

# **Library & Knowledge Services Strategy 2019-2024**

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# 1. Executive Summary

## Library & Knowledge Services Strategy 2019-2024

**Our vision** is to provide evidence-based information at the point of need to improve patient care to the highest quality, we aspire to be business critical, we are an essential part to the delivery of patient care and aim to be realised

### Key drivers: national and regional

- Enabling all NHS workforce members to freely access LKS
- Knowledge specialists to use their expertise
- Proactive and focussed service
- supplying the evidence base

### Key drivers: local

- Collaboration
- Working with partners
- 4 signature behaviours
- Evidence-based information at the point of care
- Working together

**Realising the Vision**

**Drivers**

Investment

Re-structure

Technology

Leadership



**Enablers**

Service Level Agreements

Board Support

IT infrastructure

LKS Expertise

Utilizing technology and LKS expertise the service will be highly visible, business critical and essential to evidence-based culture of the Trusts



**Measuring Success**

## 2. Purpose

The purpose of the Library and Knowledge Services (LKS) Strategy 2019-2024 is to define the service's vision and ambitions, as well as to align the service to the organisation's aims and objectives within the Worcestershire health economy. In addition these will include regional and national strategic initiatives.

Once defined the LKS aims and ambitions will be outlined in a clear action plan with specific, measurable targets

## 3. Background

### 3.1 Current context

The Library and Knowledge Service is hosted by the Worcestershire Acute Hospitals NHS Trust within the HR directorate. The LKS also provides full library services to the Worcestershire Health and Care NHS Trust as well as to the three Clinical Commissioning Groups within Worcestershire.

### 3.2 National and regional context



#### *Health Education England*

*The NHS Library and Knowledge Services in England Policy* was approved by the Health Education England Executive on the 29th November 2016. The policy sets out key objectives of enabling access to knowledge and evidence for healthcare decision makers.

- Enabling all NHS workforce members to freely access library and knowledge services so that they can use the right knowledge and evidence to achieve excellent healthcare and health improvement.
- Developing NHS librarians and knowledge specialists to use their expertise to mobilise evidence obtained from research and organisational knowledge to underpin decision-making in the National Health Service in England
- Developing NHS library and knowledge services into a coherent national service that is proactive and focussed on the knowledge needs of the NHS and its workforce



## Library and Knowledge Services



*Knowledge for Healthcare – A development framework* outlines that healthcare library and knowledge services underpin all aspects of the NHS – supplying the evidence base to the service to make decisions on treatment options, patient care and safety, commissioning and policy, and to support lifelong learning, undertake research and to drive innovation

*Topol Review - Preparing the healthcare workforce to deliver the digital future\**. This is an independent report on behalf of the Secretary of State for Health and Social Care. As a result of the evolving health workforce it recommends health service leadership to integrate and adopt new technologies. Library & Knowledge Service is ideally placed to lead this innovational change and fully supports the recommendations

\*<https://topol.hee.nhs.uk/wp-content/uploads/HEE-Topol-Review-2019.pdf>

## 4. Trust Profile



Worcestershire Acute Hospitals NHS Trust provides hospital-based services from three main sites - the Alexandra Hospital in Redditch, Kidderminster Hospital and Treatment Centre, and Worcestershire Royal Hospital in Worcester.

The Trust provides a wide range of services to a population of 580,000 people in Worcestershire as well as caring for patients from surrounding counties and further afield.

Last year the Trust provided care to more than 238,905 different patients – that is 40% of the Worcestershire population that received care at one of the Trust's hospitals.

The Trust saw 2,293 patients every day, including:

149,964 A&E attendances

49,740 emergency admissions

87,098 planned admissions

5,332 births

625,101 outpatient attendances

Collaboration and partnership are central to *Worcestershire Acute Hospitals NHS Trust's* approach in delivering fundamental activities of patient care, teaching and research. These values determine the vision to be:

Working together with our partners in health and social care we will provide safe, effective, personalised and integrated care for local people, delivered consistently across all services by skilled and compassionate staff.

All staff across the Trust are asked to adhere to four Signature Behaviours. These Signature Behaviours are at the heart of the 4ward programme.



Within the *Integrated Business Plan* Library and Knowledge Services are seen to have a key role in the core business of the NHS in supporting the delivery of high quality services by ensuring that evidence of best practice is available and underpins clinical, management and commissioning decision making, individual learning and workforce development.

## 5. Trust's purpose, vision and objectives

**Purpose:** Putting Patients First

**Vision:** Working in partnership to provide the best healthcare for our communities, leading and supporting our teams to move 4ward

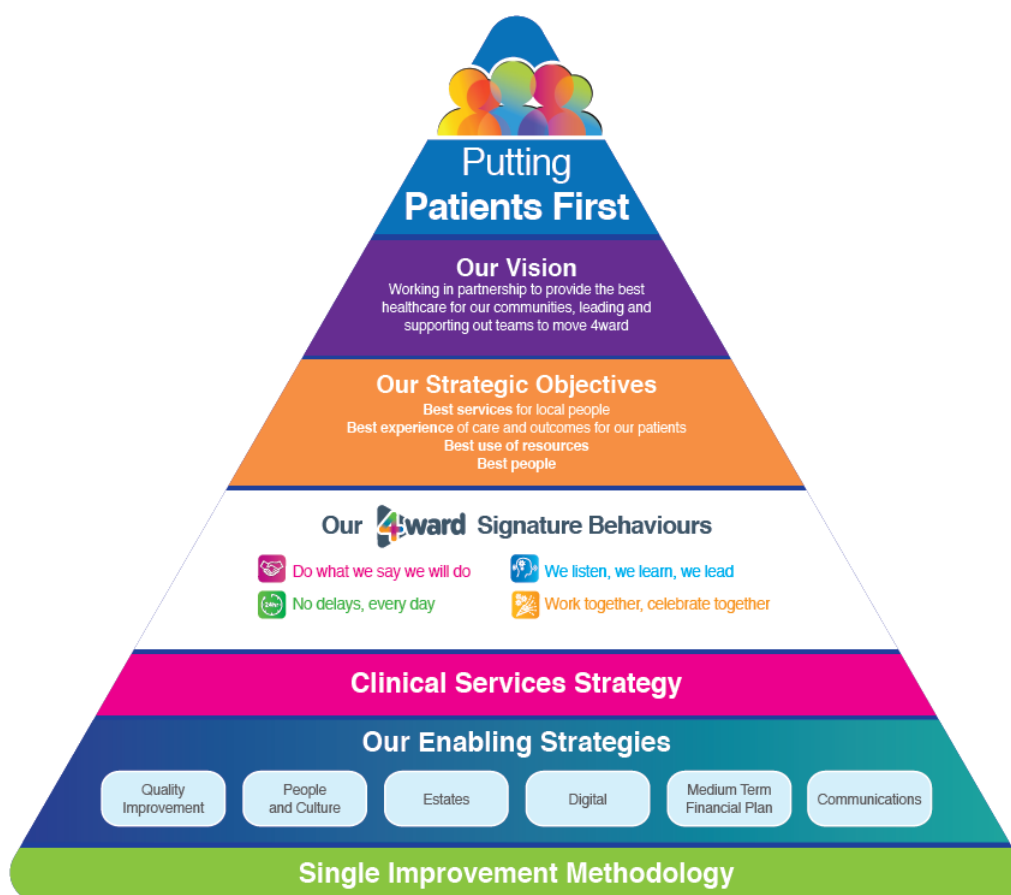
**Objectives:**

**Best services for local people:** We will develop and design our services with patients, for patients. We will work actively with our partners to build the best, sustainable services which enable people in the communities we care for to enjoy the highest standards of health and wellbeing

**Best experience of care and best outcomes for our patients:** We will ensure that the care our patients receive is safe, clinically excellent, compassionate and an exemplar of positive patient experience. We will drive the transformation and continuous improvement of our care systems and processes through clinically-led innovation and best use of technology

**Best use of resources:** We will ensure that services – now and in the future – meet the highest possible standards within available resources for the benefit of our patients and the wider health and care system

**Best people:** we will invest in our people to ensure that we recruit, retain and develop the right staff with the right skills who care about, and take pride in, putting patients first



## **6. Our Vision for Library and Knowledge Services**

The Library & knowledge Services' vision is to provide evidence-based information at the point of need so clinical and non-clinical staff can improve patient care to the highest quality. We aim that the right information will be available to the right people in the right format at the right time. We believe that the effective management of knowledge and information is essential for the provision of the best patient care.

In addition we aspire to be business critical to the organisations we serve and aim to work with them to ensure effective and efficient patient care.

We believe we are an essential part to the delivery of patient care and should be realised.

## **7. Where the service is now, where we want to be and how we will get there**

There are six new Outcomes from the Health Education England Knowledge for Healthcare Board. These are the criteria in which the Library and Knowledge Services will be yearly assessed. Therefore the service will be divided into these outcomes










The six outcomes are:

1. All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of Knowledge for Healthcare.
2. All NHS decision making is underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists.
3. Library and knowledge specialists identify the knowledge and evidence needs of the workforce in order to deliver effective and proactive services.
4. All NHS organisations receive library and knowledge services provided by teams with the right skill mix to deliver on organisational and Knowledge for Healthcare priorities.
5. Library and knowledge specialists improve the quality of library and knowledge services using evidence from research, innovation and good practice.
6. Library and knowledge specialists demonstrate that their services make a positive impact on healthcare.









Each outcome will be underpinned with a defined scope and a self-evaluation model to support service improvement and development.








The Library & Knowledge Service aims to be business critical to the Trust and offer evidence based support to the enabling and clinical strategies

The Table below gives a summary of key objectives for the Library & Knowledge Service following analysis of the context in which the Trust operates and Health Education England's outcomes

Outcome	RAG	Where we are now	Where we want to be	How we will get there	When will we get there
1 Proactive service that meets organisational and KfH priorities		Strategy out of date	New Strategy in place	Endorsement of new strategy by Education committee	Year 1
		Annual plan relates to drivers	Annual plan remains current	New plan written each year	Year 1
		SLAs unclear	New focused SLAs for each organisation	LKS manager to work with Ass. Director of OD and finance	Year 2 - 5
		Report to HEE and Trusts in a timely and appropriate manner	Annual report and strategy directed and acknowledged by boards	Attend Education committees and submit HEE statistic requests on time	Year 1
		Not in contact with the current strategy drivers	Support enabling and clinical services strategies	Contact the leads for each strategy offer evidence-based support	Yeas 1-5
Outcome	RAG	Where we are now	Where we want to be	How we will get there	When will we get there
2 NHS decision making is underpinned by evidence		Literature searches have fallen 14% from previous year	Increase search requests by 5% each year	Employ Clinical Librarian to market service	Year 1 – 5
		Training has fallen 40% from previous year	Increase training by 10% each year	Employ Clinical Librarian to market service	Year 1 – 5
		Uptodate and BMJ Best Practice remain as hyperlinks on webpages	Integrate Uptodate and BMJ Best practice into clinical systems	Target group training Purchase latest version of Uptodate and liaise with IT	Year 1 – 5 Year 1
		LKS works with Education and Evidence-based teams but is not business critical	Work with procurement and research departments to be part of the evidence base process	Contact Charlotte Kings to present business case Contact research team to develop partnership	Year 2 - 4



Outcome	RAG	Where we are now	Where we want to be	How we will get there	When will we get there
3 Responsive to user needs in order to deliver effective and proactive service		63 TOCs delivered to 71 people	TOCs are increase by 10% yearly to both people and by journals	Clinical Librarian and CCT promote this to users	Year 1 – 5
		Training is on an ad hoc basis and mainly 1:1	Tailor made group training delivered quarterly	Employ clinical librarian to liaise with Matrons and heads of department	Year 1 – 5
		Book loans nationally are falling 10% per year. Ensure loans are within that figure	Book loans have been falling yearly – monitor this and promote service	Promote service on blog, inductions, training and with communications	Year 1-5
		Study rooms are not available at Rowlands library	Library users have access to study rooms	Investigate funding and options with manager of CHEC	Year 2
		Providing access to quality information for patients and members of the public as well as cross county sector partners	Chair Inspire cross county group and provide NHS choices national leaflets	LKS Manager chairs Inspire and works with region on leaflet	Year 1 – 5
		Working with the Midlands Health Libraries e-procurement group for collaborative purchasing models to reduce spend.	Continue this collaboration – looking at Royal Marsden and Ovid 27 collections	Electronic librarian attends meetings and reports on saving potentials	Year 1 – 5
		Stocktake and weeding of stock done bi-yearly	Continue this process	Staff to stocktake December 2020	Year 2 and 4
		LKS policies and procedures are updated	P &Ps yearly updated	Continue to review	Year 1 - 5

Outcome	RAG	Where we are now	Where we want to be	How we will get there	When will we get there
4 Appropriate library and knowledge staff and skill mix to deliver on organisational and KfH priorities		RA structure inhibits basic function of LKS	RA function moved to HR	Ass. Dir. of OD to write business case	Year 1 - 2
		Staff resignations and vacancies have impacted on LKS basic function	LKS structure fully in place	Employ vacant posts	Year 1- 2
		Lost links with University of Worcester due to retirement of partnership librarian	Work with University of Worcester looking at joint purchasing and support for new medical school	Establish links with new partnership Librarian	Year 1 - 4
Outcome	RAG	Where we are now	Where we want to be	How we will get there	When will we get there
5 Use findings from the evidence base to inform service improvement and development		Quarterly impact surveys delayed due to GDPR for training and literature searches	Quarterly impact surveys resume	Ensure forms have GDPR request options	Year 1
		User survey last completed 2017	Continue 2 yearly survey	Deputy and Outreach Librarian to send surveys	Year 1 -5
		Submit, use and prompt own innovations from Knowledge for healthcare website	Recognised as an innovative LKS Trust	Customer care team to deliver survey	Year 1, 3 and 5
		Incorporating the latest technology to facilitate easy access to EB information – e-books, point of care resources, alerts, apps, remote access and hand held devices	Continuing to use the latest technology and innovations	Publishing research, giving talks using innovations	Year 2 – 5
				Horizon scan for new innovations Invest in technology Respond to user needs (cf surveys) Record athena, e-book and Point of Care statistics to monitor usage	Year 1 - 5

Outcome	RAG	Where we are now	Where we want to be	How we will get there	When will we get there
6 Library and knowledge staff demonstrate the impact of the services they provide	☹️	Impact studies submitted to HEE yearly	Studies submitted three times a year	Deputy and Outreach librarian to work with Clinical Librarian to submit	Year 1- 5
	☹️	There is one talking head video on website	Increase this to three	Identify champions. Liaise with comms. Load onto website	Year 3
	☹️	Training evaluations are collected for Foundation Year doctors	Collect evaluations for all training and respond accordingly	Clinical Librarian to design and collate evaluation forms and information	Year 1- 5
	😊	Ensure that the Kidderminster Education centre is fully utilised	Continue yearly usage increase	Promote the service	Year 1-5

## 8. Realising the Vision

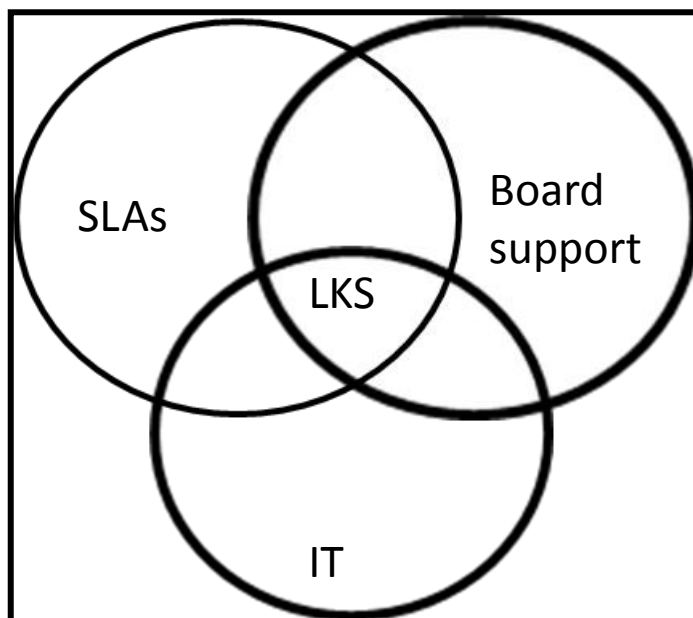


There are four key components needed to realise the vision:

- Investment in LKS resources and the infrastructure to enable their management.
- Successful restructuring of the LKS to refocus on key objectives
- Development of Performance Indicators which will show level of achievement of identified goals
- Effective leadership of the LKS

## 9. Key Enablers

- Board support and endorsement
- Clear Service Level Agreements and appropriate funding
- IT support
- Library & Knowledge Services expertise



## 10. Roles and Responsibilities

The Trust Board will oversee the implementation of the strategy with the Director of People & Culture accountable for its delivery

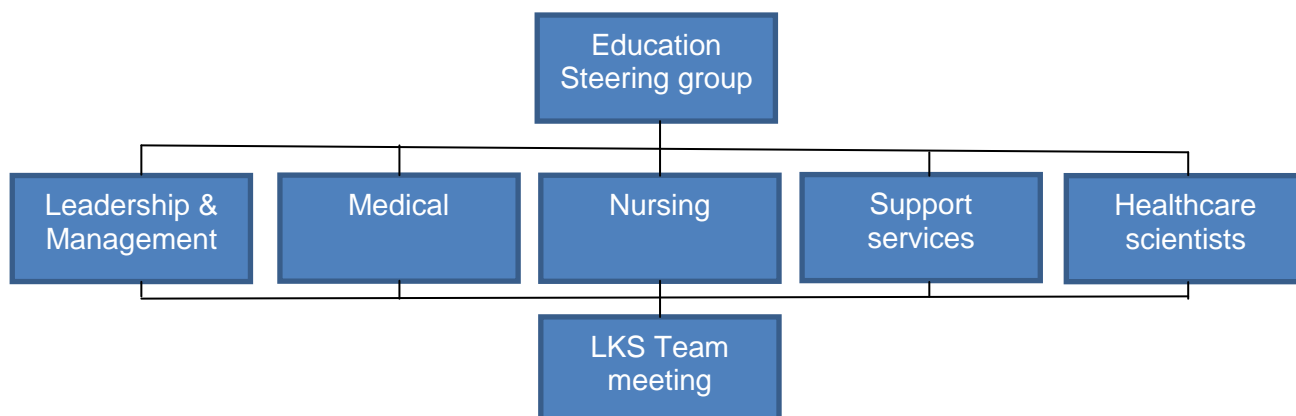
The Library & Knowledge Services manager will:

- Produce an annual action plan and report
- Work with the deputy director of OD to develop SLAs and LKS funding
- Seek collaborative purchasing agreements and ensure value for money when selecting resources.
- Enhance external relationships with the public and academic sector.

The Library & Knowledge Service Team will:

- Focus on getting information into clinical teams and areas
- Ensure staff have access to the knowledge base that provides right information at the right time
- Work collaboratively with higher education and the public sector
- Provide training to staff to utilise and maximise access to information at the point of care.

## 11. Governance



LKS Staff will attend the faculty meetings developing knowledge management whilst the faculty leads will attend the Education steering group

## 12. Monitoring and Compliance

- Annual report presented to WACUTE Education committee
- Health Education England yearly assessment – Library Quality Assurance Framework
- Performance Indicators set for literature searches
- Impact surveys conducted quarterly
- User surveys conduct bi-annually
- Statistics collected from resources

## 13. Summary

The Library & Knowledge Service plays a vital part in the delivery of evidence-based care for patients in Worcestershire and is committed to using the latest technology and resources to support clinicians and non-clinicians in decision making.