

*Developing people
for health and
healthcare*

Knowledge for healthcare: A briefing on the development framework



for NHS library and knowledge services in England
2015 - 2020

**} Library and
Knowledge Services**

NHS
Health Education England

Introduction

Health Education England (HEE) exists for one reason alone: to help improve the quality of care delivered to patients by ensuring that our future workforce has the right numbers, skills, values and behaviours to meet their needs today and tomorrow.

Through education and sharing knowledge, research, evidence and best practice, HEE will inform innovation and improvements in patient care. To achieve these ambitions, individuals must be supported to broaden as well as deepen their knowledge.

Framework 15 (The HEE Strategic Framework) acts as a reference point for healthcare workforce planning. It recognises that “Information will increasingly become the currency of healthcare in the future, and our ability to access, understand and interpret it at individual and population level will be a key determinant in the future success of our healthcare system.”

HEE will build on the exemplary record of cooperation between healthcare library and knowledge services in England and foster greater partnership working between NHS bodies, as well as collaboration between library and knowledge services, to move towards one coherent service that delivers locally and nationally for patients, learners and the healthcare workforce.



Purpose

The purpose of healthcare library and knowledge services is to:

- Provide knowledge and evidence to enable excellent healthcare and health improvement
- Use the expertise of their staff to ensure that NHS bodies, staff, learners, patients and the public have the right knowledge and evidence, when and where they need it

HEE has developed this framework for library and knowledge services to:

- Invite stakeholders to work alongside HEE to transform and optimise healthcare library and knowledge services
- Guide investment and procurement decisions, the development of new information products, partnership working and service modernisation
- Drive the redesign of roles for healthcare library staff, to improve efficiency and enable the adoption of new models of service

The framework will provide the basis for more detailed conversations with partners about the challenges and opportunities ahead

A work programme will be developed - with a focus on customer care and value for money for taxpayers, achieved through better coordination, collaboration and cooperation, including through pooling resources and expertise.



Pivotal role of healthcare library and knowledge services

There are 215 NHS funded healthcare library and knowledge services in England.

Healthcare library and knowledge services underpin all aspects of the NHS:

- Supplying the evidence base to enable excellent healthcare;
- Supporting decision making on treatment options, patient care and safety;
- Informing policy, commissioning, service redesign and pathway development;
- Working with partners to offer health and patient information;
- Enabling lifelong learning and research and promoting innovation.

Knowledge services have a key role to play in realising the ambitions outlined in Framework 15, especially in relation to the importance of information, evidence-based practice, patient expectations and the future workforce.



Strategic approach

The aim in publishing this framework is to articulate the direction of travel for healthcare library and knowledge services, to inform priorities and decision-making.

HEE is committed to an ambitious vision:

The vision

HEE has developed this framework for library and knowledge services to enable:

NHS bodies, their staff, learners, patients and the public to 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.

A wide range of research and engagement activities was undertaken to develop this framework. On the basis of all the evidence gathered and lessons learned, the implications for the future of library and knowledge services are:

- Access to all services has to be as easy and convenient as possible
- Services must be digital and mobile by default
- Services need to be highly visible and individually tailored
- Clinical and outreach librarian models become standard practice
- Information skills training programmes should continue to be developed
- Greater focus on synthesising evidence
- Greater emphasis on partnership working
- Closer alignment with technology enhanced learning initiatives
- The healthcare library and knowledge workforce require enhanced skills
- More sharing and integration of back-office functions

Recognising the scale of modernisation required to achieve the vision, a set of principles and values were identified on which to base decisions, and design criteria for transforming healthcare library and knowledge services.

Transforming the service

Four strategic themes have emerged from the analysis of all the research undertaken and feedback received, and the primary drivers for change have been identified as:

Proactive customer-focused services.

- Targeted service offers
- Promoting evidence into practice
- Organisational knowledge management
- Mobilising knowledge
- Deliver customer focused services at the point of need
- Ensure awareness and use of services and resources

Quick and easy access to knowledge for healthcare.

- A knowledge hub for healthcare
- Optimising use of new technologies
- Management and procurement of e-resources

Effective leadership, and planning and development of the healthcare library and knowledge services workforce.

- Healthcare knowledge services leadership - at every level
- Redesign roles to meet changing needs
- Develop an appropriately skilled healthcare knowledge workforce

Optimising funding for best value.

- The opportunity to rationalise investment
- Towards equitable, affordable and sustainable local funding
- Engaging with partners to improve return on investment
- Streamline library and knowledge service functions
- Centralised service and product development

Quality and impact

The NHS Library Quality Assurance Framework England enables robust quality assessment of healthcare library and knowledge services. It provides a clear focus for action planning across NHS organisations, steering local quality improvement plans by setting direction for service managers. Health Education England monitors compliance with the Framework and the reports issued provide a transparent benchmark of areas of development required to meet business and client need.

The ways in which library and knowledge services make a positive impact on clinical and cost effectiveness are demonstrated throughout the development framework.



Public and patient involvement

Research shows that patient satisfaction is linked to the quality of information. Healthcare library and knowledge services will strengthen working partnerships with key stakeholders to enrich the information offered to patients and carers, to enable people to better manage their health and wellbeing and make fully informed decisions about their treatment and care.

The importance of the public, patients and carers having the right knowledge and evidence, when and where they need it, is a significant element of the HEE vision.



Stakeholder engagement and how to get involved

HEE will build and foster effective partnerships nationally and locally to ensure a consistent, equitable, funded core service offer to learners and staff, and offer coordinated information to patients and the public.

HEE is committed to learning from and partnering with other NHS bodies and external organisations alike. It will strengthen working relationships across the library community.

Healthcare library services are committed to collaboration. They will look to strengthen partnerships with libraries in higher education institutions, and with independent health libraries and the Chartered Institute of Library and Information Professionals.

HEE is committed to dialogue as the future NHS library and knowledge services are shaped. Opportunities to initiate conversations will include presentations and face to face meetings to discuss the strategic aims and develop programmes of work together. Additionally HEE will publish regular briefings and a blog to keep interested partners up to date.

For further information about how to get involved please contact:
HEE.knowledgeforhealthcare@nhs.net



Delivering the vision: what changes will you see?

Proactive knowledge services

- A standard core offer for all
- Personalised services
- Widespread awareness and use of services
- Clinical and outreach librarians embedded in teams
- Information specialists leading organisational knowledge management
- Joined-up approach to promoting information for patients and carers
- Services covering larger geographies, with more streamlined 'back-office' functions

Quick and easy access to evidence

- Increasingly equitable, seamless and mobile access to high quality electronic resources
- Individually tailored current awareness and alerting services
- More quality-filtered and synthesised evidence

Knowledge services workforce

- Clear national leadership
- A national training programme to address development priorities
- Redesigned roles and enhanced skills to meet changing needs
- Improved career opportunities

Optimise funding

- One coherent service - nationally led, locally delivered
- Greater partnership working
- Concordat with national stakeholders to extend reach and return on investment
- Centralised and collaborative procurement
- Increased return on investment

Quality and impact

- Clear alignment to NHS priorities
- Case studies of impact on patient care and safety, patient experience and outcomes

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