

Working in Partnership to Deliver Knowledge for Healthcare: A Development Framework for NHS Library and Knowledge Services in England.

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Health Education England (HEE) are responsible for the education, training and personal development of every member of staff in the National Health Service (NHS) in England. HEE are also the stewards of Library and Knowledge Services (LKS) across the NHS in England. At the end of 2014 they published Knowledge for Healthcare: a development framework for NHS LKS. The framework sets out an ambitious vision for provision of LKS, articulates the direction of travel and will inform decision-making.

Knowledge for Healthcare was produced to ensure the resulting outputs and expertise of LKS staff would underpin improvements in patient care and safety through informed decision making and the spread of innovation. It will guide investment and procurement decisions, the development of new information products and service modernisation. It will also drive the redesign of roles for healthcare library staff to enable the adoption of new models of service.

Partnerships are central to the success of delivery of the programme, it is essential that lessons are learned from partnering with other NHS bodies and external organisations. Work is being undertaken with Public Health England (PHE) to determine how we can ensure the entire public health workforce have access to high quality resources and services as well as capitalising on the skills of the existing PHE Knowledge and Library Services to deliver key elements of the programme. The partnership discussions with NICE have built on our existing strong working relationship to develop a shared agenda for a robust infrastructure and explore opportunities for greater central procurement of resources. A key partnership is with our professional body the Chartered Institute of Library and Information Professionals (CILIP), particularly capitalising on their Professional Skills and Knowledge Base and Leadership Training to identify and develop the appropriate skills of the workforce. Partnership meetings with the Society of Chief Librarians Universal Health Offer Group have helped explore synergies and consider our role in the patient and public agenda. In partnership with Higher Education Institutions we are exploring how we can engage around e-resource procurement, open access and discovery service models.

This paper will provide an overview of Knowledge for Healthcare and how partnership working has benefitted its implementation.

Key words:

Partnership Working; Collaboration; Library Services; Librarians; Health Services, National; Patient Care;

Full text of the presentation

Introduction

Within the National Health Service (NHS) in England, Health Education England (HEE) is responsible for the education, training and personal development of every member of staff. HEE are also the stewards of Library and Knowledge Services (LKS) across the NHS in England. At the end of 2014 we published Knowledge for Healthcare: a development framework for NHS LKS. The strategic framework sets out an ambitious vision for provision of LKS and is a significant transformation programme. The full framework and a short briefing are available at:

<http://www.hee.nhs.uk/our-work/research-learning-innovation/library-knowledge-services>

In addition at this website are a series of five articles that were written for the Chartered Institute of Library and Information Professionals (CILIP) journal Update, that will give further details on the programme.

Communication and engagement have been vital to the success of Knowledge for Healthcare to date. For LKS staff a blog has been set up to provide regular updates on the progress of different aspects of the work. Anyone can access the blog and sign up for regular alerts:

<http://kfh.libraryservices.nhs.uk/>

This paper will provide an overview of Knowledge for Healthcare and how partnership working has benefitted its implementation.

An Ambitious Vision

Knowledge for Healthcare was produced to set out an ambitious vision to ensure the resulting outputs and expertise of LKS staff would underpin improvements in patient care and safety through informed decision making and the spread of innovation. It is guiding investment and procurement decisions, the development of new information products and service modernisation. It will also drive the redesign of roles for healthcare library staff to enable the adoption of new models of service.

Our 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.

Transforming the Service

To inform our approach we used a significant evidence base, including data from surveys of more than 17,000 service users and library and knowledge services staff. We also reviewed 221 UK and international studies published since 2005 and the models in several countries including Scotland, Wales and the USA.

From our engagement with users of LKS we discovered that they valued:

- Personalised customer service
- Expertise and assistance to save time, money and improve patient care
- 24-hour and seamless access to both print and full text electronic resources
- Literature searches and synthesised pre-packaged information
- Training to find and evaluate the evidence
- Information provision at the point of need by outreach and clinical librarians
- Access to resources via mobile wireless devices

Four strategic themes emerged from our analysis of all the research undertaken and feedback received, and these are the primary drivers for change:

- Transforming the service – proactive customer-focussed services
- Transforming the service – quick and easy access
- Effective leadership, planning and development of the healthcare library and knowledge services workforce
- Optimising funding for best value

Ways of Working

To deliver the different elements of the programme four Strategic Working Groups have been established. These are chaired and managed by the strategic library and knowledge services leads who work for HEE.

The four working groups are Service Transformation; Resource Discovery; Workforce Planning and Development; as well as Quality and Impact. Under the working groups there are currently 21 task and finish groups with 138 LKS staff actively engaged in the delivery of the work. This is further augmented by extended reference groups for each of the task and finish groups.

Healthcare library and knowledge services are strongly committed to collaborative working. Effective partnerships with NHS bodies and other organisations, as well as between healthcare library and knowledge services, are all central to our vision and the successful delivery of the Knowledge for Healthcare programme.

Service Transformation Partnerships

The primary aim of this working group is to develop proactive customer focused, cost effective services and delivery models, as well as to promote awareness and use of services.

A key priority is to extend and improve provision of library and knowledge services to ‘the wider NHS’. Ninety per cent of NHS-funded library services are hosted by NHS Trusts. Staff who work for trusts are generally well served compared with those who work in organisations which deliver primary, community, public health and social care services, which commission care, or which have a national function. Access to library services often stops at organisational boundaries. To deliver this we have partnered with Public Health England and other arms-length bodies to undertake an audit of the current picture of service provision and also begin to scope what the service offer to these organisations need to be.

There is a drive to encourage patients and the public to be more actively involved in their health care, either as proactive partners in decision making or in terms of self-management, and to do this they need quality, trustworthy and understandable health information. NHS libraries are well placed to signpost the public and patients to such quality health information. Health literacy has become a priority for the NHS and this presents opportunities for health libraries not only for patient contact but also for us to have closer working with clinicians as they deliver health information to patients.

To determine our role in provision of services to the public, patients and carers we are actively forging links with a wide range of partners with an interest in this area, including the Society of Chief Librarians, Public Health England, NHS England, the Reading Agency, and Macmillan, and for the first time we have NHS libraries represented on the Reading Agency Mood Boosting Books panel.

This has resulted in a joint presentation at the HEE Making Every Contact Count conference in January about the role NHS England, PHE, Public and NHS Libraries can play in the Health Literacy and Making Every Contact Count. It has also enabled the development of guidance for NHS libraries on providing public and patient information.

Resource Discovery Partnerships

A key focus of this working group and its associated task and finish groups is to determine the infrastructure required to enable quick and easy access to evidence which is one of the design principles of Knowledge for Healthcare. This will include exploring the landscape of resource discovery tools and how they fit in the context of our existing infrastructure and improving collaborative procurement nationally, across geographies or flexible consortia by organisation type to improve value for money.

Our collaboration with NICE aims to achieve a robust infrastructure and consider opportunities to gain better value through more central procurement of resources. We want to learn from the experience of Higher Education Institutions, and understand how best to deploy resource discovery tools, and engage in e-resource procurement.

Open access is a key area of focus, including scoping good practice for open access publishing as well as the feasibility of a repository for the NHS in England. To drive this work forward the insights from Higher Education Institutions and the National Institute for Health Research (NIHR) have been invaluable. Particularly the Google solution that NIHR have implemented to improve access to research and blurring organisational boundaries.

Workforce Partnerships

The primary focus of this working group is the transformation of the workforce to ensure it meets the changing service delivery models. NHS, librarians and knowledge specialists are a scarce commodity, bringing unique skills to healthcare. Partnership working with the Chartered Institute of Library and Information Professionals, has opened up significant opportunities to share insights and to be more effective together than we would be alone.

Together we have worked to further develop the Professional Knowledge and Skills Base, publishing a PKSB for Healthcare. The task and finish group worked closely with CILIP colleagues to enrich the PKSB, creating a complementary version that is illustrated with examples from health librarianship.

Many of the healthcare knowledge service leaders we have today, and the senior leaders we will have tomorrow, are part of the current workforce. Therefore we commissioned from CILIP a one year leadership programme tailored for mid-career healthcare librarians and knowledge specialists. We have taken advantage of CILIP's expertise and experience in developing their own programme to create a version particularly relevant to health librarians.

Benefits of Partnership Working

There have been many benefits to partnership working, it has enabled a coherent approach to deliver *Knowledge for Healthcare* and optimise investment in products & services. We have strengthened existing working relationships across the library community and benefitted from the learning of others. It has also significantly raised the profile of NHS library and knowledge services. All of the relationships that have been developed, both existing and new have helped in the delivery of *Knowledge for Healthcare*.

Partnership Priorities for 2016/17

LKS are uniquely positioned to work with partners to support healthcare staff to deliver improvements in public health by Making Every Contact Count, to support self-care, self-management and shared decision making, as well as ensuring that patients, carers and families can access the information they need. We will work to formalise our partnerships at a national and local level across public service and the third sector to develop coordinated approaches to meeting the population's need for information about health and the support available.

Further priorities have been identified particularly in the field of knowledge management impacting on therapeutics, outcomes, patient experience, safety and cost savings. The Carter review identifies the need for national capability and capacity to help trusts identify and seize opportunities to achieve productivity, realise efficiency savings and improve the quality of patient care. Librarians and knowledge specialists can play a pivotal role in helping to deliver on this agenda. To deliver this area of work it is essential to apply learning from KM in other industries and organisations, including NHS Education Scotland, Public Health England and NHS England, to implement KM initiatives that support healthcare organisations to better share and manage knowledge.

To deliver our ambitious resource discovery programme it is vital to continue to strengthen existing partnerships with NICE, HEIs and National Institute of Health Research.

Sharing a common commitment to advocate for library and knowledge services and to demonstrate the positive impact of healthcare librarians, Health Education England is working closely with CILIP on upcoming public campaigns. Our purpose is to strengthen NHS library and knowledge services, and extend their reach to ensure that all NHS bodies, their staff, learners, patients and the public benefit from proactive services.

Conclusions

Knowledge for Healthcare sets a clear direction and has attracted a high level of engagement. We see that this helps to galvanise a high level of engagement in implementing what is a large scale programme. It is a tribute to the professionalism and values of healthcare librarians and knowledge specialists as well as the support of partners that so much has been achieved in 18 months. Together we have been putting in place the building blocks for service transformation which underpin improvements in patient care and safety through bringing Knowledge to healthcare.