

# Ensuring decisions are underpinned by evidence from research



**A Webinar: 23 September 2022**

**Patrick Mitchell**, Director of Innovation, Digital and Transformation

**Sue Lacey Bryant**, Chief Knowledge Officer

**Follow the team on twitter: @NHSKFH**

# Outline

- The Knowledge agenda: the strategic context
- The Knowledge for Healthcare strategy 2021-2026
- What can knowledge and library specialists do for you?
- Steps you can take to ensure decisions are underpinned by evidence
- Your questions

# The knowledge agenda

- The UK is a world leading knowledge economy
- 39% of UK businesses are knowledge-intensive. This proportion is set to grow dramatically in the next decade. (ONS, 2019)
- All sectors, from agriculture to pharma, telecoms to consultancy, are re-tooling in order to increase their knowledge capability
- The NHS is a world-leading healthcare provider. Maintaining its pre-eminence will be underpinned by building our capability to coordinate and mobilise knowledge

**“The value of the leading companies in the world today is not in their physical assets but in their IP, R&D, know-how and data – intangible or ‘knowledge assets’.”**

# Healthcare is a knowledge-intensive industry



- “It is not enough to have the right teams in the right place, collaborating to deliver high quality, efficient patient care. It is essential that they use the right knowledge and evidence at the right time.”
- A strong scientific tradition of evidence-based decisions about care is among the organising principles which have stood the test of time for the NHS (Long Term Plan)
- Placing evidence at the fingertips of decision-makers, clinical and operational staff, students and trainees, is key to achieving an intelligent NHS, and underpinning professional reform and education to develop a flexible, multidisciplinary, future-ready workforce.

**“The role of library and information professionals in the NHS, government and the academic sector during the pandemic has been superb, and a clear demonstration of how information and data should underpin decision making at all levels”**

**Prof Chris Whitty on being awarded an Honorary Fellowship to CILIP**



# Knowledge management: enabling renewal and reform

- Better Knowledge Management gives NHS organisations the opportunity to secure a better, faster, more efficient, knowledge-intensive NHS.
- Valuing evidence from research, real-world evidence of clinical efficacy and cost effectiveness, and staff ‘know-how’ as assets – and using these alongside data to drive decision-making – is fundamental to achieving the quadruple aim.
- Knowledge mobilisation is embedded in legislation and policy:
  - Duties within the Health & Care Act 2022 “to promote and facilitate use of evidence obtained from research”
  - The Long Term Plan 2019;
  - ‘Harnessing technology for the long-term sustainability of the UK’s healthcare system’
  - The Knowledge for Healthcare strategy



# MOBILISING KNOWLEDGE IS A FUNDAMENTAL PART OF A LEARNING HEALTH SYSTEM

- **Outcomes:** better knowledge - better decisions - improved outcomes
- **Value:** fewer inappropriate investigations and improved outcomes
- **Variation:** better access to evidence – less unwarranted variation
- **Knowledge Generation:** existing evidence driving new studies
- **Knowledge Application:** at the point of decision
- **Utilise investment:** central procurement
- **Clinical Performance:** better informed clinicians



# Driving the knowledge agenda

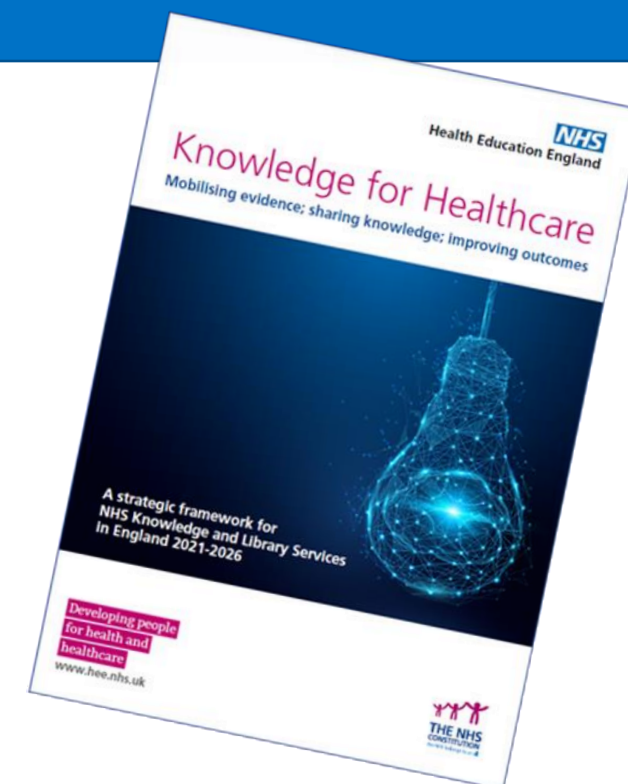
- Through our Concordat with other Arms-Length Bodies, we focus on working with partners to increase access to high-quality digital knowledge resources, achieve value for money, optimise discovery, and promote the use of evidence for policy and practice.
- Our joint aim is to work together to ensure that health and care and public health are underpinned by evidence from research





# Setting direction: Knowledge for Healthcare 2021- 2026

**“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.”**



# Enabling everyone to use evidence to inform decisions



We want to work with organisations and local teams to position knowledge and library services for success, so that all staff and learners are able to use evidence to inform decisions. This means:

- The right services; affording equity of access and opportunity
- The right resources; equitable and sustained funding
- The right teams with the right roles, working with more teams

Nationally we will continue to:

- invest in a high quality digital knowledge infrastructure
- lead the development of forward-looking NHS knowledge services
- assure the quality of these library services
- empower the specialist knowledge and library services workforce with the skills and confidence for the digital age

# Delivering digital knowledge resources



## Clinical Decision Support

HEE funds and manages the national clinical decision support tool for the NHS workforce.



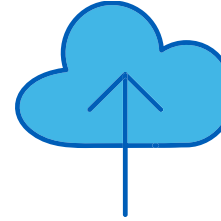
## NHS Knowledge and Library Hub

National and Local NHS-funded knowledge and evidence resources are searchable in one place for the first time.



## Integrating the national and the local

Increasing access, improving efficiency and saving money; a transition from 94 systems to c7 regional library management systems



## New digital knowledge resources

- Maudsley Prescribing Guidelines in Psychiatry
- Royal Marsden Manual of Clinical Nursing Procedures
- Social Policy and Practice database
- Oxford University Press Handbook and Textbook collection
- e-books: wide range of topics inc. 1<sup>0</sup> care, equality, diversity, sustainability



## Service Desk

New national service desk for staff and learners using all the digital knowledge resources centrally funded for the NHS.



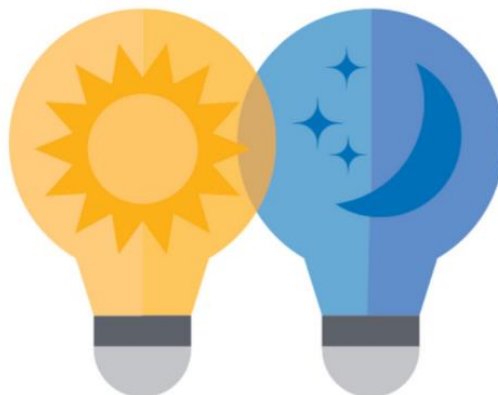
# Clinical decision support: a practical priority

**BMJ** Best Practice

Make confident clinical decisions anytime, day or night.

Funded by Health Education England, free to all NHS staff and learners.

  
Health Education England



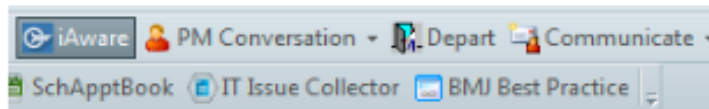
Available 24/7, online and by APP.

Shortlisted for an HSJ Partnership Award for best educational resource.

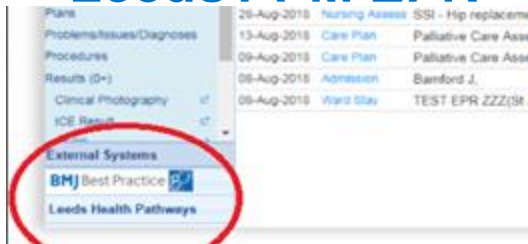
**7 million** page views per annum, heading to **8 million** in 2022

## Working together to embed BMJ Best Practice into EPRs

### Newcastle Cerner EPR



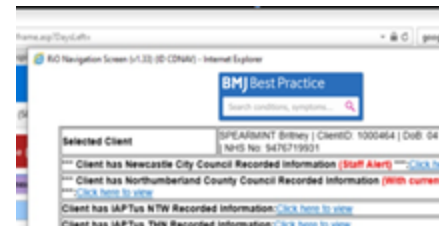
### Leeds PPM EPR



### Sheffield Lorenzo EPR



### CNTW RiO EPR



### North West Ambulance Service



### Lincolnshire WebV EPR



### Dorset Graphnet EPR

- Pooler Blood Test Guide
- Wessex Palliative Care Guideline
- Common Toxicity Criteria
- MD Calc - Medical Calculators
- BMJ Best Practice**
- Trust EPR Help
- UHD Antimicrobial Policies



# Tackling inequalities in outcomes, experience and access

Closing unfair and avoidable differences in health across the population, and between different groups within society, is a priority.

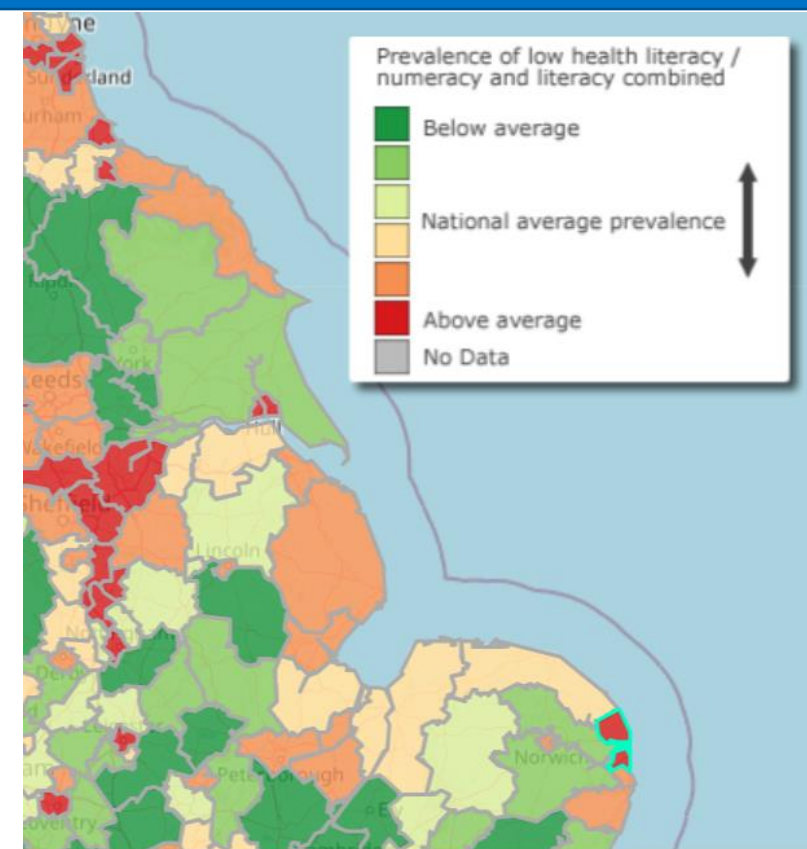
Patients, carers and members of the public who access, understand, appraise and use health information have better health-related outcomes.

- 43% adults aged 16-65 cannot understand word-based health information sufficiently well to make health decisions.
- 61% of adults are unable to understand and act on information which includes numbers.
- 9 million people in the UK cannot use the internet without help
- 52% workforce lack essential digital skills
- 20% UK workforce believe that their digital skills are not good enough

# Providing local geodata to target health inequalities

Find out about health literacy in your area using [borough-level geodata](#) commissioned by HEE from University of Southampton:

Nationally there is significant variation in the proportion of adults who struggle with text which includes both words and numbers - from 46.11% in South Cambridgeshire to 81.75% in Newham.



# Levelling up locally: improving health and digital literacy

Tap into the skills of your local NHS knowledge and library service to:

- Raise the awareness of the healthcare workforce about the health impacts of low levels of health literacy
- Engage in cross-sectoral initiatives to raise the health and digital literacy of the public, through which health librarians upskill local information providers in public libraries and community settings. (15 local pilot sites)
- Promote Easy Read resources

## Health Literacy:

You can make a difference

[Elearning – Health Literacy course](#)



[Easy read for health](#)



# Ensuring local decisions are underpinned by evidence

Knowledge specialists add value by mobilising evidence and 'know how' to:

- improve patient outcomes and safety
- inform treatment options; enable shared decision-making
- reduce unnecessary interventions
- shape policy, guidelines and practice
- underpin education and lifelong learning
- facilitate research
- spread innovations
- support recovery, reform and levelling up



# ROI: The Gift of Time delivered by local knowledge teams

Knowledge specialists take the 'heavy lifting' out of getting evidence into practice, giving clinicians the Gift of Time, accelerating access to high quality evidence.

This allows the NHS to meet its duty to use evidence from research, and the workforce to use time effectively

National Spend

**£55M**

Value of Saved Time

**£132M**

Net Benefit

**£77M**

Plus the cost benefits of putting evidence into practice





# Impacting on 'the bottom line'



*Health Education England*



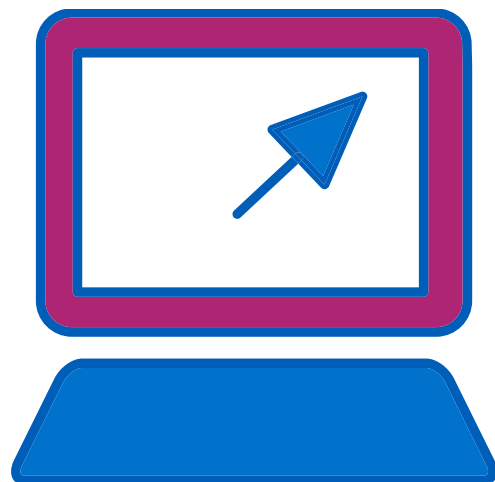
Physiotherapists at North Bristol NHS Trust asked how frail patients with upper limb fractures having long stays in hospital were being managed elsewhere?

They used the evidence provided by the librarians to standardise practice, improve care, reduce length of stay and reduce costs.

**“Since the implementation of the guidelines, patient length of stay has been reduced from 20 to 7 days resulting in a monthly cost saving of £26,000”**

**Total saving for 1 trust from 1 evidence search: £312K pa**

# Review how well you mobilise knowledge as an asset



## Use our digitised self-assessment tool

The [HEE Knowledge Mobilisation Self-Assessment tool](#) can help NHS organisations, directorates and teams, to assess and prioritise opportunities to better harness evidence and organisational knowledge, and agree an action plan.

260 local knowledge and library staff have been trained to use this tool.

# Encourage your colleagues to use KM techniques

## Knowledge Mobilisation Framework



# What can knowledge and library specialists do for you?

Knowledge specialists take the heavy lifting out of getting evidence into practice. They save staff time and improve outcomes by:

- Searching for evidence and good practice
- Preparing evidence reviews
- Horizon scanning
- Responding to requests for information
- Helping you set up news alerts
- Promoting and managing digital resources
- Managing print collections
- Sourcing documents

Knowledge specialists can also provide knowledge management functions to:

- Manage corporate knowledge
- Maintain repositories and intranet resources
- Nurture a learning organisation
- Train staff in information skills, research skills, health literacy, digital skills
- Facilitate the use of KM techniques for sharing lessons learned and good practice
- Produce knowledge assets

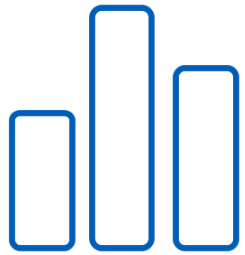
[Find your NHS library](#)



# Assuring the quality of local library services Health Education England

The national team assures the quality of local NHS Knowledge and Library Services as an integrated part of HEE's quality framework.

We invite NHS organisations to work with us to continue to enhance the quality of knowledge services.



## Quality and Improvement Outcomes Framework

**100%** of the NHS organisations with an Education Contract that have a Knowledge and Library Service submitted a self-evaluation of the Quality and Improvement Outcomes Framework. Reports shared with Library Service Managers this week.



## Biennial Service Improvement Reviews

Between 2023/24 and 2027/28, there will be a biennial service improvement process. 50% of organisations with an education contract will be asked to submit a Knowledge and Library Service Improvement Plan for review and discussion in any given year.





# Preparing the specialist workforce for the future

**HEE leads on planning and developing the specialist knowledge and library service workforce.**

**“AI is reshaping the ways teams create, discover, share and use information. We expect the emergence of new roles and responsibilities for knowledge specialists working alongside clinical teams and health informaticians.”**



**Knowledge for Healthcare 2021-6: A strategic framework for NHS Knowledge and Library Services in England 2021-2026**

# Steps you can take to ensure decisions are underpinned by evidence



Health Education England

1. Promote [BMJ Best Practice](#) to staff, learners, to clinical leads and educators. Embed it in the EHR.
2. Promote the [NHS Knowledge and Library hub](#), the gateway to connect NHS staff and learners to high quality knowledge and evidence resources, databases and local knowledge services.
3. Use the [knowledge mobilisation self assessment tool](#). Work with your library service manager to craft an action plan to ensure your workforce can use the knowledge and evidence they need to inform decisions.
4. Make the most of the 'know-how' of your staff by using [tools and techniques](#) to facilitate knowledge sharing.

## Across an Integrated Care System:

1. Review provision and the [quality of knowledge and library services](#) across the ICS footprint.
2. Use our outline ICS Business Case to help you resource your action plan. Our team will be happy to advise.
3. Use [geodata](#) on health and digital to plan cross-sectoral initiatives to empower people to engage with health information and the NHS. Link to our team for more on the national health and digital literacy partnership.
4. Find out more about [Learning Health Systems](#)
5. Support local organisations to collaborate on improving knowledge management across your system.

# Check out the policies

Ensure your senior team is sighted on:

1. The [Executive summary of the Knowledge for Healthcare strategy 2021 – 2026](#)
2. Our [Policy recommendations on NHS knowledge and library services](#) include:
  - NHS Library and Knowledge Services in England Policy
  - Library and Knowledge Service Staff Ratios Policy
  - Learning Space within NHS Knowledge and Library Services in England
  - Emotional support for embedded knowledge specialists working in clinical settings
3. Where relevant, the responsibilities of placement providers under the [NHS Education Contract 2021-2024](#) which include providing proactive library services, promoting the clinical decision support tool, engaging in the quality assurance process, and ensuring appropriate funding

# Exploring the potential for Knowledge Management in ICS

1. **Three webinars for managers** with their NHS Knowledge and Library Service Manager to consider the knowledge needs of Integrated Care Systems, the potential for collaboration and new models of service. Starting 30 September 2022 [Book your place](#)
2. Get in touch if you would like to test your model, **modular business case** to help you work with your local NHS Knowledge and Library Services to realise the value that can be delivered by knowledge specialists across an Integrated Care System





## Five Questions for ICBs

# Why do Integrated Care Boards need to use knowledge and evidence?

**Rob Webster CBE,**  
CEO Lead for West Yorkshire  
Health and Care Partnership,  
an integrated care system and  
CEO for NHS West Yorkshire  
Integrated Care Board



# Your Questions?



**Thank you for  
joining this webinar**

# Contact us

Patrick Mitchell, Director of Innovation, Digital and Transformation

Sue Lacey Bryant, Chief Knowledge Officer

Helen Bingham, Head of Knowledge and Library Services - Resource Discovery

Ruth Carlyle, Head of Knowledge and Library Services - Midlands, East and North of England

Louise Goswami, Head of Knowledge and Library Services - London, South East and South West

Contact: [kfh.england@hee.nhs.uk](mailto:kfh.england@hee.nhs.uk)

[Watch a short animation](#) about the benefits of working with your local NHS Knowledge and Library Service