

The Frank Curtis Library

Library Strategy

2015 – 2017

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Purpose

In 2015, Health Education England (HEE) published *Knowledge for healthcare: a development framework*. In the preface, Professor Ian Cumming, the Chief Executive of HEE, states that “*it is through sharing knowledge, research evidence and best practice that we inspire and inform innovation and improvements in patient care and safety, experience and outcomes.*”

The Knowledge for healthcare framework recommends that NHS library services pursue initiatives which provide quality information tailored to specific users and enable sharing of back-office functions. It also suggests that clinical and outreach models of service should be expanded and the skills of the library workforce should be enhanced.

The Knowledge for healthcare framework will be pivotal to our development over the next two years as we aim to implement its recommendations.

Background

The library services we provide underpin many aspects of the NHS by:

- Supplying the evidence base to enable excellent health care
- Supporting decision making on treatment options, patient care and safety
- Informing policy, commissioning, service redesign and pathway development
- Enabling lifelong learning and research and promoting innovation

We achieve this through the following services and support we offer to NHS staff and students:

- Literature searching skills training
- Conducting thorough literature searches for evidence to inform and support policy development
- Facilitating access to online journals and resources via the OpenAthens access management system
- Supplying copies of research papers and books
- Current awareness services
- Table of contents alerts

Funding

In 2014/15 the Frank Curtis Library received funding from:

- Health Education East of England – under the Learning & Development Agreement
- Norfolk and Suffolk NHS Foundation Trust
- Norfolk County Council Public Health Department – Service Level Agreement for provision of library services

Library users

Our user base is made up of staff from the following organizations:

- Norfolk and Suffolk NHS Foundation Trust
- Norfolk Community Health and Care NHS Trust
- Public Health Department, Norfolk County Council

Medical, nursing and AHP students from the University of East Anglia, University Campus Suffolk and City College Norwich may also use the library.

At the end of March 2015 there were 2717 registered library users.

Key Achievements

During the period of our last strategy we have:

Maintained a RAG (Red/Amber/Green) rating of Green in the Health Education East of England Library Quality Assurance Framework (LQAF).

Switched virtually all of our print journal subscriptions to online only

Developed and launched a journal contents protopage site

Developed and launched a tailored table of contents alert service using JournalTOCs

Assumed responsibility for producing a twice monthly Mental Health & Social Care Current awareness bulletin

Been nominated in the 'Team Award' and 'Learning Support – Foundation Degree' categories at the 2015 Practice Education and Learning Support Awards hosted by the Norfolk & Suffolk Workforce Partnership.

Our Vision

NHS organizations, their staff and learners 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.

Our Mission

To provide knowledge and evidence to enable excellent healthcare and health improvement and use the expertise of our staff to ensure that the NHS organizations we serve, their staff and learners, have the right knowledge and evidence, when and where they need it.

SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good reputation • We are open to change and eager to be innovative • Excellent training sessions tailored for individuals where needed • We offer a great customer experience. We're accommodating, supportive, fast, reliable and friendly • We have knowledgeable and professional staff • We offer a good online service and have ensured all our staff, in any location, can access library services • Comprehensive & up to date book collection • Literature search service • Fast & efficient delivery of books and articles to outreach/community library users. • Variety of study space (quiet, group, meeting) 	<ul style="list-style-type: none"> • Outdated website • Library not embedded enough, we're invisible to many people, as well as lacking an identity they can recognise • The training location is not optimal for pulling in staff outside the greater Norwich area. • Need to improve accountability for use of service and types of user • Need to improve/expand use of our automated SIRSI Library Management System • Lack of focus in having to provide for so many different organizations & types of user • Access to online resources is full of difficulties particularly IT issues • Suffolk library staff are located in an unsuitable location making them invisible to users • Lack of Wi-Fi
Opportunities	Threats
<ul style="list-style-type: none"> • Align ourselves more with the Trust values and direction they are going in with pushing learning and greater support for new staff better liaising with training department/ workforce development/ clinical education. • Expand our current awareness and literature search services so we are doing more of the work that is unique to our profession. • Make use of our statistics, surveys and evaluations (plus do more useful ELMS reports) and spend time doing things that make a difference and add value. • Make access to online resources more seamless • Offer more training sessions – perhaps Critical Appraisal, drop-in sessions to allow people to try out searching with help on hand • More targeted marketing & promotion of library to specific areas/groups of library users. • Move towards 'patron-driven acquisition' • Rationalisation of paper journals collection, utilise space for study 	<ul style="list-style-type: none"> • Reduced Funding • NSFT in special measures • If more demands are placed on our services, we would not have enough staff to cope • Any future NHS re-organisation • IT – resources we set up and promote depend upon good IT systems. Our users suffer and we suffer when resources do not work optimally • Usage of books and eJournals continue to fall • Lack of visibility – staff in Suffolk still unaware of them having a library service • Future location of library? Where to? Will this new location be user-friendly for regular library visitors?

Our four strategic development themes

Based on the SWOT analysis and the recommendations in *Knowledge for healthcare*, the library strategy is centred around four development themes, each with a set of key aims and objectives. These will be reviewed annually and translated into an annual implementation plan as part of a rolling programme of activity.

Theme 1: Engagement

Key Aims:

- To put Trust staff and our Trust partners at the heart of planning to ensure we focus on the right things
- To provide clarity about service levels and to deliver effective marketing and engagement to help all existing and potential library users get the most out of their library

Theme 2: Better services

Key Aims:

- To provide proactive customer focused services
- To facilitate quick and easy access to knowledge for healthcare

Theme 3: A learning organisation

Key Aims:

- To actively promote a culture of learning and continual improvement within NSFT
- To be a cornerstone in fostering the growth and development of all staff, including their ability and support to improve the processes in which they work

Theme 4: An efficient and effective library service

Key Aims:

- To foster a learning culture where Library staff can develop skills and share knowledge so we can adapt effectively in response to change
- To establish a culture of continuous quality evaluation and improvement at every level within the library service

The Library's four strategic development themes: 2015 – 2017

Strategic development theme 1: Engagement

The scope of this theme involves being proactive and includes activities to 'win hearts and minds'; from customer focus and stakeholder representation to customer communication and marketing. The core of this theme is a commitment to increase staff and Trust engagement, and participation in the service decisions that affect them.

Key aims for 2015 - 2017

- To put NSFT staff and our partners at the heart of planning to ensure we focus on the right things
- To provide clarity about service levels and to deliver effective marketing and engagement to help all existing and potential library users get the most out of their library

Strategic objectives for 2015 – 17

1. Building partnerships with Trust staff and students

Establish effective user representation and feedback systems to ensure a strong voice for NSFT and staff, students and key groups/committees in Library decision-making

- Establish regular liaison with key groups and committees (Clinical Education Group), clinical placement facilitators
- Negotiate library representation on appropriate committees and groups
- Review academic liaison with UEA, UCS, City College Norwich to ensure effective academic partnership in support of education and research

1. Ensure we focus on what matters most to our users

Find out what matters most to our users - marketing

- Analyse 2015 staff survey data and produce action plan
- Develop a new marketing plan and branding for the Library
- Review and refresh user forum

2. Promoting what we offer clearly to help users get the most out of their library

Review the Library's engagement activities to enhance our contribution to NSFT and its reputation

- Produce a calendar of events to attend and a rolling programme of services to promote – rolling programme
- A 'clear' library offer at Induction sessions
- Being included in course materials, produce reading lists

Strategic development theme 2: Better services

The scope of this theme covers all core library activities that support NSFT staff at all levels of study, from the provision of study space and the acquisition of relevant resources to the delivery of high quality skills training and guidance to foster learning.

Key aims for 2015 - 2017

- To provide proactive customer focused services.
- To facilitate quick and easy access to knowledge for healthcare

Strategic objectives for 2015 – 17

1. Quick and easy access:

Make it clear and simple for staff to have quick and easy access to relevant evidence at the point of need

- Redesign Library website
- Optimise use of existing and emerging technologies

2. The right resources at the right time in the right format

Create strategic targeting of information resources where it will have the biggest possible impact on user learning through joined-up workforce/education and library planning

- Tailored targeting of resources
- Investigate patron driven resources e.g. ebooks & journals
- Review current library stock – highlight underused subject areas to appropriate teams/users

3. Skills and support for learning

Construct a vision for evidence-based practice study skills and lead the development of high quality generic online content as well as tailored activity

- Develop creative and engaging plans for staff induction
- Webex training for users unable to come to the library
- Literature searching training targeted at key groups e.g. trainee clinical psychologists, psychiatrists, assistant practitioners, OT's and physios.

Strategic development theme 3: Support for a learning organisation

The scope of this theme covers library activities designed to support NSFT as a learning organisation.

Key aims for 2015 - 2017

- To actively promote a culture of learning and continual improvement within NSFT
- To be a cornerstone in fostering the growth and development of all staff, including their ability and support to improve the processes in which they work

Strategic objectives for 2015 – 17

1. Understanding the learning organisation & providing expert library services

Work with Education and Training team & Workforce Development to ensure library support is factored into course planning

- Liaise with Education & Training & Workforce Development and be aware of new courses being planned
- Respond to requests for purchases of library materials and also produce subject reading lists
- Work with Education & Training so that are aware of library support when they book on to training & courses

2. Provide support for, and work with, learning champions

Library searching skills training to become recommended training for all trainee psychiatrists/clinical psychologist trainees

- Identify the needs of mentors and clinical placement facilitators
- Work with mentors and clinical placement facilitators to support their needs and those of their students
- Mentors and clinical placement facilitators to help raise awareness of library services and resources

3. Support for newly qualified and existing staff

Provide support for newly qualified staff, support for NMC revalidation

- Identify newly qualified staff and enrol them as library members
- Plan and deliver information surgeries and library masterclass to staff on the NSFT Newly Qualified Academy

4. Support for research

Work in support of the NSFT Research Department's aim to develop organisational-level promotion and support mechanisms to enable staff to embed research and evaluation outcomes into clinical practice

Strategic development theme 4: An efficient and effective library service

The scope of this theme includes the development of an efficient and enabling culture within the library team, willing to question historic practice and to innovate, demonstrating a commitment to individual and organisational development.

Key aims for 2015 - 17

- To foster a learning culture where library staff can develop skills and share knowledge so we can adapt effectively in response to change
- To establish a culture of continuous quality evaluation and improvement at every level within the library service

Strategic objectives for 2015 – 17

1. Building the right staff structure to help us achieve our priorities

Review the library's staffing structure and provide relevant development opportunities for team to ensure that the Library has an effective match of resources and skills to meet demand and to achieve its priorities

- Review the library's staffing structure in consultation with staff and stakeholders to ensure it better supports current and future priorities
- Encourage and support staff to undertake cpd activities

2. Creating a shared sense of direction and excitement about the future

Promote a coherent library service message

- Refresh the Library's image, renew our values and get library staff and NSFT staff buy-in so we have a mandate for positive change
- Plan and initiate a two year programme of shadowing and library skills
- Seize the opportunity of the NSFT being in special measures to align library priorities with those of the organization

3. Creating a lean and efficient service focussing on the right things

Improve the efficiency of our service by streamlining back office functions and working more in partnership with other library and knowledge service providers

- Bid for self-issue machine – free up staff time for outreach work instead
- Utilise effectively the reports section of the library management system to aid efficient planning and identification of areas of work to be carried out
- Rationalise archive collection of paper journals – create extra study space

4. Closer partnerships with other EoE libraries – 'one coherent service'

Greater co-ordination and increased economies of scale can be achieved through sharing of best practice and joint working with other libraries in the East of England network

- Engage in collaborative purchasing to improve return on investment
- Work with other EoE libraries to standardise library services

Implementation

The strategy will be implemented by an annual plan.

Monitoring and review

The strategy will be monitored and reviewed by:

- NSFT Clinical Education Group
- NSFT Knowledge Centre Board
- Library Manager & team
- Library User Forum

References

Health Education England. Knowledge for healthcare – a development framework for NHS library and knowledge services in England 2015 – 2020.

National Advisory Group on the Safety of Patients in England. A Promise to Learn – a Commitment to Act: Improving the Safety of Patients in England. National Advisory Group on the Safety of Patients in England, August 2013.