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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 Royal Papworth Hospital NHS Foundation Trust over the next four 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.

Library and Knowledge Services
Strategy
2021-2024

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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 (LKS) at Royal Papworth Hospital NHS Foundation Trust. The strategy will guide our work through the next four years, as we recover from the pandemic, continue to implement HEE's vision in Knowledge for Healthcare and focus on our core purpose: to underpin clinical excellence through providing high-quality evidence at the point of need.

2. Context

The LKS actively supports the strategic direction and vision of the Trust. The LKS transitioned to an embedded hybrid service in 2019 and continues to transform to meet the changing needs of a world-leading cardiothoracic hospital.

Trust six strategic aims 2020-2025	
1. Deliver clinical excellence	We will build on our world-leading outcomes, investing effort and resources in developing and implementing innovative services and models of care, growing expertise and extending the frontiers of clinical practice.
2. Grow pathways with partners	We will seek to develop services with partners and patients in local, regional, national and international networks so that our specialist expertise can be accessed easily and where we can best add value to the patient's treatment.
3. Offer a positive staff experience	We will seek to offer the best staff experience in the NHS, enabling staff to fulfil their potential by providing a working environment where they can feel valued for what they bring to the Trust, achieve a work life balance, and feel engaged in their work.
4. Share and educate	We will establish a Royal Papworth School, enabling us to grow and develop not only our own staff but also share our expertise and learning for the benefit of national and international networks as well as our local stakeholders.
5. Research and innovate	We will continue to develop the Trust as a centre for research and development, fully nurturing our expertise and creativity in a structured way for the benefit of patients.
6. Achieve sustainability	We will establish a sustainable operational and financial position to ensure that we are making the most of Royal Papworth and applying all our resources in the most effective and efficient manner.

Health Education England's key national priorities for the development of NHS LKS are: mobilising evidence and knowledge, health literacy and patient information, workforce planning and development, resource discovery, quality & impact, and research.

3. Mission statement

The Library and Knowledge Service drives the use of high-quality evidence to underpin excellent, specialist care for patients suffering from heart and lung disease.

To achieve this mission the Library staff will:

- Provide staff and students with high quality, up-to-date evidence-based information to underpin best practice and excellent patient care
- Ensure appropriate access to a wide range of multidisciplinary resources
- Develop resources and services to reflect the changing needs of the Trust, its staff and students
- Promote resources and services via different routes, utilising new technologies and enable access anytime and anywhere
- Provide an information and critical appraisal skills training programme
- Deliver a current awareness and evidence alert service

The Library and Knowledge Service will work in successful partnership with other NHS LKS in the East of England and Cambridgeshire Public Libraries to deliver joint projects of benefit to our staff, students and patients.

4. Our strategic aims for 2021-2024:

1. Empower clinical and management teams to access evidence, and drive the use of evidence based decision-making
2. Strengthen information provision for patients and the public
3. Drive LKS improvement through the HEE Quality Improvement Standards
4. Maximise the visibility of the LKS and deliver customer focused services at the point of need
5. Develop a formal research support service to support world leading research and innovation
6. Review staff and departmental resources ensuring best value for money

5. Resource and digital impact

The increasing cost of electronic subscriptions is well-documented and publishers are significantly inflating the costs of e-books in comparison to the print counterpart. Where possible national purchasing is utilised to reduce the cost to the NHS and these resources are delivered by HEE. The introduction of BMJ Best Practice provides junior doctors with access to an appropriate point of care tool for their learning and this is funded nationally. Locally purchased journal subscriptions are reviewed annually (using a consistent metric) to ensure they continue to be cost effective.

The expertise of the digital team will be required to ensure successful delivery of the new NHS discovery layer (phase 1 roll out planned for Summer 2021) and the transition to a new East of England Library Management System (roll out May 2022).

The following investments are recommended to deliver a digitally enhanced future-ready LKS:

- Software for more interactive training delivery is desirable to enhance online training and potentially offer the programme externally as an income generation activity
- Online platform to enable expansion of patient outreach role
- Self-issue machine to streamline 'click and collect' service

6. Evaluation and performance monitoring

The Library and Knowledge Service will be assessed on an annual basis against the Quality Improvement standards. Self-assessment against the standards will provide a clear focus for action planning to drive forward quality improvements in the service. The LKS will submit quarterly reports to the Research and Development Directorate to document progress against the yearly action plan and an annual report to summarise performance outcomes.

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 B – Action Plan 2020-2024

Strategic objective 2020-2025	Annual objectives 2021-2022	Performance criteria	Target date
1. Empower clinical and management teams to access evidence, and drive the use of evidence based decision-making	Pilot Clinical Librarians embedded within MDTs and clinical study days	Pilot review report	Dec 2021
	Maximise virtual support for staff to streamline access to evidence	Feedback from Clinical Teams and senior leaders	July 2021
	Drive access to evidence by increasing the relevance & user benefit of services marketed to staff	Literature search, training requests and impact survey data	Sept 2021
	Streamline access to resources on specialist cardiothoracic topics	Impact case studies Increase number of leads generated from newsletters, tweets	Ongoing
2. Strengthen information provision for patients and the public	Collaborate with Trust staff to deliver the patient audiobook project	Patient feedback questionnaires	July 2021
	Deliver health literacy awareness training to Trust staff & public	Feedback from attendees	June 2021

	library staff		
	Demonstrate proof of concept for Patient Outreach Librarian post	Feedback from PCEG Outcome of charitable funding bid	Sept 2021
3. Drive LKS improvement through the HEE Quality Improvement Standards	Submit baseline annual return for 2020-2021	Self-assessment complete/ feedback from HEE Leads	June 2021
	Accelerate service developments using the self-evaluation framework	User mapping results	Ongoing
	Improve user search experience through implementation of discovery layer	Feedback from HEE project team	April 2022
	Implement new LMS across EoE	Contribute to planning phase	April 2022
4. Maximise the visibility of the LKS and deliver customer focused services at the point of need	Maximise use of departmental and Trust-wide digital marketing to make services accessible to staff	User feedback Increase number of leads generated from digital marketing Impact survey data	On going On going On going
	Collaborate with Trust staff through digital outreach activity at critical care study days		
	Accelerate transition from print books to e-books	Acknowledgements for LKS staff in research publications	Ongoing
	Transition training programme to digital environment	Session delivered for R&D research skills course	April 2021
		New grey literature session launched	
5. Develop a formal research support service to support world leading research and innovation	Liaise with R&D department to outline a policy on library acknowledgement in publications	LKS included in acknowledgements for publications	Dec 2021
	Update content for research support website page	Clear outline of services updated	April 2021
	Share expertise in evidence searching with internal and external research groups	Projects supported and successfully published	On going

	Collaborate with R&D PPI team for patient research skills session	Session delivered and attendee feedback reviewed	February 2021
6. Review staff and departmental resources ensuring best value for money	Reduce staff time spent on article supply	Usage statistics	April 2021
	Maximise shared resource purchasing with EoE libraries	HEE statistics	On going
	Increase e-collection to reduce staff time on print book processes	Ratio for print to e-resources purchasing	On going
	Embrace income generation opportunities	Successful charitable funding bids / business case / LKS on research grant bids	On going
	Review subscriptions	Cost-effective use	Nov 2021

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 goes 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 2021-2022	Library & Knowledge Services Manager	Annual report LKS Quality Improvement Standards	Yearly Yearly	RDD Committee will receive report	RDD Committee Library and Knowledge Services Manager	Library & Knowledge Services Manager will take each change forward. Lessons will be shared with all the relevant stakeholders.

Further document information

<p>Approval – this is required for all documents. Approval should be by the relevant committee(s)*. State the name(s) of the committee(s) and the full date(s) of the relevant meeting(s):</p> <p>*In exceptional circumstances only, approval can be by Chair's Action or by appropriate ED or NED – state full date of approval</p>	<p>Research and Development Directorate Committee Meeting 12th April 2019</p>
<p>Approval date (<i>this version</i>) (Day, month, year):</p>	<p>12/04/2019</p>
<p>Approval by Board of Directors or Committee of the Board (required for Strategies and Policies only):</p>	
<p>Date (Day, month, year):</p>	<p>Dd/mm/yyyy</p>
<p>This document supports: <i>standards and legislation – include exact details of any CQC.</i></p>	<p>Learning and Development Agreement between Health Education England and Royal Papworth Hospital</p> <p>NHS Library Services. Quality and Improvement Outcomes Framework, as required by the East of England Multi-professional Deanery</p>
<p>Key associated documents:</p>	<p>NHS Library Services. Quality and Improvement Outcomes Framework, 2019 Education Strategy 2019-2022</p>
<p>Counter Fraud In creating/revising this document, the contributors have considered and minimised any risks which might arise from it of fraud, theft, corruption or other illegal acts, and ensured that the document is robust enough to withstand evidential scrutiny in the event of a criminal investigation. Where appropriate, they have sought advice from the Trust's Local Counter Fraud Specialist (LCFS).</p>	