Knowledge into Action

Welcome to the 2013 issue of The Knowledge, which summarises the highlights of the past year. 2013 has seen Knowledge into Action respond to the transformational 2020 Workforce Vision and public services reform agenda by consolidating its reach across health and social services. This has been achieved through strengthening participation across health and social services organisations, including those with a national knowledge broker role—e.g. NES, Healthcare Improvement Scotland, NHS 24, Health Scotland and the Scottish Social Services Council. The national Knowledge Advisory Board for Health and Social Services, chaired by the Scottish Government Director for Health and Social Care Integration, now provides a focus for this distributed approach to implementation.

Our outcomes-focused delivery plan to March 2017 uses our evaluation framework to demonstrate how we will build system-wide capacity and capability for using knowledge, help to apply knowledge in practice and policy decisions, and contribute to the national shared outcomes for individual and community health and wellbeing.

Implementation involves three work strands, as outlined below.

Knowledge Broker Services

This “people” strand complements technology by developing the skills and support necessary to facilitate translation of knowledge into action. It has involved mapping knowledge broker capabilities across the librarian network, scoping potential for coordinated evidence search and synthesis and, learning opportunities to enable this network to work together to support all elements of knowledge into action. It has also involved delivering and evaluating training and support for health and social services staff to build their capabilities in finding, sharing and applying knowledge.

Delivering impact

This strand involves health and social services organisations taking ownership of Knowledge into Action through evaluated, innovative national demonstrator projects. These apply knowledge into action technology and knowledge broker services to contribute to health and social services priorities—including preventing adverse events, co-production, early years and supporting people with multiple conditions.
In short, Knowledge into Action continues to engage stakeholders across the system in delivering on its vision of bringing technology and skills together to integrate knowledge into day to day work, service improvement, innovation and transformation.

Through our evaluation framework we are building the evidence base for the way Knowledge into Action makes a vital contribution to better quality care and better outcomes for people and communities. As we move from planning and design more fully into implementation and evaluation phase in 2014-15 we look forward to working with you to build and apply the knowledge base about what works in delivering best quality health and social services.

**Technology-Enabled Learning**

At its June 2013 meeting, the Scottish Government eHealth Strategy Board agreed to sponsor NHS Education for Scotland, the NHS 24 Scottish Centre for Telehealth and Telecare and the Scottish Social Services Council in working together to define and implement an action plan to support two broad aims which align with the objectives of the 2020 Workforce Vision.

- **Development of workforce capabilities** to use technology effectively to innovate and deliver new service models.

Build on and connect existing online learning solutions to create an **integrated technology-enabled learning platform**. This will support sharing and re-use of learning resources on the principle of “do it once for Scotland”. It will work through multiple channels, including web, mobile, telecommunications, and decision support integrated with clinical systems.

This technology-enabled learning action plan will form one strand of the implementation plan for the national Knowledge into Action strategy for health and social services.

**Implementing Knowledge to Support People with Multiple Conditions**

In partnership with NHS Tayside and The Alliance, this project will support Knowledge into Action skills among information navigators in general practices, to support staff and service users to find, understand and use information from community and other possibilities through commissioned research and stakeholder consultation on the areas where knowledge implementation could make the greatest difference.

Planning for these projects is now underway and the outputs will support frontline practitioners in applying knowledge in their day-to-day practice to improve delivery of services.
sources, to support the wellbeing of people with multiple conditions. A workshop was held in August with representation from research, health and social services practitioners, voluntary agencies, public library staff, service users and carers.

**Implementing Knowledge to Prevent Adverse Events**

This project will review how intelligence from adverse events that occur in Boards is currently shared and used across the various services and programmes where this information might be relevant to improve the quality of care. Where information is not being shared or acted on, processes will be identified to make this happen. Following initial testing in healthcare, a similar approach will be tested in social services.

**Implementing Knowledge to Support Person-Centred Care**

Although still in development, the aim is to support the Co-Production Network and related networks to use Knowledge into Action tools and methods to find, share and apply knowledge to support co-production. A stakeholder roundtable event, held to scope this project, involved representatives from the Person-Centred Care Collaborative, The ALLIANCE, Scottish Government, and a range of third sector organisations.

**Implementing Knowledge to Improve Outcomes in Early Years**

This project will build insight into how frontline practitioners currently find, share and apply knowledge and, the types of roles providing knowledge support to translate knowledge into practice. Scoping conversations are taking place with senior managers in the voluntary sector, Angus Council and nursery settings to agree test sites. A reference group is being established with representation from the Early Years Collaborative, Health Scotland, SSSC, IRISS, NES, Education Scotland, CCPS, and the GIRFEC project team.

**Knowledge Broker Network**

The implementation of Knowledge into Action depends on a network of librarians and others to support the use of knowledge in frontline practice.

NES developed a capability framework for this network based on the evidence for Knowledge into Action.

Last year we commissioned a company to deliver a network mapping tool to enable Health Boards to map their capabilities and to present a picture of local and national strengths and gaps. The work of collating the data to produce the maps is underway.

To support the further development of the network NES agreed to develop training opportunities and a company has recently been appointed to work with the librarians to create a course and work-based assessments. This will support the librarians who want to transition their services to take up opportunities presented by Knowledge into Action. The modules will be available from April 2014. These will consist of an e-learning module to introduce Knowledge into Action and the 5 other modules that librarians can select, depending on the areas they want to develop. These will include search and synthesis, social use of knowledge, leadership and actionable knowledge. In following years we will make this course available to a wider audience as the network develops.

**Copyright**

One copy, two copies, three copies – No! Or maybe, yes. When the licence for copying from published print material for NHS Scotland was not renewed in April 2011, uncertainty and outright bafflement seemed to descend on many members of staff. The introduction of a ‘no copying’ policy for print books, journals and reports, and promotion
of document delivery services provided guidance and support for printed copyright material. However, it soon became clear that there were many broader issues - never covered by the former copyright licence - which required support.

It was agreed that some common challenges could be tackled on a national or system-wide basis. One of these was the production of a very basic introduction to the importance and impact of intellectual property on all aspects of the work of NHS Scotland, from education and professional development, to speech and language therapy, clinical assessment and, general administration. A small group worked together to write the content for an e-learning course, ‘We Have to Talk about Copyright’, which was then made available within LearnPro and the other Learning Management Systems used by Boards, as interactive HTML via The Knowledge Network (http://www.knowledge.scot.nhs.uk/scormplayer.aspx?pkgurl=%2fecomscormplayer%2fccCopyright%2f).

For more advanced and specialised support, an external group was commissioned to talk to staff about what they found difficult or had concerns about and then to produce a Toolkit of advice. The Toolkit has a flowchart to help staff decide what to do if, for example, they are commissioning content for a web site or, want to allow others to make use of material created within a Board or, need to make information accessible to someone with a visual impairment. Users are guided to either one of seven factsheets, thirteen sets of FAQs (Frequently Asked Questions) or three templates of clauses to use when asking for permission or granting others permission to make use of material. There is also a Risk Assessment Tool to help in the many situations where there is no ‘answer’.

Since the launch of the e-learning module in June 2013, it has been used by nearly 700 users, and the Toolkit has attracted over 100 visits. We hope many more staff will find these resources useful, and that they will stimulate more questions and requests for support from local copyright champions and the NES Knowledge Services team.

In 2011 the decision to end the NHS Scotland CLA license resulted in a no-copying policy and the creation of central funds for the purchase of copyright cleared articles from the British Library. The increased use of the British Library Document Supply Service (BLDSS) as a means of providing articles offered an opportunity for Knowledge Services to develop a centralised system that would allow users to check whether an article is available for order and to be able to request the article to be supplied (subject to moderation). The system will provide a high profile, simple access to document supply that we hope will result in a more efficient and timely service for end users. It will also provide equity of access to document supply for all NHS staff in Scotland.

In November 2013 the system has been undergoing a final testing phase with the aim of making it available from January 2014. The system will have a phased launch, with the service being fully available for all Boards by the end of March 2014.

Clinical Knowledge Publisher Developments

Interest in the Clinical Knowledge Publisher continues, with more Boards and groups signing up to use the system. Eight pathways groups in NHS Tayside are currently using the system and have made great strides in developing standards, guidance and policy around production and presentation of pathways created using the tool.

Activity elsewhere includes usage of the...
system for development of a Lothian Stroke MCN pathway, interest in the development of an HIV pathway in NHS Lanarkshire and a SIGN Chronic Pain pathway. NES KSG are also working with SIGN on a project to explore how the tool can be used to apply metadata and taxonomy to SIGN Guideline Recommendations and in turn, optimise information retrieval of SIGN guideline content.

The SIGN Council has endorsed use of the publisher to support visualisation of pathways and indexing of its guideline content. NES has convened a Steering Group chaired by the SIGN Council chair to guide strategic development of the publisher toolkit.

Engagement activities include training for NHS Glasgow and NHS Lothian staff at The Westport in June and, two webex sessions undertaken jointly by NES and NHS Tayside in October.

NES KSG are ready to roll out a face-to-face training programme starting with NHS Lanarkshire in late November. Early next year we plan to produce a self-directed elearning module.

We are identifying further opportunities for engagement with NHS Boards, and are very interested in working alongside knowledge broker/clinician partnerships at local level.

Please contact us if you would like to be involved or if you are interested in any of the training opportunities referred to.

For more information contact Sandra.davies@nes.scot.nhs.uk

Clinical Knowledge Publisher website address is http://www.ckp.scot.nhs.uk/

Wishing you a peaceful Christmas and a happy 2014.

Knowledge Services Group