

The pages that follow provide more details of the six outcomes along with the levels.

Part 2: The Quality and Improvement Outcomes Framework (the "Outcomes Framework")

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*

Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services												
Not developed ←											→ **Highly developed**	
Level 0	**Level 1**			**Level 2**			**Level 3**			**Level 4**		
	Low	**Medium**	**High**	**Low**	**Medium**	**High**	**Low**	**Medium**	**High**	**Low**	**Medium**	**High**
	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.		

* Includes all members of the library and knowledge team regardless of job title, role or banding

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	Key Questions to ask	Why is this outcome important?
This covers the strategic development of the library and knowledge service where its staff proactively deliver the priorities of both the organisation and *Knowledge for Healthcare*. It includes how library and knowledge specialists: • create strategic plans with deliverable and evaluated outcomes • engage and consult with senior stakeholders to identify, review and evaluate library and knowledge service developments • routinely use performance monitoring and evaluation processes It will show the extent to which the organisation: • recognises the business-critical role of library and knowledge specialists and • commits to providing appropriate resourcing and enables the workforce to freely access the service.	• How are library and knowledge specialists empowered and supported to improve services and realise the vision? • Are library and knowledge specialists being recognised at Board level as having a business-critical role in achieving the priorities of the organisation? • What new services or innovative projects/ developments have recently been introduced? • How are library and knowledge specialists demonstrating the strategic impact and contribution they are making to delivery of organisational and *Knowledge for Healthcare* priorities. • Is there an ongoing and systematic process in place in for engaging senior stakeholders in the development and evaluation of the service?	People should be cared for by competent and capable staff, receptive to innovation and able to use evidence from research. All NHS bodies and their staff should be able to access the expertise and resources offered by healthcare librarians and knowledge specialists (HEE NHS Policy for libraries). The Secretary of State for Health has a duty, under the Health and Social Care Act 2012, to ensure "… the use in the health service of evidence obtained from research…". In delivering these requirements it is essential that NHS organisations are served by library and knowledge specialists who are proactively delivering a service to meet the vision and priorities of the organisation and *Knowledge for Healthcare*.

Outcome-based Evidence Examples for Outcome 1

• Library and knowledge service strategy and annual plans showing resourcing (with budgets and costings), monitoring, review and achievements. • Service level agreements, memoranda of understanding and contract monitoring with stakeholder organisations. • Identified annual priorities and outcomes. • Annual activities, evaluation and outcomes. • Stakeholder endorsements – feedback/stories from senior stakeholders working with the library and knowledge specialists to support strategic delivery and direction.	• The visible outcomes of stakeholder engagement. • Library and knowledge service annual service reports. • Evidence of achievement against service's own evaluation framework outcomes. • Board member leadership for the library and knowledge service and their ongoing activities. • Activities of senior champions of the library and knowledge service. • Link to outcome 3 demonstrating the Board use of evidence and knowledge and the critical role of library and knowledge specialists.

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

Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services												
Not developed ←————————————————————————————————→ **Highly developed**												
Level 0	**Level 1**			**Level 2**			**Level 3**			**Level 4**		
	Low	Medium	High	Low	Medium	High	Low	Medium	High	Low	Medium	High
	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. **AND** 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.			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 2: All NHS decision making is underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists.

Scope	Key Questions to ask	Why is this outcome important?
This outcome covers the role of library and knowledge specialists in facilitating the mobilisation of evidence and internally generated knowledge to underpin decision making, innovation and change. It shows how the Board and organisations use the expertise of library and knowledge specialists, to work with teams, senior stakeholders and the Board, to implement evaluated and effective approaches to knowledge mobilisation. It also measures the extent to which the organisation recognises the business-critical role library and knowledge specialists have in facilitating the mobilisation of evidence and internally generated knowledge.	• How embedded in the organisation(s) are the library and knowledge specialists? • Does the Board consider the expertise of library and knowledge specialists in mobilising evidence and organisational knowledge to be business-critical? • Can it be shown that a range of decisions (management, clinical, patient) are made based on library and knowledge specialist input?	Healthcare is a knowledge-based industry. It is essential that the workforce use the right knowledge and evidence at the right time to support decision making and best practice (HEE policy). The Topol Review recommends "NHS Boards should take responsibility for effective knowledge management to enable staff to learn from experience (both successes and failures) and accelerate the adoption of proven innovations. (OD5) *Topol Review* p.16. Healthcare library and knowledge specialists use their expertise to mobilise evidence obtained from research, organisational knowledge, staff 'know-how' and from external innovation and good practice to underpin decision making in line with the legal duty of the service. Sharing the 'know-how' of staff, using research evidence and implementing good practice are all business-critical.

Outcome-based Evidence Examples for Outcome 2	
• Evidence and knowledge mobilisation plans, achievements/outcomes and evaluation of these in supporting decision making. • User endorsements regarding achievements and benefits – senior stakeholder/team/Board narratives and endorsements – feedback/social cards/stories from the teams with whom the library and knowledge specialists have worked to support knowledge mobilisation. • Quality improvement methods being used to underpin this outcome.	• Link to evidence for Outcome 6. • Details and evaluation of innovation that the library and knowledge specialists have implemented in relation to evidence and knowledge mobilisation. • Levels of activity and analysis carried out by the library and knowledge specialists to support clinical and management/ organisation decision making.

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

Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services												
Not developed											**Highly developed**	
Level 0	**Level 1**			**Level 2**			**Level 3**			**Level 4**		
	Low	**Medium**	**High**	**Low**	**Medium**	**High**	**Low**	**Medium**	**High**	**Low**	**Medium**	**High**
	A library and knowledge service offer is delivered to the organisation(s) served. **AND** The needs of library and knowledge service users are identified. **AND** Changes to services and resources are considered in response to user requests. **AND** Feedback from service users is collected. **AND** The promotion of services takes place.			Library and knowledge specialists understand the wider user base and develop profiles of targeted groups. **AND** A marketing plan exists which is informed by user profiles. **AND** Provision is made for individuals or groups with differing abilities or aptitudes.			Development and customisation of library and knowledge services is based on the outcomes of user and non-user consultation. **AND** Library and knowledge services are continually refined and evaluated to improve effectiveness. **AND** User journey mapping is adopted, and the results are applied to achieve improvements in the service offer.			The expectation of users for an individual and personalised evidence and knowledge service is balanced against competing demands. **AND** Library and knowledge specialists innovate and apply advances in technology to deliver individual and personalised services.		

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

Scope	Key Questions to ask	Why is this outcome important?
This outcome highlights how library and knowledge specialists deliver proactive stakeholder and user focused library and knowledge services. The outcome covers how library and knowledge specialists: • analyse the "market" for their services for existing and potential users • engage and consult with stakeholders • promote and market targeted service offers to existing and potential users • work collaboratively to extend the reach and spread of their services • enable users to access high quality evidence at the point of need and in an appropriate format.	• How well do the library and knowledge specialists identify and meet the requirements of the healthcare workforce's broad range of evidence and knowledge needs? • How well do the library and knowledge services provided meet the differing needs of all users? • In what ways do the library and knowledge specialists support individuals and organisations to locate and use evidence and organisational knowledge effectively? • In what ways does the library environment promote and support learning? • How are literacy initiatives supported within the organisation?	Library and knowledge specialist need to be proactive in responding to changes in workforce needs and related strategies. Patient outcomes and organisational decision making depends on the quality of evidence supplied. The stakeholder workforce needs access to the right knowledge and evidence to deliver high-quality, safe healthcare. A successful library and knowledge service should have a high percentage of use by its stakeholder workforce. The stakeholder workforce experience and satisfaction depend on the quality of knowledge, expertise, customer service and professionalism of all library and knowledge specialists. The stakeholder workforce wishes to access evidence in appropriate formats and services at different times and in different locations. The stakeholder workforce needs consistent and equitable access to library and knowledge services.

Outcome-based Evidence Examples for Outcome 3

• Evidence of service improvements showing the development of a proactive, effective library and knowledge service. • Evidence that changes in practice are driven by user experience and user journey mapping to show how a proactive, effective library and knowledge is developing. • Evidence that initiatives taken contribute to this outcome. • Quality Improvement methods being used to underpin this outcome e.g. user experience and user journey mapping • Library and knowledge services marketing and publicity plans. • Evidence of reviewing the outcomes of marketing and publicity plans.	• Feedback/stories from stakeholders to show where have delivered service improvement for them. • Stakeholder engagement and mapping, analysis of surveys such as impact and user satisfaction. • Development of targeted service offers. • Details and evaluation of innovation that the library and knowledge specialists have implemented in relation to proactive service delivery. • Levels and analysis of activity carried out by the library and knowledge specialists. • Key performance indicators and metrics (e.g. reach).

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

Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services												
Not developed											Highly developed	
Level 0	Level 1			Level 2			Level 3			Level 4		
	Low	Medium	High	Low	Medium	High	Low	Medium	High	Low	Medium	High
	A qualified library and knowledge specialist actively leads the service. **AND** A qualified library and knowledge specialist actively manages the staff. **AND** Library and knowledge specialist skills and capacity are considered in service planning. **AND** All library and knowledge specialists undertake continual professional development.			Strengths and weaknesses in skills and capacity of the library and knowledge services team have been identified. **AND** Steps have been taken to respond to the identified skills and capacity issues. **OR** Temporary issues may have been identified with the library and knowledge staffing/skills mix which can be resolved. **AND** Continual professional development is undertaken and reflected upon by library and knowledge specialists.			The capacity and skills of library and knowledge specialists are regularly reviewed against the implementation plan, organisational and national priorities. **AND** Improvements to library and knowledge skills and changes in staffing capacity have a planned implementation date and rationale. **AND/OR** Technologies and/or partnerships are explored to support service needs. **AND** The learning from continual professional development informs library and knowledge service improvement and development.			Library and knowledge specialists: • have the capacity to deliver and develop the required services. **AND** • have the skills to deliver and develop the required services. **AND** Library and knowledge roles are redesigned according to the service's needs.		

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

Scope	Key Questions to ask	Why is this outcome important?
This covers the requirements for: • suitably qualified library and knowledge specialists • with the relevant skill mix and • optimum numbers to deliver an evolving service, working in partnership with colleagues from other library and knowledge services where appropriate. It considers the library and knowledge specialist: • qualifications • skill mix • opportunities for regular continual professional development. The library and knowledge service manager has a duty to ensure that the recruitment, induction and employment review and development processes are in place and effective. The manager should forward plan and review capacity and skill mix to meet changing needs and any demands for the subsequent redesign of existing roles.	For the library and knowledge service: • Are staffing levels enough and appropriate for delivery of service priorities? • Do staff have the right skill mix? • Have roles been reviewed and redesigned? • How do staff recruitment, induction and training support wider organisational objectives? • How planned and systematic is embedded e.g. clinical and outreach librarian work? • How are staff updated on new knowledge and evidence services and resources? Do you have enough library and knowledge specialist capacity to deliver on change and innovation?	The NHS workforce faces increasingly complex challenges in accessing timely, accurate and tailored evidence, and to effectively manage organisational knowledge. All NHS organisations should be served by library and knowledge specialists with the skill mix to deliver against organisational and *Knowledge for Healthcare* priorities. To build this capacity Topol recommends increasing *"… the numbers of ... knowledge specialist posts, with dedicated, accredited time to keep their skills up to date... (AIR5/DM4). Topol Review p.57* There are opportunities to embed more library and knowledge specialists in clinical and practical settings to create more clinical and outreach librarian posts. They can then act as knowledge brokers and take an overview of knowledge and evidence needs and identify gaps in provision or skills development.

Outcome-based Evidence Examples for Outcome 4

• Outcomes of library and knowledge staffing and skills audits. • Examples of role review and redesign. • Impact of embedded/clinical/outreach librarian roles. • Outcomes of a recent development/ training needs assessment. • Appraisal and personal development planning - (examples showcased in the CILIP Health Professional Knowledge and Skills Base). • Significance of qualifications held by staff in post.	• Continual professional development programmes for staff. • Impact of continual professional development on service delivery. • Examples where sharing and reflection on continual professional development and the learning is put into practice. • Outcomes of partnership working to increase capacity to deliver the service.

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

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Not developed ←————————————————————————————→ **Highly developed**												
Level 0	**Level 1**			**Level 2**			**Level 3**			**Level 4**		
	Low	**Medium**	**High**	**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. **AND** • discuss good practice, appropriate evidence and share their professional knowledge with their team or work colleagues. **AND** Changes to everyday library and knowledge practice are informed by appropriate evidence and professional knowledge.			Library and knowledge specialists: • implement an ongoing cycle of measuring and evaluating their activities and the services they deliver. **AND** • routinely review good practice, innovation and external research to identify improvements and developments to introduce locally. **AND** • put the outcomes of service evaluations and the results of reviewing the evidence in to practice. **AND** • share descriptive accounts of resolving service issues with the wider library and knowledge community.			Library and knowledge specialists: • deliver an evidence-based library and knowledge service. **AND** • publish case studies or descriptive accounts of changes made in their professional literature. **OR** • 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** • use data to analyse the relative costs and benefits of individual library and knowledge services.			Library and knowledge specialists: • are supported by the organisation to lead formal research in to library and knowledge practices. **AND** • contribute the outcomes of their formal research to the library and knowledge evidence base (e.g. peer-reviewed journals).		

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

Scope	Key Questions to ask	Why is this outcome important?
This outcome shows how library and knowledge specialists implement evidence based practice in the planning, design and delivery of the activities, products and facilities ("the library and knowledge service") they provide. Improvement to existing services and the development of new services may involve: • adopting or adapting innovation/good practice • reviewing effectiveness of services • showing optimised investment • testing for cost-effectiveness.	• How do library and knowledge staff keep up-to-date on the latest developments in the profession to help identify and evaluate ideas for service improvement? • Is this an ad-hoc, opportunistic process or embedded within the culture of the service? • Where opportunities for library and knowledge improvement/development/ innovation are identified how are these progressed, monitored, and evaluated? • How are service improvements and developments shared with the wider library and knowledge profession? • How cost-effective are the services provided?	Library and knowledge specialists support evidence-based practice across healthcare organisations. It is therefore something which they should practice ensuring the continuing improvement of the services they provide. Expansion of the service into new areas can only be achieved through efficiencies by rationalising investment, reducing duplication, streamlining back-office functions and exploring partnership opportunities. Library and knowledge services need to evolve in a planned and structured way based on the best available evidence and professional knowledge. Changes should be evaluated and shared with others to prevent the duplication of errors and ensure the spread of good practice.

Outcome-based Evidence Examples for Outcome 5

• How innovation/ good practice/ new technologies have been adapted or adopted within the library and knowledge service.
• Analysis and reflection on what local statistics show.
• Impact outcomes/stories of service improvement and development.
• Masters/PhD dissertations on library and knowledge issues/ topics submitted by members of the library and knowledge services team.
• Testing and review of services and other deliverables.
• Work flow analysis including analysing process costs (time spent, staff and resource costs) for providing individual services.
• Value for money/return on investment/ benefits realisation/cost benefit studies.

• Appropriate research published in library and knowledge peer reviewed and non-peer reviewed journals.
• Library and knowledge service evaluations.
• Shared learning reports with reflection on the implications for the library and knowledge service.
• Reflective pieces on identified good practice, innovation and research.
• Good practice or innovation submissions to the national database.
• Quality improvement methods being used to underpin this outcome.
• Examples of the application of LEAN thinking
• Streamlining back-office functions
• Cost-benefit and return-on-investment analyses.

Outcome 6: Library and knowledge specialists demonstrate that their services make a positive impact on healthcare

Quality and Improvement Outcome Levels of Development for NHS Funded Library and Knowledge Services												
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Level 0	**Level 1**			**Level 2**			**Level 3**			**Level 4**		
	Low	**Medium**	**High**	**Low**	**Medium**	**High**	**Low**	**Medium**	**High**	**Low**	**Medium**	**High**
	Plans are in place to gather impact data relating to the differences made by library and knowledge specialists and services to the organisations, groups, or individuals served. **OR** Current collection of impact data is impromptu. **AND** Evidence of impact mainly shows the difference made to an individual or at a personal level. **OR** There are a limited number of user responses.			Quantitative and qualitative impact data are systematically collected for at least one activity or service provided by the library and knowledge specialists. **AND** Basic analysis of impact data takes place. **AND** Evidence of impact is used for promotion of the library and knowledge service.			Quantitative and qualitative impact data are systematically collected and evaluated across a range of library and knowledge activities and services. **AND** Evidence of impact is used for internal reporting and promotion and service improvement on a regular basis. **AND** Stakeholder endorsement is obtained and used in impact stories for local promotion.			People within the organisation(s) served recognise the impacts made by library and knowledge specialists. **AND** Senior stakeholders recognise the value of library and knowledge specialists. **AND** Evidence of impact demonstrates the difference made to a range of organisational priorities. **AND** Quantitative data and impact stories are contributed to the national impact evidence base.		

Outcome 6: Library and knowledge specialists demonstrate that their services make a positive impact on healthcare

Scope	Key Questions to ask	Why is this outcome important?
This outcome covers the effectiveness of library and knowledge specialists in collecting evidence to show the impact of their services and how it is used to promote the service both internally and externally to stakeholders. Impact is defined as: *"… The difference or change in an individual or group resulting from the contact with library services (3.25)".* British Standards Institute/International Standards Organisation 16439: 2014 Delivery of the outcome will demonstrate the importance and business-critical nature of library and knowledge services to the organisation and health economy in areas including but not limited to: • personal or professional development • service development or delivery • collaborative working • quality of patient care • informed decision making • reduced risk or improved safety • financial effectiveness.	• How do we know if the work of the library and knowledge specialists makes a difference to the organisation's staff and the work they do within and outside the organisation? • How are library and knowledge specialists ensuring that impact data are collected in an efficient and effective manner, and that appropriate opportunities to share this data with decision makers are taken? • How are impact data shared with the wider library and knowledge services community and the HEE Library and Knowledge Services Leads to ensure that it is available for use in advocacy, good practice, and for reference by other services?	The ability to demonstrate the impact of library and knowledge specialists is important for the future and continuation of a library and knowledge service. Organisational decision makers need to see evidence of the difference made by library and knowledge specialists in order to make appropriate funding and investment decisions. Furthermore, an awareness of the differences library and knowledge specialists can make to organisations drives usage of the services they provide and creates the potential for further impact. At national level, using impact data for advocacy provides a valuable tool to promote the message of the need for library and knowledge services to ensure high quality healthcare, evidence-based-practice, and to fulfil the requirement to ensure "the use in the health service of evidence obtained from research" *(Health and Social Care Act 2012).*

Outcome-based Evidence Examples for Outcome 6

• Impact Questionnaire Data evidencing the collection of quantitative data. • Impact Case Study / Narrative data evidencing the collection of qualitative data.	• Evidence of using impact data in local promotion. • Evidence of impact collection being embedded in the service. • Evidence of sharing the impact data beyond the organisation.

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The structure of the Outcomes Framework is adapted, with permission, from that used in *Being the Best We Can Be (2011)* developed by the State Library of Victoria[9] and the subsequent *How Good is Our Public Library Service?* (Scottish Library & Information Council, 2017)[10].

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[9] State Library of Victoria (2011) Being the Best we Can. http://libraries.vic.gov.au/cgi-bin/infonet/org.cgi?detail=1&id=87

[10] Scottish Library and Information Council (2017) How Good is Our Public Library? A Public Library Improvement Model for Scotland
https://scottishlibraries.org/advice-guidance/frameworks/how-good-is-our-public-library-service/