

LIBRARY AND ELEARNING STRATEGY 2020-2025

INTRODUCTION

The Library and eLearning Service plays a key role in supporting efficient and effective hospital operations through the provision of information and knowledge services to the entire Trust workforce. The service is key in assuring a well-trained and well-informed workforce, offering remote and physical access to a wide range of knowledge and evidence resources.

OUR SERVICES AND RESOURCES INCLUDE:

- Training in Information skills and finding the evidence.
- Current awareness and horizon scanning
- Evidence searches for clinical and non-clinical teams
- Clinical Librarian team embedded in clinical areas
- Document supply and Inter library loans
- Access to evidence & resources that keep staff informed about latest patient care innovations
- Collaboration with Research & Innovation (R&I) Department to collate and disseminate and produce all research published within the Trust
- Access to print and electronic resources
- Access to IT services with printing and scanning facilities
- Access to 24/7 Study and IT areas 365 days a year with Wi-Fi
- Supporting staff to access and complete eLearning courses
- Development and access of bespoke/local and national eLearning courses
- ESR eLearning support to all staff
- Support to partners and key stakeholders
- Support to patient care, service management and CPD through training in evidence search skills to all clinical and non-clinical staff
- Support to Joint Locality and Trust induction programmes

THE CHALLENGES

There is a critical imperative to find, create and apply knowledge, to deliver new models of care that meet changing health needs across the Trust. The knowledge service that supports them, need to transform to respond to these growing pressures. We have to move with the rapid changing landscape of the health service in England. We therefore need to evolve from the traditional concept (being a simple repository) to being an outreaching source of knowledge and expertise “.....nurturing a common culture, responsive, problem-based, ‘just-in-time’ and ‘just-for me’ services.” (Framework 15, p.2)

OUR SERVICE VALUES

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| Approachability We reach out proactively to talk with clients; engaging in thoughtful conversations with colleagues; and showing an eagerness and enthusiasm for answering questions that inevitably arise from clients, every day. | Respect We treat our team members, customers, partners with mutual respect and sensitivity. We respect all individuals and value their contributions. | Excellence We persistently create better ways of doing the things we do. We will not rest on our accomplishments, but will rather build on them in our personal and professional journey to be the best we can be and set new standards. |
| Flexibility We take the time to listen, show respect for the person sharing and then evaluate the information they are providing. | Integrity Exemplified through an ethical approach: doing what is right, not what is expedient; a forward thinking and collaborative attitude and a patient-centric focus. | Teamwork Exemplified by our committed to a teamwork environment where every person is a valued member, treated with respect, encouraged to contribute and recognized and rewarded for his/her efforts. |

OUR DRIVERS

The following strategic drivers both internally and externally will shape our strategy.

HEE KNOWLEDGE & HEALTHCARE FRAMEWORK – 2015-2020

We will continue to deliver and develop our services in line with the HEE Knowledge and Healthcare Framework. We will continue to support “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)

NHS LONG TERM PLAN

The Library and Knowledge service (LKS) will tailor its development and support to staff in line with the references to Knowledge, Evidence, Innovation and Topol/Technology as outlined in the NHS Long Term Plan (2019). The Service will provide access to training resources and educational programmes in digital healthcare technologies to assess and build their digital readiness. (Topol OD3)

QUALITY AND IMPROVEMENT OUTCOMES FRAMEWORK FOR NHS FUNDED LIBRARY AND KNOWLEDGE SERVICES IN ENGLAND, 2019

The new Framework supports the progression of NHS-funded library and knowledge services as thriving systems grasping the opportunities and facing the challenges of the 21st century. It emphasises six Quality and Improvement Outcomes. i.e.

1. All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of Knowledge for Healthcare.
2. All NHS decision making is underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists.
3. Library and knowledge specialists identify the knowledge and evidence needs of the workforce in order to deliver effective and proactive services.
4. All NHS organisations receive library and knowledge services provided by teams with the right skill mix to deliver on organisational and Knowledge for Healthcare priorities.
5. Library and knowledge specialists improve the quality of library and knowledge services using evidence from research, innovation and good practice.
6. Library and knowledge specialists demonstrate that their services make a positive impact on healthcare.

LEARNING & DEVELOPMENT STRATEGY 2015-2020

The service sits within the Learning and Development Department. This allows us to work closely with the Education and Training Teams in what we are delivering and aiming to achieve. Therefore what we deliver will underpin the L&D strategic objectives which are aimed at providing excellent education, training and development to support the current and future workforce in delivering the best care for our patients.

WORKFORCE AND ORGANISATIONAL DEVELOPMENT STRATEGY 2019-2023

The LKS will ensure that its services are adapting to the Trust priorities and responding to changing workforce needs.

PHT STRATEGIC OBJECTIVES AND VISION

Working together - for Patients - with Compassion - One Team - Always Improving

The Library & Knowledge Service will continue to ensure that what it provides and delivers will underpin these strategic objectives and values so that we remain aligned to the Trust vision.



OUR MISSION

By 2025 we will be a fully integrated and quality assured Library and Knowledge Service, recognised by all healthcare professionals within the Trust and region for adding value by using knowledge to deliver safe, effective person centred healthcare, accessible to all on an equitable basis offering a standardised service provision. We will target a shorter list of five strategic priorities, allowing us to focus our minds and attention on more definitive priorities. These priorities are aligned to our broader strategic objectives benchmarked against the library and knowledge services quality improvement outcomes framework.

OUR PRIORITIES:

1-ENGAGEMENT

- Create an environment that delivers highly valued services to our members and encourages proactive involvement by staff in Trust activities
- Work closely with stakeholders and be sensitive to their changing needs
- Develop closer partnerships with other organisations where this can lead to mutual benefits

2-ADVOCACY

- Influence decision makers in order to support our staff to provide quality outcomes-driven services to patients in a constantly changing environment
- Seek out and evaluate new opportunities to develop services
- Create a service championed and actively promoted by those it support and works with
- Seek out a joined-up approach to promoting information for patients and carers
- Ensuring that stakeholders understand exactly what it is we do and why what we do is important

3-EDUCATION

- Provide high quality, evidence based knowledge services delivered flexibly to meet the needs of an increasingly wide range of customers
- Deliver best practice medical education programs to ensure our staff are safe, competent and current
- Develop new resources through eLearning to allow staff further access to a wide range of learning opportunities
- Ensure digital and mobile access to knowledge services and resources by default

4-CLINICAL EXCELLENCE

- Offer access to an increasing range of high quality resources, sourced in the most cost effective way
- Champion the importance of knowledge in delivering excellent health care
- Take advantage of opportunities afforded by new technologies for the benefits of our clientele
- Increase awareness and understanding amongst all stakeholders of the library's specialist skills and services and their benefits for patient care

- Integrate knowledge resources into point of care clinical systems wherever possible

5-ORGANISATIONAL GOVERNANCE & SUSTAINABILITY

- Support effective governance and decision-making through our partners and staff working together to grow the Trust's capacity
- Lead the development and refinement of professional and practice standards in clinical and non clinical areas within the Trust
- Enable users through digital systems reform and automation
- Support best practice governance and decision making; clinical leadership and complemented by professional staff
- Establishing effective governance arrangements for digital health (Topol 8.5)

OUR VISION:

Provide all staff access and support to Information and knowledge services to apply whenever and wherever they need it, to deliver the best possible health and care. Provide a physical and virtual presence with a strong platform to maintain and further develop our services in support of the Trust Strategic Direction and the NHS Libraries national policies and frameworks.

We will deliver this vision through a number of key strategic objectives (mirrored from the HEE Library and knowledge Services Quality Improvement Framework) as described below.

| Strategic Objective | Supporting Framework | Critical Success Factors | Annual Objectives | | | | |
|--|---|---|--|---|--|---------|---------|
| | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| <p>Provide the workforce with freely accessible, proactive library and knowledge services that meet the Trust priorities within the framework of Knowledge for Healthcare (1)</p> | Promote the role and value of the library and knowledge service within the workforce | Evidence and knowledge to inform clinical and management decision-making mobilized | Identify annual priorities and outcomes | | Implement, monitor and review annual plans (with budgets and costings) | | |
| | Develop an approved strategy to addresses Knowledge for Healthcare priorities, aligned to the goals and priorities of the Trust | Robust annual plans show resourcing (with budgets and costings), monitoring, review and achievements | Establish and deliver clear actions to facilitate stakeholder engagement | 4 year Stakeholder engagement and mapping, analysis of surveys (impact and user satisfaction) programme | | | |
| | | | 5 year initiative to provide all staff access to onsite and virtual to knowledge resources | | | | |
| | Develop annual (implementation) plan which addresses organisational and Knowledge for Healthcare priorities | Library and knowledge specialists are proactive; adapting to the changing requirements of Trust's and Knowledge for Healthcare priorities | Initiate a 5 year programme to provide technical and educational support for staff in completing mandatory annual review compliance | | | | |
| | | | | Work collaboratively with stakeholders to develop strategic plans, and on demonstrating that the services' outcomes and achievements are meeting priorities | | | |
| | Develop a framework for evaluation of the library and knowledge service | Visible recognition by Board and senior stakeholders of role of library and knowledge specialists in mobilizing evidence and knowledge across the Trust | Evaluation, analysis and progress against the priorities continually reviewed with senior stakeholders. | | | | |
| | | | Establish and implement library and knowledge service budget which allows for provision of a range of services and resources for users | | | | |
| | Consult over delivery of the library and knowledge service | Strengths and areas for improvement in the library and knowledge implementation plan are identified | | | | | |
| | Identify impact outcomes in relation to organisational and Knowledge for Healthcare priorities | Library and Knowledge specialists have made progress in achieving impact outcomes | | | | | |
| | Lobby for resources to | | | | | | |

| | fully deliver all priorities enabling a business-critical library and knowledge service | | | | | | |
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| Strategic Objective | Supporting Framework | Critical Success Factors | Annual Objectives | | | | |
| | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Support a workforce model where decision making is effectively underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists (2) | Provide evidence search services to support clinical decision making | Mobilisation plans, achievements/ outcomes are supporting decision making in the Trust | Access to onsite and virtual of electronic health learning resources is provided | | | | |
| | Provide support for non-clinical management decision making | User profiling to show knowledge needs of various teams | User profiling knowledge needs of various teams | | Institute a 3 year user tailored service | | |
| | Profile mechanisms to Identify evidence and knowledge mobilisation requirements with one or more teams across the organisation | User endorsements regarding achievements and benefits of support to knowledge mobilisation have been acquired | Create a repository application for managing research and curriculum resources | 4 Year programme to maintain and update repository database/applications for managing research and curriculum resources | | | |
| | Identify and utilise innovations to implement to capture and share evidence and organisational knowledge | Quality improvement methods are being used to underpin knowledge mobilisation | Formulate and deliver programs to support training research strategies/evidence appraisals | | Implement a 3 year programme to deliver discipline specific training on use /appraisal of evidence and to formulate the research strategies to all staff | | |
| | Work with one or more teams across the organisation to identify and plan for their evidence and knowledge mobilisation requirements | Identified Innovation is being applied in relation to evidence and knowledge mobilisation | Deliver and outreach service to different teams | | | | |
| | Foster a culture of mobilising evidence and organisational knowledge to underpin service delivery | Clinical librarian team is actively embedded clinical areas | Support patient care through the involvement of the Clinical Librarian team | | | | |
| | | | Provide access to the resources in an easy to find (and use) portal. | | | | |
| | | | Design interventions for evidence mobilisation among the workforce | Evaluate, review and continuous application of innovations related to targeted evidence updates | | | |
| | | | Annual analysis of the library and knowledge specialists to support clinical and management/ organisation decision making | | | | |
| | | | Work with senior stakeholders and the Board to identify evidence and knowledge mobilisation requirements and develop action plans | | | | |
| | | | Review and evaluate with senior stakeholders their service delivery and plans to underpin services in mobilising evidence and organisational knowledge. | | | | |

| | Adopt innovation in mobilising internally generated knowledge. Innovate and apply advances in technology to deliver individual and personalised services | | Embed the clinical librarian team | Evaluation and review of Clinical Librarian support to decision making processes within the workforce | | | | |
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| Strategic Objective | Supporting Framework | Critical Success Factors | Annual Objectives | | | | | |
| | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | |
| Identify the knowledge and evidence needs of the workforce in order to deliver effective and proactive services (3) | Implement Service improvements showing the development of a proactive, effective library and knowledge service | Users' needs clearly identified and targeted services provided accordingly | Provide and knowledge support for all whole workforce | | | | | |
| | Deliver a proactive Library service | Visible service improvements showing the development of a proactive, effective library and knowledge service | User profiling knowledge needs of individual needs | Provide tailored service | | | | |
| | Develop Library and knowledge services marketing and publicity plans | Feedback collected and applied to promote the services offered | Design and deliver communication processes to enable the transfer of research results into clinical,/public health, practice | Implement a 3 year communication in research support programme | | | | |
| | Instil Stakeholder engagement and mapping, analysis of surveys such as impact and user satisfaction | Wider user base and profiles of targeted groups identified and incorporated into services offered | Support workforce planning and development through essential skills and evidence search skills training | | | | | |
| | Understand wider user base and develop profiles of targeted groups – User needs analysis | Provision made for individuals or groups with differing abilities or aptitudes | Secure stakeholder endorsements to support for strategic service delivery and direction | | | | | |
| | Provide workforce access the services and resources | Continuous development of the service based on the outcomes of user and non-user consultation undertaken | Work in Collaboration with medical and health educators, to develop competency based curricula for instruction in evidence-based information retrieval | | | | | |
| | Provide good quality evidence to both health care professionals treating and the patients receiving care | Successful design and delivery of user journey mapping and application of the results to achieve improvements in the service offered | Work in collaboration with stakeholders to improve understanding about the barriers to the use of knowledge resources created by literacy issues and dyslexia | | | | | |
| | Facilitate the capture, use and sharing of evidence within the Trust | All staff are receiving a balanced | Undertake user needs analysis | Stakeholder engagement , mapping, and analysis of user needs | | | | |
| | | | Work in collaboration with senior stakeholders in Designing and developing discipline specific elearning training courses and videos | | | | | |
| | | | | | | Review out comes of marketing and publicity plans | | |
| | | | Link marketing strategy to user needs | Market and provide targeted services to existing or emerging roles or groups in the workforce | | | | |

| | Innovate and apply advances in technology to deliver individual and personalised services | individual and personalised evidence and knowledge service Targeted service is developed Customer journey maps enhance user experiences in using both physical and virtual library spaces Marketing strategy developed | Identify innovations to support learning | Deliver innovations (gamification) to support HCSW and other specific user groups | | | | |
|--|---|--|---|--|---------|---------|---------|--|
| Strategic Objective | Supporting Framework | Critical Success Factors | Annual Objectives | | | | | |
| | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | |
| Review skills mix within the team to deliver on organisational and Knowledge for Healthcare priorities. (4) | Identify/create skill mix opportunities for regular continual professional development Redesign of existing roles to meet changing needs and demands Schedule regular appraisals and personal development programs Optimize staff numbers to deliver an evolving service, working in partnership with colleagues from other library and knowledge services where appropriate Ensure staff roles are occupied by individuals with qualifications which commensurate to their roles | Library and knowledge specialist skills and capacity are considered in service planning All library and knowledge specialists undertake continual professional development Strengths and weaknesses in skills and capacity of the library and knowledge services team are identified Regular review of capacity and skills of all staff are against the implementation plan, organisational and national priorities Staff roles are redesigned | Deliver and embed supportive interventions to improve staff competencies | | | | | |
| | | | Engagement with senior stakeholders to embed key staff into clinical and corporate practice settings and meetings | | | | | |
| | | | Provide regular staff attendance to a range of training and development sessions to further their knowledge | | | | | |
| | | | Annual review/redesign of staff roles to improve flexibility whilst also considering cost effectiveness | | | | | |
| | | | 2 year role review and redesign initiative | Embed new skills and capacity, identifying how additional support of service needs can be delivered | | | | |
| | | | Develop a skilled team with the capacity for responsive services, which can be redesigned based on need | | | | | |
| | | | Annual staff planning to develop a comprehensive set of development opportunities to meet the needs of staff working in embedded and outreach roles | | | | | |
| | | | Implement 5 year continual professional development programmes for all staff. | | | | | |
| | | | Instil and embed a culture of sharing and reflection on continual professional development and the learning is put into practice | | | | | |
| | | | Identify and partnerships to support the service | 3 year initiative to engage with the local, regional, national partnerships through various innovative practices to support service delivery | | | | |

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| | Ensure all staff are clear about what is expected of them through meaningful objective setting as part of the appraisal process | according to the service's needs All staff have an in date appraisal, set of objectives and personal development plan | | | | | |
| Strategic Objective | Supporting Framework | Critical Success Factors | Annual Objectives | | | | |
| | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Improve the quality of library and knowledge services using evidence from research, innovation and good practice (5) | Implement evidence based practice in the planning, design and delivery of the library and knowledge service activities, products and facilities we provide | LKS is keeping up to date with good practice and appropriate evidence relevant to our practice | Contribute the outcomes of our formal research to the library and knowledge evidence base | Service evaluation application of LEAN thinking | Shared learning reports with reflection on the implications for the library and knowledge service | | |
| | Apply LEAN thinking in service development | Ongoing cycle of measuring and evaluating their activities and the services we deliver | Utilise research, development and academic opportunities to support Trust core purpose | | | | |
| | Improve existing services and the development of new services | Application of good practice, innovation and external research | Impact Case Studies write up and submission to national database | | | | |
| | Collaborate on library and knowledge research projects | Local introduction of identified improvements and developments | Stakeholder endorsement and used of impact stories for local promotion and services | | | | |
| | Publish case studies or descriptive accounts of changes made in their professional literature | Library and knowledge specialists are appropriately supported to lead formal research in to library and knowledge practices | Review good practice, innovation and external research to identify improvements and developments to introduce locally. | | | | |
| | Share descriptive accounts of resolving service issues with the wider library and knowledge community | Case studies/ research published | Work in collaboration with partners on research projects | Apply outcomes of service evaluations and the results of reviewing the evidence in to practice | | | |
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| Strategic | Supporting Framework | Critical Success Factors | Annual Objectives | | | | |

| Objective | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|--|---|---|--|---------|---------|---------|
| Demonstrate that the LKS makes a positive impact on healthcare (6) | Validate the effectiveness of library and knowledge specialists in collecting evidence | Impact data collected and analysed | Evaluate the current impact gathering process | Embed impact collection in the service | | | |
| | Showcase the impact of the service and how it is used to promote the service both internally and externally to stakeholders. | Impact data collection has been embedded in the service | 4 year program of impact data collection and analysis | | | | |
| | Exhibit the importance and business-critical nature of the library and knowledge services to the Trust. | Share the impact data beyond the organisation | 4 year programme of national and regional collaboration of service impact data | | | | |
| | | Stakeholder endorsement and use of impact stories for local promotion obtained. | Impact Case Studies write up and submission to national database | | | | |
| | | Staff recognise the impact made by Clinical Librarians | Stakeholder endorsement and used of impact stories for local promotion and services | | | | |
| | | Impact data is being used in local service promotion | Use of Impact Data to provide enhanced opportunities for marketing and promotion using more persuasive evidence | | | | |
| | | Impact collection is embedded in the service | | | | | |

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Signed: 

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