



# EAHIL 2016



Biblioteca Virtual  
del Sistema Sanitario Público de Andalucía

Knowledge, Research, Innovation ...



15th EAHIL 2016 Conference 11-13 June, Seville, Spain

Developing leaders in health knowledge and library services:  
the *Knowledge for Healthcare* experience in England

Sue Lacey Bryant and David Stewart  
Health Education England

# Knowledge for Healthcare



- An ambitious strategic framework for National Health Service funded library and knowledge services
- Leadership, workforce planning and workforce development are critical to success

# The context

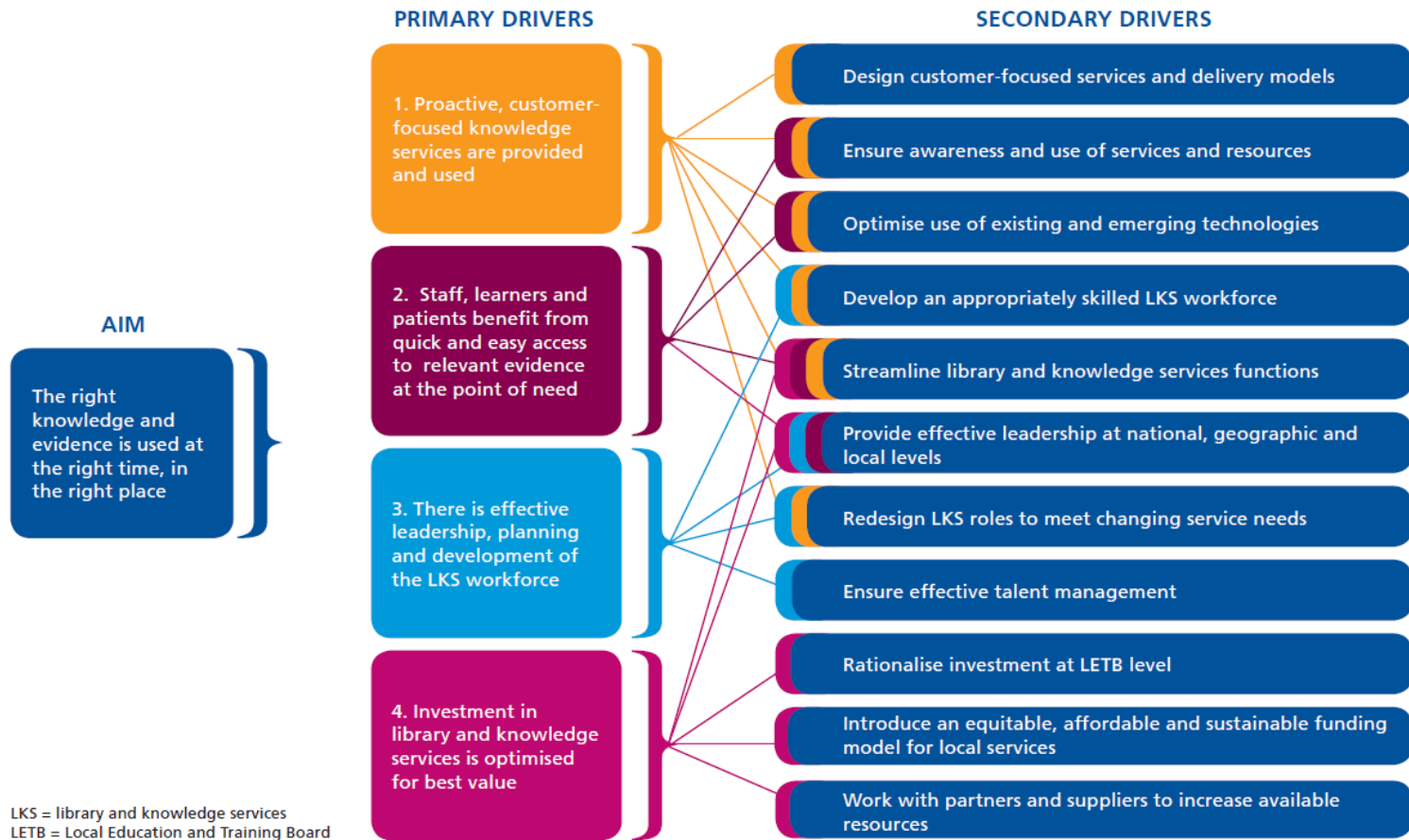
- Financial investment and strategic leadership comes from Health Education England, working through four regions
- 215 NHS healthcare Library and Knowledge Services in England, most in hospitals.
- Their staff are directly employed by each individual organisation



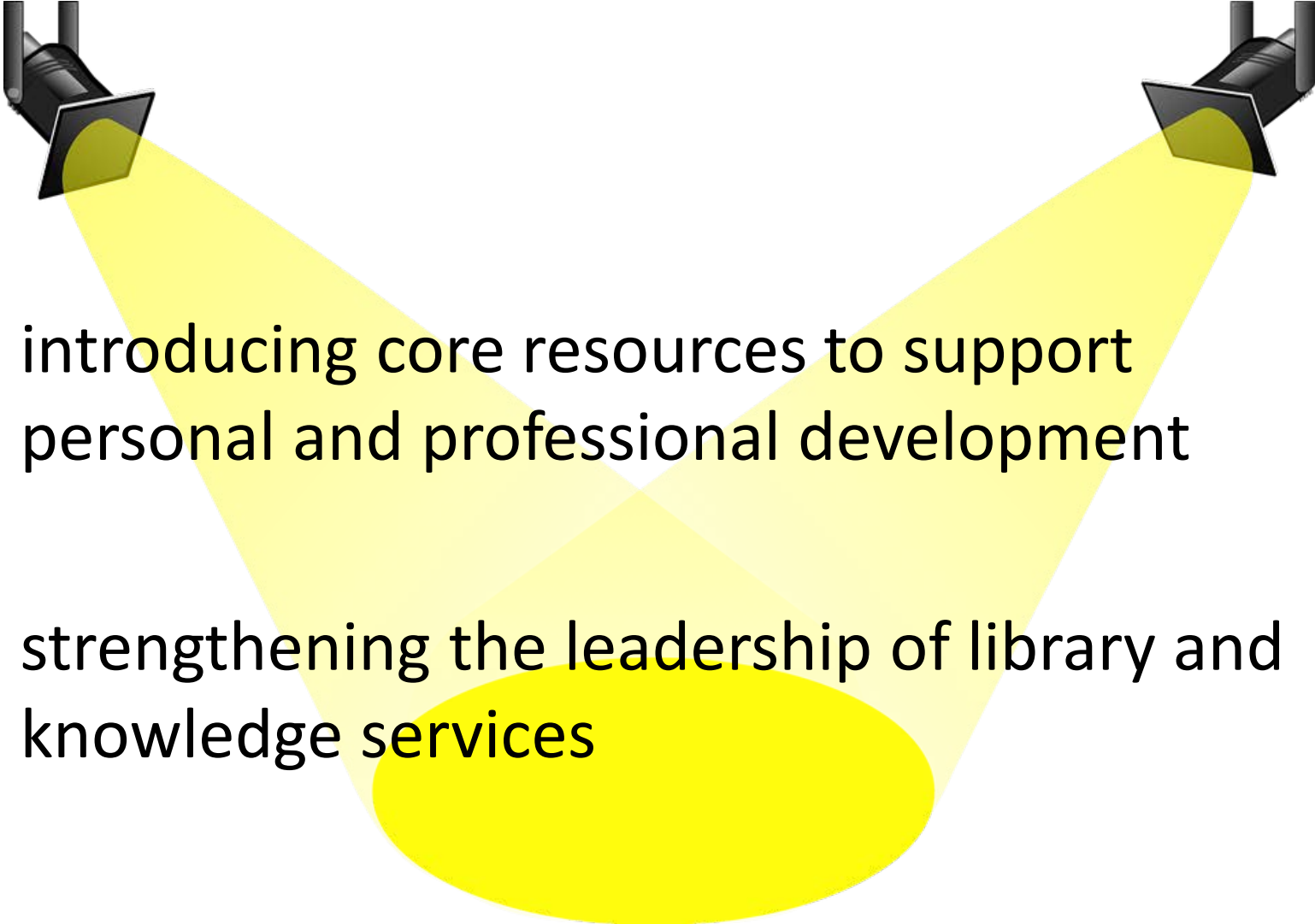
# An ambitious vision

**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



# Focus 2015/16

- 
1. introducing core resources to support personal and professional development
  2. strengthening the leadership of library and knowledge services

# Training wants and needs

- Self assessment: 71% of health librarians in England, 2015
- To shape a national approach must also address training to:
  - support core competencies
  - address skills gaps and development to deliver our ambitions for Knowledge for Health
  - optimise technologies

## Top Training 'wants'

- Demonstrating value and impact
- Service transformation
- Strategic planning and thinking
- Creative thinking
- Social media including 'Apps'
- Virtual learning environments
- Digital literacy
- Advanced information searching
- E-books

# The Learning Zone

Signposting learning resources to support professional development

Generic Skills (PE/KW)	Specialist & Technical Skills (KO)	Career Pathway (SA)
Advocacy	Advanced searching	Applying for jobs
Change management	Basic searching	Apprenticeships
Communication skills	Cataloguing & classification	CILIP qualifications
Costing and pricing	Clinical and outreach librarianship	CILIP PKSB
Customer care	Critical appraisal	Interview skills
Ethics	E-learning	Job descriptions / person specifications
Innovation management	Health literacy	Library schools
Leadership	Information delivery to the public and patients	Mentoring and coaching
Lean	Information literacy	Pen-portraits
Marketing & promotion	Knowledge management	Shadowing
Mentoring and coaching	Legal issues	Talent management
Network management	Records management	Vocational qualifications
Project and programme management	Statistical skills	
Quality and impact	Synthesis	
Role redesign	Web design / content	
Staff management		
Strategy and business planning		
Teaching skills / action learning		

**In 10 weeks: 18/3 to 24/5 2016**

**2,145 visitors viewed 1,931 pages**

**Talent management 80**

**Interview skills 55**

**Critical appraisal skills 52**

**Knowledge management 50**

<http://kfh.libraryservices.nhs.uk/learning-zone/>

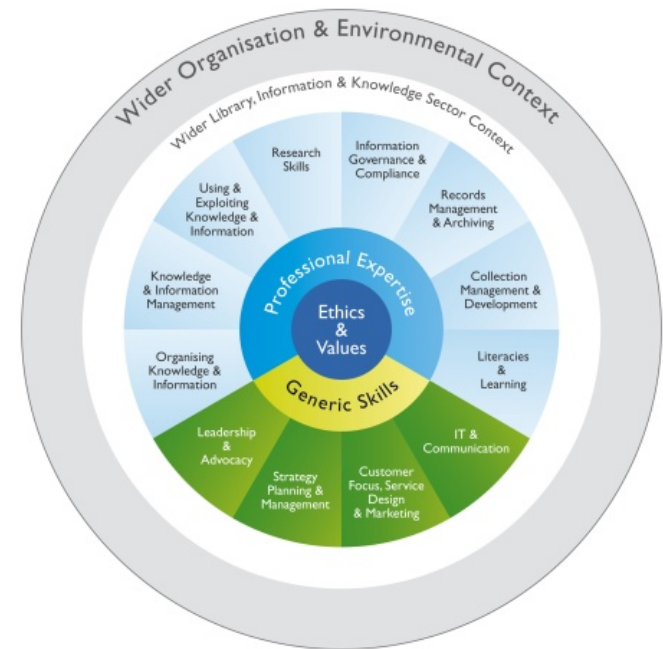


# Professional Knowledge and Skills Base



Knowledge for Healthcare PKSB:

- ✓ Enriched CILIP's tool for healthcare settings
- ✓ Framework for skills analysis
- ✓ Inform staff training
- ✓ Professional Development Plans
- ✓ CILIP Registration
- ✓ Appraisal



# Treasuring our talent

“Our NHS sustainability and success is **dependent on having the right people with the right skills in the right roles – with the right behaviours and values.**”

NHS Leadership Academy

<http://kfh.libraryservices.nhs.uk/talent-management-toolkit/>

## Talent Management

conversations open up access to the right opportunities, exposure and stretch to reach potential

### TM Toolkit

- Guides for interviewers and interviewees
- A talent grid
- Podcasts and presentations
- Awareness; training



# Developing Leaders for today and tomorrow



To give mid-career professionals:

- a strong foundation in leadership
- confidence day to day
- support progress into new roles and portfolios
  
- 23 participants. 1 year programme from March '16  
4 face-to-face days, 4 webinars, 4 online discussions
- Practical focus - each participant working on an assigned group project to support *Knowledge for Healthcare*
- Action learning set



“Thank you for asking me to get involved. I have noticed that by participating in the task and finish groups and now this group, I am learning a lot about **how it all fits together** at the various levels and gives **a deeper understanding** of what we are all trying to achieve.”

138 librarians on project groups  
out of  
1036 WTE staff around England

Laura Wilkes LLB Hons. MCLIP

Library and Knowledge Services Manager, West Suffolk NHS Foundation Trust

# Achieving our ambitions

- Set a clear direction
- Galvanised high level of engagement
- Celebrate what our workforce has achieved
- Aim to keep up the momentum
- Strong sense of optimism



Aim to ensure that our small specialist workforce has every opportunity to build the confidence and capability needed to drive improvement and seize fresh opportunities to deliver Knowledge for Healthcare

# Questions and comments

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Knowledge for Healthcare blog

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