



University of
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MANCHESTER

Measuring up for success: A practical guide to demonstrating your value and impact to stakeholders

Alison Brettle, Professor in Health Information and Evidence Based Practice, University of Salford, Chair LIRG

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By the end of the workshop

- An understanding of the concepts involved
- An understanding of which stakeholders you need to convince or influence and the outcomes they would like to see
- An understanding of the type of evidence which will be useful to different stakeholders
- A plan to evaluate the impact of your service

Impact

- The influence of libraries and their services on individuals and/or on society. The difference or change in an individual or group resulting from the contact with library services (3.25);

**METHODS AND PROCEDURES FOR ASSESSING
THE IMPACT OF LIBRARIES BS ISO 16439:2014.**

Some definitions

- Input
 - Contribution of resources in support of a library (eg staff, funding, collections)
- Output
 - Products of library services (eg loans, articles downloaded, reference questions answered)(3.28)
- Outcome
 - Direct, pre-defined effect of the output related to goals and objectives of the library's planning (e.g. number of users, user satisfaction levels) (3.44);
 - Consequences of deploying services on the people who encounter them or the communities served (Markless and Streatfield, 2006, p7)
- Value
 - The importance that stakeholders attach to libraries, which is related to the perception of actual or potential benefit. The input is converted into output by means of processes. The output can have direct and predefined effects (outcome). Output and outcome can lead to impact and finally value

Or very simply....

- Does it work (effectiveness)
- Does it make a difference (impact)
- ...Measured by outcomes = evidence



Problems with measuring impact

- Cause and effect???
- Intangible Contributions
- The case of Colin!



Measuring impact

*Generate impact indicators that will **drive your data collection** in areas that will provide you with the **elusive evidence** of impact that is **vital** to decision making and real service development.*

Markless, S. & Streatfield, D. (2013, 63)
Evaluating the impact of your library.
London: Facet

Libraries need to define outcomes relevant to their institution and assess the extent to which they are met. (Oakleaf 2010)

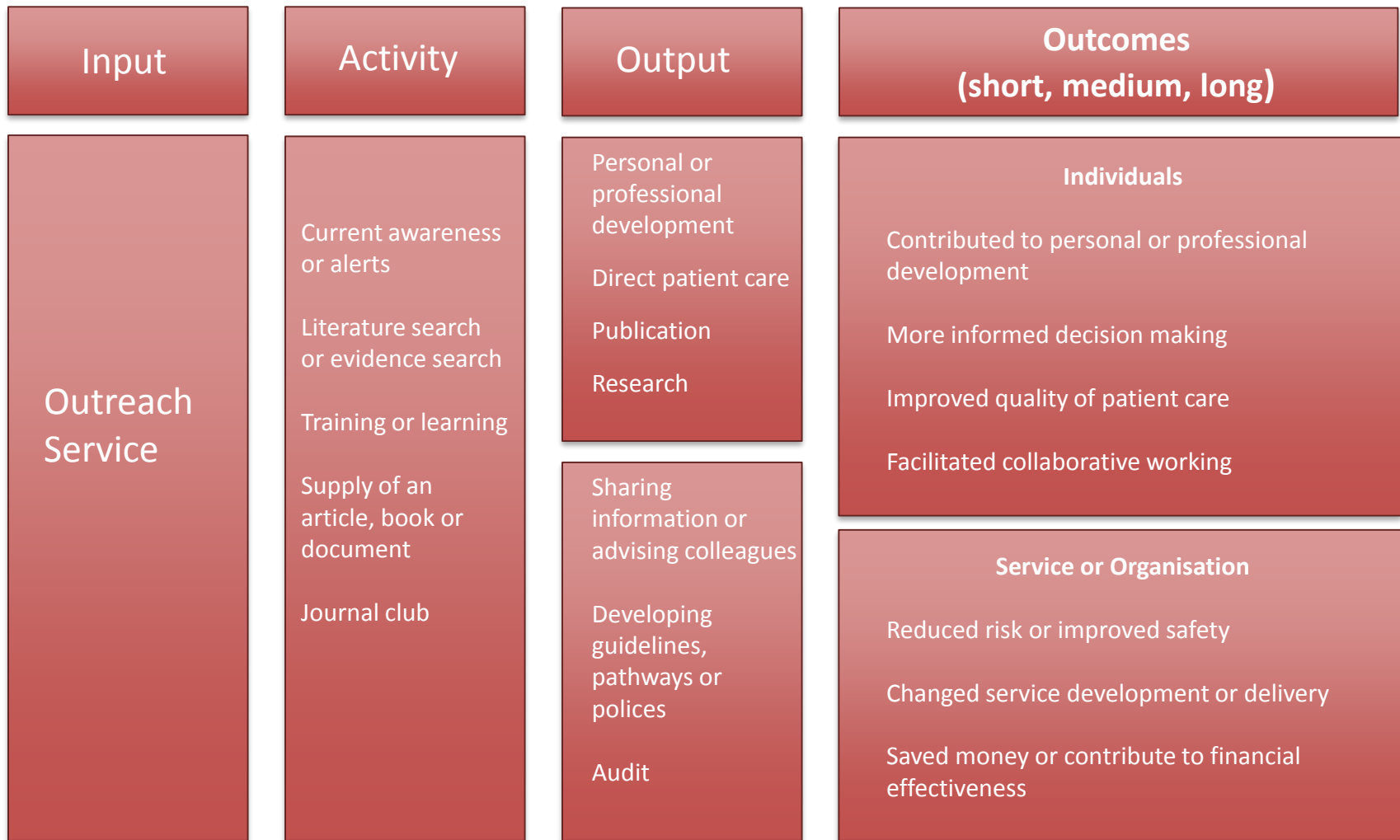
The logic model

The logic model is another tool which can be used to demonstrate the longer term results of an impact evaluation of the contribution of librarians to the service.

From this you can gain a snap shot of the outcomes which are important to your organisation.

It considers the following:

- What service does the library provide
- What output will the user develop as a result of this service
- What are the outcomes (short, medium and long term)



Input

Activity

Output

Outcomes
(short, medium, long)

Customer
Services



Enquiry Services

Management of study
environment

Provision of
information

Range/quantity of
enquiries answered

Guidance on how to
find information
independently

Range/variety of study
spaces

Safe/comfortable
environment

Independent learners

Transferable skills used in academic
work to attain better grades/degrees

Student satisfaction and retention

Facilitated collaborative working

Different learning needs supported

Student satisfaction and retention

Improving quality of patient care

Improving patient centred care

Improved clinical decision making

Health librarians contribute to

Assist healthcare professionals in pursuit of CPD

Aiding risk management & safety

Health service development or delivery

Helping to demonstrate efficiency/cost-effectiveness



What are you measuring for whom?

Outcomes Grid (Fairfield and Long, 1997)

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

More definitions

- Metric
 - A criteria against which something is measured
- Outcome measure
 - Tool or indicator used to measure quality or impact
- Outcome (reminder)
 - Consequences or effects of a process or intervention

Activity – Part A

- Choose a service area where you want to examine impact and start to complete an outcomes grid (in pairs / small groups / full table – up to you! CSGUK staff on hand with some suggestions if you need any)
 - Think about what you are trying to achieve not what you do and what success will look like
 - **Identify stakeholders and their interests/desired outcomes**
 - We will look at evidence later
 - Be prepared to feedback

The elusive evidence...

Evidence

The available body of facts or information indicating whether a belief or proposition is true or valid.

Elusive

- Difficult to find, catch or achieve
- Difficult to track down

Holistic approach to EBLIP

(Koufogiannakis, 2011)



Types of evidence

(Koufogiannakis and Brettle, 2016)

Research	Local	Professional
Quantitative	Statistics	Professional expertise
Qualitative	Assessment/evaluation	Tacit knowledge
Mixed	Documents	Input from colleagues
Secondary	Librarian observation	What other libraries do
	User feedback	Non-research literature
	Anecdotal evidence	
	Organisational realities	

Popular types of research evidence (Brettelle and Maden, 2016)

- Public
 - Contingent valuation (ROI)
- School
 - Correlations, Surveys (CIT)
- Health
 - Systematic review, RCT
 - Surveys/Mixed (CIT)
- Academic
 - Correlations, quasi experiments



What type of evidence do we need to gather?

	Quantitative	Qualitative
Primary	Survey data	Focus group discussions, case stories, observations, photographs
Secondary	Census data, education statistics	Newspaper articles, photographs

Start with the the end first...

What do you want to *achieve* – rather than what are you going to *do*?

Design it so it can be evaluated and plan for evaluation from the start.

Developing a plan

- What exactly is being measured – what are you trying to achieve
- Who exactly is it being measured for (who are the stakeholders)?
- What outcomes are they expecting?

- What will success look like?
- What criteria will be used to judge program performance?
- Are there standards of performance that must be reached?
- Are there external factors to consider (eg. economic, social, political)?

- What types of evidence will you collect?
- How will you collect the evidence?
- How robust can you make it?
- How often will you collect it?
- Is there evidence you currently collect that you can use in a different way?

- What conclusions are justified based on your evidence?
- What are you going to do with your evaluation?
- Where will you present it?
- How will you act on it?

Activity B&C

- B: Complete the second part of the grid (Measures and Measured by)
 - What types of evidence will you collect?
 - How will you collect the evidence?
 - How robust can you make it?
 - How often will you collect?
 - Is there evidence you currently collect that you can use in a different way?
- C: Consider your plan
 - Use this in conjunction with your grid

Feedback

- What outcomes and evidence did you identify?
- What works for the different stakeholders?
- Any revelations?!

Finally



- Impact can be difficult to capture but you can demonstrate a contribution by
 - Knowing your stakeholders and what evidence is relevant for the outcomes they are expecting
 - Knowing what questions to ask
 - Knowing what evidence to collect and use
- And remembering to start with what you want to achieve!

Thank you - any questions/comments?

Alison Brettle

a.brettle@salford.ac.uk



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CILIP's Impact Toolkit

Available to CILIP members

6 courses containing quality resources

Learn at your own pace in your own time

Build influence with stakeholders

Communicate value

IMPACT TOOLKIT

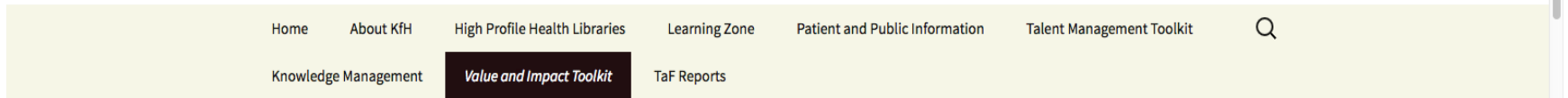
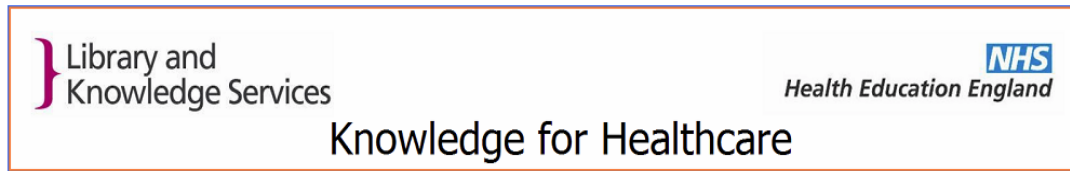
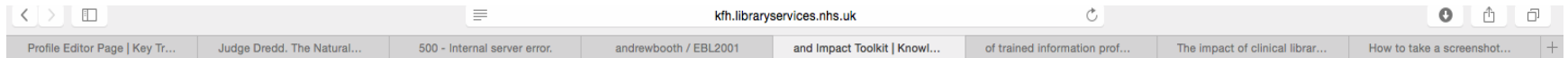


CILIP

The library
and information
association

KfH Quality and Impact Group

http://kfh.libraryservices.nhs.uk/value-and-impact-toolkit/



Value and Impact Toolkit

Value and Impact Toolkit for library and knowledge

- Introduction - Value and Impact Toolkit for library and knowledge
- Tools - Reference
- Introduction
- Impact Mapping Tool

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** as well as a resource which brings together a range of materials useful in measuring value and impact, together with a guide on what to use when.

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References

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