

Integrated Library Service Strategy Action Plan 2011 - 2013

Context:

The Trust Interim Workforce Committee endorsed the Integrated Library Service Strategy 2011 – 2013 on 27th May 2011. The strategy **insert URL** outlines the direction for the Integrated Library Service (ILS) until 2013

The NHS has three core activities: patient care, education and training and knowledge management. Knowledge management together with an ongoing programme of education and skills development is essential to inform evidence based high quality patient care.

The national Hill Review of NHS Library Services

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

was published in March 2008, and the National Service Framework for Quality Improvement for NHS Funded Library Services in England to update the quality monitoring and evaluation came out at the same time

http://www.library.nhs.uk/nlhdocs/nsf_for_quality_improvement.pdf

The ILS Strategy Action Plan 2011 – 2013 is linked to two key developments: the migration of the National Library for Health to NHS Evidence

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

and the implementations of the Darzi report

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

Key Government reports include:

NHS Operating Framework:-

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_122736.pdf

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

Practice Based Commissioning:-

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_4090359.pdf

World Class Commissioning:-

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_080954.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: Equity and Excellence:-

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_117794.pdf

An Information revolution: Consultation on proposals:-

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_120598.pdf

Choice matters: working with libraries:

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_083957.pdf

Trust Goals:

Striving for Excellence in Healthcare

This key goal is to **Deliver excellence in quality, safety and patient experience and safety (1)** It is supported by four operational goals – **improve access and patient flows (2), develop excellent staff (3) and building collaborative relationships (4)** as well as being supported by the **developing our foundations for excellence goal (A)**

- **Excellence in quality, safety and patient experience**
 - Providing safe care to our patients with the best possible clinical outcomes must be our highest priority if we are to meet our vision of Excellence in Healthcare
- **Improve access to hospital treatment and patient flows**
 - Waiting times are a key measure of service quality. Avoiding delays while in hospital is essential both to a patient's experience and clinical outcomes, as well as ensuring that we deliver efficient and sustainable services
- **Develop excellent staff**
 - Our staff is our major asset. They are also our largest cost. The skills, experience and approach of our staff is essential if we are to deliver our vision of Excellence in Healthcare
- **Building collaborative relationships**
 - Our Members, Governors, commissioners and other providers are key partners both in assuring the quality of our existing services and shaping them. They are also integral in developing new services
- **Developing our Foundations for excellence**
 - Without a strong foundation, we could be distracted from our key focus on patients and their needs. To achieve these strong foundations, we need to ensure that we have excellent facilities, systems and strong finances in place

ILS values:

The ILS Strategy Action Plan 2011 – 2013 is underpinned by the following key principles:

The Wirral University Teaching Hospital NHS Foundation Trust (WUTH) Integrated Library Service (ILS) 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”

A user focused service supporting

- Policy making and commissioning
- Research
- Service Efficiencies
- Education and Training
- Clinical Decision Making
- Access
- User Involvement
- Resource Availability
- Technology
- Staff Development
- Partnership Working
- Accommodation

ILS Strategy Action Plan 2011 – 2013 Objectives

The ILS Strategy Action Plan is divided into five domains, using the headings of the Library Quality Assurance Framework

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 life-long learning.

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

Domain Three: Human Resources and Staff Management

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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.

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.

Domain Five: Library/Knowledge 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 evidence based health skills

Domain Six: Knowledge Management

This domain is under development by the SHA Library Leads (SHALL) and as yet there is no published compliance data
This domain will not be included in compliance score until 2012 submission

ILS Strategy Action Plan 2011 – 2012 - Actions linked to the LQAF Domains

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 life-long learning.

Trust Goals linked to this domain

- Excellence in quality, safety and patient experience
- Improve patient access
- Improve patient flow
- Foundations

Objective	Action	Measurement	Timetable	Trust Lead	Status
Three year ILS Strategy	ILS Strategy for 2011 – 2013	Board approved – Workforce and Communication Programme Board	April 2011	Eileen Hume	Approved by the Workforce and Communication Programme Board 27 th May 2011
Service Level agreements					
Service Level agreements	Use national costing framework to ensure the SLA's reflect true costs	Revised SLA's for Wirral Community Trust, NHS Wirral, the three Wirral Cluster GP Consortia and CCO	2013	Eileen Hume Victoria Kirk	Training in using the national costing tool received
Service Level	Ensure the SLA	SLA agreed and	Summer 2011	Eileen Hume	With WUTH finance

agreements	with the University of Chester Faculty of Health and Social care is agreed	signed off			department
Service Level agreements	Ensure the SLA for library services with the Clatterbridge Centre for Oncology is agreed	SLA agreed and signed off	Summer 2011	Eileen Hume	With WUTH finance department and discussions underway with CCO concerning future service delivery model
Service Level agreements	Ensure the SLA for library services with NHS Wirral, The Community Trust and the three GP Commissioning Consortia Clusters are agreed	SLA agreed and signed off NB new SLA's may need to be written because of the implementation of Transforming Community Services initiative	Ongoing	Eileen Hume	Existing SLA in place awaiting sign off with WUTH finance. Future uncertain until transforming community service landscape is clearer as to who SLA's are required with
Library Quality Assurance Framework	First full assessment	Completed standard assessment tool return submitted	August 2011	Eileen Hume, Lead Assisted by:- Graham Breckon Annabel Leinster Jan Rowe	Evidence folders set up on ILS shared drive. LQAF meetings taking place. ILS staff registered on the NV HCLU LQAF Wiki
Activity Data	Review statistics to identify gaps, integrity of data and complete the annual statistical	Robust data and completed annual statistical return submitted	June 2011	Eileen Hume, Lead Assisted by:- Graham Breckon	Annual national statistical return completed and sent to HCLU 23/6/11

	return				
Knowledge Management	Ensure the ILS website is current, accurate and activity analysed. Look at ways to develop the web pages e.g. Virtual tour of the McArdle Library	ILS Checked web pages for accuracy. New content administrator trained to implement any changes required instead of having WHIS do them on behalf of the ILS	Ongoing	Eileen Hume Whole team	Training booked for CMS training with WHIS for the new ILS content administrator ILS web page content update process in place
Knowledge Management	Contribute to HR & OD Workforce Strategy working groups	Presentation and attendance at Workforce Strategy planning events	Ongoing	Eileen Hume	1 planning day attended membership of 2 work groups – Excellent Employer and Knowledge and Talent Management Planning day attended on 14 th June 2011
Knowledge Management	Develop the LEAF alerting systems and promote to new users to increase distribution numbers	New LEAF promotional leaflet produced and distributed to users new and old	Autumn 2011	Jan Rowe Eileen Hume	
Knowledge Management	Contribute ILS good practice to regional activities	Activity and minutes of various LIHNN group membership	Ongoing	ALL professional staff	In place
Knowledge Management	Digitisation of the hospital archive collection	Activity and storage of archival Collection in ILS store. Data input	Ongoing	Eileen Hume Library Assistants to scan material and data input into CMS	In place

		into the existing archive database			
Knowledge Management	Develop a Trust Knowledge and Talent Management Strategy	Strategy written, approved and implemented	Winter 2011	Eileen Hume Cathy McKeown (PODM) Development	Working project group set up. Presentation to HR & OD senior Managers on plans and progress took place 14/6/11
Knowledge Management	Develop a Trust Succession Planning Policy	Policy written, approved and implemented	Autumn 2011	Eileen Hume Cathy McKeown (PODM) Development	Working project group set up. Presentation to HR & OD senior Managers on plans and progress took place 14/6/11

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

- Improve patient flow
- Develop collaborative relationships
- Foundations

Objective	Action	Measurement	Timetable	Trust Lead	status
Service Level Agreements negotiated , agreed and signed for 2011	Service level Agreement with Clatterbridge Centre for Oncology		Autumn 2011	Eileen Hume Liesl Hacker – Finance Fran Moore -	Contract review 2011

				Finance	
	Service Level Agreement with University of Chester, Faculty of Health and Social Care	Signed SLA with the University of Chester (faculty of Health and Social Care)	Summer 2011	Eileen Hume Liesl Hacker – Finance Fran Moore - Finance	With WUTH finance department for checking and sign o
Service Level Agreements negotiated , agreed and signed for 2011	Service Level Agreement with NHS Wirral	Signed SLA with NHS Wirral, Negotiations started with Wirral Community Trust and three Wirral GP Commissioning Consortia Cluster to set SLA with these new organisations under the TCS initiative	Signed SLA with NHS Wirral Autumn 2011 Negotiations with Wirral Community Trust and three CP Commissioning Consortia Cluster and review SLA with NHS Wirral spring 2012	Eileen Hume Liesl Hacker – Finance Fran Moore - Finance	With WUTH finance department but ongoing as TCS has complicated the situation. WUTH ILS have agreed to work collaboratively with other library services within the Cheshire Cluster to provide a federated library service for all members of the consortia within the Cluster. Initial meeting to set up agreement between all parties has taken place and agreed
Budget setting for 2011 - 2012	Budget lines to reflect funding sources and expenditure needs	Budget statements to reflect budget profile	June 2011	Eileen Hume Fran Moore (Senior Financial Analyst)	Meeting took place 22/6/11 to set up a series of regular budget meetings. New budget lines and cost centres set up by finance

					for the ILS to more accurately reflect the budgetary requirements of the service
Service costs	Use nationally developed tools to identify costs of library activity	Initiate use of templates – initiate training on use of templates for staff	Ongoing	Eileen Hume Victoria Kirk	Training received or using the national costing toolkit
Ensure budget provides value for money and balances	Monthly monitoring, regular meetings Named Senior Financial Analyst for the ILS	Monthly reports	Ongoing	Eileen Hume Fran Moore (Senior Financial Analyst	Meeting took place 22/6/11 to set up a series of regular budget meetings. New budget lines and cost centres set up by finance for the ILS to more accurately reflect the budgetary requirements of the service
Review income generation activity	Alertness to opportunities	Monthly NADRU statements	Ongoing	Eileen Hume Fran Moore (Senior Financial Analyst	In place
Income generation	Encourage the use of the IT Suite at the McArdle Library for external training sessions	Budget reports illustrating re-charges for use of the IT Suite received	Ongoing	Eileen Hume Fran Moore (Senior Financial Analyst)	In place
Orders to deliver value for money	Best prices – liaison with Trust supplies department		Ongoing	Eileen Hume Supplies department	In place
Orders to deliver	New purchases to	Increase in e-	Ongoing	Eileen Hume	Quotes obtained

value for money	provide updated resources in appropriate formats	resources		Supplies department	from Ebsco (WUTH subscription agent for journals) with a view to migrating to a more electronic journal delivery platform for the WUTH journal collection
Orders to deliver value for money	Rationalise and review the collection of journals held at the two Trust libraries	Increase number of e-journals held	October 2011	Eileen Hume Annabel Leinster	Meeting arranged for July 2011 to discuss WUTH journal holdings. Quotes obtained from Ebsco (WUTH subscription agent for journals) with a view to migrating to a more electronic journal delivery platform for the WUTH journal collection
Orders to deliver value for money	Work collaboratively with the library service at the Countess of Chester Hospital to ensure a cohesive collection between the libraries of the two Trusts	Less joint journal titles held, share collection management on books with the Countess of Chester Library service	Ongoing	Eileen Hume Graham Breckon Annabel Leinster Samantha West (Countess of Chester Hospital)	Feasibility days attended by staff from both services. Communication bulletins from the Deputy Director of OD circulated. Draft business plan to be formulated and presented to the

					project board by the end of July 2011
Ensure charitable funds are spent to match the funds purpose	Liaise with the Trust's financial Advisor for Charitable funds	New orders generated Minutes of meetings if applicable	Ongoing	Eileen Hume David Dodson Finance department	In place
Ensure that the ILS is involved in the bidding process for external funding	Submit bids to the HCLU Library Development Fund	Funding successfully received	June 2011-February 2012 (possible bid round)	Eileen Hume and ILS team	Bid submitted to HCLU for funding from the June 2011 Library Development Fund bidding round
Ensure that the ILS is involved in the bidding process for external funding	Submit bids for end of year funding and one off funding from the Mersey Deanery when opportunities present	Funding successfully received	Ongoing	Eileen Hume and ILS team	
Innovations and product development	Introduction of tablet PC's/iPads in ward round situations plus awareness of emerging technological innovations that can be used by the ILS to improve services for users	Approval of use of PC tablets/iPads	Ongoing	Eileen Hume Luke Readman – Director of Information WHIS	
Continued links with healthcare groups	Ad hoc – as opportunities arise	Membership of groups particularly within NHS Wirral	Ongoing	Jan Rowe Victoria Kirk Eileen Hume	In place

Domain Three: Human Resource 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

- Develop excellent staff through...
- Develop collaborative relationships

Objective	Action	Measurement	Timetable	Trust Lead	Status
Three year ILS strategy	ILS Strategy 2011 - 2013	Board approved strategy	Start 2011	Eileen Hume	Approved by Workforce and Communications Programme Board 27 th May 2011.
Implement new ILS staffing structure and work practice	Recruit a temporary fixed term 1 year band 5 librarian	Fixed term librarian in post	Autumn 2011	Eileen Hume Graham Breckon Jan Rowe	Request to appoint approved by the executive team recruitment process initiated (June 2011)
Leave arrangements will ensure that staff are available at both sites during staffed opening hours	Review annual leave arrangements to ensure there is adequate cover and that minimum levels of staffing agreed is adhered to	Staff available at advertised times to ensure both site libraries are open	Ongoing	Site librarians	In place
	ensure the minimum levels of	Minimum agreed levels of staff on	Ongoing	Eileen Hume Site Librarians	In place

	staffing agreed is adhered to	duty			
Staff timetabling makes best use of resources at both sites	Clear timetables and issue desk rota information available	Staff available at advertised times to keep libraries open	Ongoing	Site Librarians	In place
Out of Hours access at both library sites available	Monitor current provision and usage	Use statistics	Ongoing	Eileen Hume Graham Breckon Jan Rowe	In place
All ILS have Individual reviews and PDP's	Use of staff Individual Review documentation to proved record and direction	Completed IR and compliance report returned	August 2011	Eileen Hume Jan Rowe Graham Breckon Annabel Leinster	Dates arranged
Mandatory training up to date for all ILS staff	Use Trust Mandatory training matrix to identify training compliance	Mandatory training compliance quarterly report shows no non compliant staff	June 2011	Eileen Hume	All staff compliant
Information Governance e learning IG Toolkit training for ILS staff	Use e learning IG Toolkit to complete the new mandatory IG training	All staff to have passed IG mandatory training and received a pass certificate	June 2011	Eileen Hume	All staff completed IG training
Team to progress own development	Work as appropriate on distance learning postgraduate qualification in ILM, Maters in ILM, CILIP Chartership	Progress reports on courses	Ongoing	Victoria Kirk Jan Rowe Graham Breckon Beccy Roylance Emma Ramstead	Postgraduate Diploma in ILM awarded to BR Masters in ILM awarded to ER
Team to be alert to other CPD	LIHNN CPD training events,	Attendance, certification and	Ongoing	Whole team	Whole team receive feedback from

opportunities and funding to support development	LIHNN Special Interest Groups meetings and training sessions	evaluation			events attended by other team members
Deanery contract review process	Verification report on ILS section and implement actions	Report to Medical Education manager and Doctors in Training Manager and Director of Medical Education	January 2011	Eileen Hume Karen Griffiths Charmian Wiltshire David Galvani	Review Autumn 2011

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

- Improve patient access
- Improve patient flow
- Foundations

Objective	Action	Measurement]]	Timetable	Trust lead	Status
Review ILS skills map	Up date the ILS team skills map	New skills map produced	Autumn 2011	Site librarians	
Replace PC's/laptops to match continuing demand and fit for purpose	Audit of all PC's and laptops in ILS	Asset register up to date	May 2011	Site librarians WHIS	complete
Replace PC's/laptops to	Prices and specifications	Prices and specification of new	June 2011	Eileen Hume Karen Griffiths	complete

match continuing demand and fit for purpose	obtained from WHIS	IT equipment obtained		Caroline Bridgewater	
Replace PC's/laptops to match continuing demand and fit for purpose	PC's installed and operational	Improved connectivity speeds and user satisfaction	Autumn 2011	Eileen Hume Karen Griffiths Caroline Bridgewater	IT equipment and USB memory sticks ordered from WHIS
Replace PC's/laptops to match continuing demand and fit for purpose	Report to Mersey Deanery from earlier assessment visit report	Report written, received and approved by the Mersey Deanery	Autumn 2011	Eileen Hume Charmian Wiltshire Karen Griffiths David Galvani	In place update will be required when IT equipment is installed and operational
New style multifunction library/ID cards issued	Print out and encode new style library/ID cards	New style cards issued to all new junior doctors	September 2011	Eileen Hume ILS issue desk staff	Procedure written, approval for issue received, encrypted memory sticks ordered
Encrypted memory sticks available for new junior doctors	Issuing of encrypted memory sticks process written and approved	Process implemented and encrypted memory sticks issued to new junior doctors	September 2011	Eileen Hume Issue desk staff Richard Davidson Karen Griffiths David Galvani	Encrypted memory sticks ordered and received and issuing process written and approved
Monitor PC's /laptops that have not been replace as above against user needs	Sample tests of staff and user PC's/laptops		Autumn 2011	Site librarians	
Information about specification against each PC/laptop in the McArdle Library is correct	After new PC's /laptops installed ensure that all the specialist software is loaded onto the	Asset register of all IT equipment in the McArdle Library updated with new asset tag numbers	Autumn 2011	Site librarians	

	new equipment , ensure the existing equipment still have access to the specialist software they previously had	and specialist software available on each item of equipment			

Domain Five: Library/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 evidence based health skills

Trust Goals linked to this domain

- Excellence in quality, safety and patient experience
- Developing excellent staff
- Improving access to hospital treatment and patient flows
- Foundations

Objective	Action	Measurement	Timetable	Trust lead	Status
Active participation in working groups	Education Forum	Minutes, actions	Ongoing	Eileen Hume	In place
Active participation in working groups	HR & OD Workforce Planning main group	Minutes, actions	Ongoing	Eileen Hume Cathy McKeown	In place
Active participation in working groups	HR & OD Excellent Employer project group implementing the HR & OD Workforce Strategy	Minutes, actions	Ongoing	Eileen Hume Cathy McKeown	In place

Active participation in working groups	HR & OD Knowledge and Talent Management project group implementing the HR & OD Workforce Strategy	Minutes, actions	Ongoing	Eileen Hume Cathy McKeown	In place
Active participation in working groups	Intranet Development Group	Minutes, actions	Ongoing	Eileen Hume Jennifer Sutton	In place
Active participation in working groups	R & Support Group	Minutes, actions	Ongoing	Eileen Hume Victoria Kirk Jan Rowe	In place
Active participation in working groups	HR & OD Development Team Leaders Group	Minutes, actions	Ongoing	Eileen Hume Cathy McKeown Paul Smyth	In place
Active participation in working groups	HR & OD Senior Managers Quarterly Review meetings	Minutes, reports and actions	Ongoing	Eileen Hume Cathy McKeown	In place
Active participation in working groups	ILS Senior team meetings	Notes, actions	Ongoing	Eileen Hume Victoria Kirk Jan Rowe	In place
Active participation in working groups	ILS Site Librarians meetings	Notes, actions	Ongoing	Graham Breckon Annabel Leinster Jan Rowe	In place
	Library Assistants briefings	E mail briefing that are also saved on the ILS shared drive	Ongoing	Graham Breckon Annabel Leinster Jan Rowe	In place
Active participation in working groups	Strengthen links with primary care and commissioners	Meetings, actions and web pages, consortia agreement between library	Summer 2011	Eileen Hume Jan Rowe	Initial discussion undertaken, approval of all parties being sought

		services for delivery to the Cluster			
User engagement	Consider ways to engage with users of the ILS		December 11 /January 12	All professional staff	
User engagement	Design a user survey		January 2012	Site librarians	
User engagement	Carry out survey, analyse results		March 2012	Site librarians	
User engagement	Feedback from user through library desk work, e-mails, phone calls	Documented and actioned	Ongoing	Site librarians	Use tools from the MAP toolkit
Strengthen links with the public library to support the literacy agenda	Work with Julie Barkway from Wirral Public Library ensure that there is an active link from the ILS website to the catalogue of Wirral Public Library web page	Web link actioned, meetings and resources available	Ongoing but review November 2011 to keep on track	Eileen Hume Julie Barkway Graham Breckon	In progress
Use knowledge management tools to facilitate user awareness of resources and services	Clear, current website Attendance at Trust Intranet Group meetings	Site hits, users feedback	Ongoing	Eileen Hume Jennifer Sutton (as content administrator) Whole team to check web content information on a regular basis and professional staff to write new content as	In progress, training arranged for Jennifer Sutton to administer content for the ILS webpages

				appropriate for approval by the Gatekeeper (EH) and then uploading after approval by the content administrator (JS)	
	Regular updates and postings on the ILS Blog	User service awareness	Ongoing	All team	Regular posts
	Review LEAF bulletin contents	Revised LEAF Bulletin available for users	Ongoing	Eileen Hume Victoria Kirk Jan Rowe	
Publicise Collection Management Policy	Involvement of users alongside the ILS team	Stock suggestion forms, withdrawal guidance and retention policy	Ongoing	Graham Breckon Annabel Leinster Jan Rowe	Collections Management Policy in the process of being updated, working well with some specialities
	Stock suggestion forms	Clearly accessible	Review in the light of LQAF submission September 2011	All professional librarians	
Select and order resources in according with Collection Management Policy	Review current Stock to maintain a balanced collection of resources	Purchase orders, withdrawal policy	Ongoing	Eileen Hume Graham Breckon	In place
More focussed resource lists	Knowledge Bulletins, regular current awareness for all specialities	Production, feedback monitoring	Ongoing	Victoria Kirk Jan Rowe	Growing range produced, LEAF Bulletins circulated
Develop training programmes to	Timetabled and ad-hoc programmes	Leaflet, publicity and ILS website	Review April 2011	Victoria Kirk Jan Rowe	Courses listed in the Trust Learning

match changing resources and availability					and Development Prospectus on the Trust website
	Booking system for Statistics Mentoring clinic	Bookings	Ongoing	All ILS staff working on the issue counter	In place
	Training offered in "Finding the Evidence	Courses offered and attended	Review autumn 2011	Victoria Kirk Jan Rowe Graham Breckon Annabel Leinster	In L & D Prospectus on the Trust website
	Critical appraisal training	Training advertised	Ongoing	Victoria Kirk	Reduced whilst Victoria Kirk is absent on maternity leave - in the interim period Michelle Madden from Aintree Hospital will undertake this training for WUTH if requested. Advertised on ILS website and in the L & D Prospectus on the Trust website
Develop links with researchers	Attend the R & D Support Group meetings	Attended R & D Support Group meetings and maintain contact with the R & D team	Ongoing	Eileen Hume Victoria Kirk	In place
	Publicise at R & D Research day event		Ongoing	Eileen Hume Victoria Kirk	In place

				Jan Rowe	
	Engagement with PDU groups	Attend and present to PDU groups both with the Trust and the Community	Ongoing	Victoria Kirk Jan Rowe	In place
	Engagement in journal club meetings	Attend and support the various journal clubs that exist within the Trust on request	Ongoing	Victoria Kirk	In place
Review ILS library induction	Look to see if the current ILS Library induction is the most effective way for the induction process	Attendance, feedback	Ongoing	All professional Staff for main ILS induction and Library assistants for initial 5 minute induction for new users of the service	Involvement in junior doctors induction sessions, information in corporate induction pack, virtual induction on the ILS website, distribution of encrypted memory sticks to junior doctors from the McArdle Library
Developing a collection of help guides to support training and general information for users of the ILS	Produce, update and evaluate	List on the website and paper copies available at library issue counters	Ongoing review process in place	All professional staff	In place, evolving range of help sheets available
Implement self issue system for Heritage LMS within the McArdle	Install equipment, test, train staff and evaluate usage and gain feedback from	Ongoing delays with the supplier Intrepid Security installation	Ongoing, regular communication with suppliers, Heritage LMS and the Trust's	Eileen Hume Graham Breckon	

Library	users	hopefully timetabled for Autumn 2011	IT department		
Review journal holdings and journal storage in the light of CIP and space issues	Review all journal titles currently taken by WUTH due for renewal in January 2012. Switch as many as possible to electronic resources to match national availability and provide value for money, monitor levels of activity	Holding list available in print format in both libraries and on the website. Journal holdings on the ILS OPAC and the NW OPAC	Autumn 2011	Eileen Hume Annabel Leinster	
	Audit of stock at both library sites both in storage area and on library shelves	Audit report on holdings and action plan produced	April 2011	Site librarians and Library Assistants	Disposal of older journals (confidential pulping of journals arranged with Hotel Services) stock moved to agreed new location and collections management policy adhered to as per disposal and retention. New holding lists produced for internal use and NW OPAC
Market the ILS services	Strategic Plan, ongoing discussions	Activity statistics	Ongoing	All professional ILS staff	Funding set aside for publicity. Actual implementation delayed until return

					from maternity leave of Victoria Kir and the new vacanc filled
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Domain Six: Knowledge Management

This domain is under development by the SHA Library Leads (SHALL) and as yet there is no published compliance data
 This domain will not be included in compliance score until 2012 submission

Trust Goals linked to this domain

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Objective	Action	Measurement	Timetable	Trust lead	Status