Demonstrating impact: a beginner’s guide

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www.hee.nhs.uk
Audience participation!

1. Grab your mobile phone or laptop
2. Go to www.menti.com
3. Enter the code 83 21 68
Which of these definitions = impact?

a) Does it work?
b) Does it make a difference?
c) Are people satisfied?
d) Do people use it?
What do we mean by impact?

“difference or change in an individual or group resulting from contact with library services”

ISO 16439:2014
Information and documentation -- Methods and procedures for assessing the impact of libraries
Do you measure impact in your library?

a) Yes?
b) No?
What do you use to measure impact?

Tools?
Methods?
User Satisfaction
Value
Willingness To Pay
ROI
Cost Effectiveness
Impact
Balanced Scorecard
Most Significant Change
Quality Assurance
Health Education England
Impact:

Change is tangible or intangible so can be difficult to quantify.

Difficult to separate from other influences.

We only contribute to impact.
Cost Benefit Analysis:
Comparative analysis and effectiveness of alternative methods or services
Willingness To Pay:

Proxy method for determining economic benefits
Return On Investment:

Economic evaluation to justify investments made

Looks at gains and losses to the organisation attributed to the investment

Complex and ideally needs an economist
Value:

- Perception of actual or potential benefits
- Importance of the service to stakeholders
- Can include monetary value and impact
User Satisfaction:
- Checks meeting service standards
- Checks meeting customer expectations
- Doesn’t tell you if you made a difference!
  e.g. Friends and Family Test or Student Survey

- Impact
- Cost Effectiveness
- ROI
- Willingness To Pay
- Value
- Balanced Scorecard
- Most Significant Change
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Benchmarking:
Compares performance between or against similar organisations
Can help to identify best practices
Balanced Scorecard: Business sector performance management tool

Looks at 4 perspectives:
- Customer
- Internal business
- Learning & development
- Financial
Most Significant Change:

Stakeholders decide on changes recorded, reported and analyse

Collects a range of significant impact stories

Only the most significant is selected for use
Quality Assurance:

Key Performance Indicators (KPIs) measure:
- Quality of service
- Meeting strategic objectives
- Assess impact
- Effectiveness of service

The Library Quality Assurance Framework (LQAF) is used across NHS Library services across England.
Introduction to the UK approach

Original brief
• refreshing and renewing the existing impact toolkit
• ensure suitability for use in identifying non-clinical impacts

Metric for success
• increase in use of the refreshed Impact Toolkit: used by 95% of services by 2020
• Embedded as part of the national health library accreditation scheme, so libraries can prove their value
Planning

• Scoping literature search
• National survey to establish the current position of impact work on a local level; to identify methodologies and tools used; to assess requirements of the new toolkit.
• Analysis of fully compliant LQAF submissions relating to impact
• Thorough and meticulous mapping of the outcomes of the above
Value and Impact Toolkit

Value and impact toolkit for library and knowledge services

This toolkit is provided by the HEE Knowledge for Healthcare Programme following work by the Impact and Value Task and Finish Group. The toolkit provides access to a set of KfH Impact Tools including a generic questionnaire and case study templates which we are particularly keen for library and knowledge services to make use of. There is also a resource which brings together a range of materials useful in measuring value and impact, together with a guide on what to use when.

Introduction to the Value and Impact Mapping Tool

The KfH Impact Tools were developed by the Value and Impact Task and Finish Group from the Quality Work Stream of the Knowledge for Healthcare programme and are based on previous tools developed by NHS South Central and National Library for Health in 2009. This presentation developed for EAHIL in 2017 explains the development of the impact toolkit, highlights how some of the tools can be used, and includes the impact data from London Libraries who have used the questionnaire.
Challenges in measuring impact

• Who are we measuring impact for?
• When should impact be measured?
• How should we measure it?
• Intangible and indirect outcomes
• How do we know the library is making the difference? (contribution not causality)
Critical Incident Technique

Impact of a particular incident

Focused, accurate (Urquhart, 2001) less subject to recall bias, tangible
## What are you measuring for whom?

<table>
<thead>
<tr>
<th>Case: Impact of University Health Library Service</th>
<th>Stakeholder 1</th>
<th>Stakeholder 2</th>
<th>Stakeholder 3</th>
<th>Stakeholder 4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Library Manager</td>
<td>Nursing Student</td>
<td>Registrar</td>
<td>University Vice Chancellor’s Team</td>
</tr>
<tr>
<td>Reason for interest</td>
<td>Provide high quality service</td>
<td>Information for final dissertation</td>
<td>Information for MDT on complex case</td>
<td>Is the library providing value for money?</td>
</tr>
<tr>
<td>Desired outcome</td>
<td>High quality service</td>
<td>Pass dissertation</td>
<td>Relevant information ASAP</td>
<td>Cost effective library service that contributes to University mission</td>
</tr>
<tr>
<td>Possible Measure or Metric</td>
<td>Benchmarking Quality Standards</td>
<td>Final grades</td>
<td>Relevance of information Speed of delivery Difference made to decision on case</td>
<td>Costs ROI</td>
</tr>
<tr>
<td>Measured by</td>
<td>NSS LibQual LQAF</td>
<td>Correlation of library use and grades</td>
<td>Survey Interview Output data</td>
<td>Cost analysis Balanced Scorecard ROI</td>
</tr>
</tbody>
</table>
### Outreach Service

#### Input
- Current awareness or alerts
- Literature search or evidence search
- Training or learning
- Supply of an article, book or document
- Journal club

#### Activity
- Personal or professional development
- Direct patient care
- Publication
- Research
- Sharing information or advising colleagues
- Developing guidelines, pathways or policies
- Audit

#### Output
- More informed decision making
- Improved quality of patient care
- Facilitated collaborative working

#### Outcomes (short, medium, long)

**Individuals**
- Contributed to personal or professional development
- More informed decision making
- Improved quality of patient care
- Facilitated collaborative working

**Service or Organisation**
- Reduced risk or improved safety
- Changed service development or delivery
- Saved money or contribute to financial effectiveness
Where are we now?

- Local v national need
- Does it measure what we think it does?
- Changing landscape of health care and libraries
- New tools

http://kfh.libraryservices.nhs.uk/

We welcome comments and feedback. Please do not hesitate to contact us