



Knowledge, Library & Information Service

Strategic Plan for 2018-2022



Forward

The current Knowledge, Library & Information Service at Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust (DBTH) has a regional and national reputation for its delivery of a high quality, innovative and ever changing NHS library service. This has been demonstrated by its achievement of obtaining and maintaining a 100% compliance score in the NHS Libraries Quality Assurance Framework (LQAF) in 2016 and 2017.

We have physical premises on all three main sites of the Trust – our Library & Learning Resource Centres at Doncaster Royal Infirmary and Bassetlaw Hospital and a smaller part-time provision at Montagu Hospital. From these libraries we deliver a wide-range of services, both traditional and virtual. We also take our services out to staff and students through our Clinical Librarian and Outreach Service provision. The sites at Doncaster and Bassetlaw also provide Trust staff and students with 24/7 access, 365 days a year.

At Doncaster Royal Infirmary, with support from Doncaster Libraries and Heritage Services, we also have the Leisure Library which provides recreational and health and wellbeing library facilities to staff and patients. We also operate our Ward Trolley Service to patients from the Leisure Library. This is done with the assistance and help of Trust library volunteers at Doncaster Royal Infirmary, Montagu Hospital and also Tickhill Road Hospital.

As we move forward this physical and virtual presence will provide us with a strong platform to maintain and further develop our services in support of the Trust Strategic Direction for 2017-2022 and the NHS Libraries national policies and frameworks.

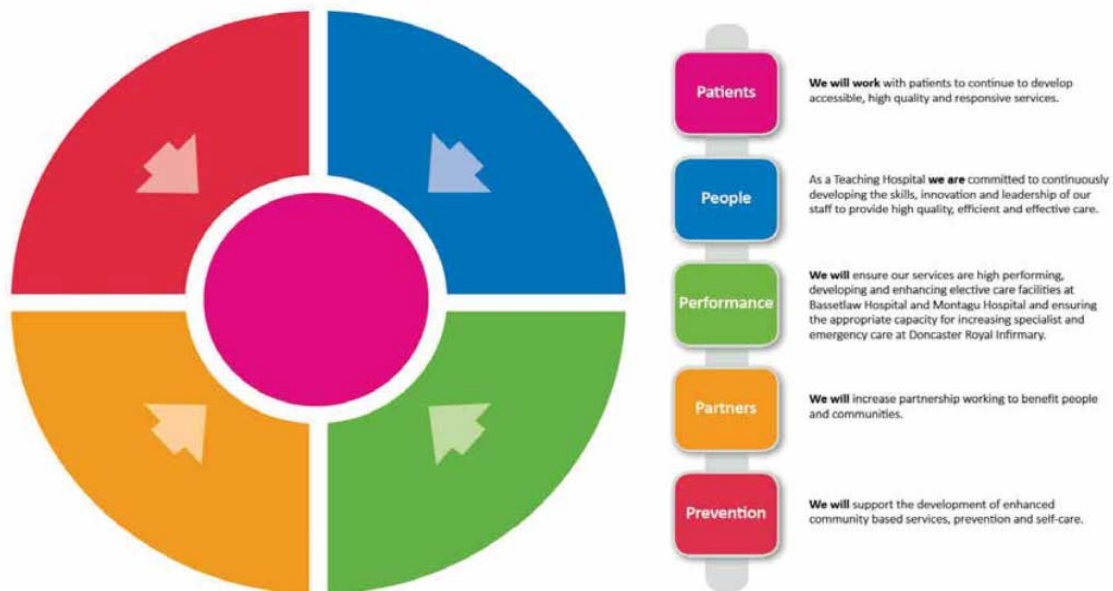
Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust – Strategic Direction for 2017-2022¹

The Trust has as its vision for 2017-2022 the following:

“As an Acute Teaching Hospitals Trust, and a leading partner in health and social care across South Yorkshire and Bassetlaw, we will work with our patients, partners and the public to maintain and improve the delivery of high quality integrated care.”

This vision will be maintained through the work around the following five strategic objectives, covering **People; Performance; Partners; Prevention with Patients** at the centre.

Our strategic Objectives



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The Knowledge, Library & Information Service will continue to ensure that what it provides and delivers will underpin these strategic objectives so that we remain aligned to the Trust vision.

The service also sits within the People and Organisational Development Directorate at the Trust which allows us to work closely with the Education and Training Teams in what they are delivering and aiming to achieve. In 2017, the Directorate refreshed its strategy to be in

¹ Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust (2017) *Strategic Direction for 2017-2022* [online] Available from: https://www.dbth.nhs.uk/wp-content/uploads/2017/10/DBTH_Strategy20172022.pdf [Accessed 27.03.18]

alignment with the Trust Strategic Direction but also to take on board the change of the Trust to a Teaching Hospital.

People and Organisational Development Strategy – refreshed in 2017²

Our Priorities to Achieve Our Objectives:

“As a Teaching Hospital we will continue on our journey to provide excellence both in education and research with the development of the Teaching Hospital plans. We will pursue the development of: ‘academic directorates’; academic appointments; explicit inclusion of innovation and research within education and continued improvements in the quality and breadth of training placements and opportunities.

We recognise the importance of staff having a positive experience and feeling supported by their managers so we will refresh our leadership strategy and talent management plan to identify staff at all levels that have the potential to develop.”

Through its Strategic Plan, the Knowledge, Library & Information Service will also continue to provide support and expertise to the Trust and its staff, as outlined in the People and Organisational Development Strategy, in providing excellence in both education and research to fulfil its commitment as a Teaching Hospital.

Furthermore, we wholeheartedly support the People and Organisational Development mantra of **Develop, Belong, Thrive, Here** and as such will be mindful of this when working with colleagues, staff and students in the proactive delivery of our services, facilitating access to evidence, knowledge, information, learning and support as we do.



² Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust (2017) *People and Organisational Development Strategy 2017-2022* [online] Available from: <https://www.dbth.nhs.uk/wp-content/uploads/2018/07/POD-Strategy.pdf> [Accessed 03.05.18]

As Team DBTH – we want all of us to feel:

- We can be the best we can be and **D**evelop our skills, qualifications, abilities, attitudes and behaviours for the good of the patients
- We are engaged and supported and that we are working together for the good of our patients, really feeling we **B**elong in team DBTH
- We have every opportunity to **T**hrive in the work we do and as we develop in our careers/work/placement experience at DBTH
- We trust in the way we do things and the people we work with and, if we are choosing a place to work and place to recommend others to work or receive care it would be **H**ere

Quality Improvement & Innovation Strategy 2017-2022³

The Quality Improvement & Innovation Strategy sets out as its vision as follows:

“As an Acute Teaching Hospitals Trust, and a leading partner in health and social care across South Yorkshire and Bassetlaw, we will work with our patients, partners and the public to maintain and improve the delivery of high quality integrated care”

The Knowledge, Library & Information Service will continue to provide support to the Quality Improvement & Innovation (Qii) team and the Trust staff that they are working with in providing access to the best possible evidence to support the mobilisation of evidence which will enhance the innovation and improvement suggestions being put forward. This was endorsed through the Qii Toolkit published in 2017.

The Qii, Research & Development and Knowledge, Library & Information Services have in place a mutually sharing of information and offer of support where appropriate including supporting one another at Trust events and inductions and signposting to relevant information and help where required.

NHS Libraries National Context

In 2012 the NHS Library Quality Assurance Framework (LQAF) England⁴ was published. It has since been refreshed and last updated in 2016 but it still remains a vital framework and mechanism for quality assurance, quality management and quality control for all library/knowledge services that support healthcare organisations and a sound infrastructure for NHS knowledge and library services across England to work towards, maintain and establish opportunities for innovation and development. Based on the latest version, this is

³ Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust (2017) *Quality Improvement & Innovation Strategy 2017-2022* [online] Available from: <https://www.dbth.nhs.uk/wp-content/uploads/2018/06/QII-Strategy.pdf> [Accessed 24.09.18]

⁴ NHS Strategic Health Authority Library Leads (SHALL) *NHS Library Quality Assurance Framework (LQAF) England. Version 2.3a (April 2016)*, [online] Available from: http://www.libraryservices.nhs.uk/document_uploads/LQAF/LQAF_Version_2.3a_April_2016.pdf [Accessed 10.04.18]

the foundation that has provided our service the platform to become recognised for its quality, depth and innovation and why we hold our current compliance scoring of 100%.

We shall continue to deliver and develop our services during 2018/19 to enable us to maintain this quality level but we shall also be looking forward as Health Education England commences on plans to introduce new NHS Library Quality Standards – these shall still be linked to Appendix 5 of the HEE Learning and Development Framework which covers library services but it is anticipated that there will also be a move to align them with the Health Education England Evaluation Framework and therefore the need to examine and adjust our evaluation–review–reflect cycle of the impact that our service provision provides.

In 2014, Health Education England (HEE) published ‘Knowledge for Healthcare: a development framework for NHS library and knowledge services in England 2015-20’⁵. In his preface, Professor Ian Cumming stated that:

“Healthcare library and knowledge services are a powerhouse for education, lifelong learning, research and evidence-based practice. Our ambition is to extend this role so that healthcare knowledge services become business-critical instruments of informed decision-making and innovation.”

In 2016 the ‘NHS Library and Knowledge Services in England Policy’⁶ was published, providing NHS libraries a platform and focus on which to build, strengthen and develop their service provision. The policy states that:

“People should be cared for by competent and capable staff, receptive to innovation and able to use evidence from research. All NHS bodies and staff should be able to access the expertise and resources offered by healthcare librarians and knowledge specialists.”

The policies, standards and the programmes and developments of these national NHS policy documents will underpin our actions and drive our developments going forward while at the same time we will be continuing to support and underpin the Trust Strategic Objectives

Nevertheless, based on all of these documents the original Knowledge, Library & Information Service Mission Statement is still relevant today, supporting the Trust in its vision now as a Teaching Hospital.

⁵ Health Education England (2014) *Knowledge for Healthcare: a development framework for NHS Library Services in England 2015-2020* [online] Health Education England. Available from: https://kfh.libraryservices.nhs.uk/wp-content/uploads/2018/03/Knowledge_for_healthcare_a_development_framework_2014.pdf [Accessed 10.04.18]

⁶ Lacey Bryant, S (2016) *NHS library and knowledge services in England policy* [online] NHS Health Education England. Available from: <https://hee.nhs.uk/sites/default/files/documents/NHS%20Library%20and%20Knowledge%20Services%20in%20England%20Policy.pdf> [Accessed 10.07.18]

Our **Mission Statement** is:

“Supporting clinical practice, lifelong learning and research and the health and wellbeing of patients and staff”

In recognition of the Trust Strategic Direction, it is built upon the following service principles and aims:

- To provide support for the provision of high-quality patient care and experience.
- To provide a gateway to the knowledge base and facilities for study and research.
- To provide support for education, lifelong learning, research and CPD.
- To provide quality training for staff in accessing, exploiting and appraising the evidence base.
- To support clinical governance, high-quality evidence-based practice, managerial decision making and service development.
- To provide recreational and health and wellbeing library services for both patients and Trust staff.

In addition, in Doncaster, the service also contributes to the **“Doncaster Growing Together” Strategy for Doncaster⁷**, specifically the Doncaster Living Theme, by:

- increasing skills and lifelong learning;
- Improving and protecting the health of all Doncaster residents;
- providing responsive and accessible services; and
- improving the effectiveness of partnership working and joint service delivery.

The long term partnership between the Trust and Doncaster Libraries through the delivery of the Knowledge, Library & Information Service is a well-established and successful partnership, and going forward over the next few years there will be many opportunities to develop and promote this partnership further through a programme of activities and developments which will help meet the Trust’s growing engagement within the community. Doncaster Libraries is currently in a position to provide access to community rooms and display space in its libraries for the Trust to use for engagement activities in the immediate future plus its forthcoming new Library and Heritage Services Centre due to open in 2020 will be able to provide health and wellbeing activity space for the Trust to use to promote its work and work collaboratively with other health and social care partners.

⁷ Doncaster Council (2017, with 2018 updates) *Doncaster Growing Together* [online] Available from: <http://www.doncaster.gov.uk/services/the-council-democracy/doncaster-growing-together> [Accessed 24.09.18]

Trust Strategic Objectives



Patients: We will work with patients to continue to develop accessible, high quality and responsive services

We will support the work with patients to continue to develop accessible, high quality and responsive services by:

- Continuing to be proactive and responsive in our delivery of clinical/outreach services to support the mobilisation of evidence and knowledge across the organisation.
- Delivering high quality literature searches and exploring the provision of evidence summaries to support patient care and managerial decision making.
- Providing evidence at the point of care by supporting the Trust in its provision of DynaMed Plus, offering training and promoting its use and availability.
- Equipping clinical teams with the skills to appraise the evidence through our Journal Club Support and portfolio of critical appraisal training.
- Further developing our range of current awareness services, including providing tailored services where requested to departments and specialisms to keep staff up to date with the latest information and evidence.
- Maintaining our support of a 'positive patient experience' through the provision of our Ward Library Service at DRI, Montagu Hospital and Tickhill Road Hospital. Continue to liaise with the Voluntary Service Department and support our Trust Library Volunteers.



People: As a Teaching Hospital we are committed to continually developing the skills, innovation and leadership of our staff to provide high quality, efficient and effective care.

We will support the commitment to continually develop the skills, innovation and leadership of the staff to provide high quality, efficient and effective care by:

- Providing staff and students with the support and training to maintain and develop their evidence based practice skills.

- Reviewing, evaluating and refreshing our e-resource training programme portfolio to ensure that it remains fit for purpose for the workforce and provides them with the knowledge and skills they require for their evidence based practice and personal CPD needs.
- Providing a flexible, friendly but supportive physical library space for all staff and students, including 24/7 access at DRI and Bassetlaw Hospital, so that they can learn, develop and reflect according to their individual needs.
- Promoting the range of apps available for mobile devices to support evidence based practice including BNF app, DynaMed Plus, BMJ Best Practice, e-books and e-journals.
- Refreshing and updating the Knowledge, Library and Information Service Revalidation web page for nurses and midwives and explore the expansion to other healthcare professions.
- Maintaining, developing and reviewing our social media output so that we remain engaging and pro-active in providing up to date information to our followers across the Trust and other organisations that we deliver services to.



Performance: We will ensure our services are high performing, developing and enhancing elective care facilities at Bassetlaw Hospital and Montagu Hospital and ensuring the appropriate capacity for increasing specialist and emergency care at Doncaster Royal Infirmary.

We will support the Trust in its objective to be high performing and developing by:

- Exploring, researching and implementing the use of the Evidence and Organisational Knowledge Self-Assessment Tool with the Board or individual Directors as appropriate.
- Developing and embedding the induction programme to Non-Executive Directors that we currently offer informally.
- Evaluating and reviewing our service provision regularly to check that they consistently meet quality standards and to demonstrate our impact against the Trust objectives. Continue to contribute to the Knowledge for Healthcare Impact Case Studies.
- Currently recognised as one of the leading Library and Knowledge Services in England having achieved an NHS Library Quality Assurance (NHS LQAF) score of 100% in 2016 and 2017; we will endeavour to maintain this high level of compliance going forward and respond to any change required in the new Library Quality Standards currently being developed and tested.
- Ensuring that any planning and delivery of our service adheres to the principles of the Knowledge for Healthcare Framework and any subsequent developments and priorities.
- Supporting teams and departments in finding and evaluating evidence to support the development and review of guidelines, policies and pathways.
- Maintain and further develop our joint working with the Quality Improvement & Innovation team by providing access to the best possible evidence; keeping our “Supporting research, Improvement and Audit” library guide up to date and by

continuing to provide relevant, tailored current awareness services.



Partners: We will increase partnership working to benefit people and communities:

We will support the Trust in its wish to increase partnership working to benefit all and maintain the current partnerships that we have by:

- Providing Knowledge, Library & Information Services across the Doncaster and Bassetlaw health communities as detailed in our Service Level Agreements in support of the acute, primary, mental health, public health and social care agendas.
- Exploring further opportunities to enhance current or develop new partnerships for the benefit of staff and patients in our communities.
- Continuing to work closely with our Training and Education colleagues to ensure that we continue to provide comprehensive and appropriate services to staff and students undertaking learning opportunities within the organisation.
- Developing our partnership and collaboration with Doncaster Libraries and Heritage Services and Doncaster Public Health to promote access to quality health information; build upon our work with Trust staff and departments in developing quality patient information.



Prevention: We will support the development of enhanced community based services and self-care.

We will support the Trust in the development of enhanced community based services and self-care by:

- Continuing to promote the availability of our Health and Wellbeing Services, provided in partnership with Doncaster Libraries and Heritage Services, to staff and patients and also the public through the libraries across Doncaster.
- By continuing to work with the Health, Wellbeing and Occupational Health Department in promoting access to health and wellbeing information and resources for both staff and patients, both physically in the Leisure Library at DRI and online. We will support the Health, Wellbeing and Occupational Health Department through promotional activities and events.
- Continuing to work with Doncaster Libraries and Heritage Services to promote the availability and access to the national Reading Well Collections – self-help books for patients, families and carers with a range of illnesses and conditions.
- Continue to promote the availability of the Literature Search Service to Doncaster Public

Health staff to support health and social care service developments in the community, and so contributing to the work of the Health and Wellbeing Board.

Delivery and monitoring of the Knowledge, Library & Information Service Strategy

We need to ensure that our service is delivering against this Strategic Plan going forward. We shall have an Implementation Plan, with timescales and required resources listed where relevant.

The service, led by the Knowledge, Library & Information Service Manager, will monitor progress against this Implementation Plan at regular intervals to ensure that we remain on target.

Library Service Review meetings between the Trust and Doncaster Council will also provide opportunity to check and discuss progress.

Completing the NHS Libraries Quality Assurance Framework or any future replacement of these quality standards, on an annual basis will ensure that an annual assessment takes place which is monitored, evaluated and reviewed by Health Education England.

The Knowledge, Library & Information Service Annual Review will provide a further opportunity to evaluate progress and report accordingly.