



Library & Knowledge Services Strategy 2015 – 2020

“Healthcare libraries and knowledge services underpin all aspects of the NHS, supplying the evidence base to the service to make decisions on treatments options, patient care and safety, commissioning and policy, and to support lifelong learning, research and to drive innovation”²

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Strategic Context

The purpose of this document is to set a LKS strategy and key goals for the next 5 years (2015-2020) to support the Trust Education Strategy 2014-2019¹ which integrates the Trusts values and priorities and Knowledge for healthcare: a development framework for NHS library and knowledge services in England 2015 – 2020².

Currently – did you know?

Library & Knowledge Services (LKS) provides access for all staff and students to resources (printed and online) that they require to support evidence-based practice, education, training, research, governance and decision-making (clinical and managerial) to support the delivery of evidence-based, safe, high quality patient care.

There are 4 libraries at North Tyneside, Wansbeck, Hexham and The Northumbria hospitals, staffed by an experienced and knowledgeable workforce of professional librarians and library assistants.

We add value to the Organisation by:

- Making expensive knowledge resources more affordable by accessing consortia purchasing and lending
- Providing other opportunities for the library team to apply their skills e.g. developing and managing other organisational content on the Trust intranet
- Providing managed access to IT Suites for eLearning, hot-desking and training
- Managing and sharing key clinical and organisational information e.g. clinical guidelines

Every week library staff support users to:

- find evidence to answer clinical questions, inform service improvements and clinical guidelines
 - 13,254 books were issued to 2167 users
 - 14,358 topics were viewed to answer clinical questions in UpToDate (270 a week)
 - 7042 visitors to the 24/7 library website launched in December 2014
 - 1698 current ATHENS users are accessing evidence based databases and ejournals
- source and supply any document any member of staff needs
- complete mandatory and statutory e-learning
- learn by training them to use health and care databases, access ejournals and basic critical appraisal

Vision – what is needed?

The library needs to make its knowledge resources, services and skills more **usable, visible** and play a more prominent part in supporting the local health and care community to work and **learn** more effectively together.

Our goals

Usability – easier, quicker and convenient access to the right knowledge when and where it is needed.

We will:

- Continue to develop the library website into a gateway to reliable health and care information for everyone
- Provide access to modern, flexible, IT rich and conveniently located managed learning spaces
- Ensure digital and mobile access to knowledge resources by default
- Integrate knowledge resources into point of care clinical systems wherever possible
- Provide a personalised service tailored to the individual's information needs
- Continue to provide information skills training and support augmented by eLearning
- Continue to support and develop the management and dissemination of clinical guidelines and widen access to all stakeholders internal and external

Visibility – increase awareness and understanding amongst all stakeholders of the library's specialist skills and services and their benefits for patient care and service improvement.

We will:

- Have a named Knowledge Support/Clinical Librarian for each stakeholder
- Focus and apply our specialist skills to directly support service improvements and other priorities
- Work outside the traditional confines of the library service
- In partnership with stakeholders, provide access to resources to support information literacy, health & wellbeing, mindfulness and resilience plus calm and relaxing spaces to maximise the benefits of these initiatives

Learning together – greater engagement, sharing of knowledge and learning and its application to practice

We will:

- Support staff to learn, engage and share knowledge in different ways reflecting the workforce model¹
- Play a greater role in improving access to sharing organisational knowledge on intranets and websites for both staff and patients
- Improve the way organisational knowledge is captured, organised and managed within and across teams, organisations and the wider health and care community.
- Continue to deliver QCF awards in Libraries, Archives & Information Services internally to external Organisations



Challenges

Recent national² research has found that everyday staff struggle to find local practice information and other work related knowledge quickly and easily, while the library's knowledge resources and skills often remain underused. Instead, staff rely on general internet searches and colleagues for information.

This strategy identifies some of the key factors which are preventing health and care staff, and the organisations in which the work, from fully benefiting from these specialist skills and resources, and how this is hindering their ability to improve and become learning organisations.

What are the barriers?

Access and awareness:

- Despite regular service promotion, there is a continuing lack of awareness of the benefits the library service provides to patient care, and often a perception that it is only for those who are studying from stakeholder and staff.
- The new library at The Northumbria has no corporate signage. Staff and students don't know it is there.

Environments:

- User surveys indicate that a flexible space for quiet study, group work and Wi-Fi access are important. Library spaces need to be modernised to meet user expectations.
- Access to library services at community hospitals and to community staff is mainly via the library website. Learning spaces with IT access and access to library services supported by staff at these sites should be explored.
- In times of austerity lack of funding to improve facilities has to be managed

Organisational and technological:

- Mobile working with smart phones and tablets is increasing and many knowledge resources are now available to use at the 'point of care'. Many staff, however, either don't have this equipment, or those who do, find it is locked down preventing access to library knowledge resources.
- Lack of public Wi-Fi means the library cannot support patient and public access to health information.

Cultural change, new skills and ways of working and learning:

- The way people are taught and learn is changing with a move away from "taught" to "learning by doing". Staff need to engage with knowledge in order to acquire new skills, make more use of assisted technology, e.g. eLearning, social media, etc., share their own experiences and "learn together."

Implementation – key requirements and assumptions

In order for this strategy to be successful, it will require:

- Support of all the stakeholders to this strategy
- Support of all the stakeholders to the sharing of knowledge and learning and support for the role of libraries in this.
- Support from IT services to maintain and improve the necessary connectivity and shared functionality required to enable and encourage greater sharing of information and collaborative working across the health and care community.
- Maintain existing levels of funding and consortium purchasing.
- Continued development of new skills and flexible ways of working by library staff to ensure they meet the changing needs of the stakeholders and service users.
- Continued collaborative working across the North East, North West and Yorkshire & Humber, specifically with Newcastle University, University of Northumbria and North Cumbria University Hospitals.

Action plan – What we will do and what success will look like?

Usability

- Work with Chief Clinical Information Officer (CCIO) and IT to make ‘Point of care’ knowledge resources, such as Up-To-Date®, integrated, and easily accessed via their clinical portal, or electronic patient record (EPR)
- Continue the trend towards greater use of electronic knowledge resources & mobile access to knowledge services and resources by default
- Work with others towards a more joined-up approach to promoting and accessing information for everyone

Visibility

- For a Knowledge Support//Clinical Librarians embedded and with a clear role to “support a patient focused approach in all we do”¹ including quality and improvement work
- Be a service championed and actively promoted by those it supports and works with
- Develop individually tailored knowledge alerts to support continuous learning and development of staff
- Continue to work with others including IT and the CCIO to develop managed intranet sites reflecting the Trust’s “positive culture where our staff are fully supported to thrive and continuously improve”, sharing best practice and promoting relevant knowledge management models

Learning together

- Work with IT, Education and Learning & Development to update and improve library facilities to support different ways of learning including access to a modern IT rich learning spaces for all staff and students
- An active knowledge network supporting the sharing, learning and collaborative working of those with a common interest, specialism or challenge
- Continue to work closely with North Cumbria University Hospitals Library & knowledge Service³ to deliver the shared strategic priorities of “Knowledge for Healthcare”² and the Trusts’ “buddying” relationship

References

1. Education Strategy (Northumbria Healthcare NHS Foundation Trust) 2010-2015 by Professor Roger Barton

[2. Knowledge for healthcare: a development framework for NHS library and knowledge services in England 2015 – 2020](#)

3. North Cumbria University Hospitals NHS Trust (2015) Connecting people, ideas and knowledge for better care across Cumbria

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