



Library & Knowledge Services' Commitment

We believe that everyone needs the right knowledge in order to deliver the best patient care

We facilitate knowledge creation in four ways;

- by providing access to good quality evidence-based information*
- by providing training on accessing and using that information*
- by providing a safe environment, and*
- by building on your motivation to learn*

**Recent progress reports
are in bold
so that you can easily spot them**

Shared Library Service Annual Objectives 2016-17

Last updated: 14th March 2017

Objective Number	Trust Values & Corporate Priorities	Objective	Desired Outcomes	
				Red - Mostly behind schedule Amber - Some behind schedule Green - All on schedule
1	Care SG1, SG2 & SG5	Customer	"Proud to Care" - To identify our users' needs and provide a customer-focussed service. To expand our customers' knowledge and improve skills.	We have continued to increase awareness of the service. Biennial survey resulted in significant feedback on positive impact on patient care.
2	Respect SG2 & SG5	Staff	"We Value Respect" - Continual development of all staff to upskill and keep up with IT and wider technologies. Freeing up staff from routine tasks to allow time to be more embedded in stakeholder projects.	All staff had a number of training opportunities during the year both internal and external. Staff contributed to some organisational projects.
3	Happen SG1 & SG3	Resources	"Make It Happen" - To facilitate easy access to resources (IT, e-Resources, books, journals and work-space). To ensure that users are aware of the resources and can access training to help them use the resources effectively.	We increased work with our partners, both internal and external. We worked to simplify access to resources and services.
4	Achieve SG3 & SG4	Knowledge	"Together We Achieve" - By working in partnership with effective use of resources and technology, we can take data to provide information to build knowledge. Raising service awareness, providing usable space and training to deliver the best outcome for patients and raise standards in healthcare.	We used technology to improve access to resources. Our involvement with patient information helped the CQC visit and is held up as a beacon to other library services.
5	Achieve SG3 & SG4	Quality Assured Services	"Together We Achieve" - Our high quality service will be tailored to the customer and embrace new apps and change. Levels of satisfaction will be measured using impact surveys, mystery shoppers and market research.	We removed fines and introduced 24/7 access to improve the customer experience. We used customer feedback to inform changes to service.

Key to objectives - SaTH's Strategic Goals

- SG1 Providing safe services, consistently delivering healthcare standards and improving the patient experience
- SG2 Developing a flexible workforce to meet the changing needs of our communities and the services we deliver
- SG3 Striving for excellence through technology and innovation
- SG4 Working with partners to improve the health and wellbeing of our community
- SG5 Building a sustainable future



Shared Library Service

Overall Objectives

Abbreviations

CCGs	Clinical Commissioning Groups, GPs & Public Health
Keele	Keele University
Keele Lib	Keele University Liaison Librarian
LKSL	HEE Library & Knowledge Services Leads Group
LMB	Library Management Board
LSM	SaTH Library Service Manager
OLIB	OLIB Support Team
OPAC	Catalogue (Library Management System)
SASHA	Shropshire & Staffordshire Patch Librarians Group
SaTH	Shrewsbury & Telford Hospitals Trust
SCHT	Shropshire Community Health NHS Trust
SHeLib	Shropshire Health Libraries Group
SHL	Shrewsbury Site Librarian
SLS DG	Shared Library Service Development Group
Staffs	Staffordshire University
Staffs Lib	Staffs University Academic Skills Tutor Librarian
THL	Telford Site Librarian

1. User - "Proud to Care"		
Action Required	Deliverables	Progress
Raise Awareness	<p>a) Website review to ensure easy accessibility, consequently making the website more welcoming for our users.</p> <p>b) Continue creating eye catching displays in our various libraries tailored to our users' needs.</p> <p>c) Promote our library services through our road shows by liaising with other organisations within or outside SaTH.</p> <p>d) Consult with the Communication department to extend our reach.</p>	<p>a) Initial review of website to add more imagery.</p> <p>a) Trust web-site has been redesigned including library pages.</p> <p>b) Plasma screen being used in SHL to support the weekly displays. The SU display has been amalgamated into the main display and welcome displays done for new students at KU and SU.</p> <p>b) THL have built the "Graffiti Wall" in the Education Centre.</p> <p>b) Graffiti Wall was transferred to SHL. Then used at Lean presentation at Coventry.</p> <p>b) Now that plants have been moved out of foyer, we can now have banner promoting services.</p> <p>c) We had a stand at the Leadership conference.</p> <p>d) Have requested that Library location be added to next RSH site map so that patients know where to find us. Some maps around site now show our buildings.</p> <p>c) The banner and leaflets about nurse revalidation at S/N recruitment events.</p>
Training	<p>a) Continue our pocket size training to expand our users' knowledge of technology.</p> <p>b) Promote essential training such as literature searches, finding the evidence etc. to users through various advertising media. (Intranet, Chatterbox, Twitter etc.).</p> <p>c) Upon demand provide essential healthcare training for HCAs.</p>	<p>a) Pocket sized training being delivered again.</p> <p>b) Literature search service rebranded as 'EvidenceSearch4U' and expanded to include a clinical question answering service.</p> <p>b) HDAS training developed for new system and rolled out.</p>
Engage	<p>a) Remove jargon from library user information, therefore help eradicate user anxiety. (Use of library Podcast).</p> <p>b) Deliver user-centred library inductions.</p> <p>c) Support for the future workforce with resources to aid HR Apprenticeship scheme.</p> <p>d) Survey users for library performance feedback.</p>	<p>a) LS started work on an A-Z list of the jargon we are using.</p> <p>a) SPIN Club discussed paper on the subject of acceptable terminology.</p> <p>b) Libraries will lose the slot on Inductions in July, so crucial we produce a video which could be shown during breaks on Induction.</p> <p>d) We have surveyed some users who may have used SHL between midnight and 06.00.</p> <p>d) Impact Evaluation of the Knowledge Update email alerts carried out in May, with 63 responses showing high levels of satisfaction and positive impact on patient care.</p> <p>d) Biennial customer survey designed and issued during November/December. Analysis completed.</p> <p>We are looking into extending the service to volunteers working in SaTH.</p>
Deliver	<p>a) Organise up-skilling training for library staff to acquire essential skills to help user enquiries.</p> <p>b) Develop workplace resources for both internal and external users.</p> <p>c) Continual provision of outstanding study environment. (Adequate resources; cleanliness; acceptable room temperatures etc.).</p>	<p>a) Training sessions being delivered after team meetings.</p> <p>a) Each member of SHL team investigated a social media tool and reported back at the Team Meeting.</p> <p>a) JC provided half-day training on new HDAS interface for all Shropshire library assistants.</p> <p>c) After raising heating issues with Director of Estates, problem has been resolved in SHL.</p> <p>c) After feedback from users, we have put up posters to remind other users about the need for quiet in some areas. We have purchased colour co-ordinated seating and also put up new signs to enhance the colour zones; red - silent, orange - quiet, green - group study.</p> <p>c) We have purchased new study tables and a buffer screen at SHL whilst LS has ordered new chairs for the IT Drop-in room at THL.</p> <p>c) We have put in a request to Estates for 24/7 heating.</p> <p>c) Estates have installed extra power points in Silent Study Room.</p> <p>We now sell branded tote bags for carrying books.</p>
Care	<p>Care for the space users need; audit how they use the space, making it adaptable, sociable and comfortable, e.g. artwork displays, informal meetings, board games, e.g. on-going chess and refreshments.</p>	<p>Chess game has been moved to THL. Replaced at SHL with jigsaws which have been successful.</p> <p>Larger hot drinks introduced at SHL along with free biscuits. Smaller cups transferred to THL for trial.</p> <p>Old smart boards have been resited around SHL as whiteboards for group work and a users' message board.</p> <p>We have satisfied a request from users for a mobile white board near lockers in SHL.</p>

2. Staff - "We Value Respect"

Action Required	Deliverables	Progress
Develop	<p>a) Introduce "Learning slots" into all library meetings, not just Team Meetings, to share expertise.</p> <p>b) Encourage library staff to attend or run Pocket-sized training events.</p> <p>c) Support self-guided learning through set-aside time during working hours to use resources such as Lynda.com.</p> <p>d) Encourage staff to blog about their learning activities on the Shropshire & Staffordshire Libraries' Blog.</p> <p>e) Promote a knowledge-sharing culture, by making it a condition of providing development and training support that staff need to share their learning with colleagues.</p>	<p>a) JD gave talk on LinkedIn to SHL team meeting in April.</p> <p>a) Each member of SHL team investigated a social media tool and reported back.</p> <p>b) JF running medical terminology sessions.</p> <p>c) JF & BL looking at doing NVQ3 in Customer Care.</p> <p>d) Library Assistant training held at Shrewsbury Library on 29th September. Subject was health and wellbeing collections and promotion. As an outcome an area of the SHeLib Blog will be used to communicate ideas around the county.</p> <p>e) JF attended PowerPoint Ninjas and shared with colleagues at SHL Team Meeting.</p> <p>e) JC, LS, JF & MS all visited Keele University library and UHNM library. Staff attended training on OLIB updates. Further training held in November for more advanced OLIB work.</p> <p>Several staff visited Blackheath Lane library.</p> <p>Several staff attended the West Midlands Paraprofessional training event at Walsall Hospital.</p> <p>Recruiting replacement LAs for CS & VD.</p>
Tasks	<p>a) Apply lean principles to further areas of library work.</p> <p>b) Review areas of work undertaken by librarians that could be delegated to senior library assistants.</p> <p>c) Resolve the self-service issues at Telford.</p> <p>d) Work with UGMS to improve room management and customer information by looking at scheduling software and the relocation of UGMS into the Learning Centre.</p>	<p>a) DL has attended training from VMI Transforming Care. Subsequently he ran two projects in IET and has reported back to KPO. DL will share techniques with colleagues.</p> <p>a) DL has been asked to manage Genba walk at PRH.</p> <p>b) Meeting held in April with librarians and senior library assistants to look at roles.</p> <p>c) Public Wifi is finally available at both THL & SHL.</p> <p>c) DL met with 2CQR at HLG2016 to discuss self-issue terminal for THL. Order placed for refurbished terminal and installed on 24/1. Still trying to iron out connection problems.</p> <p>d) New software for displaying room bookings in Learning Centre. New plasma screen also in place.</p> <p>d) Keys now given to students who wish to use LC rooms out of hours. UGMS looking to put keypads on doors as long-term solution.</p>
Engage	<p>a) Support and encourage staff that have a particular area or project they want to "champion", e.g. staff wellbeing, podcasts and videos.</p> <p>b) Encourage staff to engage with their projects and tasks at all stages through planning, implementation, marketing, impact assessment and evaluation.</p> <p>c) Encourage cross-site and cross-organisation working at all levels.</p>	<p>a) RL encouraged to pursue her plans to display staff publications</p> <p>c) First cross-site Counter Staff meeting held in April.</p> <p>c) SHeLib Blog to be used by staff to encourage cross-site working and ideas.</p>

3. Resources - "Make It Happen"

Action Required	Deliverables	Progress
Partnership Working	<p>Working with public libraries:</p> <p>a) Develop a health information training programme for public library staff.</p> <p>b) Develop a Health Information Enquiry Service to in-patients and out-patients at the hospital.</p> <p>Working with our WD colleagues:</p> <p>c) Identify areas where WD can link through our resources, e.g. linking from HR's "A Healthier You" to videos on pilates.</p>	<p>a/b) Discussed at SPIN Club. Fruitful meetings held with Shropshire Public Libraries' and Telford & Wrekin Public Libraries' Health Librarians to discuss ways forward. LA training event was held at Shewsbury Library.</p> <p>c) Recruitment placed their banner in SHL in May/June and August. Further requests received to display other banners.</p> <p>c) Tried to get a copy of International Nurses' Day video to broadcast on SHL plasma screen.</p> <p>c) We have been offering support for the VMI (TCI) events held so far. We have also provided hot-desk space for the TCI team within THL.</p> <p>c) Helping to distribute name badges to TSD staff over the library counters.</p>
Value	<p>Linking the Library service with Trust communications:</p> <p>a) Respond to all communications issued by the Trust e.g one minute briefs, Message of the Week etc. with details of a service / resource that the Library can provide in relation to the topic. [Should we have specific staff responsible for certain communications?]</p>	<p>We are working to support the Transforming Care Institute and discussing having closer links set up so that books can be delivered to the TCI when requested.</p> <p>Changes in the Comms Team and pressure on them to deliver Future Focus support has made this unachievable at present.</p>
Access to Resources	<p>Easy access to resources:</p> <p>a) Produce an A-Z of the Library [often Library terminology is used which may not mean anything to the user].</p> <p>b) Promote e-resources for community and off-site use - "you don't have to visit the library to use the library".</p> <p>c) Produce training videos/podcasts on how to use e-resources.</p>	<p>a) LS started work on an A-Z list of the jargon we are using.</p> <p>a) Library A-Z of services / resources created on website</p> <p>b) Ongoing issues with SCHAT users gaining access to our web site from within their firewall may have been resolved.</p> <p>c) It is taking time to get SCAT involved in producing a video. SLAs to look at an interim solution for use at Trust Inductions after we lose our slot.</p> <p>c) JF looking at producing an induction guide using Powerpoint Ninja ideas.</p> <p>JC has enabled IP authentication for a number of resources, including DynaMed and EBSCOHost databases, to enable seamless access onsite.</p>
Resource Lists	<p>Resource lists:</p> <p>a) Produce resource lists for various specialities.</p> <p>b) Supply reading lists to support all NVQs in the Trust.</p> <p>c) Promote the resource boxes.</p> <p>d) Investigate the promotion of services using posters/fliers in locations around the 3 sites.</p> <p>e) Explore using those posters as screensavers on library monitors.</p>	<p>a) Knowledge Update for District and Community Nursing introduced.</p> <p>c) Global emails sent in May to promote Resource Boxes</p> <p>d) New posters have been put up around the hospital site.</p> <p>e) VD has been in contact with IT about keeping screensavers on the PCs.</p>
Physical Stock	<p>Develop collections:</p> <p>a) Develop a collection of dissertations written by Trust staff.</p> <p>b) Develop a nursing/professional revalidation collection.</p> <p>c) Explore additions to the leisure collection, e.g. board games or jigsaws.</p>	<p>a) RL has completed a display of all staff publications at SHL. THL will discuss if they want to have a parallel display at PRH. Process being devised to identify new/missing publications.</p> <p>b) A new edition of the Core Collection for Nursing and Midwifery was picked up at HLG2016. RL & VD are working through to identify titles missing from stock.</p> <p>c) Chess game running at THL. Jigsaws at SHL.</p> <p>c) Adult Ladybird and "Famous Five" books purchased with hot drinks profits.</p> <p>c) Professional board games purchased at THL and SHL (sepsis and infection control respectively).</p>

4. Knowledge - "Together We Achieve"		
Action Required	Deliverables	Progress
Knowledge Management	<ul style="list-style-type: none"> a) Raise awareness of 'Knowledge Management' and what it is. b) Provide short courses, produce flyers and posters with the sort of thing we had at the meeting. (Data, Information, Knowledge Triangle). c) Provide targeted information such as the Nursing Revalidation boxes. d) Enable users to be aware of their unique knowledge and how they can use/share it to enable others. e) Explore ways of encouraging user feedback, e.g. adding review options on the catalogue. 	<ul style="list-style-type: none"> a) Randomised Coffee Trial organised by Jules Lewis in the Trust. DL sent some KM links to JL for her information. b) DL looking at how to develop this concept. c) Nursing Revalidation boxes now available at both sites. d) Looking at this as the next phase of staff publications. d) Staff publications now on display at Shrewsbury. e) OLIB Folio allows this to be implemented. OCLC have quoted for managed implementation of Folio to replace WebView. Reassessing possible implementation.
Raise awareness and alter perceptions.	<ul style="list-style-type: none"> a) Advertise the Library and it's capabilities of providing information to create knowledge. b) Post notices not just on the board but walk them around to each department, talk to ward managers and mentors, find out what information they need and when to pre-empt future requirements. c) Work to the best of our ability to alleviate 'Library Anxiety'. d) Undertake Market Research to ascertain perceptions and expectations. e) Provide small 'snippets' of any new information on an as-and-when basis. 	<ul style="list-style-type: none"> a) Knowledge Source Newsletter (bi-monthly) is being produced with favourable feedback. a) New signage introduced at SHL to promote "Your Library and Knowledge Service". c) We have removed library fines and had an amnesty for charges to encourage users to return long overdue stock. d) Biennial survey out in November/December to users and non-users. Analysis completed. b) HDAS course developed after launch of new interface.
Technology	<ul style="list-style-type: none"> a) Use technology to provide more information. b) Enable a method of texting information and up-dates to library users. c) Provide the technology to enable people to search for items themselves and familiarise themselves with the library and what it can offer. d) Produce and promote apps and databases. 	<ul style="list-style-type: none"> a) We are trialling a page on the website called Knowledge Navigator (http://www.library.sath.nhs.uk/navigator/) to help users who don't know where to begin their search, or are looking for a specific type of information. a) New HDAS launched by NICE c) 'Journal' tab added to OmniSearch to allow easy checking of our journal collections and those of our partners. c) Upgraded live system to OLIB 9 service packs 7-9 in January. c) May implement OLIB Folio to replace WebView as more "modern" search interface. d) JC has investigated developing a library app, and the evidence shows that it is preferable to have a responsive website.
Partnerships	<ul style="list-style-type: none"> a) Work and collaborate in partnership with Trust and regional departments. b) Maintain and improve relationships with organisations such as HEE, local facilities and Trust departments to produce learning initiatives. c) Seek out ways to embed links in other Trust pages to promote library services, e.g. link from "A Healthier You" to showcase our "Healthy Lives" collection (and vice versa). 	<ul style="list-style-type: none"> a) DL is Chair for 2016-17 for the regional meeting - Library Managers' Leadership Group. a) JC worked with the Fertility Centre to create a new Wordpress-based website for them. a) HR Recruitment have put their banner in the library. a) LS is joining the CPD TaF group on K4H. a) DL has delivered two training courses on Costing to regional colleagues. a) DL worked with PIP in preparation for CQC visit. b) JC hosted a workshop at SHL for the MAP Toolkit group and continues to contribute to the group c) LA training was on health and well-being. a) DL has carried out two investigations on behalf of the Trust.
Staff Knowledge	<ul style="list-style-type: none"> a) Keep up-to-date with current technology, software, training, policies and procedures. b) Where applicable, pass this information on to end-users to provide information access. 	<ul style="list-style-type: none"> a) Staff at SHL researching social media platforms. a) JF is now adding items to the Instagram account b) JC delivered teaching sessions on Twitter to Executive Team. b) JF providing medical terminology sessions to users.

5. Quality - "Together We Achieve"		
Action Required	Deliverables	Progress
Customer-tailored	<ul style="list-style-type: none"> a) Use the findings of market research to shape our services to our customers. b) Engage non-users and non-SLS peers to carry out mystery shopper visits (both physical and virtual). 	<ul style="list-style-type: none"> a) Impact Evaluation of the Knowledge Update email alerts carried out in May, with 63 responses showing high levels of satisfaction and positive impact on patient care. Biennial customer survey issued in November and results analysed and shared. b) SPIN read and discussed 3 papers about the use of mystery shoppers. Decision made to work with Patch on future projects.
Technology supported	<ul style="list-style-type: none"> a) Make use of innovative technologies to support delivery of the information needed by our users. b) Share our innovations (both successful and failed) with other parts of the library community. 	<ul style="list-style-type: none"> a) NHS Wifi and public access Wifi have now been installed at SHL. a) Public access Wifi now available in THL & SHL. a) Looking to install a group study space which provides the technology for users to interact digitally. b) DL has put information on PIP project onto KfH Ideas Bank. Lot of interest
Improved customer experience	<ul style="list-style-type: none"> a) Make use of feedback tools to ensure that we are improving the customer experience. b) Change or remove library activities which do not add value to the customer experience. 	<ul style="list-style-type: none"> a) As a response to feedback in student surveys, we trialled 24/7 opening for part of April. Door stats and PC usage stats were analysed to assess usage between midnight and 06.00. Results showed relatively low usage, but trial was extended until 8th July. We have now permanently introduced 24/7. b) Smart boards in LC rooms have been replaced with plasma screens. The smart boards have been resited in the Learning Centre for use as whiteboards by student groups. b) Fines removed for all users. b) We have been testing recalls on the Test OLIB System. Recall messages working ok and charges are made for unreturned recalls, but a bug is causing charges to continue to be made even after the reservation has been satisfied. b) UGMS is now directly funding O/O/H cards for KU students. All KU students who have already paid will be refunded. Agreement with UGMS that they will not have to pay for these cards in the future. Single Library/Swipe cards will be issued. b) Log-in access to PCs in LC rooms have been changed so that students can book rooms outside office hours without security issues. b) DL is working on combining a number of registration policies into one and removing ambiguous or redundant processes.
Stakeholder support	<ul style="list-style-type: none"> a) Strive to deliver the requirements of our stakeholders such as SLAs, K4H, LQAF, an annual report of library activity and national statistics. b) Seek support from stakeholders when required. 	<ul style="list-style-type: none"> a) National Stats split into two parts, parts one and two delivered. a) OLIB annual statistical analysis completed and delivered. a) Annual report for 2015-16 produced and uploaded to Internet. a) LQAF SAT submitted with 100% compliancy. Verified by HEE WM. b) Support from UGMS to supply and fit new signs outside Learning Centre. b) SU has completed reassessing the IT Support role at RSH and has made it full-time.
Knowledge and evidence-based practice	<ul style="list-style-type: none"> a) Ensure that we lead by example using research to ensure that our work practices are based on evidence and knowledge. b) Help our staff to develop the knowledge and skills required to deliver an excellent customer service. 	<ul style="list-style-type: none"> a) JC has researched library apps versus responsive websites, and the evidence shows that it is preferable to have a responsive website. b) LA training event at Shrewsbury Library in order to pick up some tips on customer service in different environments.
Ownership of SLS	<ul style="list-style-type: none"> a) Provide opportunities for customer-input into the development of the service. b) Strive to use negative feedback as a catalyst for improvement not justification. c) Deliver governance which involves staff at all levels in the shaping and delivering of a high-quality service. 	<ul style="list-style-type: none"> a) Introduced larger hot drinks at SHL and have started selling smaller drinks at THL. a) Purchased silent clocks to go in Silent Study Room and Main Area at SHL. b) Used feedback on Grafitti boards to inform developments. c) Progress reports for the Workplan to be supplied by staff through 1-2-1s and direct emails to DL. New signage put up at SHL to emphasise partnership and Trust values.