



The Christie Library and Knowledge Service Strategic Plan 2017 – 2022

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Executive Summary

Current Library and Knowledge Services

The Christie Library has a national reputation for innovation as exemplified by the development of the research repository. It offers the core services of literature searching, information literacy training and the delivery of current awareness services; providing the most up-to-date evidence on a specific topic to an individual. It has a strong presence supporting research beyond the traditional NHS boundaries as demonstrated by the citation analysis (bibliometrics) for the Research and Development department. The library provides a very comprehensive specialist collection of journals, mainly electronic, and books, increasingly electronic. The physical library is airy and bright; a pleasant working space. The major issue is that it is located away from the main School of Oncology (SoO) offices in an area few staff would naturally visit.

2017–2022 Library and Knowledge Services [LKS]

The future is exciting with a national vision for LKS developed by Health Education England¹ and an English policy for NHS Library and Knowledge Services². Digital by default is a central theme along with enhanced personalised services. The library service should mobilise the evidence base, bringing it to the boardroom and the bedside in order to allow quick dissemination and adoption of better quality service delivery for patients. In 2022 the Christie Library and Knowledge Service, will serve the wider Greater Manchester (GM) Cancer community, through a Manchester Cancer Library. It will have:

- a business-critical role providing the best available evidence to underpin decision-making across the Trust for both managers and clinicians and supporting new initiatives, new technologies and innovation as they arise
- the most comprehensive specialist collection of online oncology resources which will be available to all staff and students in the Trust regardless of role, location or time of day with access where possible to the GM Cancer community
- a system for automatically sending GM Cancer community relevant key information for their role
- literature searches viewed as the norm for any service developments across the Trust. Specialist librarians will attend meetings and clinics in order to provide a rapid response when required
- librarians contributing to the knowledge management agenda in the Trust: providing practical approaches to manage organisational knowledge and bringing people and knowledge together across the GM Cancer community
- not only a traditional library service for researchers, but also a showcase promoting their work, their bibliometric record and interconnectivity via the Christie Research Repository
- ideally the physical library situated within the SoO offering a flexible space for learning yet still providing silent study spaces for those who need it

- librarians promoting information literacy skills for patients and carers
- developed links with partners across organisations serving the GM Cancer community such as Public Health, Macmillan Cancer, GPs and Manchester Public Libraries, providing both resources and services where relevant to them

Context

Organisational Description

The Christie's ambition, as set out in *Our 20:20 vision*³, is to be a world leading comprehensive cancer centre. That vision encompasses service delivery, research and education. It is encapsulated in the Trust strap line

“We care, we discover, we teach”

The Library and Knowledge Service helps deliver across these three tenets and forms an integral part of the Christie team.

The Library and Knowledge Service sits within the School of Oncology albeit at some physical distance from the School. This emphasises the key role that the library plays in delivering the education vision for the Trust.

The National, Regional and Local Context

On the 31st December 2014, Health Education England (HEE) published ‘*Knowledge for healthcare: a development framework for NHS library and knowledge services in England 2015–2020*’. In his preface, Professor Ian Cumming, the Chief Executive of HEE, states that “Healthcare library and knowledge services are a powerhouse for education, lifelong learning, research and evidence-based practice. Our ambition is to extend this role so that healthcare knowledge services become business-critical instruments of informed decision-making and innovation”. The 2016 ‘*NHS Library and Knowledge Services in England Policy*’² states that “People should be cared for by competent and capable staff, receptive to innovation and able to use evidence from research. All NHS bodies and staff should be able to access the expertise and resources offered by healthcare librarians and knowledge specialists.”

Based on these two documents, this framework will be central to our strategy over the next five years.

- Personalised services, including individually tailored current awareness and alerting services with more quality-filtered and synthesised evidence
- Clinical and outreach librarians embedded in teams
- Information specialists leading organisational knowledge management

- Increasingly equitable, seamless and mobile access to high quality electronic resources
- Joined up approach to promoting information for patients and carers
- Developing NHS librarians and knowledge specialists to use their expertise to mobilise evidence obtained from research and organisational knowledge to underpin decision-making
- One proactive coherent service – nationally led, locally delivered working in partnership with more centralised and collaborative procurement, standard core offer for all, more streamlined ‘back-office’ functions working over larger geographies

‘Achieving world-class cancer outcomes: a strategy for England 2015–2020’⁴ and ‘Achieving world-class cancer outcomes: taking charge in Greater Manchester’⁵ are looking to radically improve the patient pathway. The development of a more comprehensive library service with the potential to meet the evidence needs of the wider cancer workforce will help to achieve, in particular, the local cancer education ambitions.

Regionally, we have a strong Health Care Libraries Unit (HCLU), which promotes collaborative working and purchasing, themes of the national report. For instance, libraries in the North of England produce a number of horizon scanning bulletins which are shared nationally. We also provide specialist resources via inter library loans to meet the information needs of cancer specialists working across the North.

The Christie LKS supports colleagues working in other sectors such as Cancer Research and local universities. Cross boundary work is another theme of the national report.

Our Strategic Vision

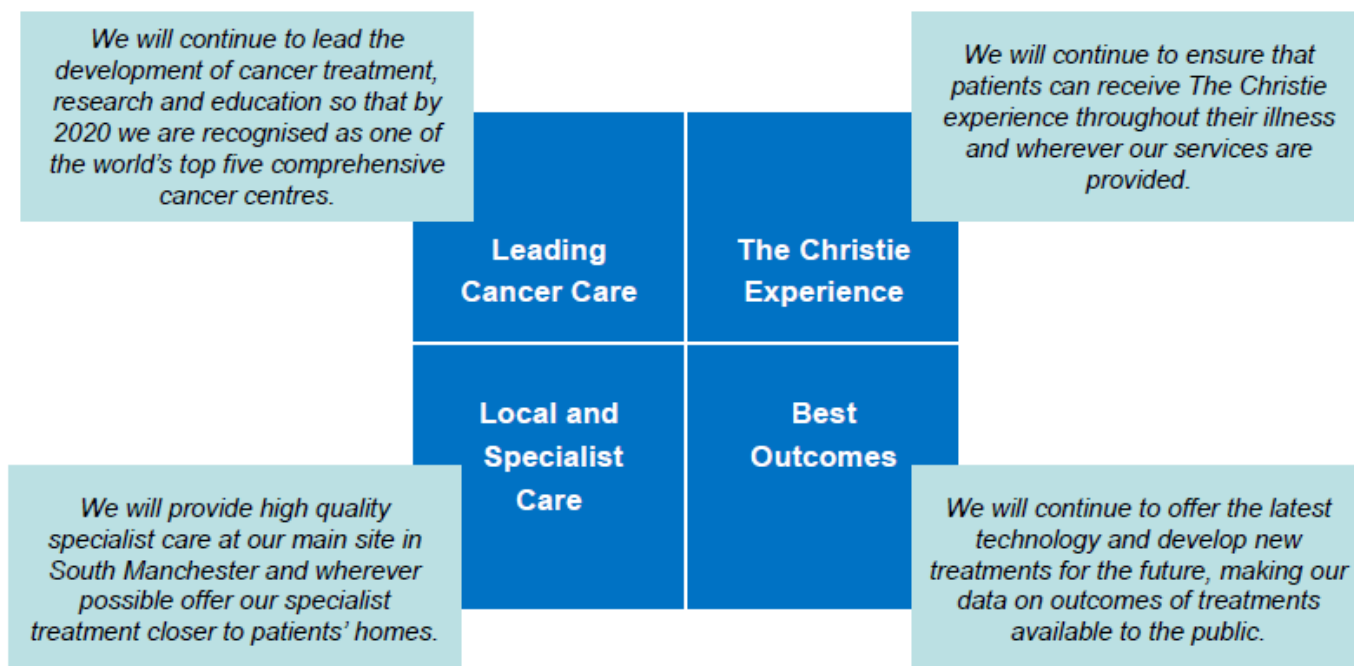
Our vision is aligned with that of The Christie, the School of Oncology (SoO)⁶ and the Greater Manchester Cancer Education Strategy⁷ to be a leading organisation for Cancer Care

“To be the country’s leading library and knowledge service for cancer information, supporting everyone involved in cancer care and prevention in Greater Manchester & Eastern Cheshire with access to world-class cancer information at their fingertips”

by

Enabling care, discovery, learning

2020 Vision Themes 8



Library and Knowledge Service Strategic Goals

By closely aligning our goals to those of The Christie 20:20 vision³, the SoO Education Strategy⁶ and the Greater Manchester cancer education strategy 2017–2021⁷ we will ensure our contribution to the highest quality care for cancer patients. Developments will be under the umbrella of 'digital by default' in order to make services equitable regardless of location, job function or time of day.

1. *To ensure that The Christie is providing the best care, experience and outcomes for our patients and their families whether treatment is local to home or in the specialist centre [Local and Specialist Care]*

The Library and Knowledge Service strategic goal is to

- Personalise services to ensure that the right knowledge and evidence is delivered to the right person at the right time in a proactive manner
- Enhance services for clinical and management decision making through outreach services
- Enhance the patient experience by supporting the Trust in its information provision for patients and/or the public

2. *To support the vision of becoming a leader in cancer care, influencing best outcomes for patients regionally and nationally [Best Outcomes]*

The Library and Knowledge Service strategic goal is to

- Provide synthesised material that aids transformational change to improve outcomes
- Contribute to the knowledge management agenda in the Trust: providing practical approaches to manage organisational knowledge by bringing people and knowledge together

3. *To support the vision of The Christie being recognised as one of the top 5 cancer centres in the world [Leading Cancer Care]*

The Library and Knowledge Service strategic goal is to

- Work collaboratively with our colleagues in the Christie Research and Development Department and Manchester Cancer Research Centre (MCRC) to provide bibliometric information to highlight the academic excellence of Manchester researchers
- Enhance the Christie Repository to make top researchers more visible

4. *To ensure that the Christie is a centre of excellence for the training and development of all grades of staff (including students and trainees) [School of Oncology objective 1]*

The Library and Knowledge Service strategic goal is to

- Develop a specialist oncology library service to a wider base across the Greater Manchester and Eastern Cheshire and potentially further afield
- Provide the underpinning evidence for education programmes including working with the Technology Enhanced Learning (TEL) team
- Provide a service which is physically part of the School of Oncology allowing the Library and Knowledge Service to be integrated into the whole educational offer of the School
- Develop relationships with Public Health and GPs to support initiatives around prevention and early diagnosis

Appendix 1: Library and Knowledge Service objectives based on the 2017 – 22 Strategy

The operational plan will be presented each year. It will be a working document that is regularly reviewed to monitor progress

Strategic goal

1.1. Personalise services to ensure that the right knowledge and evidence is delivered to the right person at the right time in a proactive manner

Objectives

- Sign up the majority of staff to KnowledgeShare
- Establish a list of essential topics for the Trust and review resources for this
- For different business groups, prepare a list of essential journals and check that key group members receive etocs for these

Strategic goal

1.2. Enhance services for clinical and management decision making through outreach services

Objectives

Short term

- Work with risk management to identify areas where the LKS can support lessons learned work
- Target off site services e.g. Christie at Salford and attend local meetings to review their needs and highlight services

Long term

- Develop existing staff to meet the growing need and changing roles to improve our outreach offer
- Put together a business case for an outreach / clinical librarian to become embedded in teams and committees

Strategic goal

1.3. Enhance the patient experience by supporting the Trust in its information provision for patients and/or the public

Objectives

Short term

- Develop book collections available to patients in the Cancer Information Centre and Christie at locations
- Deliver a display for the annual Health Information week for patients

Long term

- To run information training sessions for patients / carers / public either at the Christie or in collaboration with local libraries

Strategic goal

2.1. Provide synthesised material that aids transformational change to improve outcomes

Objectives

Short term

- Standardised our literature search evidence thought using KnowledgeShare
- Identify those literature searches where it is applicable to provide synthesised results

Long term

- Develop horizon scanning system to identify new areas of cancer research that will have impact on clinical practice and deliver these across NHS England
- Work more closely with our own research clinicians to promote transformation change from their research

Strategic goal

2.2. Contribute to the knowledge management agenda in the Trust: providing practical approaches to manage organisational knowledge by bringing people and knowledge together

Objectives

Short term

- Improve the way that Trust nursing policies are made available by using the Royal Marsden Manual of Nursing procedures online

Long term

- Establish how knowledge management is delivered across the Trust and present a case for the role of the LKS in this

Strategic goal

3.1. Work collaboratively with our colleagues in the Christie Research and Development Department and Manchester Cancer Research Centre (MCRC) to provide bibliometric information to highlight the academic excellence of Manchester researchers

Objectives

Short term

- Produce the bibliometric data that is required, when it is required
- Provide specific training to support staff new to research and highlight the Trust research policy
- Develop a process to establish all researchers with ORCiDs

Long term

- Support ongoing work on the research strategy to place the Christie in the top five Cancer Centres in the world

Strategic goal

3.2. Enhance the Christie Repository to make top researchers more visible

Objectives

Short term

- Refresh the Repository pages in a style that promotes easier access
- Ensure that all new authors added to the repository have ORCiDs

Long term

- Investigate a process for building profiles for our top researchers on the Christie Repository

Strategic goal

4.1. Develop a specialist oncology library service to a wider base across Greater Manchester and Eastern Cheshire and potentially further afield

Objectives

Short term

- Fully cost the library service to offer to Christie Clinic and to hospices in Greater Manchester
- Set up a Greater Manchester and eastern Cheshire collection of ebooks available to all the Trusts within the cancer community

Long term

- Investigate how to provide an effective Greater Manchester offer

Strategic goal

4.2. Provide the underpinning evidence for education programmes including working with the Technology Enhanced Learning (TEL) team

Objectives

Short term

- Provide monthly newsletters for GPs related to monthly cancer campaigns
- Work with GM cancer staff who are developing teaching programmes to ensure that evidence is correctly embedded within the learning resources
- Supply evidence for Gateway-C as required but with particular reference to supporting GPs

Strategic goal

4.3. Provide a service which is physically part of the School of Oncology allowing the Library and Knowledge Service to be integrated into the whole educational offer of the School

Objectives

Short term

- Redecorate the Library to match the colour scheme of the SoO
- Work with trainers to identify courses where a 2 minute library video can be played at the end to promote further study
- Use KnowledgeShare to distribute to a wider audience information about cancer courses and elearning provided by the Christie

Long term

- Work with any projects to relocate the LKS to be near or within the SoO

Strategic goal

4.4. Develop relationships with Public Health and GPs to support initiatives around prevention and early diagnosis

Objectives

Short term

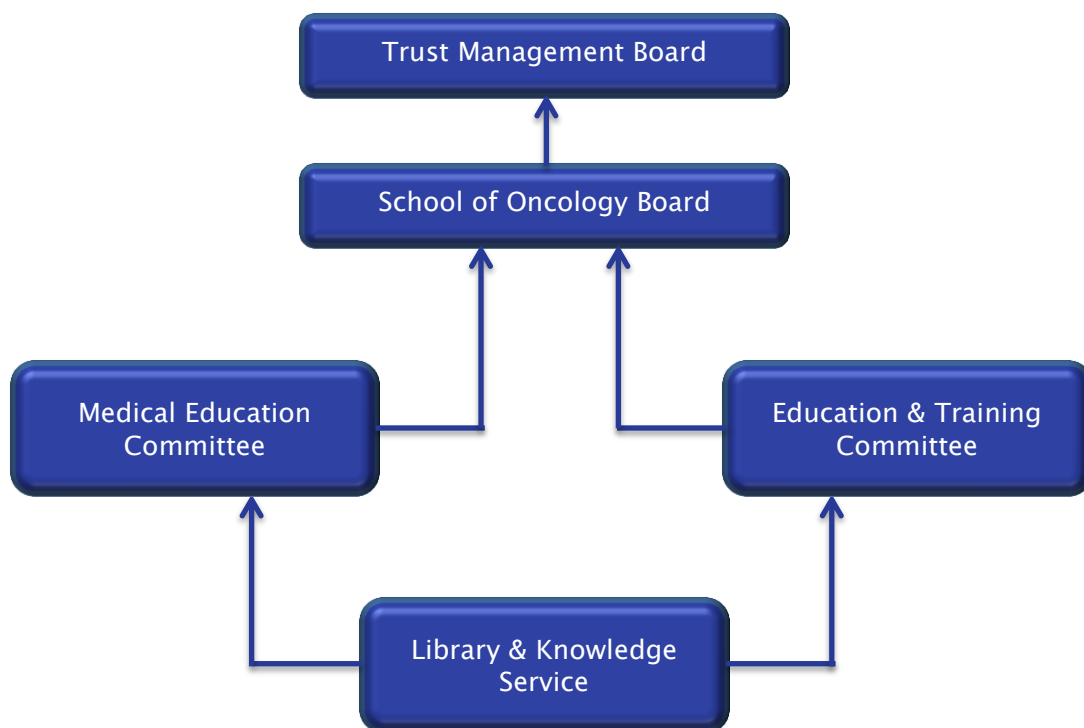
- Work with these bodies to promote the GM cancer ebook collection

Long term

- Contact Manchester Public Health to see if there is mechanism for supporting work around prevention and early diagnosis

Appendix 2: Governance, monitoring and evaluation of the strategy

The upward reporting of the LKS is shown in the diagram below. The Trust’s Medical Director is the School of Oncology’s executive lead for education and LKS. The School and LKS is further supported by the Director of Nursing & Quality who is a board member of Health Education North West (HENW). The School of Oncology Board also has a lay representative and representatives from key stakeholders, including the internal Christie divisions, HR and finance, and externally our university partners and MAHSC. This structure is integral to the monitoring and evaluation of the strategy as shown below.



Monthly staff meetings	Review of operational plan and update. Post update on Intranet
Performance review spreadsheet	Monitors key performance indicators for the SoO
Twice a year at the Education and Training Committee	Reports on progress of operational plan and any items highlighted through the LQAF process
Yearly, Library Quality Assurance Framework (LQAF) which is externally verified	Assess that an up to date, approved strategy is in place. That a yearly operational plan to deliver this is in place and that it is monitored and evaluated
Annual Report (Library manager) reported up to SoO Board	A yearly report evaluating the progress made on delivering the strategy through a review of the operational plan

Appendix 3: Glossary and Bibliography

Alerting services: a service notifying people of news or new publications relevant to their area of work.

Bibliometrics: statistical analysis of the use of books, articles and other publications.

Clinical librarian: a role embedded in a clinical team, providing information as required to support evidence-based practical and high quality patient care at the point of care or in decision-making.

Critical appraisal: a systematic examination of research to judge its accuracy, value and relevance.

Current awareness: a service alerting staff to new or recent publications on topics of current interest; may be tailored for specific groups or interests.

Horizon scanning: detecting emerging trends and important developments.

Information literacy: knowing why information is needed, where to find it, and how to evaluate, use and communicate it.

Inter library loan: a system by which one library obtains a work for a user by borrowing it from another library.

Knowledge management: the gathering, sharing, and effective use of knowledge within an organisation in order to develop, improve performance and avoid errors.

Literature search: a systematic search, using a range of databases, for a specific query often including abstracts.

Moodle: Open-sourced web application for producing internet-based courses.

ORC ID: A persistent digital identifier that distinguishes individual researchers and links them with their work.

Outreach librarian/service: designed to support the work, learning and development needs of staff in their workplace.

Reflective writing: a technique to analyse and learn from an event, memory or observation.

Research repository: an online home for the collected research output of an organisation

Abbreviations

BRC Biomedical Research Centre

etocs electronic tables of content

GM Greater Manchester

HCLU Health Care Libraries Unit

HEE Health Education England

HENW Health Education North West

LKS Library and Knowledge Service

LQAF Library Quality Assurance Framework

MAHSC Manchester Academic Health Service Centre

SoO School of Oncology

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Appendix 4: Strategic overview on a page

