

Introduction

This document seeks to provide a strategic framework for the delivery and development of Library and Knowledge Services (LKS) at East Kent Hospitals University NHS Foundation Trust (EKHUFT) for the next three years. It presents the aims and values of the service and takes account of the strategic direction of the Trust, the wider health economy of the Kent & Medway Sustainability and Transformation Partnership (STP) and the Knowledge for Healthcare agenda. Whatever the outcome of this consultation, we will continue to provide high quality, evidence-based knowledge services delivered flexibly to meet the needs of an increasingly wide range of potential users whilst championing the importance of knowledge in delivering excellence in healthcare.

Background / Current Picture

Services and Resources

Staff

The library service is currently jointly managed by two professionally qualified and chartered librarians (2.0 WTE) both based at the Kent & Canterbury Hospital but who operate regularly across the three sites. Two professionally qualified and chartered librarians (2.0 WTE), operate a Clinical Library Service at WHH and QEQM. The day to day operations of the site libraries are supervised by three Senior Library Assistants (2.80 WTE) and four Library Assistants (3.40 WTE) who provide a frontline service for all loan and information enquiries.

Book Stock

The library has approximately 25,000 books in stock covering all aspects of working in healthcare. Users can borrow up to 10 items at a time. Users have access to the collections of all the Kent Surrey & Sussex (KSS) regional libraries via the shared catalogue. Users have access to a variety of e-resources including a collection of locally purchased e-books such as the Wiley Foundation Doctor & Leadership Management Collections (93 titles), OVID Lippincott Williams & Wilkins Joanna Briggs Institute Book Collection plus 1,000+ e-books in Clinical Key which is a subscription service.

Journals

All but six of our current Journal titles are supplied in electronic format and purchased appropriate to the needs of our various user groups. A large collection of journal titles form the print archives but this has been rigorously weeded during 2018/2019 to reflect usage and the availability of free to access electronic archives. Usage of the journal stock is monitored and input from users is sought prior to the placing of annual subscription orders. Users have access to 600+ full text titles in Clinical Key, 1,200 titles as part of a subscription to CINALH Complete, 11 as part of a regional purchasing collaborative and 2,000 plus via the NICE Evidence national resources website.

Catalogue

The Library is part of and has access to the catalogue via South East Library Search (SELS). Details of holdings are available to all NHS staff in the region. Users can also put holds on books; renew loans; request books and articles from other libraries and request literature searches.

Website

Information regarding the library's holdings and services has been added to the LKS website which can be accessed via Trust intranets and externally. This links out to various cooperative catalogues,

our subscription electronic resources and all the NHS e-resources. There are also links to external sites which would be useful to healthcare staff as well as other helpful information and links. The website is seen as the focus of marketing activity with our monthly Newsletter supplementing this by focussing on key resources and activity.

Resources via NHS Athens

Staff have access, via Athens, to a wide range of electronic resources purchased, locally, regionally and nationally. Library Assistants administer Athens accounts for EKHUFT, and GPs, practice staff and CCG staff in East Kent. For EKHUFT the library has purchased resources appropriate for medical education such as eBooks and point of care resources for evidence-based patient care such as, BMJ Best Practice, DynaMed and Clinical Key. Some resources such as the Royal Marsden manual, Clinical Key and BMJ Best Practice are also directly accessible via EKHUFT Intranet. The LKS covers a large geographical area so the library purchased a range of eBooks and is focussing on e-access resources to allow easier access to content.

Interlending

The library is a member of various collaborative schemes both regional and national including the British Library to acquire requested material not in our stock. Users have access to the stock of all the libraries in the KSS via the regional catalogue.

Computers

The library provides access to four networked computers in a bookable training room and to 40 networked computers across the three site libraries. These can give access to all Trust systems for EKHUFT staff and access to Microsoft Office products and the Internet for all other library users via a visitor log-in.

Study Space and Facilities

Each of the libraries provides quiet study space for individual library users. Currently there is no dedicated collaborative/group study area but part of the Library on the Kent & Canterbury site can be used for this purpose. Each library has a multiple functional device which prints, scans and photocopies, allowing for easy access to materials which cannot be taken out of the library. Printing is charged to EKHUFT staff's directorates and visitors pay per sheet for their printing.

The libraries are currently staffed Monday to Friday 09.00-17.00 and access outside staffed hours and at weekends is available with a 24-hour Access Keyfob (and Staff Card at WHH). Currently, books can only be borrowed during staffed hours.

Clinical Librarian Service

A Clinical Librarian Service operates predominantly on the two main acute sites, Queen Elizabeth the Queen Mother (QEQM) and the William Harvey Hospitals (WHH). The two professionally qualified and chartered librarians (2.0 WTE) work closely with several clinical teams, contributing to both the educational and patient-related issues raised at weekly team meetings. Changes to patient care across the Trust have been supported by information provided by literature searches. The clinical librarians also contribute to training in critical appraisal; information literacy; statistics and support journal clubs.

Archive / Historical Collection

The library currently holds a range of historic material relating to the history of the Trust's hospitals and healthcare in East Kent, some dating back to the late 18th Century, but mostly from the early-mid 20th century. This growing collection includes books, documents, photographs, architectural drawings and annual reports from various hospitals, as well as a selection of artefacts such as equipment, medical instruments, badges and trophies. By safeguarding, cataloguing and displaying much of this material, we aim to make it better known and accessible, illustrating the historical context that informs what we do today. Staff, patients and the wider community enjoy the opportunity to reminisce, or simply see how healthcare has developed over time, and the material is used in regular exhibitions and events such as Nurse reunions, the Trust AGM and staff conferences.

Finance

EKHUFT Library and Knowledge Services receive funding to provide for knowledge and Information services for all healthcare staff and students.

Quality

In 2017, EKHUFT LKS demonstrated 100% compliance with the standards contained within the Library Quality Assurance Framework (LQAF), placing it amongst the best library services (NHS-funded) in the South of England. Library staff participate in regular ward rounds, MDT meetings (multi-disciplinary teams), departmental clinical and education meetings and have a presence at various stakeholder events such as the EKHUFT annual general meeting.

We are also actively involved in the education governance process, attending Local Faculty Group and Local Academic Board meetings. This ensures that the curriculum is being delivered and takes responsibility for the educational experience for foundation doctors at our Trust.

- Journal Club facilitation
- Reflective writing
- Career support teaching for junior doctors and medical students
- Supporting Trust conferences, Nurses' League reunions and Trust Annual General Meetings

Users

Potential users of library services work in geographically distributed locations, are highly mobile and increasingly busy. We know that our library spaces are valued by many, but for others it is difficult, if not impossible, to visit a physical library. We make every effort through promotional and marketing activities to ensure as many potential users as possible are aware of the library service, especially the digital resources available to those who are unable to visit. We have a large and diverse workforce, and need to ensure that all are aware of the library services and resources available to them.

Although the LKS is based in an acute hospital Trust, our potential users also come from a range of other organisations within the wider health economy and beyond.

Membership is available to staff and students within the following Trusts and organisations:

- East Kent Hospitals University NHS Foundation Trust (EKHUFT)
- Nursing, medical and other students while on placement at EKHUFT
- Kent and Medway NHS and Social Care Partnership Trust (KMPT)
- Kent Community Health NHS Trust (KCHT)
- Clinical Commissioning Group staff (CCG)
- East Kent GPs and their staff
- South East Coast Ambulance Service (SECAMB)
- Children and Young People's Mental Health Service (CYPMHS) staff employed by North East London NHS Foundation Trust (NELFT) but working in Kent

- Pilgrims Hospices

Strategic Context / Drivers

Knowledge for Healthcare Framework

“NHS bodies, their staff, learners, patients, and the public use the right knowledge and evidence, at the right time, in the right place, enabling high quality decision-making, learning, research and innovation to achieve excellent healthcare and health improvement (HEE LKS, 2014)”.

This strategy is informed by the Knowledge for Healthcare Framework One of the guiding principles and values of this framework, based on what NHS staff and learners said was important to them, is digital by default. Wherever possible our services will be digital by default to enable access anytime and anywhere and we aspire to delivery to mobile devices as standard practice.

5 Year Forward View

The Five Year Forward View expects that the NHS “will take steps to ensure that we build the capacity of all citizens to access information, and train our staff so that they are able to support those who are unable or unwilling to use new technologies” (NHS England, 2014). Library services are in an excellent position to ensure that healthcare staff have the right skills to enable patients to have access to information. They work behind the scenes to ensure websites and apps are fit for purpose, or working directly with NHS staff to help interpret information for the benefit of our patients.

Clinical Strategy and STP

In November 2017, health commissioners agreed that two potential options for urgent, emergency and acute medical care, and six potential options for planned inpatient orthopaedic care, should be assessed further, to see which should go forward to public consultation.

One option would see specialist services spread across two main sites (QEQM and WHH) with the third (K&CH) offering predominantly outpatient activity. A second option would involve the building of a new hospital on the Canterbury site and 24/7 GP-led Urgent Treatment Centres at both the William Harvey and QEQM hospitals, with services including diagnostics, day surgery, outpatient services and rehabilitation. However, the options are not expected to go out for formal public consultation until 2020 which further delays both the decision-making process and its implementation.

Whichever option is selected will need to meet the needs of the population in Kent & Medway as set out in the The Sustainability and Transformation Plan, the current version of which can be viewed on the STP website <https://kentandmedway.nhs.uk>

Kent and Medway Medical School (KMMS)

On 20th March 2018, the Government and HEE announced that the joint bid by the Canterbury Christ Church University and University of Kent and Canterbury for funded places to establish a medical school had been successful.

This will see the establishment of Kent’s first medical school offering, via Canterbury Christ church University and the University of Kent and local healthcare providers, a collaborative, multi-professional approach to patient-centred medical education. It is anticipated that the founding of a medical school in the county will also assist in the recruitment and retention of doctors in the region. A new medical school will also attract research expertise into the local health economy.

Preparing the healthcare workforce to deliver the digital future. An independent report on behalf of the Secretary of State for Health and Social Care. (The Topol Report)

This review was set up to advise the UK government on how technology and developments in other areas such as genomic, robotics and digital medicine, might change the roles and function of clinical staff across the NHS. These changes will have implications on the skills needed to deliver patient care in these new areas. This in turn, will impact on the education, training and development needs of staff currently working in the NHS and those considering a future career in healthcare.

The Topol report, published in February 2019, explores how to prepare the healthcare workforce, through education and training, to deliver the digital future. Library services have a rich history of embracing technological innovation and EKHUFT LKS is committed to supporting the Trust to deliver against the report's recommendations.

Challenges

Uncertainty around Clinical Strategy & STP

The Library service's ability to plan for the future is significantly affected by the continuing delays in the decision-making process around the location of clinical services in East Kent. The two potential options for urgent, emergency and acute medical care and planned inpatient orthopaedic care have yet to go forward to public consultation. Either option will also include plans for an East Kent Integrated Care Partnership bringing together all the different health and care organisations within a given area so they work as one.

Our emphasis on planning for a "digital by default" future for the service will to some extent mitigate the consequences of this uncertainty but for the foreseeable future there will need to be some physical element to the library services. This means that until a decision on the clinical strategy is made it is difficult for the service to make any significant investment in the infrastructure of any of the three libraries and also has an impact on recruitment and retention of staff.

Multisite organization and geographically dispersed users

EKHUFT has five sites, with libraries on the three acute sites. Most Trust staff live away from the main sites and many work outside of the Libraries staffed hours (9.00-17.00). This can make it difficult for them to access the resources. The Library service also serves healthcare staff in the community, ambulance services and a number of other NHS organisations working in locations geographically distant from the three site libraries across a large area of East Kent. We find it hard to market to them and they find it hard to get to us. Our aim to offer a "digital by default" service will go some way to meet this challenge but it will not by itself offer advice in person which can be accessed by staff able to visit our Libraries.

Increasing Cost of Resources

The library service, like many other areas in the NHS, faces budgetary constraints and the need to do more with less. Annual subscriptions to some of our key electronic resources are increasing beyond the rate of inflation. The exchange rate issues following the Brexit referendum result have also significantly increased the cost of some resources purchased in US Dollars, such as UpToDate, with the library being unable to fund the full range of resources as previously. The need to switch to mobile device compatible versions is driven by user expectations and "digital by default" and this also has a cost implication for the service.

A Diverse and Changing Workforce

Our many users are a diverse mix in terms of age, educational background, information needs and learning styles. There are those who expect to be able to do most of their learning via their phone, laptop or tablet, whilst others may find this difficult for example older nursing staff working through the revalidation process or ancillary staff for whom English may not be their first language. This means that though we aim for “digital by default”, we may not be able to wholly move away from a significant investment in print resources. Supporting staff with digital literacy issues will pose a continuing challenge for the LKS.

Library Staffing

Providing a library staff competent and capable of meeting all of these challenges can present a challenge in itself. Being able to advise and help staff in accessing information and enhance their learning in the face of advances in technology is a major challenge for the service. We need to consider how we ‘harvest’ the knowledge of those experienced staff who may be considering retirement or career development opportunities outside of the LKS, as well as identifying and developing potential future team leaders or senior managers.

Vision

EKHUFT vision

‘Great healthcare from great people.’

EKHUFT Strategic Objectives

Getting to good

Improve quality, safety and experience, resulting in Good and then Outstanding care.

Higher standards for patients

Improve the quality and experience of the care we offer, so patients are treated in a timely way and access the best care at all times.

A great place to work

Making the Trust a Great Place to Work for our current and future staff.

Delivering for our future

Transforming the ways that we provide services across east Kent, enabling the whole system to offer excellent integrated services.

Right skills, right time, right place

Developing teams with the right skills to provide care at the right time, in the right place and achieve the best outcomes for patients.

Healthy finances

Having Healthy Finances by providing better, more effective patient care that makes resources go further.

Objectives

Ensuring that our service is based on evidence from research, innovation and good practice and delivered by staff with the right skills.

How will we achieve this?

Linking the following to the strategy, service improvement & development:

Partnership working with

- Research & innovation
- Medical Education
- Other libraries across London & KSS
- Opportunities arising from KMMS
- Upskilling of staff with MS Office products

Reflection on learning from

- CPD activities
- Study days
- In-house training
- External training

Dashboards

- How to use evidence and resources to improve service

Junior doctor inductions

- Measure process & time taken
- Review the induction to see how we can improve for next year
- Engage trainees – obtain feedback

Library users' surveys

- Need to demonstrate what changes have been made as a result of the survey

Training evaluation forms

- Distributed and produced through KnowledgeShare

Enabling our workforce to access Library & Knowledge Services that meet the Trust's organisational priorities within the framework of Knowledge for Healthcare

How will we achieve this?

Increase digital access to resources where possible ('Digital by Default')

- Access via mobile devices
- Encourage wider provision of PCs outside the libraries
- Increased investment in digital resources

Well curated LKS across the Trust

- Current and appropriately stocked libraries
- Stock and subscriptions are regularly reviewed

Raise awareness of resources within hard to reach groups

- journal clubs, 1-2-1 and small group sessions to support users' access to library resources
- targeted marketing to specific groups

Aspire to self-service issuing of books

- Explore self-service issue systems
- Discuss implementation with other library services for advice
- Confirm required updates to security systems

Support the health and wellbeing of Trust staff

Support our patients and the public find, evaluate and access the best quality information to help them manage their health

To increase the effective discovery and mobilisation of evidence and organizational knowledge in support of the evidence needs of the workforce

Development of the Clinical Outreach role

Client focused information presentation for example synthesizing of information

Engage with departments and organisations to identify their evidence needs and priorities

How will we achieve this?

Increase our outreach services

- Continue to investigate models of clinical librarianship
- Ensure that we are visible outside of the library
- Pop-up libraries and mobile hubs

Strive to ensure decisions are based on evidence and that staff have the opportunity to utilise our synthesised literature search service

Knowledge Management

- Explore new ways to ensure organisational knowledge is captured, managed and shared
- Ensure all staff have the opportunity to receive tailored evidence bulletins
- Capture and share the impact we have on our organisation

Marketing and promotion

Our marketing strategy informs a programme of annual promotional activities to ensure we engage with all our current and potential users. This will be through a variety of promotional activities where we highlight our electronic information sources and maintain an information portal through our website and social media to facilitate the virtual learning environment 24/7.

This will include:

- Raising awareness and improving uptake of online services to users in remote locations.
- Ensuring inclusion of promotion of the service to all stakeholders.
- Promoting library and information literacy training in a range of formats.
- Engage with current trends in social media and smart technology

How will we achieve this?

- Embedding key staff into clinical and corporate practice settings and meetings.
- Promoting key Library and e-learning messages throughout the Trust.
- Attendance at the Hubs, study days and inductions

Improving quality and demonstrating impact

e-learning to support new users

Quality Improvement Outcomes for NHS Library & Knowledge Services (formerly LQAF standards)

How will we achieve this?

Engage with stakeholders through user survey, LFGs, stakeholders committee, to provide what they need

Explore opportunities for LKS and our users through partnership working

LKS to work across organisational, sectoral, professional and disciplinary boundaries to ensure effective use of resources and delivery of services. Where appropriate to contribute to the provision of information to patients.

How will we achieve this?

- Implementation of this document is linked to objectives concerning workforce learning
- Work in partnership to support students on placement
- Participate in national, regional and sector-wide planning to facilitate effective use of resources
- Work with others to facilitate inter-library document delivery
- Work with internal and external agencies and organisations to support as appropriate the information needs of patients and carers