

Wirral University Teaching Hospital
NHS Foundation Trust

Integrated Library Service
Strategy
2011 – 2013

Version:	1.1
Date of Issue:	May 2011
Review date:	May 2013
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Approved on:	27 05 -2011
Approved by:	Interim Workforce Committee
Distribution to:	

Version:	Date:	Control Reason:

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Executive Summary:

The Wirral University Teaching Hospital NHS Foundation Trust (WUTH), Integrated Library Service (ILS) strategy identifies the direction that services will follow for the period 2011 to 2013.

The strategy is underpinned by the Trust Goals. The key Trust Goal being to “Deliver excellence in quality, patient experience and safety”. This is supported by four operational goals: to improve access, improve flow, develop staff and build relationships as well as developing foundations for excellence. Additionally the strategy supports not just the ILS mission statement but the ILS philosophy as well as mapping to the Library Quality Assurance Framework (LQAF)

The strategy is underpinned by the ILS Mission Statement:

The Wirral University Teaching Hospital NHS Foundation Trust (WUTH) Integrated Library Service is committed to the provision of relevant, timely and high quality information for the purpose of service improvement, continuing professional development and patient care. We aim to promote evidence based practice as the foundation of quality service delivery within WUTH and associated stakeholders

The strategy has 12 underlying principles that influence all the work of the Integrated Library Service (ILS), these are listed below and expanded on later:

- **Policy making and Commissioning**
- **Research**
- **Service Efficiencies**
- **Education and Training**
- **Clinical Decision Making**
- **Access**
- **User involvement**
- **Resource availability**
- **Technology**
- **Staff Development**
- **Partnership working**
- **Accommodation**

The strategy is divided into six domains, corresponding to the sections of the Library Quality Assurance Framework (LQAF). The first full assessment using this Framework will take place in 2011

- **Domain One: Strategic Management**

- **Domain Two: Finance and Service Level Agreements**
- **Domain Three: Human Resources and Staff Management**
- **Domain Four: Infrastructure and Facilities**
- **Domain Five: Library and Knowledge Services and Delivery and Development**
- **Domain Six: Knowledge Management**

Priorities for 2011

Priority	Responsibility	When	Success Measures
Gather evidence for LQAF Assessment	Head of Trust ILS and team	Summer (August) 2011	Assessment completed. Presented at HR & OD Quarterly Review and to Internal Quality and Safety Department for inclusion in Trust annual statement of Internal Control report
Build on existing links with GP Commissioners and Community Trust services in preparation for changes in financing of NHS services	Head of Trust ILS, Site Librarian with responsibility for Outreach Services	Review Autumn 2011	Awareness of need to continue funding, actions to implement and signing off the SLA for Library and Knowledge services
Use NHS costing tools to inform service development and complete LQAF submission	Head of Trust ILS	Ongoing 2011	Clear costs to inform future pricing of services
Continue to facilitate ongoing development of team skills, knowledge and qualifications, including MCLIP	Head of Trust ILS and team members	Ongoing 2011	
Continue to develop electronic access to resources, including books and journals, monitor activity to ensure best value for money. Continue to explore the use of e - book readers and tablets within the organisation	Head of Trust ILS, site Librarian with responsibility for journals	Ongoing 2011	Access arrangements that fit the changing Trust needs. Collaborative working within the Library Information Health Network North West (LIHNN) and the NW Health Care Library Unit (HCLU)
Library management System, contribute local experience to influence developments	Site Librarian with responsibility for Heritage LMS	Ongoing 2011	Membership of the Heritage User Group
Implement self issue for book resources	Head of Trust ILS, Wirral Health Informatics Service (WHIS)	Summer 2011	Self issue to become functional
Personalised Knowledge Services continue to be developed (LEAF Latest Electronic Information at Your Fingertips) continue to be developed	Clinical Librarian and ILS team	Ongoing 2011	Increase the number of LEAF bulletins being sent out to staff during the year

Ensure the Trust ILS are an integral part of Trust Corporate Induction	Clinical Librarian and site Librarian with responsibility for Outreach	Ongoing 2011	Information and leaflets available for Corporate induction. Induction for medical students and new doctors to become a timed part of the induction process . New doctors to have joint library/ID cards and will be issued with Trust encrypted memory sticks at induction by staff from ILS
Issue new joint Trust ID and Library 24 hour access cards as well as encrypted memory sticks to all new junior doctors in 2011	All ILS counter staff as well as site Librarians	Summer 2011	Set up an issue/return spreadsheet to audit the issuing of encrypted memory sticks
Development of the Library Blog and other communication methods	All ILS professional staff	Ongoing 2011	Blog dissemination improved and circulation extended
To investigate new promotional tools to target as many users and potential users as possible	All professional ILS staff	Ongoing 2011	Evidence new tools in use. Funding secured from earlier HCLU bid for publication of promotional leaflets
Continue with the work started on the feasibility of collaborative shared services for HR and OD services (including ILS services with the Countess of Chester Hospital	Head of Trust ILS, Principal Organisational Development Manager (PODM)– Development	Ongoing 2011	HR & OD Feasibility Project group meetings and decisions made to enter collaborative /shared service for ILS
Continue to monitor the activity at the John A. Aitken Library , Wirral Postgraduate Medical Centre, Clatterbridge Hospital and improve service delivery to ensure best value for money	Head of Trust ILS, PODM Development	Autumn 2011	A cost effective library service is provided to Clatterbridge, Centre for Oncology within a Service Level Agreement

ILS Mission Statement:

The Wirral University Teaching Hospital NHS Foundation Trust (WUTH) Integrated Library Service is committed to the provision of relevant, timely and high quality information for the purpose of service improvement, continuing professional development and patient care. We aim to promote evidence based practice as the foundation of quality service delivery within WUTH and associated stakeholders.

This will be achieved by:

- Ensuring that all NHS staff have access to up to date and reliable providing effective methods of training for end users to ensure that they know how to access and use the information sources available sources of information relevant to their clinical, management, educational and research needs

Strategic Context:

Library and Knowledge Services operate within the context of national NHS developments, local implementation strategies and Trust objectives. Key drivers from national and local developments include all the following:

Equity and Excellence: Liberating the NHS

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_117353

The Information Revolution

http://www.dh.gov.uk/en/Consultations/Liveconsultation/DH_120080

Comprehensive Spending Review

http://cdn.hm-treasury.gov.uk/sr2010_completereport.pdf

Liberating the NHS: Developing the healthcare workforce

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/en/documents/digitalasset/dh_122933.pdf

Liberating the NHS: Legislative framework and next steps

http://www.dg.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_122707.pdf

Policy on libraries and public health and other CILIP (Chartered Institute of Library and Information Professionals)

<http://www.cilip.org.uk/get-involved/advocacy/public-health/Pages/librariesandpublichealth.aspx>

Wirral University Teaching Hospital NHS Foundation Trust Annual Plan 2009 - 2010

http://www.whnt.nhs.uk/document_uploads/WUTH%20Documents%20and%20Publications/Wirral0910ARAAnnualPlansubmitted280709.pdf

Wirral University Teaching Hospital NHS Foundation Trust summary of the Trust Goals 2010 - 2011

http://www.whnt.nhs.uk/document_uploads/WUTH%20Documents%20and%20Publications/WUTHGOALS2010-11.pdf

North West Health care Library Unit (HCLU strategy for 2009 - 2014)

http://www.lihnn.nhs.uk/document_uploads/HCLU_General/NW_HCLU_Strategy_Final_version_August_2009.pdf

Boorman, Steven (2009) NHS Health and Well-being: final report November 2009, London: DH

<http://www.nhshealthandwellbeing.org>

Chartered Institute of Library and Information Professionals (2010) Information Literacy: definition (website) London: CILIP

<http://www.cilip.org.uk/get-involved/advocacy/learning/information-literacy/pages/definition.aspx>

Department of Health (2009) High Quality Care for all: NHS next stage review final report (Darzi Review) London

http://www.dh.gov.uk/prod_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_085828.pdf

Department of Health (2004) The NHS Knowledge and Skills Framework (NHS KSF) and the development review process. London

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationPolicyAndGuidance/dh_4090843

Department of Health (2010) The NHS constitution for England: the NHS belongs to us all, London

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http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_113646.pdf

Department of Health (2010) The NHS Quality, Innovation, Productivity and Prevention Challenge: an introduction for clinicians, London

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_113807.pdf

Hill Peter (2008) Report of a national review of NHS library services in England: from knowledge to health in the 21st Century (Hill Review) Warwick, DoH

http://.library.nhs.uk/nlhdocs/national_library_review_final_report_4feb_081.pdf

National Institute for Improvement and Innovation (2008) National Service Framework for quality improvement for NHS funded services in England

http://www.library.nhs.uk/nlhdocs/nsf_quality_improvement_2008_v1.1.pdf

NHS Strategic Health Authority Library Leads (2010) NHS Library Quality Assurance Framework (LQAF) England. Version 2.1 London

http://www.lihnn.nhs.uk/document_uploads/LQAF/LQAF_Version_2.1_April_2010.pdf

Tooke, Professor Sir John (2008) Aspiring to excellence findings and final recommendations of the independent inquiry into modernising medical careers. London

http://www.mmcinquiry.org.uk/Final_8_Jan_08_MMC_all.pdf

ILS Philosophy:

The Wirral University Teaching Hospital NHS Foundation Trust (WUTH), Integrated Library Service (ILS) is committed to providing a dynamic multi-professional information, knowledge and library service that gives all staff the opportunity to access information to develop and maintain their knowledge base.

We aim to facilitate a welcoming and supportive learning environment. The ILS recognises that we must meet the individual and collective educational needs of those learning and working within a rapidly changing healthcare organisation. The service seeks to provide a facility that reflects this whether through actual physical holdings or electronic access. The ILS will seek to identify potential partners to enhance and extend the provision of local library and knowledge services

Our vision is to ensure all staff using the facilities the ILS provides, either in the ILS building or at their work base has a positive experience and that their information requirements are either met on that occasion or else sourced from an appropriate external provider. The ILS will proactively anticipate the library, information and knowledge needs of the Trust and deliver services tailored to the different needs of varying user groups. This means that different choices of services and methods of delivery of that service are available. It recognises that one service does not suit all. The ILS aims to support staff in their open professional development whether it is an element of lifelong learning right through to Practice Development Unit (PDU), Practice development Research Unit (PDRU) or Work Based Integrative Studies (WBIS).

The ILS supports improved patient centred care by providing the information that staff and students need for clinical and managerial decision making, research and development, knowledge and knowledge management. The ILS has the key role in the delivery of knowledge including facilitating access to resources.

The ILS aims to extend access to library, information and knowledge services to all NHS staff and students regardless of their location, job function or time. The ILS will ensure both multi-disciplinary resources and services are available to meet the knowledge requirements of all users

To facilitate these information needs the ILS aims to provide equitable access to the knowledge base of healthcare to all Trust staff. This includes access to professionally qualified and trained librarians who can provide information handling skills training and a range of advice and support services. The ILS will provide links to virtual resources via local, regional and national providers. It will also provide accessible library resources with space to study quietly.

The ultimate aim of the ILS is to provide high quality library, information and knowledge resources to support learning, education and research by members of WUTH and associate Trust staff. The ILS will contribute to the acquisition of information literacy of students and staff, this being an essential requirement for the world of work.

ILS Aims:

- Ensuring the ILS is aligned to the strategic vision of the Trust, funding bodies and national priorities.
- Working with stakeholders to provide high quality library, information and knowledge services
- Equity of service across all employment groups and ILS stakeholders
- Provision of resources and support to enhance teaching programmes, research and practitioners in the work-place
- To be responsive to the needs of users, listening to feedback and continuous monitoring and evaluation of library service provision.
- Working with the Chief Knowledge Office (CKO) to help raise the ILS profile within the Trust and embedding evidence based practice within the service
- Committed to staff development to support ILS users and service improvement

ILS Objectives and underlying principles:

The strategy has 12 underlying principles that influence at work undertaken by the ILS
These are listed below;

- Policy making and Commissioning
- Research
- Service Efficiencies
- Education and Training
- Clinical Decision making
- Access
- User involvement
- Resource availability
- Technology
- Staff development
- Partnership working
- Accommodation

Policy making and Commissioning:

- Ensure the ILS continues to maintain resources for supporting managers and leaders
- Monitor and promote national horizon scanning and current awareness projects
- Promotion of Health management databases and specialist libraries dedicated to supporting commissioning and health management
- Ensure the ILS provides support for the HR & OD department within the organisation
- Ensure the ILS supports the Trust goals in all activities

Research:

- Work with the Clinical Trials Unit to ensure researchers are supported within the organisation.
- Support the Research and Development Team through membership of the Research Support Group
- Support the Research and development Department at events such as the annual Trust Research Day.
- Provide a literature searching service either through mediated literature searches or via assisted searches. Ensure that an audit is maintained that monitors the impact of literature searches conducted by the ILS
- Promote the Statistical Mentoring Support Clinics run by the Head of Maths from Upton Hall School. This supports staff undertaking research manage their statistical data
- Develop critical appraisal work shops to help staff critically appraise articles

Service Efficiencies:

- Consult with the ILS Senior Financial Analyst on a regular basis to ensure the ILS budget is on track
- Work with the Principal Organisational Development manager (PODM) Development to ensure that budgets and cost improvement is on track for the ILS, Development section and HR & OD
- Consult with suppliers regarding streamlining and areas of duplication with journal and book purchases
- Work with the Countess of Chester Hospital to explore efficiencies within the feasibility of shared services/collaboration of services in line with organisational requirements
- Promote energy saving solutions amongst ILS staff and users during staffed hours and out of hours access time
- Promote recycling and use of recycled materials in line with WUTH policies
- Utilise the LIHNN network to facilitate the efficiency of the Inter Library Loan system that will ensure that book and journal article requests are sourced for the lowest price.
- Work with Wirral Public Libraries to support the literacy agenda. Wirral Public libraries to loan Quick Reads and 6 Book Challenge materials to the WUTH ILS
- Participate in national library costing and benchmarking exercises
- Redesign of the Clinical Librarians and the Site Librarians offices to create a more efficient work environment
- Adopt the WEHS (Kaizen) Lean Management philosophy
- Ensure that printing solutions are managed efficiently
- Ensure the self issue equipment is installed to support the requirements of users accessing the ILS during out of hours periods
- Ensure there is a change dispensing facility to enable users to use the printing and copying facilities that are available whether during staffed or un-staffed periods

Education and Training:

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- Develop close links with the Leadership and Development team providing equity of access to all NHS staff and ensuring suitable acknowledgement of linkage to the Knowledge and Skills Framework (KSF)
- Provide IT access for all staff to enable them to complete the mandatory training for Information Governance
- Provide IT access for ward managers to complete their ward rotas on the e-roster system
- Enable flexi-bank staff to enter their shift availability into the Employee Online system
- Develop a training policy and suite of training packages that support the needs of the ILS users
- Consult with users through outreach promotion and needs analysis to identify training gaps and improve current training provision
- Inform the Clinical Governance Co-ordinators of what resources are available to staff within their division
- Ensure that the training courses available from the ILS are promoted through the Trust's Training and Development prospectus Work with both the University of Liverpool and the University of Chester to facilitate information literacy transition between Higher Education and resources available within the NHS
- The ILS to take the lead on any copyright issues within the Trust
- Monitor developments in e-learning and promote relevant packages
- Attend the Education Forum group to ensure the ILS is represented within the Education Agenda within the organisation
- Ensure support is available and tailored to an individuals needs where appropriate
- Work with the LIHNN (Library Information Health Network Northwest) Trainers group and the LIHNN Clinical Librarians work to ensure access and support is available to ensure that information concerning training is current
- Work with the Clinical Excellence team within HR & OD to support and enhance medical education through participation and support of educational programmes and planning
- Review course evaluation and assess impact of training to improve service quality and value
- Review literature search evaluation and assess impact of searches to improve quality of patient care and evidence based practice.
- Develop further library based courses on Map of Medicine, Cochrane Library, Critical Appraisal and NHS Evidence
- Encourage all professional members of ILS staff to become Chartered members of the Chartered Institute of Library and Information Professionals (CILIP)
- Make provision for and encourage ILS staff attendance at training in the latest resources and technologies
- Facilitation and support the work of journal clubs within WUTH, through provision of meeting location, access to articles, provision of advice on copyright, assistance with literature searching and appraisal of topics. Training in identified gaps in knowledge offered as an additional support
- Support for ward round from the Clinical Librarian. Who will answer clinical questions that result from the ward round as well as undertaking mediated literature searches for more in-depth answers

- Increase purchase of electronic resources over print resources, where appropriate to promote flexible access to resources, both at work and outside the work place
- Promotion of the ILS website as the 3rd Branch Library, enabling access to many of the ILS documents and resources independent of the ILS location
- Support the Health and Well Being agenda of the Occupational Health department (as recommended by the Boorman Review 2009) by purchasing book resources that are support this initiative

Clinical Decision Making:

- Develop closer links with Clinical governance co-ordinators to support audit and research within the divisions
- Investigate the best practice for the implementation and delivery of literature searches. Involvement in the LIHNN MAP project
- Develop the Clinical Librarian role within the Trust, develop the site librarians to support ward rounds in the future
- Promote the literature searching service to the divisions
- Ensure all ILS staff have up to date knowledge in best practice for literature searching by extended the FISH workshops for the librarians
- Continue to monitor and review national, regional and local provision of information resources
- Implement service evaluation and impact surveys to ascertain value and quality of service provision
- Ensure the access to the Royal Marsden Manual of Clinical Procedures is available as a one click access to staff via the Trust intranet
- Review current awareness services. Promote and extend the use of the horizon scanning blogs as well as the LEAF bulletins to staff
- Liaise with the CKO to review and promote knowledge management within WUTH
- Involvement with the Organisational Development working group that will be looking at Talent management within the organisation
- Involvement with the Organisational Development working group that will be looking at knowledge harvesting within the organisation
- Facilitation of access to the datasets of NHS Information Centre for workforce intelligence information

Access:

- To ensure that the 24 hour access continues at the McArdle Library, Arrowe Park Hospital site and additionally work with the Postgraduate Centre Manager at the Wirral Postgraduate Centre, Clatterbridge Hospital site to improve access for users during out of hours periods
- Work with the staff from the HR & OD Clinical Excellence team to pilot implementing the new ID/Library/Meetings attendance recording smart card for all Foundation Grade Staff starting work with the Trust in late summer 2011

User Involvement:

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- Investigate methods that will improve engagement with users of the ILS. This will be engaging with WUTH staff, and stakeholders that include, CCO, NHS Wirral, Wirral Community Foundation Trust, the University of Liverpool, the University of Chester and Liverpool John Moores University

Resource Availability:

- Ensure that the resources available to users are appropriate in supporting evidence based practice and ultimately improving patient care within the Trust
- Ensure that bids are submitted for external funding to potentially fill gaps in resource provision that is unable to be fulfilled from the ILS budget
- Implement a self issue system for issuing books both during staffed and un-staffed hours
- Ensure that the ILS takes advantage of the facilities for inter library loans offered by membership of LIHNN

Technology:

- Work with the Medical Education Manager, the Doctors in Training Manager and WHIS to ensure that the IT facilities are of the correct specification in order for users to be able to access information in a timely way
- Liaise with WHIS to ensure that sites that are “blocked” via the network are un-blocked for access if deemed appropriate for Trust business

Staff Development:

- Ensure all staff are compliant with their Individual Reviews
- Ensure all staff have an up to date job description that accurately reflects their job role
- Ensure all staff have a Knowledge and Skills outline for their job role and are reviewed against this at their Individual Review
- Encourage staff to be involved in the wider library NHS network in the North West by becoming members of the appropriate LIHNN Groups
- Encourage ILS staff to attend LIHNN/HCLU briefings and LIHNN training events if appropriate to their job role
- Encourage ILS staff to apply for funding from LIHNN, CILIP (Chartered Information and Library Professionals) and other sources of funding to attend conferences and charged workshops, seminars or courses
- Encourage all professional staff to become Chartered members of CILIP
- Encourage para-professional staff to consider undertaking the CLIP ACLIP qualification

Partnership Working:

- Work with partners/stakeholders involved with the ILS both within the Trust and externally

Accommodation:

- Ensure that the accommodation in both libraries meets current legislation regarding Health and Safety
- Ensure that the lighting levels are adequate in both libraries to facilitate study and work during both staffed and un-staffed hours

- Ensure that security in both libraries is adequate and seek advice from the Trusts security department if there are any incidents that affect the ILS

Integrated Library Service - selected key facts

- ILS services delivered from 2 physical service points, the McArdle Library, Arrowe Park Hospital and the John A. Aitken Library, Wirral Postgraduate Medical Centre, Clatterbridge Hospital. The ILS website will act as the third branch library offering access to as many services and facilities as possible
- Free access to all services for all NHS staff across the Wirral peninsular and to students following healthcare programmes at the University of Liverpool and University of Chester. Additionally under the Cheshire and Merseyside Librarians group access is available to all users within the Cheshire and Merseyside patch area under the Cheshire and Mersey NHS Access Agreement
- 6.8 WTE in post, 1.0 vacancy, annual budget £190,600
- 2,653 active users, over 10,620 books, 109 print journals and 35 locally purchased e-journals as full text, others numbering several hundred in total through national and regional procurement (Ovid, Royal Society of Medicine etc), 36 PC's and laptops and study seating for individual quiet study
- Library and community based training, group, one to one; timetabled and ad hoc
- Annual activity for the period 1/4/2010 – 31/3/2011 – 7835 book loans, 177 interlibrary loan requests plus 808 document supply requests from library users, 14 library help sheets guides on the ILS website, 244 literature searches, 2,350 enquiries plus 1976 information resource related enquiries (based on a sample week held in 1/11/10) and 363 documents for evidence based practice exchanged with other libraries each year
- Website, blog, intranet, Athens registration and administration

Library Quality Assurance Framework Domains:

The ILS Strategy is divided into six domains, corresponding to the sections of the Library Quality Assurance Framework (LQAF). The first assessment using this framework will take place in August 2011 – a pilot baseline assessment was undertaken in September 2010. The next full assessment will take place in August 2011.

- **Domain One: Strategic Management**
- **Domain Two: Finance and Service Level Agreements**
- **Domain Three: Human Resources and Staff Management**
- **Domain Four: Infrastructure and Facilities**
- **Domain Five: Library and Knowledge Services and Delivery and Development**
- **Domain Six: Knowledge Management**

For each of the six domains, the strategy is referenced to Trust Goals. It identifies where we are now, and lists priorities for 2011.

The strategy has 12 underlying principles that support the ILS strategy

- Policy making and Commissioning

Ensures the ILS provides support for the Trust in all areas of activity

- Research

Ensure the ILS support the Research agenda within the Trust

- Service Efficiencies

Library budgets will be managed to provide value for money. Additional funding will be sought to develop services and resources.

- Education and Training

The ILS will support the education and training agenda of the trust by delivering appropriate courses that support Evidence Based Practice, help sheets will be available to enable users to access facilities available to users. The ILS training programme will be included in the Learning and Development Training Prospectus that is available for all staff to access via the Trust Intranet

- Clinical Decision Making

The ILS will support clinical decision making within the Trust by enabling staff to have access to appropriate information that supports Evidence based Practice. The ILS will offer a literature searching service to support staff in their clinical decision making. Additionally the ILS will

facilitate electronic access to resources that support clinical decision making either via the ILS web pages or via the Trust Intranet

- Access

Library services will be freely and physically accessible to all users in accordance with Service Level Agreements and the ILS charter

- User Involvement

Library staff will work in conjunction with users to ensure that services match their changing needs and priorities

- Resource Availability

Resources in a variety of formats, print, multimedia and electronic will be signposted and made available to match current and future needs of users. Resources not held within the Trust will be obtained in a timely manner to meet need.

- Technology

Libraries will provide a range of equipment to access evidence quickly and effectively in a variety of formats, and to create documents. Library staff will provide basic IT support to users to supplement formal training provided by Wirral Health Informatics (WHIS) department

- Staff Development

All members of the ILS team will update their professional skills to provide an effective service to library users. The ILS team will use their professional skills and knowledge to contribute positively to Trust activity, outside of their core library work.

- Partnership working

The ILS will actively collaborate and co-operate with other libraries that have common aims and objectives this can be both within the healthcare sector but also with further and higher education institutions as well as the public library sector

- Accommodation

The ILS will provide space for resource and IT access and storage, for user enquiries and for self study. Space will be reviewed as access patterns change

The strategy is divided into six domains, corresponding to the sections of the Library Quality Assurance Framework. The first full assessment against this Framework will take place in August 2011.

- **Domain One: Strategic Management**

NHS Library/Knowledge services are designed to develop and support all those who work to improve patient and population health, contributing to clinical, non clinical and management evidence based practice, research, education and lifelong learning

Trust Goals inked to this domain:

- Excellence in quality, safety and patient experience
- Improving access to hospital treatment and patient flows
- Developing our foundations for excellence

Where we are now:

The Trust's Director of Human Resources and Organisation Development represents the ILS at Board level and also has the role of Chief Knowledge Officer

ILS staff are active members of the following groups:

- Education Forum
- WUTH Intranet Group
- Renal PDU (Practice Development Group)
- HR & OD Excellent Employer Project Group
- HR & OD Knowledge and Talent Management Group

Priorities for 2011:

- Collate evidence for the assessment for the LQAF submission
- Maintain involvement in corporate decision making

Domain Two: Finance and Service Level Agreements

NHS library/knowledge services are funded to meet the needs and expectations of each organisation(s) they serve; formal service level agreements and contracts are in place and are reviewed and monitored

Trust Goals linked to this domain:

- Improving access to hospital treatment and patient flows
- Building collaborative relationships
- Developing our foundations for excellence

Where we are now:

Service Level Agreements (SLA's) are in place with Clatterbridge Centre for Oncology, NHS Wirral, Wirral Community Trust and University of Chester (Faculty of Health and Social Care). The SHA Learning and Development Agreement for 2010 -2011 include a section on library and Knowledge services. The SLA's identify user eligibility, standards of service and monitoring arrangements. All staff and students on placement within the following organisations, regardless of their job roles are encouraged to take out free membership and use the Trust library services:

- Wirral University Teaching Hospital NHS Foundation Trust
- Clatterbridge Centre for Oncology
- Wirral Community Trust
- St. John Hospice
- Claire House Hospice
- Students on placement with the Trust, including those from University of Liverpool, University of Chester, Edge Hill University, Liverpool John Moores University
- Additionally under the Cheshire and Merseyside Access Agreement all NHS within the Cheshire and Merseyside area may use the facilities identified under the Access Agreement

All library members can use the Trust libraries on a 24/7 basis, after signing an agreement. Staff from other organisation may use the facilities of the ILS under the Cheshire and Merseyside Access agreement during staffed hours.

The Head of the Trust ILS works close partnership with the Principal and Senior Financial Analysts within the Trust. Monthly budget statements are produced. Library budgets are managed to provide value for money. Additional funding is sought to develop services and resources

The ILS receives an annual budget to provide staffing and resources. This is supplemented by income generation including external fees for use of the IT Suite, copy and request charges, stationery sales etc. The ordering process is centralised and managed by the Head of Trust ILS.

In liaison with the purchasing and supplies department orders are issued through approved suppliers to obtain best value. The Head of Trust ILS is experienced at obtaining best value where there is no approved supplier.

SIFT funding is used to buy library resources for undergraduates on placement in the Trust.

Service Level Agreements are monitored through the finance department contracts manager. From 2011, the Library Quality Assurance Framework (LQAF) will become part of the quality monitoring process.

The Head of Trust ILS and the Clinical Librarian have received training in using the national costing tools for library processes

Priorities for 2011:

- Collate evidence for the LQAF Assessment 2011
- Build on existing links with GP Commissioners in preparation for changes in financing of NHS services
- Use costing tools to inform service development

Domain Three: Human Resources and Staff Management

NHS library/knowledge services staff are managed and supported to meet the changing needs and expectations of the service and to fulfil their own personal and professional potential

Trust Goals linked to this domain:

- Developing excellent staff
- Building collaborative relationships

Where we are now:

The library staffing structure was updated in 2010 to include 2 Clinical Librarians. However on the resignation of the newly appointed Clinical Librarian it was decided to revert back to the former staffing establishment model and have only a single Clinical Librarian replacing the former Clinical Librarian with an operational site librarian.

The ILS team has two chartered professional staff, the Head of Trust ILS and one of the site librarians. Three other qualified staff currently are working towards chartered librarian status. Two of the library assistants are professionally qualified (one just having submitted her Masters dissertation) they are looking for their first professional post. The other library assistant is educated to degree level. There is a current vacancy for a full time site librarian post.

All members of ILS staff have a Knowledge and Skills Framework post outline, an annual Individual Review and agreed objectives. They attend in-house courses including and external course organised by the North West Health care Library Unit (HCLU). ILS staff also read a range of professional and Trust information as well as being member of various discussion lists to keep aware of changing professional developments. All ILS staff ensure Trust mandatory training is current either online or by course attendance.

Each ILS team member is encouraged to develop their skills, qualifications and knowledge. Recent qualifications obtained by team members include, postgraduate diploma, Masters of Information and Library management and Information Asset Owners qualification.

The Head of Trust ILS is a trained mentor, able to facilitate CILIP Chartership and ACLIP training as well as work related issues.

ILS team members use their professional skills and knowledge to contribute positively to Trust activity, outside of their core library work.

Members of the team are involved in the following work

- Equality Impact assessor for Trust policies

- Library Information Health Network North West (LIHNN) Quality Group
- LIHNN Trainers Group
- LIHNN Heritage User Group
- LIHNN CPD Group
- LIHNN Co-ordinating Committee
- LIHNN PCT Group
- LIHNN Clinical Librarians Group
- CILIP PTEG Group

Priorities for 2011:

- Collate evidence for LQAF Submission
- Continue to facilitate ongoing development of team skills, knowledge and qualifications, including MCILP

Domain Four: Infrastructure and Facilities

The service infrastructure is in place to support the library/knowledge service and the needs of the customer base in a suitable environment

Trust Goals linked to this domain:

- Improving access to hospital treatment and patient flows
- Developing our foundations for excellence

Where we are now:

All library buildings and collections are accessible to wheelchair and disabled users. All PC's and laptops in the ILS have Browse Aloud software to facilitate ease of reading the computer screen. There are two height adjustable desks available at the McArdle Library to accommodate wheelchair users.

ILS staff are able to provide basic IT support to users to supplement formal training offered by the IT department – Wirral Health Informatics Services (WHIS). The ILS endeavours to support users who have disabilities or special requirements these are listed on the ILS website at the following link

http://www.whnt.nhs.uk/document_uploads/Library_Services/AccessibilitystatementSept2008.pdf

All libraries have PC's, laptops, scanners, printers, USB ports and sell various items of stationery. Library staff are able to provide help with basic IT problems for users. IT staff provide more detailed training.

The ILS team work with WHIS to log faults, problems and service development requirements. All libraries have wi-fi access. One PC at the McArdle Library has access to PCIS (patient information system). This will be replaced by the new patient information system Cerner Millennium as part of a rolling programme. This same PC also has access to the PACS (electronic access to x-rays) system. The John .A. Aitken library at the Clatterbridge site has access to the MAXIMS patient information system used by staff from the Clatterbridge Centre for Oncology (CCO)

Both libraries have study space where noise is kept to a minimum.

An increasing range of journals and books are accessible online 24/7 through NHS Athens authentication. Content is displayed via NHS Evidence

<http://www.evidence.nhs.uk>

The site librarians conduct regular risk assessments as well as health and safety assessments once per month to ensure consistent approach between libraries and to reduce the likelihood and severity of incidents. Library incidents are logged with the trusts Quality and safety department with an individual incident form completed for each incident as they occur. The number of incident reports submitted to the Quality and safety department are included in the Quarterly Reports submitted to the Director of HR and OD.

Priorities for 2011:

- Continue to develop electronic access to resources including journals and books, monitor the activity to ensure best value for money
- Gather evidence for the LQAF assessment
- Implement the self issue system within the McArdle library
- Work collaboratively with the library service at the Countess of Chester Hospital to rationalise the book and journal collections of the two organisations

Domain Five: Library and Knowledge Services Service delivery and Development

Library/knowledge services are designed and delivered to support the needs of all those who work to improve patient and population health, supporting clinical, non-clinical and management practice and staff development. Library/knowledge services provide opportunities to develop information skills/literacy and evidenced based health skills

Trust Goals linked to this domain:

- Excellence in quality, safety and patient experience
- Improving access to hospital treatment and patient flows
- Developing excellent staff
- Developing our foundations for excellence

Where we are now:

Communication with the full range of users is a key part of the ILS. Electronic communication, committee work and face to face meetings with users are all key drivers in determining service needs.

The ILS team take every opportunity to enhance the reputation of the service

Training and outreach work – this includes tailored and one to one training sessions as well as group training both in the libraries and in the workplace.

Specialist software is available for users; this includes SPSS, NVivo, and UpToDate. Help guides are available for using these packages and training is available on request. A Statistical Mentoring Clinic for staff working with the Trusts Research and Development department, Clinical Trials Unit and staff undertaking audit or specialist projects. Users can book an appointment with the Head of Maths from the local school, Upton Hall School who will help them manage their data using the specialist software available.

Users are able to identify and find resources 24/7 from wherever they are working and then make informed judgements about their value for work or personal development.

Print and electronic lists are linked from the ILS website and are also assessable in both libraries. The library catalogue allow users to monitor their own accounts The ILS website allows users to place requests for evidence and make suggestions to develop collections as well as to report any issues that require the attention of the ILS staff. Group and individual training sessions are promoted and held in libraries. The training is supplemented by ad-hoc formal and informal training sessions as well as by self help guides that are available either electronically

from the ILS website or via printed copies located in each library. The ILS staff have written help guides to provide additional training for users. Topics include how to use individual databases, accessing electronic journals etc.

http://www.whnt.nhs.uk/hrod/development/library_services/resources/libraryhelpsheets.html

For external resources there is access to external help sheets

http://www.whnt.nhs.uk/document_uploads/Library_Services/Public%20Health%20stats%20sources%20LIHNN%20PC%20librarians.pdf

Training sessions aim to encourage an understanding of the learning process alongside key aspects of the particular topic of training. Users are encouraged to practice their skills, ask further questions and apply their knowledge to question and analyse the evidence. All training sessions are evaluated and comments used to inform future work.

The ILS team monitor developments from the NHS Evidence and other resource providers so that they deliver training that is up to date and reflects changes to these resources.

The ILS Collections Management Policy identifies the concepts that inform resource acquisition and withdrawal. This policy is reviewed at regular intervals

Users are encouraged to make critical comments on their own specialities and to suggest new acquisitions.

ILS staff seek out new resources in both print and electronic format and use professional judgements to purchase high quality current evidence. The judgements take into account existing stock, supply/demand balance, request pressures and user comments. All orders are completed by the Head of the ILS using the Trusts electronic ordering system. Duplicated resources such as journal subscriptions are rationalised whenever possible to manage budgets. It has been agreed regionally that when electronic books are purchased through Coutts that each Trust will purchase 5 licences for each item, Coutts will then enable all library services in the North West region to use this acquisition. Annual activity statistics demonstrate that print resources are still heavily used, alongside the growth of electronic access. Older resources are withdrawn in accordance with the ILS Collections Management Policy to ensure that outdated and misleading evidence that could potentially equate to clinical risk is not readily accessible. All resources that are withdrawn are confidentially disposed of in collaboration with the Trusts Hotel Services department. Journals are kept for longer periods as they are referenced in databases and newer articles. A spreadsheet is kept that of the whole collection of journals and information is entered on availability from other sources, electronic access and national core content inclusion before any item is disposed of. Local electronic resources are purchased to supplement those purchased nationally via the National Core Content.

Resources not held within the libraries are borrowed from other libraries using the Inter Library Loan system. Regionally the ILS is part of the LIHNN network which provides a very cost effective inter library loan mechanism to all health libraries in the North West of England.

Subscriptions are taken out with both the British Medical Association (BMA) and the British Library (BL) and the Royal Society of Medicine (RSM) to enable users to access resources from these collections. Requests are monitored to identify pressure points where core collections and local holdings need supplementing.

External inspectors regularly visit the Trust libraries to assess the collections and services and speak to users. Written reports follow their visits, and comments about the ILS are considered and developments implemented.

The ILS website signposts key resources available for users. The Head of the Trust ILS develops content in liaison with team members, library users and external developments. The Head of the Trust ILS is the designated Gatekeeper for content for the ILS web information and also leads on the tracking and updating of web information for the HR & OD department.

Staff that are newly appointed to the ILS receive a comprehensive induction to the ILS so that they are aware of the range of provisions offered. The ILS team work closely with the Leadership and Development Team and the Medical Education Team.

The professional skills of the ILS team influence local, regional and national decisions.

ILS staff have active membership of the following groups

- LIHNN Co-ordinating Committee
- LIHNN CPD Group
- LIHNN Information Governance Group
- LIHNN Clinical Librarians Group
- LIHNN Quality Group
- LIHNN PCT librarians Group
- LIHNN Cheshire and Merseyside Librarians Group
- LIHNN Trainers Group
- LIHNN Heritage Users Group
- WUTH Intranet Group
- WUTH Education Forum
- WUTH Research and Development Support Group
- HR & OD Development Team
- HR & OD Knowledge and Talent Management Project Group
- HR & OD Excellent Employer Project Group
- SAS Project Group

The ILS team will continue to make its presence and expertise known throughout the Trust, being alert to changing opportunities as they arise

Priorities for 2011:

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Build on induction process for new foundation doctors. This includes the introduction of implementing one smart card for the purposes of ID, library and building access and recording attendance at educational meetings. The issuing and auditing of Trust supplied encrypted USB memory sticks will be issued by the ILS at the induction for Foundation Doctors

Marketing: A marketing plan will be formulated and implemented. Publicity materials will be designed and printed to enable dissemination to all Trust staff on the services the ILS offer

ILS staff will consider the use of as many methods both traditional and new ways of marketing the library service as possible. The intention being to promote the ILS to as many users and potential users as possible

Current advertising methods include:

- Posters in the library
- Flyers
- Induction packs
- Newsletter
- ILS website
- ILS Blog
- Trust Monthly Brief
- Plasma screen presentations in the library
- Displays
- Word-of-mouth
- Outreach presentations
- PDU (Practice Development Unit) involvement
- Journal Club meetings
- Research and Development study days
- HR & OD events (Adult Learners week, Union Learner Representative meetings etc)

Marketing the ILS to users in the Community is a challenge and we aim to look at ways to engage this staff group

Library Management System Development: As self issue system has been purchased (from funding received from the SHA) and this will be implemented in 2011 as an additional service that supports the users accessing the library during non staffed hours.

Domain Six: Knowledge Management

This domain is under development by the SHA Library Leads (SHALL)

Trust Goals linked to this domain:

- Excellence in quality, safety and patient experience
- Improving access to hospital treatment and patient flows
- Developing excellent staff
- Building collaborative relationships
- Developing our foundations for excellence

Where we are now:

Interest in implementing Knowledge Management is just starting in the Trust. It is being led by the Director of HR & OD who is also the CKO for the Trust. The Head of the ILS is part of the HR & OD team of senior managers who are tasked with implementing the Trusts Workforce Strategy. The Head of the ILS is part of the Knowledge and Talent Management Project Group whose remit is to implement these two initiatives within the organisation.

ILS staff are involved in regional projects within the North West that produce a variety of bulletins that horizon scan for information on a wide variety of topics. All the groups have a content advisor that reviews posts from a clinical perspective before they are disseminated.

The ILS staff produce on a regular basis tailored bulletins for the LEAF (Latest Electronic Information at Your Fingertips) service offer to users. These are sent electronically via email directly to users who have signed up for the service

The Clinical Librarian uses the impact Assessment Tool MAP (Making Alignment A Priority) to evaluate the effectiveness of literature searches

Priorities for 2011:

Devise and implement a Trust wide Knowledge Management Strategy and Talent Management Strategy. Devise and implement a system that captures the organisational knowledge as employees leave the organisation implement an exit interview process within the Trust. The Head of the Trust ILS is a member of the project group tasked with this role