

Southport & Ormskirk Hospital 
NHS Trust

Library & Knowledge Service Strategy 2016-2019

Author: Library & Knowledge Service Manager
Approved by: Trust Education Committee 20.08.2015
Approved by: Trust Board 03.08.2016

Contents

1. "STRATEGY ON A PAGE"	Page 2
2. SCOPE & PURPOSE	Page 3
3. LOCAL CONTEXT	Page 4
4. OUR TRUST VALUES	Page 5
5. OUR MISSION & VISION	Page 6
6. STRATEGIC CONTECT	Page 7
7. STRATEGIC OBJECTIVES	Page 8
8. APPENDICES & BIBLIOGRAPHY	
• Appendix 1 - Governance, monitoring and evaluation of the strategy	Page 9
• Appendix 2 - Strategic Context / Drivers	Page 13
• Bibliography	Page 15

Library & Knowledge Service Strategy 2016 - 2019

Vision

Advance the ambition of the Trust to "Provide Lifelong, Integrated Care across the Local Health Economy"

Mission

Provide an integrated, dynamic, cost-effective and responsive library and knowledge service for the clinical decision making, education and research needs of all involved in patient care

Our Strengths

Facilitate learning, CPD and professional development

Enable evidence based clinical practice and decision making

Support quality improvement and innovation

Aspire to be the best in everything we do

Our Priorities

Quality

Provision of relevant, timely and high quality information to assist Clinical Divisions with continuous service improvement

Service

To help facilitate a culture in which all decisions are evidence-based, or use the best knowledge available

Our Trust

To aid our workforce in providing Safe, Clean, Friendly and Professional Care

How we deliver

Provide information and evidence to Senior Management and Trust Board

Provide literature search services to facilitate safe, evidence based patient care and organizational decision making

Deliver training to enable NHS staff to find and evaluate information, in order to maintain the quality of patient care and enable continuing professional development

Provide quality assurance of services whilst continually seeking ways to improve productivity and efficiency to support the delivery of high quality healthcare.

Our Users Said

"Influenced guideline / pathway development"

"Confirmed proposed patient care / treatment"

"really quick response time and free of charge!"

Our Trust Values

Supportive * Caring * Open & honest * Professional * Efficient

2. Scope and Purpose

The Scope of this strategy relates to the delivery of a Library and Knowledge Service within Southport & Ormskirk Hospital NHS Trust, its staff, its students, and its partners.

The Purpose of this document is to provide a strategic framework for the future delivery of the Library and Knowledge Service (LKS) within Southport & Ormskirk Hospital NHS Trust over the next three years.

This document sets out the current situation, the background, the vision for the future and the aims of the library and knowledge service in the context of national, regional and local drivers that are likely to influence its development over the next three years. The aims identified will inform a series of broad objectives and activities for the Library and Knowledge Service to work towards in order to deliver an innovative service which is responsive to user needs and compliant with the relevant quality standards.

To ensure that the Library & Knowledge Service reflects the needs of the organisation, this strategy has been developed in line with the organisation's Corporate Strategy. And will link in with the Trust's Corporate Strategy and Clinical Strategies.

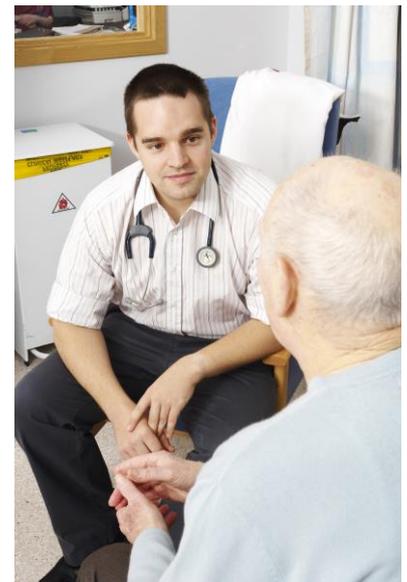


3. Local Context

The Library & Knowledge Service at Southport & Ormskirk NHS Hospital Trust is centred around two libraries, one on each hospital site i.e. Southport District General Hospital and Ormskirk District General Hospital. Both libraries provide access to a wide range of services and resources for staff, undergraduate and postgraduate students working or on placement at Southport & Ormskirk NHS Hospital Trust.

In addition to the Library & Knowledge Service physical presence, a wide range of services and resources can be accessed electronically via the library's intranet or internet webpages. This provides greater flexibility and accessibility to resources and services for both staff and students.

The Library & Knowledge Service supports the information needs of medical, nursing and healthcare students undertaking the undergraduate or postgraduate programmes from Liverpool University, Edge Hill University and University of Central Lancashire. Our undergraduate medical students are based at the Trust for their final two years of clinical training and are one of the main user groups of the Library & Knowledge Service.



During the last two years the Knowledge Management (KM) role of the Library & Knowledge Service has expanded to provide evidence to underpin the delivery of safe practice via learning lessons bulletins and the provision of evidence to support policy and service development as well as innovation within the organisation. This development complements the library's existing role of evidence provision to support clinical practice. It is envisaged that the KM role will continue to expand to facilitate the sharing and use of knowledge to support the core business needs of the Trust. This will be a key role as the provision of reliable information on which business decisions are made will become increasingly important in the current and predicted economic climate.

4. Our Trust Values

The Library & Knowledge Service shares the values of the Trust. These values are:

Supportive

We aim to support people across the organisation through our resources and expertise.

Caring

We promote respect for our users and stakeholders and for one another.

Open and honest

We strive to be an open, responsive and reflective service.

Professional

We strive to encourage and empower staff to provide the best possible care for their patients

Efficient

We work in partnership to achieve more together than we could do on our own.

5. Our Mission & Vision

Our vision is supported by five key themes which set out the strategic priorities for the Library & Knowledge Service:

Our Mission is to provide an integrated, dynamic, cost-effective and responsive library and knowledge service for the clinical decision making, education and research needs of all involved in patient care and hospital services across the organisation.

Our Vision is to **enable** the organisation to provide the best healthcare by the capture, sharing and application of knowledge and learning.

We will ensure that all Trust staff and students have access to up-to-date and reliable sources of information relevant to their clinical, management, educational and research needs.

Training will be available to Trust staff and student to ensure that they know how to access appraise and use the information sources effectively.

Five Key Themes

- Enable the delivery of Trust business objectives
- Facilitate clinical and business decision making
- Actively contribute to the research and innovation agenda of the Trust
- Enable lifelong learning and continuing professional development of all staff and students
- Engage with external educational and NHS partners to secure return on investment

6. Strategic Context

Library & Knowledge Services impact on all areas of healthcare and can make a significant contribution to local and national plans and policies. Over the next three years we will continue to identify the key external and internal drivers and strategies that may influence the development of the Library & Knowledge Service and the part it plays in delivering effective Knowledge Management. We endeavour to be innovative and proactive to provide a high quality value-added service. (Appendix 2)



7. Strategic Objectives

1. To provide quality assurance of services whilst continually seeking ways to improve productivity and efficiency to support the delivery of high quality healthcare for our patients.

Drivers: Knowledge for Healthcare: a development framework, Clinical Vision and Intent 2014 – 2017, Library Quality Assurance Framework (LQAF)

2. To better understand how Knowledge Management can impact the Trust as a learning organization.

Driver: Knowledge for Healthcare: a development framework

3. To increase awareness of the service through our Marketing and Communications Plan. Our aim is for all staff and students to be aware of what the Library & Knowledge Service offers and to seek our services in the first instance when challenged with finding information to support patient care, service development, research or any other requirement.

Driver: Library Marketing & Communication Plan, Corporate Strategy 2016 – 2018, Knowledge for Healthcare: a development framework

4. To ensure that all Trust educational and training activities continues to have access to key evidence based resources and support.

Driver: Trust Education & Training Strategy 2013-16, Knowledge for Healthcare: a development framework

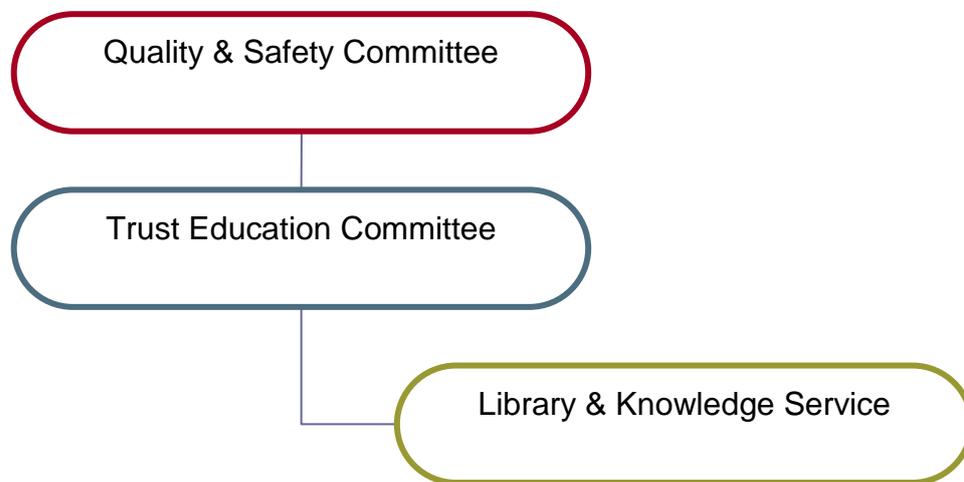


8. Appendices & Bibliography

Appendix 1 - Governance, monitoring and evaluation of the strategy

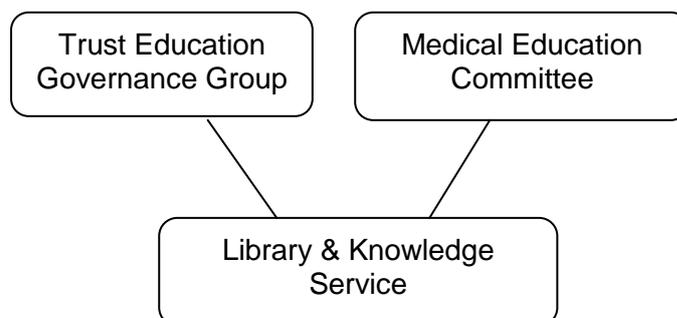
A. Organisational Level

The Library & Knowledge Service Manager presents an annual report to the Trust Education Committee. Any ad hoc issues and/or risks are escalated to the Trust Education Committee for discussion and to Quality & Safety Committee thereafter in the interim.



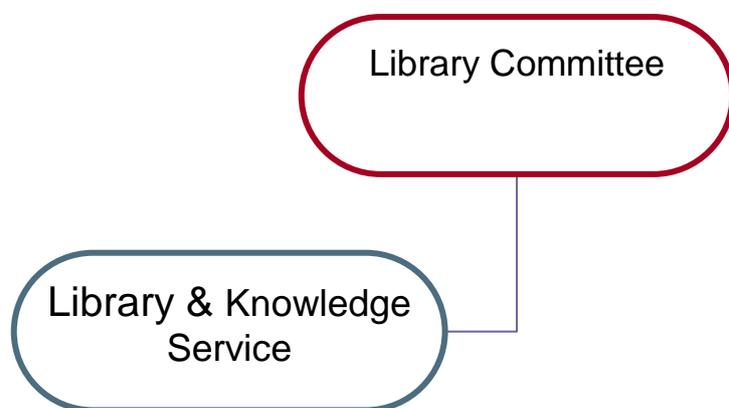
B.

The Library & Knowledge Service Manager is a formal member of the Medical Education Committee, the Education Governance Group and the Evidence Based Practice Committee.



C. Local

The Library and Knowledge Service Manager chairs the Library Committee which is held on a quarterly basis.



Monthly staff meetings	Review of implementation plan and update.
Twice a year at the Library Committee	Reports on progress of implementation plan and any items highlighted through the LQAF process
Yearly, Library Quality Assurance Framework (LQAF) which is externally verified	Assess that an up to date, approved strategy is in place. That a yearly implementation plan to deliver this is in place and that it is monitored and evaluated
Annual Report (Library manager) reported up to Trust Education Committee	A yearly report evaluating the progress made on delivering the strategy through a review of the implementation plan

Implementation Plan 2016-17

Our implementation plan covers the first year of the strategy to July 2017 and is divided into 4 strategic objectives.

The implementation plan will be monitored at monthly Library staff meetings, monthly meetings between Library & Knowledge Service Manager and Head of Education and Training, and formally through Library & Knowledge Service Annual Report each year.

1. Providing quality assurance of services whilst continually seeking ways to improve productivity and efficiency to support the delivery of high quality healthcare

Action	Target date	LKS Lead	Resources	Key Activity Indicators / Outcomes
Produce Annual Report	May 2017	MMO	<ul style="list-style-type: none"> • Time • Met from existing budget 	Benchmark data, monitored through usage statistics and user surveys
Monitor & develop quality of services	Dec 2016	MMO	<ul style="list-style-type: none"> • Time, • Met from existing budget 	The Library Quality Assurance Framework (LQAF) submission to HENW Compliance maintained at 98% or above
Develop communication & team working through regular library team meetings	Monthly	MMO /GM/ SW	<ul style="list-style-type: none"> • Time • Met from existing budget 	Open & appropriate communication; monitored e.g. through meeting records & annual reviews

2. To better understand how Knowledge Management can impact the Trust as a learning organization

Action	Target date	LKS Lead	Resources	Key Activity Indicators / Outcomes
Work with the Education & Training Department to identify areas of the Trust where KM could be usefully	July 2017	MMO	<ul style="list-style-type: none"> • Time, • Met from existing budget 	Develop a KM culture within the Trust.

and easily embedded				
Develop & launch clinical subject areas on the Trust intranet & Library website	July 2017	MMO / SW / GM	<ul style="list-style-type: none"> • Time • Met from existing budget 	Evidence-based information & other resources to support patient care and staff development will be more readily available at the point of need; monitored through usage statistics and user surveys

3. Continue to raise awareness of the service through our marketing and communications strategy.

Action	Target date	LKS Lead	Resources	Key Activity Indicators / Outcomes
Promote 24/7 self-service issue system	July 2017	SW	<ul style="list-style-type: none"> • Time • Met from existing budget 	Increase /maintain the number of registered Library & Knowledge Services users to 30%+ of Trust Staff
Continue to ensure our involvement in Trust inductions for all grades and specialties of staff	July 2017	MMO	<ul style="list-style-type: none"> • Time • Met from existing budget 	Increase /maintain the number of registered Library & Knowledge Services users to 30%+ of Trust Staff

4. Ensure that all Trust educational and training activities continues to have access to key evidence based resources and support.

Action	Target date	LKS Lead	Resources	Key Activity Indicators / Outcomes
Work with colleagues in the Education and Training Department and attend the Educational Governance Committee meetings	July 2017	MMO	<ul style="list-style-type: none"> • Time • Met from existing budget 	Enable evidence based quality assurance for all Trust educational activities.

Appendix 2 - Strategic Context / Drivers

A. Knowledge for healthcare: a development framework

Impact on library policy/practice:

- Personalised services, including individually tailored current awareness and alerting services with more quality-filtered and synthesised evidence
- Information specialists leading organisational knowledge management
- Increasingly equitable, seamless and mobile access to high quality electronic resources
- Redesigned roles and enhanced skills to meet changing needs with improved career opportunities
- One coherent service – nationally led, locally delivered, working in partnership with more centralised and collaborative procurement, standard core offer for all, more streamlined 'back-office' functions working over larger geographies

The framework directs Library and Knowledge Services (LKS) to pursue initiatives such as providing quality information tailored to specific users and for services to be digital by default. It indicates that the outreach model of service should be expanded and the skills of the LKS workforce should be developed. This framework will be central to our strategy over the next three years.

B. Health Care Libraries Unit (HCLU)

Regionally, we have a strong Health Care Libraries Unit (HCLU), which promotes collaborative working and purchasing, themes of the national report. For instance, libraries in the North West of England produce a number of horizon scanning bulletins which are shared nationally. We also provide resources via reciprocal inter library loans to meet the information needs of healthcare staff working across the North West.

C. Transforming Primary Care: Safe, Proactive, Personalised Care for Those Who Need it Most

Impact on library policy/practice:

- There may be opportunities to market ourselves as being able to support primary and community staff undergoing training to support older people and those with complex needs, and also to support healthcare assistants and support workers undertaking the new Care Certificate.

D. The Mid Staffordshire NHS Foundation Trust Public Inquiry

Impact on library policy/practice:

Among the recommendations accepted by the Government are several that could have a direct impact on libraries, including:

- *Recommendation 194* nurses will be required to undergo revalidation
- *Recommendation 197* that nurses have access to leadership training and this could be a driver to support the development of leadership resources in libraries

E. Increasing research and innovation in health and social care

Impact on library policy/practice:

Whilst not directly applicable to NHS library services, the policy provides an opportunity for libraries to work collaboratively with colleagues in the following areas:

- Supporting NHS healthcare researchers – providing information / research skills training to help identify high quality clinical research, promoting relevant journals / research publications, circulating eTOC alerts and current awareness services (e.g. evidence update bulletins).
- Supporting clinical audit teams and clinical policy makers – literature searching and critical appraisal to enable effective review of current protocols and targeted monitoring of NICE technology appraisals and health technology assessments. This can help to inform changes to clinical practice and introduction of new drugs or healthcare devices.
- Strategic positioning – aligning the strategic aim and objectives of the library service with Trust priorities and the research and development programme. This can help direct business and financial planning to support research and innovative practice within NHS Trusts.
- Working with healthcare staff in their departments and remotely via outreach and clinical librarian initiatives, to assist access to NICE Clinical Guidelines and other reliable evidence. This can support professionals to remain up-to-date with clinical developments and best practice.

Bibliography

1. Health Education England (2014) *Knowledge for healthcare: a development framework for NHS library and knowledge services in England 2015-2020* [online] Health Education England. Available from <http://hee.nhs.uk/wp-content/blogs.dir/321/files/2014/12/Knowledge-for-healthcare-framework.pdf> (Accessed 29 June 2015)
2. Department of Health. *Equity and excellence: liberating the NHS*. The Stationery Office, 2010. [Accessed 29 June 2015 at: www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_117353].
3. Department of Health. *Liberating the NHS: an information revolution*. Department of Health, 2010. [Accessed 29 June 2015 at: www.dh.gov.uk/en/Consultations/Liveconsultations/DH_120080].
4. Department of Health. *Liberating the NHS: developing the healthcare workforce*. Department of Health, 2010. [Accessed 29 June 2015 at: www.dh.gov.uk/en/Consultations/Liveconsultations/DH_122590].
5. Department of Health. *Healthy lives, healthy people: our strategy for public health in England*. The Stationery Office, 2010. [Accessed 29 June 2015 at: www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_121941].
6. General Medical Council. *Tomorrow's doctors*. GMC, 2009. [Accessed 29 June 2015 at: www.gmc-uk.org/education/undergraduate/tomorrows_doctors_2009.asp].
7. Department of Health. *Quality, innovation, productivity and prevention*. Department of Health, 2011. [Accessed 29 June 2015 at: www.dh.gov.uk/en/Healthcare/Qualityandproductivity/QIPP]. Our priorities—our trust."