Library and Knowledge Services Strategy
2015-2020

Cumbria NHS Libraries

Connecting people, ideas and knowledge for better care
Foreword

In 2013, Don Berwick lay down a significant challenge to the NHS: could it become a truly 'learning' organisation? The biggest single challenge to us in creating an always improving, high quality service is in creating the right culture in our organisations to support the best possible care. Putting the patient right at the centre of everything we do and providing the right care at the right time and in the right place – and continuously learning and improving – are wonderful objectives: so how can we achieve them? One critical strand is making sure we support staff in meeting their needs and thus get the maximum benefits we can for our patients. And this is where our library and knowledge services strategy fits. Not some abstract or marginal issue but a strategy right at the heart of delivering great care in great teams as part of great organisations.

Everyone working across Cumbria NHS has a responsibility to make this strategy work – we are so fortunate to have an integrated service; we can make it work for our patients and work for ourselves. Let’s all join in.

Professor Stephen Singleton OBE
Director of Cumbria Learning and Improvement Collaborative (CLIC)

Knowledge is the capacity for effective action

Argyris (1993)1
Currently – did you know?

- All staff working for the NHS in Cumbria can use the Library and Knowledge Service (LKS)
- Every week, clinicians use the evidence resource Up-To-Date® to answer over 550 clinical questions
- Every day, staff are helped to complete their mandatory training by the library team
- The service gives all staff free access 24/7 to 1,000s of journals and 100s of electronic books
- Library staff can source and supply any document any member of staff needs
- Being a member of the NHS library service in Cumbria is a ‘passport’ to other libraries in the region, e.g. university libraries and other NHS libraries

‘Healthcare libraries and knowledge services underpin all aspects of the NHS, supplying the evidence base to the service to make decisions on treatment options, patient care and safety, commissioning and policy, and to support lifelong learning, research and to drive innovation’

Staff and patients have the capacity for effective action by having the right knowledge, when and where they need it

What is needed?

The library needs to make its knowledge resources, services and skills more usable, visible and play a more prominent part in supporting the local health and care community to work and learn more effectively together.

‘Knowledge is the enemy of disease, the application of what we know will have a bigger impact than any drug or technology likely to be introduced in the next decade’

Sir Muir Gray
**Usability:** Easier, quicker and convenient access to the right knowledge when and where it’s needed...

We will:
- Continue to develop and extend the community-wide approach to the provision of Library and Knowledge Services
- Provide access to modern, flexible, IT rich and conveniently located learning spaces
- Ensure digital and mobile access to knowledge services and resources by default
- Integrate knowledge resources into point of care clinical systems wherever possible
- Provided a personalised service tailored to the individual’s information needs
- Continue to deliver information skills training and support, augmented by eLearning
- Provide a ‘joined-up’ approach to promoting health and wellbeing information for staff, patients and carers

**Visibility:** Increase awareness and understanding amongst all stakeholders of the library’s specialist skills and services and their benefits for patient care...

We will:
- Have a named Librarian for each stakeholder
- Work outside the traditional confines of the library service
- Focus and apply our specialist skills to directly support service improvement work and other development priorities
Learning Together: Greater engagement and sharing of knowledge and learning and its application to practice...

We will:

- Support staff to learn, engage and share knowledge in different ways, e.g. using new technology and social media
- Embed the use of knowledge and learning into quality and service improvement work
- Help connect people within and across organisations with similar interests or expertise
- Play a greater role in improving access to and sharing of organisational knowledge on intranets and websites for both staff and patients
- Improve the way organisational knowledge is captured, organised and managed within and across teams, organisations and the wider health and care community
Since 2002, North Cumbria and University Hospitals of Morecambe Bay Library Services (Cumbria NHS Library Services) have provided a health community-wide service to all local healthcare staff in Cumbria. Working in partnership, through a series of service level agreements*, Cumbria Library Services have enabled cost effective delivery of services and resources. We offer a network of well-resourced libraries at the Cumberland Infirmary, West Cumberland Hospital, Furness General Hospital and the Royal Lancaster Infirmary together with ‘learning spaces’ at the Carleton Clinic, Voreda House, Ulverston Health Centre, Grange Medical Centre, Millom Network Centre and the Westmorland General Hospital.

Our service:

- Is staffed on 4 sites, 5 days a week
- Provides ‘out of hours’ access to library facilities 24/7
- Gives remote access to a range of electronic knowledge resources

Adds value by:

- Sharing staffing which helps to sustain smaller services
- Making expensive knowledge resources more affordable through shared consortia purchasing
- Developing a more collaborative way of working, e.g. working with Cumbria Learning Improvement Collaborative³ (CLIC) on a single ‘knowledge base’ website for the Cumbria health and care community
- Providing other opportunities for the library team to apply their skills, e.g. helping develop and manage other organisational knowledge and content on Trust intranets such as clinical guidelines

* NCUHT Library Service have service level agreements with Cumbria Partnership NHS Foundation Trust (CPFT) and NHS Cumbria Clinical Commissioning Group (NHS Cumbria CCG)
The NHS should continually and forever reduce patient harm by embracing wholeheartedly an ethic of learning.

Berwick (2013)⁴
Recent national and local research have found that everyday staff struggle to find local practice information, and other work related knowledge quickly and easily, while the library’s knowledge resources and skills often remain under-used. Instead, staff rely on general internet searches and colleagues for information.

This strategy identifies some of the key factors which are preventing health and care staff, and the organisations in which they work, from fully benefiting from these specialist skills and resources, and how this is hindering their ability to improve and become learning organisations.

**What are the barriers?**

**Access and awareness:**
- Some of library services are inconveniently located in separate buildings, often some distance from the point of care and need.
- While there are other external ‘learning spaces’, for a county the size of Cumbria, coverage remains poor and requires most community staff travelling in order to access them.
- Despite regular service promotion, there is a continuing lack of awareness of the benefits the library service provides to patient care, and often a perception that it is only for those who are studying.
Organisational and technological:
- Mobile working with smart phones and tablets is increasing and many knowledge resources are now available to use at the ‘point of care’. Many staff, however, either don’t have this equipment, or those who do, may find it is locked down preventing access to library knowledge resources.
- Most local health and care staff are prohibited from using each other’s intranets. This is a barrier to integration and collaborative working.
- Inconsistent provision of public Wi-Fi means the library cannot always support patient and public access to health information.

Licensing and absence of social care funding:
- License restrictions and an absence of funding currently prevents the library service extending its service and knowledge resources to social care beyond access to NHS Core content6.

Cultural change, new skills and ways of working and learning:
- The way people are taught and learn is changing with a move away from “taught” to “learning by doing”. Staff need to engage with knowledge in order to acquire new skills, make more use of assisted technology, e.g. eLearning, social media, etc., share their own experiences and “learn together.”
The local health and care community share some core challenges around quality and the provision of safe, effective care; developing their workforce and establishing sustainable finances.

This strategy is timely with the recent announcement to change the way organisations are supported and services are delivered throughout Cumbria. The aim of the Success Regime Programme in West, North and East Cumbria, and Better Care Together in South Cumbria is that the local health and care organisations will work together to make improvements to the provision of care across the health and care system.

This should, and will, require a solution which is underpinned by services and an infrastructure which supports greater collaborative and integrated working, where decisions are based on sound evidence and can be shared and acted upon easily.

This commitment and approach is also central to other recent local health care strategies, as well as, the national Knowledge for Healthcare: A development framework for NHS library and knowledge services in England 2015-202.
In order for this strategy to be successful, it will require:

**Sign-up of Chief Knowledge Officers** of all the stakeholders to this strategy and the continued health and care community-wide approach to the sharing of knowledge and learning, including the shared provision of library services.

**Support from all local IT services** to maintain and improve the necessary connectivity and shared functionality required to enable and encourage greater sharing of information and collaborative working across the health and care community.

Based on a continued health community-wide service approach, maintain existing levels of funding and consortium purchasing.

Continued development of new skills and flexible ways of working by library staff to ensure they meet the changing needs of the stakeholders and service users.

Continued collaborative working across the North West and North East, specifically with the Northumbria Healthcare Library and Knowledge Services; Lancashire Care Foundation Trust and Blackpool Teaching NHS Foundation Trust.

**Commitment** from the Success Regime and Better Care Together Boards to support the existing shared approach to library and knowledge services and extend to social care staff.
**Usability**
- Access to a modern IT rich library or ‘learning space’ for all health and care staff in Cumbria
- A shared website for Cumbria health and care staff offering a core collection of knowledge resources, support and services
- Health and care staff with access and able to share information across each others’ organisation intranets
- ‘Point of care’ knowledge resources, such as Up-To-Date®, integrated, and easily accessed via their clinical portal, or electronic patient record (EPR)
- Mobile access to knowledge services and resources by default
- Joined-up approach to promoting information for patients and carers

**Visibility**
- Librarians embedded and with a clear role to support the quality and improvement work of the local health and care community
- A service championed and actively promoted by those it supports and works with
- Individually tailored knowledge alerts to support continuous learning and development of staff

**Learning together**
- An active knowledge network across the local health, care and academic community supporting the sharing, learning and collaborative working of those with a common interest, specialism or challenge
REFERENCES


3. www.theclic.org.uk

4. Berwick, D (2013), A promise to learn. A commitment to act, p14


8. The Success Regime Cumbria www.successregimecumbria.nhs.uk


For further information

e-mail: library@cumbria.nhs.uk or library@uhmb.nhs.uk

or visit our websites: www.library.ncumbria.nhs.uk
www.uhmb.nhs.uk/our-services/library-and-knowledge-services/