

# Library and Knowledge Services Strategy 2023-2026











# **Current Library and Knowledge Service (LKS)**



- a reputation for delivering quality services and evolving to meet the needs of staff
- core services: evidence searching, information skills training, book loans, document supply and current awareness services
- a strong presence supporting health literacy through projects with other trusts and community organisations, winning a national award
- work closely with Research and Development to support researchers and promote publications by staff
- collaborate with the clinical and medical education teams to support professional development
- comprehensive specialist collection of resources includes clinical point of care tools, online journals, and books, both in print and online formats

## **Access to LKS**



- virtual online service 5 days a week through Nexus, MS Teams and email
- physical library at Prospect Park Hospital offering 24/7 access and staffed 5 days a week
- supplemented by outreach visits to community hospitals and online talks to individual teams
- book-a-librarian service enables tailored support for individuals
- regularly updated Nexus pages and a limited website presence
- promotion through L&D News, social media and a library members newsletter

In the library in addition to our main services the LKS team provide support and guidance to enable staff to access their elearning, join Teams meetings and access other systems.

Collections of self-help, wellbeing and uplifting resources are available although space limits our ability to offer a wider wellbeing environment.

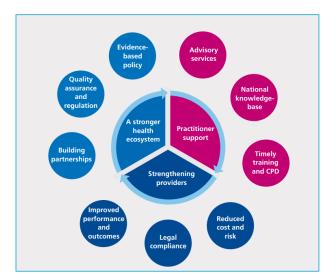
### **National and local context**



This strategy has been informed by several key documents:

- Berkshire Healthcare's strategy<sup>6</sup>
- People Strategy<sup>5</sup>
- Health Education England's national Knowledge for Healthcare strategy<sup>1</sup>
- English policy for NHS Library and Knowledge Services<sup>3</sup>
- LKS SWOT Analysis<sup>4</sup>

Our vision and strategy is integral to them all, as we respond to the needs of our stakeholders and community.



The vital role of NHS knowledge specialists<sup>1</sup>, p. 12

### 2023-2026 Strategy Summary



				LAGRES AUTOMOBILITATION &							
Our Vision	Empowering evidence-based decision making; enhancing learning experiences and delivering outstanding library and knowledge services within a knowledge sharing culture.										
Purpose	•	nabling informed decision m	pp. We support and promotenaking and high-quality pati								
LKS Core Values	Committed to providing good quality evidence and knowledge to support safe services	Working together to deve	lop innovative solutions	Supporting all our staff whatever their role							
Goals/ Priorities	Improve awareness and use of evidence-based information to underpin organisational decision-making and high quality patient care.	Develop organisational innovation and transformation through best practice, retention and sharing of knowledge.	Deliver impactful and innovative library services through collaborative working within the NHS, other libraries, and the wider community.	Deliver high quality equitable customer centred services.							
Metrics	Quality Improvement Out	come Framework, resource	e usage, service use, impa	ct case studies.							

#### 2023-2026 Key strategies



	Plan			Strate Align	
	Yr1	Yr2	Yr3	Trust	HEE
Embed easy use of evidence into daily practice to build a culture of continuous improvement		X	X	MM	X
Improve access to best available evidence to inform decision-making across the organisation.	X	X		SOP	X
Support learners to engage with evidence based practice and improve learner experience	X	X		HFC	
Strengthen relationships and collaboration with other departments to maximise use of resources and skills.	X	X	X	SOP, MM	X
Maximise promotion of library impact on patient care		X	X	PE, HFC	X
	Improve access to best available evidence to inform decision-making across the organisation.  Support learners to engage with evidence based practice and improve learner experience  Strengthen relationships and collaboration with other departments to maximise use of resources and skills.	Embed easy use of evidence into daily practice to build a culture of continuous improvement  Improve access to best available evidence to inform decision-making across the organisation.  Support learners to engage with evidence based practice and improve learner experience  Strengthen relationships and collaboration with other departments to maximise use of resources and skills.	Embed easy use of evidence into daily practice to build a culture of continuous improvement  Improve access to best available evidence to inform decision-making across the organisation.  Support learners to engage with evidence based practice and improve learner experience  Strengthen relationships and collaboration with other departments to maximise use of resources and skills.	Embed easy use of evidence into daily practice to build a culture of continuous improvement  Improve access to best available evidence to inform decision-making across the organisation.  Support learners to engage with evidence based practice and improve learner experience  Strengthen relationships and collaboration with other departments to maximise use of resources and skills.	Align  Yr1 Yr2 Yr3 Trust  Embed easy use of evidence into daily practice to build a culture of continuous improvement  Improve access to best available evidence to inform decision-making across the organisation.  Support learners to engage with evidence based practice and improve learner experience  Strengthen relationships and collaboration with other departments to maximise use of resources and skills.  Maximise promotion of library impact on patient care  X X X PE,

Trust Strategic Alignment: MM – Money Matters, SOP – Safety of Patients, HFC – Harm Free Care, PE – Patient Experience

#### 2023-2025 Key strategies



Goal		Plan			Strate Align	
		Yr1	Yr2	Yr3	Trust	HEE
Knowledge	Work with key teams including EDI Leadership team, QI and Research and Development to bring people and knowledge together and make it more accessible.	X	X	X	SOP	X
Knowledge	Deliver pilot projects using knowledge mobilisation (KM) to develop skill levels in team	X	X		SOP	X
Knowledge	Develop a KM strategy, expand KM techniques and opportunities to capture and share knowledge and contribute to a learning culture		Х	Х	SOP	X

Trust Strategic Alignment: MM – Money Matters, SOP – Safety of Patients, HFC – Harm Free Care, PE – Patient Experience

#### 2023-2025 Key strategies



Goal		Plar	)		Strate Aligni	
		Yr1	Yr2	Yr3	Trust	HEE
Collaborative	We will seek and utilise opportunities to work collaboratively with other internal and external services and bid for external funding to improve our services and achieve best value for our users.	X	X		MM, PE	X
Collaborative	Collaborate with wider community organisations to support promotion and accessibility of patient and carer information	X	X	X	PE	X
Collaborative	Demonstrate impact of LKS services to the trust.	X	X	X	MM	X
Collaborative	Contribute to the library evidence base through wider sharing of initiatives	X	X	X	SOP	X

Trust Strategic Alignment: MM – Money Matters, SOP – Safety of Patients, HFC – Harm Free Care, PE – Patient Experience

#### 2023-2025 Key strategies



Goal		Plar		Strategic Alignment				
		Yr1	Yr2	Yr3	Trust	HEE		
Equitable	Increase awareness of LKS across the organisation enabling up to date access to evidence sources	X	X		HFC	X		
Equitable	Improve seamless and mobile friendly access to high quality library resources and services	X	X	X	SOP	X		
Equitable	Improve physical library space to be an inclusive flexible learning space	Χ	Χ		SOP	Χ		
Equitable	Review and adapt library services for equality and diversity to meet the needs of all staff and students	X	X		SOP	X		
Equitable	Library staff develop required roles and skills	X	Х	Х	SOP	X		

Trust Strategic Alignment: MM – Money Matters, SOP – Safety of Patients, HFC – Harm Free Care, PE – Patient Experience

Our three yearly operational plan sets out individual objectives towards these goals in more detail. A link to the operational plan is in Appendix 4.



The LKS sits within Clinical Education, reflecting the role it plays in delivering the education and professional development agenda. However, our remit covers all aspects of the organisation; enabling service redevelopment, bidding for funding, research projects, staff wellbeing, patient care and carer support. Our strategic goals reflect this.

 GOAL 1 Evidence - Improve awareness and use of evidence-based information to underpin organisational decision-making and high-quality patient care across the Trust

Using our services provides assurance that Berkshire Healthcare is using evidence to inform decisions. It can take the 'heavy lifting' out of obtaining evidence, gifting time back to healthcare professionals<sup>2</sup> whether that's clinical staff accessing the evidence for patient care, managers for operational decision making or leaders to improve population health or care pathways. Making this role more prominent is a major driver for this strategy.



• **GOAL 2 Knowledge** - Develop organisational innovation and transformation through best practice, retention and sharing of knowledge.

A core theme of HEE's knowledge for healthcare strategy is around knowledge sharing and mobilising the evidence base "to enable all NHS staff and learners to benefit equally from high-quality knowledge services, and to optimise the expertise of knowledge service teams to inform decision making from Board to ward, at the bedside and in community and primary care settings." <sup>1</sup>

New ways of working and delivering care are prioritised in our People Strategy. We will develop our librarians to use their expertise to enable evidence obtained from research and organisational knowledge to be accessible, effectively shared and used to underpin decision-making.



 GOAL 3 Collaborative - Deliver impactful and innovative library services through collaborative working with Trusts, other libraries, and the wider community.

The development of Integrated Care Systems is bringing organisations together to focus on place, population, and priorities. Libraries see their role as being in those places, collaborating and building services in partnership with other organisations and library services. The last 2 years during the COVID pandemic has seen the LKS collaboratively working on national priorities e.g. sharing evidence searches and rapid reviews on COVID across organisations and delivering health literacy training. Our award-winning health literacy training demonstrated working collaboratively with colleagues at the Royal Berkshire NHS Foundation Trust. We aim to build on this both within the NHS and with other community and public services.



GOAL 4 - Deliver high quality equitable customer centred services.

Across the NHS many of our services are moving towards digital by default. In line with the People Strategy<sup>5</sup> we will embrace new ways of working and of developing our people. We aim to provide equitable access to both our physical and online services. Working with the staff networks and staff we will identify inequalities in our service provision and take measures to develop an inclusive LKS.

# **Appendix 1 - Monitoring and evaluation**



Monthly staff meetings	Review of individual objectives at 1-1 meetings.
Monthly service plan review	Monitors key performance indicators. Shared with
	Head of Education.
Yearly review of operational plan and	Reports on progress of operational plan with Head
strategy	of Clinical Education and shared with the Director of
	People.
Annual Report by LKS manager	A yearly report evaluating the progress made on
	delivering the strategy through a review of the
	operational plan shared with MEM, SPG and TEAG.
Quality Assurance Framework (QIOF) and	Assesses that an up to date, approved strategy and
Service Improvement Review - externally	a yearly operational plan to deliver this is in place,
verified by HEE, timing to be confirmed.	monitored and evaluated.

### **Appendix 2 – Key Documents**



- Health Education England (2021) Knowledge for Healthcare: Mobilising evidence; sharing knowledge; improving outcomes. A strategic framework for NHS Knowledge and Library Services in England 2021-2026 [online] Health Education England. Available from https://www.hee.nhs.uk/sites/default/files/documents/HEE%20Knowledge%20for%20Healthcare%202021-26%20FINAL.pdf (Accessed 01 December 2021)
- Health Education England (2020) Value Proposition: The gift of time: a report to Health Education England by EconomicsByDesign November 2020 https://www.hee.nhs.uk/sites/default/files/HEE%20-%20Library%20and%20Knowledge%20Services%20Value%20Proposition%20The%20Gift%20of%20Time%20FIN AL%20Nov2020\_0.pdf (Accessed 01 December 2021)
- 3. Lacey Bryant, S (2016) NHS library and knowledge services in England policy [online] NHS Health Education England. Available from https://library.hee.nhs.uk/binaries/content/assets/lks/about/nhs-library-and-knowledge-services-in-england-policy.pdf (Accessed 01 December 2021)
- 4. Library and Knowledge services SWOT analysis
- 5. Berkshire Healthcare (2021a) Berkshire Healthcare People Strategy 2021-2024 https://www.berkshirehealthcare.nhs.uk/media/109513764/people-strategy-2021-2024.pdf (Accessed 01 December 2021)
- 6. Berkshire Healthcare (2021b) Three year strategic plan 2021/22 2024/25 [online] Berkshire healthcare. Available from:https://www.berkshirehealthcare.nhs.uk/media/109513607/three-year-strategy-2021-24.pdf (Accessed 01 December 2021)
- 7. Health Education England (n.d.) How to use evidence and knowledge to inform NHS policy and practice [online] Available from: https://library.hee.nhs.uk/knowledge-mobilisation (Accessed 01 August 2022)

### **Appendix 3 – Abbreviations and Glossary**



#### **Abbreviations**

CILIP Chartered Institute for Library and Information Professionals

LKS Library and Knowledge Service
HEE Health Education England

QIOF Quality Improvement Outcomes Framework

#### **Glossary**

#### **Knowledge Management**

Creating, sharing, using, storing, handling and managing the knowledge and expertise of an organisation (CILIP). It requires both technical and people focussed solutions

#### **Knowledge Mobilisation**

Knowledge mobilisation are those people-focussed aspects of knowledge management based on developing tools and techniques to encourage knowledge sharing and capture. 7

#### Quality Improvement Outcomes Framework

In 2021 a new quality assurance framework, the Quality Improvements Outcome Framework (QIOF) was introduced by HEE for NHS funded library services. It provided a baseline self-evaluation which will develop through a series of improvement plans and revalidations bi-annually.

# Appendix 4 Operational Plan 1/3

Year 0 shows work completed in 2022-23 as there was a delay in presenting and asking for signoff for the strategy.



Full plan in Excel

LIB	RARY AND K	NOWLEDGE SERVICE STRATEGY DELIVERY PLAN 2023 to 2026		Year 0 Year 1 22/23 2023/2024			2/23 2023/2024			22/23 2023/20			24	2	Year 2 2024/2025			Year 3 2025/2026				
			Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Complete					
Ref	Workstream	EVIDENCE - Improve awareness and use of evidence-based information to underpin organisational decision-making and high-quality patient care																				
	Objective	Embed easy use of evidence into daily practice to build a culture of continuous improvement.																				
	Action	Named outreach librarian allocated to each division																				
	Action	Named outreach librarian embedded in 3 individual services with regular check- ins, attending meetings and clinics to provide a rapid response when required																				
	Action	Investigate ways to embed LKS provided Clinical Reference Tools into RiO or easily accessible in clinical settings																				
	Action	Review opportunities to deliver more synthesised evidence search results and summarised reports																				
	Objective	Improve access to best available evidence to inform decision-making across the organisation.																				
	Action	Build links with Service Improvement groups/projects to offer LKS services														$\dashv$						
	Action	Use of LKS embedded in service improvement guidance in the trust																				
	Action	Increase subscribers to Knowledgeshare service to receive updates to best evidence and key reports and promote NIHR evidence updates.																				
	Objective	Support learners to engage with evidence based practice and improve learner experience																				
	Action	Review support and delivery of academic surgeries provided jointly with Clinical Education																				
	Action	Develop health literacy program for Health Care Support Worker study day																				
	Action	Review induction and support for students and learners																				
	Objective	Strengthen relationships and collaboration with other departments to maximise use of resources and skills.																				
	Action	Review and identify support we can provide to quality improvement (QI) projects with QI team																				
	Action	Develop a service offer to the policy review group to support evidence based policies																				
	Action	Establish collaborative working with HWB team to maximise engagement with HWB resources and engagement in events.																				
	Action	Identify further opportunities for closer working with Business Development, Clinical Governance, Clinical Audit, Research & Development and Education teams																				
	Action	Develop current awareness services to sustainability team and champions group																				
	Action	Investigate further services to Sustainability team and Green																				
	Objective	Maximise promotion of library impact on patient care.																				
	Action	Promote impact case studies in Team Brief of how LKS has contributed to improved patient care.																				
	Workstream	KNOWLEDGE - Develop organisational innovation and transformation through best practice, retention and sharing of knowledge																				
	Objective	Work with key teams including EDI Leadership team, QI and Research and Development to bring people and knowledge together and make it more accessible.																				

# Appendix 4 Operational Plan 2/3

Action	Develop a business case for a pilot repository project to mobilise evidence from research, lessons learned and quality projects								
Action	Hold regular Randomised Coffee Trials each year								
Action	Develop a repository of leadership resources with the EDI Leadership team								Ī
Objective	Deliver pilot projects using knowledge mobilisation (KM) to develop skill levels in team								Ī
Action	Pilot the KM self assessment tool with Clinical education Tool								Ī
Action	Pilot the capture of knowledge in retirees (a pre retirement course for retirees or build into Essential Knowledge for New managers)								Ī
Objective	Develop a KM strategy, expand KM techniques and opportunities to capture and share knowledge and contribute to a learning culture								Ī
Action	Identify and pilot other KM tools to capture and share learning/knowledge								I
Action	Promote appropriate tools and best practice using practical approaches to manage organisational knowledge and bringing people and knowledge together								Ī
Action	Library and Knowledge specialists are embedded in organisational KM initiatives								
Action	Make business case for more resources for developing a KM strategy								
Workstream	COLLABORATIVE - Deliver impactful and innovative library services through collaborative working within the NHS, other libraries, and the wider community								
Objective	We will seek opportunities to work collaboratively with other internal and external services and bid for external funding to improve our services and achieve best value for our users.								
Action	Expand partnership working with other libraries, geographically and with other health libraries								Ī
Action	Take part in national and regional initiatives to streamline systems and processes and reduce duplication whilst maintaining quality of service for our local user base.								I
Action	Expand Health Literacy course for staff to cover misinformation								
Action	Develop network links with other health and social care organisations and community groups to share health literacy schools training								
Action	Complete a service improvement plan for interim inspection 2023-2025 to show improvement in next Quality Improvement Outcomes Framework for HEE in 2027/28.								
Objective	Collaborate with wider community organisations to support promotion and accessibility of patient and carer information								
Action	Promote national HEE 3 questions initiative for easy read materials								Ī
Action	Contribute to joint projects with Public Health, Schools, Public Libraries, HEI and FEI, other NHS LKS, GPs/Primary care promoting information for patients and carers.								
Action	Review opportunities to provide services for patients and carers.								Ī
Objective	Demonstrate impact of LKS services to the trust.								Ī
Action	Widen reach by promoting internally examples of LKS adding value to the organisation.								Ī
Action	Develop the process for capturing examples of impact								I
Objective	Contribute to library evidence base through wider sharing of initiatives								
Action	Publish examples of impact and present initiatives at conferences.								
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# Appendix 4 Operational Plan 3/3

Action	Participate in professional working groups with HEE/CILIP						
Workstream	EQUITABLE - Deliver high quality equitable customer centred services						
Objective	Increase awareness of LKS across the organisation enabling up to date access to evidence sources						
Action	Develop user profiles to target marketing						
Action	Develop library champions, UX research and user groups for improvement						
Action	Develop a new LKS website or libguide with MarComms support						
Action	Establish LKS promotion at the new HQ and training hubs, and develop new outreach work to key locations.						
Objective	Improve seamless and mobile friendly access to high quality library resources and services						
Action	Promote wider digital and mobile friendly access to LKS resources for all staff regardless of physical location						
Action	Identify ways to addres lack of access to digital services for ward-based staff who don't have their own computer and improve access to clinical tools (Maudsley, Royal Marsden Manual, UptoDate, BMJ Bestpratcle, ClinicalSkills.net).						
Action	Support for night and weekend staff increased through bespoke help videos for LKS content						
Action	Implementation of OpenAthens integration with Active Directory Federation Services to enable trust login to access online resources						
Objective	Improve physical library space to be an inclusive flexible learning space						
Action	Identify improvements to physical library space for quiet study and collaborative learning.						
Action	Scope and plan changes in collaboration with PPH estates and senior team.						
Action Action	Scope and plan changes in collaboration with PPH estates and senior team.  Secure funding and implement changes						
	· · · ·						
Action	Secure funding and implement changes						
Action Objective	Secure funding and implement changes  Develop services to meet diverse needs of all staff and students  Hold focus or user groups to get feedback on EDI challenges in LKS and develop LKS skills in supporting						
Action Objective Action	Secure funding and implement changes  Develop services to meet diverse needs of all staff and students  Hold focus or user groups to get feedback on EDI challenges in LKS and develop LKS skills in supporting reasonable adjustments  Support EDI network groups and develop links with each network/chair and EDI Lead to improve LKS						
Action Objective Action Action	Secure funding and implement changes  Develop services to meet diverse needs of all staff and students  Hold focus or user groups to get feedback on EDI challenges in LKS and develop LKS skills in supporting reasonable adjustments  Support EDI network groups and develop links with each network/chair and EDI Lead to improve LKS service. (Race equality, Purple, Pride, Neurodiversity)						
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