

# Library and Knowledge Services Strategy 2023-2026



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# Current Library and Knowledge Service (LKS)



Berkshire Healthcare  
NHS Foundation Trust

- a reputation for delivering quality services and evolving to meet the needs of staff
  - core services: evidence searching, information skills training, book loans, document supply and current awareness services
  - a strong presence supporting health literacy through projects with other trusts and community organisations, winning a national award
  - work closely with Research and Development to support researchers and promote publications by staff
  - collaborate with the clinical and medical education teams to support professional development
  - comprehensive specialist collection of resources includes clinical point of care tools, online journals, and books, both in print and online formats
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# Access to LKS



Berkshire Healthcare  
NHS Foundation Trust

- virtual online service 5 days a week through Nexus, MS Teams and email
- physical library at Prospect Park Hospital offering 24/7 access and staffed 5 days a week
- supplemented by outreach visits to community hospitals and online talks to individual teams
- book-a-librarian service enables tailored support for individuals
- regularly updated Nexus pages and a limited website presence
- promotion through L&D News, social media and a library members newsletter

In the library in addition to our main services the LKS team provide support and guidance to enable staff to access their elearning, join Teams meetings and access other systems.

Collections of self-help, wellbeing and uplifting resources are available although space limits our ability to offer a wider wellbeing environment.

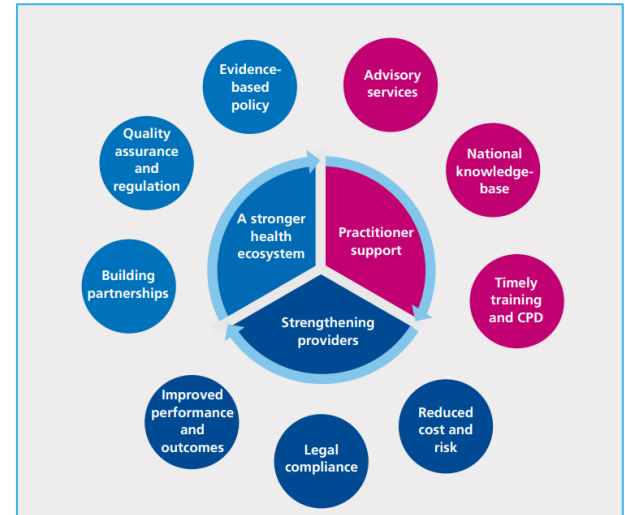
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# National and local context

This strategy has been informed by several key documents:

- Berkshire Healthcare's strategy<sup>6</sup>
- People Strategy<sup>5</sup>
- Health Education England's national Knowledge for Healthcare strategy<sup>1</sup>
- English policy for NHS Library and Knowledge Services<sup>3</sup>
- LKS SWOT Analysis<sup>4</sup>

Our vision and strategy is integral to them all, as we respond to the needs of our stakeholders and community.



The vital role of NHS knowledge specialists<sup>1</sup>, p. 12

# 2023-2026 Strategy Summary



Our Vision	Empowering evidence-based decision making; enhancing learning experiences and delivering outstanding library and knowledge services within a knowledge sharing culture.			
Purpose	We provide space for individuals to learn and develop. We support and promote evidence-based practice and research, enabling informed decision making and high-quality patient care through the right information, knowledge, and evidence.			
LKS Core Values	Committed to providing good quality evidence and knowledge to support safe services	Working together to develop innovative solutions	Supporting all our staff whatever their role	
Goals/ Priorities	Improve awareness and use of <b>evidence</b> -based information to underpin organisational decision-making and high quality patient care.	Develop organisational innovation and transformation through best practice, retention and sharing of <b>knowledge</b> .	Deliver impactful and innovative library services through <b>collaborative</b> working within the NHS, other libraries, and the wider community.	Deliver high quality <b>equitable</b> customer centred services.
Metrics	Quality Improvement Outcome Framework, resource usage, service use, impact case studies.			

# 2023-2026 Key strategies



Goal		Plan			Strategic Alignment	
		Yr1	Yr2	Yr3	Trust	HEE
Evidence	Embed easy use of evidence into daily practice to build a culture of continuous improvement		X	X	MM	X
Evidence	Improve access to best available evidence to inform decision-making across the organisation.	X	X		SOP	X
Evidence	Support learners to engage with evidence based practice and improve learner experience	X	X		HFC	
Evidence	Strengthen relationships and collaboration with other departments to maximise use of resources and skills.	X	X	X	SOP, MM	X
Evidence	Maximise promotion of library impact on patient care		X	X	PE, HFC	X

Trust Strategic Alignment: MM – Money Matters, SOP – Safety of Patients, HFC – Harm Free Care, PE – Patient Experience

# 2023-2025 Key strategies



Goal		Plan			Strategic Alignment	
		Yr1	Yr2	Yr3	Trust	HEE
Knowledge	Work with key teams including EDI Leadership team, QI and Research and Development to bring people and knowledge together and make it more accessible.	X	X	X	SOP	X
Knowledge	Deliver pilot projects using knowledge mobilisation (KM) to develop skill levels in team	X	X		SOP	X
Knowledge	Develop a KM strategy, expand KM techniques and opportunities to capture and share knowledge and contribute to a learning culture		X	X	SOP	X

Trust Strategic Alignment: MM – Money Matters, SOP – Safety of Patients, HFC – Harm Free Care, PE – Patient Experience

# 2023-2025 Key strategies



Goal		Plan			Strategic Alignment	
		Yr1	Yr2	Yr3	Trust	HEE
Collaborative	We will seek and utilise opportunities to work collaboratively with other internal and external services and bid for external funding to improve our services and achieve best value for our users.	X	X		MM, PE	X
Collaborative	Collaborate with wider community organisations to support promotion and accessibility of patient and carer information	X	X	X	PE	X
Collaborative	Demonstrate impact of LKS services to the trust.	X	X	X	MM	X
Collaborative	Contribute to the library evidence base through wider sharing of initiatives	X	X	X	SOP	X

**Trust Strategic Alignment: MM – Money Matters, SOP – Safety of Patients, HFC – Harm Free Care, PE – Patient Experience**



# 2023-2025 Key strategies



Goal		Plan			Strategic Alignment	
		Yr1	Yr2	Yr3	Trust	HEE
Equitable	Increase awareness of LKS across the organisation enabling up to date access to evidence sources	X	X		HFC	X
Equitable	Improve seamless and mobile friendly access to high quality library resources and services	X	X	X	SOP	X
Equitable	Improve physical library space to be an inclusive flexible learning space	X	X		SOP	X
Equitable	Review and adapt library services for equality and diversity to meet the needs of all staff and students	X	X		SOP	X
Equitable	Library staff develop required roles and skills	X	X	X	SOP	X

**Trust Strategic Alignment: MM – Money Matters, SOP – Safety of Patients, HFC – Harm Free Care, PE – Patient Experience**

Our three yearly operational plan sets out individual objectives towards these goals in more detail. A link to the operational plan is in Appendix 4.

# Why these goals

The LKS sits within Clinical Education, reflecting the role it plays in delivering the education and professional development agenda. However, our remit covers all aspects of the organisation; enabling service redevelopment, bidding for funding, research projects, staff wellbeing, patient care and carer support. Our strategic goals reflect this.

- **GOAL 1 Evidence** - Improve awareness and use of evidence-based information to underpin organisational decision-making and high-quality patient care across the Trust

Using our services provides assurance that Berkshire Healthcare is using evidence to inform decisions. It can take the ‘heavy lifting’ out of obtaining evidence, gifting time back to healthcare professionals<sup>2</sup> whether that’s clinical staff accessing the evidence for patient care, managers for operational decision making or leaders to improve population health or care pathways. Making this role more prominent is a major driver for this strategy.

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# Why these goals

- **GOAL 2 Knowledge** - Develop organisational innovation and transformation through best practice, retention and sharing of knowledge.

A core theme of HEE's knowledge for healthcare strategy is around knowledge sharing and mobilising the evidence base "to enable all NHS staff and learners to benefit equally from high-quality knowledge services, and to optimise the expertise of knowledge service teams to inform decision making from Board to ward, at the bedside and in community and primary care settings." <sup>1</sup>

New ways of working and delivering care are prioritised in our People Strategy. We will develop our librarians to use their expertise to enable evidence obtained from research and organisational knowledge to be accessible, effectively shared and used to underpin decision-making.

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# Why these goals



- **GOAL 3 Collaborative** - Deliver impactful and innovative library services through collaborative working with Trusts, other libraries, and the wider community.

The development of Integrated Care Systems is bringing organisations together to focus on place, population, and priorities. Libraries see their role as being in those places, collaborating and building services in partnership with other organisations and library services. The last 2 years during the COVID pandemic has seen the LKS collaboratively working on national priorities e.g. sharing evidence searches and rapid reviews on COVID across organisations and delivering health literacy training. Our award-winning health literacy training demonstrated working collaboratively with colleagues at the Royal Berkshire NHS Foundation Trust. We aim to build on this both within the NHS and with other community and public services.

# Why these goals



- **GOAL 4** - Deliver high quality equitable customer centred services.

Across the NHS many of our services are moving towards digital by default. In line with the People Strategy<sup>5</sup> we will embrace new ways of working and of developing our people. We aim to provide equitable access to both our physical and online services. Working with the staff networks and staff we will identify inequalities in our service provision and take measures to develop an inclusive LKS.

# Appendix 1 - Monitoring and evaluation



<b>Monthly staff meetings</b>	Review of individual objectives at 1-1 meetings.
<b>Monthly service plan review</b>	Monitors key performance indicators. Shared with Head of Education.
<b>Yearly review of operational plan and strategy</b>	Reports on progress of operational plan with Head of Clinical Education and shared with the Director of People.
<b>Annual Report by LKS manager</b>	A yearly report evaluating the progress made on delivering the strategy through a review of the operational plan shared with MEM, SPG and TEAG.
<b>Quality Assurance Framework (QIOF) and Service Improvement Review - externally verified by HEE, timing to be confirmed.</b>	Assesses that an up to date, approved strategy and a yearly operational plan to deliver this is in place, monitored and evaluated.

# Appendix 2 – Key Documents



1. Health Education England (2021) Knowledge for Healthcare: Mobilising evidence; sharing knowledge; improving outcomes. A strategic framework for NHS Knowledge and Library Services in England 2021-2026 [online] Health Education England. Available from <https://www.hee.nhs.uk/sites/default/files/documents/HEE%20Knowledge%20for%20Healthcare%202021-26%20FINAL.pdf> (Accessed 01 December 2021)
2. Health Education England (2020) Value Proposition: The gift of time: a report to Health Education England by EconomicsByDesign November 2020 [https://www.hee.nhs.uk/sites/default/files/HEE%20-%20Library%20and%20Knowledge%20Services%20Value%20Proposition%20The%20Gift%20of%20Time%20FINAL%20Nov2020\\_0.pdf](https://www.hee.nhs.uk/sites/default/files/HEE%20-%20Library%20and%20Knowledge%20Services%20Value%20Proposition%20The%20Gift%20of%20Time%20FINAL%20Nov2020_0.pdf) (Accessed 01 December 2021)
3. Lacey Bryant, S (2016) NHS library and knowledge services in England policy [online] NHS Health Education England. Available from <https://library.hee.nhs.uk/binaries/content/assets/lks/about/nhs-library-and-knowledge-services-in-england-policy.pdf> (Accessed 01 December 2021)
4. Library and Knowledge services SWOT analysis
5. Berkshire Healthcare (2021a) Berkshire Healthcare People Strategy 2021-2024 <https://www.berkshirehealthcare.nhs.uk/media/109513764/people-strategy-2021-2024.pdf> (Accessed 01 December 2021)
6. Berkshire Healthcare (2021b) Three year strategic plan 2021/22 – 2024/25 [online] Berkshire healthcare. Available from: <https://www.berkshirehealthcare.nhs.uk/media/109513607/three-year-strategy-2021-24.pdf> (Accessed 01 December 2021)
7. Health Education England (n.d.) How to use evidence and knowledge to inform NHS policy and practice [online] Available from: <https://library.hee.nhs.uk/knowledge-mobilisation> (Accessed 01 August 2022)

# Appendix 3 – Abbreviations and Glossary

## Abbreviations

CILIP	Chartered Institute for Library and Information Professionals
LKS	Library and Knowledge Service
HEE	Health Education England
QIOF	Quality Improvement Outcomes Framework

## Glossary

### Knowledge Management

Creating, sharing, using, storing, handling and managing the knowledge and expertise of an organisation (CILIP). It requires both technical and people focussed solutions

### Knowledge Mobilisation

Knowledge mobilisation are those people-focussed aspects of knowledge management based on developing tools and techniques to encourage knowledge sharing and capture. 7

### Quality Improvement Outcomes Framework

In 2021 a new quality assurance framework, the Quality Improvements Outcome Framework (QIOF) was introduced by HEE for NHS funded library services. It provided a baseline self-evaluation which will develop through a series of improvement plans and revalidations bi-annually.







