

Knowledge & Library Service strategic Framework 2024-2027

(Complementing the DBTH People Strategy 2003-2027 & DBTH Research and Innovation Strategy 2023 – 2028)



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Foreword

As the Director of Education and Research at DBTH, I am delighted to share our Knowledge & Library Service Strategic Framework which complements our DBTH People Strategy and DBTH Research and Innovation Strategy. The Knowledge and Library service is key resource that we want everyone in the Trust to utilise to ensure we are providing the best possible patient care to help us become the 'safest trust in England, outstanding in all we do'



The Trust is constantly striving to offer the right opportunities to develop the skills of our people and learners, to ensure they have the knowledge and skills to deliver outstanding, evidence based patient care and service delivery. This framework delivers a comprehensive overview to ensure that our Library and knowledge service is aligned with helping our Trust deliver outstanding patient care. I hope that this framework will encourage our colleagues to embrace the amazing Knowledge and library services in their everyday practice.

Professor Sam Debbage

Director of Education and Research, DBTH

Knowledge is business critical because excellent healthcare and health improvement are underpinned by informed decision-making” (Health Education England, 2021). In the healthcare sector, knowledge and library services serve as the bedrock of evidence-based practice, providing the essential resources that inform decision-making for patient care and service delivery.

It is my pleasure to introduce our Knowledge & Library Service strategic framework, a comprehensive roadmap to advance us toward our vision to deliver outstanding Knowledge and Library Services for the delivery of safe patient care.

Central to this vision is our commitment to ensuring that our people and learners have access to the right knowledge and evidence they need, at the right time and in the right place, enabling them to make informed decisions, provide high-quality care, and ultimately improve patient outcomes.

The Knowledge & Library Service team will continue to mobilise evidence and knowledge, embrace technology, foster partnerships and be responsive to the needs of our healthcare workforce.

Katherine France

Knowledge & Library Service Manager



Introduction

This framework sets out the strategic direction for the Doncaster & Bassetlaw Teaching Hospitals NHS Foundation Trust (DBTH) Knowledge & Library Service from 2024 -2027. It outlines our vision, aims and objectives for the delivery of outstanding knowledge and library services.

The Knowledge and Library Service is committed to delivering services which increase evidence based practice, embed research into practice, share learning and best practice, and support wellbeing which are key themes of the Trust's strategies and supports the Trust ambition to achieve University Teaching Hospital status. This strategic framework has been informed by and aligned to the following DBTH strategies:

- Strategic Direction for 2017-2022 and 2022-2023 breakthrough objectives
- Nursing, Midwifery and Allied Health Professionals Quality Strategy 2023-2027
- Research & Innovation Strategy 2023-2028
- People Strategy 2023 -2027
- Nursing, Midwifery and Allied Health Professionals Research and Innovation Framework
- Education Quality Framework
- Digital Transformation Strategy 2021-2024
- The Green Plan
- The DBTH Way

The framework has been developed to ensure the service develops in line with the national strategic drivers.

The vision for NHS libraries in England is outlined in the Knowledge for Healthcare Strategic Framework 2021-20262.

“applying knowledge into action is the currency of a successful organisation. Taking the heavy lifting out of evidence into practice to improve quality of care, NHS Knowledge and Library Service teams offer the “gift of time” to healthcare professionals” (Health Education England, 2021)

The framework also is informed by the NHS Long-term workforce plan (NHS England, 2023) and the Topal Review (Health Education England, 2019a) . The Library Quality Improvement Outcomes Framework (Health Education England, 2019b) drives quality assurance and service improvement for the service.

Our Vision: To deliver outstanding Knowledge and Library Services for the delivery of safe patient care

Our Purpose: To deliver a high quality, responsive and sustainable Knowledge & Library Service, enabling the right knowledge and evidence, at the right time, in the right place for patient care, health & wellbeing, service improvement, policy making, our people and learners, research and innovation.



Strategic Priorities:

Our 6 strategic priorities:

1. to mobilise evidence, knowledge and know-how for high quality, safe and effective care, and clinical and managerial decision making

2. to develop the skills of our people and learners, embedding evidence based practice into the culture of our organisation

3. to further a “research for all” culture within the trust

4. to continue delivery of a high performing Knowledge & Library Service through quality assurance, continuous improvement and engagement

5. to deliver the right resources in the right place, harnessing digital innovation, exploiting opportunity for collaboration and partnership working

6. to increase services that have a positive impact on health & well-being and patient experience, strengthening information provision for patients, carers, the public and our people and learners



Strategic Priority 1

Aim: to mobilise evidence, knowledge and know-how for high quality, safe and effective care, and clinical and managerial decision making

To achieve this we will:

- further embed clinical librarian services in clinical practice in each division
- provide the evidence base to support decision-making
- promote and further integrate Clinical Decision Support tools
- share updates to raise awareness of new evidence in a timely and tailored way
- capture, curate and disseminate organisational knowledge so that the Trust can utilise and apply existing knowledge efficiently and effectively
- identify opportunities to support the organisation to capture and share learning from incidents and feedback and contribute to a learning culture
- increase support for Quality Improvement projects to ensure they are underpinned by evidence and best practice
- provide evidence and examples of good practice to support colleagues to influence decisions and participate in shared decision making

Key activities will be:

- deliver embedded clinical librarian services in clinical teams
- work with clinical guidelines groups to provide the best available evidence to inform the development of guidelines or policies

- deliver and increase awareness of high quality evidence searches and summaries to support decision-making
- promote the use of clinical decision support tools BMJ Best Practice and DynaMed
- gain support for the integration of clinical decision support tools into electronic patient record system
- introduce, promote and share KnowledgeShare evidence updates and in-house tailored bulletins and alerts
- identify and work with teams to identify and plan for their Knowledge Mobilisation requirements
- pilot and evaluate projects using knowledge mobilisation techniques to capture organisational knowledge
- identify effective ways to support the Trust to capture and share learning using evidence of best practice
- share impact case studies, impact “stories” and user feedback to increase awareness of support available for Quality Improvement projects
- provide the evidence base to support shared professional decision-making and collective leadership.

Success Measures

- evidence of the impact of knowledge & library services on the work of clinical teams
- increase in uptake of evidence search services
- maintain or improve use of Clinical Decision Support tools
- annual increase of 5% in the number of KnowledgeShare recipients

Strategic Priority 2

Aim: to develop the skills of our people and learners, embedding evidence based practice into the culture of our organisation

To achieve this we will:

- equip our people and learners with the skills to find and appraise evidence
- provide high quality, flexible and friendly library spaces available 24/7 at DRI, Bassetlaw and Montagu for colleagues and learners to learn, develop and reflect
- collaborate with trust education teams to explore opportunities to align, coordinate and embed our services in education
- tailor services to take into account new roles in the workforce and the increase in training places
- ensure all new starters receive information about Knowledge & Library Services

Key activities will be:

- deliver customised information skills training courses to colleagues and learners
- review and develop the library space and services at Mexborough Montagu to taking into account changes following the development of Mexborough Elective Orthopaedic Centre of Excellence and Community Diagnostic Centre
- refurbish and modernise the library space at DRI
- liaise with education leads and divisional managers to identify and deliver training identified in the Learning Needs Analysis
- identify and meet the information needs of new roles in the workforce
- incorporate Knowledge & Library Service information to new starter inductions

Success Measures

- number of colleagues and learners undertaking information skills training
- user feedback demonstrates satisfaction with library spaces
- Knowledge & Library information provided to all new starters



Strategic Priority 3

Aim: to further a “research for all” culture within the trust

To achieve this we will:

- engage with researchers to develop research confidence by assisting them with scoping searches, funding bids, literature reviews and training to find and appraise evidence
- strengthen our relationships with the research team to explore opportunities to align and coordinate our services with research priorities
- identify opportunities to become involved in systematic reviews
- support colleagues with innovative ideas by providing the evidence base to support them to take their idea forward
- maintain a publications register to disseminate Trust research activity
- foster a culture of evidence based librarianship ensuring that Knowledge & Library service developments and improvements are informed by the best available evidence

Key activities will be:

- promote the Knowledge & Library service “offer” to support research and innovation across the Trust
- collaborate with research team colleagues to identify and provide support to “research curious” colleagues

- liaise with research and innovation team colleagues to identify colleagues and learners needing Knowledge & Library Service support
- review, develop and promote the publications register
- further develop the skills of Knowledge & Library team to support systematic reviews
- develop Knowledge & Library Services in line with the best available evidence

Success Measures

- Knowledge & Library service have a clear offer of support to individuals undertaking systematic reviews
- increase in number of evidence searches carried out to support research or innovation



Strategic Priority 4

Aim: to continue delivery of a high performing Knowledge & Library Service through quality assurance, continuous improvement and engagement

To achieve this we will:

- develop knowledge & skills on the use and impact of artificial intelligence
- engage with senior leaders and managers to raise the profile of Knowledge & Library Services and our role in supporting evidence based patient care
- increase awareness of Knowledge & Library Services across the organisation and visibility of the library team as experts
- engage with our existing and potential users to understand what the enablers and barriers are to making greater use of Knowledge & Library Services
- review, adapt and redevelop our services in response to user needs, feedback and emerging technologies
- seek opportunities to demonstrate the impact of Knowledge & Library services to the Trust
- review the infrastructure, resource and skills needed to develop the service in line with NHS Knowledge & Library Services policy to deliver outstanding Knowledge & Library services

Key activities will be:

- explore the potential benefits to our users of artificial intelligence and develop a greater understanding on the potential challenges around ethical considerations, data privacy and ongoing training requirements
- publish annual reports to include Knowledge & Library Service activity and evidence of impact

- produce a service improvement plan in preparation for the next Quality Assurance and Service Improvement Review by NHS England
- develop business cases to improve the infrastructure and resource needed to deliver outstanding Knowledge & Library Services.
- complete a skill mix review to inform future recruitment to the Knowledge & Library Service team
- forge relationships with clinical and education leads to advocate the role and value of Knowledge & Library Services within work areas
- carry out a survey of users and potential users to establish user needs and tailor services accordingly
- create and implement a systematic plan for promoting knowledge & library services

Success Measures

- successful Quality Assurance and Service Improvement review with NHS England
- evidence of use of user consultation and user experience research to inform and adapt service delivery and improvement



Strategic Priority 5

Aim: to deliver the right resources in the right place, harnessing digital innovation, exploiting opportunity for collaboration and partnership working

To achieve this we will:

- ensure our library spaces, services and information provision are as accessible and easy to use for our audience as possible
- adopt a “digital first” approach to widen access to resources and services to all colleagues and learners regardless of location
- regularly review information resources to ensure they meet the current and future needs of the workforce
- seek opportunities for work in collaboration with other NHS libraries for mutual benefit
- work with libraries in the region to share best practice and undertake development opportunities and professional networking
- explore, develop and maintain agreements with our partners at place with Rotherham, Doncaster & South Humber NHS Foundation Trust (RDaSH) and Doncaster City Council
- harness our dual role in contributing to the sustainability agenda by ensuring we exploit opportunities to work in a sustainable way and support the organisation by providing services such as horizon scanning to deliver evidence to inform policy and practice

Key activities will be:

- review accessibility guidelines and user feedback and identify changes needed to ensure the service is accessible and easy to use as possible
- increase provision of digital content in line with our “digital first” approach

- gain support to deploy LibKey Nomad across the Trust to increase accessibility of electronic journal content
- monitor usage of electronic resources, providing training and promoting or removing under-utilised resources and targeting any unnecessary duplication in order to maximise value for money
- collaboratively purchase resources and participate in resource sharing activities with other NHS libraries to share or reduce costs
- participate in national NHS library communities of practice to support the following work streams: sustainability; health literacy; mental health services; emerging technologies and knowledge mobilization
- work with RDaSH to develop our service provision
- continue to deliver recreational reading services at DBTH with the support of Doncaster City Council libraries
- explore and identify new opportunities to work with our partners at place
- introduce evidence updates to the Trust to support the sustainability agenda
- identify and take action on areas the Knowledge & Library Service can contribute to the sustainability agenda by developing digital services, procuring eco-friendly materials, managing waste and working in partnership to reduce duplication of effort

Success Measures

- increased provision and use of digital content
- return on investment analysis to support content purchasing decisions
- evidence updates to support the sustainability agenda
- increase service provision in line with updated Service Level Agreement with RDaSH
- evidence of collaborative purchasing/resource sharing activities

Strategic Priority 6

Aim: to increase services that have a positive impact on health & well-being and patient experience, strengthening information provision for patients, carers, the public and our people and learners

To achieve this we will:

- work with Trust volunteers to deliver ward library services to patients, improving patients' experience
- support wellbeing through a reading group, health & wellbeing collections and leisure reading
- provide space for relaxation and reflection away from the ward or office
- continue to develop collections to support DBTH staff networks and build relationships with network leads to extend our support
- enable healthcare colleagues to use tools and build skills to address low levels of health literacy to reduce health inequalities
- collaborate with wider organisations in Doncaster Place and Bassetlaw Place to support promotion and accessibility of health information
- provide support for the development of evidence informed patient information

Key activities will be:

- recruit additional volunteers to deliver ward library services at DRI and Mexborough Montagu hospitals and promote recreational reading resources available to patients
- promote services and space to support the wellbeing of colleagues and learners collaborating with teams such as Health & Wellbeing team to maximise awareness
- identify and promote resources to support DBTH staff networks

- develop and deliver training sessions to improve health literacy awareness of the healthcare workforce including learners
- continue to provide access to high quality evidence based sources of patient, health and wellbeing information for DBTH colleagues and colleagues at Doncaster Place to offer patients, carers and members of the public
- build on existing relationships with Doncaster Libraries to raise awareness of health literacy and support the promotion and accessibility of high quality information through events such as Health Information Week
- seek opportunities to develop new relationships with local information providers to increase public access to evidence based health information
- promote the availability of evidence searches to support the development of patient information
- develop and demonstrate the role of the Knowledge & Library service in the production of patient information to utilise our expertise in the providing the evidence base

Success Measures

- increase in the number of ward library trolley rounds delivered by Trust volunteers
- increase in use of the leisure library space and wellbeing resources by colleagues and learners
- evidence/case studies demonstrating collaborative projects with organisations in Doncaster Place to raise awareness of health literacy and increase access to high quality health information in order to reduce health inequalities
- health literacy developed and delivered to colleagues and learners to support the organisation in reducing health inequalities
- increase in uptake of evidence searches to support the development of patient information

The Knowledge & Library Service strategic framework is underpinned by a delivery plan to provide assurance.

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