Library and Knowledge Management Strategy:

A way forward to the sharing and management of information across
Lancashire Teaching Hospitals NHS Trust
2015 - 2018
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1. Purpose

The purpose of this document is to provide a framework for the future delivery of the Library and Information Service (LIS) and Knowledge Management within Lancashire Teaching Hospital NHS Foundation Trust over the next three years.

The Library and Information Service at Lancashire Teaching Hospitals NHS Trust has given a commitment to:

- Support the organisation in providing excellent care with compassion by the capture, sharing and application of knowledge

In order to achieve this goal the library and information service needs to have a skilled information workforce, be proactive in developing services that support the delivery of the Trusts ‘Big Plan’, develop services to meet our staff’s information needs and manage within increasingly finite resources imaginatively.

This document sets out the current situation, the background, the vision for the future and the aims of the library and information service in the context of national, regional and local drivers that are likely to influence its development over the next three years. The aims identified will inform a series of broad objectives and activities for the Library and Knowledge Service (LK) to work towards in order to achieve innovation, be compliant with relevant quality standards and respond to customer needs. A detailed business plan will be developed each year to implement these aims and objectives.

The strategy has been developed in conjunction with the organisational values and the organisations five key delivery strategies which are: Quality, Workforce and Organisational Development, IT, Operational Effectiveness and Clinical Services to ensure that the information service develops to reflect the information needs of the organisation.

2. Scope

The strategy relates to the delivery of a Library and Information Service within Lancashire Teaching Hospital NHS Foundation Trust, its staff, its students, and its partners over the next three years.

3. Current Situation

The library service at Lancashire Teaching Hospitals NHS Foundation Trust has two libraries, one on each hospital site i.e. Royal Preston Hospital and Chorley District Hospital. Both libraries provide access to a wide range of services and resources for both staff and students working within Lancashire Teaching Hospitals NHS Trust and provide a library service to Lancashire County Council Public Health.

In addition to the library services physical presence, a wide range of services and resources can be accessed electronically via the library's intranet or internet webpages. This provides greater flexibility and accessibility to resources and services for both staff and students.

The library service supports the information needs of medical students undertaking the Manchester Medical School's degree programme. These students are based at the Trust for their final three years of clinical training and are one of the main user groups of the library service.

Over the last 5 years there has been a continued move towards electronic resources both locally and nationally, resulting in the library developing new products which integrate these resources together i.e. library intranet and internet websites and a range of current awareness bulletins. These innovations combined with the addition of new user group populations i.e. medical students and Public Health staff, have provided the drivers for the development of a responsive and proactive library services both within the organisation and the wider community. It is envisaged that over the next three years the ability to adapt and change as technology and users’ needs change will be the main challenge to maintaining a proactive service.
During the last 2 years the Knowledge Management (KM) role of the library service has expanded to provide evidence to underpin the delivery of safe practice via learning lessons bulletins, the management of corporate policies/guidelines and the provision of evidence to support service development and innovation within the organisation. This development complements the library’s existing role of evidence provision to support clinical practice. It is envisaged that the KM role will continue to expand to facilitate the sharing and use of knowledge to support the core business needs of the Trust. This will be a key role as the provision of reliable information on which business decisions are made will become increasingly important in the current and predicted economic climate.

In April 2013 a one year contract was signed with Lancashire County Council Public Health to provide a library and information service and this was renewed in 2014. This has created a further dimension in service provision resulting in new resources and new services being developed to accommodate the different information needs of this user group.

4. Strategic Background

Knowledge and library services impact on all areas of healthcare and can make a significant contribution to local and national plans and policies. Over the next three years it is important to continue to identify the key drivers and strategies that are likely to influence the development of the role the library plays in knowledge management and the continued development of the library and information service. This will ensure that the library service remains innovative and proactive and result in the provision of a high quality value-added service. The following policies and initiatives are particularly relevant:

4.1 Knowledge Strategy: Harnessing the power of information to improve the public’s health

Impact on library policy/practice:
With the push towards evidence based practice this highlights the possibility of targeting the public health workforce with detailed current awareness bulletins if not doing so already. Some public health organisations might not have specialised library information professionals available to them-so there is an opportunity here for other NHS LKS staff to close the gap. There is the possibility of collating more general public health current awareness information for other health organisations to alert them to changes/drivers in public health. Priority 4-Bridge the current gap in the transition of knowledge into action - is more or less what we do every day as PHE moves to develop a ‘minimum standard’ of knowledge services and the skills required to deliver them.

The knowledge services required includes evidence synthesis, mediated literature searching and filtering, information skills training and training in knowledge management tools. Involvement in journals clubs is listed in priority 7 (connecting people to share experience).

4.2 Transforming Primary Care: Safe, Proactive, Personalised Care for Those Who Needs it Most

Impact on library policy/practice:
As staff move across traditional boundaries, there needs to be recognition of the need to fund libraries to support staff working in or across all the relevant organisations, including social care. There may be opportunities to market ourselves as being able to support primary and community staff undergoing training to support older people and those with complex needs, and also to support healthcare assistants and support workers undertaking the new Care Certificate.

If we are to increase the level of service we provide to staff working off-site, we may need to look at how these services are delivered, such as using the changes in copyright law to make requesting articles easier. We also to consider whether technology can help us deliver services remotely, for example using screen sharing software to provide assistance accessing online resources, or increasing the availability of eBooks that can be downloaded to mobile devices.

4.3 The Mid Staffordshire NHS Foundation Trust Public Inquiry

Impact on library policy/practice:
Among the recommendations accepted by the Government are several that could have a direct impact on libraries, including:

- **Recommendation 187** is that aspiring nurses have one year’s practical experience as a health care assistant before entering an undergraduate nurse education course and this could have implications for the numbers of health care assistants needing to access library services.
- **Recommendation 194** suggests that in time nurses will be required to undergo revalidation.
- **Recommendation 197** that nurses have access to leadership training and this could be a driver to support the development of leadership resources in libraries.


**Impact on library policy/practice:**

Is there a role for health libraries, in conjunction with public libraries, to support self-care and the ‘informal’ workforce (considered by HEE to be part of the healthcare workforce in the Framework)? We may be expected in future to support the use of technology such as smartphone apps for self-monitoring of health, as well as provide healthcare information suitable for non-professionals.

Changes to educational programmes, and the introduction of new roles or ways of working, could have potentially negative effects on funding of health libraries, if for example funding moves from undergraduate courses to ongoing training and development of the existing workforce.

The Framework indicates that technology will play an increasing role in the work of healthcare staff (for example, telemedicine), and in their education and training (for example, e-learning, apps and simulators). Libraries could be in a good position to support some of these developments.

4.5 **Increasing research and innovation in health and social care**

**Impact on library policy/practice:**

Whilst not directly applicable to NHS library services, the policy provides an opportunity for libraries to work collaboratively with colleagues in the following areas:

- Public health initiatives e.g. NHS Health Awareness Events throughout the year – highlighting innovative research which supports NHS / public health objectives such as: smoking cessation or awareness of obesity and its link to type II diabetes.
- Supporting NHS healthcare researchers – providing information / research skills training to help identify high quality clinical research, promoting relevant journals / research publications, circulating eTOC alerts and current awareness services (e.g. evidence update bulletins).
- Supporting clinical audit teams and clinical policy makers – literature searching and critical appraisal to enable effective review of current protocols and targeted monitoring of NICE technology appraisals and health technology assessments. This can help to inform changes to clinical practice and introduction of new drugs or healthcare devices.
- Strategic positioning – aligning the strategic aim and objectives of the library service with Trust priorities and the research and development programme. This can help direct business and financial planning to support research and innovative practice within NHS Trusts.
- Working with healthcare staff in their departments and remotely via outreach and clinical librarian initiatives, to assist access to NICE Clinical Guidelines and other reliable evidence. This can support professionals to remain up-to-date with clinical developments and best practice.

4.6 **Berwick review into patient safety**

**Impact on library policy/practice:**

To support NHS workers and expand their skills with a commitment to lifelong learning.
5. Vision

The Knowledge and Library Service vision is to support the organisation to provide the best healthcare by the capture, sharing and application of knowledge. This will be achieved by:

- Ensuring that all Trust staff have access to up-to-date and reliable sources of information relevant to their clinical, management, educational and research needs
- Encouraging the effective use of information sources in all media
- Providing effective methods of training for Trust staff to ensure that they know how to access, appraise and use the information sources available effectively

5.1 Steps to Implementing the Strategy

There are five keys aspects to the delivery of the library and information strategy which mirror those set out in the Trust KM strategy, which are:

- Creating the knowledge base
- Ensuring availability of resources and information
- Providing staff with skills to use knowledge effectively
- Developing a knowledge sharing culture
- Maintaining the quality of services and resources

These key aspects are to support:

- Clinical decision making by health professionals, patients, their carers as appropriate
- Business decisions in commissioning and health policy making
- Innovation and the Implementation of lean working practices within the organisation
- Research and innovation
- Lifelong learning by all staff.

5.2 Key Aims and Objectives

The five keys aspects will be achieved by:

5.2.1 Supporting the Delivery of the Trusts Business Objectives

- Continue to work towards the Knowledge and Library Service becoming an integral part of the decision making process so that evidence underpins service development and patient care by:
  - the provision of evidence based searches
  - the provision of horizon scanning for a range of identified topics that support business redesign
  - Working with the Trust's existing business unit to include input from library services to provide a comprehensive picture of evidence and statistical data to support business development.

- Link in to specific core developments of the Trust and provide support for any information content of projects as required
Ensure that key information resources and training are in place to support Trust initiatives i.e. 7 day Working, Change for the Future and the Big Plan

5.2.2 Knowledge Management

- Library Service to support the delivery and implementation of knowledge management by:
  - Improving access to, exploitation of and packaging of local and organisational knowledge resources i.e. corporate policies and guidelines
  - Packaging information into formats that are easier to digest for healthcare staff 'at point of care' or service delivery e.g. integration of point of care tools such as Dynamed into Quadramed
  - Support the storage and retrieve of information collected on service improvement projects to improve best practice and to be consulted when new projects are started i.e. Service Matters Portal
  - Support the implementation of lean working by horizon scanning for best practice to inform projects.

  - Provide advice and support on archiving and records management to the Trust
  - Establish clear systems and processes that are integrated to enable staff to access high quality and up-to-date information
  - Work with the Communications and IT Department to develop the Trust's Intranet/internet to allow the pooling of resources between departments and by doing so provide a comprehensive information base which will stimulate research and development and improve clinical effectiveness

- Further develop expertise within the knowledge and library service to actively meet the information requirements of all involved in the process of care.

  - Continue to develop current awareness tools specific to staff business and clinical needs

- Collate and share lessons learnt more effectively by making them more widely available and easier to access.

  - Continue to utilize lessons learnt data more effectively by making it more easily available so that staff can find and then implement best practice within their own work areas.

5.2.3 Resource Development

- Continue to integrate electronic resources from different sources so they can be accessed from one portal i.e. library web pages. This includes interlinking with other local library services as well as national provision and other information providers such as Higher Education and public libraries
- Continue to develop and expand the library service collection, both hard copy and electronic to ensure that users have access to a wide range of formats which will provide greater flexibility and access to information
- Provide a reference and enquiry service including Internet searches and literature searches via the Evidence Search portal (NICE)
- Ensure that the library's journal collection reflects the organisation's needs by undertaking a yearly journal review
- Search out further collaborative ventures between departments to maximise information resources.
Align collection development to support a range of Trust initiatives i.e. productive ward, and relevant topics such as evidence based practice, management and leadership, wellbeing, literacy, health promotion and research.

5.2.4 Electronic Resources

- Integration of a point of care tool such as Dynamed into Quadramed to provide evidence based information at the point of care
- Provide a single search portal for all electronic library resources e.g. e-journals, library catalogue
- Continue to develop current awareness tools specific to Trust business and clinical needs
- Continue to provide and develop a current issue awareness service e.g. e-mail alerts on current items of interest; tailored alert service such as references and sources of interest to users tailored to their particular requirements;
- Continue to increase the provision of electronic rather than paper based sources
- Continue to provide electronic resources through a range of partnerships i.e. Health Care Libraries Unit, Library and Information Health Network Northwest and Evidence Search
- Monitor the use of the library internet site ensuring it is up-to-date and fit for purpose, and continue to develop and expand in response to user needs.

Monitor the developments and usage of open access journals and how they may impact on more traditional journal purchasing models. (Definition. Open access journals are scholarly journals that are available online to the reader “without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself.”[1][2]

- Be involved in the development of the library element of any new content management systems for either the internet or intranet for the Trust
- Further develop expertise within the knowledge and library service to actively meet the information requirements of all involved in the process of care.

- Develop skills and tools, which will enable information to be collected, managed and shared to support the delivery of healthcare and to promote health

5.2.5 Quality

- Work to achieve compliance with the quality framework for libraries (Library Quality Assurance Framework) by reviewing standards of work and level of services.
- Support Trust staff in evidence based decision making by the provision of a Clinical Librarian Service
- Maintain standards set out within the Learning and Development Agreement and the Educational Governance Framework for library services
- Further integration of the clinical librarian service as part of embedding evidence-based practice within the Trust i.e. guidelines group, clinical governance and risk group, supporting patient information
- Conduct regular evaluation of new and existing library services and identify areas for improvement
- Communicate regularly with stakeholders and users to evaluate their perception of the services by the use of questionnaires and focus groups.
- Carry out data collection and analysis in order to identify areas for improvement and targets for further attention.
- Demonstrate ways that the library can impact on patient care and commissioning decisions
- Support departments undertaking accreditation visits

5.2.6 Partnership

- Liaise with the University of Manchester to support their Medical Students on placement to provide library facilities and resources to support the delivery of the undergraduate medical curriculum.
- Liaise and work on joint projects with the organisation’s partner University of Bolton to deliver joint library services to support the proposed Nursing (Adult) Programme
- Liaise with University of Central Lancashire regarding the delivery of library resources to their student nurses as per the contract.
- Liaise and work with Cumbria and Lancashire Health Libraries on joint library projects
- Nurture and extend existing partnerships with other NHS health libraries, higher education, public libraries and social care.

5.2.7 Training and Information Literacy
- Partnership working with other organisations to deliver learning
- Provide a flexible learning environment within the libraries to support the e-learning agenda
- Develop information skills programmes that can be delivered over the intranet/internet enabling staff to search effectively for the best evidence available to support their job role.
- Continue to provide knowledge alerts and training programmes to address professional information literacy
- Provide targeted knowledge support for educational curricula and programmes to help build workforce capacity for service change

5.2.8 Marketing
- Promote library services by raising awareness of resources and services by using a range of different strategies formulate in the library marketing strategy

5.2.9 Library Management
- The provision of library and information services to a range of user groups and stakeholders i.e. medical students, Primary Care Trusts, social care, patients, the voluntary sector and higher education
- Assist library staff to develop new roles and skills to support the delivery of library services in the changing information environment.
- Investigation and implementation of new ways of working to maximise efficiency
- Further collaborative ventures between departments to maximise information resources.
- What about opportunities to win other contracts?

5.2.10 Finance
- Ensure an awareness of market forces i.e. economic position of the Trust and the effect this will have on the delivery of library services
  - Ensure value for money on journal purchase by undertaking a yearly audit of library journal titles as budgets become increasingly tighter.
  - Undertake an audit of the journals purchased by the Trust to see if any duplication could be identified and then reduce expenditure by providing the titles electronically
- Investigate other opportunities for shared purchase of electronic resources across the North West and nationally.
▪ Actively search out funding via bids to support both service development and collection development when opportunities arise.

5.2.11 Research and Development
▪ Support the Research and Development by having a well-stocked section on the processes of research and by providing access to a range of relevant electronic databases
▪ Develop an institutional repository for the organisations publications to raise research profile.

5.2.12 Clinical Effectiveness
▪ Provide evidence based literature searches to support the development of clinical guidelines and competence’s within the Trust
▪ Provide a range of information resources in a range of formats to support clinical effectiveness
▪ Train library staff in effective search techniques for Medline, Cinahl, Cochrane and the Internet

6. Success Factors
Over the next three years the success of the library and information service will be dependent upon:
▪ Our ability to identify the key drivers and strategies that are likely to influence its development (outlined in section 4 strategic background)
▪ Our ability to consider and plan service provision in conjunction with a SWOT analysis that was undertaken (see table below).
▪ Our ability to respond to the way our users wish to access information i.e. the Y generation who were born from the early 80’s onwards, who access their information using a range of instant communication technologies such as the internet, e-mail, texting, and instant messaging. This group use new media via websites such as You Tube and social networking sites like Facebook, Myspace and Twitter. Libraries will need to rise to this challenge by evolving our existing services to use these new technologies and by presenting our information in easy browseable and bite size chunks format.
▪ Our response to the changing pattern of education as more emphasis is placed on continuing professional development and lifelong learning
▪ Engaging with E-learning initiatives and understanding the implications of its delivery and the impact this form of learning will have on the organisation and the support the library will need to provide
▪ The ability to be flexible and to be able to change to accommodate new electronic interfaces, authentication systems and resources e.g. Athens authentication
▪ The provision of a suitable environment to carry out a learning resource service and appropriate study facilities within existing resources.
▪ Maintaining the library and information service as one of the Trusts principal educational resources and therefore continuing to support a number of inter-linking roles that combine to provide an effective learning environment. These include:
  o The provision and interpretation of information, knowledge and resources to support learning.
  o The provision of timely, accurate and complete information to support the clinical governance agenda.
  o A co-ordinated approach to the delivery of evidence-based information.
  o The provision and delivery of information skills programmes.
  o The provision of facilities and a suitable atmosphere to enable users to learn at their own pace, either individually or in groups.
The provision of information and materials to assist managers to make informed decisions relating to the Trust.

**SWOT ANALYSIS**

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<th>SWOT Analysis Key Strengths</th>
<th>Key Weaknesses</th>
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<td><strong>Electronic Resources</strong></td>
<td>Loss of funding to efficiency savings</td>
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<td><strong>Clinical Librarian Service</strong></td>
<td>Sustainable funding to replace IT equipment on a rolling programme</td>
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<td><strong>Succession planning</strong></td>
<td>High reliance on IT to deliver electronic services</td>
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<td><strong>Accredited 3 star service</strong></td>
<td>Speed of N3 network</td>
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<td><strong>Staff expertise</strong></td>
<td>Above inflation increasing cost of electronic resources</td>
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<td>Involvement in key Trust initiatives e.g. guidelines validation, Focus on groups, Service Matters Portal, Learning Lessons</td>
<td>IT restricting access and development of new technologies</td>
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<td><strong>Partnership working with other healthcare libraries and Higher Education institutions</strong></td>
<td>Reduction in journal titles due to funding not rising with inflation and journal prices rising above inflation.</td>
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<td><strong>Reputation</strong></td>
<td>Capacity in certain areas</td>
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<td><strong>Range of projects</strong></td>
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<td><strong>Varied skill set of Team</strong></td>
<td>Team Culture</td>
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<td><strong>Excellent Customer Service</strong></td>
<td>Organisational</td>
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<tr>
<td><strong>Flexible and responsive</strong></td>
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<tr>
<th>Key Threats</th>
<th>Key Opportunities</th>
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<tr>
<td><strong>Organisational Efficiency Savings</strong></td>
<td>Renewal of Public Health contract</td>
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<td>Funding cuts/increased costs resulting in a reduction in the number of National Core Content resources</td>
<td>Engagement with CCG’s</td>
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<td>Loss of Lancashire County Council Public Health contract</td>
<td>Development of new services to support the Executive team and Board</td>
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<td>Loss of funding from UCLAN for nursing books</td>
<td>Further development of the Service Matters Portal</td>
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<td>Loss of library development funding from Health Care Libraries Unit</td>
<td>Partnership working with other library providers</td>
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<td>Above inflation increasing the cost of electronic resources</td>
<td>Partnership working with Organisational Development and blended learning</td>
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<td>Growth of service</td>
<td>Y and Z generation i.e. <em>Digital Globalization</em></td>
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<td>Loss of expertise</td>
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<td>Y and Z generation i.e. <em>Digital Globalization</em></td>
<td>Development of an institutional repository for publications</td>
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<td><strong>New Education Technologies</strong></td>
<td>Development of the internet and intranet sites</td>
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<td><strong>SHA funding for students</strong></td>
<td>Wider use of the education centres as information &quot;hubs&quot;</td>
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<td><strong>Development of the internet and intranet sites</strong></td>
<td>Open Access Publishing</td>
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<td><strong>Size of the agenda</strong></td>
<td>Provision of a single search portal to search all library resources i.e. Discovery Tool</td>
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<td><strong>New Technologies</strong></td>
<td>Integration of a point of care tool within Quadramed</td>
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7. **Future Developments and new Opportunities**

- Extension of the KM role within the organisation and development of the Service Matters Portal
- Extension of the tailored alert service to more users
- Development of information services for the Executive Team and Board
- Development and enhancement of the library website
- Development of a Wellbeing section for staff
- Integration of a ‘point of care’ tool in to the organisations patient information system
- Development of an institutional repository
- Single search tool that integrates all library resources
- Development of training
8. Constraints and Risks

- Lack of sufficient financial support i.e. budgets are decreasing due to efficiency savings but journal costs are rising each year. Therefore, funding journals is becoming increasingly difficult, mainly due to the yearly inflationary uplift in journal prices i.e. journal increase 10% to 12%. This trend is resulting in fewer journals being purchased or the same range of journals being obtained but less funding for other aspects of the service.

- Organizational culture
- Lack of ownership
- Information and communications technology, especially the N3 network
- Information Governance restrictions i.e. access to Twitter, Blogs etc.
- Non-standardised procedures
- Staff turnover resulting in loss of expertise and knowledge
- Heavy staff workload leading to reactive rather than proactive knowledge management
- Lack of marketing and promotion of existing information resources