From Information to Knowledge
ELHT Library & Knowledge Services Annual Report for 2013/14

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ELHT LKS annual report 2013/14
1. Introduction and reflection

The Library & Information Services Strategy for 2011-14 set a Foundation, Development and Transformation phase within its operational plan. 2013-14 saw that transformation really beginning to take place, with a significant impact on workload and achievements within the year. The rebranding to ELHT Library & Knowledge Services from 1 April 2014, and new strategy for 2014-17, heralds the start of a further phase in the development of the service and its alignment with Trust priorities to support safe, personal effective care.

1.1 Restructuring

- After a consultation process, a new library team structure was introduced, with the intention of aligning roles to the delivery of a contemporary library and knowledge service which supports clinical, management, research and educational activity. Working within the existing pay budget, the following key changes were made:
  - The previous site-based library manager roles were replaced with
    - A Clinical Outreach Librarian post
    - A Library Operational Services Manager role, with cross-site responsibility
  - An E-Resources Officer post was created, with responsibility for assisting in the development of a portal to encourage use of evidence-based resources, for monitoring access to all online resources, and for assisting with development of information skills related e-learning
  - The Assistant Library Officer post was deleted (following an interim period of maternity cover)
  - One outcome of the above changes was a reduction in the front-line services team from 3.53 to 2.53 (further reduced to 2.03 during a period of maternity leave).

1.2 Clinical Outreach Library Service

- With previous attempts to fund a clinical outreach post unsuccessful, yet tailored support for individual information and training needs and clinical, management and quality initiatives becoming imperative, a decision was taken to create a designated post within the existing staff budget
- The priorities of the service are to support individual professional development and clinical, management and quality initiatives through, e.g.:
  - Information skills training, including critical appraisal skills
  - Conducting literature searches for individuals or teams
  - Supporting professional development and appraisal
  - Developing services for remote users
- Demand for the above services is already showing signs of growth, and capacity will need to be closely monitored
- While initial interest has been shown by some teams/departments, the profile and potential impact of the service needs to be raised further.
1.3 The ELHT Evidence Hub

- Since 2011, the library annual report has noted concerns on the relatively low use of (subscription-based) online resources, the high use of Google and Wikipedia, and the impact both these factors may have on the adoption of evidence-based knowledge and best practice.
- A priority set after the restructuring of the library team was therefore to develop an online portal which would encourage easy access to evidence-based resources and support professional development. The ELHT Evidence Hub is now up and running and proving useful (see 1.4 below). Further developments will include the addition of library services information (including online request forms).

1.4 Use of online resources

- Following a steady build-up of use of online resources via the OpenAthens password system between 2011 and 2013, there was a substantial increase of 41% in Athens usage in the year April 13-March 14.
- Increased use by medical staff appears to have contributed significantly to this change, with logons by medical staff increasing from 38% to almost 47% of total Athens usage.
- The increase in use is likely to be due to 4 main factors:
  - The launch of the Evidence Hub portal, accessible via the Trust network and remotely (including a mobile friendly format)
  - The launch of the Clinical Outreach Library service, raising the profile of resources e.g. through training and literature searches
  - The launch of new online resources, including AnatomyTV and particularly UpToDate
  - Promotion of online resources and Athens via library marketing, including the ‘Sign-Up-To-Evidence’ campaign and library open days
- UpToDate was selected following the trial and evaluation of 3 clinical decision support tools. Between May 2013 and March 2014, 14051 hits had been recorded on UpToDate, the vast majority via the Trust network (only 1081 hits were recorded via Athens). It is hoped that the usefulness of this tool for patient care can be built on further by integrating it into the clinical portal currently under development within the Trust.
- While informal feedback has been very positive, the impact of the above developments on evidence-based practice has yet to be fully assessed. A survey of the impact of key resources will be conducted during 2014/15.

1.5 Quality initiatives and alignment

- A key priority within the 2011-14 and 2014-17 library strategies has been to further develop the alignment of library and knowledge services with Trust objectives and priorities. In addition to the developments above, the service has been trying to secure involvement and profile in wider initiatives with, for example, the Library & Knowledge Services Manager co-ordinating the STAR Awards scheme and managing content for the Quality Improvement pages on the intranet. The team provided active support during the Keogh and CQC inspections and initial discussions have been held on ways of managing Trust policies and procedures and enhancing access to lessons learned.
2. The year in highlights

April-July 2013

Trials of 3 clinical decision support tools conducted with clinical task & finish group
*UpToDate* selected, subscription formally commenced from September
14051 hits within first 10 months

August 2013

Library team restructured within current budget
Clinical Outreach Librarian & E-Resources Officer posts created
*AnatomyTV* subscription commenced, allowing access to interactive models, videos, MRI scans and other resources for training

October 2013

Critical Appraisal Skills – 2nd annual study day, led by Dr Gurpal Gosall, attended by 65 staff from across ELHT

Lauren’s baby, Ryley Jack, arrives!
Emily Hurt joins us to cover Lauren’s maternity leave

Further promotion of ‘Athens – your key to evidence’ to encourage access to online resources

November 2013

*ELHT Evidence Hub* pilot launched, providing staff with quick links to evidence-based resources (organised by specialty and profession)

December 2013

Library team receive a ‘Green’ compliance score of 95% against the NHS Library Quality Assurance Framework (LQAF), the third increase in 3 years
January 2014

New training sessions introduced, including:
- Information Basics
- Getting the best out of ... NICE Evidence
- Getting the best out of ... UpToDate

February 2014

Refreshment room created in the Mackenzie Library to provide hot drinks for staff using the library out of hours. Fridge provided from staff lottery funds.

February/March 2014

LibraryPlus Open Days run with teams from HR&OD, including formal launch of Clinical Outreach service 11th Feb, Blackburn; 5th Mar, Burnley

March-May 2014

‘Sign Up To Evidence’ campaign run to encourage staff to join the library and access online resources

March 2014

Leisure area created in the Mackenzie Library, and shelving of main stock reorganised for better access. Redecoration of Blackburn library suite planned for April/May.

April 2013-Mar 2014

Corporate identity, linked with L&OD logo, used increasingly throughout the year. Rebrand to ‘Library & Knowledge Services’ from 1 April 2014
3. The year in numbers

<table>
<thead>
<tr>
<th>LQAF compliance</th>
<th>86% &gt; 91% &gt; 93% &gt; 95%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 to 2013</td>
<td>LQAF is the national quality framework used for assessment of NHS library &amp; knowledge services</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Library members</th>
<th>49.6% &gt; 43.5% &gt; 41.9% &gt; 33.3%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/11 to 2013/14</td>
<td>As a proportion of Trust headcount (which is increasing), library membership has considerably decreased. Aspiration – at least 50% of staff as library members</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Book loans</th>
<th>14453 &gt; 19575 &gt; 18819 &gt; 16337</th>
</tr>
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<tbody>
<tr>
<td>2010/11 to 2013/14</td>
<td>A drop of 48% in loans/renewals to UCLan students on placement has contributed significantly to an overall 13% decrease in 2013/14</td>
</tr>
</tbody>
</table>

| Articles supplied from print or online journals | 117% increase |
| Articles supplied from ELHT resources | 41% decrease |

| Articles requested from other libraries |

<table>
<thead>
<tr>
<th>Use of online resources via Athens accounts</th>
<th>8679 &gt; 7045 &gt; 8034 &gt; 8424 &gt; 11910*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/10 to 2013/14</td>
<td>After concerns about use of evidence-based resources in recent years, use of online resources has increased significantly (41%) in 2013/14. This will in part be due to the introduction of two new resources – AnatomyTV and (particularly) UpToDate, but also to tailored promotion of online resources through the Core Evidence links and Knowledge Centres on the ELHT Evidence Hub. *2013/14 figure based on revised Athens statistic module – report generated 6.08.14</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Cost per access for some sample online resources</th>
</tr>
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<tbody>
<tr>
<td>£1.31</td>
</tr>
<tr>
<td>ANATOMY.TV</td>
</tr>
</tbody>
</table>

| £3.19 | £1.43 |
| Royal Marsden Manual Online | UpToDate |

After concerns about use of evidence-based resources in recent years, use of online resources has increased significantly (41%) in 2013/14. This will in part be due to the introduction of two new resources – AnatomyTV and (particularly) UpToDate, but also to tailored promotion of online resources through the Core Evidence links and Knowledge Centres on the ELHT Evidence Hub. *2013/14 figure based on revised Athens statistic module – report generated 6.08.14 |
14051 topic hits
From commencement of the trial in May 2013 to 31 March 2014. This includes access via either the Trust intranet or Athens accounts.

470 hits
From commencement in July 2013 to March 2014. ELHT usage = the highest of 19 Trusts subscribing in the North West.

12
Core Evidence links

42
Knowledge Centres by specialty or profession

135
Responses were received to surveys on trials of Best Practice (49), Dynamed (41) and UpToDate (45)

45
Feedback forms were received for the 'Introduction to Literature Searching' session

89%
Gave a HIGH rating for the usefulness of the session

93%
said
“I learnt a lot!”

“Absolutely fundamental”
“Excellent”
“Valuable”
“Fantastic!”
“Brill training”

Training evaluation: Introduction to literature searching

6.47
Establishment 2013/14

6.07
Staff in post Apr 2013

5.57
Available staffing Oct 13 - Mar 14 (with partial maternity leave cover)

Library staffing

100% of literature searches were met within the timescale agreed with requesters

100% of document supply requests were processed within 3 working days

87% of document supply requests were satisfied within 5 working days

Library standards compliance
## 4. Achievement against targets set in 2012/13 annual report

### Clinical

<table>
<thead>
<tr>
<th>Task</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launch Clinical Outreach Library Service</td>
<td>Clinical Outreach Librarian post created in August 2013 restructuring of library team. Service piloted, then formally launched at open day in February 2014.</td>
</tr>
<tr>
<td>Contribute to pursuit of best practice by coordinating trials and implementing outcomes for purchase of a clinical decision support tool</td>
<td>Trust-wide trials held for DynaMed, Best Practice and UpToDate. UpToDate selected after collation of feedback and sample testing. Funded centrally by the Trust.</td>
</tr>
<tr>
<td>Facilitate development of complex services and integrated pathways, e.g. by creating an online portal to facilitate tailored access to evidence-based resources and current awareness by specialty</td>
<td>ELHT Evidence Hub created as online portal, with Knowledge Centres structured by Division and clinical specialty, encouraging access to a range of relevant books, journals, current awareness services, websites and blogs. Potential for developing further as a knowledge management tool, e.g. for collating lessons learned and access to guidelines.</td>
</tr>
<tr>
<td>Develop targeted services to Community staff</td>
<td>Some Community related Knowledge Centres developed within the Evidence Hub, but limited progress with other specific services. Review required following creation of Integrated Care Group.</td>
</tr>
</tbody>
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### Organisational

<table>
<thead>
<tr>
<th>Task</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with appropriate departments to enhance adoption of evidence-based practice</td>
<td>Clinical Outreach Librarian and Library &amp; Knowledge Services Manager have met with various teams. Positive initial interest, but follow-up contact variable.</td>
</tr>
<tr>
<td>Support initiatives within the Trust for knowledge management, including sharing of lessons learned</td>
<td>Active participation in the Enabling Quality Improvement Steering Group, creating a QI section within the Trust intranet for managing QI documentation and toolkits. Initial discussions on coordinating lessons learned.</td>
</tr>
<tr>
<td>Support initiatives within the Trust for encouraging staff and patient engagement, including specifically coordination of the Trust STAR Awards</td>
<td>Library &amp; Knowledge Services Manager has been one of the key leads on the STAR Awards for 2013, which attracted a 73% increase in nominations.</td>
</tr>
<tr>
<td>Contribute to delivery of Organisational Development priorities, including PDR training, coaching and facilitation</td>
<td>Limited participation in PDR training and coaching, but active support for L&amp;OD initiatives, e.g. joint marketing group.</td>
</tr>
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### Research & Innovation

<table>
<thead>
<tr>
<th>Task</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>Support service review and redevelopment, e.g. through the Change Faculty and Quality Improvement Framework</td>
<td>Regular participation in the Enabling Quality Improvement Steering Group and creation of intranet pages. Change Faculty has not yet been formed.</td>
</tr>
<tr>
<td>Work with R&amp;D Department to promote development of in-house research activity and related skills</td>
<td>Second annual study day on Critical Appraisal Skills organised. Staff publications collated and publicised via Evidence Hub.</td>
</tr>
</tbody>
</table>
### Education & Training

| Provide varied information skills training programme, including ‘bite-sized’ and e-learning options | Variety of sessions offered; Introductory session and 1-1 bespoke training have been of most interest. Online library induction developed. |
| Devise specific services to support medical staff appraisal and revalidation and CPD of all staff | Support for appraisal offered - via email to all doctors, *Evidence Hub*, and talks to department meetings – variable uptake. |

### Service Foundations

| Implement restructuring of library team | Team restructured from 1 August 2013, within current budget. New roles include:  
- Clinical Outreach Librarian  
- Library Operational Services Manager  
- E-Resources Officer |
| To facilitate cross-site working, review and standardise working procedures across Blackburn and Burnley sites, including integration of online files | All library staff now work on a cross-site basis, and procedures have been both standardised and, where possible, simplified. Integrated shared drive created. |
| Use LQAF, quarterly KPIs, user surveys and other measures to monitor quality, assess user need and identify impact of library services | LQAF compliance score increased to 95%, and positive feedback received from development visit by Director of Health Libraries NW. KPIs used initially, but phased out for HRDMB reporting. |
| Seek to identify further savings and income generation opportunities, including developing an ‘External Membership’ option | Further savings made to journal budget; External Membership established, although uptake limited; income lower than last year – no replacement for temporary income for services provided to E Lancs PCT in 12/13. |
| Work with Estates, L&OD and other departments to develop replacement library and training facilities on the Burnley site by March 2015 | Only one initial meeting held regarding this development during 2013/14. (Active discussions on plans in progress at June 14; project suspended July 14.) |
| Maximise use of online resources, including launch of a ‘Mobile access project’ | *Evidence Hub* and various other marketing activity has helped to promote access to online resources, with a significant increase in statistics of access via the Athens password system. Mobile access project delayed due to late delivery of mobile equipment and delayed installation of wifi on both main sites. |
### Additional achievements

Mackenzie Library, Burnley – changes made to promote usage of current premises and prepare for relocation
- Dorothy Brown room converted to Mackenzie Meeting Room
- Layout changed to locate all clinical stock together and create distinct Leisure area
- Stock weed commenced
- Redecoration of Leisure area

Learning Centre Library, Blackburn – adaptations planned to improve facilities (implemented in April/May 2014)
- Room used for meetings/interviews redesignated as Quiet Study Room (and furnished with study carrels funded by Health Care Library Unit)
- More PCs located on Mezzanine floor, due to user demand
- Redecoration of all library areas, including feature wall colours
- Shelf guiding updated
- IT Suite reconfigured to remove unused counter and create more space for study and wifi access.

### 5. Library strategy-on-a-page

The Library and Information Strategy for 2011-14 helped move the service towards greater alignment with Trust priorities, while recognising and building on existing strengths. A new Library and Knowledge Services Strategy for 2014-17 has now been developed following consultation with clinical and quality groups and the HR&OD Divisional Management Board.

The following graphic summarises the strategic framework, including the four service improvement priorities (green arrows):

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**Library & Knowledge Services Strategy 2014-15**

**LKS vision**

*To enable all staff to provide Safe, Personal and Effective care for every patient, every time through the provision of appropriate and timely evidence, training, resources and services.*

**CORE priorities for an aligned library service**

<table>
<thead>
<tr>
<th>Trust-wide alignment &amp; engagement</th>
<th>Clinical</th>
<th>Organisational</th>
<th>Research &amp; Innovation</th>
<th>Education &amp; Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enable</td>
<td>Engage</td>
<td>Enhance</td>
<td>Ensure</td>
<td></td>
</tr>
</tbody>
</table>

**Service Foundations**

<table>
<thead>
<tr>
<th>Staffing</th>
<th>Quality</th>
<th>Resources</th>
<th>Finance</th>
<th>Estates</th>
<th>IM&amp;T</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Partnership working</td>
<td></td>
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**LKS values**

*Welcome*  *Respect*  *Innovate*  
*Facilitate better patient care*  *Improve working lives*
6. Key targets for 2014/15

From the operational plan within the strategy, the following key targets have been identified for the forthcoming year:

6.1 Rebrand as ELHT Library & Knowledge Services from April 2014
6.2 Enable provision of safe, personal, effective care across the Trust, e.g. through further embedding of the Clinical Outreach Service and the Evidence Hub portal
6.3 Work with Trust-wide initiatives for knowledge sharing and innovation, including Quality Improvement
6.4 Develop tailored services for specific staff groups
6.5 Provide resources, services and training to support appraisal, revalidation and professional development of all staff, including e-learning programmes
6.6 Increase awareness and use of online resources, including through use of mobile devices
6.7 Particularly, continue to raise awareness and use of UpToDate as the Trust’s clinical decision support tool, working with IM&T to embed UpToDate in clinical systems where possible
6.8 Integrate our web/intranet presence and work with other teams on relevant portals/knowledge sharing initiatives
6.9 Maximise learning opportunities for staff and students by working with architect and relevant teams to ensure attractive and appropriately equipped new premises for the relocated Burnley library and learning centre.

7. Quality measures for 2014/15

<table>
<thead>
<tr>
<th>Measure</th>
<th>2013/14</th>
<th>Aspiration</th>
</tr>
</thead>
<tbody>
<tr>
<td>LQAF compliance to remain within green RAG rating (90%+)</td>
<td>95%</td>
<td>95% or higher</td>
</tr>
<tr>
<td>Increase ratio of ELHT library members</td>
<td>33%</td>
<td>50% within next 3 years</td>
</tr>
<tr>
<td>ELHT within top 10 NHS Trusts in North West for use of online resources where comparative statistical reports are available</td>
<td>2 of 10 reported in 2012 NW report not yet available for 2013</td>
<td>4 of 12 for 2014 (including AnatomyTV and UpToDate)</td>
</tr>
</tbody>
</table>

Further enhance quality standards:
- Literature searches: % delivered within timescale agreed with customers
- Inter-library article requests: % satisfied within 5 working days
- Enquiries (almost all dealt with instantly)
- Training: % finding usefulness of sessions ‘High’

Measure information needs and service impact through on-going evaluations of training and literature searches, and conducting specific surveys

- 100%
- 87%
- Statistic n/a at time of report
- 89%
- 100%
- 90%
- Monitoring of ‘advanced’ enquiries
- 90%+

Clinical decision tool trials
FY trainee survey
Impact survey of new resources
For feedback on this annual report or further information about ELHT Library & Knowledge Services, please contact

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