

## Library Strategy 2017-2020

### Executive summary

This strategy seeks to provide Hampshire Healthcare Library Service (HHLS) with the vision and direction required for the next three years (2017-2020) enabling HHLS to support evidence based practice, clinical and management decision making, as well as research and development, life-long learning, and patient/public information support.

The eight key themes within the strategy are – convenient and easy access; digital by default; highly visible, tailored quality services; mobilising evidence and organisational knowledge; information skills training augmented by e-learning; partnerships are central to success; skilled and knowledgeable library staff; and finally: streamlining and integration underpins quality library services.

Ultimately we will continue to provide high quality, evidence based knowledge services delivered flexibly to meet the needs of an increasingly wide range of potential users whilst championing the importance of knowledge in delivering excellent healthcare.

### Introduction:

The Hampshire Healthcare Library Service (HHLS) provides library and information services to staff working at Southern Health NHS Foundation Trust (SHFT) and Hampshire Hospitals NHS Foundation Trust (HHFT) through nine library sites at Andover, Basingstoke, Fareham, Lymington, Moorgreen, Oxford, Southampton, Tatchbury, and Winchester. The library service also provides services through various Service Level Agreements or Memoranda of Understanding to several other NHS and Third Sector organisations.

The mission statement for HHLS is:

*Our knowledge services are an essential component of high quality evidence based healthcare vital to support education, for clinical and management decision making, and to make an important contribution to the patient experience.*

### The Current Picture:

In 2016 HHLS demonstrated 98% compliance with the standards contained within the Library Quality Assurance Framework (LQAF), placing it amongst the best library services (NHS-funded) in the South of England. The areas of partial compliance refer to the standards of patient information support, and knowledge management, both of which have been identified as new priorities in national Knowledge for Health programmes and offer scope for improvement.

Libraries at Basingstoke and Winchester have been redesigned to create improved environments for our library users. Despite losing two members of staff through MARS, library staff have managed to reorganise and streamline procedures to maintain service levels and performance.

Recent statistical returns to HEE reveal that 1146 literature searches have been carried out in the past year with 26438 items supplied to library users, whether from within our libraries, from online sources, or other libraries. Library staff participate in regular ward rounds, MDT meetings (multi-disciplinary teams), policy approval meetings and have a presence at various stakeholder events such as the HHFT annual general meeting.

Library branding is well embedded into library communications and ensures that HHLS presents a consistent image across all service points via our printed leaflets, library presentations, and the library website.

HHLS staff are extremely active in regional working groups as well as various Knowledge for Healthcare (KfH) task and finish groups. The HHLS service also provides support for public health staff, HEE Wessex staff, as well as providing administrative support for the Wessex dental education team, and regional support for OpenAthens and OLIB (library management system) queries.

**Our Drivers:**

Currently the most significant driver for NHS libraries in England is the Knowledge for Healthcare framework as it lays out a vision for library and knowledge services, namely:

*“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”*

(HEE LKS, 2014)

However, there are other drivers that impact upon a strategy for HHLS in the coming years including the business plans for both Southern Health NHS FT (SHFT) and Hampshire Hospitals NHS FT (HHFT):

**SHFT goals** – deliver safe services; improve clinical outcomes for patients, service users and their families; improve the experience patients, service users and their families have of our services; to improve the value for money of our services, reducing our costs and ensuring we live within our means. (SHFT, 2015)

**HHFT priorities** – provide outstanding care for our patients; achieve key targets, especially in ED & discharges; provide adequate staff capacity to meet the expected demand; engage fully in the STP process; achieve financial targets; commence the CTH; deliver operational transformation program to increase productivity. (HHFT, 2015)

Health Education England's 'Framework 15' states that *"information will increasingly become the currency of healthcare in the future, and our ability to access, understand, and interpret at individual and population level will be a key determinant in the future success of our healthcare system"* (HEE, 2013). This has great relevance for library services as we seek to provide access to and support for the information sought by healthcare staff, whether as support workers, clinicians, or managers.

HEE's education mandate for 16/17 requires that the workforce will be *"responsive to innovation and new technologies with knowledge about best practice, research, and innovation that promotes adoption and dissemination of better quality service delivery to reduce variability and poor practice"* (DoH, 2016). HHLS is well placed to support such mandates with our expertise in sourcing information and knowledge to support improvements in care and to help disseminate best practice.

The '2022 GP' envisages *"a twenty-first century system of integrated care, where clinicians work closely together in flexible teams, formed around the needs of the patient and not driven by professional convenience of historic location"* (RCGP, 2013). There is no question that the library needs to be firmly part of these flexible teams, whether in the community, within local hospitals, or supporting the Hampshire and Isle of Wight Sustainability and Transformation Plan (STP).

The Five Year Forward View expects that the NHS *"will take steps to ensure that we build the capacity of all citizens to access information, and train our staff so that they are able to support those who are unable or unwilling to use new technologies"* (NHS England, 2014). Library services are in an excellent position to ensure that healthcare staff have the right skills to enable patients to have access to information, whether by working behind the scenes to ensure websites and apps are fit for purpose; or working directly with NHS staff to help interpret information for the benefit of our patients.

All the documents referenced above emphasis the provision of excellent clinical care or information to our patients. This has not changed since the introduction of the NHS in 1948; our challenge is to interpret this drive for excellence in the context of the 21<sup>st</sup> Century.

### **Our Challenges:**

Potential users of library services work in geographically dispersed locations, are highly mobile and increasingly busy; although our library spaces are valued by many, for others it is difficult, if not impossible, to visit a physical library. Despite our promotional efforts, with such a large and diverse workforce, it is likely that many are unaware of the library services and resources available to them.

As with other departments and functions, financial constraints meant that library services must do more with less, despite above-inflation increases in the costs of library resources, particularly electronic knowledge resources.



The NHS itself is seeking to work differently and more collaboratively in terms of STPs, Vanguards, and MCPs (Multi-speciality Community Providers) and the library service needs to respond effectively to these changes.

Taking into consideration all of the above and using the findings in the Knowledge for Healthcare Framework as themes, the strategy for HHLS seeks to establish the following:

### 1 – Convenient and easy access

The NHS needs well-informed staff able to make informed decisions leading to improved patient outcomes. HHLS will:

- Ensure seamless access to resources and support staff to make best use of those resources
- Encourage use of the library service, particularly by low-uptake groups
- Reduce barriers, perceived or otherwise, to library use
- Ensure equitable provision of library services across the Hampshire geography
- Provide well provisioned physical libraries across the two stakeholder Trusts

### 2 – Digital by default

Healthcare staff need access to information and knowledge at all times. HHLS will:

- Provide digital services that are available to library users no matter where they are
- Promote, maintain, and increase functionality of the HHLS website
- Develop and refine access to online resources and point of care databases where funding permits
- Expand access to e-books
- Ensure that resources are as easily available via mobile devices as they are via computers

### 3 – Highly visible, tailored, quality services

Library and Knowledge Services need to remain at the forefront of health service delivery. So we will:

- Promote library services at local events
- Increase our marketing and publicity activities to ensure higher visibility
- Further develop the provision of tailored current awareness bulletins
- Seek alternative methods of raising awareness of library capabilities by embedding key staff into clinical and corporate meetings or settings

- Investigate methods of further tailoring library services to the specific needs of our users

**4 – Mobilising evidence and organisational knowledge**

Healthcare staff require access to library staff within workplaces and teams. In addition to which, most healthcare staff, including clinicians and managers suffer information overload. HHLS will

- Work with clinical teams to expand and promote library support for evidence based care
- Expand the Knowledge Specialist model to include other healthcare teams
- Build upon existing outreach services to ensure consistent library provision to healthcare staff working in the community
- Explore the possibility of developing outreach to other teams including those at general practices and hospices.
- Engage with other departments and organisations to assess and support their needs, e.g Clinical Commissioning Groups ( CCGs), MCPs, Vanguard, and STP groups
- Ensure that HHLS has sufficient financial support to engage with groups outside the standard service provision
- Build on recently acquired skills in synthesising results and provide an increased number of synthesised evidence reports
- Market synthesised literature search services appropriately

**5 – Information skills training, augmented by e-learning**

Healthcare staff need the skills to access information and the ability to evaluate information for their own purposes, whether for patient care, research or patient information; and so HHLS will:

- Look to explore other ways of teaching, including embedding LKS teaching in to other sessions
- Explore e-learning as a method of delivering teaching; whether in-house or promoting external sources of e-learning modules
- Expand upon current teaching programmes

**6 – Partnerships are central to success**

Collaboration and partnership working has many benefits for libraries, healthcare staff, NHS organisations, and other potential partners, therefore HHLS will:

- Maintain and build upon existing partnerships
- Actively contribute to national Knowledge for Healthcare work-streams

- Further explore partnership working with research departments
- Establish a closer working relationship with the Patient Information Centre
- Strengthen partnerships with both SHFT and HHFT education departments
- Investigate partnerships with other libraries, e.g. public and university
- Ensure closer working with education and IT departments in order to support TEL initiatives and explore the integration of information support in to the delivery of learning and development services
- Maintain awareness of potential local and national developments that HHLS could support or align with.

#### 7 – Skilled and knowledgeable library staff

HHLS will offer a proactive service from expert librarians and support from knowledgeable para-professional staff. HHLS will:

- Identify potential areas to broaden skills and explore a range of staff development options
- Participate in regional network groups
- Where appropriate, support chartered membership of CILIP (the Chartered Institute of Library and Information Professionals) for qualified staff and associate membership for para-professional staff.
- Encourage use of the PKSB for health (Professional Knowledge and Skills Base) to identify skills gaps and opportunities for development.

#### 8 – Streamlining and integration underpins quality library services

Integration of back-office skills and sharing where possible frees up library staff to focus on other elements of the library service, so HHLS will:

- Optimise the functionality of the newly installed CLIO (Interlibrary loan/document management system)
- Support the wider network through OpenAthens administration work and Link Resolver support
- Participate in national initiatives to reduce back office duplication and improve collaboration in library management systems
- Explore and investigate other methods of integrating library services to improve harmonisation across HHLS
- Consider collaborative working on a local, regional, or national basis for the benefit of the library service and its users

- Strengthen communication between library teams
- Support national current awareness service initiatives to reduce duplication and enhance existing services

9 – Quality assurance and improvement

Quality assurance and improvement is essential to underpin this strategy and to ensure that we continue to provide the best service in support of our users. HHLs will

- Continue to meet the standards required for the Library Quality Assurance Framework (LQAF) with a minimum of 95% compliance
- Seek the views of our users to improve services and continue to meet their needs
- Identify key benchmarks and KPIs for improvement
- Monitor access to resources to shape provision arounds needs.

Ultimately we will continue to provide high quality, evidence based knowledge services delivered flexibly to meet the needs of an increasingly wide range of potential users whilst championing the importance of knowledge in delivering excellent healthcare.

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 December 2016

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