

# Library and Knowledge Services

# Strategy 2021 – 2024



 

# Introduction

The NHS Education Contract held between Health Education England (HEE) and each provider organisation requires that Library and Knowledge Services (LKS) must meet nationally agreed quality standards set out in the Library Quality and Improvements Outcome Framework for NHS Funded Library and Knowledge Services in England.A library strategy, formally approved at board level or Sub – Committee of the Board, is an essential requirement of this Framework.

This strategy defines the vision of Wirral University Teaching Hospital’s (WUTH) Library and Knowledge Service (LKS) for the period 2021 – 2024.

# 1.1 Background

The Library and Knowledge Service lies within the Human Resources and Organisational Development Directorate. Playing a significant role supporting efficient and effective hospital operations, we provide information and knowledge services to the entire Trust, students and Partner workforce. The service, offers remote and physical access to a wide range of knowledge and evidence resources that are key in assuring a well-informed workforce and evidence based practice.

The LKS currently provides a full suite of services and support to all Trust staff and students as well as to Wirral Community Healthcare Trust (WCHCT) including:

* Information Literacy training including critical appraisal, finding the evidence, academic and reflective writing and basic computer literacy
* Current awareness and horizon scanning services
* Professionally summarized and synthesized evidence literature searches
* Document supply and Inter Library Loan
* 24 hour access to professionally selected digital and print resources
* Access to IT services with printing and scanning facilities
* Access to study space 24/7
* Access to laptops, headphone and presentation equipment
* Training room
* Assistance and facilitation of journal club
* Assisting with Trust knowledge management via survey design, data collation and dissemination.
* Services and support to partners and key stakeholders
* Support to Trust induction programmes

# Mission

Our mission is to ensure healthcare staff and learners have a consistent positive experience of accessing library expertise and resources. Recognised by all Trust staff and Partners, the LKS aims to be viewed as business critical, providing value by utilising and mobilising knowledge and evidence, enabling research, innovation and personal development, to deliver safe, effective, person centred healthcare, accessible to all on an equitable basis.

# 3 Strategic Context

The LKS strategy has been developed within the context of key drivers from national, regional and local strategies and framework.

## 3.1 National, Regional and Local Strategic Drivers

### [The NHS Long Term Plan](https://www.longtermplan.nhs.uk/)

Looking ahead the plan refers to a number of challenges facing the service in the next 10 years including (but not exclusively), the NHS moving to a new service model; action the NHS will take to address health inequalities; sets priorities for care quality and improvement for the decade ahead; addresses how current workforce pressures will be tackled and staff supported; sets out a wide-ranging and funded programme to upgrade technology and digitally enabled care.

### [Topol Review - Preparing the healthcare workforce to deliver the digital future (2019).](https://topol.hee.nhs.uk/)

Focuses on technology and how it will impact the roles and functions of healthcare staff over the next two decades. The LKS can play a role in supporting the workforce for the digital future.

[**NHS England » We are the NHS: People Plan for 2020/2021 – action for us all**](https://www.england.nhs.uk/ournhspeople/)

The NHS People Plan 2020/21, along with “Our People Promise” was published on 6th August 2020. The Plan sets out what our NHS people can expect from their leaders and from each other.  It builds on the creativity and drive shown by our NHS people in their response, to date, to the COVID-19 pandemic and the Interim People Plan. It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as take action to grow our workforce, train our people and work together differently to deliver patient care.

With a key focus on workforce development and retention, a significant increase in training place for support and clinical roles will have an impact on placement capacity and how we support learners as well as supervisors and mentors. The LKS will need to be part of this agenda and learner support required.

### [The Education Contract 2021-2024 (Appendix 14 (p. 97))](https://www.hee.nhs.uk/sites/default/files/documents/Combined%20Version%20-%20Full%20NHS%20Education%20Contract%20April%202021-March%202024_0.pdf)

Previously known as the Learning and Development Agreement, HEE’s new Education contract , specifically Appendix 14, outlines the services and requirements of LKS providers, referring (not exclusively) to providing proactive, high quality LKS services to all NHS staff and students; ensuring the clinical decision support tool, provided nationally by HEE is promoted to underpin clinical decision making; ensure progression through QIOF and the return of all required documentation/statistical returns.

### [HEE Knowledge and Healthcare Framework (KfH) 2021-2026](https://www.hee.nhs.uk/sites/default/files/documents/HEE%20Knowledge%20for%20Healthcare%202021-26%20EXEC%20SUMMARY%20FINAL.pdf)

The ambition of this updated framework is to have NHS bodies, their staff, learners, patients and the public using the right knowledge and evidence, at the right time, in the right place, enabling high quality decision-making, learning, research and innovation, to achieve excellent healthcare and health improvement. The new focus is on [getting the right team, resources and services in place](#_THE_RIGHT_TEAM); [Mobilising evidence and knowledge](#_MOBILISING_EVIDENCE_AND); [Enabling resource discovery](#_Enabling_Resource_Discovery); [Assuring the quality of knowledge services](#_The_framework_will); [Improving health literacy](#_HEALTH_LITERACTY_AND) and [Developing the knowledge and library services workforce](#_Developing_the_right)

### [HEE’s Quality and Improvement Outcomes Framework for NHS Funded Library and Knowledge Services](https://www.hee.nhs.uk/sites/default/files/documents/HEE%20Quality%20and%20Improvement%20Outcomes%20Framework.pdf)

The LKS Strategy for 2021-24 underpins the requirements set out within six outcomes. See section 4.4 below. The focus of the new framework is continuous library and knowledge service improvement focusing on outcomes rather than process. It emphasises the six outcomes upon which the Library and Knowledge Services will be regularly assessed.

[**HEE Library and Knowledge Services In England : Recommendations to improve the staff ratio for the number of qualified library and knowledge specialists per member of NHS Workforce**](https://library.hee.nhs.uk/binaries/content/assets/lks/about/hee-lks-staff-ratio-policy-january-2020-final.docx.pdf)

This HEE policy statement highlights the significant variation in the ratio of qualified librarians and knowledge specialists to healthcare staff, leading to inequitable service provision across England. The introduction of a recommended staff ratio is a key action by HEE to enable organisations to identify and address the risk of insufficient capacity to maximise the benefit of LKS roles to inform evidence-based improvement in care, the spread of innovation, improved productivity and cost savings.

### [WUTH’s Strategic Plan 2021 – 2026](https://www.wuth.nhs.uk/about-us/key-documents-and-information/wuth-strategy-2021-26/)

The main focus of this strategy is about working together to meet the challenges of improving health and care services and equity of health outcomes. We will do this through the delivery of our vision: “*Together we will* *deliver the best quality and safest care to the communities we serve”*

The LKS has a contribution to make in delivering all of our Strategic Priorities set out in the Plan for 2021-26. These are:

* Outstanding Care – Provide the best care and support
* Compassionate Workforce – be a great place to work
* Continuous Improvement – Maximise our potential to improve and deliver best value
* Our Partners – Provide seemless care working with our partners
* Digital Future – Be a digital pioneer and centre for excellence
* Infrastructure to Improve – Improve our infrastructure and how we use it

As a Library and Knowledge Service we will achieve this by enabling our workforce to: -

* Apply and use evidence
* Continue to learn
* Build know-how
* Drive Innovation
* Focus on digital skills

And by providing:

* The right resources
* The right services
* The right team
* Quality assurance

**4 LKS DRAFT Strategic Objectives for 2021-24**

# 4.1 The Right Resources

Our Aim: Provide the right (financially sustainable) resources (print, digital, space & human resource) to ensure the Trust’s workforce have access to digital knowledge and evidence at the right time and in the right place, as well as helping staff develop the skills required to enable high quality decision making, learning, research and innovation to improve patient care

## Objectives

* Ensure resources currently provided (print and digital) are fit for purpose and match needs and expectations of Trust and partner workforce.
* Ensure local investment in digital resources represents value for money.
* Advocate and increase training and support in the use of evidence based clinical decision support tools (E-learning)
* Promote mobile versions of decision making tools BMJ Best Practice (BMJ) and UpToDate
* Investigate BMJ Best Practice being incorporated into Cerner/Millennium (alongside UpToDate)
* Implement and promote HEE’s new ‘National Discovery Service’ and ‘Regional Library Management System’.
* Expand and promote the wellbeing and diversity collection
* Ease methods of access to library space outside staffed hours
* Enhance library space to provide zoned areas that accommodate private individual study, collaborative study and space for relaxation/reflection
* Investigate augmented reality e-books (Topol Review)

# 4.2 The Right Services

## Our Aim: LKS provide a range of services to ensure the workforce feel supported in their professional development; revalidation and decision making utilising and feeling confident using high-quality resources and evidence.

## Objectives

* Conduct a training needs analysis to review current training provision.
* Develop training materials for Health Literacy Awareness to provide training for workforce and partners. (KfH)
* Enhance document supply service – automated request completion, whilst complying with all copyright requirements.
* Creation, testing and implementation of ‘bitesize’ e-learning training modules for finding the evidence, critical appraisal – level 1. (To be hosted on the LKS website).
* Liaise with Trust stakeholders to create profiled training. (For example International Nurses, Pharmacists, Researchers, Managers) . (LQIOF)
* Enhance library space to provide zoned areas that accommodate private individual study, collaborative study and space for relaxation/reflection (HEE Education Contract/WUTH Strategy/ wellbeing agenda).
* Assisted searching plus professionally summarised and synthesized mediated literature search service to continue.
* Investigate collaboration around repository of Trust Research – HEE & British Library / University of Liverpool /University of Chester (Trust Strategy/LQIOF)
* Continue working with the Patient Information Reading Group and Diversity and Inclusion Steering Group ‘*to encourage content development that is culturally sensitive and reflects the needs of the population’ (KfH)*
* Provide services to NHS Libraries throughout Cheshire and Merseyside as part of the Cheshire and Merseyside Healthcare Libraries Access Agreement
* Update Marketing and Communication plan
* Review and develop LKS Webpages
* Update PCs and Increase laptop provision

# 4.3 The Right Team with the Right Roles

Our Aim: The Library Knowledge Service team develops capacity and skills mix to maximise the Trust potential to improve and deliver best value.

## Objectives

* Work with our internal and external key stakeholders to ensure we have the right capacity to deliver our services
* Undertake a LKS Team skills audit to identify strengths and development needs – utilise the Chartered Institute of Library and Information Professionals (CILIP) Professional Knowledge and Skills Base to create individual training plans.
* Employ new roles to meet changing needs and demands – e-Librarians, Clinical Librarians.
* Investigate LKS Staff involvement/engagement in the creation of the new Postgraduate Certificate in Clinical Data Science (hosted by University of Manchester working in collaboration with HEE).
* Utilise LKS skills across the organisation to develop capacity to ensure knowledge and skills is up to date

# 4.4 Quality Assurance

In September 2021 LKS will submit a baseline assessment for HEE’s Quality and Improvement Outcomes Framework (LQIOF). The assessment is based on 6 outcomes and is focused on library and knowledge service improvement.

## The Six Outcomes

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 is underpinned with a defined scope (4 levels for each outcome) and a self-evaluation model to support service improvement and development.

## 5. Evaluation and Implementation

As we self-evaluate, measure the positive impact of our services and identify areas for improvement, we will develop these into an improvement plan which will feed a continuous cycle of review and action. The initial baseline assessment followed by improvement plans will be presented to the Education Governance Group for discussion and approval and monitoring.

Any issues of concern will be escalated via the Workforce Governance structure.

In response to any significant changes in national policy, the business and services of the Trust or the resources available to the LKS, this strategy will be reviewed annually.

Upon approval of this strategy an action plan will be produced and implemented. This will detail timescales and individual responsibilities for the objectives described in this document. Progress will be monitored at team meetings and one to one meetings.

Regular reports will also be provided for monitoring and assurance purposes to the Education Governance Committee.

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