South Staffordshire and Shropshire Healthcare NHS Foundation Trust

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Library and Knowledge Services Strategy 2013 – 2016

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1 Summary of Strategy

Amidst all the changes, the NHS continues to recognise the importance of evidence-based practice and decision making coupled with up to date, knowledgeable staff and ongoing research. This strategy outlines the importance of Trust library services in supporting all three of these areas, and the way in which the library needs to develop to continue to do this effectively.

The strategy examines drivers affecting evidence seeking and library service support for this, including changing ways of working within both South Staffordshire and Shropshire Healthcare (SSSFT) and Staffordshire and Stoke on Trent Partnership (SSOTP) trusts, cost pressures both from within the NHS and from external information suppliers, as well as the impact of new ways of finding the evidence and different attitudes to information seeking. It has also been informed by consultation with library users and stakeholders about their priorities for future development, a SWOT analysis and a review of the key successes of the previous library strategy. The strategy aims to support SSSFT's core values and corporate aims, particularly the delivery of high quality services based on best practice, the development of teams and individuals and providing evidence to support new and innovative ways of working.

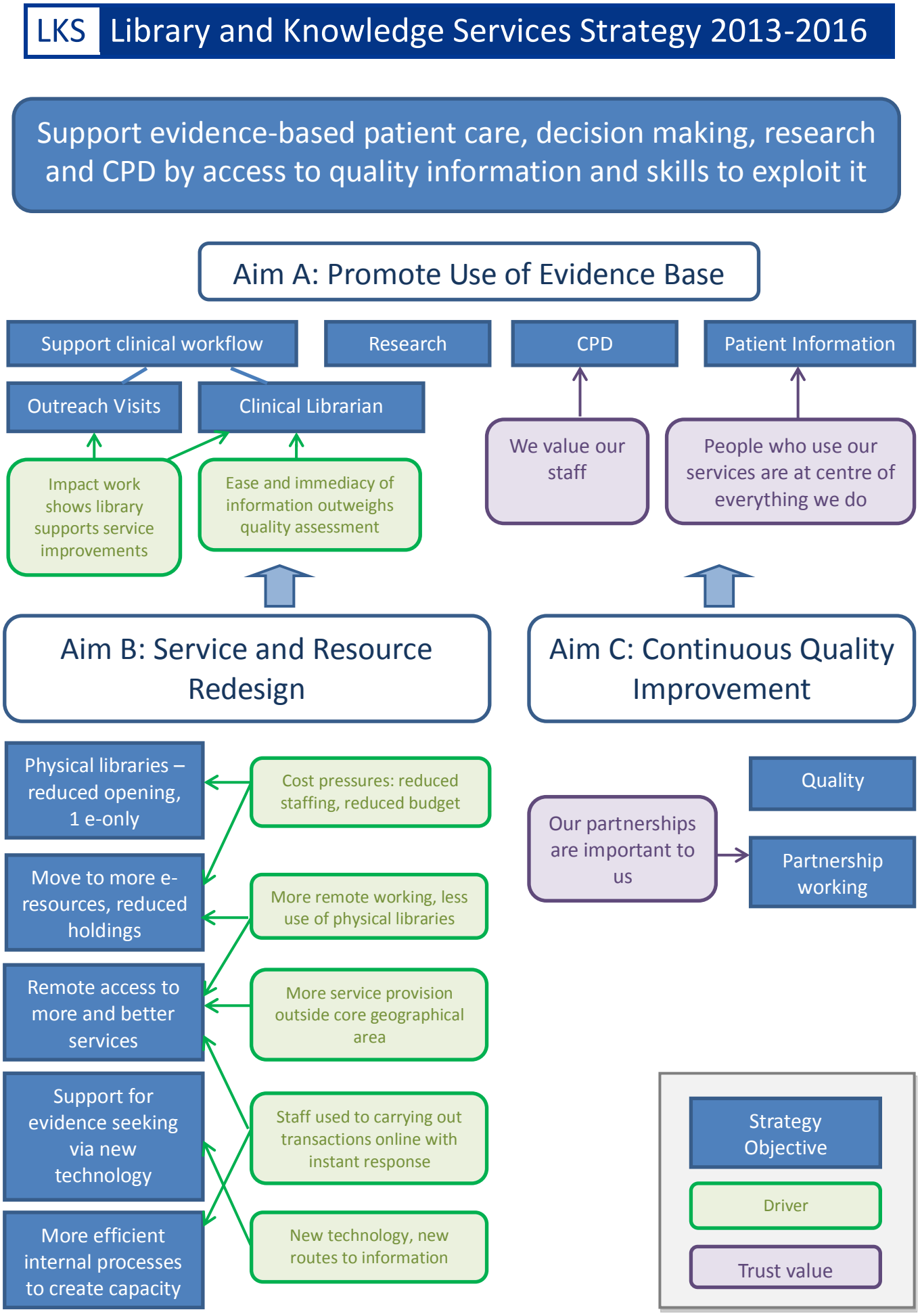
The main aim of the library service over the lifetime of this strategy is to support use of the evidence base in all areas of Trust activity. This includes seeking to improve support for staff in their workbases by increasing outreach visits across the Trusts and carrying out more intensive 'clinical librarian' type work with a smaller number of teams and groups, taking away queries that arise in discussions and providing evidence based answers. This aim also includes improving support for research and continuing professional development, and working with partners to improve the quality and availability of patient information to service users and carers.

The second aim of the strategy, service and resource redesign has two main purposes: firstly to free up the capacity for the activities required to achieve the first aim and, simultaneously, to reconfigure the library services to bring them in line with changing patterns of use. This requires placing more evidence on remote access to services, resources and library staff expertise and moving away from the model of the library primarily as a physical place where staffed opening hours are paramount. These changes to the user-facing side of the library service will be accompanied by behind-the-scenes changes to library processes, particularly moving towards a single library team delivering most services in a centralised way.

The third aim, which supports the first two, is to seek to continuously improve the quality of library services, and to work with partner organisations (particularly other libraries) to provide the best possible access to resources and services within financial and staffing constraints.

The strategy also incorporates an annual business planning and monitoring timetable and will be implemented by annual library delivery plans.

2 Strategy Overview



3 Introduction

This strategy gives an overview of the Trust's Library and Knowledge Services and vision for their development over the next three years.

4 Purpose of this document

The purpose of this document is to set out a four year strategy for South Staffordshire and Shropshire Healthcare's Library and Knowledge Services (LKS) that also provide services to part of Staffordshire and Stoke on Trent Partnership NHS Trust.

This document sets out the LKS's Mission Statement and current position. It reviews national, regional and local drivers likely to influence library user and stakeholder needs and so knowledge service development over the next three to five years. These allow the identification of a series of broad outcomes and activities for the LKS to work towards in order to meet changing requirements and standards. Detailed action plans to implement these outcomes and activities will be developed in annual Delivery Plans.

5 Scope of strategy

The Library and Knowledge Services Strategy 2013-16 supersedes the Library and Knowledge Services Strategy for 2009-12. It covers all aspects of library service development from the future of the physical libraries to electronic resources and the use of library staff skills in a wider organisational context.

Actions outlined within the strategy are intended to be achieved primarily by library services staff, though buy-in from other areas of the Trust will be required in some instances. The strategy is based on an assumption of the continuation of current library funding streams at a similar level to 2012/13.

6 Mission Statement

Library and Knowledge Services aim to support improvements in patient care and promote evidence based practice, decision making, research and lifelong learning by providing all staff and teams with access to the information and knowledge they need to carry out their work, by equipping them with the skills to make full use of it, and by supporting use of the evidence base in all aspects of Trust activity.

7 Definitions

Trust: the library service hosted by South Staffordshire and Shropshire Healthcare NHS Trust (SSSFT) also provides services to the staff of the South Division of Staffordshire and Stoke on Trent Partnership NHS Trust (SSOTP).
Library Services: for a definition of the scope and role of the Trust library services, see Overview section below.

8 Library Service overview

8.1 Why have library services?

The library service's main purpose is to provide access to the evidence and information that Trust staff need to do their job, including patient care, service management, research and continuing professional development. This includes the direct provision of information but also the development of staff skills to identify relevant, high quality information for themselves.

A survey carried out during 2011/12[1] confirmed that information supplied by the library service was regularly used to inform a wide range of NHS activities, including aspects of patient care ranging from diagnosis to treatment decisions, service redesign and management, guideline development, information for service users and carers and formal and informal staff development.

Case Study
Scenario: *An inpatient is demonstrating what appears to be risky behaviour but the staff need more evidence on management strategies to provide the most appropriate care*
What the library did*: Carried out a literature search based on a description of the patient's behaviour and identified relevant terminology which led to evidence on care, including the frequency of nursing observations*
Impact: *Evidence and terminology from literature search led to better care for the individual*.

8.2 How does the library service support access to and use of the evidence base?

The library supports access to and use of the evidence base through a range of core skills and activities. These are used to deliver a range of services to support the key areas of evidence based clinical and management decision making, research and learning.

What the library does	Library services
Identifies and locates high quality current knowledge sources	Literature searches Article and book requests – sourcing documents not available online or from local libraries Information for service users/carers Library staff attending team/group meetings to identify, research and answer evidence based queries
Develops staff skills in how to find and evaluate quality information	Search skills training Critical appraisal skills training Awareness raising sessions and training in staff workbases
Provides access to evidence	Book and journal collections Print and electronic resources Administration of ATHENS passwords to enable staff access to online resources
Signposts to the best information	What's available from where Resource lists for conferences or courses

[1] Impact of library services on Trust activities 2011/12 Available online at https://www.southstaffsandshropshealthcareft.nhs.uk/Work/Library-and-Knowledge-Services/Default/Library-Documents.aspx

What the library does	Library services
	Outreach and awareness raising visits to teams and professional groups
Keeps staff up to date	Weekly e-mail updates on over 50 topics Tailored updates based on individual staff interests
Manages information	Involvement in Trust projects such as Patient Information Leaflet database work
Provides a place for study or work	Three site libraries Study places and internet access

Case Study
Scenario*: Clinical psychologist needs rapid access to latest evidence and research in early intervention but cannot source this directly from the internet or library stock*
What the library did*: Sourced articles and supplied them directly to clinician's e-mail inbox, provided access to databases of research articles via ATHENS password*,
Impact: *Saved expensive clinician time, supplied specialist material that either wouldn't otherwise have been available or would have been very expensive for the clinician to purchase independently, supplied articles quickly enough for them to inform decisions about the service user's care; knowledge shared with colleagues, leading to more evidence based and effective practice across the team.*

8.3 Who does the library serve?

The library serves:
- all SSSFT staff
- staff of Staffordshire and Stoke on Trent Partnership NHS Trust (SSOTP) in South Staffordshire
- staff from organisations working alongside SSSFT and SSOTP staff and providing care to their clients
- students on placement within both Trusts
- SSSFT service users and carers

The library is a multidisciplinary service for all Trust staff, not just clinicians.

8.4 Where does the library provide services?

The library provides access to almost all its services via online routes as well as by telephone and post and to people visiting the library in person. This means that the services are available to staff regardless of their workbase, not just those based within South Staffordshire and Shropshire.

For staff based close by, there are currently three physical libraries:
- Lichfield (St Michael's Court)
- Shrewsbury (Redwoods Centre)
- Stafford (St George's Hospital)

All three libraries have 24 hour access for staff, with staffed opening hours ranging from 18 – 40 hours a week depending on staffing levels.

9 Factors influencing library service development

Library and Knowledge Services and their future development are influenced by a wide range of factors both within the Trusts they serve and in the wider political, technological and library environment.

The key drivers include:

9.1 National

9.1.1 NHS Library policy and developments

The Hill Review into NHS library services in England (Hill, 2008) identifies four key areas that NHS library services should support:

- clinical decision making and patient care, and delivery of programmes and services
- making commissioning decisions and developing health policy
- continuing professional development and lifelong learning
- research

The Library Quality Assurance Framework (LQAF) provides national standards against which NHS funded library services are assessed on an annual basis. They cover all aspects of library services and are intended to be a tool for continuous quality improvement. Challenges include working smartly to meet these quality requirements whilst minimising administrative and management overheads so as to maximise library staff time for service delivery. New knowledge management criteria anticipate the extension of the library's role to managing knowledge and information in the wider organisation.

Assessment of library services against the LQAF is carried out by the Regional Library Unit, currently part of the Strategic Health Authority. The development of a different educational set-up, with the establishment of Local Education Training Boards (LETBs), will lead to changes in the role and form of regional library regulation and support, and the need for a different relationship between that and Trust library services. Accompanying changes to the MPET funding stream look likely to lead to an important source of library income no longer being ring-fenced for library services.

9.1.2 Wider NHS environment

There is continuing emphasis on the importance of evidence based practice within healthcare, but less recognition of the contribution of NHS libraries to this, with more dependence on national level guidance. The cost pressures on NHS trusts are leading to a reduction in library budget, staffing levels and resources, requiring the reconfiguration of services, both from a customer facing perspective and in terms of internal processes. More health services are being delivered by non-NHS providers, often in competition with the library's funders and stakeholders, meaning that the library needs to define its users clearly. Changing public attitudes to healthcare and access to health information is leading to a greater need for quality patient information.

9.1.3 Technological, legal and social

Rapid technological change has affected the way NHS staff use technology and information and their expectations of library services. Vast quantities of information are much more readily available from a wide range of devices, but much of the most readily available information is of poor quality. This requires users to be discriminating about the sources of their information, and to resist the temptation to depend on what is immediately available without checking that it is also the most relevant and highest quality evidence on the subject.

Staff are used to using smart, intuitive and interactive websites to carry out day to day transactions out of work, and expect to be able to interact with libraries in the same way. This poses a challenge for smaller scale libraries without large budgets to be spent on design and technology. Libraries also need to meet the needs of users with widely varying levels of IT literacy, confidence and access.

There is a growing gap between what is possible technically and legally, with copyright a particular restriction to the distribution, sharing and storage of information. This leads to library user frustration and a challenge for library staff to provide a modern, user-friendly service which allows its users to maximise the benefits of information and technology while remaining within the law.

9.2 Local

9.2.1 South Staffordshire and Shropshire Healthcare NHS Foundation Trust (SSSFT)

- The LKS's role of providing evidence to support clinical and managerial practice supports the Trust's Strategic Overview 2011-2016 which stresses the importance of evidence based practice ('provide demonstrable excellence in existing and new services through evidence based practice …'). It also has a contribution to make in supporting the three Trust values:
  - 'people who use our services are at the centre of everything we do' – both through its contribution to patient information initiatives and the evidence from impact of evaluations of library services that show that information supplied by the library service is used by clinicians to provide information to service users and carers as well as inform their care and treatment
  - 'we value our staff' – the same impact data demonstrates that library services support both formal and informal learning within the organisation through a range of services including access to print and electronic resources, sourcing of material from elsewhere, search skills

and critical appraisal training and weekly updates on a range of healthcare and management topics
    - ‘our partnerships are important to us’ – in the current economic and technological climate, where more and more material is published but the library has diminishing purchasing power, partnership working is key to continuing to provide access to the wide range of information the library’s users need. The growing demands on library services in terms of quality and range of service provision also make it essential to work closely with and learn from other library services

  In terms of supporting the Trust’s aims, the library has a particular contribution to make to (1) (Quality – high quality services built on best practice), (2) (Staff, teams and culture – development of teams and individuals) and (4) (Business, growth and innovation – providing the evidence to inform new ways of working).
- The widespread geographical area covered by the Trust (both within the core area of South Staffordshire and Shropshire and the contracts it holds to deliver services in other areas of the UK) means that the library needs to deliver services remotely, as many staff cannot easily reach a library, and respond to a constantly changing library user base
- The move to a more ‘agile’ workforce, with more services delivered in the community and more home working and hot desking for clinical staff will lead to fewer staff visiting libraries in person, and a need for a different approach to awareness raising of library resources and services
- Increase in use of mobile devices including tablets and smartphones as well as laptops for work purposes – the library service needs to keep up to date with evidence based information sources on mobile devices (e.g. apps) to signpost staff towards quality information sources
- The Trust’s ‘Research and Development Strategy’ and ‘Policy for Learning and Development’ both recognise the importance of the library service in supporting increased research activity and lifelong learning, including the provision of critical appraisal training.

9.2.2 Staffordshire and Stoke on Trent Partnership Trust (SSOTP)

Key issues that the LKS will need to take into account in planning services to SSOTP include:
- The way in which the Trust is bringing together community health and social services, leading to different ways of working and a corresponding change in the range and balance of staff served (far more social care staff than previously)
- The need to work together with library services in North Staffordshire to provide a co-ordinated approach and ensure best value for money for the Trust

9.2.3 Library user and stakeholder views from consultation

Details of the consultation process are included in Appendix 1. The consultation provided a wealth of views about the future direction of the service, as well as practical ideas about areas such as awareness raising of services. Recurring themes included:
- Literature searches and article requests considered most useful services
- Need to access information from desktop and laptop PCs and print, with less interest in smartphones or tablets *(however IT developments within SSSFT since consultation suggest smartphone/tablet use is likely to grow)*
- Literature search results would be more useful arranged in a hierarchical format
- Most useful source of information: journal articles followed by print books *(confirms current library spending pattern prioritising journal articles, but highlights importance of maintaining current expenditure on books)*
- Strong support for the importance of maintaining physical sites

- Most valued feature of physical library was library staff expertise
- Value of library IT facilities (PC access and space/connectivity for laptops) given move towards reduced office space for clinical staff
- Little evidence that improving physical library environment would increase usage, but some comments about specific aspects of libraries to be addressed
- Interest in other models of service delivery, in particular online 'Ask a librarian' for quick information-related queries, clinical librarian model (close working with selected clinical teams) and outreach librarian model (librarian visits to workbase and follow-up based on identified team need)
- Changing information needs included examples of service delivery from other Trusts and more information on physical health issues (from both Trusts)

9.2.4 Review of Library Strategy 2009-12

The Library and Knowledge Services Strategy 2009-12 set out a series of 46 objectives in areas such as ways of working, communication, partnership, risk management, evaluation and performance, finance and IT. Most objectives represented ongoing commitments and 'direction of travel' statements in areas such as partnership working and service improvement. The strategy has been implemented by a series of annual delivery plans setting out specific actions identified to meet objectives. An audit of the strategy has shown that almost all objectives will have been met (or progress made towards in the area specified) by the end of the 2012/13 financial year (see Appendix 6).

Key achievements over the term of the strategy have included:
- Ongoing development and improvement of remote (often electronic) access to library services and resources
- Integration of the Shelton site and library service into the existing South Staffordshire based library service
- Development of a range of current awareness services, including weekly e-mail updates
- Starting to develop new ways of working, both to improve efficiency behind the scenes (the centralisation of many library processes) and to improve support for clinical staff in their workbases (pilot outreach and clinical librarian work)
- Continuing to deliver high quality services despite reduction in staffing levels

Areas of work that have not been fully addressed, along with others that require further development, have been included in this strategy. These include knowledge management and ongoing work to improve support for and access to resources for staff in their workbases.

10 SWOT analysis

The table below summarises the key points from a SWOT analysis of the current library service.

Strengths	**Weaknesses**
• Library staff expertise • Personalised level of service • Focus on practitioner level resources and support • Remote access to almost all services	• Lack of awareness both of library services and of the generic skills of library staff • Lack of resources to provide publications covering all clinical and non-clinical areas relevant to Trusts • Difficulty in providing services (particularly book

• Critical appraisal skills relevant to all information sources (not just journal articles) • Library staff skills in adopting new technology, e.g. developing screencasts for online training	loans) across a widely dispersed user base
Opportunities • New technology making remote access easier • Librarian KM skills can be used in wider organisational environment, e.g. clinical system • 'Clinical librarian' and 'Outreach librarian' models allow better support in workplace	**Threats** • Rising resource prices, dwindling budgets • Google effect – expectation of instant access to information, no patience • Users finding Google before find library services • Reduced library opening hours leading to reduced visibility • Big HE/NHS libraries with excellent physical facilities – need to demonstrate benefits of more tailored service • Changes to funding streams • Danger of spreading limited resources/ staffing too thinly

An analysis of how best to use the library's strengths and opportunities to tackle the current weaknesses and future threats suggested:

- Need to emphasise the personalised, tailored services on offer to increasingly busy clinicians
- Use of the 'clinical librarian' and 'outreach librarian' models of workplace based support to remind people of the alternatives to Google
- Changes to ways of working within the library team to improve productivity and support for team members
- Use of new technology to provide better remote access to library services
- Need to stress the positives of the constant availability of library staff generally as opposed to the negatives of reduced physical library opening
- Need to emphasise the relevance of library services in educating staff about the continuing need to seek out quality information (e.g. through critical appraisal-type training)

11 Strategic aims

Based on the themes identified from the drivers and SWOT analysis above, the library will work to progress the following aims and objectives over the lifetime of this strategy:

A. Promote better use of the evidence base within the Trusts by improving library support for key activities
    1. Improve library support for the clinical workflow by piloting and developing new ways of working
    2. Improve support for lifelong learning and research
    3. Work with other Trust functions to improve the use of knowledge within the Trusts
    4. Work with other partners to improve the provision of information for service users and carers

B. Redesign services, resources and facilities to meet changing user needs, technological developments and service capacity

5. Redesign the provision of physical library services to balance the changing needs of library users and conflicting demands on the service
6. Reconfigure resource provision (print and electronic) to respond to changing physical library provision, cost pressures, technological developments and user needs
7. Improve remote access to library services and resources
8. Keep up to date with developments in new technology, both to support users in finding high quality information regardless of device or platform; and as a tool to support the internal workings of library services
9. Adapt ways of working within the library team to meet changing service demands and resources

C. Seek to continually improve the quality of library services

10. Seek to continually improve the quality of library services
11. Continue to work in partnership with other libraries and organisations

These aims support the Trust's Aims (as set out in the 2011-2016 Strategic Overview) – see Appendix 4 for a mapping of the library's objectives against those of the Trust.

12 Strategic objectives

This section provides more detail of the progress required for each of the strategic aims, and identifies specific actions.

12.1 Improve library support for the clinical workflow by piloting and developing new ways of working

The library will aim to work more closely with clinical and professional teams and services in their workbases by piloting and (subject to successful pilots) developing new models of working, in particular through the outreach and clinical librarian models set out below which the library service has already begun to pilot. The rationale behind this approach is to raise awareness of evidence based resources and library services and to make them easily available at/accessible from the point at which the need for evidence arises, so that staff 'find' the library services and high quality evidence before they 'find' Google and a less discriminating web search.

Actions:

i. Continue to pilot the outreach librarian model – brief librarian visits to workbases to determine initial needs and follow-up (higher volume, lower intensity). If pilot provides evidence of effectiveness, implement on an ongoing basis.
ii. Continue to pilot the clinical librarian model within existing projects and also seek further volunteers – clinical librarian 'embedded' in a small number of teams, attending meetings on regular basis for a time-limited period and taking away questions to supply evidence-based answers (lower volume, higher intensity work). Apart from the immediate benefits of question-answering, one of the aims of this work will be to help develop an evidence-based culture within the team. If successful, the team will still think to identify questions when the librarian is no longer attending meetings regularly and either send these to the library service to receive an evidence-based answer or use critically appraised sources to find their own answers. If the pilot provides evidence of effectiveness, implement on an ongoing basis, within existing staffing capacity.

iii. Start to pilot a similar approach to the clinical librarian work in a management context, for example with selected committees. If pilot provides evidence of effectiveness, implement on an ongoing basis, within existing staffing capacity.
iv. Investigate provision of literature searching results in a more user-friendly format

12.2 Improve support for lifelong learning and research

The Trust's Research and Development Strategy identifies areas in which the Trust library service can support research, including literature searching, training to develop critical appraisal and literature searching skills and supply of relevant publications. Developing staff skills in literature searching and critical appraisal are also an important element of library support for both formal and informal staff development. However, while the strategy consultation showed that these services are still relevant, the current take-up of library service training is poor.

Actions:

i. Re-examine the provision and marketing of search skills and critical appraisal training and seek to increase take-up
ii. Review ways in which the library service supports researchers
iii. Examine the possibility of more systematic links between Trust training provision and library services (this might take the form of support for courses or support for people on courses)
iv. Investigate options for using e-learning as an additional channel for library training

12.3 Work with other Trust functions to improve the use of knowledge within the Trusts

Library staff have the skills to contribute to the management of knowledge and information outside as well as within the library, but these have not been fully exploited as yet. This is also the subject of a new section of the Library Quality Assurance Framework. During the lifetime of this strategy, opportunities will be sought to harness library staff skills to improve access to knowledge and information outside the traditional library environment.

Actions:

i. Provide input into development and implementation of the new clinical system in SSSFT to ensure that any opportunities to link in use of the evidence base are taken
ii. Work with Clinical Effectiveness to improve access to internal and external information relating to relevant NICE guidance within SSSFT
iii. Look at ways of maximising the use of internally generated knowledge sources within SSSFT

12.4 Work with other partners to improve the provision of information for service users and carers

High quality information for service users and carers is a key part of current government health policy ('no decisions about me without me'[2]) and there is research to show that better informed patients lead to improved outcomes. The library has skills to contribute in terms of information management, provision of information to answer service user questions (either through clinicians

[2] 'Equity and excellence: liberating the NHS' Department of Health, 2010

or responding to direct requests by service users or carers), critical appraisal of information sources to identify high quality patient information and training to develop those skills in Trust staff. The physical libraries also currently have a role to play in providing internet access to service users, particularly on the Stafford site.

Actions:

i. Complete the provision of wireless IT access and devices for service user internet access in Lichfield and Redwoods libraries
ii. Develop a policy to clarify the library services' role in the provision of information and library services to service users and carers
iii. Other actions to be determined as opportunities for partnership working arise

12.5 Redesign the provision of physical library services to balance the changing needs of library users and conflicting demands on the service

The library service needs to continue to have a physical presence, but no longer has the resources to continue to provide three libraries all offering the same facilities and staffed throughout office hours. Moving away from the current model will support the changing role of librarians by allowing them to spend more time outside the library. This change is already underway due to reduced staffing levels.

The consultation for this strategy highlighted that moves within both SSSFT and SSOTP to increased mobile working and reduced office/desk capacity could lead to a greater demand for quiet study and work space within the libraries. The consultation also identified that the most valued resource within the library is the library staff and their expertise, and the strategy aims to make that as accessible as possible, on three sites as at present, though sometimes this will need to be by prior appointment.

The planned reconfiguration of physical library facilities will comprise:

Lichfield Library
The library at Lichfield will provide electronic resources only, but keep study space and IT facilities (access to PCs and facilities to use work or personal IT devices via the Trust network or Wi-Fi as appropriate). It will not have a photocopier. The facility will continue to have 24 hour access. Library staff support will be available by appointment. It is also hoped to be able to maintain set days/times when library staff are regularly available without appointments. However, to make best use of librarian time and provide the most reliable service, ideally the Lichfield library will not act as a service point for book loans, interlibrary loans or article requests – the aim is that these should be dealt with either from Stafford or Shrewsbury. The print book collection at Lichfield will be split between Stafford and Shrewsbury (the print journal collection previously held here has already been split between Stafford and Shrewsbury).

Redwoods Library, Shrewsbury
The library at the Redwoods Centre (replacement for Shelton Learning Resources Centre) will be staffed part time, with 24 hour unstaffed access available. Reduced staffed opening hours will allow the Redwoods-based librarian to deliver outreach and clinical librarian work primarily within Shropshire and Telford and Wrekin, but elsewhere as required. This library will continue to have a print book collection and print journal archive but current electronic journals only (as is the case at present). Options will be examined to identify the best model for the provision of photocopying and printing provision on this site. There will be study spaces and IT provision (including desktop

PCs and space and connectivity to use laptops and other mobile devices via the Trust network or Wi-Fi as appropriate).

Stafford Library
The library at Stafford will aim to maintain its current 40 hour a week opening times (dependent on current staffing levels being maintained). It will continue to have print journals for as long as these are a sensible option in terms of usage and value for money; and will share the book stock with Redwoods. It will make best use of the space and layout constraints to provide study spaces and IT provision for staff, service users and carers. Whilst current library assistant staffing levels are maintained, it will be the main service point for dealing with article requests and other forms of document supply.

Remote access to services will be improved as technology, resources and legislation (e.g. copyright) permits.

These changes will need to be accompanied by a change in perception of the library services by many of their users.

Actions:

i. Turn the library at Lichfield into an e-library
ii. Re-examine the provision of IT facilities on all three sites to ensure that they meet user needs (i.e. balance between provision of up to date hardware and space and connectivity to allow the use of mobile devices)
iii. Re-examine the arrangements (including charging) for the provision of photocopying and printing facilities for library users to make these more cost-effective

12.6 Reconfigure resource provision to respond to changing user needs, physical library provision, cost pressures and technological developments

It is realistic to expect that pressures on the resources budget will continue to mount and it will become increasingly difficult to provide immediate access to high quality stock through the library's own collections. It is anticipated that:

- The library will continue to provide a hybrid collection of print and electronic resources. The strategy consultation showed strong support for both formats
- The library collections will be developed on a Trust-wide basis, with reducing duplication of stock across the two book-holding sites (Stafford and Redwoods)
- Over the lifetime of the strategy, the book collection will diminish in size. This is due to several factors:
    - Reduced purchasing power of the library book budget
    - Most of the book stock purchased by a short term increase in book budget in approximately 2001/2002 will be obsolete and cannot be fully replaced by the current level of book budget
    - Review of the policy for holding an 'archive' collection
    - The development of an e-book collection (at higher cost and so less comprehensive)
- The library service will aim to provide a collection of e-books in formats that attract a higher level of take-up than the current NHS model (titles available for viewing online). At this point, following the consumer market of books downloadable to e-readers seems the most likely model.

- Locally purchased journal resources will continue to diminish. Growing emphasis will be placed on national provision and an access rather than holdings approach ('just in time' as opposed to 'just in case').
- Physical journal holdings will be reduced as they date, possibly freeing up space for more user-friendly library layouts

Actions:

i. Develop e-book provision with a careful choice of model of provision and supplier based on availability of relevant titles and a way of accessing e-books that reflects user preferences
ii. Pilot the signposting of users towards a wider range of quality resources, e.g. videos, podcasts from reliable sources

12.7 Improve remote access to library services and resources

Remote access to library services and resources will become increasingly important as SSSFT delivers services in a wider range of geographical locations where it is not feasible to provide a physical library presence; and as both SSSFT and SSOTP staff carry out more work remotely. The library service also needs to use this method of access to mitigate some of the effects of reduced library opening hours and staff availability on two sites.

Actions:

i. Investigate the most appropriate way to implement an online 'Ask a Librarian' type approach and its feasibility
ii. Develop e-book provision (as the main service currently unavailable to remote users outside SSSFT's core geographical area)
iii. Investigate ways of making more library services available remotely and/or electronically

12.8 Keep up to date with developments in new technology, both to support users in finding high quality information regardless of device or platform; and as a tool to support the internal workings of the library

Responses to the strategy consultation showed different levels of adoption and confidence with technology amongst the library user base. It is important that the library services continue to cater for users with high and low levels of IT literacy, confidence and access.

Developments and strategies within SSSFT suggest that there will be significant changes in the information systems and equipment used by Trust staff over the lifetime of this library strategy. There is likely to be a greater use of mobile devices, both Trust-owned (likely to be predominantly laptops) and personal devices such as tablets and smartphones. Trust staff will inevitably use these to access the evidence base and patient information resources.

Actions:

i. Keep library staff up to date with developments in information technology, systems and resources, both externally and within stakeholder organisations, evaluating and implementing them where this will improve library services and/or efficiency
ii. Signpost users to reliable sources of information regardless of the devices they are using (so keeping abreast of the best information sources in newer formats)
iii. Evaluate and revise the library's online presence to keep up to date with the way in which its user base wishes to access services

iv. Raise and maintain awareness of the concept and importance of using reliable sources of information, for example through the development of critical appraisal skills amongst library users

12.9 Adapt ways of working within the library team to meet changing service demands and resources

The changes to library service delivery outlined above will require new ways of working, firstly to create capacity to deliver these services and secondly to develop the staff skills to deliver the required services in the required ways.
Changes will include:

- More librarian time spent outside the library
- Resulting greater dependence on library assistants in staffing physical libraries alone. This will mean the library assistants will need to enhance their skills and confidence in dealing with quick user enquiries and support
- The library assistants will need to work as a team across the service (this has started to happen already), with processes centralised and streamlined where possible
- The librarians will also need to liaise to ensure that one is always available remotely to deal with any queries that are received either in person in the libraries or via an online 'Ask a Librarian' service
- Librarians will need to develop their skills in areas such as literature searching (both in technical use of resources such as the traditional online databases and in the sourcing of new kinds of information, such as what other Trusts are doing) and the use of new technology and information sources
- Librarians within the service will need to lead on different areas of work, but there will be shared elements (and skills required) for all roles (e.g. outreach work, clinical librarian) due to the geographically widespread coverage of the service
- In some areas library users will need to be encouraged to make greater use of self-service, for example obtaining articles to which they have direct online access for themselves rather than via the library service

Actions:

i. Continue the centralisation and streamlining of library processes where appropriate
ii. Carry out team building work to help the transition from three library teams to one
iii. Develop library assistant skills to support new ways of working
iv. Develop librarian skills to support new ways of working
v. Encourage greater self-service by library users in some areas,

12.10 Seek to continually improve the quality of library services

The Library Quality Assurance Framework (LQAF) aims to provide a set of national standards for use as a tool for continuous improvement by library services. Common themes running through the criteria include the importance of evaluation of services and initiatives and the importance of incorporating user feedback and consultation into the review and development of services.

Actions:

i. Seek to improve performance against the Library Quality Assurance Framework on an ongoing basis (based on percentage of compliance after visit in November 2012)

ii. Develop framework and timetable for getting user input and views on the delivery of library services

12.11 Continue to work in partnership with other local libraries and organisations

The library services will need to continue to work in partnership with other libraries and organisations, in particular NHS libraries but also public and Higher Education, in order to provide the highest level of service and access to resources possible to their user base.

Much partnership work will be a continuation of existing ways of working and co-operation, for example with other libraries within Shropshire and Staffordshire, other mental health library services and other West Midlands library services.

A major area of work will be collaboration with the NHS library services in North Staffordshire to provide an equitable level of library services across Staffordshire and Stoke on Trent Partnership NHS Trust.

Actions:

i. Formalise arrangements with SSOTP for the delivery of library services to their staff in South Staffordshire
ii. Work with the NHS library service in North Staffordshire to provide a co-ordinated library service to SSOTP. This may require changes to the way in which we deliver services to SSOTP.

13 Process for monitoring and compliance

These actions will be implemented by an annual delivery plan, which will include details of resources, timeframes and deliverables. A summary table of the actions and their expected implementation timeframe is provided in Appendix 2. The implementation of the strategy through the annual delivery plans will be monitored and reviewed according to the annual business planning timetable set out in Appendix 3. This includes monitoring using the Trust Performance Plus system.

Appendices

Appendix 1 – Library Strategy Consultation

The views of library service users and stakeholders in both Trusts served were actively sought in the development of this strategy. Ways in which contributions were encouraged included:

- Consultation document (1 individual and 1 corporate responses)
- Online survey (26 responses)
- Consultation cards handed out at SSSFT AGM and meetings within both Trusts
- Library staff attending meetings

The list below gives more detail:

Date	Activity	Group
02/09/11	Presentation on library services current and future	Clinical Effectiveness Operational Group
21/09/11	Trust AGM – display and consultation cards, discussion with attendees	Trust staff
10/11/11	Presentation/paper on current usage and future direction of library services	Quality Effectiveness and Risk Committee
29/11/11	Activities re strategy at Library Team Away day	Library staff
Dec 11 – Mar 12	Consultation document and link to consultation survey on Trust website	All Trust staff
Jan 12 – Mar 12	Link to online consultation survey included in all library staff e-mail signatures	All library users
06/01/12	Consultation cards handed out	Clinical Effectiveness Operational Group
12/01/12	Presentation on library services present, future and outreach	Children's Directorate Management Team
12/01/12	Discussion on future contribution of library services to research	Research, Development and Innovation Committee
20/01/12	Awareness raising talk on library services present and future	Forensic Directorate Management Team
26/01/12	Presentation on library services present and future	Specialist Services Directorate Management Team
Feb 12	E-mails raising awareness of consultation and setting out possible routes for submitting views (including link to online survey)	Key stakeholders, including directors
Feb 12	E-mail sent to members of SSSFT Learning and Development Committee, including link to consultation document and online survey	Learning and Development Committee – key stakeholders linked to education and CPD
Feb 12	E-mail highlighting ongoing consultation	Current SSOTP library users
Feb 12	Intranet news item including link to online survey	All Trust staff
Feb 12	Intranet item requested on SSOTP South intranet	SSOTP South staff
09/02/12	Consultation cards handed out	Quality Effectiveness and Risk Committee
29/02/12	Consultation document discussed at SSOTP Training and Development committee	SSOTP stakeholders
13/04/12	Discussion of strategy and SWOT analysis, continued at subsequent Skype discussion	Librarians

Responses were received from both SSSFT and SSOTP staff and from staff in a variety of roles from clinical to director level. A summary of the main findings of the consultation are included in section 9.2.3. Further detail of responses is available in a separate report.

The draft strategy was posted on the Trust intranet for consultation and tabled for discussion at the Trust Research, Development and Innovation Committee, the Clinical Effectiveness Operational Group and the SSOTP Training and Development Group.

Appendix 2: Summary Table of Strategy Actions and Timescales

More detailed costings and outcomes will be identified in the annual delivery plan.

	Activity	12/13	13/14	14/16	Success outcome/deliverable	Resources Notes
1. Supporting the clinical workflow						
i.	Outreach work				Mechanisms for outreach work developed Effectiveness of outreach approach evaluated	Librarian time Travel costs
ii.	Clinical librarian – more intensive working with a limited number of teams/ groups				(1) Literature searches generate by Clinical Librarian work (2) Satisfaction with/changes to practice brought about by lit searches	Librarian time *(approx. 8 hpw per team)* *Requires buy-in from senior clinician in team*
iii.	Increased support for management work within Trust				Evidence that way of working is successful (e.g. information searches generated and results used to inform decision-making)	Librarian time *Buy-in from senior management*
iv.	Formatting of literature search results				Lit search results format considered more useful by users	Librarian time
2. Support for lifelong learning and research						
i.	Re-examine provision and promotion of training				Increased uptake of search skills and critical appraisal training compared to 2011/12	Librarian time Stationery Printing costs
ii.	Review library support for researchers				Compliance with LQAF criterion re support for researchers	Library staff time
iii.	More systematic links between training and library				Improved library support for people on courses (exact outcome to be determined)	Library staff time Liaison with R&D
iv.	E-learning				Elements of library training accessible through Trust e-learning routes and being used	Library staff time Suitable technology
3. Improve the use of knowledge within the Trusts						
i.	Input into new clinical system, linking in evidence base				To be determined	Librarian time
ii.	NICE guidance				System integrating internal and external knowledge re NICE guidance used by Trust staff	Librarian time Liaison with Clinical Effectiveness
iii.	Maximise use of internally generated knowledge sources within SSSFT				Improved access to and use of internal knowledge sources	Librarian time Suitable technology
4. Provision of information for service users and carers						
i.	Wi-Fi internet access for service users in libraries inc via Trust-owned devices				Service users able to access internet without using Trust network	Wi-Fi network Suitable devices Library and IT time
ii.	Policy re library role in provision of library services to service users and carers				Policy agreed, implemented and services available publicised to service users and carers	Library staff time
iii.	Other actions to be determined as opportunities for partnership working arise				To be determined	To be determined

	Activity	12/13	13/14	14/16	Success outcome/deliverable	Resources Notes
5.	**Redesign provision of physical library services**					
i.	Change Lichfield library to e-only provision				Lichfield library changed to e-only provision	Librarian time Library assistant time Estates input to make alterations to space
ii.	Re-examine provision of IT facilities in all three libraries				Up to date IT facilities on library sites	Library and IT time Replacement IT equipment (to be determined)
iii.	Re-examine arrangements for provision of photocopying and printing facilities for library users				Annual cost of provision of photocopying and printing facilities to be reduced	Library and IT time Other resources dependent on solution identified
6.	**Resource provision**					
i.	Development of an e-book collection				E-book provision that exceeds 2011/12 usage; e-book collection development integrated with that of print books	Librarian time Element of book budget
ii.	Signposting of users towards wider range of quality resources				Library guides and catalogues pointing users towards wider range of resources Evidence of use of quality non-text resources	Librarian time
7.	**Improve remote access to library services**					
i.	Investigate development of an online 'Ask a Librarian' service				Identification of suitable model and take-up of service in practice	Librarian time To be determined
ii.	Development of an e-book collection	See above ('Resource provision')				
iii.	Investigate making more library services available electronically				Better electronic access to library services (to be identified) and evidence of use of electronic route	Librarian time Possible technological requirements
8.	**Keep up to date with developments in new technology**					
i.	Evaluate aspects of new technology and implement where useful				One aspect of new technology evaluated and implemented/rejected each year	Library staff time Possible technological requirements
ii.	Keep abreast of best information sources regardless of format				User guides and training sessions relevant to users of mobile technology devices	Librarian time Access to new technology
iii.	Library online presence up to date with way users want to access services				Library online presence up to date and being used	Librarian time Possible technological implications
iv.	Promote need for evaluation of information sources before use				Take-up of user education on evaluation of information sources (form to be determined)	Librarian time
9.	**New ways of working within library team**					
i.	Continue the centralisation of library processes where possible				Library back-office processes carried out efficiently by staff of appropriate grade	Library staff time
ii.	Team building to develop single library team				To be determined	Library staff time OD support
iii.	Development of library assistant skills to meet new ways of working				Library assistants able to support library users in wider range of ways	Library staff time

	Activity	12/13	13/14	14/16	Success outcome/deliverable	Resources Notes
iv.	Development of librarian skills to meet new ways of working				Librarians familiar and comfortable with new skills and technology required	Librarian time
v.	Encourage library users to access journal articles for themselves where these are directly available online				Reduction of proportion of article requests satisfied from online sources from 32% to 25% by the end of Y3	Library staff time
10. Provision of a quality library service						
i.	Improve performance against LQAF				Improvement of LQAF compliance against baseline over lifetime of strategy	Library staff time
ii.	Develop framework and timetable for seeking user input/views on library services				Framework setting out how library service is checking that different services meet user needs on regular basis	Library staff time
11. Working in partnership						
i.	Formalise arrangements with SSOTP for the delivery of library services to their staff				Formal agreement with SSOTP in place and being monitored to LQAF standards	Library staff time SSOTP buy-in
ii.	Work with North Staffs library service to provide co-ordinated library service to SSOTP				Clear library service offer to SSOTP staff regardless of workbase	Library staff time New systems for some areas of working

Appendix 3: Annual timetable for monitoring and review of library strategy and delivery plan

Month	Action	Area	Responsible
April	Statistics from previous financial year gathered	Internal planning	Library Manager Library team
April	Review of previous year's and draft Delivery Plan with line management	Performance Monitoring	Library Manager Head of IM&T Development
April/May	Dashboard reviewing Q4 and whole year performance against library performance targets included in Information Team's performance report	Performance Monitoring	Library Manager Finance and Performance Subcommittee
May	Annual Review written and draft Delivery Plan finalised, taking into account 'lessons learnt' from review of previous year, directorate business plans and other stakeholder requirements	Internal planning	Library Manager
May/June	Detailed internal review of previous year's library activity and engagement and review of library strategy progress and objectives, leading to development of engagement/marketing priorities for remainder of current year, and completion of Delivery Plan	Internal planning	Library Manager Library team
May/June	Annual Review from previous year and Delivery Plan for current year, including review of progress against Library Strategy, taken to Finance and Performance Subcommittee Subject to agreement, main actions from Delivery Plan entered on Performance Plus for review on monthly basis and at Performance Rounds	Performance Monitoring	Library Manager Finance and Performance Subcommittee
July	Review of Delivery Plan with line management	Performance Monitoring	Library Manager Head of IM&T Development
July/August	Dashboard reviewing Q1 and performance against library performance targets included in Information Team's performance report	Performance Monitoring	Library Manager Finance and Performance Subcommittee
August	Annual Library Quality Assurance Framework self-assessment considered for approval by Finance and Performance Subcommittee	Performance Monitoring	Library Manager Finance and Performance Subcommittee
August/September	Annual Library Quality Assurance Framework self-assessment submitted to Regional Library Unit (or successor)	External assessment	Library Manager
October	Six monthly activity figures and Q2 dashboard (performance against library performance targets) sent to SSOTP	SLA monitoring	Library Manager
October	Review of Delivery Plan with line management	Performance Monitoring	Library Manager Head of IM&T Development
October/November	Dashboard reviewing Q2 and year to date performance against library performance targets included in Information Team's performance report	Performance Monitoring	Library Manager Finance and Performance Subcommittee
November	Trust Performance Round – including monitoring of Performance Plus objectives and progress and challenges against delivery plan and strategy	Performance Monitoring	Trust management Director of Finance and Performance Head of IM&T Development Library Manager
November – December	Major internal review of progress against current year's Delivery Plan and Library strategy Discussion begins on following year's Delivery Plan	Internal planning	Library Manager Library team
January	Interim monitoring meeting for SLA with SSOTP, including review of Q1+Q2 statistics, delivery plan and discussion of priorities and specification for following financial year	SLA monitoring	Library Manager SSOTP library lead

Month	Action	Area	Responsible
	Agree and sign off SLA specification for next financial year		
January	Review of Delivery Plan with line management	Performance Monitoring	Library Manager Head of IM&T Development
January/February	Dashboard reviewing Q3 and year to date performance against library performance targets included in Information Team's performance report	Performance Monitoring	Library Manager Finance and Performance Subcommittee
January – February	Following year's Trust budget allocation/CIP requirement known and fed into following year's Delivery Plan	Internal planning	Directorate Accountant Library Manager
January – February	Next year's Delivery Plan drafted and agreed within the library	Internal planning	Library Manager Library team Head of IM&T Development
February	Draw up budget plan for following financial year	Internal planning	Library Manager Library team Directorate Accountant
Monthly	Review of progress against Delivery Plan by exception at Library Business meeting	Internal planning	Library Manager Library Team
Monthly	**Update of top level library actions on Performance Plus**	**Performance monitoring**	Library Manager

Appendix 4: Mapping against Trust strategic overview 2011 - 2016

Trust Aims LKS Objectives	1 Quality	2 Staff, teams, culture	3 Partnerships	4 Business, growth, innovation	5 Assurance
Supporting clinical workflow	Y			Y	
Lifelong learning and research		Y		Y	
Knowledge management	Y				Y
Service user information	Y		Y		
Physical library	Y	Y			
Resource provision	Y			Y	Y
Remote access	Y	Y		Y	
New technology		Y		Y	
New ways of working	Y			Y	Y
Quality library					Y
Partnership working			Y		

Appendix 5: Equality Impact Assessment

A full Equality Impact Assessment has been carried out for this strategy. Overall the strategy should have a positive impact in promoting equality and diversity in all areas listed, by making services and resources more accessible via a wider range of routes – it will be less important to visit libraries in person, and easier to access resources in electronic format, which facilitates the use of assistive technology. In addition, one of the core functions of the library service, the provision of evidence based material, supports equality and diversity by providing the opportunity for staff to improve their knowledge about the care and health needs of people from diverse backgrounds, religions and beliefs, different sexual orientations and of all ages and genders.

Appendix 6: Review and progress on 2009-12 strategy

The table below shows progress against the objectives set out in the 2009/12 Library and Knowledge Services strategy as at May 2012.

Strategic Objectives	Status	Progress 2009-12
1. Support the Trust strategy.	2012/13 actions will achieve obj	
2. Achieve a high level of compliance with the library NSF standards.	2012/13 actions will achieve obj	NSF standards withdrawn. High level of compliance with replacement LQAF (2011: full compliance with 35/48 criteria; partial: 10; non-compliance: 3)
3. Continually reassess future staffing needs to meet changing service needs.	2012/13 actions will achieve obj	Actions to realign library opening hours to available staffing and requirement for greater librarian presence outside library
4. Actively work towards securing funding to meet ongoing library developments in order to meet this strategic vision.	Not achieved due to changed financial climate	
5. Continue to consult with users regarding library developments.	2012/13 actions will achieve obj	Major user needs analysis survey 2009/10; smaller scale surveys inc impact surveys, SMS, e-books; full User Survey planned 2012/13
6. Ensure that services meet need in the most effective ways.	2012/13 actions will achieve obj	Developments include centralisation of many library processes; trialling more systematic approach to outreach/clinical librarian; reviewing literature search results format
7. Continue to develop and monitor electronic services as appropriate.	2012/13 actions will achieve obj	Developments include merger of Shrops and Staffs library management system; text messages for book reminders; weekly e-mail alerts on topics of interest; library icon on standard Trust desktop
8. Evaluate services.	2012/13 actions will achieve obj	Major user needs analysis survey 2009/10; smaller scale surveys inc impact surveys; full User Survey planned 2012/13; development of dashboard for ongoing monitoring and review of standards
9. Be more responsive to those who engage with and use the library & knowledge service.	2012/13 actions will achieve obj	Initiatives introduced based on feedback/analysis of usage patterns include outreach/ clinical librarian; book collection reviews with subject specialists; annual engagement planning process
10. Add value to membership.	Achieved	Library entitlements of Trust members and governor members identified and added to registration guidelines
11. Play an active part in the South Staffordshire Health Libraries Federation [SSHLF] and the Shropshire Libraries Information Network [SHeLib].	Ongoing	Participation in both South Staffordshire and Shropshire library networks throughout period of strategy
12. Expand the user/carer initiative and provide relevant patient information.	2012/13 actions will achieve obj	Initiatives included involvement in Information on Prescription work; contacts with local public libraries over Books on Prescription; collaboration on development of Patient Information leaflet database for Trust website
13. Utilise role re-design to give site librarians an 'electronic development' remit and an improved outreach role.	2012/13 actions will achieve obj	Move towards librarians taking lead on particular areas of service provision including outreach and clinical librarian
14. Expand training programme in conjunction with the Trusts training initiatives.	2012/13 actions will achieve (modified objective)	Re-evaluated in light of poor take-up of group training in 2010/11 and 2011/12 – modified to investigation of new ways of delivering training

Strategic Objectives	Status	Progress 2009-12
15. Develop a User/carer information point/cyber cafés.	2012/13 actions will achieve obj	Wi-Fi and Google netbooks being introduced into libraries for service users
16. Investigate the possibility of working in partnership with voluntary organisations.	Not achieved	
17. Investigate ways of playing an active part in the Trust research and innovation group/strategy/Professorial unit.	Ongoing	Ongoing library representation on Trust research development and innovation group
18. Continue to work with and influence regional and national agendas where possible.	Ongoing	Ongoing attendance at Shropshire and Staffordshire library meetings, feeding views through to regional and national groups. Library manager on West Mids Library Strategy group from April 2012
19. Make better use of technology in all its forms.	2012/13 actions will achieve obj	Improvements include single library management system, weekly e-mail updates on range of topics, library icon on standard SSSFT desktop, text messages for overdue book reminders
20. Publish audit results where practical and feedback findings	2012/13 actions will achieve obj	Includes: User needs analysis – publication of report, presentation of paper at HLG; report on results of impact surveys (planned for 2012)
21. Wider shared service access to library services.	Achieved 2011/12	Improved support for Staffs University mental health nurses on and off placement
22. Improve working with University health libraries as part of wider library network.	Not achieved	
23. Continue to support partnership initiatives where possible.	Ongoing	Ongoing attendance at Shropshire and Staffordshire library meetings, feeding views through to regional and national groups
24. Promote library accommodation needs	2012/13 actions will achieve obj	Development of new library accommodation in Shrewsbury; move of Lichfield library to new accommodation
25. Actively seek funding and/or new ways of working.	2012/13 actions will achieve obj	New ways of working include centralisation of many library processes, single library management system, development of outreach and clinical librarian roles
26. Promote effectiveness of library services.	2012/13 actions will achieve obj	Outcomes include rebranding library to present more professional issues; promotional activities in annual engagement plans; results of impact surveys and use of case studies
27. Continue to maintain and input into the Trust's risk register.	Ongoing	Library items included on Directorate Risk Register
28. Continue to audit and evaluate library services and processes, to inform performance development.	2012/13 actions will achieve obj	Services and processes audited include statistical gathering processes, literature searching, training, usage of book stock [2012 action], collection development – policy review and audit of sections of stock with library users
29. Continue to collect meaningful statistical information.	Achieved 2011/12	Review carried out to update statistics collected and their use Ongoing systems in place
30. Continue to fulfil obligatory requirements for information.	Ongoing	Annual LKDN statistics submissions Annual LQAF self-assessments Quarterly performance 'dashboard' to Finance and Performance Subcommittee Library information included in Performance Round presentations
31. Continue to use statistical information to promote and develop the library services.	2012/13 actions will achieve (ongoing systems in place)	Impact survey data used as part of library strategy consultation process and included in papers about library services; surveys/usage reviews used to inform development of e-journal and e-book provision and development of weekly e-mail updates service
32. Continue to participate in the Trust's performance	Ongoing	Quarterly performance 'dashboard' to Finance and Performance Subcommittee

Strategic Objectives	Status	Progress 2009-12
management cycle.		Library information included in Performance Round presentations
33. Determine how we will know that we achieved our objectives and implement these measures.	2012/13 actions will achieve obj	Use of SSSFT Performance Plus system; 2012 action to review the business planning process
34. Continue to support Trust submissions when relevant.	Ongoing	
35. Benefit from funding bids made by the Trust.	Ongoing	
36. Work with directorates and the Trust in a creative and innovative way to obtain best value from available funding.	2012/13 actions will achieve obj	Innovations (to this library service) have included stock review questionnaire; clinical librarian role (e.g. Evidence into Practice project); systematic approach to outreach work
37. To work collaboratively with partners to obtain best value from shared funding opportunities.	Ongoing	Shared purchasing of MD Consult database, linked into regional journal/e-resource procurement group through local representative
38. Work with the directorate accountant and commissioners to recognise the library contribution needed to support services.	Ongoing	Ongoing dialogue with Directorate Accountant to manage library income and expenditure
39. Develop a rolling programme of equipment renewal within budget allocations.	2012/13 actions will achieve obj	Action for 2012
40. Champion staff access to I.T.	Ongoing	Access through continuing provision of IT facilities in library sites
41. Continue training staff in literature searching, database, electronic resources, current awareness tools and Internet use.	Ongoing	Provision of training in literature searching, database, electronic resources, current awareness tools and internet use to match user demand Specific pieces of work have included review of marketing of library training and investigation of 'MOT' approach [2012]
42. Work to develop information systems for users/carers.	2012/13 actions will achieve obj	Initiatives included involvement in Information on Prescription work; contacts with local public libraries over Books on Prescription; collaboration on development of Patient Information leaflet database for Trust website
43. Evaluate electronic materials and assess their viability within the Trust's environment.	2012/13 actions will achieve obj	Electronic materials assessed included e-books (both attitudes to and uptake in a variety of formats); e-journal subscription usage assessed and library subscriptions tailored accordingly
44. Promote the use of electronic resources.	2012/13 actions will achieve obj	Actions included promotion of weekly e-mail update subscription promotion (over 1000 subscriptions in first year); e-book 'shelves'; promotion of electronic resources via newsletter articles
45. Support the Trust's knowledge management initiatives.	Will not achieve – carry forward to next strategy	
46. Support the Trust training team with its e-learning and training programme.	Ongoing	Publicising of Trust and Health Informatics Service training in Trust libraries Liaison with course providers to ensure library resources and services meet needs of course attendees (e.g. Leadership, EMDR)

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