

<b>Title of Board</b>	<b><u>Education Strategy Board</u></b>
Meeting date	<b>Wednesday 8<sup>th</sup> December 2010.</b>
<b>Title of Paper</b>	Library Services Strategy 2010-2013
<b>Purpose</b>	The purpose of this paper is to provide a strategic outline for future developments and provision of library services and resources at UHSM. The aims and objectives described in this strategy will inform decision-making over the next three years.
<b>Author(s)</b>	Donna Schofield, Library Services Manager
<b>Actions Recommended</b>	To approve
<b>Actions Taken</b>	Not applicable
<b>Unusual acronyms</b>	LQAF - NHS Library Quality Assurance Framework
<b>Comments</b>	

## 1. Executive Summary

This document sets out a strategy for the Library Service over the next three years. It demonstrates the library online services and the move towards wider access through partnership working and nationally purchased resources.

The UHSM restructuring process means the Library Service now falls within the remit of the UHSM Academy and within the domain of “shared resources.” This new emphasis supports multi-disciplinary library provision and the sharing of knowledge within the organisation to ensure a healthier future for the people of Manchester.

It is a requirement of the NHS Library Quality Assurance Framework (LQAF) England<sup>1</sup> accreditation that “*there is a formally approved strategy for the provision of NHS funded library services*”. The consequence of not achieving this accreditation is that the Library Service will not reach the level of compliance to national standards and demonstrate the fitness for purpose. This national accreditation process provides the focus for action planning across all NHS organisations, driving forward a quality improvement plan, offering clarity of direction for service managers and transparency of development to meet the needs of the organisation it serves.

This document covers the mission, aims and objectives for meeting the quality requirements so that UHSM staff benefit from an effective library service.

This document reflects the changes in library development and management through the introduction of online resources. Recent years have seen changes in the way NHS staff are accessing information especially with the Strategic Health Authority Library Leads<sup>2</sup> NHS procurement of a range of electronic books, databases, and electronic journals together with resources purchased by NHS Evidence<sup>3</sup>. In addition, this Library Service subscribes locally to e-resources relevant to the needs of UHSM staff.

## 2. Mission

To make a positive contribution to the quality of patient care by providing timely, accurate, evidence-based information through the provision of a responsive, accessible, multidisciplinary library service.

## 3. Value

The Library Service supports education and learning for all staff by assisting them with their access to quality assured literature. This will contribute to the achievement of the best clinical outcomes for patients, education, learning, and evidence-based information support for hospital decision-making. All staff groups have access to both a physical and electronic library service. The Library Outreach Programme is good practice that promotes and provides services throughout all UHSM departments and sites.

## 4. Drivers and Partnerships

Local, regional, and national drivers and partnerships are likely to influence the development of the Library Service over the next few years.

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<sup>1</sup>NHS Strategic Health Authority Library Leads (SHALL) *NHS Library Quality Assurance Framework (LQAF) England* Version 2.1, April 2010.

[http://www.libraryservices.nhs.uk/document\\_uploads/LQAF/LQAF\\_Version%202.1\\_June\\_2010.pdf](http://www.libraryservices.nhs.uk/document_uploads/LQAF/LQAF_Version%202.1_June_2010.pdf)

<sup>2</sup><http://www.libraryservices.nhs.uk/home.html>

<sup>3</sup><http://www.evidence.nhs.uk>

#### 4.1 Local

- The future Library Service will play an important role in supporting the UHSM “*vision for the future – towards 2015*”<sup>4</sup> and the care of patients. This will be done through the development of library services and resources that support and inform both clinical and non-clinical decision-making.
- The UHSM Academy Business Development Plan will influence the future direction and organisation of the Library Service and will guarantee the commitment to multidisciplinary services and resources
- The Learning and Development Agreement between UHSM and NHS NW expects all trust staff to have to have access to high quality library and knowledge services.
- The Library Service is contributing to the UHSM Academy Gulu Link by liaising and working with Partnerships in Health Information<sup>5</sup>, Makerere University Library, Gulu University Library and Gulu Faculty of Medicine.
- The Library Service is a member of the Greater Manchester Health Libraries Partnership (GMHeLP), a collaboration of NHS Library Services within Greater Manchester. It aims to widen access to knowledge and information services to all NHS staff working in Greater Manchester, including students on placement.
- The Library Service works in partnership with Manchester Public Libraries to improve access to health information for the people of Manchester. Other local working relationships include Manchester Mental Health & Social Care NHS Trust, Manchester University, Manchester Metropolitan University, and Bolton University.

#### 4.2 Regional

- The Library Service is influenced by the North West Health Care Libraries Unit (HCLU)<sup>6</sup>, which leads, coordinates, develops and monitors NHS library services across the region. Their strategic plan<sup>7</sup> provides UHSM Library Services with a framework for achieving a high quality provision.
- The Library and Information Health Network North West (LIHNN)<sup>8</sup> is concerned with the improvement of the services provided by health libraries in the North West.

#### 4.3 National

- NHS Library Quality Assurance Framework<sup>9</sup> sets out the standards on which NHS library services must deliver. It forms the basis of significantly revised accreditation requirements for NHS libraries in England and serves as an ongoing quality improvement tool. UHSM Library Service was last accredited in October 2007 when it was placed at the top of a Stage 2 (Stage 3 is highest grade) with some areas of excellence. There were three recommendations for the Trust, the most important being that UHSM should contribute funding for the library requirements of non-medical and support staff. The four recommendations aimed at the Library Services

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<sup>4</sup> [www.uhsm.nhs.uk/trust/Pages/vision.aspx](http://www.uhsm.nhs.uk/trust/Pages/vision.aspx)

<sup>5</sup> <http://www.partnershipsinfo.org.uk/>

<sup>6</sup> <http://www.lihnn.nhs.uk/hclu/>

<sup>7</sup> [http://www.lihnn.nhs.uk/document\\_uploads/HCLU\\_General/NW\\_HCLU\\_Strategy\\_Final\\_version\\_August\\_2009.pdf](http://www.lihnn.nhs.uk/document_uploads/HCLU_General/NW_HCLU_Strategy_Final_version_August_2009.pdf)

<sup>8</sup> [www.lihnn.nhs.uk](http://www.lihnn.nhs.uk)

<sup>9</sup> NHS Strategic Health Authority Library Leads (SHALL) *NHS Library Quality Assurance Framework (LQAF) England* Version 2.1, April 2010.

Manager included consultation processes with stakeholders, the reorganisation of staffing roles and the quality management programme.

- Making Education Governance a Reality in the Northwest<sup>10</sup> states “*its purpose is to embed accountability, transparency and continuous improvement into an organisation’s culture – in this case within the education, learning, development and knowledge*”
- NHS Evidence<sup>11</sup> (part of the National Institute for Health and Clinical Excellence), launched in 2009, incorporates all that was included in the National Library for Health and provides access to online evidence-based and accredited information for health care professionals. The future development of this search engine will affect the way we access evidence over the coming years.
- The National Review of NHS Health Library Services in England made recommendations for the future of NHS funded library and knowledge services in England. It states “*Library and related knowledge and information services must be regarded as part of the core business of the NHS by the Department of Health and all NHS organisations, all of whom need access to an appropriate service and an appropriately skilled librarian.*”<sup>12</sup> The Library Service aims to support the four key purposes for NHS library and knowledge services identified in the report<sup>13</sup>:
  - Clinical decision making by patients, their carers as appropriate, and health professionals
  - Commissioning decision and health policy making
  - Research
  - Lifelong learning by health professionals

## 5. Aims and Objectives

The aims and objectives of the services over the next three years take into account the drivers and partnerships documented above:-

- Meet the standards set by the NHS Library Quality Assurance Framework England
- To identify and obtain appropriate funding streams to enable a truly multidisciplinary service
- Develop and cost the Library and Multimedia Room IT replacement and upgrade schedule
- Embed the Library Outreach Programme into all areas of UHSM
- To manage the electronic resources and library systems in a cost effective way and ensure relevance, scope and access for all staff groups
- Build lifelong learning, including basic skills, into library core business and contribute effectively to UHSM Academy vision
- UHSM staff and students are aware of the various means by which they can obtain the most current information relevant to their work, learning and research
- Review, redesign and refurbish the Library and Multimedia Room accommodation

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<sup>10</sup> <http://www.healthcareworkforce.nhs.uk/educationgovernancenw/> p.4

<sup>11</sup> <http://www.nice.org.uk/aboutnice/nhsevidence/>

<sup>12</sup> Hill, Peter (2008). *Report of a National Review of NHS Health Library Services in England: from knowledge to health in the 21<sup>st</sup> century*. NHS Institute, page 33.

<sup>13</sup> Hill, Peter (2008). *Report of a National Review of NHS Health Library Services in England: from knowledge to health in the 21<sup>st</sup> century*. NHS Institute, page 6.

- To contribute to the development of the Global Health link with Gulu

**(See Appendix I: Library Services Action Plan)**

**6. Conclusion**

The success of this strategy is in part dependent on financial measures. However, quality control is central to ensuring consistent cost-effectiveness.

The focus is on building a Library Service that is easy to use and is supportive to all staff groups at UHSM.

**APPENDIX I: Library Services Action Plan**

<b>Strategic objective</b>	<b>Actions</b>	<b>When</b>	<b>Success criteria</b>
Meet the standards set by the NHS Library Quality Assurance Framework England	Gather evidence for each standard, focusing on the priority criteria Complete the Standards Assessment Tool Check compliance for each standard Engage the library team in producing evidence	2010	Accreditation stage awarded Robust quality assessment of library services Level of compliance to national standards & demonstrate fitness for purpose is assessed Action plans formulated through recommendations Gaps in service/resources built can be future planning
To identify and obtain appropriate funding streams to enable a truly multidisciplinary service*	Find out which recurrent streams of funding should be directed into the library budget Determine groups of staff not funded Submit external bids to support non-funded groups Actively managing the library budget Cost the library service Review the staff skill-mix Review purchase decisions	2012	Meet 2007 accreditation recommendations Comply with the finance criteria of national standards Adequate library funding to support all UHSM staff Funding streams e.g. UHSM, NW Deanery, SIFT, Manchester Mental Health & Social Care clear to library manager
Develop and cost the library & Multimedia Room IT replacement and	Raise the issue to educators (current PCs bought via external library	2012	Staff e-learning is supported Surveys show user satisfaction Educators are confident in

upgrade schedule	development funding bid) Monitor increased use of PCs for e-learning and increased demands by UHSM staff Identify recurrent funding to deliver this schedule		facilities to support learners Recurrent funding is allocated for upgrade and procurement of PCs
Embed the Library Outreach Programme into all areas of UHSM	Visit wards and departments and attending meetings to promote the service and resources  Raise awareness to staff about services available outside the physical library Review marketing plan Investigating new services they need/want	2011	Positive feedback from surveys and impact analysis Increased use of services e.g. training, literature search requests, registrations etc The Library Service will support both clinical and management decision-making Improved patient care and safety through staff use of expert librarians for searching the evidence Saving of staff time by use of librarians to do searches for them - more of their time now devoted to patients, management etc Staff are confident utilising the Library Service no matter where they are based Information skills training sessions in situ as required Regular services available to users unable to visit the physical library
To manage the electronic resources and library systems in a cost effective way and ensure relevance, scope and access for all staff groups	Draw up a financial plan for 2011 e-journal purchasing Monitor journal usage (print and online) Study procurement for cost effectiveness and liaising with publishers/suppliers Cancel low usage journals (print & online) Maintain and add to e-journals relevant to UHSM	2012	E-journal and e-book usage statistics to inform purchase and cancellation decisions Website hits increase Access to all UHSM staff and students is fair and equal Improved e-services and e-resources Selection of journal titles better reflecting core

	work and learning		requirements
Build lifelong learning into library core business and contribute effectively to UHSM Academy vision	<p>Develop training resources and programmes to meet the learning needs of all UHSM staff and students</p> <p>Working with other Trust departments concerned with learning and development e.g. literacy initiative</p> <p>Work with the ERC Manager in respect of resource sharing</p> <p>Promote Library Services via trust daily bulletins etc</p> <p>Submit funding bids for books to encourage learners (and all staff) to use the library e.g. fiction, health and wellbeing, books to inspire etc</p> <p>Collaborate with Medical Statistics regarding critical appraisal training to all staff</p> <p>Adapt all training and support to match the needs of all grades of staff e.g. NVQs, non-clinical staff etc</p> <p>Maintain an environment conducive to learning</p> <p>Develop partnerships to improve access to resources</p>	2011	<p>Positive user evaluation and impact reports</p> <p>Increased user registrations</p> <p>Increased book circulation</p> <p>Increased training course attendees</p> <p>Library Information Skills/Information Literacy training programmes more relevant to user needs</p> <p>Introduction of a wider range of training sessions</p> <p>Better utilisation of relevant online evidence-based information</p> <p>Information skills training part of staff CPDs</p> <p>More opportunities for non-clinical staff to utilise library services and resources</p> <p>All staff groups are supported</p>
UHSM staff and students are aware of the various means by which they can obtain the most current information relevant to their work, learning and research.	<p>Review current awareness services and formats</p> <p>Promote alerting services to all staff</p> <p>Develop a variety of relevant current awareness services to help staff keep up-to-date</p> <p>Support staff access to external services e.g. ETOCs, NHS Evidence etc</p> <p>Library website links/feeds</p>	2012	<p>Positive user feedback from surveys</p> <p>Staff kept up to the minute in their subject field</p> <p>Current awareness is easily accessible from all relevant sources</p> <p>Service and content based on user consultation</p> <p>Alerting services maintain relevancy i.e. users not overwhelmed etc</p>

<p>Review, redesign and refurbish the Library and Multimedia Room accommodation</p>	<p>Investigate funding opportunities Addressing space issues e.g. replacing print with online resources to create physical space Submit bids as opportunities arise to secure one-off funding Cost and drawing up plans Benchmark with other NHS libraries</p>	<p>2013</p>	<p>More space for user learning zones, training areas and physical stock Improved study and computer areas Good feedback from evaluations Increased online journal usage Physical space appropriate to needs Multimedia Room meets Health and Safety standards Dedicated “learning commons areas” i.e. flexible technology friendly spaces for learner/student collaboration Dedicated quiet study area</p>
<p>To contribute to the development of the Global Health link with Gulu</p>	<p>Liaise with Marion Surgenor Head of Academy Gulu link Make contact with relevant global library agencies e.g. Partnership in Health Information Seek advice e.g. meet with Christie Education Manager who is experienced in library work in developing countries</p>	<p>2013</p>	<p>Feedback from Gulu staff and students Information handling skills available to Gulu health workers and students Achieved the setting up of Gulu access to free health e-resources – HINARI training</p>

**\* Recommendation from 2007 accreditation: -**

*“The Trust should contribute funding for the library service to safeguard the library and information needs of its non-medical and support staff. The current funding guideline for similar Trusts is an annual, recurrent contribution of £17,500 to help purchase library stock. This amount should be phased in over the next three years with an agreement to provide a minimum of £5,000 from 1 April 2008.”*