

Integrated Library Service

Annual Report

2010 – 2011

Introduction

This year has been a busy and productive year for the Integrated Library Service (ILS). This report will inform our clients and stakeholders of the activities and successes of the ILS during the past year and outline our objectives for 2011 - 2012

The ILS is currently based over two sites, with the libraries being located at the Arrowe Park and Clatterbridge Hospital sites. The main library, the McArdle Library is based within the Education Centre at the Arrowe Park Hospital site. Whilst the smaller John A. Aitken Library is located at the Wirral Postgraduate Medical Centre on the Clatterbridge Hospital site. Additionally the ILS refers to the ILS web site as the third branch library, the team try to ensure as many facilities are available on the ILS web site as possible http://www.whnt.nhs.uk/hrod/development/library_services/

The ILS operates an integrated model across the health economy of the Wirral Peninsular to support all NHS staff and attached students covering the breadth of acute care, primary care and community care. This encompasses staff from Wirral

University Teaching Hospital NHS Foundation Trust, NHS Wirral, Wirral Community Trust, Clatterbridge Centre for Oncology Foundation Trust as well as St. John's and Claire House Hospices.

The ILS also supports a variety of students and trainee health professionals from a number of different institutions. These include pre-registration nurses from the University of Chester Faculty of Health and Social Care, post registration students following the Work Based Integrative Studies (WBIS) course at the University of Chester, medical undergraduate students from the University of Liverpool and junior doctors undertaking specialist training from the Mersey Deanery.

Library membership fluctuates throughout the year but at the end of March 2011 there were 2916 registered members of the ILS. NHS staff do not have to be registered members of the ILS to access the majority of its services (with the exception of book loans from stock and 24 hour access to the library sites). This means the level of registered members is not always reflective of the number of staff using the library.

The ILS provides a broad range of services which are available free at the point of delivery for NHS staff. These services encompass both the more traditional such as the supply of books, journals and other published literature and the provision of study facilities, through to undertaking complex enquiries and literature searches on behalf of NHS staff and the delivery of user education programmes and current awareness and alerting services.

The ILS was awarded the highest level of Accreditation (Level 3) under the HeLicon scheme. The period of this accreditation was for the period May 2008 – April 2011. A baseline assessment was undertaken under the replacement national Library Quality Assurance Framework (LQAF) system in September 2010. The score for this baseline assessment against the required domains was 89% compliance. The first full assessment under the full requirements of LQAF will be submitted in August 2011.

National and Regional Context

NHS Evidence was launched in April 2009 replacing the National Library for Health (NLH) which had previously been responsible for procuring resources and co-ordinating services nationally. NHS Evidence has a reduced role compared to NLH and so Strategic Health Authorities (SHA's) have had to take more of a lead in co-ordinating collaboration amongst libraries. A Strategic Health Authority Library Lead (SHALL) has been initiated for each area. Collaboration between library services remains a key component of a successful service. The Trust ILS is actively involved regionally in the Library Information Health Network North West (LIHNN) with the North West Health Care Library Unit (HCLU) taking an active role in leadership of library services in the North West. David Stewart, the Director of HCLU is the SHALL lead for the North West

Strategic Context and National and Regional Drivers:

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/Liveconsultationd/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

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

Advancing Quality

<http://www.advancingqualitynw.nhs.uk/index.php>

AQuA – Advancing Quality Alliance

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

Healthier Horizons

<http://www.northwest.nhs.uk/whatwedo/improvinghealth/healthierhorizons/>

North West Health Care Libraries Unit – HCLU Strategy

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

Making Educational Governance a reality in the NW

<http://www.healthcareworkforce.nhs.uk/educationgovernancenw/>

The Integrated Library Service provides the following facilities for users

Support

- Clinical: Evidence –based resources to support clinical decision making
- Corporate: Filtered, timely information to support business and management decision making
- Research Access to advice and tools to support research and audit
- Lifelong learning: Information literacy pathway to support continuing professional development
- Recreation: “Read and Relax” collection for wider reading which does not relate to study of healthcare and management topics.
- Copyright support available

Services

- Support and expertise from the team of professionally qualified librarians/information specialists
- Borrowing, renewing and reserving services
- Clinical Librarian service: bringing research evidence to clinical and business decision making
- Outreach Library service: providing a point of contact to staff based off site
- Literature Searching service
- Inter-Library-Loan service – if the ILS does not have the resource the user wants then the item can usually be obtained for loan or viewing from another library
- LEAF (latest Electronic Information At Your Fingertips): keeps users up to date with the latest evidence

Resources

- Online catalogue to search, renew and reserve items from the extensive book and journal collection (available from all NHS networked computers)
- Electronic resources including electronic journals, electronic books, health databases (e.g. Medline, Cochrane Library)
- Information literacy and skills training to develop personal expertise
- Computer dedicated to PCIS and PACs (hospital information systems) at the McArdle Library
- Access to the MAXIMs patient information system (CCO) at the John A. Aitken Library
- IT facilities including computers, internet access, self service colour printing, scanner and a range of specialist software

- Photocopying and faxing facilities
- Stationery items for sale
- NHS Athens support and administration (for access to electronic resources)
- Library Helpsheets covering a range of topics
 - Creating and using your NHS Athens account
 - Obtaining the full text of journal articles
 - Searching health databases (e.g. Medline, CINAHL)
 - Searching NHS Evidence
 - Keeping up to date with journal contents
 - Interpreting references
 - Map of Medicine
 - Resources for Critical Appraisal
 - And many more

ILS Clinical and Managerial Support Model

<p>Evidence for planning and policy development:</p> <ul style="list-style-type: none"> • Evidence for service specifications • Case studies • Other organisations' policies <p>e.g.</p> <ul style="list-style-type: none"> • Information for Trust Board • Demand management • Corporate intelligence 	<p>Systematic evidence summaries:</p> <p>Key evidence on current priorities for the Trust:</p> <ul style="list-style-type: none"> • NICE • Pathways • DoH • QIPP case studies • Research • Toolkits • Cost cases 	<p>Capturing resources for clinical decision making:</p> <ul style="list-style-type: none"> • Key documents and resources • Web-based • National • Local • NICE • Kings Fund • Audit
<p>Evidence retrieval skills support</p> <ul style="list-style-type: none"> • Literature searches to support business case development • Delivering QIPP • Planned care • Unplanned care • Critical appraisal • Skills transfer 	<p>Horizon scanning:</p> <p>Monitoring examples of best practice in the UK</p> <ul style="list-style-type: none"> • QIPP case studies • Ad hoc alerts • News feeds • Public health • Clinical policies 	<p>Resources management</p> <ul style="list-style-type: none"> • Evidence for best practice • Athens administration • Document supply • Electronic journals • Grey literature • Evidence hierarchy

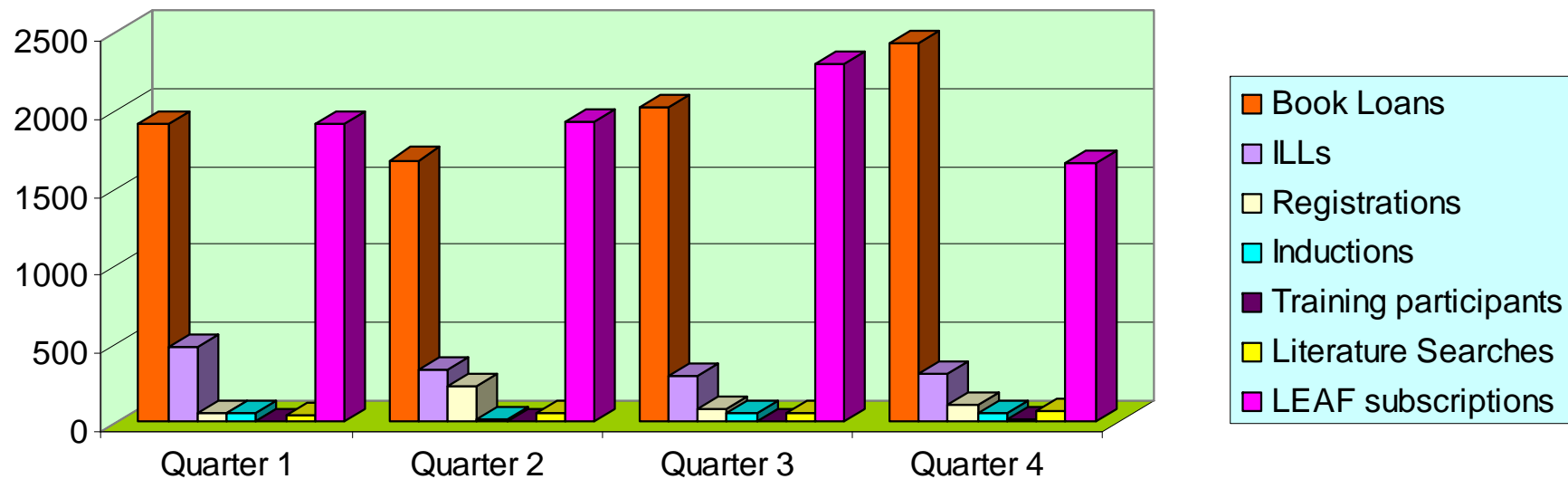
ILS Transactional activity for 2010 – 2011

In 2010 – 2011 the ILS

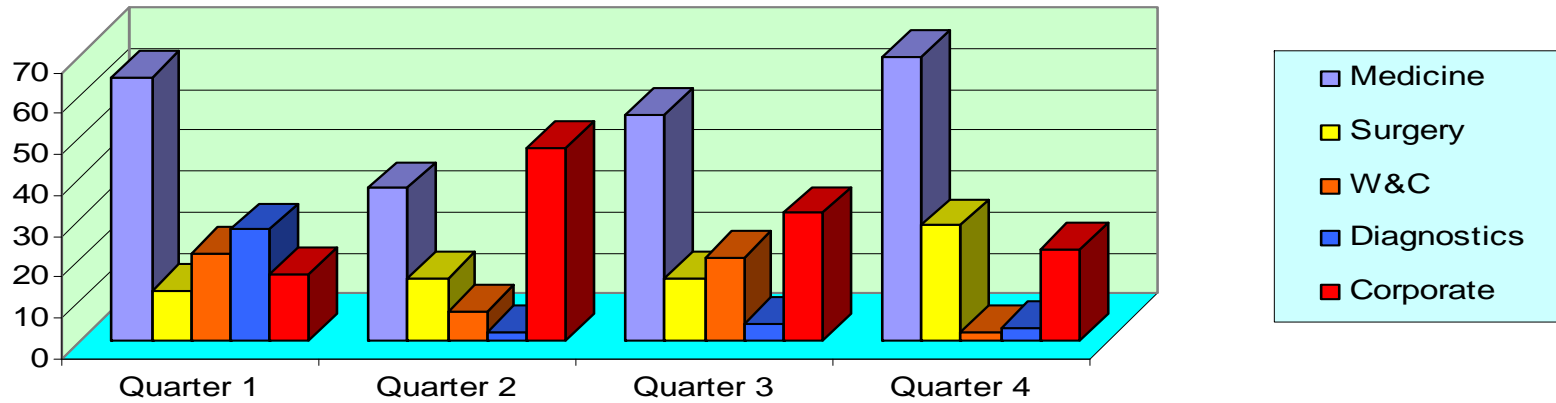
- **Issues 8,020 books** (6,165 from the McArdle Library Arrowe Park site and 1,855 from the John A. Aitken Library, Clatterbridge Hospital site)
- **Sources and supplied 1,337 Inter Library loans** (999 from the McArdle Library Arrowe Park site and 338 from the John A. Aitken site, Clatterbridge)
- **472 new members were registered with the ILS** (384 from the McArdle Library, Arrowe Park and 88 from the John A. Aitken Library, Clatterbridge)
- **43 training sessions were conducted** (all from the McArdle Library site)
- **244 literature searches were conducted** (all from the McArdle Library Arrowe Park site)
- **583 LEAF (Latest Electronic information At your Fingertips – Evidence Alerts)** (all from the McArdle Library, Arrowe Park site)

WUTH																
WUTH Divisions	John A. Aitken Library								McArdle Library							
	Book Loans	Inter-library Loans	New Members	Inductions	Training Sessions	Literature Searches	LEAF Subscribers	Total	Book Loans	Inter-library Loans	New Members	Inductions	Training Sessions	Literature Searches	LEAF Subscribers	Total
Corporate Services	103	11	2	0	0	0	0	116	596	69	19	7	1	8	88	788
Diagnostics	22	9	5	0	0	0	0	36	180	62	20	7	7	11	14	301
Medicine	205	17	2	1	0	0	0	225	1864	158	100	32	3	63	167	2387
Surgery & Anaesthesia	48	12	6	4	0	0	0	70	1036	365	75	30	0	75	43	1624
Womens & Children	42	9	0	0	0	0	0	51	446	49	47	9	0	12	49	612
WUTH TOTALS	420	58	15	5	0	0	0	498	4122	703	261	85	11	169	361	5712
OTHER ORGANISATIONS																
CCO	1124	142	46	34	0	0	0	1346	169	24	2	0	0	43	56	294
Edge Hill University	0	0	0	0	0	0	0	0	5	0	2	0	0	0	0	7
Liverpool John Moores University	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Manchester Metropolitan University	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
NHS Wirral	104	19	8	3	0	0	0	134	407	59	21	14	11	32	166	710
University of Chester	9	0	0	0	0	0	0	9	88	0	16	11	0	0	0	115
University of Liverpool	142	0	19	1	0	0	0	162	1221	6	81	76	21	0	0	1405
University of Manchester	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Other NHS Libraries	56	119	0	0	0	0	0	175	151	207	0	0	0	0	0	358
'OTHER' TOTALS	1435	280	73	38	0	0	0	1826	2043	296	123	101	32	75	222	2892
GRAND TOTALS	1855	338	88	43	0	0	0	2324	6165	999	384	186	43	244	583	8604

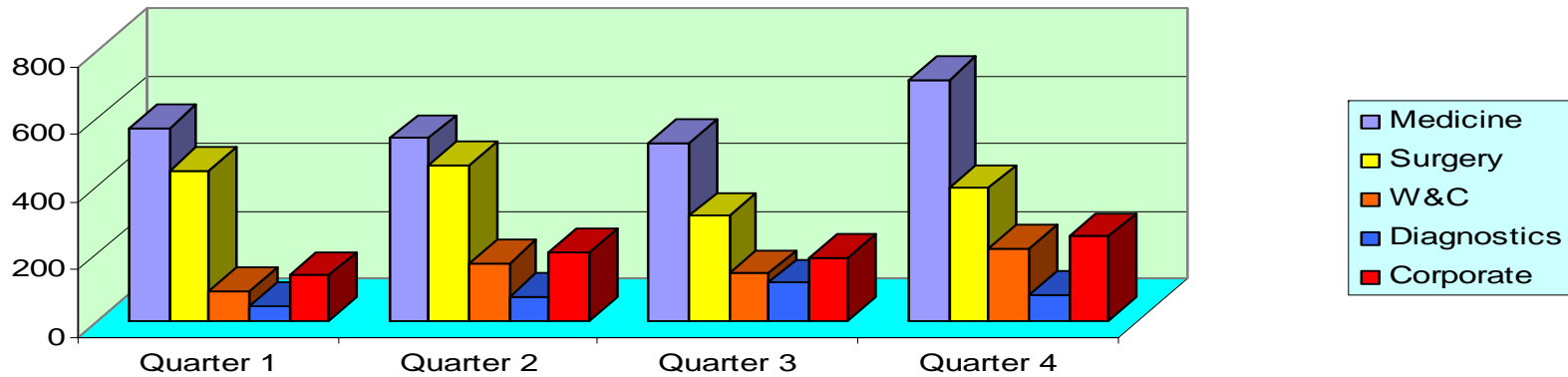
Quarter 4 Activity: Book Loans, Inter-library Loans, Registrations, Inductions, Training Participants, Literature Searches, LEAF Bulletin Subscriptions

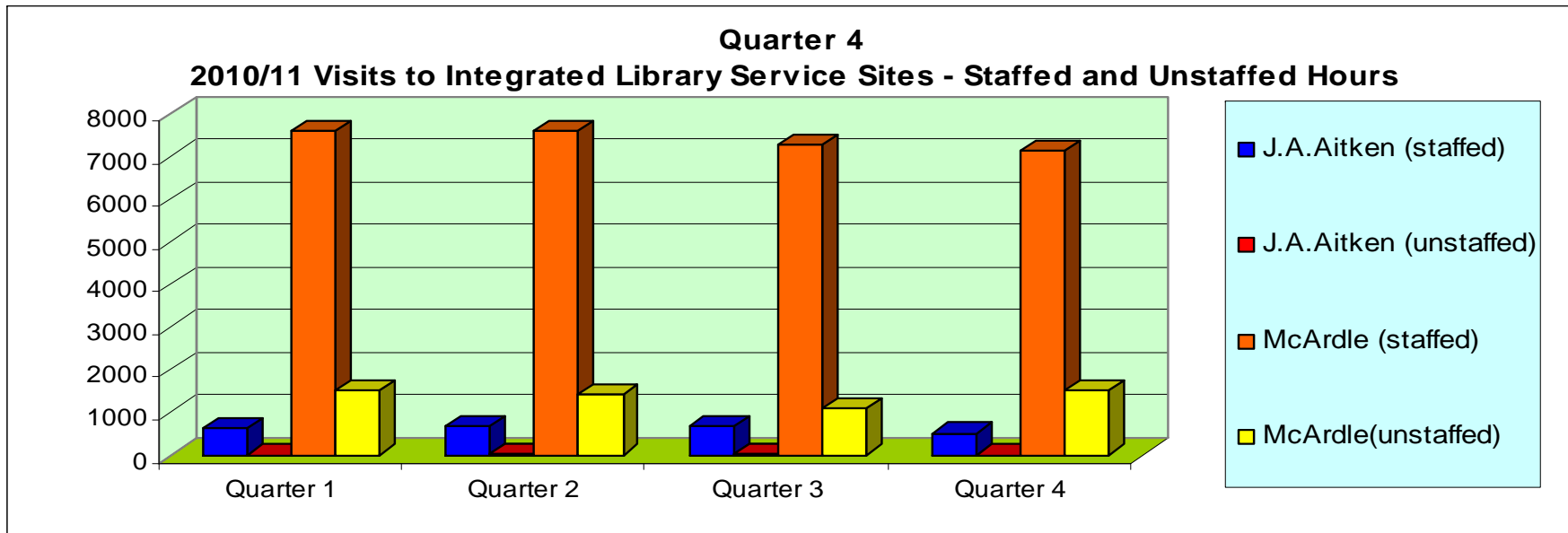


WUTH Operational Activity by Division Qtr 4 2010/11 at J. A. Aitken Library



WUTH Operational Activity by Division Qtr 4 2010/11 at McArdle Library





Notable achievements during 2010 - 2011

Quarter 1

- Evidence Supported Ward Round Project to provide quality Evidence at the point of care in the Intensive Care Unit (ITU) progressed with excellent results
- An action plan was developed for the Clinical Librarian service. A bundle of services offered to teams/departments was identified. A mapping exercise was planned to target existing and potential users in order to market the service systematically and equitably. This would involve teams directly involved with service improvement or clinical governance. The plan is to align the ILS services with the needs of the teams within the Trust and contribute to organisational objectives The Clinical Librarian service expanded the support to more journal clubs including Anaesthetics, Paediatrics, Physiotherapists/Occupational Therapists and Radiographers from CCO.
- An Introduction to Literature Searching training session was delivered to FY1 doctors as part of their educational programme
- The clinical librarians attended Critical appraisal training to enable them to support clinicians in assessing the validity of research evidence
- Maps manager and Employee Online was added to all the PC's/laptops in the McArdle Library in response to a request from the ward managers to enable them to work on their e-rostering uninterrupted. Additionally flexibank staff can enter their working shifts on Employee Online to show their availability for work but additionally to facilitate efficient payment.
- Collaborative work with Wirral Public Libraries was continued to support the increasing literacy levels project work within the ILS
- The Head of Trust ILS attended the following event, a two day free seminar organised by Yorkshire and Humberside SHA. The theme being "Libraries and the Ever Changing Jigsaw"
- ILS staffed help out and promoted the ILS at Learning at Work Days both within the Trust and at CCO
- Work is being undertaken to revise and update all the ILS policies and strategies prior to the first baseline submission for the national Library Quality Assurance framework (LQAF) in September 2010
- The ILS appointed two new members of staff within quarter 1
 - Jennifer Sutton as a Library Assistant
 - Gwyneth Pearson as a Clinical Librarian
- A successful bid was made to the North West Health Care Library Unit (HCLU) for Library Development Funding. £6,000 was awarded for items for the ILS

- Funding was received for 4 members of ILS staff to attend the nation Health Libraries Group Conference held in Salford in July
- A poster was presented by the Clinical Librarian and the Head of ILS at this conference on work they had completed with the Staff and Associate Specialist (SAS) grade doctors
- The Clinical Librarian also presented posters and oral presentations at two conferences on the SAS project work undertaken
- Four professional members of staff have started their training to become Chartered members of CILIP (Chartered Institute of Library and Information Professionals)
- The Head of Trust ILS attended a two day national costing of NHS Library services training session. The intention is in the future to initiate a national costing scheme for use by all NHS Library services

Quarter 2

- The LQAF baseline assessment was submitted to HCLU for evaluation at the end of September 2010
- The Outreach Librarian developed links with 5 NHS Wirral Practice Development Unit (PDU) Groups and delivered presentations and conducted the resultant literature searches from the group members
- The Clinical Librarian met with the Medicines Information team and discussed future collaborative work with the department
- The Clinical Librarian presented a poster and oral presentation at the AMEE 2010 (Association for Medical Education in Europe) conference. The poster was about the collaborative work undertaken supporting the SAS doctors in the Trust. Out of 600 poster presented at the conference theirs was short listed into the top ten for the Medical Teacher Poster Prize
- The Clinical Librarian has supported work with staff in the Accident and Emergency department in research undertaken on out of hospital cardiac arrest
- Other work of the ILS team has been ongoing

Quarter 3

- The national LQAF return was submitted at the end of September
- Ongoing discussion are being held to finalise the Service Level Agreements for Library Services to Clatterbridge Centre for Oncology (CCO) and the University of Chester (UoC), Faculty of Health and Social Care
- Work and planning meetings continue for library services to support the Staff and Associate Specialist grade doctors
- ILS staff held a mini kick start day to look at the delivery model for library services to CCO

- A librarian attended the LIHNN e-Resources study day in order to inform the service of different models of delivery for electronic resources
- A librarian also attended the LIHNN Inter Library Loan and Document Supply regional meeting to maximise efficiencies in this service offered to users
- Literature searches continued to be received in large numbers as well as assisted searches for staff by the team
- The Clinical Librarian attended the National Costings training for Costing NHS Library Services. This ensures that there are two members, the Head of ILS and the Clinical Librarian that are able to use the costing tools framework for costing elements of an NHS library service. This tool is a requirement for submission as evidence as part of the LQWAF return
- On a happy note two members of staff got married in October. Annabel Clark is now Annabel Leinster and Gwyneth Pearson is now Gwyneth Marshman

Quarter 4

- Meetings have begun to take place to investigate the feasibility of offering a shared/collaborative service for HR & OD back office functions between the Wirral University Teaching Hospital NHS Foundation Trust and the Countess of Chester NHS Foundation Trust. This discussion is for Learning and Development which includes the ILS. Other meetings are underway for other sections of HR & OD. A small project team with senior managers from both organisations have met and are discussing the feasibility of this.
- The ILS is proving professional cover for three days per week at the Countess of Chester Hospital library. This is in the spirit of co-operation/collaboration in the light of the discussions mentioned above. The Library manager at the Countess of Chester Hospital library has taken six months special leave for personal reasons
- The head of the ILS attended a feedback session from the recent Deanery Assessment visit. Plans need to be drawn up by the ILS to address issues raised as a result of this assessment visit. This involves the speed of connectivity to the internet and software on the IT equipment within the McArdle library and the Trust generally. The Head of ILS is working with the Postgraduate team and Wirral Health Informatics to resolve these problems. An action plan is to be presented to the Deanery later in the quarter
- The ILS is working collaboratively with Wirral Public Library Service to support the literacy agenda particularly in relation to the 6 Book Challenge and the Quick Reads initiative. Wirral Public Libraries are to loan the ILS a selection of this fiction material for loan and in return the ILS will signpost users to the public library system for further resources
- The ILS have supported other departments in the Trust during this quarter answering copyright queries and making available the IT Suite to enable compliance against staff completing the e-learning information governance toolkit mandatory training

- The Head of the ILS and the Principle Organisation Development Manager (PODM) Development held a feedback session for ILS and Leadership and Development staff from WUTH and the CoCH to have input into the feasibility of collaborating/sharing these services in the future.
- A project report was completed on the pilot project of “Evidence Supported Ward Round “ in ITU
- The Clinical Librarian met with teams in the renal unit and respiratory medicine to see how the ILS could support their work
- The head of the ILS met with Dr. King to investigate supporting a model ward with the presence of a clinical librarian on a ward round
- Meeting took place to plan the maternity leave of the Clinical librarian later on in the year
- Literature search requests are rising and the team continues to deliver high quality search results on time
- Work is progressing with the workshops led by the clinical librarian to up-skill the band 5 librarians to enable them to undertake literature searches. These are proving successful and are being used as a benchmark for other services
- Planning continued for the maternity leave of the clinical librarian as well as the return from maternity leave and second period of maternity leave of one of the library assistants
- The second Clinical librarian resigned in March and left the Trust in May

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 to exploit the functionality of Heritage	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 Informatic 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. These Evidence Alerts will continue to be appropriate to the topics requested and of high quality information
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	Head of Trust ILS, POD Development	Autumn 2011	A cost effective library service is provided to Clatterbridge, Centre for Oncology within a Service Level Agreement

ensure best value for money			
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Conclusion

The ILS has been continually developed over the past year, to ensure that we maintain quality and services for the benefit of library users and the support of best patient care. This year we have exploited opportunities to take our services closer to our users, through outreach services and increase ease of access to electronic resources. Our achievements and the quality of the services that we provide are things that the whole team can be justly proud of. These could not have been achieved without the dedication and hard work of the ILS staff.

In all it has been a busy and very successful year for the ILS team. Professionally there has been engagement in regional and national initiatives. Four members of staff have started on the process of becoming Chartered members of CILIP thus increasing their own continued professional development but also gaining a wider view of context of library work generally. The ILS has supported the Trust both in many facets of clinical decision making but also in the business planning process of the organisation.

The forthcoming year will bring increased financial pressures which will require substantial changes to the way in which we deliver services in order to meet our financial targets. We will continue to develop our services to ensure they comply with quality standards outlined in the LQAF. Further work will focus on the mode of delivery to the John A. Aitken library and the potential of a shared or collaborative library service with the Countess of Chester Hospital library service. There will additionally be a focus on the introduction of technologies to enhance services.

The ILS team will approach these many challenges with enthusiasm and professionalism, whilst continuing to maintain the high standards that our users know and expect.