Knowledge & Library Service

Royal Surrey
NHS Foundation Trust

Strategy
2024-2029

"Having proactive healthcare knowledge and library services is vital to improve education, lifelong learning, research, the spread and adoption of innovation and evidence-based practice.

These resources supply the evidence base to the NHS workforce to make decisions on treatment options, patient care and safety, service delivery and policy."

Care Quality Commission, 2024

Approved by Education Steering Group April 2024

Purpose of this document

The following strategy provides a framework for the development of Knowledge and Library Services at the Royal Surrey NHS Foundation Trust and is a refresh and update of our previous 2018-2023 document. It will outline the context in which we operate and highlight where we are now, where we want to be and how we intend to get there.

This strategy seeks to ensure that the services provided are both user-focused and cost-effective, and that the contribution and impact of these services is visible and demonstrable and in alignment with the primary goals of the organisations that we serve.

Who we are and what we do

The Royal Surrey Knowledge & Library Service provides multidisciplinary knowledge and library services for all staff, plus those undertaking apprenticeships and students on clinical placement working in the following organisations:

- Royal Surrey NHS Foundation Trust
- Surrey & Borders Partnership NHS Foundation Trust
- Surrey Heartlands ICS
- GPs working in the Guildford area

We receive funding to provide Library services and resources to support medical students from the University of Southampton, St George's Medical school and others. A reference service for members of the public and patients is also available.

Key facts:

We have

- 2400+ registered members, 1000+ receiving regular evidence update emails via KnowledgeShare
- 11,500+ books
- Access to an extensive collection of 2500+ ejournals and ebooks.
- 4 members of staff full and part time, (3.1 WTE in total, 2.1 WTE in professionally qualified roles)

We offer

- Information search skills training
- Clinical Librarian Service
- Evidence searching
- Efficient document delivery
- Point of care tools and training
- Current awareness and enquiry services
- 24/7 space for study and meetings
- 24 PCs for Library users
- Bookable study / teaching rooms
- HWB and ED&I resources
- Scanning facilities and printing access
- Fiction collection and Book Clubs

How we are funded

Library funding is complex and regional funding has changed significantly over the last few years and is linked to the number of undergraduates and trainees in the organisations that we serve. This is reflected in the NHS England Education Contract.

Partnerships and collaboration

We work in partnership with other NHS libraries across the South and Surrey Public Libraries. At the Royal Surrey we work closely with Learning & Organisational Development, Apprenticeships & Career Development, Medical Education, Practice Development, and contribute to the Education Strategy Group. As well as the University of Southampton and other higher education institutions, to ensure that students on placement and their clinical supervisors have access to the resources they need for teaching, learning and research.

Our Achievements

Since publishing our last strategy in 2018 we have:

- Expanded our use of KnowledgeShare, with more than 1000 members receiving regular evidence based email updates and table of contents alerts.
- Promoted the use of the Knowledge & Library Hub and LibKey nomad to provide more seamless access to subscribed content.
- Increased the range of e-journals and e-books that are available via OpenAthens.
- Updated the Library website and Roogle pages to keep users up to date with Library developments and news.
- Re-designed the Library layout, to provide a Health & Wellbeing area, more pcs and quiet study spaces that are conducive to effective study and learning.
- Regularly presented to departments and other groups to raise awareness of library services and resources.
- Developed the Clinical Librarian service to provide much more proactive support through training and evidence searching.
- Used MS Forms to develop online forms for evidence search requests, Library membership and KnowledgeShare joiners.
- Used Power Automate to automate feedback processes that evaluate the quality and impact of the evidence searches and information skills training that we provide.
- Established monthly fiction book clubs.
- Taken a QI approach to information skills training.
- Been nominated as Finalists in the category of Non-Clinical Team of the Year at the 2023 annual Royal Surrey awards.

Knowledge for Healthcare 2021-2026 - The role of NHS Libraries

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.

In January 2021 the national Knowledge and Library Services team at Health Education England (now part of NHS England) published Knowledge for Healthcare: Mobilising evidence; sharing knowledge; improving outcomes. A strategic framework for NHS Knowledge and Library Services in England 2021-2026.

The framework outlines the vision, direction and priorities for NHS Knowledge & Library Services over the next five years and consists of five key work streams:

1. **Mobilising Evidence and Knowledge**: Healthcare organisations, services and systems effectively mobilise evidence, learning, knowledge and 'know-how' to enable evidence-based policy and practice.
2. **Quality and Impact**: Healthcare organisations, staff and learners receive quality assured, business-critical knowledge and library services.
3. **Health Literacy and Patient Information**: Staff, learners, patients and the public are better equipped to use evidence-based patient, health and wellbeing information for shared decision-making and self–care.
4. **Resource Discovery**: Staff and learners make optimal use of high-quality knowledge resources and evidence at the point of need.
5. **Workforce Planning and Development**: The knowledge and library services workforce has increased capability, confidence and capacity to meet the evolving knowledge and information needs of the healthcare system.

The Royal Surrey Vision and Strategic Goals

Vision: To deliver nationally celebrated, community focused health and care for patients through our core values of continuous improvement and caring, learning and excelling together

True North Objectives:

- **Zero Harms**: To cause no harm to patients, staff or the Trust by eradicating errors and continuously improving the quality, effectiveness and safety of our services
- **3% Surplus**: Being as efficient as possible in all we do – removing duplication and waste allows us to invest in developing our services and facilities
- **Top 10% for Staff Engagement**: We want our staff to be motivated, supported and valued so we continue to attract, recruit and retain the best people
- **Deliver all Constitutional Targets**: Transforming our pathways and investing in our facilities so that our patients have access to care in a timely way

- **With system partners; improve population health, patient experience and reduce per capita cost**: Working with our system partners to improve care for all our population

Royal Surrey Knowledge & Library Service - Our Vision and Strategic Goals

As our main stake-holder the vision and strategic goals of the Royal Surrey are directly linked and will impact on the delivery of our vision. Our goals are also in alignment with the strategic approach outlined in the Knowledge for Healthcare development framework.

Our Vision

To become a centre of excellence for knowledge and information, making a business-critical contribution to patient-focused, high quality evidence based healthcare.

Knowledge & Library Services staff are skilled, trained professionals able to provide the NHS workforce with access to knowledge, information and the skills to use them.

Five Strategic Goals

1. Easy to access, customer focused services and evidence based resources

As a Library service we aim to provide excellent customer service and be both highly visible and personalised. Providing easy access to the right print and electronic resources, making use of AI tools, and where appropriate, becoming more digital and mobile by default. Providing a physical space that is conducive to learning, group work and study with access to IT and printing 24 hours a day.

Through developing and expanding our Clinical Librarian service we will seek to work much more proactively, providing direct information support to particular teams and staff groups. Using our professional expertise to support evidence based practice, provide evidence searches and support staff undertaking research for publication and systematic reviews.

Evidence updates, evidence searches and alerting services will be expanded with a greater focus towards synthesised evidence.

How will we achieve this?

We will…

- Evaluate usage of Library resources and aim to strengthen collections so that all professions and specialties are well resourced.

- Consult with users and partners, over resource provision, and to co-ordinate, upgrade and rationalise collections to maximise cost-effectiveness of resources available.

- Improve ease of access to evidence based content by seeking to roll out LibKey nomad as a standard extension across the organisations that we serve. Updating

holdings on Koha LMS and the Knowledge & Library Hub and Library website to aid resource discovery.

- Raise awareness of services and resources that are available to all staff and student groups, through departmental presentations, inductions and LFG meetings, taking a strategic approach to marketing and publicity activities.

- Develop Clinical Librarian service, with a view to attending MDT meetings and increasing our support for clinical research, policy and guideline development.

- Promote our evidence searching and KnowledgeShare evidence update services to increase awareness and uptake to ensure that clinical and management decision making is based on the latest evidence and best practice.

2. Contributing to workforce development, health and wellbeing

With so much information available, it can be difficult to filter out and identify quality resources.

The Library provides access to an extensive range of high quality electronic resources and point of care tools. However, such resources are not necessarily intuitive to access or use. The Library team has a key role to play in mobilising knowledge through facilitating access, generating awareness of relevant resources, providing training in the effective use of resources and guiding good practice.

Professionally qualified Library staff have the expertise to provide specialist information skills training enabling Library users to interpret the evidence and find the right answers. We aim to improve the ability of service users to find and evaluate and critically appraise information, thus supporting their continued professional development and having a positive effect on patient care.

We will continue to provide a physical space that is inclusive, conducive to study, life-long learning and provides a space away from the office/ward. We will further develop our health & wellbeing and ED&I collections and support.

How will we achieve this?

We will…

- Continue to provide flexible training and support, in terms of content, level, venue and time. Providing booked individual and group training and ad hoc sessions in the workplace or Library at times suitable to our users.

- Provide training sessions and coaching support at a level appropriate to each individual user and group, continually reviewing the content of the sessions to ensure that it keeps pace with emerging developments, particularly around AI, and user needs.

- Proactively seek to increase workplace training and support to help staff access and exploit evidence remotely.

- Work closely with Royal Surrey Learning & Organisational Development, Apprenticeships & Career Development and other key individuals to co-ordinate and simplify access to training options, reduce duplication of effort and provide supporting resources.

- Continue to provide a teaching programme in response to users' needs, covering, bibliographic software, critical appraisal skills, referencing, practical study skills and systematic reviews. Expanding to include Health Literacy Awareness training.

- Continue to facilitate book clubs and support Trust initiatives around HWB and ED&I, by developing Network book clubs and a Women into Leadership Living Library.

3. Engaging and working in partnership, expanding our role

The Library is based at the Royal Surrey and as such the majority of our members are Trust staff and students, we will work to develop and/or build on the existing relationships we have with departments across the Royal Surrey including: Learning & Organisational Development, Practice Development, Medical Education and all areas represented at the Education Strategy Group, plus Research & Development, Communications and HWB.

Looking ahead we will look to expand the contribution we make to areas such as, research support, knowledge mobilisation and technology enhanced learning. Developing services that also support the health literacy and information needs of patients and the public.

As well as developing and expanding our service provision to Surrey Heartlands ICS, Surrey & Borders Partnership NHS Trust and the forthcoming University of Surrey Medical School, subject to funding and MoU/SLA arrangements where appropriate.

How will we achieve this?

We will…

- Work with Medical Education, Practice Development and Apprenticeships & Career Development to expand and improve the provision of services and resources for all students on clinical placement and those undertaking apprenticeships.

- Expand our working relationships to promote a coordinated approach to knowledge mobilisation and foster an organisational learning culture.

- Continue to meet regularly with other Surrey Health Librarians to collaboratively support staff and students across Surrey Heartlands ICS and Surrey and Borders Partnership NHS Trust. Providing information support and helping to ensure that decision making is based upon the best evidence.

- Work closely with Surrey Public Libraries to improve the availability of high quality health information, and to promote access to quality health resources.

- Investigate new ways to capture, share and promote internal knowledge and learning within the Trust and partner organisations, as well as other information professionals.

4. Building our team and investing in the Library service

In order to deliver a high-quality service that has a measurable business-critical impact on the organisations that we serve, the Library requires an appropriate level of staffing and funding. This will allow us to develop our staff, resources and services, which in turn will allow scope for growth whilst maintaining cost-effective services that meet local needs.

How will we achieve this?

We will…

- Highly value staff professional development. Library staff will be encouraged to attend workshops, conferences, mentoring opportunities and study for further qualifications where appropriate.
- Work to ensure that the skill mix and staffing levels are appropriate and in line with the HEE Library and Knowledge Staff Ratio Policy, 2019 and Education Contract.
- Work with Medical Education, Practice Development and the Education Strategy Group to maintain Library funding for students.
- In response to user feedback we will seek to continually upgrade and improve the Library physical space to create for example individual study pods and improved out of hours provision.

5. Raising awareness, demonstrating our value and impact

Continual and strategic promotion is essential for increasing awareness and use of library resources and services.

We will strategically improve our marketing and promotion, in order to, raise awareness of the value of Library services and resources to users and non-users and thereby have a positive impact upon patient care and service development.

How will we achieve this?

We will…

- Annually review the Library Marketing Strategy.
- Explore opportunities to increase our provision of tailored departmental and user group presentations to raise awareness of library resources and services.
- Produce regular articles for inclusion in the Royal Surrey Huddle, Community newsletters and Medical Education News to highlight particular aspects of the Library and to publicise recent developments and acquisitions.
- Produce targeted resource lists for particular subject areas and in support of courses / study events run by Learning & Organisational Development and others.
- Publicise our services by linking into national, regional and local health events: Doctors inductions, Educational half days and Health Library Awareness events.

- Actively participate with committees and working groups:
  - Local Academic Board;
  - Local Faculty Groups – Undergraduate, Pharmacy etc.
  - Library Management System Development Board;
  - Education Steering Group
  - Knowledge for Healthcare Impact Working Group

- Seek to understand the needs of our Library users through user consultation, feedback and user survey to inform future development.

- Identify other opportunities/ mechanisms through which to promote and market Library resources, facilities and services.

- Collaborate with the NHS England Knowledge Services Team and other NHS libraries (in particular, Surrey health libraries) when promoting local and regional Library services.

- Demonstrate our impact through collation and presentation of statistics, departmental dashboards and submitting impact case studies to the Knowledge for Healthcare Quality and Impact work stream.

An annual implementation plan outlining objectives, actions, resources and timeframes will accompany this strategy.

For further information about this strategy or the Knowledge & Library Service, please contact us: rsc-tr.library@nhs.net or visit our website www.libraryroyalsurrey.nhs.uk

Vicki Veness
Knowledge & Library Services Lead, April 2024

References and further reading

Guidance for NHS trusts and foundation trusts: assessing the well-led key question: Learning, improvement and innovation. Care Quality Commission, 2024 [Accessed via: https://www.cqc.org.uk/guidance-regulation-nhs-key-question-well-led-learning]

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