



Richard Beeken, Chief Executive

# LIBRARY AND KNOWLEDGE SERVICES STRATEGY 2018-2021

[www.walsallhealthcare.nhs.uk/library](http://www.walsallhealthcare.nhs.uk/library)

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The joint campaign from CILIP  
and Health Education England  
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## **Foreword**

The Walsall Library and Knowledge Service (LKS) Strategy sets out its vision for supporting the Trust in delivering its priorities to provide high quality evidence based patient care.

The LKS 3 year strategic journey will be driven and shaped by our Trust Vision, National Drivers and through the formation and development of close collaborative working with local health economy services.

The need for partnership working and collaborative approaches to deliver new models of evidence based care will be significant to achieve these aims.

The document creates a picture for our colleagues, customers and stakeholders about LKS commitment to:

- continue providing and promoting high quality, first class evidence based information.
- support and develop a knowledgeable workforce.
- support safe patient care to achieve better outcomes.

The strategy includes an operational plan which identifies our targets for 2017/18.

## **Stakeholder Engagement**

The strategy will be circulated to senior group committee leads with aims for the document to be integrated with the Trust workforce strategies. Furthermore approved by the Trust Board as required by Health Education England under Learning and Development Agreement.

## **Reviews**

The strategy will be reviewed and updated annually to ensure that it reflects the changing environment within which the service is provided. The strategy is supported by an operational plan to support the delivery of our objectives. It will be monitored and reviewed at library staff meetings. Executive summaries will be produced twice a year for easy access and onward distribution.

## Implementation: Delivering the strategy

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

- Sign-up of all stakeholders to this strategy and embed Library and Knowledge Services in support of patient care.
- Support from IT Services to maintain and improve the necessary connectivity and shared functionality required to deliver effective services.
- Maintain and increase existing levels of funding from educational leads.
- An investment from senior leads to support the continued development of new skills and flexible ways of working by library professional and paraprofessionals to ensure they meet the changing needs of stakeholders, service users and the organisation.
- Continued collaborative working across NHS, Non-NHS partners and the wider information professional across the regions.

## The role of healthcare Library and Knowledge Services

Health libraries in the NHS have a responsibility to provide knowledge services across all sectors in support of evidence-based practice, clinical, policy and management decision making, and supporting patient care.

Health libraries therefore have a significant role in education, training and development, continual professional development, lifelong learning, clinical governance and research and development. Furthermore, libraries supply the **evidence base** to the service to make decisions on treatment options, patient care and safety, commissioning and policy, and to support lifelong learning, undertake research and drive innovation.

## Supporting our National and Local Drivers

### Health Education England: Knowledge for Healthcare

In December 2014, Health Education England published Knowledge for Healthcare, a development framework for NHS Library and Knowledge Services in England 2015-2020. The framework set out a vision for these services.



#### Health Education England Vision

*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.*

### NHS Library and Knowledge Services in England Policy

[NHS Library and Knowledge Services in England Policy](#) states to ensure the use in the health service of evidence obtained from research, Health Education England is committed to:

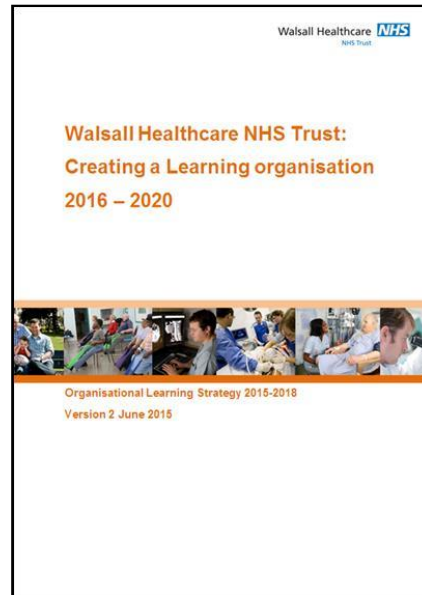
- Enabling all NHS workforce members to freely access Library and Knowledge Services so that they can use the right knowledge and evidence to achieve excellent healthcare and health improvement.
- Developing NHS librarians and knowledge specialists to use their expertise to mobilise evidence obtained from research and organisational knowledge to underpin decision-making in the National Health Service in England
- Developing NHS Library and Knowledge Services into a coherent national service that is proactive and focussed on the knowledge needs of the NHS and its workforce.

## **Walsall Healthcare NHS Trust: Creating a Learning Organisation**

Outlines the importance of organisational learning and the approach to be taken to further support and embed learning within the Trust.

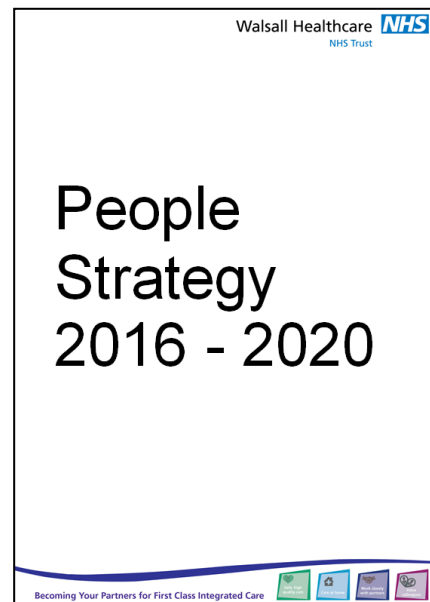
Supports delivery of the Trust aims outlined in the People Strategy and in turn, organisational learning implementation is supported by the Trust Quality strategy.

The organisation is one in which all staff will understand and embrace their role in learning, to deliver and improve quality and safety for our patients, service users and their families as part of their working practice.



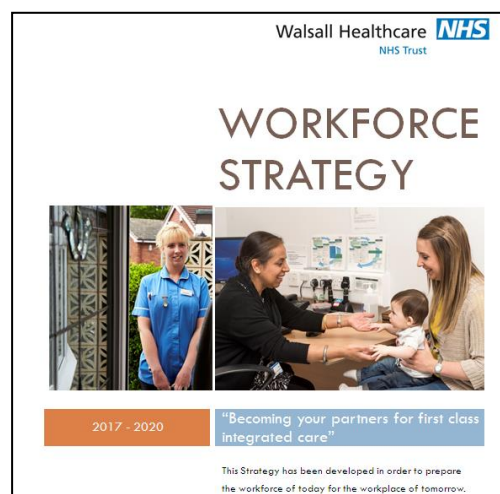
## **Walsall Healthcare NHS Trust: The People Strategy**

The People Strategy recognises that there is a significant correlation between the delivery of safe, high quality care and an engaged, committed, structured workforce. The People Strategy outlines clear plans to place colleagues first; putting greater value on our colleagues' contribution on creating true engagement, so in turn colleagues recommend the Trust as a place to work and align their personal values to our organisational values.



## Walsall Healthcare NHS Trust: Workforce Strategy.

The overall aim of the Workforce Strategy is to ensure that we have all elements in place to enable the development of a workforce plan; that works to deliver an engaged workforce who are working effectively, adding value and continuously developing the skills needed to enable them to support the delivery of the Trust's vision within financial constraints.



## NHS England: Facing the Facts, Shaping the Future.

The draft workforce strategy for the NHS, has been issued by Health Education England as a consultation document.

This draft strategy sets out the current workforce landscape, what has been achieved since 2012, the work underway and describes an approach to shaping the face of the NHS and social care workforce for the next two decades.

The strategy explicitly recognises the valuable contribution of healthcare library and knowledge services.



## Our Services

Walsall Healthcare LKS aims to support all staff and students on placement, the community and contribute to the overall patient care experience by supporting education and best practice.

The Library provides:

- Drop-in computer facilities with internet and WiFi access.
- Update your Knowledge information skills training programme.
- Access to BASEDoc article online request service.
- Access to high quality print and electronic learning resources with a free NHS OpenAthens account.
- Access to over 87,000+ items available to borrow from Birmingham, Black Country and Solihull Health Libraries through Discover Library catalogue.
- Access to clinical reference resources such as DynaMed Plus.
- E-learning modules to support research and improve information searching skills, critical appraisal and much more.
- 24 hour access to the library and self-service kiosk available.
- Photocopying, scanning and networked printing.
- BMJ Case Reports - healthcare professionals, researchers and others can easily find and publish clinically information on common and rare conditions.
- REaD Alert Service – stay update with current published literature of your interest or specialty.
- Zoned group and quiet study areas.
- Electronic books.
- Literature search service



## **Library and Knowledge Service: Vision**

To support our colleagues and students by providing access to authoritative information for evidence-based decision making, research and education, resulting in the best patient care.

To achieve this vision Library and Knowledge Services will:

- Provide users with up-to-date evidence-based information to help inform best practice and better patient care.
- Ensure appropriate access to a wide range of multidisciplinary resources.
- Develop resources and services to reflect user needs and requirements.
- Promote resources and services via different routes, utilising new technologies and enable access anytime and anywhere.
- Provide information skills training programme for users.
- Provide current awareness and alerting services for all users.
- The Library will continue to build on the good working relationships with other Libraries in the West Midlands Libraries Network. All collaborative projects, joint working and co-ordination will be of benefit to all users including the staff and students at Walsall Healthcare NHS Trust.
- The Library staff will continue to play an active role within the Network and also at national level via the Health Education England Library and Knowledge Services Leads working groups.
- The Library will ensure that its funding streams are in line with those who use the service. Services will be developed and delivered in line with best practice and value for money.

## Supporting our Trust Vision

The Trust's Strategic Vision is to '**Become Your Partners for First Class Integrated Care**' and is achieved through aligning the vision to 5 strategic objectives as shown below. This aligns to the CQC's five domains of safe, effective, caring, responsive to patient needs and well-led

The LKS strategy is underpinned by the vision statement at Walsall Healthcare NHS Trust to:



## How Library & Knowledge Services supports The Trust aims



## Quality Assurance

### Library Quality Assurance Framework (LQAF)

The Library Strategy is a key, “essential” requirement from all LKS’ under the NHS Library Quality Assurance Framework administered by Health Education England. LQAF is defined in the Learning and Development Agreements (LDA’s) as the quality assurance framework for all library services in the NHS West Midlands region.

LQAF is a process which is developed to ensure that the NHS Library Services are reviewed, quality assured, compliant to national standards, and meeting the needs of the West Midlands health economy. It sets out standards for NHS library services across five domains: strategic management; finance and service level agreements; human resources and staff management; infrastructure and facilities; service delivery and development.

The Library is assessed on an annual basis against the LQAF standards and an evaluation of the level of compliance to the national standards. The quality framework will be used to provide a clear focus for action planning to drive forward quality improvements in the library service.

The following provides an overview of the LQAF self-assessment submitted in 2017.

	Domain	No. of applicable criteria	Full Compliance	Partial Compliance
1	Strategic Management	11	8	3
2	Finance and Service Level Agreements	7	7	
3	Human Resources and Staff Management	5	5	
4	Infrastructure and Facilities	7	7	
5	Library/Knowledge Services Delivery and Development	18	18	
	Total	48	45	

## **Where are we now?**

LQAF requires that there is a formally approved, dated, documented strategy for the provision of NHS funded library/knowledge services. This should provide the vision and direction for the service for a 2 to 5 year period, and should reflect stakeholder consultation. Additionally further criteria within LQAF require that there is a dated, documented plan for the implementation of the strategy which is actively reviewed and monitored. Given the current climate within which the Trust is operating, and priorities which may be rapidly reshaped by events, this strategy will cover a 3 year period, but with the operational aspects focusing on the forthcoming year. The operational plan will be reviewed and updated at least annually.

The creation of the Library Strategy supports this criterion and therefore one of the Walsall LKS aims to is achieve full compliance in all LQAF domains in 2018. This will be achieved once approved by the Trust Board.

## **Evaluation and performance monitoring**

The Library will continue to collect and analyse activity statistics. An assessment of how feedback and evaluation is received and communicated with colleagues, students and partners, will be reviewed in 2018. All processes and systems identified for effective feedback will continue to be used to assess measure performance, user satisfaction and evaluate the impact of the library service in supporting evidence-based care.

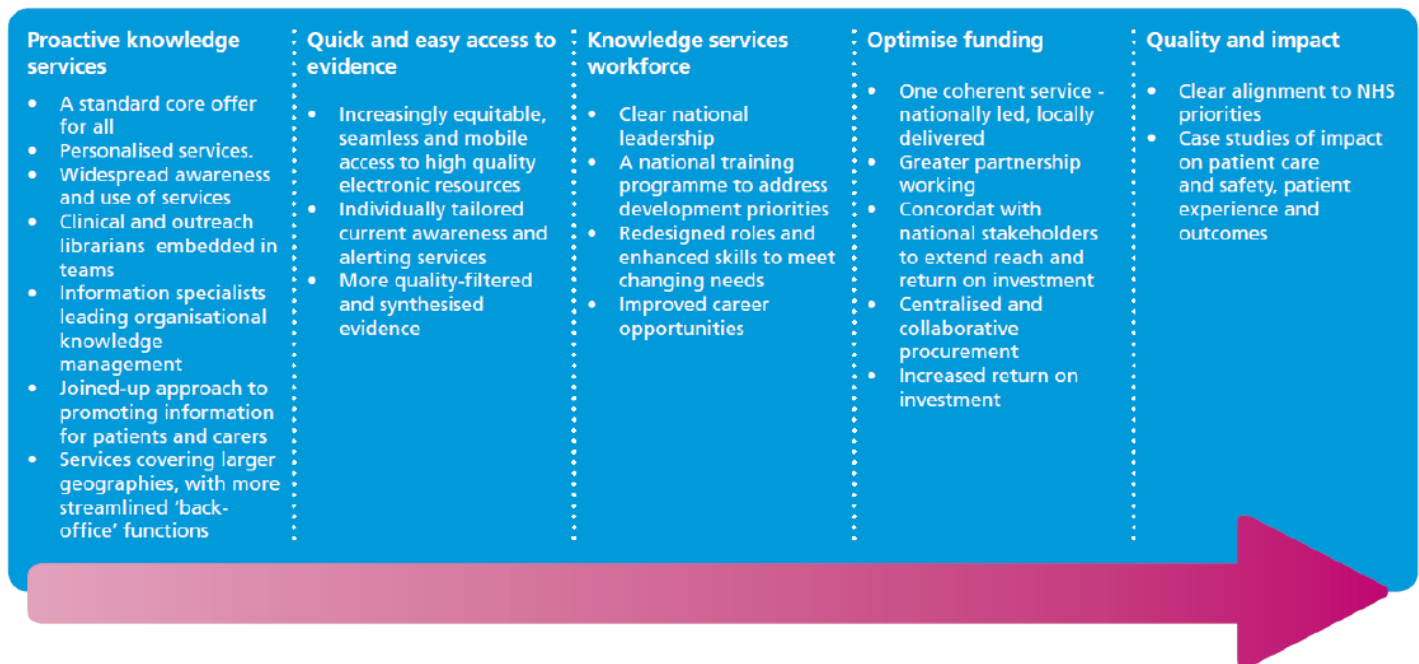
The LQAF return and the annual statistics submitted to the HEE Library Lead for the region and be made available to Trust stakeholders.

## Health Education England: Vision for Library Services

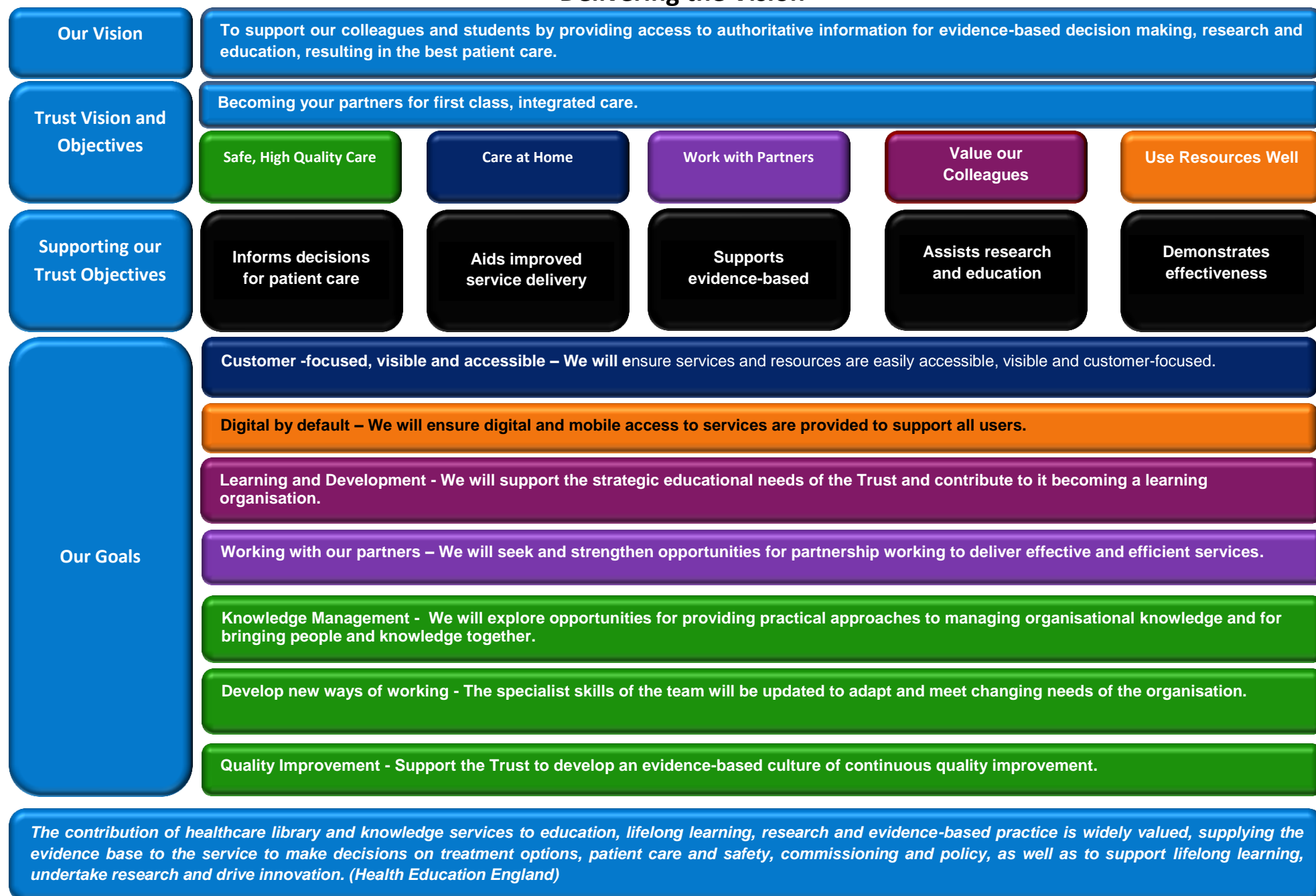
The following key-long strategic themes have been identified in the KfH Framework 2015 - 2020 for what will success look like in 5 years?

- Access to all services has to be as easy and convenient as possible.
- Services must be digital and mobile by default.
- Services need to be highly visible and individually tailored.
- Clinical and outreach librarian models become standard practice.
- Information skills training programmes should continue to be developed.
- Greater focus on synthesising evidence.
- Partnerships are central to success.
- Closer alignment with technology enhanced learning initiatives.
- The healthcare library and knowledge workforce require enhanced skills.
- More sharing and integration of back-office functions.

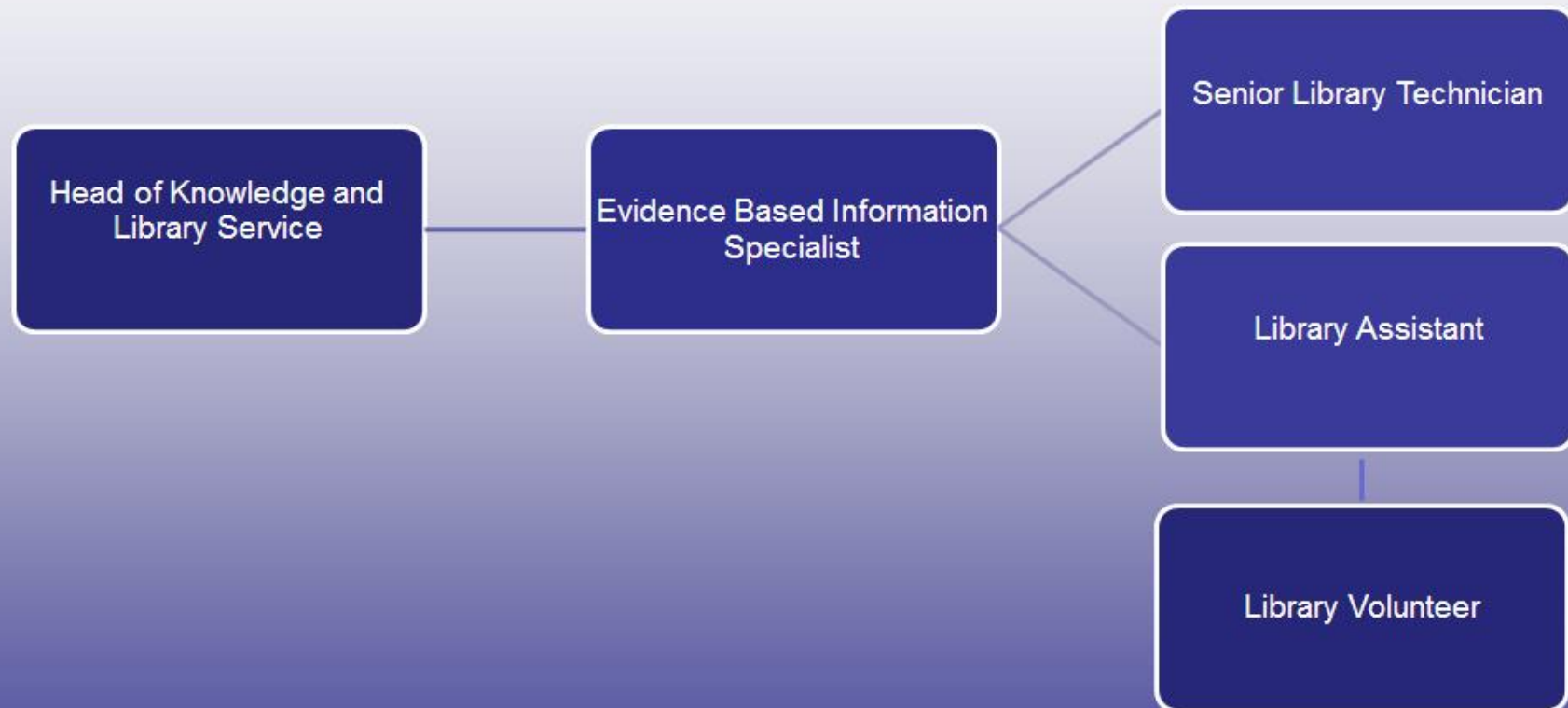
Delivering the vision: what changes will you see?



## Delivering the Vision



## Library & Knowledge Services Structure



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<https://hee.nhs.uk/sites/default/files/documents/Knowledge%20for%20Healthcare%20Policy%20Statement%20Nov%202016.pdf>
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*“Healthcare is a knowledge industry. It is not enough to have the right teams in the right place, collaborating to deliver high quality, efficient patient care. It is essential that they use the right knowledge and evidence at the right time. The knowledge and know-how of staff are precious assets”*

*“It is essential that quality information is provided to people to enable them to better manage their health and wellbeing and make fully informed decisions about their treatment and care. Library and Knowledge specialists are uniquely positioned to underpin this vital agenda, working in partnership with clinical staff and other information providers.”*

**Patrick Mitchell, Regional Director – South of England,  
Health Education England**

## Version update and control

JW/JUN2012 7.0

JW/OCT/2013.7.

JW/AUG/2013

JW/OCT/2014.8

JW/AUG/2015.

JW/FEB/2018