



# Library and Knowledge Service Strategy 2024-2027



...deliver the best quality and safest  
care to the communities we serve

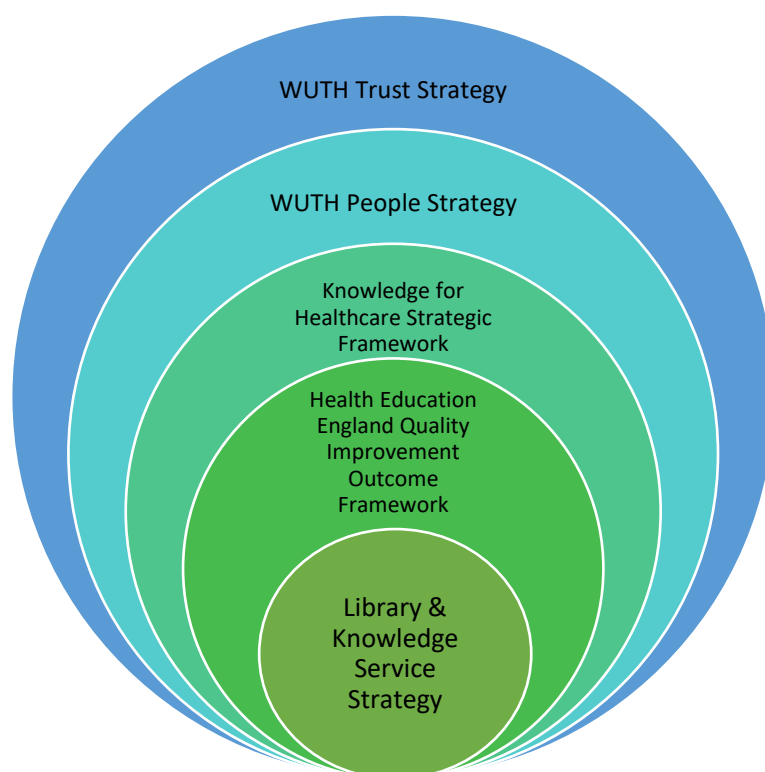
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## Purpose

This document outlines the strategic direction for Wirral University Teaching Hospital (WUTH) NHS Foundation Trust's Library and Knowledge Services for 2024-2027. It is informed by several key documents, and aligns closely with WUTH Trust Values:

- WUTH Trust strategy 2021-2026<sup>4</sup>
- WUTH People Strategy 2021-2026<sup>5</sup>
- Health Education England's Knowledge for Healthcare strategic framework 2021-2026<sup>2</sup>
- Quality and Improvement Outcomes Framework for NHS-Funded Knowledge and Library Services in England (second edition, 2022)<sup>3</sup>



## National and local context

*“NHS bodies, their staff, learners, patients and the public use 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.”*

**Knowledge for Healthcare: Mobilising Evidence; sharing knowledge; improving outcomes**  
**A development framework for NHS Library & Knowledge Services in England 2021-2026.**  
**Health Education England**

Health Education England's key national priorities for the development of NHS Library and Knowledge Services are: mobilising evidence and knowledge, health literacy and patient

information, workforce planning and development, resource discovery, quality & impact, and research.

### WUTH's Strategic Plan 2021 – 2026

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 seamless 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

### WUTH's People Strategy 2021-2026

Our LKS strategy also aligns to the trust's people strategy:

<b>Looking after ourselves and each other</b>	We will develop a wellbeing culture where supporting and enabling the holistic wellbeing of our people becomes the norm
<b>Belonging at WUTH</b>	We will develop an inclusive culture where everyone's voice is represented
<b>Transforming ways of working</b>	We will embrace new ways of working and create opportunities to enable our people to achieve their potential
<b>Shaping our future</b>	We will improve outcomes across Wirral for health, employment and wellbeing by working with our partners to be the best place to work

## Mission Statement

Our mission is to provide healthcare staff and learners with the tools to deliver safe, effective and equitable person-centred care.

To achieve this mission the Library staff will:

- Provide high quality evidence-based information to underpin best practice.
- Develop services for the changing needs of the Trust, its staff and students.
- Making the service more mobile – training sessions streamlined and able to move to the user's place of work.
- Ensure resources are accessible and reviewed regularly to ensure cost-effectiveness and value for money.
- Utilise technology to offer a current awareness service straight to user email.

## Our strategic aims for 2024-2027

1. Expand visibility to WUTH and our partners to increase uptake of LKS services at the point of need.
2. Continue to transform and deliver high quality evidence to bolster decision making at all levels – supporting research, Organisational Development, education, and clinical practice.

3. Ensure NHS educators and learners at WUTH and WCHCT can access and utilise the information, resources and training they need to support learning and development priorities.
4. Expand the LKS team skills to stay ahead of an ever-changing environment.
5. Advance development of the LKS in line with national and regulatory requirements
6. Robust evaluation to demonstrate the LKS impact in the organisation and wider region.

The successful delivery of this strategy will see the development of the LKS service in line with national and Trust priorities.

## Quality Control

Measure	Outcome
<b>Monthly staff meetings</b>	Review of objectives
<b>Annual Report</b>	Yearly report that evaluates progress through strategy and any achieved objectives
<b>Annual Plan</b>	Outline KPIs and objectives within the three-year strategy
<b>Yearly Statistical Return to Health Education England</b>	Identifies user groups for marketing
<b>Quality Improvement Outcome Framework</b>	Identifies gap in service, and with a service improvement plan to address gaps
<b>User surveys and feedback</b>	Evaluate user satisfaction, and any additional needs

## Barriers

Some of the perceived barriers are:

- Many staff cannot find the time to get to the library space.
- Shift workers/night workers may not get support they need from a library service.
- Managers may not release staff to attend courses and training for CPD.
- Budget constraints does not allow us to expand to resources which may benefit certain staff groups.
- Lack of awareness of the LKS service offer – perception of “room full of books used for study only”.
- Community staff work across a larger geography which makes it hard to access the service.
- Promotion often missed, staff are busy, or no access to computers.

## What Success Looks Like

- Usage of baseline services such as article request, training and literature searches will increase.
- Increase in synthesised searches or horizon scans to develop pathways/business cases/service improvement.
- Services will be highly visible, tailored to specific needs.
- Increased partnership working.
- Maintain and increase existing levels of funding through increased service demand and alignment to Trust service improvement and R&D.



## Bibliography

1 Health Education England, 2020. *The gift of time: a report to Health Education England by EconomicsByDesign*. [Online]

Available at: [https://www.hee.nhs.uk/sites/default/files/HEE%20-%20Library%20and%20Knowledge%20Services%20Value%20Proposition%20The%20Gift%20of%20Time%20FINAL%20Nov2020\\_0.pdf](https://www.hee.nhs.uk/sites/default/files/HEE%20-%20Library%20and%20Knowledge%20Services%20Value%20Proposition%20The%20Gift%20of%20Time%20FINAL%20Nov2020_0.pdf)

2 Health Education England, 2021. *Knowledge for Healthcare: Mobilising evidence; sharing knowledge; improving outcomes. A strategic framework for NHS Knowledge and Library Services in England 2021-2026*. [Online]

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3 Health Education England, 2022. *Quality and Improvement Outcomes Framework, Second Edition*. [Online]

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4 Wirral University Teaching Hospital NHS Foundation Trust, 2021. *2021-2026 Our Strategy*. [Online]

Available at: <https://www.wuth.nhs.uk/media/22332/wuth-2021-26-trust-strategy.pdf>

5 Wirral University Teaching Hospital NHS Foundation Trust, 2021. *People Strategy 2021-2026*.

[Online]

Available at: <https://www.wuth.nhs.uk/media/22350/wuth-people-strategy.pdf>



## Appendix One – LKS Plan 2024-2027

Goal		Plan		Strategic Alignment			
Increase visibility to WUTH and our partners to increase uptake of LKS services at the point of need.							
		Yr1	Yr2	Yr3	Trust	People	HEE
<b>Visibility</b>	Improve seamless and mobile friendly access to high quality library resources and services	X	X	X	OP/CW/DF/CI	WoW/FW	X
<b>Visibility</b>	Streamline services that can be taken to departments or other locations e.g. training	X	X	X	CI	IN/WoW/FW	X
<b>Visibility</b>	Tap into WUTH and Wirral Community Trust events to showcase LKS	X	X	X	OP/CW/CI	W/IN/WoW	X
<b>Visibility</b>	Working with designated champions via surveys and focus groups to analyse individual/group needs of a library and knowledge service	X	X	X	CW/CI	IN/WoW/FW	X
<b>Visibility</b>	Working with champions to access departments/teams via meetings to showcase LKS	X	X	X	CW/CI	IN/WoW/FW	
<b>Visibility</b>	Developing our role in the wider system as part of HEE's agenda of working alongside ICBs – offering the ICB access to resources and literature searches within service capacity	X	X	X	OP/DF/CI/I	IN/WoW/FW	X
Trust Strategic Alignment: OC – Outstanding Care, OP – Our Partners, CW – Compassionate Workforce, DF – Digital Future, CI – Continuous Improvement, I – Infrastructure							
Trust People Strategy: W – Wellbeing, IN – Inclusive, WoW – Ways of Working, FW– Future Working							

Goal		Plan		Strategic Alignment			
Continue to transform and deliver high quality evidence to bolster decision making at all levels – supporting research, OD, education, and clinical practice.							
		Yr1	Yr2	Yr3	Trust	People	HEE
<b>Evidence</b>	Develop specialism bulletins	X			OP/DF/CI	WoW/FW	X
<b>Evidence</b>	Create a Table of Contents Service	X			OP/DF/CI	WoW/FW	
<b>Evidence</b>	Redevelop Alerting Service	X	X	X	OC/CW/CI	WoW/FW	X

<b>Evidence</b>	Launch the LKS journal club offer – finding the article, facilitation of the critical appraisal checklist with teams in both trusts	X	X	X	OC/CW/CI	WoW/FW	X
<b>Evidence</b>	Working with colleagues in OD and L&D to develop a suite of knowledge mobilisation tools that the LKS team can facilitate with staff across the Trust	X	X	X	OP/CW/CI	IN/WoW/FW	X
<b>Evidence</b>	Current Awareness service to be BAU by year 3			X	OP/DF/CI	WoW/FW	X
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<b>Goal</b>	<b>Ensure NHS educators and learners at WUTH and WCHCT can access and utilise the information, resources and training they need to support learning and development priorities.</b>	<b>Plan</b>	<b>Strategic Alignment</b>				
		<b>Yr1</b>	<b>Yr2</b>	<b>Yr3</b>	<b>Trust</b>	<b>People</b>	<b>HEE</b>
<b>Culture</b>	Review and adapt library services for equality and diversity to meet the needs of all staff and students	X	X	X	OC/OP/CW/DF/CI/I	W/IN/WoW/FW	X
<b>Culture</b>	Review print & electronic resources to ensure they meet user needs	X	X	X	CI	FW	X
<b>Culture</b>	Increase marketing for HEE's nationally procured resources	X	X	X	OP/DF/CI/I	WoW/FW	X
<b>Culture</b>	Review with stakeholders point-of-care tool usage and costs	X	X	X	OP/CW/DF/CI/I	IN/WoW/FW	X
<b>Culture</b>	Work with Medical Education to offer suite of training courses for staff on placement	X	X	X	OC/OP/CW/DF/CI	WoW/FW	X
<b>Culture</b>	Expand our training programme in response to user needs and deliver flexible information skills training and support	X	X	X	OC/CW/DF/CI	IN/WoW/FW	X
<b>Culture</b>	Delivery of Drop Everything And Read (DEAR) sessions to departments where staff survey shows burnout	X	X	X	OC/CW/CI	W/IN/WoW	
<b>Culture</b>	Active promotion to both trust bulletins of regular training opportunities	X	X	X	OP/CW/DF/CI	WoW/FW	
<b>Culture</b>	Support wellbeing through book club, leisure reading, wellbeing collection, DEAR and provide a space for study and relaxation away from the workplace	X	X	X	OP/CW/CI/I	W/IN	X

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Goal		Expand the LKS team skills to stay ahead of an ever-changing environment.		Plan			Strategic Alignment		
		Yr1	Yr2	Yr3	Trust	People	HEE		
<b>Skills</b>	Maintain and enhance skill mix and staffing levels, working towards HEE's Gift of Time policy, ratio of 1:1250	X	X	X	CW/CI	FW	X		
<b>Skills</b>	Explore and pursue library funding opportunities that will maintain and grow the LKS service	X	X	X	OP/CI/I	WoW/FW	X		
<b>Skills</b>	Explore options for introducing clinical librarianship within the service offer	X			OP/CW/CI	WoW/FW	X		
<b>Skills</b>	Peer journal club to keep critical appraisal skills up to date	X	X	X	CW/CI	WoW			
<b>Skills</b>	Through Appraisals and Check Ins, seek opportunities for staff development and CPD	X	X	X	CW/CI	W/IN/WoW/FW	X		
<b>Skills</b>	Using RACI, identify knowledge gaps for staff development	X			CW/CI	WoW/FW	x		
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Goal		Advance development of the LKS in line with national standards and regulatory requirements		Plan			Strategic Alignment		
		Yr1	Yr2	Yr3	Trust	People	HEE		
<b>Development</b>	Develop and expand KM techniques and opportunities to capture and share knowledge and contribute to a learning culture	X	X	X	OP/CW/CI	WoW/FW	X		
<b>Development</b>	Introduce training on Health Literacy that leads on from KFH's eLearning module	X	X	X	OC/OP/CW/CI	WoW/FW	X		

<b>Development</b>	Work with partners in public libraries on developing health literacy for patients		X	X	OC/OP/CW	IN/WoW/FW	X
<b>Development</b>	Submit Service Improvement Plan in line with QIOF to HEE and stakeholders	X			OP/CI	WoW/FW	X
<b>Development</b>	Work through agreed SIP objectives	X	X	X	OP/DF/CI	WoW/FW	X
<b>Development</b>	Further develop relationship with Research & Innovation and Service Improvement to ensure LKS is used at the beginning of user journey	X	X	X	OP/CW/CI	WoW/FW	X
<b>Development</b>	Introduce training for admin & Clerical staff on Medical terminology	X	X	X	OC/CW/CI	IN/WoW/FW	X
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Goal	Robust evaluation to demonstrate the LKS impact in the organisation and wider region.	Plan			Strategic Alignment		
		Yr1	Yr2	Yr3	Trust	People	HEE
<b>Evaluation</b>	Demonstrate impact of LKS services to both trusts.	X	X	X	CI	WoW	X
<b>Evaluation</b>	Demonstrate impact of LKS services nationally via impact case studies	X	X	X	OP/CI	WoW	X
<b>Evaluation</b>	Submission of QIOF Essential Indicators for both organisations	X			CI	WoW	X
<b>Evaluation</b>	Yearly annual statistical return to HEE	X	X	X	CI	WoW/FW	X
<b>Evaluation</b>	Annual report to review and inform LKS services	X	X	X	CI	WoW/FW	X
<b>Evaluation</b>	Quarterly surveys for synthesised searches/horizon scans	X	X	X	OP/CW/CI	FW	X
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