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LIBRARY MANAGER, HARROGATE AND DISTRICT NHS FOUNDATION TRUST

Big Dreams. Low Budget: Growing our library team.

NEW TO THE NHS



- Chartership...
- Higher Education
- School Libraries
- Adult Education
- Archives
- Teaching
- Industrial Relations
- Sports Retail
- Pharmaceuticals
- Banking

- To grow our library team to include a
Knowledge Specialist
OR Clinical Librarian
OR Outreach Librarian



THE PROPOSAL

MY APPROACH

- QIOF
- Strategic Importance
- Community and Children's
- Evidence Base
- Next Steps





OUTLINE OF THE PROPOSAL

- Strategy documents
- NHSE – Knowledge for Healthcare
- NHS KLS Value Proposition – Gift of Time
- Knowledge for Healthcare Policy Statement – Staff Ratios
- Case Studies
- Time Saved and Economic Benefit
- CQC – Guidance for NHS Trusts and Foundation Trusts: Assessing the Well-led key question
- Humber and North Yorkshire Health and Care Partnership
- NHS Long-term Workforce Plan
- IMPACT and Our True North Ambitions
- Video Links
- Bibliography

STRATEGY DOCUMENTS

NHS KNOWLEDGE
AND LIBRARY SERVICE

CQC/
NHS ENGLAND/
REGIONAL

HDFT

Knowledge for Healthcare

Guidance for NHS trusts and
foundation trusts: assessing the
well-led key question
(CQC)

Children's Public Health
Services Strategy

NHS KLS Proposition: The
Gift of Time

Humber and North Yorkshire
Health and Care Partnership –
How we will deliver our strategy.

IMPACT and True North
Ambitions

Knowledge for Healthcare –
policy statement on staff ratios

NHS Long term workforce plan

KNOWLEDGE FOR HEALTHCARE

KEY POINTS

“Applying knowledge into action is the currency of a successful healthcare organisation. Taking the “heavy lifting” out of getting evidence into practice to improve the quality of care, NHS Knowledge and Library Service teams offer the “gift of time” to healthcare professionals”

Dr Navina Evans, Chief Workforce, Training and Education Officer,
NHS England.

Supplying the evidence base to the NHS, the work of knowledge specialists enables organisations, teams and individuals to use evidence and share “know-how”. This strengthens:

- Decision-making by practitioners and teams
- The Service at strategic and policy level
- The performance of healthcare organisations

NHS KLS VALUE PROPOSITION – GIFT OF TIME

KEY POINTS

- Assuming findings from the international literature are applicable to the NHS, the service is potentially already generating an overall economic [not budgetary] benefit of £132m per annum for the NHS, delivering a net economic benefit of £77m per annum. This could increase to £106m per annum were recommended staff ratios for librarians achieved.
- Informed decisions improve outcomes, quality of care, patient experience, resource utilisation and operational efficiencies. This is best achieved when healthcare professionals are supported by the right knowledge services, with the right resources and with the right teams and roles.
- When supported by high-performing Library and Knowledge Services, NHS provider organisations are able to demonstrate how they are meeting their statutory obligations to use evidence to inform practice and hence improve their CQC ratings.

KNOWLEDGE FOR HEALTHCARE POLICY STATEMENT – RECOMMENDED STAFF RATIOS

Recommended Staff Ratio	1:1250 WTE
Current Average	1:1730 WTE
HDFT Current Average	1:4000+ WTE

This policy recommendation underlines the opportunity for NHS organisations to drive improvements in both the quality of care and productivity with the assistance of clinical librarian and knowledge specialist roles.

The following case studies illustrate the impact of these roles within knowledge and library services.

CASE STUDY 1 – COST EFFECTIVENESS ¹

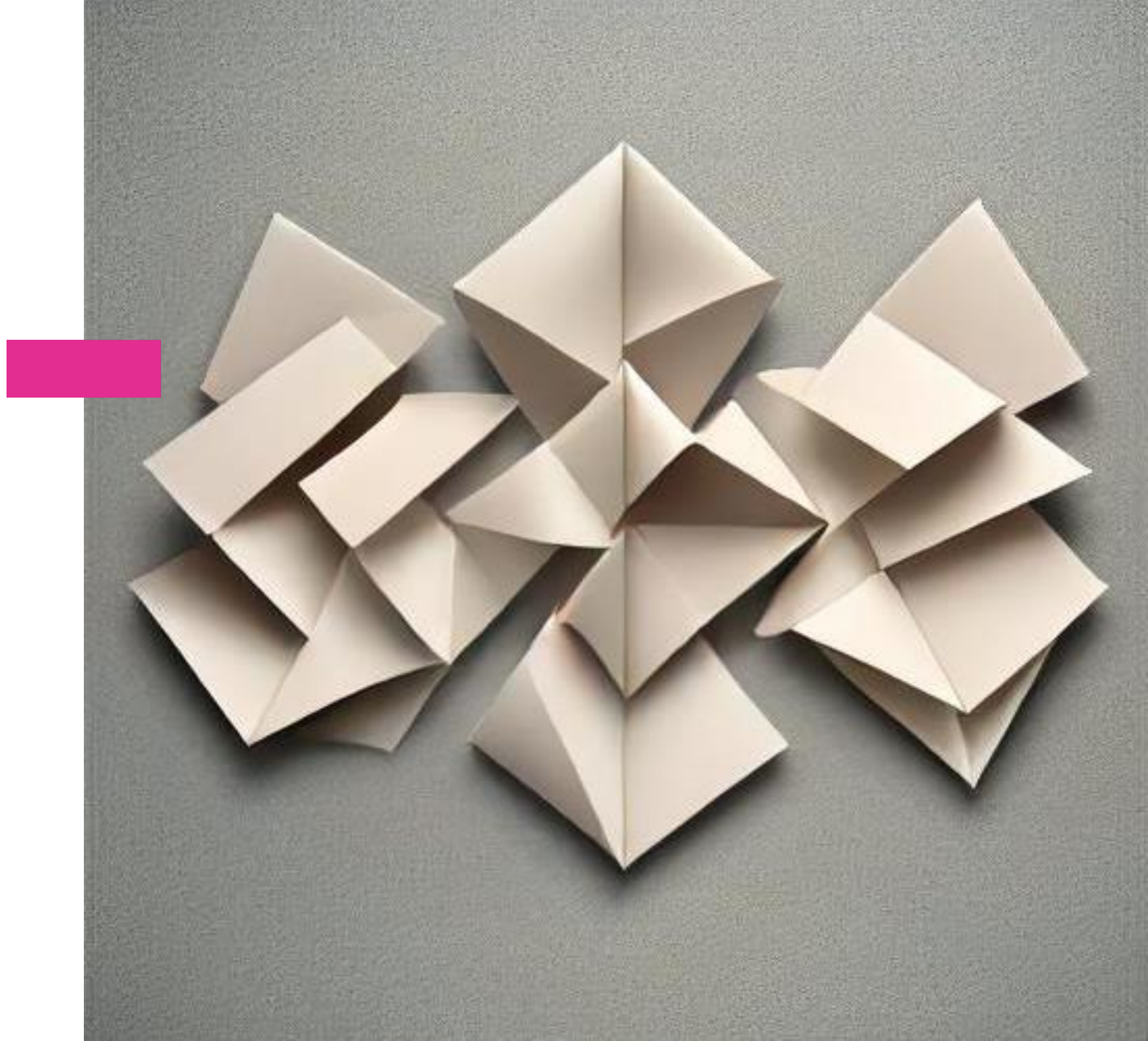
Serving on the Product Selection Committee at Brighton and Sussex University Hospitals NHS Trust, the clinical librarian provided input essential to achieve £1.9 million in savings.

“Having this information available alters our opinions, confirms ideas and influences decision-making. It also helps us to engage with staff more effectively and makes change management easier. I would recommend that all change management committees consider including a librarian in their meetings”.

Deb Bolton, Clinical Procurement Manager

Ratio of qualified librarians to healthcare staff at Brighton and Sussex is 1:614

¹ NHSE Knowledge for Healthcare Policy Statement – Staff Ratios (2020)



CASE STUDY 2 – IMPROVING PRODUCTIVITY ²

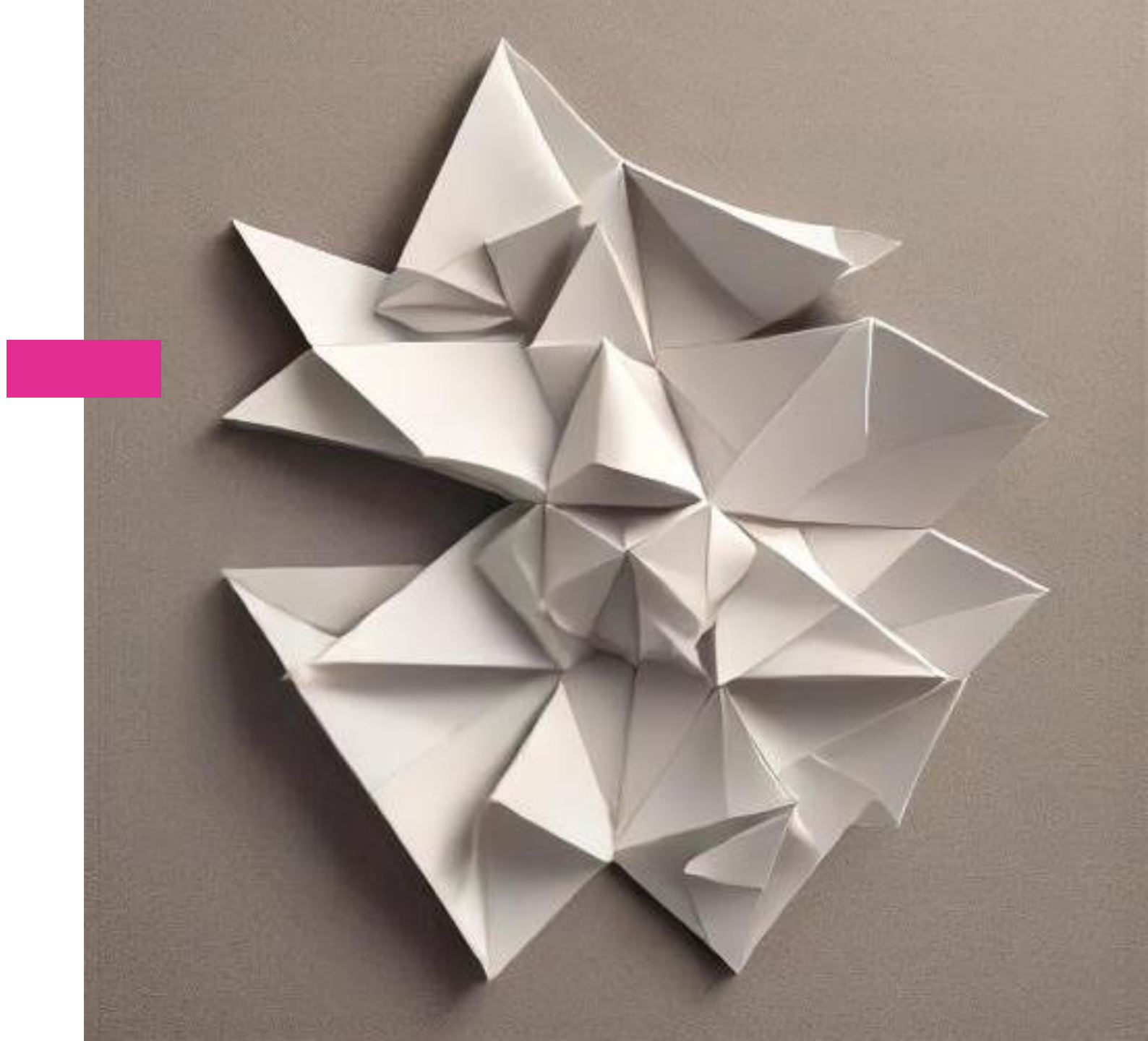
The knowledge specialist at Lancashire Teaching Hospitals NHS FT summarised evidence on 11 key topics to identify interventions to deliver health benefits and contribute to quality and efficiency savings for system-wide transformation.

“I was impressed with the quality of the work...particularly in terms of the timescales and it made our job a lot easier. It made us able to focus much more on the other elements of the jigsaw. If we hadn’t had the library service, I don’t think we could have done what was done within that timescale.”

Kate Hardman, Intelligence, Quality and Performance Manager, Lancashire Public Health

Ratio of qualified librarians to healthcare staff at Lancashire is 1:932

² NHSE Knowledge for Healthcare Policy Statement – Staff Ratios (2020)



CASE STUDY 3 – RELEASING TIME ³

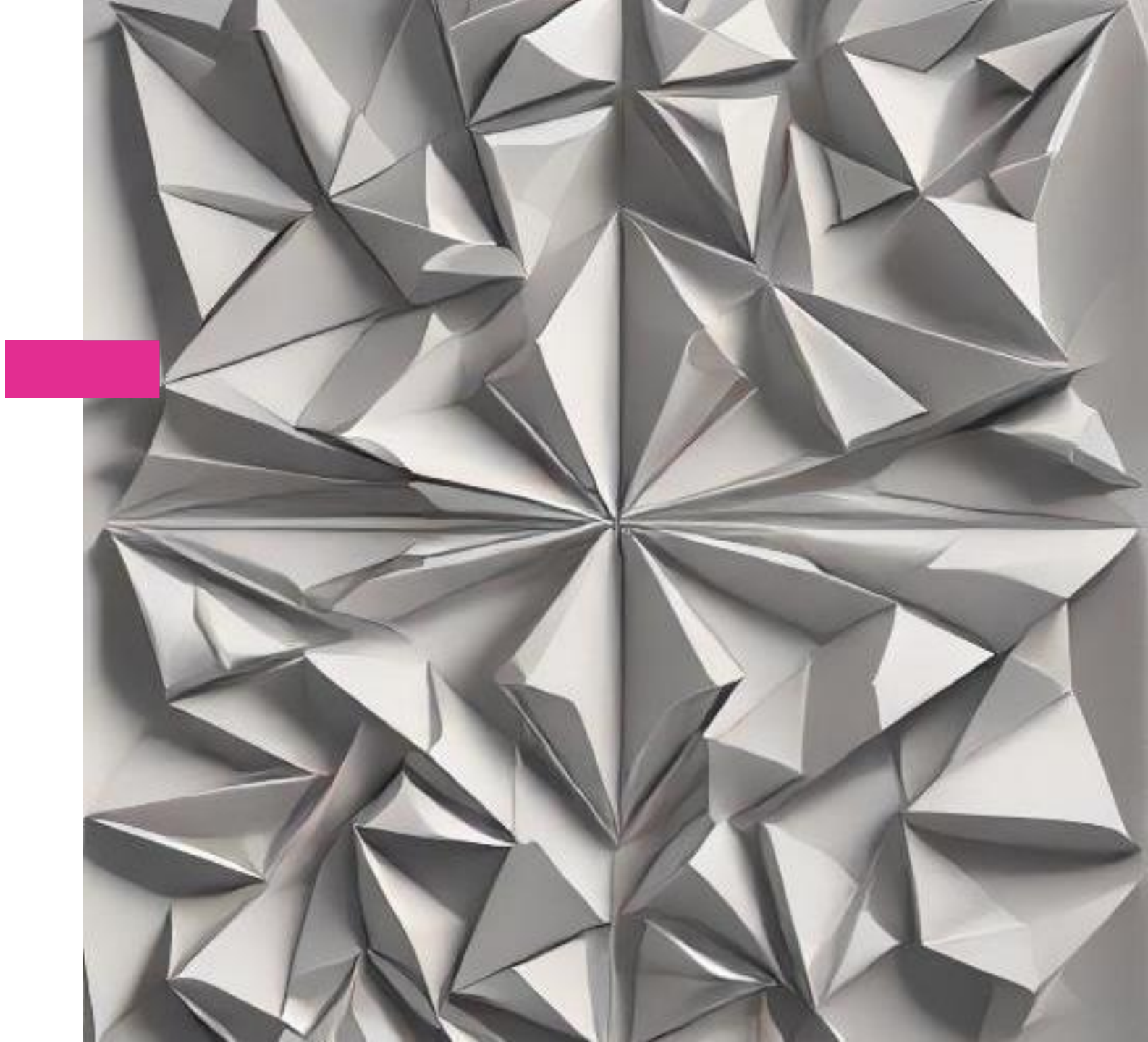
Working across the maternity and governance teams, the clinical librarian at George Eliot Hospital NHS Trust efficiently delivered a comprehensive body of evidence leading to 55 updates to their former midwifery policies and guidelines. This released 302.5 hours of the midwife's time, equivalent to a saving of £12,397.

“The librarian has saved me time....they were able to find evidence where I think there is none to be found.”

Gaynor Armstrong, Governance Lead Midwife

The ratio of qualified librarians to healthcare staff at George Eliot is 1:720

3 NHSE Knowledge for Healthcare Policy Statement – Staff Ratios (2020)



TIME SAVED AND AN ECONOMIC BENEFIT

EVIDENCE SEARCHES UNDERTAKEN BY KNOWLEDGE AND LIBRARY SPECIALISTS

The cost-effectiveness ratio for knowledge specialists delivering evidence searching services was identified as 1:3.85 with the current net benefit to the NHS in England estimated at £37 million (42 million U.S. dollars).⁴

Qualified librarians do searches more quickly and efficiently, thus resulting in an economic benefit to the trust, but the monetary value is only part of the picture, the evidence searches which they undertake may also contribute to a positive impact on patient outcomes.

Clinical librarians contribute to a wide range of outcomes in the short and longer term reflecting organisational priorities and objectives. These include direct contributions to choice of intervention (36%) diagnosis (26%) quality of life (25%), increased patient involvement in decision making (26%) and cost savings and risk management including avoiding tests, referrals, readmissions and reducing length of stay (28%).⁵

⁴ EDWARDS, C., GILROY, D. AND MALLENDER, J. (2022) 'EVIDENCE SEARCHES UNDERTAKEN BY KNOWLEDGE AND LIBRARY SPECIALISTS SAVE THE TIME OF HEALTH CARE PROFESSIONALS AND PRODUCE AN ECONOMIC BENEFIT TO THE NHS IN ENGLAND', JOURNAL OF HOSPITAL LIBRARIANSHIP, 22(4), PP. 284–298. DOI: 10.1080/15323269.2022.2124772.

⁵ BRETTELL A, MADEN M, PAYNE C. THE IMPACT OF CLINICAL LIBRARIAN SERVICES ON PATIENTS AND HEALTH CARE ORGANISATIONS. HEALTH INFO LIBR J. 2016 JUN;33(2):100-20. DOI: 10.1111/HIR.12136. EPUB 2016 FEB 17. PMID: 26887653.

CQC – GUIDANCE FOR NHS TRUSTS AND FOUNDATION TRUSTS: ASSESSING THE WELL-LED KEY QUESTION

LEARNING, IMPROVEMENT AND
INNOVATION - RESEARCH

GOVERNANCE, MANAGEMENT AND
SUSTAINABILITY – WHAT GOOD LOOKS LIKE

"Having proactive healthcare knowledge and library services is vital to improve education, lifelong learning, research, the spread and adoption of innovation and evidence-based practice. These resources supply the evidence base to the NHS workforce to make decisions on treatment options, patient care and safety, service delivery and policy."

"Delivering good quality care is underpinned by evidenced-based decisions, up-to-date information and knowledge and relevant data. Staff are actively supported to access up-to-date guidance on quality, standards and good practice. Clinical and internal audit processes, information governance, cyber security, and library and knowledge services function well. They have a positive impact in driving improvements in the quality of care and internal systems of control. Trusts can show evidence of effective and sustained action to resolve concerns raised."

HUMBER AND NORTH YORKSHIRE HEALTH AND CARE PARTNERSHIP

INNOVATION, RESEARCH AND IMPROVEMENT (IRIS)

A data driven and evidence-based system will enable:

- cultural change and staff empowerment – those who do the work know the solutions
- better outcomes for people
- standardisation of systems and processes
- recruitment and retention of talent
- better use of resources

Qualified librarians support evidence-based practice through literature searching and evidence synthesis across clinical and non-clinical services.

NHS LONG-TERM WORKFORCE PLAN

UPSKILLING THE WORKFORCE

- No.109 (p.104) “The workforce also needs the skills to become active in research and education. Providing roles across professions with dedicated time for research drives best practice and evidence-based care and can also boost retention.”¹
- No. 112 (p.104) “Improving the evidence base for new ways of working will be a collective effort across local, regional and national partners.”²

¹ POSTGRADUATE MEDICAL JOURNAL (JUNE 2019). ACADEMIC FACTORS IN MEDICAL RECRUITMENT: EVIDENCE TO SUPPORT IMPROVEMENTS IN MEDICAL RECRUITMENT AND RETENTION BY IMPROVING THE ACADEMIC CONTENT IN MEDICAL POSTS.

² THE LEARNING HEALTHCARE PROJECT (2015). LEARNING HEALTHCARE SYSTEM.
[HTTPS://LEARNINGHEALTHCAREPROJECT.ORG/BACKGROUND/LEARNING-HEALTHCARE-SYSTEM/](https://learninghealthcareproject.org/background/learning-healthcare-system/)

HDFT CHILDREN'S AND PUBLIC HEALTH SERVICE STRATEGY

KEY POINTS

Three Ambitions:

- To deliver great outcomes and impact for our children and young people
- To be an outstanding partner in every system where we provide services
- To be a leading voice and advocate for children's public health services, locally and nationally

One of the goals through which the above ambitions will be delivered is:

“Building an evidence base, through robust academic research, for what works in children's public health services”

Building The Evidence Base For Children's Public Health Services

“At HDFT, we believe that innovation, based on evidence, is a key part of improving quality of care and delivering our purpose to improve the health and wellbeing of the patients, children and communities we serve. Evidence indicates that organisations which are involved in research deliver better quality care.”

IMPACT AND OUR TRUE NORTH AMBITIONS

HOW CAN A KNOWLEDGE SPECIALIST CONTRIBUTE TO THE SUCCESSFUL IMPLEMENTATION OF THE FOUR ELEMENTS OF HDFT IMPACT?

Align – *“We focus our efforts on a few priorities to make the greatest improvement”*

Support teams in conducting the research required to come to deciding these priorities.

Enable – *“We support and encourage everyone to seek improvement every day”*

Provide literature searching and resource discovery support to underpin evidence-based practice in clinical and non-clinical teams.

Improve- *“We use data to understand the problem before looking for a solution”*

Cooperate with data analysis professionals within the organisation where there is a necessity to catalogue data.

Celebrate – *“We share learning with our team, the whole trust and our partners”*

Utilise knowledge sharing expertise gathered through membership of regional and national communities of practice within the NHSE KLS.

VIDEO CLIPS

Knowledge for Healthcare
Mobilising evidence; sharing knowledge; improving outcomes



Sue Lacey-Bryant (NHS England) and Nick Poole (CILIP) introduce [Knowledge for Healthcare to Trust Leadership](#)



Why work with Librarians and Knowledge Specialists?

Every day, across the healthcare sector in England, more than a million decisions are made that have a profound and lasting impact on people's lives and which influence the quality of healthcare and the cost of services.

Librarians and Knowledge Specialists use their expertise to work with healthcare teams to ensure that knowledge and evidence are used effectively to inform these decisions, helping teams to build upon best practice and share know-how, bringing the power for change.

BIBLIOGRAPHY

- Brettle A, Maden M, Payne C. The impact of clinical librarian services on patients and health care organisations. *Health Info Libr J*. 2016 Jun;33(2):100-20. doi: 10.1111/hir.12136. Epub 2016 Feb 17. PMID: 26887653.
- Edwards, C., Gilroy, D. and Mallender, J. (2022) 'Evidence Searches Undertaken by Knowledge and Library Specialists Save the Time of Health Care Professionals and Produce an Economic Benefit to the NHS in England', *Journal of Hospital Librarianship*, 22(4), pp. 284–298. doi: 10.1080/15323269.2022.2124772.

THANK YOU FOR LISTENING

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