



East Lancashire Hospitals
NHS Trust

The 'ExL Strategy' 2017-2020: Extending the scope of Library & Knowledge Services

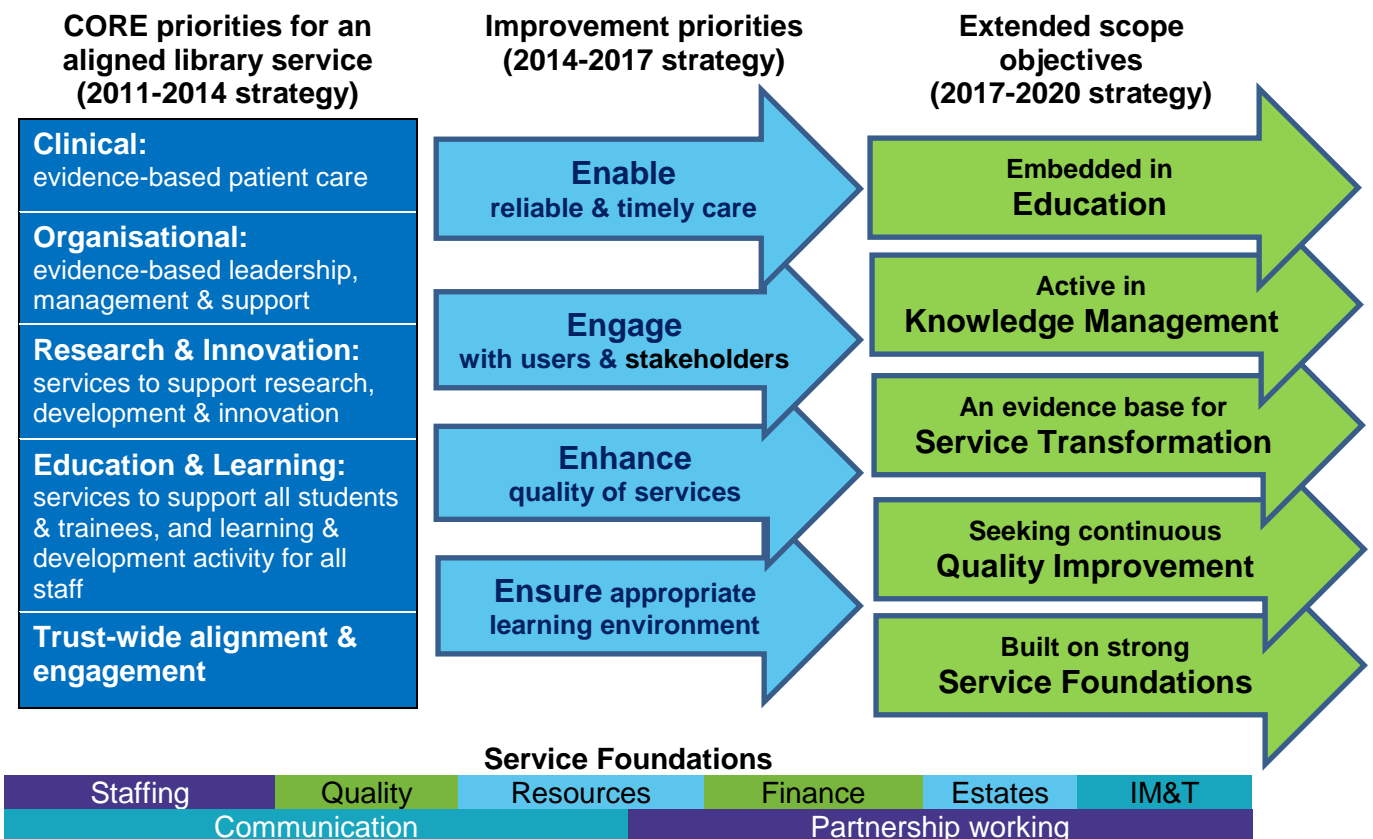
The ELHT Library & Knowledge Services Strategy 2017-2020

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"

Our aim

To be a centre of excellence in an Outstanding Trust



LKS values

- * Welcome
- * Respect
- * Innovate
- * Facilitate better patient care
- * Improve working lives

The 'ExL Strategy' 2017-2020: Extending the scope of Library & Knowledge Services

Executive Summary

The ELHT Library & Knowledge Service has established a 3-year strategic planning cycle. Building on previous strategies for 2011-14 and 2014-17, the strategy for 2017-2020 sets an ambition to be a centre of excellence within an 'Outstanding' University Teaching Trust. The 'ExL Strategy' aims to extend the scope and impact of library and knowledge services within the Trust, with the aim of establishing the service's reputation for being:

- Embedded in Education
- Active in Knowledge Management
- An evidence base for Service Transformation
- Seekers of continuous Quality Improvement
- Built on strong Service Foundations.

The above objectives have been set in response to local and national drivers, including:

- The ELHT Clinical Strategy
- Service Transformation Programmes
- Educational developments
- Workforce transformation
- The national 'Knowledge for Healthcare' framework for the development of services to health and social care staff in England.

Some of the 'stretch' targets within the strategy – including the extension of services to staff in the wider health and social care economy, and the provision or signposting of health and well-being information to patients and the public – will very much depend on agreement and resourcing of these by the Trust and other stakeholders.

Whereas previous strategies have tried to deliver improvements (including team restructuring) within budget, this new strategy does have cost implications. Factors contributing to this include:

- Relatively static budget allocation since 2011/12
- Underfunding of the 'UpToDate' clinical decision support tool
- Case for expanding Clinical & Management Outreach service (from 0.7 to 2.0 FTE)
- Additional resources required, including journals and other resources to support business and management needs, expansion of educational activity and new workforce roles (e.g. apprenticeships).

A business case for the staffing developments will be submitted in August 2017. An operational plan for 2017-18 has been produced as a supplement to this strategy.

July 2017

Safe | Personal | Effective

The 'ExL Strategy' 2017-2020: Extending the scope of Library & Knowledge Services

1. Introduction

In order to focus planning and service development, the alignment of library with Trust objectives, and the prioritisation of staffing and other resources, the ELHT Library and Knowledge Service has adopted a 3-year strategic planning cycle. This is good practice within the healthcare library sector, as exemplified in the NHS Library Quality Assurance Framework (LQAF), in which criterion 1.1b 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 (1.2a), which is actively reviewed and monitored (1.2b). The operational plan is reviewed at least annually.

To date the library team, Education Development managers and members of some Divisional Education Boards have been consulted about strategic priorities, particularly using the 'plan-on-a-page' diagram shown on the cover of this document. We also used the '#A Million Decisions' survey to gather suggestions and comments from library users and non-users.

2. Building on previous strategies

The Library & Knowledge Services (LKS) strategy for 2017-2020 is built on two previous strategies:

- The Library and Information Services strategy 2011-14 focussed on ensuring the quality and alignment of four CORE areas that are the bedrock of any NHS library service: **C**linical, **O**rganisational, **R**esearch & Innovation and **E**ducation & Learning.
- The Library & Knowledge Services strategy for 2014-17 focussed on further developing the quality and reach of our services through four Improvement Priorities:
 - **Enable** reliable and timely care
 - **Engage** with users and stakeholders
 - **Enhance** the quality of services
 - **Ensure** an appropriate learning environment.

Key to the implementation of the above strategies was the reorganisation of the library team in 2013 and the creation of the posts of Library Operational Services Manager, Clinical Outreach Librarian and E-Resources Officer (now E-Resources Librarian).

3. Internal and external drivers

The Library & Knowledge Service is committed to continuous quality improvement, with the aim of ensuring that our services meet Trust objectives, support the personal and professional needs of staff, trainees and students, and ultimately help to deliver high quality, personalised patient care.

In setting the strategy for 2017-20, we have considered the following main drivers:

- **ELHT Clinical Strategy:** *'Fit for the Future'* - ELHT's clinical strategy for 2016/17 to 2020/21 ¹ – places the Trust increasingly as a partner in improving health across the local population base. The Clinical Strategy has 5 key aspects:
 - Focus on 'healthcare' rather than hospital
 - Increasing primary care involvement
 - Increasing standardisation
 - Improving efficiency in elective care
 - Reviewing and networking specialist services.

In such a context, the role of library and knowledge services in identifying evidence and best practice and making such evidence readily available to staff across the health care economy becomes increasingly important.

- **STPs:** Partnership working for ELHT includes close involvement in the development of the wider health and social care economy, in both the Pennine Lancashire ² and Lancashire/ South Cumbria ³ footprints for service transformation. The STPs create further drivers for change for ELHT:
 - Meeting local health needs and improving outcomes
 - Sustaining Safe, Personal and Effective Care
 - Creating and working with partners and networks.
- **Trust ambition:** Having successfully achieved an overall 'Good' rating from the CQC, the Trust now aims to become an 'Outstanding' Trust with a reputation for excellence.
- **Educational ambition:** Having recently gained 'Teaching Hospital' status for the Royal Blackburn and Burnley General Hospitals, the Trust now has an ambition to become a University Teaching Hospital Trust, and has entered a strategic partnership with the University of Central Lancashire (UCLan) ⁴. Library services can support compliance with the HEE Quality Framework ⁵ and its six domains of:
 - Learning environment and culture
 - Educational governance and leadership
 - Supporting and empowering learners
 - Supporting and empowering educators
 - Delivering curricula and assessments
 - Developing a sustainable workforce.

Educational developments are likely to have an impact on the Estates strategy, which in turn will have an implication for the location of library services within future learning centre provision.

- **Workforce transformation:** The development of new roles and redevelopment of existing roles, teams and services, are key to delivering both the Trust and STP visions of the future.
- **Quality Improvement (QI):** Service transformation needs to be underpinned by a clear process of quality improvement and project management, and the Trust is seeking to raise awareness and involvement of all staff in QI.

- **Knowledge for Healthcare (KfHC)** ⁶: An ambitious development framework for NHS library and knowledge services (LKS) in England has been published by Health Education England, and there is an active programme of Task and Finish Groups seeking to implement the recommendations and develop best practice.

In order to achieve the KfHC aim of *‘The right knowledge and evidence is used at the right time, in the right place’* the following primary drivers have been identified:

- Proactive, customer-focused knowledge services are provided and used
- Staff, learners and patients benefit from quick and easy access to relevant evidence at the point of need
- There is effective leadership planning and development of the LKS workforce
- Investment in library and knowledge services is optimised for best value.

“It is through education, and sharing knowledge, research evidence and best practice, that we inspire and inform innovation and improvement in patient care and safety, experience and outcomes. To achieve these ambitions, individuals must be supported to broaden as well as deepen their knowledge.”

Professor Ian Cumming, CEO, HEE

4. Key implications for ELHT Library & Knowledge Services

In order to reflect the *Knowledge for Healthcare* framework, the Trust's strategy and local STP plans, the following will be key considerations for the continued development of Library & Knowledge Services within ELHT:

- Continue a customer-focussed service and delivery model
- Maximise awareness and use of resources
- Move further to a ‘digital by default’ model
- Ensure appropriate spread and depth of resources across the full range of staff needs
- Support the development of new workforce roles
- Further establish and embed the clinical outreach service to support clinical best practice
- Develop appropriate current awareness and other evidence services for Board and senior managers
- Work with other Trusts and the Health Care Libraries Unit North to ensure appropriate library and knowledge services provision and resource access for the wider health & social care economy (including e.g. CCGs, hospices)
- Explore the service’s role in providing information, directly or through other staff, to patients, carers and other members of the public
- While making a case for resources to further develop the service to meet Trust goals, aim to identify savings and streamline services where possible.

5. The 'ExL strategy' 2017-20

Given the above drivers, and the library team's ambition to be a centre of excellence within an Outstanding Trust, we are branding our strategy for 2017-20 as the 'ExL Strategy', with the sub-title 'Extending the Scope of Library & Knowledge Services'.

A 'plan-on-a-page' summary of the strategic model is provided on the cover of this document.

Through the 'extended scope' objectives of this strategy, our aim is that ELHT Library & Knowledge Services will have a reputation for being:

- Embedded in Education
- Active in Knowledge Management
- An evidence-base for Service Transformation
- Seekers of continuous Quality Improvement
- Built on strong Service Foundations.

5.1 Embedded in Education

- We will support the education and training of all levels of staff, trainees and students on placement through print and online resources, study and IT facilities, tailored training and the active support of experienced and approachable library staff
- We will play an active part in Trust and Divisional Education Boards, Practice Educator forums and other relevant groups to ensure high quality educational placements and professional development within the Trust
- We will continue to provide and adapt group, one-to-one and online training to support education, development and professional revalidation, including particularly information searching, critical appraisal and study skills. Such training will be embedded in curricula and courses wherever possible for maximum relevance and impact.

5.2 Active in Knowledge Management

- We will continue to develop the [ELHT Evidence Hub](#) as our 'third library', providing tailored short-cuts to evidence-based information and resources and information about [library services](#)
- We will expand the ['Knowledge Sharing'](#) section of the Evidence Hub to provide enhanced access to 'Lesson Learned', including e.g. Share2Care bulletins and an ELHT Improvement blog
- We will review and develop our current awareness and 'table of contents' services, to provide members of staff and students with more tailored resources for patient care and professional development
- We will build the capacity of the Clinical Outreach service to help provide an evidence-base for all clinical Divisions, including the identification of evidence for policies, procedures and guidelines
- We will further develop outreach and information services and resources to support the business, management and leadership needs of the Executive, Board and managers across the organisation
- We will continue to work with the Learning Hub team to expand links to supporting resources and study skills
- We will work with the Quality Improvement and other teams to enhance access to Trust policies and procedures through the Decision Support Project
- We will seek to work with Informatics and clinical teams to further embed decision support tools (such as *UpToDate*) within the clinical portal, to access evidence-based information at patient record level.

5.3 An evidence-base for Service Transformation

- Through resources, services and training we will support the creation and development of new workforce roles, including Apprenticeships

- Through our literature search and other services, we will help to identify and publicise the evidence for service transformation and quality projects
- We will work with the Trust, relevant organisations and other library services to ensure equitable access to evidence-based information for all health and social care staff in Lancashire and South Cumbria
- We will work with other teams (within the Trust and externally) to clarify any gaps in the provision of health and well-being information to patients and the public, and to identify the measure to which the ELHT LKS can meet such needs within current or newly identified resources

5.4 Seeking continuous Quality Improvement

- We will seek to continuously build and develop the quality of our services, using e.g. the LQAF assessment framework, KPIs, cost-per-access, and impact surveys as primary tools for measuring progress. Quality improvement will focus on ensuring that our services, resources and facilities are fit for purpose and value for money.
- We will also seek to be closely involved in quality improvement initiatives within the Trust, including e.g. enhancing access to internal Trust documentation (the Decision Support Project) and supporting the QI education programme.
- We aim to work with the Research & Development department in expanding the Trust's research activities and publicising the research and academic work created by ELHT staff.
- We will work with other NHS library services to share best practice and introduce streamlining wherever possible.

5.5 Built on strong Service Foundations

The ELHT library strategies to date have been built on 8 'service foundations', which are crucial to the delivery and development of any library service, and need to be reviewed, adapted and strengthened as needs and priorities change. These are all 'resources' essential to the service, need to be utilised and funded appropriately, and need engagement and cooperation with other teams within the Trust (and externally) to be fully effective.

5.51 Staffing

The library team was reorganised in 2013 to better align posts with service requirements. This restructuring was originally managed within the available library staffing budget.

5.511 Developments to date

The most specific outcome of this re-structuring was to create three new posts:

- Library Operational Manager: with responsibility for managing front-line and back-office library services across both physical library sites
- Clinical Outreach Librarian: with responsibility for engaging with clinical and other teams, providing literature searches to support evidence-based practice, and tailored training in information searching skills
- E-Resources Officer (now E-Resources Librarian): to manage and promote our online resources, and specifically to develop a portal to enable quick access to evidence-based information (the award-winning [ELHT Evidence Hub](#)).

5.512 Immediate proposals (2017/18)

All these roles, and the contributions of the wider library team, have helped to significantly develop the service over the last 6 years. With the drivers mentioned in Section 3 above, however, including particularly the need to expand our outreach services to all staff, of whatever grade, and to support expanding education and research activity, there is now need for a further review of the library team and its capacity to deliver the strategy and its vision.

- *Outreach Librarians:* Our current Clinical Outreach Librarian is part-time (0.7 FTE) and plans to reduce her hours further in 2018. The need for literature searching, training

and other activity to support evidence-based patient care, service transformation, and staff development continues to grow, while capacity is limited. We want to fully engage with all clinical Divisions, and to provide a more comprehensive service to management (including Executive, Board and senior managers).

We will therefore be submitting a business case to expanding the staffing for this aspect of our services to 2.0 FTE (spread over 3 posts), provisionally divided as follows:

- Outreach Librarian (Clinical) – focussing on e.g. the D&CS and Surgery Divisions
 - Outreach Librarian (Clinical) – focussing on e.g. the Family Care and ICG Divisions
 - Outreach Librarian (Management) – focussing on developing current awareness, literature searches and other services to managers and leaders within the Trust.
- o *Operational services:* During the period of the strategy, we will need to review the capacity of the library's operational team for taking on additional projects and workload, and for supporting the work of the Clinical and Management Outreach Librarians.

5.513 Stretch targets (2017-2020)

Should the Trust and local partnerships see such developments as necessary and desirable, there would be additional staffing implications of developing services as follows:

- o Extending access to ELHT library services and resources to other NHS, healthcare and social care organisations in Pennine Lancashire and beyond (e.g. CCGs, hospices and care homes)
- o Developing services to provide evidence for patients and the public or signpost them to existing quality information sources
- o Using the Behr Legacy Endowment Fund to develop a project focussing on creating an archive, website and exhibition(s) relating to the history of hospitals and healthcare in the East Lancashire area (focussing initially, to align with the terms of the legacy, on the Burnley area).

5.52 Quality

As well as increasing our LQAF compliance from 86% in 2010 to 98% in 2016, we have been able to demonstrate the impact of library resources, services and training on Trust objectives and the development needs of staff and students. We will continue to use the following metrics, and develop others as required:

- o LQAF (Library Quality Assessment Framework) – due to be substantially revised in 2018
- o KPIs and dashboards, based on the annual statistics required nationally by NHS Library & Knowledge Services Leads
- o Cost per download/access as a measure of Return on Investment (ROI)
- o At least one impact survey annually
- o Case studies to promote the impact and benefit of library services, resources and training.

5.53 Learning resources

5.531 Immediate proposals (2017/18)

- o We need to review our range of online journals, to ensure that they meet clinical and management priorities. The most urgent need is to provide access to a wider range of resources on leadership and management.
- o Our clinical resources are constantly reviewed and updated, but particular attention will be given to any change in demand or resource requirements as the impact of UCLan medical students on placement becomes established.

- We also need to review and expand resources for staff undertaking non-university education and development, including e.g. NVQs, Apprenticeships and ILM programmes.
- *Options for extending our resources include* e.g. Emerald business/management journals package, Clinical Key (large collection of online journals and books from Elsevier), Ebsco Discovery (search platform that brings all online resources together, enhancing access and therefore reducing cost per access).

5.532 *Stretch targets (2017-2020)*

- Should there be a decision to expand access to ELHT library services and resources within Pennine Lancashire (e.g. making *UpToDate* or an alternative decision support tool available to all local GPs), there would be cost implications of extending the licences for subscription resources.

5.54 **Finance**

- The library budget allocation has remained relatively static over the last 6 years, but the Trust's contribution to the budget has actually decreased, despite the addition of new resources (particularly the expensive *UpToDate*, for which the budget is not fully funded) and a slight increase in staffing costs.

Library budget allocation – comparison 2011/12 to 2017/18		
	2011/12 budget	2017/18 budget at June 2017
Pay	£ 188,600.00	£ 193,900.00
Non-Pay	£ 70,200.00	£ 69,800.00
<i>Expenditure excl. UpToDate</i>	£ 258,800.00	£ 263,700.00
Income	-£ 900.00	-£ 19,900.00 [#]
Total Excl UTD	£ 257,900.00	£ 243,800.00
<i>UpToDate</i>	£ -	£ 29,700.00*
Total	£ 257,900.00	£ 273,500.00
Trust alloc.	£ 257,000.00	£ 253,600.00
[#] £10900 of withdrawn regular external income still to be deducted [*] The actual cost of <i>UpToDate</i> for 2017/18 will be £41,250		

- The library team restructuring in 2013 was funded from within the existing pay budget. Subsequent regrading of the E-Resources post from Band 4 to Band 5 is not currently fully funded, partly due to a recurrent Pay Vacancy Factor of -£5900 (for a team with a very low turnover).
- There was a much higher allocation for Subscriptions in 2011/12 (over £40000), but this has had to be redistributed across the budget to other account lines, particularly for maintenance agreements, which were not specifically funded. Subscriptions are regularly reviewed and savings have been made, but we now need to extend our resources to meet Trust and clinical priorities.
- With the loss of SLA funding from Calderstones and Lancashire Care, our income will reduce by £10900 for 2017/18, and there is a potential that our funding from UCLan for nursing and midwifery students will also be reduced.
- A business case will be made for the additional staffing mentioned in 6.12 above. Additionally the budget needs to be reviewed to cover:
 - The full cost of *UpToDate*
 - Additional online resources, e.g. *Clinical Key* (wide range of online books and journals from Elsevier), *Emerald* collection of business and management journals
 - IT enhancement: e.g. *Ebsco Discovery*, an interface that would bring all online resources together in one search engine, encouraging greater access and usage

- Any expansion of services to the wider health & social care community and/or patients and the public (see 5.512 and 5.532), which will have staffing and resource implications (e.g. extension of online licences).

5.55 Estates & learning environment

- o There have been long-standing intentions to replace the learning centres (and therefore libraries) at both the Blackburn and Burnley hospital sites, but this appears to be becoming a higher priority, given the Estates strategy (releasing parts of the current sites for external development) and both educational and clinical developments
- o The library and education teams need to be involved at the early stages of planning any new learning centre and library provision, to ensure that they are fit for purpose and provide the best learning and working environment for staff and students.

5.56 IM&T (Performance & Informatics)

- o The most important priority in relation to IM&T is to secure the embedding of *UpToDate* (or a similar clinical decision support tool) at an early stage in the development of the Trust's new clinical portal; this will allow the maximum advantages for patients and staff to be gained
- o While the library service is generally well-provided for in terms of information technology, systems and software need to be kept up to date, and new technology introduced as appropriate. Current requirements, for example, include card payment facilities and poster printing facilities
- o The Heritage Library Management System has recently been upgraded, but now needs full implementation to enhance the user interface and release the 'app' version (with its enhanced functionality for users)
- o Following the recent NHS cyber attack, we are reviewing our business continuity plan, particularly in relation to the Heritage Library Management System
- o As we continue to develop the ELHT Evidence Hub portal, we may need to review the platform and software used
- o We may need to purchase additional software as E-Learning activities develop.

5.57 Communication & Partnership Working

In order to raise awareness and increase usage of resources and services – for the benefit of patients and staff – we need to continue to develop marketing and outreach activity. This will require active partnership and cooperation with the following groups (among others):

5.571 Internally

- o Workforce Education & Development teams, including e.g. Induction
- o Education Directorate senior team
- o Education Boards (Trust & Divisional)
- o Educational Leads & Practice Educators Forum
- o Communications Team
- o Engagement Team
- o Occupational Health (for staff Health & Well-Being)
- o Senior Nursing & Midwifery Forum
- o Performance & Informatics
- o Quality Improvement, Project Management Office and Service Transformation teams.

5.572 Externally

- o Healthcare Libraries Unit North (HCLU) – part of Health Education England North West (HENW)
- o NHS librarians in the North of England, including particularly those in the LIHNN network and library managers of NHS services in Lancashire and South Cumbria
- o Other NHS and healthcare organisations, Public Health, and public library services (if ELHT services are to be extended).

6. Key Library & Knowledge Service (LKS) objectives 2017-2018

6.1 Embedded in Education

- Extend LKS participation in Education Boards
- Increase direct input of information skills into induction and training programmes
- Increase training and awareness sessions for educational leads and other clinical staff
- Complete e-learning materials on essay writing and academic referencing.

6.2 Active in Knowledge Management

- Expand 'Knowledge Sharing' section of Evidence Hub, to include Share2Care and other 'Lessons Learned' material, and a new 'ELHT Improvement News' section
- Develop tailored and personalised current awareness services through the use of *Automate* software
- Establish clear role for Outreach Librarians in identification of evidence for policy & procedure review
- Develop an evidence service and related resources for business management and leadership within the Trust
- Work with Quality Improvement team on 'Decision Support Project'
- Work with Performance & Informatics on embedding of '*UpToDate*' within Trust clinical portal.

6.3 An evidence base for Service Transformation

- Develop resources and training for new workforce roles, e.g. Nursing Associates, Apprentices
- Negotiate with stakeholders (including other NHS library services) about the provision of LKS to all health and social care staff in Lancashire & South Cumbria.

6.4 Seeking continuous Quality Improvement

- Complete, circulate and publicise LKS Strategy for 2017-2020
- Submit LQAF self-assessment, with target of 96%+ compliance
- Work with QI team on 'Knowledge Sharing' and Decision Support Project (see 6.2)

6.5 Built on strong Service Foundations

- Submit business case for additional staffing
- Negotiate revised budget to meet additional resource requirements
- Negotiate introduction of a card payment system for library financial transactions
- Enhance Heritage Cirqa interface and introduce Cirqa app for benefit of users.

7. Conclusion

The Library & Knowledge Services strategy for 2017-2020 builds on progress to date in the continuous development of a quality, fit-for-purpose service supporting Safe Personal Effective Care, staff development, students on placement and business objectives. In tandem with the Trust's desire to be recognised as an 'Outstanding' Trust, we aim to establish a secure reputation – internally and externally – as a centre of excellence for our supportive staff, resources, services and learning environment.

Graham Haldane BD MSc MCLIP
Library & Knowledge Services Manager
July 2017

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