

LKS Library and Knowledge Services

Library Services Annual Review 2014/15

Summary

The Library and Knowledge Services (LKS) aim to improve 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 and the skills to make best use of it.

During 2014/15 the LKS continued to deliver high quality services, but low staffing levels throughout the year led to a reduction in activity and made it difficult to develop the service as planned. As a result progress on implementing the Library Strategy remains behind schedule.

Statistics showed a drop in use of most library services. However the library met most performance standards and impact survey responses showed that the services continued to meet staff's needs and information supplied supported patient care, service redesign, continuing professional development and research. The LKS improved its performance against the Library Quality Assurance Framework, submitting a score of 99% compliance which was later verified by Health Education West Midlands.

The LKS completed a Management of Change process that led to a reduction from three to two library sites (Lichfield library closed) and a staffing restructure. Two librarian posts were vacant for much of the financial year. This led to two sites being run by library assistants for several months, and meant a lot of travel for the remaining librarian and Library Manager in order to support the library assistants and cover annual leave. This in turn made it harder to carry out more proactive outreach and clinical librarian work. This combined with the ongoing change in staff information seeking behaviour to reduce service usage. Changes in electronic resource provision at national level also led to time-consuming adjustments locally, which took staff time away from direct service provision.

Both libraries, and particularly their computers, continued to be well used, in Stafford by service users and at Redwoods by staff doing their mandatory training e-learning.

Maintaining a high quality and wide ranging service with reduced staffing levels over several months represented an achievement by all members of library staff. The main challenges for the coming year will be reversing the fall in library usage and catching up on service developments, particularly in terms of taking a more digital approach. The development of a new library strategy will provide an opportunity to revisit the library's approach to information provision, to ensure it keeps up with wider changes in technology and the way people expect to find and use information.

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1. Aim of this review

This report aims to review library service developments, achievements and challenges over 2014/15, as well as providing a picture of who is using what aspects of library services and how that usage is supporting Trust activities. This overview also provides analysis to identify areas for future development and issues to be addressed in future library strategies and delivery plans. For more detailed statistics and analysis, please see the appendices and additional documents.

2. Key achievements, developments and challenges

Main library achievements and developments 2014/15:

- Achieved 99% compliance rate with LQAF national standards for NHS library services.
- Impact surveys carried out on four different services during the year showed they all made an important contribution to improving patient care and supporting staff CPD
- Kept the service running and meeting most quality targets despite low staffing levels for most of the year
- Library assistants left as sole members of library staff on two sites for several months kept local service running to high standard until new staff arrived/site was closed
- Library Management of Change process was completed – staffing was reviewed, one post redesigned and one library site closed. New staff were appointed and settled into their roles and one existing member of staff changed their workbase.
- The new e-book service received good usage and allowed relatively straightforward access to prescribing guidelines from within the RiO clinical system. The e-book usage model, that meant that several people could ‘borrow’ the title at the same time, also proved an economical way to support Trust in-house Virginia Mason training.
- A ‘Mental Health Fiction’ collection was set up, to raise awareness of the library amongst groups that previously hadn’t used the service, and also to encourage use of resources that provide an insight into the patient and/or carer experience of mental ill health.
- Library staff at all levels received basic project management training, with a view to all members of staff leading small-scale service improvement projects during 2015/16.
- Further streamlining to back office processes was achieved by the addition of a ‘Quickcat’ module to the library management system and getting most book processing carried out by the supplier (at the same time as achieving a greater discount on book purchases)

Main challenges:

- There was a drop in usage of most library services during 2014/15. This seems to be linked to general changes in information seeking behaviour as well as a reduction in awareness raising and outreach activity due to low staffing levels, as well as the closure of the Lichfield site.
- Delays in national level decisions about procurement of NHS Core Content (nationally procured electronic resources) led to enforced delays with local purchasing of resources which in turn meant that some content was unavailable for part of the subscription period. This was exacerbated by a key publisher (Royal College of Nursing) removing their content from a nationally procured database, leading to budget pressures and additional workload negotiating a discount for local libraries and then trying to get content on its new platform linking in with existing resource discovery systems.

- Getting three Social Care journal titles set up for SSOTP staff across Staffordshire proved far more time-consuming than originally envisaged!.
- Trying to maintain coverage of library opening hours across three sites with vacant posts and long term sickness absence whilst also maintaining professional level library services placed pressure particularly on the librarians and made it hard to develop the service as required.
- Major changes to the Trust website clashed with the annual LQAF submission date. This submission includes links to relevant web pages. Provisional web addresses and pages had to be created in a hurry to meet bare essentials.
- The gradual loss of some of the best-used elements from NHS Core Content resources is placing even greater strain on the library resources budget, and this looks set to continue during 2015/16

For a full review of progress against the library strategy and annual delivery plan, see Appendix 4.

3. Review of library activity and its contribution to Trust activities

This section provides some 'headlines' of trends in library usage during 2014/15 and shows how the specific services support NHS values such as high quality patient care and well-informed staff. For a more detailed analysis, see Appendix 1.

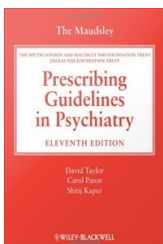
3.1. Access to and use of the evidence base

"To continually drive up the standards of healthcare, clinical decision making must be supported by the best available evidence and good practice" [Health Education England Mandate 2015/16¹]

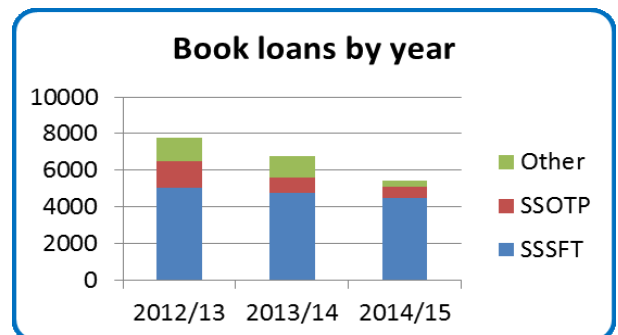
One of the library's key roles is to provide access to the 'best available evidence and good practice' that Trust staff need to keep delivering high quality healthcare. It does this through making available both print and electronic resources procured nationally and locally.

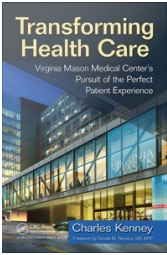
3.1.1. Book and e-book loans

- 5405 book loans from Stafford and Redwoods libraries during 2014/15, compared to 6789 during 2013/14 – most of the reduction was loans to 'Other' groups including other libraries and loans for administrative purposes. 82% of book loans were to SSSFT staff, 12% to SSOTP



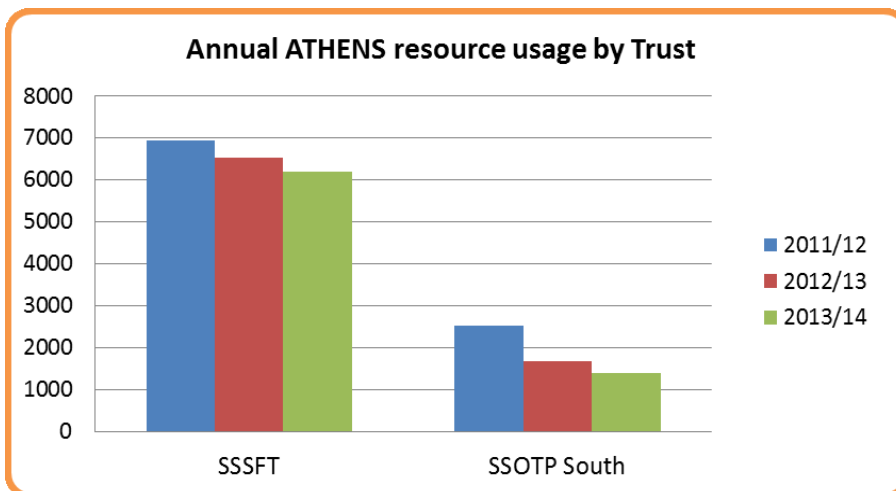
- New e-book service introduced in May 2014, providing 24/7 access to the evidence base from anywhere with an internet connection. Staff can consult the e-books online or download them to laptops, Smartphones or tablets to carry round with them.
- 281 e-book loans and downloads, 336 e-book browses ('browse' = any use shorter than 10 minutes)





- Most popular e-book titles were Maudsley Prescribing Guidelines (71 loans and downloads and 66 browses, providing quick access to the evidence base for users of the RiO clinical system) and 'Transforming Health Care: Virginia Mason Medical Center's pursuit of the perfect patient experience', which was borrowed 36 times, largely by staff on the Virginia Mason LEAN training course.
- Up to date information is critical in healthcare: 513 print books and 185 e-books were added to the stock; over 1000 older items were withdrawn.
- Library membership fell by 3%, from 1321 in April 2014 to 1277 in April 2015. In particular there was a big fall in the number of SSOTP staff joining the library.
- Book stock reviewed to reflect latest NICE guidance and national audits in areas including bipolar disorder, schizophrenia, suicide and self-harm and antenatal and postnatal mental health

3.1.2. Online resources



- Trust staff have access to journals, research databases, e-books and, key information sources such as the BNF online. These are a combination of national and local subscriptions. Most of these require an ATHENS password, hence the use of ATHENS statistics to measure usage
- 2014/15 saw a drop in online resource usage within both

SSSFT and SSOTP, as well as a fall in the number of staff with current ATHENS accounts (from 1038 to 811). This suggests that fewer staff are accessing the full range of evidence at their disposal for their decision-making. Changes to the Athens administration structure may also have had a small impact on numbers as staff accounts were moved to reflect these changes.

- Changes in the NHS Core Content led to the loss of several key nursing journal titles, in particular RCN publications. Some of these had to be reprocurd at local level – this was costly, time-consuming and led to a less user-friendly interface.
- Access to the evidence base for social workers within both SSOTP and SSSFT was improved by procuring social care journal titles. These proved difficult to set up and initial usage was low despite a lot of promotional work. It is hoped that a year of less problematic access will improve this situation.
- The library reviewed access to resources for Children's Services, updated the book stock and changed journal subscriptions. The success of this will be reviewed via journal usage during 2015/16

Action 2015/16! Increase awareness of ATHENS passwords and the evidence-based resources to which they act as a gateway - to improve quality of information staff base decisions on

3.1.3. Interlibrary Loans and Article Request Service

No NHS library can subscribe to all the information sources its users may need. Therefore it is important that the library sources, in a timely and cost-effective way, any book or article that Trust staff need to consult to inform their practice.

Why are we doing this?

“The ability to request and receive articles in a very efficient manner ... directly impacts upon the care I am able to provide to my patients and the advice I provide to the rest of the service”
[Article Request survey 2015]

- The library received 201 requests for books it did not have in stock. Of these, it obtained 81 from local libraries and 108 from the British Library. It was unable to supply 12 books.
- The library supplied 926 articles to its users during 2014/15 compared to 1422 during 2013/14 – drop in demand is almost certainly partly linked to the reduction in literature searches carried out
- The library exceeded its standards by processing 99% of article requests within 2 working days and supplying 100% of items from stock within 2 working days and 96% of items from external sources within 5 working days.
- The library failed to meet the standard of supplying 95% of articles requested. This was due partly to requests made for items in foreign languages (the user usually withdraws the request when they find this out) and partly because fewer items were available from the British Library, due to financial constraints and licence restrictions. The library is likely to struggle to meet this standard more in future years as financial constraints on the British Library have a cumulatively greater effect, and will probably need to re-examine its policy in this area.

How is this service helping the Trust deliver on its values?

“This will be used to inform the development of a treatment group for patients”
“being aware of treatment protocols and plans in order to inform the commissioners and assist in service planning”
[Quotes from Article Request survey 2015]

3.2. Information consultancy

‘It is through ... sharing knowledge, research evidence and best practice, that we inspire and inform innovation and improvements in patient care and safety, experience and outcomes’
[Health Education England, 2014¹]

How does this help the Trust deliver on its values?”

“Writing clinical guidelines - provided clarity around procedures and areas of best practice”
“allowed me to complete a more accurate search for my literature review [whose] findings will provide some useful information for patients receiving psychological therapies on inpatient services.”
[Training Impact Survey 2015]

3.2.1. Literature searches and enquiries

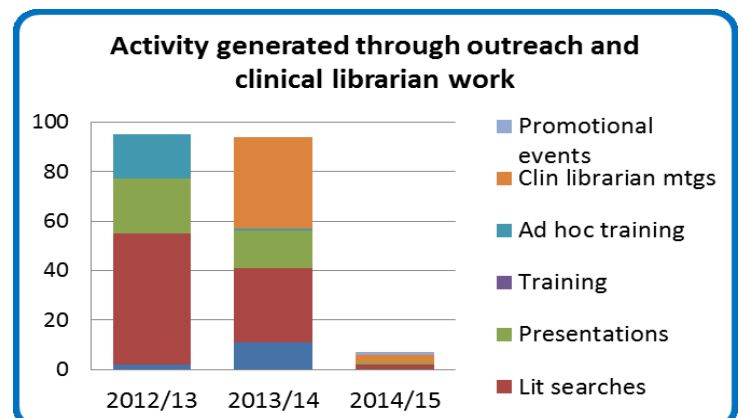
- 116 literature searches carried out during 2014/15 (51% drop from 2013/14), 73% for SSSFT staff
- Most common topics for searches included dementia, learning disabilities, psychology of sexual offending and autism
- 37 extended enquiries answered over the course of the year; during the sample week the library staff answered 89 procedural enquiries and 29 brief information requests
- Each search took an average of 5.2 hours, an increase from 2013/14 largely due to some lengthy

- management searches to inform the development of Trust policy
- 88% of staff requesting literature searches received their results either within 5 working days or within their agreed timescale, compared to 97% during 2013/14. This failure to meet the performance standard of 95% was the result of vacant librarian posts. The library responded to all extended enquiries within 5 working days.
- All 14 respondents to impact surveys reported they had used results both to inform patient care and for their own professional development. They all stated that the search results were what they had asked for and that they were able to make effective use of them (i.e. results received in time and in a manageable quantity).
- The library reviewed its literature search policy so that it now offers guided searches for study purposes – doing the search with the student rather than for the student as previously. This should help Trust staff, present and prospective, to develop their own information literacy. This may reduce the number of searches done on behalf of users as currently many searches are course related. However, there should also be an increase in training activity.

Action 2015/16! Improve quality of evidence used for decision-making by adding synthesised search service. This should make search results more user-friendly for busy clinicians and managers

3.2.2. Outreach/clinical librarian

- Vacant librarian posts and long term sickness absence for much of the year meant librarian capacity for proactive outreach work was non-existent. The chart (right) shows the impact on demand for other library services
- Clinical librarian work was limited to supporting the South Staffordshire Critically Appraised Topics (CAT) group for



Action 2015/16! Further outreach work in both Trusts to increase use of evidence-based resources and library services

- physiotherapists and SSSFT project groups
- There was very little capacity for outreach work: towards the end of the year, the library team at Redwoods started having an awareness raising stand in the main Redwoods building, which has attracted some new library members.

3.3. Supporting Trust staff's continuing development

“The drive for evidence-based practice within health care, and the recent trend towards eHealth, is dependent on staff **being able to handle information effectively...**” [RCN, 2010¹]

The information literacy or search skills training provided by the library helps healthcare staff develop the ability to handle information effectively and to identify and appraise quality health information.

How is this service helping the Trust deliver on its values?

“Broadened my thinking - evidence based.
‘Didn’t have to reinvent the wheel’”
“We have been able to evidence our catheter care guidelines”
“...learnt about the challenges of the management of persistent delusions and different management plans”
[Training Impact Survey 2014/15]

3.3.1. Information skills training

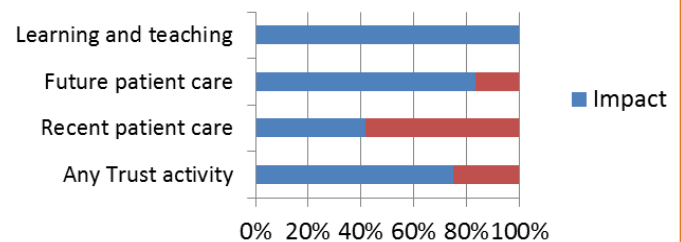
- During 2014/15, 62 members of staff received formal or informal information skills training via 2 group, 36 individual and 12 brief ad hoc training sessions. These figures are all much lower than during 2013/14
- The most common topics covered were literature searching skills (37 sessions) and how to use online journals (14 sessions)
- All respondents to impact surveys sent out after

training sessions reported the training supported their CPD, with most using the skills to influence recent or future patient care or some other Trust activity.

- 559 staff and students received an introduction to library services and online resources through individual and group inductions
- An individual Critical Appraisal training session was developed in 2014/15 to be rolled out during 2015/16

Action 2015/16! Increase range of training available to improve information literacy

Library training sessions impact on Trust activities 2014/15



3.3.2. Keeping staff up to date

How does this help the Trust deliver on its values?

“I work alone but these regular updates ensure I stay current and often trigger further reading”
“[I] gain a greater understanding of issues affecting service users”
[Be Aware survey 2014]

- The library produces weekly ‘Be Aware’ updates on about 60 clinical and management topics and circulates 9 externally-produced bulletins
- At April 2015, there were 2695 subscriptions to Be Aware bulletins (15% increase from April 2014) and 525 to externally produced bulletins (9% fall)
- During 2014/15 work began to review the Be Aware updates – this will continue during 2015/16
- A 2014 survey (very low response rate) showed a high level of satisfaction with ‘Be Aware’, with

information from it being used to support patient care, information for service users and carers, research, guideline development and formal and informal professional development

3.4. Library facilities

- Library opening hours suffered during periods of low staffing levels, particularly at Redwoods and Lichfield. However, the Management of Change process (see below) led to Redwoods library opening hours increasing to 40 hours per week from January 2015, and opening has become more reliable due to additional staff on site.
- Lichfield library closed in September 2014 due to the difficulty of staffing three libraries up to 60 miles apart with reduced staffing levels. The equality impact assessment showed that most services are now available remotely so staff in East Staffordshire still have access to library services. However, the loss of personal interaction with local library staff has led to some reduction in usage of the library service.
- Despite the move to laptops and remote access, both libraries reported having to turn users away on occasions over the last year because all the computers were in use. Stafford library computers are particularly popular with service users, and Redwoods library computers are often used by staff doing their e-learning.
- In late 2014/15 the library began the process of installing RFID (radio frequency identification) into both libraries. This will improve access to library services by updating the security system, enabling self-service borrowing and making it quicker to track down missing items within the library. This system should be in place by July 2015.

Action 2015/16! Introduce self-service in both libraries to allow users to borrow books 24/7

3.5. Library services for service users and carers

"we will take steps to ensure that we build the capacity of all citizens to access information, and train our staff so that they are able to support those who are unable or unwilling to use new technologies"
NHS Five Year Forward View, 2014

Although the library's main role is to support Trust staff in obtaining the evidence they need to support their practice, it also provides some services directly to service users and carers.

- 1203 service user logons to library computers, predominantly at St George's. Use ranges from generally surfing the web, to keeping in touch with family and friends. Youtube and iTunes are also popular, and service users appreciate

being able to download music to personal devices for use back on the ward. Service users also look for information about their condition or for making practical plans for life after discharge.

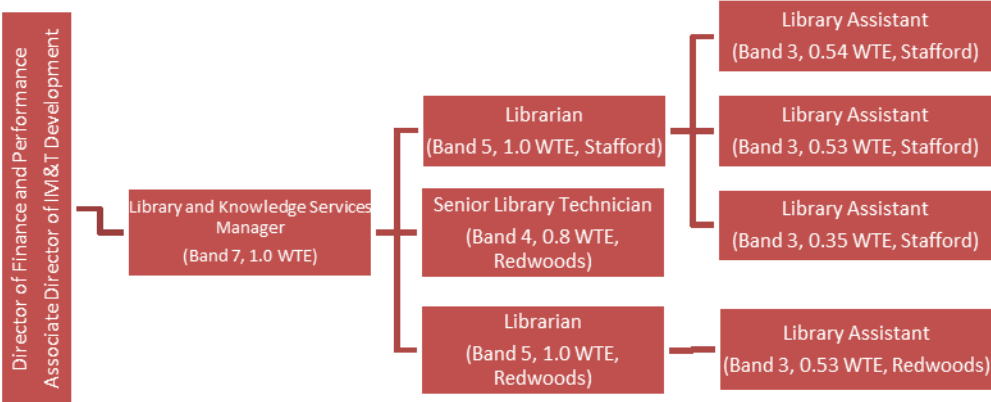
- New poster/leaflet produced publicising library services for service users and carers (to be incorporated into ward handbooks)
- Staff often used information from literature search results when giving service users and carers information about their condition or treatment options [source: Impact Survey results 2014/15]

"Helping service user look for accommodation/jobs on the internet"
[Library enquiry log, 2014/15]

3.6. Library management

3.6.1. Staffing

The resignation of two librarians in early 2014 and the need to meet future cost improvement targets led to a review of library staffing through a formal Management of Change process. The outcome was a decision to close Lichfield library and consolidate library staff on two sites – St George’s in Stafford and Redwoods in Shrewsbury. The Lichfield librarian post was replaced with a 0.8 WTE Senior Library Technician, based at Redwoods but with a service-wide remit; and the Lichfield library assistant transferred to Stafford. This increased library opening hours at Redwoods to 40 per week; and reduced library staff travel from Stafford to other sites to cover



staff absence (this had been costly in terms of travelling expenses, travel time and use of professional level staff to cover library assistant workload).

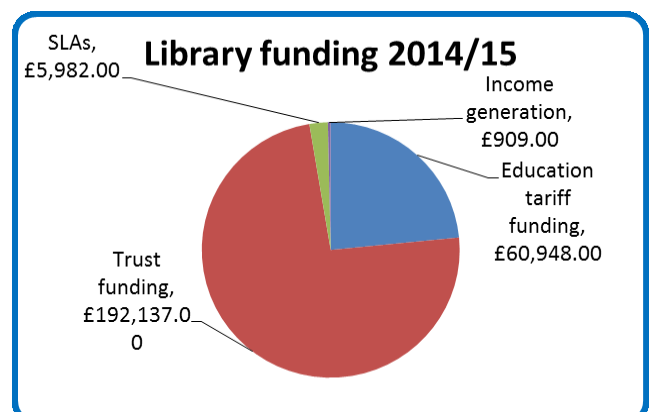
In practical terms, the library had significantly reduced levels of librarian staffing from January to December 2014. Coupled

with long term sickness absence in Stafford, and a settling in period for new staff, this had a severe effect on library activity during 2014/15. The remaining librarians not only had to deal with all the professional level work but also provide frequent cover for library assistants. This left very little time for proactive awareness raising. The consequences of this are visible throughout this report in the reduction in demand for library services, failure to meet some standards (particularly literature searches) and failure to implement many aspects of the Delivery Plan.

On a positive note, the library service continued to function, albeit in a reactive way, throughout the period and qualitative feedback on services delivered continued to be positive. The Lichfield and Redwoods library assistants took on the additional responsibility of managing their respective sites with occasional librarian presence positively and continued to deliver an approachable, helpful service.

3.6.2. Finances

- The library is funded from two main sources: the Trust and educational tariff monies from Health Education West Midlands (HEWM). In 2014/15 74% came from the Trust and 23% from HEWM.
- The library also has a service level agreement with Staffordshire and Stoke on Trent Partnership NHS Trust for the provision of library services to their staff in South Staffordshire.



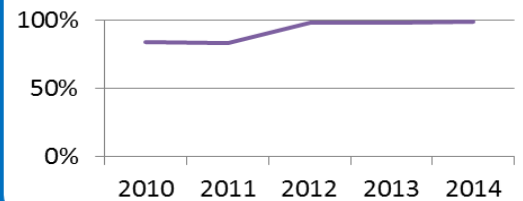
- The majority of the library's budget is spent on staffing (56% in 2014/15 – this proportion was much lower than normal due to staff vacancies)
- The library delivered a CIP saving of £14,985 through the Management of Change process
- On non-pay expenditure, the library maximised its purchasing power for journals, books and other information sources through national purchasing framework agreements and local consortia

3.6.3. Quality assurance

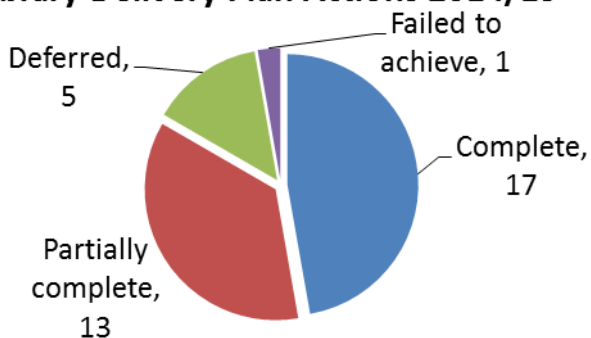
Library services for NHS staff in England must comply with the Library Quality Assurance Framework – this is a condition of the Trust's Learning and Development Agreement with Health Education West Midlands that links to the educational tariff funding the Trust receives.

In 2014 the Trust submitted a self-assessment score of 99% against the 48 criteria. This rating was confirmed via a desktop verification exercise by Health Education West Midlands.

LQAF score 2010 - 2014



Library Delivery Plan Actions 2014/15



3.6.4. Annual Delivery Plan and Library Strategy 2013-2016

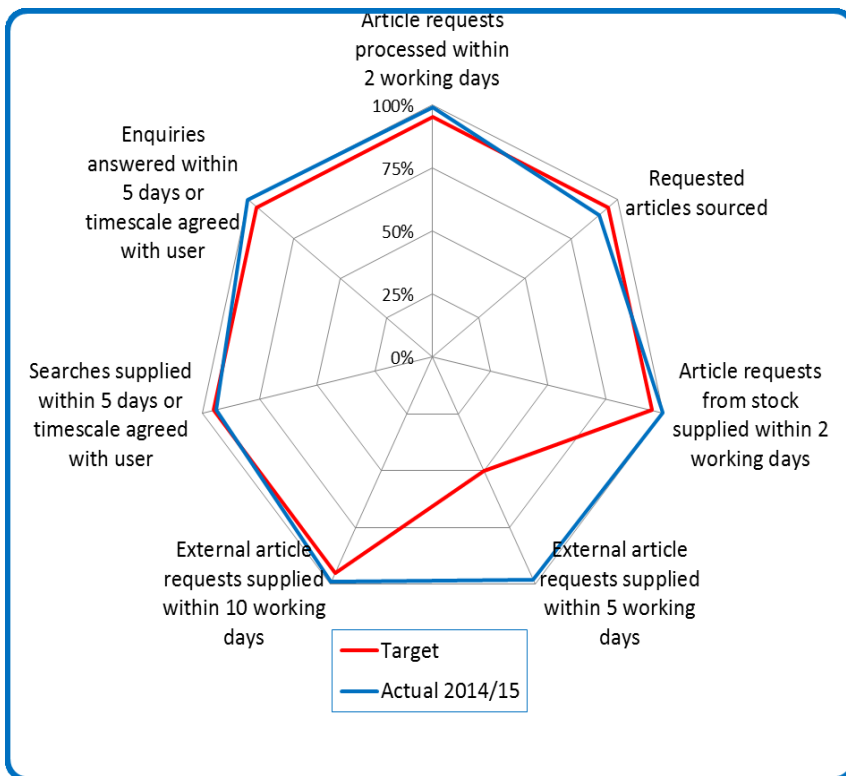
Progress against the library's 2014/15 Delivery Plan was very slow due to the reduced staffing levels. Work was completed on three of the eleven top-level objectives with substantial progress being made in the other eight areas. Of the 36 more specific actions identified, just under half were completed and progress made on almost all the others.

3.7. Partnership working

The library continued to work collaboratively with partners locally, regionally and nationally to enhance access to resources and services for its users. Examples during 2014/15 included:

- Shropshire and Staffordshire interlibrary lending arrangements, improving access to print book stock in a cost-effective way
- Collaborative working with North Staffordshire Health Library to simplify access to library services for SSOTP staff
- SSSFT library staff taking on roles in regional collaborative work, including the West Midlands health libraries document supply scheme and the regional library strategy group
- Ongoing sharing of best practice at local, regional and national levels

3.8. Review of library performance standards 2014/15



The library service works to a range of performance standards covering article requests, literature searches and enquiries. Performance against these is reviewed on a quarterly basis. The full year's performance is detailed in the chart below and in the sections on each service:

As noted above, the library service met its performance standards in most areas, with the exception of proportion of articles supplied and literature searches. The latter should improve if full staffing levels can be maintained over the forthcoming year. The former will require review and, should the proportion of items obtained not improve, further consideration will need to be given to the range of sources used. Any

change in this area will increase costs to the service.

Consultation with library users via service improvement interviews showed high levels of satisfaction with the current performance standards: as a result, these will remain unchanged for 2015/16.

4. Action points and priorities for forthcoming year

Action points have been highlighted throughout the report and these and other priorities have been incorporated into the 2015/16 Delivery Plan.

5. Conclusions

2014/15 was a very challenging year for Library and Knowledge Services due to service reconfiguration which resulted in low staffing levels for much of the year. The remaining staff continued to provide high quality services meeting the majority of service standards but the lack of capacity to carry out awareness raising led to a drop in demand and a fall in use of the evidence based resources procured locally and nationally in both SSSFT and SSOTP. It was also necessary to close the Lichfield library site. Nevertheless the library managed to improve its Library Quality Assurance Framework score to 99% and make some progress in developing the service in line with the Library Strategy 2013-16 and user feedback continued to show that library services largely continued to meet user needs and supported the clinical, management, educational and research activities of the Trusts served. It is hoped that, with new staff in post for 2015/16, the library can catch up some of the lost ground, deliver the majority of the existing strategy and review its future direction and priorities as it develops a new strategy.