

Demonstrating impact: a beginner's guide

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Susan Smith
Mid Cheshire Hospitals NHS Foundation Trust

Alison Brettle
University of Salford

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Which of these definitions = impact?

- a) Does it work?
- b) Does it make a difference?
- c) Are people satisfied?
- d) Do people use it?

What do we mean by impact?

“difference or change in an individual or group resulting from contact with library services”

ISO 16439:2014

Information and documentation -- Methods and procedures for assessing the impact of libraries

Do you measure impact in your library?

- a) Yes?
- b) No?

What do you use to measure impact?

Tools?

Methods?

Impact

Cost Effectiveness

User Satisfaction

ROI

Willingness To Pay

Value

Benchmarking

Balanced Scorecard

Most Significant Change

Quality Assurance



Impact:

Change is tangible or intangible so can be difficult to quantify

Difficult to separate from other influences

We only contribute to impact



Impact

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Cost Benefit Analysis:

Comparative analysis
and effectiveness of
alternative methods or
services



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Willingness To Pay:

Proxy method for
determining economic
benefits



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**Return On
Investment:**

Economic evaluation to
justify investments made

Looks at gains and
losses to the
organisation attributed to
the investment

Complex and ideally
needs an economist



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Value:

Perception of actual or potential benefits

Importance of the service to stakeholders

Can include monetary value and impact



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Quality Assurance

User Satisfaction:

Checks meeting service standards

Checks meeting customer expectations

Doesn't tell you if you made a difference!

e.g. Friends and Family Test or Student Survey





Benchmarking:

Compares performance between or against similar organisations

Can help to identify best practices



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Most Significant Change

Quality Assurance

**Balanced
Scorecard:**

Business sector
performance
management tool

Looks at 4 perspectives:

- Customer
- Internal business
- Learning & development
- Financial



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Most Significant Change

Quality Assurance

Most Significant Change:

Stakeholders decide on changes recorded, reported and analyse

Collects a range of significant impact stories

Only the most significant is selected for use



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Most Significant Change

Quality Assurance

Quality Assurance:

Key Performance Indicators (KPIs) measure:

- Quality of service
- Meeting strategic objectives
- Assess impact
- Effectiveness of service

The Library Quality Assurance Framework (LQAF) is used across NHS Library services across England



Introduction to the UK approach

Original brief

- refreshing and renewing the existing impact toolkit
- ensure suitability for use in **identifying non-clinical impacts**

Metric for success

- increase in use of the refreshed Impact Toolkit:
used by **95% of services by 2020**
- Embedded as part of the national health library accreditation scheme, so libraries can prove their value

Planning

- Scoping literature search
- National survey to establish the current position of impact work on a local level; to identify methodologies and tools used; to assess requirements of the new toolkit.
- Analysis of fully compliant LQAF submissions relating to impact
- Thorough and meticulous mapping of the outcomes of the above



Value and Impact Toolkit

Value and impact toolkit for library and knowledge services

This toolkit is provided by the HEE Knowledge for Healthcare Programme following work by the Impact and Value Task and Finish Group. The toolkit provides access to a set of **KfH Impact Tools** including a **generic questionnaire** and **case study templates** which we are particularly keen for library and knowledge services to make use of. There is also a resource which brings together a range of materials useful in measuring value and impact, together with a guide on what to use when.

Introduction to the Value and Impact Mapping Tool

The **KfH Impact Tools** were developed by the Value and Impact Task and Finish Group from the Quality Work Stream of the Knowledge for Healthcare programme and are based on previous tools developed by NHS South Central and National Library for Health in 2009. This **presentation developed for EAHIL in 2017** explains the development of the impact toolkit, highlights how some of the tools can be used, and includes the impact data from London Libraries who have used the questionnaire.

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Challenges in measuring impact

- Who are we measuring impact for?
- When should impact be measured?
- How should we measure it?
- Intangible and indirect outcomes
- How do we know the library is making the difference?(contribution not causality)

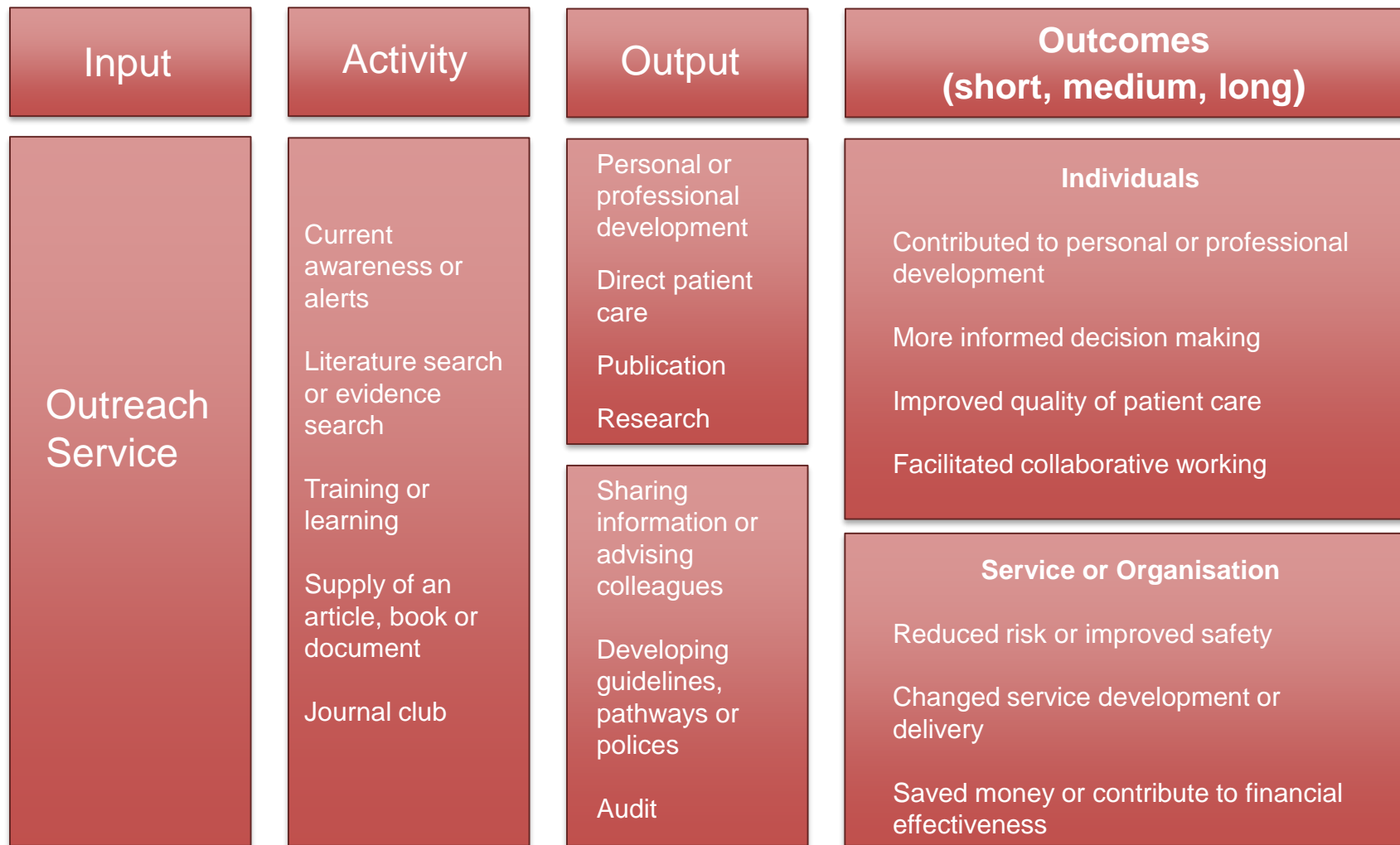
Critical Incident Technique

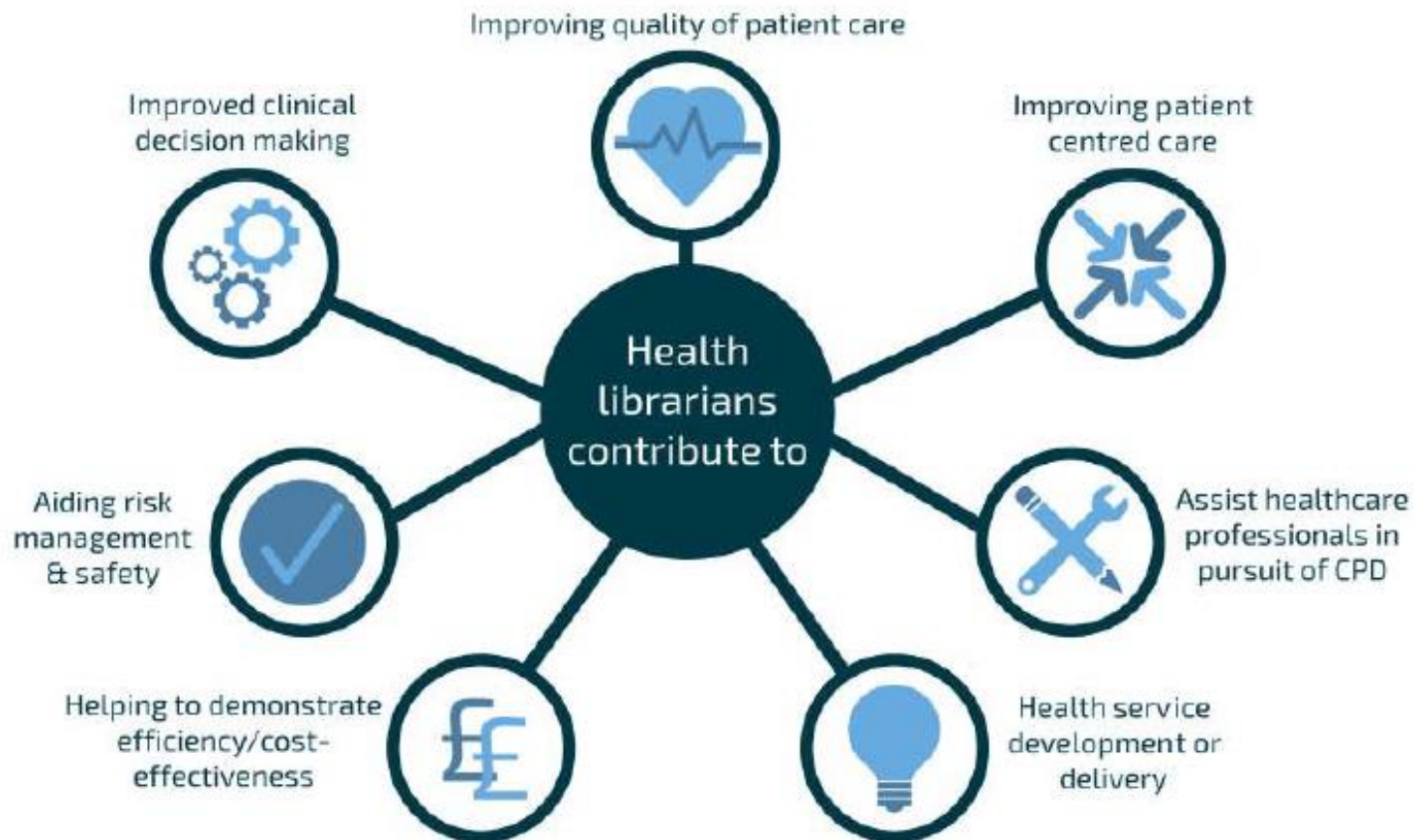
Impact of a particular incident

Focused, accurate (Urquhart, 2001) less subject to recall bias, tangible

What are you measuring for whom?

Case: Impact of University Health Library Service	Stakeholder 1 Library Manager	Stakeholder 2 Nursing Student	Stakeholder 3 Registrar	Stakeholder 4 University Vice Chancellor's Team
Reason for interest	Provide high quality service	Information for final dissertation	Information for MDT on complex case	Is the library providing value for money?
Desired outcome	High quality service	Pass dissertation	Relevant information ASAP	Cost effective library service that contributes to University mission
Possible Measure or Metric	Benchmarking Quality Standards	Final grades	Relevance of information Speed of delivery Difference made to decision on case	Costs ROI
Measured by	NSS LibQual LQAF	Correlation of library use and grades	Survey Interview Output data	Cost analysis Balanced Scorecard ROI





Where are we now?

- Local v national need
- Does it measure what we think it does?
- Changing landscape of health care and libraries
- New tools

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

We welcome comments and feedback. Please do not hesitate to **contact us**