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### Key points of this document

- This document provides a strategic framework for the delivery and development of library and knowledge services at Papworth Hospital NHS Foundation Trust over the next three years.
- The purpose of this strategy is to ensure that all staff continue to have access to library and knowledge services that meet national, regional and local requirements.

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## 1. Introduction

Health libraries in the NHS have a responsibility to provide services to all staff in support of evidence-based practice, clinical practice and management decision making. They play a pivotal role in education, continuing professional development, lifelong-learning, research and clinical governance.

This document provides a strategic framework for the delivery and development of library and knowledge services at Papworth Hospital NHS Foundation Trust over the next three years. The purpose of this strategy is to ensure that all staff continue to have access to library and knowledge services that meet national, regional and local requirements. This is essential to ensure that staff are capable of delivering high-quality, evidence-based health care.

## 2. Context

The library service is committed to the 48 standards documented in the NHS Library Quality Assurance Framework (LQAF) England (version 2.2, 2012)<sup>1</sup>. It is a requirement of the NHS LQAF that each NHS Library has a Board-approved Library Service Strategy which is reviewed on a regular basis.

The Library will actively support the strategic direction of the Trust. “At Papworth, our vision is to be the leading hospital providing excellence in specialist heart and lung patient care, based on research, education and innovation. Our focus is growth, value and effectiveness, with a commitment to the highest levels of clinical quality and providing the best standards of personalised care possible to our patients.”<sup>2</sup>

In its support of the commitment to high-quality care the Library will contribute to all aspects of this vision. The Library staff will endeavour to meet the information needs of all users, both current and potential.

Also, this strategy is underpinned by Peter Hill’s report: “Report of a national review of NHS library services in England: from knowledge to health in the 21<sup>st</sup> Century”<sup>3</sup>.

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<sup>1</sup> NHS Library Quality Assurance Framework (LQAF). Version 2.2, Issued April 2012. Available at: <http://www.libraryservices.nhs.uk/forlibrarystaff/lqaf/> (Accessed 21 March 2014)

<sup>2</sup> Strategic Plan Document 2013-14 Papworth Hospital NHS Foundation Trust. Available at: <http://www.papworthhospital.nhs.uk/docs/about/Papworth-Hospital-Strategic-Plan-Document-2013-14.pdf> (Accessed 21 March 2014)

<sup>3</sup> Hill, P., 2008. Report of a national review of NHS health library services in England: from knowledge to health in the 21st Century (Online). Available at: [http://www.libraryservices.nhs.uk/document\\_uploads/NHS\\_Evidence/national\\_library\\_review\\_final\\_report\\_4feb\\_081.pdf](http://www.libraryservices.nhs.uk/document_uploads/NHS_Evidence/national_library_review_final_report_4feb_081.pdf) (Accessed 21 March 2014)

### 3. Mission statement

The Library and Knowledge Service aims to improve patient care and promote evidence-based practice and decision making by providing all staff and teams with access to the information and knowledge they need to carry out their work, by equipping them with the skills to make full use of it, and by encouraging use of the evidence-base in all aspects of Trust activity.

### 4. Strategic principles

To achieve this mission the Library staff will:

- Provide users with up-to-date evidence-based information to help inform best practice and better patient care
- Ensure appropriate access to a wide range of multidisciplinary resources
- Develop resources and services to reflect user needs and requirements
- Promote resources and services via different routes, utilising new technologies and enable access anytime and anywhere
- Manage and disseminate knowledge via the Knowledge Zone
- Provide a training programme for users
- Provide current awareness and alerting services for all users

The Library will continue to build on the good working relationships with other Libraries in the NHS East of England Health Libraries Network. The collaborative projects, joint working and co-ordination will be of benefit to all users including the staff at Papworth Hospital NHS Foundation Trust.

The Library staff will continue to play an active role within the Network and also at national level via the Health Education England Library and Knowledge Services Leads working groups.

The Library will ensure that its funding streams are in line with those who use the service. Services will be developed and delivered in line with best practice and value for money.

## 5. Strategic aims for 2014-17

Our strategic aims for the next 3 years are:

- To continue to achieve the standards outlined in the NHS Library Quality Assurance Framework (LQAF)
- To appoint an Outreach Librarian to assist the clinical and research teams to support service improvement and investment in research
- To develop a marketing plan to increase awareness and use of all library services in support of the delivery of high quality patient care
- To review and extend the Library training programme to meet user needs and increase uptake
- To maintain a user feedback programme to aid service improvement

An action plan (Appendix A) accompanies this strategy and annual objectives will be set in order to achieve these strategic aims.

## 6. Evaluation and performance monitoring

The Library will be assessed on an annual basis against the LQAF standards, an evaluation of the level of compliance to the national standards. The LQAF will be used to provide a clear focus for action planning to drive forward quality improvements in the Library Service.

The Library will continue to collect and analyse activity statistics. These will be evaluated to assess the user profile, to measure performance and identify areas for further development and promotion.

The LQAF return and the annual statistics will be submitted to the East of England Library Lead and be made available for stakeholders.

The library will gain user feedback by undertaking surveys, questionnaires on specific services and evaluations of all training sessions. These will be used to assess user satisfaction with services and evaluate the impact of the library service in supporting evidence-based care.

## 7. Review

This strategy and action plan will be reviewed annually to ensure that it reflects the changing environment within which the service is provided.

**Appendix A****2014-2017 Action Plan**

<b>3 Year Strategic Aims</b>	<b>Annual Objectives 2014-2015</b>		
<b>Strategic aim</b>	<b>Objective/Target</b>	<b>Performance criteria</b>	<b>Target date</b>
To achieve the standards in the NHS Library Quality Assurance Framework (LQAF)	Complete annual assessment; include supporting evidence and complete action plan	Annual assessment completed and submitted to East of England Library Lead – maintain Green rag rating.	September 2015
	To appoint an Outreach Librarian to assist clinical and research teams to support service improvement and investment in research	To embed Outreach Librarian in post and develop outreach Library services	October 2015
To develop a marketing plan to increase awareness and use of all library services in support of the delivery of high quality patient care	Further assess current marketing approaches; devise structured programme including the use of new technologies	Marketing plan in use by all Library staff, form closer working relationships with Communications team and utilise new technologies to further marketing strategy	April 2016
To review the Library training programme to meet user needs and increase uptake	Review current provision and develop new programmes as appropriate	Revised programme made available to all users, add new sessions as demanded	April 2016
To develop user feedback programme to aid service improvement and assess options for move to Cambridge	To undertake an annual survey to gain feedback on resources and services and assess users' needs for future	User survey undertaken and feedback provided to users and implement any suggestions where possible.	April 2016

What key element(s) need(s) monitoring as per local approved policy/ procedure or guidance?	Who will lead on this aspect of monitoring? Name the lead and what is the role of the multidisciplinary team or others.	What tool will be used to monitor/check/ observe/assess/ inspect/ authenticate that everything is working according to this key element from the approved policy/ procedure?	How often is the need to monitor each element? How often is the need complete a report? How often is the need to share the report?	Who or what committee will the completed report go to?  How will each report be interrogated to identify the required actions and how thoroughly should this be documented in e.g. meeting minutes?	Which committee, department or lead will undertake subsequent recommendations and action planning for any or all deficiencies and recommendations within reasonable timeframes?	How will system or practice changes be implemented, the lessons learned and how will these be shared?
Element to be monitored	Lead	Tool	Frequency	Reporting arrangements	Acting on recommendations and Lead(s)	Change in practice and lessons to be shared
Annual Objectives 2014-2015	Library & Knowledge Services Manager	Annual report  Library & Quality Assurance Framework (LQAF)	Yearly  Yearly	<i>The lead or committee is expected to read and interrogate the report to identify deficiencies in the system and act upon them.</i>  RDD Committee will receive report	<i>Required actions will be identified and completed in a specified timeframe.</i>  RDD Committee	Required changes to practice will be identified and acted upon.  Library & Knowledge Services Manager will take each change forward. Lessons will be shared with all the relevant stakeholders.

**Further document information**

Approved by Executive Director/local committee <b>(required for all documents):</b>	Research & Development Directorate						
Approval date ( <i>this version</i> ):	tbc						
Approved by Board of Directors or Committee of the Board <b>(required for Strategies and Policies only):</b>	Quality & Risk Committee						
Date:	tbc						
This document supports: <i>standards and legislation – include exact details of any CQC &amp; NHSLA standards supported</i>	NHS Library Services. Library Quality Assurance Framework (LQAF), as required by the East of England Multi-professional Deanery						
Key related documents:	NHS Library Quality Assurance Framework. Version 2.2, Issued April 2012. Available at: <a href="http://www.libraryservices.nhs.uk/forlibrarystaff/lqaf/">http://www.libraryservices.nhs.uk/forlibrarystaff/lqaf/</a>						
Equality Impact Assessment: Does this document impact on any of the following groups? If YES, state positive or negative, complete Equality Impact Assessment form from DN507 Single Equality Scheme, and attach.							
Groups:	Disability	Race	Gender	Age	Sexual orientation	Religious & belief	Other
Yes/No:	No	No	No	No	No	No	No
Positive/ Negative:	N/a	N/a	N/a	N/a	N/a	N/a	N/a
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