

NHS Knowledge and Library Services Quality and Improvement Outcomes Framework



Bradford District Care NHS Foundation Trust

Baseline report, 2020-21

September 2022

Knowledge and library services are business critical for patient care and productivity. They underpin individual and organisational learning, research, staff wellbeing and evidence-informed decision-making. This was never more apparent than during the pandemic, when this assessment was undertaken. It is a credit to knowledge and library teams to see their continuing focus on service improvement.

Facilitating an Evidence-Informed NHS

The Health and Care Act 2022 includes a duty to facilitate the use of evidence obtained from research. The [NHS Education Contract](#) requires organisations to ensure that a proactive, high-quality knowledge and library service is available to all staff and learners. NHS Education Contract funding contributes to this provision.

Assuring the Quality of NHS Knowledge and Library Services

Health Education England (HEE) is responsible for ensuring that the NHS, its staff and learners in England have access to high-quality education and learning environments. HEE seeks assurance that organisations are enabling knowledge and library services to develop in line with [Knowledge for Healthcare](#) and HEE's [Knowledge and Library Services Policies](#), and [HEE's Quality Strategy and Framework](#).

Thank you for your cooperation in submitting a self-assessed return. Returns from across the country have now been validated by HEE. Establishing a baseline for 2020-2021, as the NHS began emerging from a period of significant disruption, provides a national picture of these vital services, identifying good practice to be shared as well as areas for service improvement.

The Outcomes Framework and Validated Levels

The [Quality and Improvement Outcomes Framework](#), introduced in 2019, focuses on six outcomes. It uses a maturity model to enable organisations to consider further service improvement of their knowledge and library services to meet organisational priorities and the needs of staff and learners. The emphasis is on celebrating good practice as well as highlighting areas for service improvement; no overall score is given. The model has five levels, 0 to 4 - where 4 is highly developed. Within levels 1- 4 there are three sub-levels: low, medium and high. The levels have been validated based on the narrative and evidence in the organisational submission.

This national baseline review shows that across England the quality of NHS-funded knowledge and library service provision has either been maintained, or improved, since the 2018 assessment, which used the former Library Quality Assurance Framework (LQAF).

The six outcomes of a quality, high performing service are:

1. All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of Knowledge for Healthcare.
2. All NHS decision making is underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists.
3. Library and knowledge specialists identify the knowledge and evidence needs of the workforce in order to deliver effective and proactive services.
4. All NHS organisations receive library and knowledge services provided by teams with the right skill mix to deliver on organisational and Knowledge for Healthcare priorities.
5. Library and knowledge specialists improve the quality of library and knowledge services using evidence from research, innovation and good practice.
6. Library and knowledge specialists demonstrate that their services make a positive impact on healthcare.

Validated Levels for Your Organisation

The maturity model is designed to help organisations stretch their ability to maximise knowledge and evidence, setting development goals for their NHS knowledge and library services to meet changing priorities through the 21st century. Figure 1. shows the validated levels achieved by your organisation as a baseline for this service improvement journey.

Graphic for BRADDCFT

Not developed													Highly developed		
Outcome no.	Level 0	Level 1			Level 2			Level 3			Level 4				
	0	low	medium	high	low	medium	high	low	medium	high	low	medium	high		
1															
2															
3															
4															
5															
6															

Figure 1. Validated outcomes for your organisation – levels achieved shown in blue

2020-2021 Validated National Baseline

Figure 2. shows the national picture across the maturity model. Most organisations were at level 1 or level 2 for each of the outcomes. At levels 3 and 4 an organisation's knowledge and library service has demonstrated that it is highly developed, continually improving and business-critical, with appropriate capacity and resource.

Not developed													Highly developed		
Outcome no.	Level 0	Level 1			Level 2			Level 3			Level 4				
	0	low	medium	high	low	medium	high	low	medium	high	low	medium	high		
1	10.71%	25.00%	44.21%	4.46%	4.91%	7.59%	0.89%	1.34%	0.89%						
2	6.70%	20.98%	22.78%	8.48%	11.16%	12.05%	13.39%	2.23%	2.23%						
3	6.25%	16.96%	32.15%	13.84%	17.41%	9.82%	1.34%	1.34%	0.89%						
4	10.27%	19.20%	35.71%	6.70%	7.14%	10.27%	4.46%	3.57%	2.23%	0.45%					
5	12.95%	22.32%	29.01%	10.71%	6.25%	11.16%	1.79%	3.13%	2.68%						
6	12.95%	17.41%	11.16%	12.50%	18.30%	11.16%	4.46%	5.80%	3.13%	2.68%	0.45%				

Figure 2. National baseline showing % of services at each sub-level, with the modal average in bold

Celebrating Good and Innovative Practice

It is a credit to your organisation's knowledge and library service that they maintained evidence access and services, through 2020-21, in the difficult circumstances of the pandemic.

The validation identified the following areas of good or innovative practice by your service:

- Involvement in knowledge mobilisation activities, including Randomised Coffee Trials and After Action Reviews
- Health promotion resources webpage
- Partnership with Public Libraries Bradford and local NHS libraries in the Bradford area

Required Actions and Recommendations for Service Improvement

During the review areas for improvement as well as required actions to address areas for development were identified. Some recommendations and requirements are actions for the organisation to strengthen provision to staff and learners: some are detailed actions for the NHS-funded knowledge and library service to progress.

Required Actions

Outcome no.	Required actions to address areas for development
All	Not applicable

Recommendations for Service Improvement

Service improvement planning for knowledge and library services is an integral requirement of the NHS Education Contract, aimed at strengthening knowledge and library service provision for your workforce. This is monitored through the HEE Provider Annual Self-Assessment and the Outcomes Framework.

Recommendations have been made that can be considered for inclusion in your longer-term **Service Improvement Plan**. These are in the more detailed report sent to the knowledge and library service manager.