

Maidstone and Tunbridge Wells NHS Trust
Library & Knowledge Services

Strategy

2014-2017

About Us

The Maidstone and Tunbridge Wells NHS Trust Library & Knowledge Service runs two libraries, one at Maidstone Hospital, and one at Tunbridge Wells Hospital at Pembury, as well as providing outreach services and 24/7 access to both physical and electronic resources. We are funded through the host trust, HE KSS and via SLAs to provide an equitable service to all staff in the following organisations:

- **Maidstone & Tunbridge Wells NHS Trust**
- **Kent & Medway NHS & Social Care Partnership Trust**
- **Kent Community Health NHS Trust**
- **Kent, Surrey & Sussex LETB**
- **NHS West Kent CCG**
- **Regional commissioning organisations e.g. local area teams or commissioning support units**
- **South East Coast Ambulance Service NHS Foundation Trust**

We provide robust evidence, information and training for patient care, service, education, and research. Our work is guided by the needs of these users, and by the HE KSS Library & Knowledge Services Team. Networking and collaboration with other Library & Knowledge Services across KSS and indeed nation-wide ensures that we provide the best services and best value for money possible.

Key Facts:

We have:

- 2300+ registered users
- 15,100+ books
- 600+ journal subscriptions
- 8 members of staff, full and part time
- 30 PCs for library users
- Twitter, a Blog, websites, Netvibes

We offer:

- Training on a variety of databases and software
- Outreach Services
- Mediated Literature Searching
- Current Awareness and Enquiry Services

What we have delivered:

During the period of our last strategy, we have:

- Moved one service out of the old Kent & Sussex hospital and into the new PFI building
- Achieved 'Earned Autonomy' by reaching full compliance using the Library Quality Assurance Framework benchmarking tool
- Implemented Netvibes and continued to expand social media to connect with users
- Run book and film clubs for the Medical Humanities faculty, winning a national award for innovation
- Undertaken user surveys and impact surveys and acted on the results of these.

Context

NHS Library Services take strategic context from both national and local drivers.

The Library Quality Assurance Framework underpins and benchmarks the core provision expected of NHS Library services. Library & Knowledge Services review their services annually against this document, and as such this forms the back-bone of our activities.

<http://www.libraryservices.nhs.uk/forlibrarystaff/lqaf/>

We also take context and direction from events and activities around us. Key drivers include:

Equity and Excellence: Liberating the NHS

<https://www.gov.uk/government/publications/equity-and-excellence-liberating-the-nhs-executive-summary>

The Francis Report into Mid Staffordshire NHS Trust

<http://www.midstaffpublicinquiry.com/report>

The Hill Review of NHS funded library services

http://www.libraryservices.nhs.uk/document_uploads/NHS_Evidence/national_library_review_final_report_4feb_081.pdf

We are also driven by our host Trusts mission, values and vision:

The Trust mission is:

- Our focus is our patients.

The vision of the Trust is:

- To be a successful integrated healthcare provider in the top 20% of Trusts nationally for the quality of services which we deliver.

Our values

- **Patient First:** We always put the patient first
- **Respect:** We respect and value our patients, visitors and staff
- **Innovation:** We take every opportunity to improve services
- **Delivery:** We aim to deliver high standards of quality and efficiency in everything we do
- **Excellence:** We take every opportunity to enhance our reputation

Maidstone and Tunbridge Wells aims:

To become a truly patient and customer centred organisation

"It's about really understanding the needs of our patients, caring for them in the right environment and getting the best outcomes for them"

To deliver services that are viable and sustainable

"We can do this by making MTW the first name that comes to mind when patients choose their care, no matter where they live or if it is highly specialised or routine treatment"

To take the system leadership role to deliver integrated care in our locality

"We want to work with our patients to meet more of their care needs in hospital, in the community or at home"

To operate at high levels of quality and efficiency to generate long-term financial sustainability

"Making the very best use of our budgets to continue to provide the very best care for every patient we see"

Library & Knowledge Services

Our core strategic aims can be divided into:

Workforce Development

Partnerships and Collaboration

Marketing and Promotion

Service Evaluation and Investment

Quality improvement and Innovation

Our ultimate purpose is to support, improve, enhance patient care at the organisations we serve. This underpins every element of our activities

Workforce Development

NHS employees require high quality evidence in order to:

- Inform patient care
- Elicit deeper meaning from data and audit information
- Undertake research activities
- Complete education and CPD activities

NHS employees need:

- Access to evidence
- Skills to search the evidence base
- Skills to assess and interpret their findings
- To meet contractual and legal obligations for appraisal and statutory and mandatory training

The Library & Knowledge Services will:

- *Ensure robust access to evidence:* We will ensure that the resources we purchase are available 24/7; that the archives remain available if part of a contract, regardless of ongoing provision; troubleshoot access issues as soon as identified, including reporting to provider help-desks; purchase resources based on end-user requirements, using costing principles to ensure best value for money; contribute to regional decision-making by participating in trials for new resources; signpost resources from websites, social media, via current awareness tools, via topic-based bulletins and notice-boards.
- *Tailor training to enable staff to find and assess evidence:* We will ensure that our training programmes are appropriate to the needs of each end-user; that the training we offer keeps pace with the changing platforms available to the end-user; that end users get the training *they need* to locate quality resources in a timely manner, in locations and at times to suit them; that end users can make an assessment of their findings and their relevance to their research, educational needs and for patient care.
- *Work closely with Trust Learning & Development Teams:* We will work to support the Trust Statutory and Mandatory Training agenda to deliver the Trust Values by offering IT support for e-learning packages and a place to complete e-learning training. We will continue to ensure that our training is matched to KSF Dimensions in support of the Trust Appraisal process.
- *Support the KSS Skills Development Strategy:* We will work in collaboration with HE KSS to develop the skills of the workforce to impact positively on health and wellbeing in the local community.

Quality Improvement and Innovation

Library & Knowledge Services have a clear role to play in influencing clinical and management decision making, for patient care, quality improvement, research, safety and innovation.

The Library & Knowledge Services will:

- Increase the number of mediated literature searches undertaken
- Build on the successful Clinical Librarian trial by offering this service to core clinical teams.
- Support innovation by continuing to work alongside Trust Innovation Leads and NHS Innovations South East.
- Expand and improve our current awareness services using Netvibes, TOC alerts and regional initiatives such as KnowledgeShare Web.
- Work alongside staff in R&D, Clinical Audit, Data Analysis to underpin dashboard data with quality evidence.

Partnerships and Collaboration

Libraries are cooperative organisations that have common aims and objectives and as such are well placed to coordinate and exploit joint working and resource sharing.

The Library & Knowledge Services will:

External networks

- Continue to work collaboratively with KSS Libraries and the KSS Library & Knowledge Services Team to deliver consistent standards of service to NHS Staff as they move through the region.
- Continue to use local, regional and national networks for resource sharing.
- Improve collaboration with public libraries, public health libraries and social services libraries to improve the flow of health information for both staff and patients.
- Work closely with GPs and CCGs to ensure that commissioning decisions are based on the best available evidence.

Internal Partnerships

- Forge closer relationships with the Trust L&D and Postgraduate Medical Education Teams to improve the learner experience and reduce duplication of effort.
- Use team interests and expertise to influence and enhance activities within organisations served, outside of the traditional sphere of library activity.
- Use skills and understanding of Knowledge Management tools to improve networking and organisational capture and sharing of internal knowledge and learning.
- Develop a Knowledge Management Strategy and action plan in support of partnership working and skills sharing.

Marketing and Promotion

Communication with the full range of users and potential users is a key part of library services. The demonstration of ongoing impact of the services on patient care are critical for the continuation of services in the ongoing face of economic constraints. The Library & Knowledge Services at MTW have a separate marketing strategy to ensure the delivery and evolution of marketing activities. In order to deliver against this strategy,

The Library & Knowledge Services will:

- Ensure representation at LFGs, LAB meetings, Senior HR Meetings
- Continue to ensure our involvement in Trust inductions for all grades and specialties of staff.
- Build on the work of the Outreach and Training Manager to reach community and other non-acute trust based staff.
- Use Social media and emerging web 2.0 technologies to connect with library users
- Work closely with the Trust Communications Team to improve our approach and rebrand in line with the new MTW style.
- Continue to produce newsletters and contribute to Trust publications.
- Continue to develop our web presence and use our skills to support other departments doing the same.
- Explore innovative tools to measure the impact of the approaches we use.

Service evaluation and investment

It is crucial to demonstrate sustainability and value of the services we provide. Investing in the service will ensure a team and equipment fit for purpose. Service evaluation is a key driver for change and investment.

The Library & Knowledge Services will:

Evaluate

- Run end user surveys every two years and act on the results.
- Run impact surveys throughout the year to assess the direct impact on patient care of services we offer and resources we purchase.
- Run activity audits and keep statistics; monitor and act upon trends as appropriate.
- Use region-wide library management system to understand trends and demands on resources.
- Use the NHS Libraries Quality Assurance Framework to benchmark our services

Act

- Work with HE KSS Library & Knowledge Services to make purchasing decisions, reduce duplication.

- Invest in staff training to ensure that the LKS team have the right skills to deliver the service.
- Ensure that the LKS team strive towards offering a fully integrated and unified service regardless of their staff-base by encouraging regular working at alternative sites
- Consult with end-users and stakeholders to ensure that resources match needs and expectations.
- Replace all IT in a rolling programme to ensure that equipment is fit for purpose
- Invest in new facilities such as independent WiFi
- Work to ensure that traditionally valued library services are not eroded; quiet study spaces, reference materials, hard copies of popular texts will be retained in the face of evidence to support their value and use.
- Report to stakeholders and funders as required against our SLAs

draft

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