



ANNUAL REPORT APRIL 2021 - MARCH 2022 AND SERVICE OBJECTIVES APRIL 2022 - MARCH 2023



Contents

[1.0 Key Achievements 2021-22](#)

[2.0 Services Provided](#)

[3.0 Objectives 2022-2023](#)

[Appendix 1 Library Activity Statistics Highlights 2021-22](#)

[Appendix 2 Achievements December 2022: 6 KPIs](#)

1.0 Key Achievements 2021-22

NHS Libraries continued this year to operate under difficult conditions owing to the ongoing COVID-19 pandemic. Nevertheless, OHFT library staff were again able to deliver library services to many OHFT staff and students as well as external customers and we are again able to note considerable achievements despite the challenging internal and external environment.

Library staff have continued to work at home with varied levels of staffing on site, adapting our rota according to changing government/Trust guidelines, whilst keeping our users informed via our website, intranet posts and email signatures. The physical libraries at Warneford, Whiteleaf and Littlemore have throughout remained accessible to Trust staff and students working on-site and usage has continued to be less than in pre-pandemic times, reflecting government advice for staff to work at home where possible and to minimise travel.

Library staff have also continued to ensure that our premises offer environments that follow guidelines for social distancing and PPE.

We have continued to offer adapted procedures and policies to ensure that where possible users can continue to access the latest evidence. This has included sending books to user's home addresses when working at home and providing envelopes for return posting.

We have also further adapted our induction and training sessions for different groups, delivering these through Microsoft Teams.

Reflecting on our activities over the past year it is apparent that as we have adjusted to living with the pandemic and changes in people's perspectives to 'the new normal', in contrast to last year's report, which demonstrated that library activities were overwhelmingly governed by the pandemic, this year has seen some notable developments and achievements. This is undoubtedly a result of the professionalism and expertise of the library staff who have as always responded positively to all new challenges.

It is also notable that the return to more normal working patterns has resulted in a return to the previously high levels of usage of library rooms at Warneford Library. During this period **708 room bookings for study/education were made – an increase of 255% since 2020-21, by 951 staff/students an increase of 265%.**

This seems relevant in view of the consultations taking place around the Warneford plan for a new hospital and it is not surprising that the value of the library as a space to support learning, research and development is reflected in the many requests for a 'state of the art' library to be included in the new hospital.

Further particular highlights include:

- **Automatic library membership for all new starters included in contracts, allowing us to register all new starters and send them information about library services. (2.1)**
- **LQIO submission (2.2.1)**
- **Annual Library Survey (2.2.2)**
- **Successful bid for funding to HEE for a Primary Care Outreach Librarian and appointment (2.3.2; 2.8.2)**
- **KLHUB launch (2.4)**
- **New area for L&D Assignments in ORKA (2.5.1)**
- **Library Newsletter (2.7.2)**
- **Staffing appointments and restructure (2.8)**

2.0 Services provided

2.1 Key Areas of activity (6 KPIs)

1. **Library membership. 4607 (+34% since March 2021).** Sign up to the library of new starters has clearly had a positive impact on the number of registrations and compensated for the lack of opportunities to provide registration via online inductions. We add new starters where appropriate contact details exist to our library management system and send out a 'Welcome email' to them, tailored according to their role as well as their library card. The positive replies that we have received from recipients indicates that this is a valued and much appreciated service by many. The emails include information about the library services available to members and seems to have resulted in an increase in awareness of some services.
2. **Literature Searches provided by librarians. 169 (-31% since March 2021)*** *demonstrates value of librarian's information skills, saving time for OHFT staff and stakeholders (estimated at 180 days – assuming a less experienced searcher takes on average 2x as long as a librarian who takes on average, 4 hours to perform an expert search) whilst enabling them to deliver high quality evidence-based practice/service improvements for patients. * the decrease may be explained by the changed in staffing –*

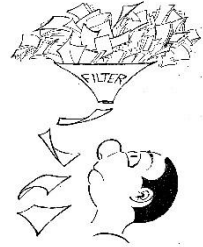
retirements, gaps whilst waiting for new staff and staff illness resulting in reduced ability to carry out searches and promote this service

3. OpenAthens registrations. Increased to 2203 (+6% = 39% of OHFT staff/students)

4. Current Awareness Services

KnowledgeShare. 2638 members (+7% since March 2021)

57% (70%: 2021) of registered library members* were signed up to receive targeted alerts and/or literature searching services **This reduction reflects the automatic sign up of new starters. Whilst we are able to register many more staff we are not able to automatically sign new starters up to KnowledgeShare and although they are sent information in the registration email, not as many take this opportunity to sign up as before. This is still affected by the lack of face to face induction opportunities.*



Specialist alerts. 567 (558: March 2021) Customers received 59 (59: March 2021) bulletins compiled by librarians and 53 Tables of Contents alerts.

Alerts produced in-house: 2 fortnightly Primary Care Bulletins, a Chronic Fatigue bulletin, 5 KnowledgeShare Specialist newsletters, a Legal, Regulatory, & Policy Bulletin and 30 highly specialist Learning Disabilities alerts; 9 bulletins supplied through collaboration with other libraries: Knowledge Alerts for Commissioners and CCG's, and Bulletins covering Education, Forensic Mental Health; Health Awards, Health management and Infection Control, Informing Transformation, Sepsis.

5. Book and articles supplied.

Copies and loans to own readers and other libraries: 2091(+8% since March 2021)

Loans from stock to own readers & other libraries: 2984 (+36% since March 2021)

E book usage: 273(-20%)

Supplier	Usage
Ovid	91
EBL	10
Wiley	30
CK	3
Browns	
Kortext	139
Total	273

The increase in these activities (apart from the e books usage which reflects the reduction in subscriptions since we no longer have access to Medhand or Stahl online) largely reflects the easing of the COVID-19 pandemic restrictions. We have continued to offer

adaptations to former procedures, including, sending books to home addresses for those working or studying at home following continued guidance to work from home.

6. Library Training and Team support

Library Inductions: 20 (17 – 2020-21).

Group inductions – Corporate, Courses: 1033 attendees (874 - 2020-21).

Training sessions delivered: 112 (85 -2020-21).

Individual/group sessions/500 attendees (413– 2020-21).

The increases in the number of inductions and training sessions since 2020-21 reflects the easing of pandemic restrictions. Both inductions and training sessions have increased in addition to a significant increase in attendees, with the majority of these sessions delivered via Microsoft Teams. It is even more impressive since this year, there were additional pressures around training, owing to the impending loss of Healthcare Database Advance Search in March 2021, the resulting need for librarians to receive training in 'native interfaces' from several suppliers and to revise or create new training presentations. This involved many additional hours of work.

2.2 Quality and impact

2.2.1 NHS Libraries Quality and Impact Outcomes Framework (LQIO) compliance.

This extensive LQIO return was submitted to Health Education England in September 2021. This was the first time the return was required, and the process took six months for library staff to complete owing to the need to submit evidence for six outcomes, each divided into four levels and each level scored as high, medium or low. We were required to complete four documents comprising a 'pen portrait', a document which estimated our levels for each outcome, a document which included a descriptive narrative, explaining rationale for our estimated levels and an implementation/action plan. As well as this we submitted 35 extensive pieces of evidence to support our estimated levels.

We received the results during the first week in April 2022. The evaluated levels were all lower than the levels we had estimated. It should be noted that this was the first time this process had been followed and following the issue of the results to all NHS Trusts extensive discussions took place about the process and results. It was decided by HEE that optionally, further evidence could be submitted and the notification of the results to CEOs would be delayed until this was completed. We decided not to submit further evidence because of the time spent already on this process and there was little to be gained by submitting further evidence. Also, we were not clear from the feedback why some of the evidence we had submitted was not accepted as proof of the levels we had estimated. The Library Services Manager discussed the results with the team, line manager and other regional library managers and the points raised at these discussions were submitted to HEE. According to HEE it is a baseline and not an annual submission process. The next steps are around the action

plans, where identified, then followed by a 3-year rolling quality assurance programme starting from 2023/24.

The national baseline shows that 81% of NHS organisations are at level 1 and level 2 for each outcome of the framework. In comparison, although our estimated levels were higher than our evaluated levels this means that we are evaluated as higher than average in all levels except for outcome 1. Our estimated and actual levels were as follows:

Outcome	Self-evaluated		Evaluated levels		Good practice highlighted
1	3	Low	1	Medium	Use of dashboards to easily review knowledge and library KPIs and metrics
2	3	Medium	2	High	
3	3	Medium	3	Low	Use of the 7 steps to marketing toolkit to guide development of the knowledge and library marketing plan
4	4	Medium	2	High	Upskilling of professionally qualified library assistant to take on Assistant Librarian role Use of MS teams to record and share Outreach Librarians work
5	4	Medium	2	Medium	
6	4	Medium			

In accordance with the guidance given, we are now working on meeting objectives highlighted in our action plan including actions recommended in the evaluated assessment

2.2.2 Annual Library Survey

We sent our Library Survey out in April 2022. 178 responses were received. This is far lower than in 2020 (486) but may have been partly owing to the method used. We used MS Forms rather than our Library Management system (this has changed since 2020 and not possible to send out through the new system) MS Forms is far less flexible, some formats of questions are not available, and we are not sure if the software is blocked for external users.

Key findings : *for full report see [Library Annual Survey 2022](#)*

1. Library use: The effect of the pandemic has resulted in a far lower physical usage of library services whilst remote services were highly used by respondents. This is not an indication of the value of library space as for many staff the option to use the space was not available.

Continuing relatively high level of non-use indicates a continuing need to promote awareness and benefits of services but also probably reflects the significant pressures on Trust staff during the pandemic, whilst further indicating the need for librarian support at work bases and to provide services such as literature searching to save staff time.

Further increases in use of online methods to access library services indicates a certain success in activities to increase awareness and usage of online services.

2. Evidence-based resources. General increase from 2020 in use of the high quality evidence resources listed. Of particular note is that in contrast to 2020 when OVID Discovery received

a very low score, our new Discovery Tool, the Knowledge and Library Hub shows very high usage which indicates more success with marketing as well as improved effectiveness of this service. Less used were the point of care tools – BMJ Best Practice, Clinical Skills and the RMM.

3. Alerting services including the Intelligence Insider Newsletter. High levels of interest in signing up to these services and satisfaction with the service recorded by current users.

4. Quality of / access to resources and services provided. The majority of services and resources received high ratings and those that were rated least highly – point of care tools and information skills training and knowledge management support were also most highly 'not used'. This indicates that lack of awareness may be the main reason for lack of use. There was a very low level of 'Inadequate' recorded.

5. Use and quality of information skills training. Although the numbers of respondents receiving training was relatively low, there was a very high level of satisfaction with all aspects of training provided.

6. Library information leading to changes in patient care. Many respondents used library information for this purpose. The top four reasons were **1. Advice to patients/carers. 2 Choice of Treatments/therapies 3. Service Delivery 4. Research.** The responses indicate that the library is providing a wide-reaching service supporting patient care in a variety of ways. and implies that the library remains an essential, core, 'business critical' service for OHFT staff and students.

7. How the library might work with teams/suggestions for new services. 73 respondents left their email addresses for contact about the services listed and most were interested in several services.

8. Competition: Changes you have made or expect to make using library support or information. What did/will you do, and how has this benefited patients, staff or the organisation? There were some excellent answers which demonstrate the range of uses that library information/services support. **The winning answer chosen by the Library Team was:**

You found me invaluable information on physical health conditions more prevalent in people with autism which I have shared with OHFT colleagues and the Oxfordshire GP network. Prior to you finding this data none of the people I note here had any awareness of these health risks so you may well be responsible for saving lives!
Simon Jones, Nurse Consultant, Learning Disabilities

2.3 External Services

2.3.1 Existing arrangements. We continued to maintain 5 external SLAs, providing library services to: The South Central and West Commissioning Support Unit; Oxfordshire Clinical Commissioning Group. Public Health Staff in Aylesbury. Public Health staff in Oxford. We also continued to supply Primary Care Bulletins via our SLA with HEE though no longer provided the CPD Zone via the library website as HEE decided to provide this via their own website

2.3.2 Primary Care Librarian.

Following a successful bid for funding from HEE we were excited to appoint Fiona Sutherland to the role of Primary Care Librarian, on a fixed term basis for 24 months, working with the Oxford Training Hub on 31st January 2022. The funding was offered with the intention of to improve and increasing awareness and usage of library services to primary and integrated care staff, delivering expert services, and working directly with primary care teams. Fiona is one of only 15 Primary Care Librarians appointed through this process and since her appointment she has been working hard to establish the role and build contacts, delivering training sessions for primary care staff, carrying out literatures searches and working with the Oxford Training Hub and its successor, the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System. A [Primary Care page](#) on the library website has been created with links to key service offerings.

2.4 Collection management.

We purchased print and e books and other materials in Trust priority areas.

Print: 123 titles (190 items; (£5801.28): E books: 21 titles; (£1604.92); (Total stock all sites=12237)

We continued to focus on e resources, working in collaboration with other libraries to improve provision and taking part in regional and nationally negotiated deals to improve provision and secure best value.

We raised awareness of the new titles purchased by publishing several lists of New Titles on the intranet and the [Library Website](#)


National Resources

Knowledge and Library Hub

On 15th November 2021 we launched the OHFT instance of the Knowledge and Library Hub, the National Discovery System provided by EBSCO and funded from national library funding by Health Education England. This replaced the Ovid Discovery system that we had previously used. An email was sent to all OHFT NHS OpenAthens registered users:

We are happy to announce that from 15th November you have access to our new Discovery system, the Knowledge and Library Hub: <https://bit.ly/OHFTHub>

Connecting healthcare staff and learners to high quality knowledge and evidence resources all in one place:

- 
- over 7,000 journals
 - books and e-publications including OUP handbooks
 - one click to full text, request a copy or contact your NHS Library
 - clinical decision support tools such as BMJ Best Practice
 - NICE pathways and guidelines • databases like Medline, EMBASE and CINAHL

Sign in to OpenAthens to access subscribed resources and search for books, journals and articles, limit your searches and save the results.

You can find a basic user guide here: [Knowledge-Hub-basic-user-guide.pdf \(library.nhs.uk\)](#)

Since the launch, the Library Team have promoted the resource to OHFT staff and students. Bertha Calles Cartas our new outreach librarian, with responsibility for electronic resources has also worked tirelessly to ensure that the Hub was set up correctly, performing many checks and contacting the providers to resolve many issues relating to access and usability, acting as a central point through which the team are able to refer problems as well as creating an area within Teams for recording problems and solutions so that the Team are able to check status of existing issues.

The Hub has required a great deal of input from the whole team with the need to amend and update training and induction materials and it is a great credit to the team that OHFT has achieved the highest level of usage of all local instances of the Hub during the period April -June 2022.

Healthcare Database Advanced Search (HDAS) demise

As well as time spent on implementing the Hub, a large amount of staff time was also spent on preparing for the loss of HDAS on 31st March 2022, which was no longer being funded by HEE/NICE. This included attending training on the funded native interfaces provided through OVID, EBSCO and Proquest, suppliers of national database resources, through which advanced literature searches would be performed in future. All librarians attended the training provided and the outreach librarians revised all training materials accordingly. The notable effect of this initially has been to increase the time taken to perform literature searches.

E books

[Kortext collection](#). A collection of ebooks was funded by HEE via [Kortext](#). This includes a collection of diversity and ethnicity related titles, and locally selected titles covering a wide variety of subjects including mental health, leadership, management, and nursing.

[Oxford University Press](#) : 130 e books including Oxford Handbooks.

Wiley: [Maudsley Prescribing Guidelines](#)

[Royal Marsden Manual of Clinical Nursing Procedures, 10th ed., 2021](#)

All are available via the SWIMS Library catalogue and accessible via the OHFT Knowledge and Library Hub.

Local subscriptions

We continued to subscribe to the following electronic resource collections:

1. Emerald Health and Social Care (32 titles).
2. [PepWeb](#) online psychoanalytic library of e books and journals.
3. Wiley Medical and Nursing Collection (400 titles).
4. Clinical Key Psychiatric and Infectious Diseases Collection (62 titles & 36 e books).
5. Mark Allen Healthcare Complete (26 Health and Social Care titles).
6. 25 CPD Online licenses for OHFT SAS Drs.

2.5 Knowledge Management

2.5.1 ORKA (Oxford Health Knowledge and Research Archive).

We have continued to add publications by Trust authors and Trust funded research to ORKA. This year we also added a new [‘Education and Quality’ Community](#). We have uploaded suitable projects, assignments and essays, provided by Oxford Health Improvement and Learning and Development Course Leads. The aim is to showcase local courses and improvement initiatives and to encourage further research.

2.6 Supporting Patients

Reading Groups and support for dementia patients. Since the pandemic disturbance and covid are still affecting services Activity Coordinators are still reluctant to provide reading lists and have the books ordered from public libraries. Public librarians have been informed and are happy to resume the service when we are ready. However, we remain in contact with Activity Coordinators and continued to send the Weekly Sparkle reminiscence paper and World book night books to support dementia patients as well as supporting the teams with Board Games and audio tapes from the Calibre audio library.

We continued to offer wellbeing and professional resources to staff through our collection of **Reading Well lists of Books on Prescription and the Health Collection from Health Education England** at each site which supports social prescribing – staff can borrow these to use with or recommend to patients.

Educational Board Games. Using recommendations from staff who have used the educational board games, additional purchases made increased our stock to 30 board games aimed to make team training memorable and effective and stimulate discussion via interactive learning – including nursing student inductions and study days. They are being used by an increasing number of Trust teams. The growing interest and impact of the Board Games in the Trust as innovative educational tools, we tested a few online board games with Learning and Development tutors, and we are also aiming to provide online version of the games which can be used via Microsoft Teams as most of them are now freely available online.

2.7 Marketing

2.7.1 Marketing Strategy. Throughout the year we continued to market our services and using our new Marketing Strategy have identified priorities for future marketing activities based on identified user groups and their needs. The initial action has involved the creation of a PPT presentation for delivery to our Learning & Development Team colleagues which explains how we can support their needs. It is intended that this will be delivered at a future L&D Team meeting.

2.7.2 Intelligence Insider

We are very proud of our monthly Library Newsletter, Intelligence Insider. Bertha Calles Cartas conceived and instigated our first newsletter soon after she joined the team in October 2021 and its first issue was published in December. Bertha has continued as the overall editor, ensuring that the newsletter includes wide ranging content, intended to keep users informed about Library Service developments. She encourages the whole library team to contribute and 3-4 articles including an editorial by different 'guest' editors are published each month. We have had encouraging feedback and a lot of interest has been shown, with an increasing number of subscribers. All issues are available via the [Library Website](#).

2.7.3 Awareness events

We ran a series of promotions which focused on relevant national campaigns as well as advertising some of our most valued services, for each event we created a book list, intranet and website announcement as well as displaying posters in our libraries:

- [World Autism Awareness Week, April 2021](#)
- [Mental Health Awareness Week, May 2021](#)
- [Nutrition and Hydration/Healthy Eating week June 2021](#)
- [Learning Disability Week June 2021](#)
- [Health Information Week \(5th - 11th July 2021\)](#). Health Information Week aims to encourage partnership working across sectors and to benefit all staff and the public by raising awareness of the good quality health resources that are available to them. This year we promoted:

[Health Information for children and young people](#)

We were unable to run events on site as usual (although we displayed posters and our book lists on library noticeboards) but used the intranet to post on these themes, including lists of resources and links to relevant websites.

- [World Suicide Prevention Day, September 2021](#)
- [World Mental Health Day, October 2021](#)
- [Black History Month, October 2021](#)
- [UK Disability History Month November 2021](#)
- [Children's Mental Health Week, February 2022](#)
- [Eating Disorders Awareness Week, February 2022](#)
- [International Women's day March 2022](#)
- [Stress Awareness Month March 2022](#)

World Book Night, April 2021. This year we distributed



80 copies of **Stories to make you smile by Fanny Blake**. The community teams continued to be our main takers, most books went to five wards in Community Hospitals including, Wenrisc Ward and Linfoot



Ward- Witney Community Hospital, St Leonards Ward, Wallingford Hospital, and wards at Didcot, City, Bicester and Abingdon Community Hospitals; Allen Ward- Warneford, Ruby ward- Whiteleaf Centre, Glyme Ward, Littlemore and Sandford Ward, Fulbrook Centre. Sandra Diesel from Sandford ward, Fulbrook Centre shared with us pictures of their World Book Night celebrations as shown. Due to the increased demand for the books and the positive feedback we have received from the teams taking part, we are planning to increase the number of copies we get to 160 when we apply next year.

2.7.4 Library Services

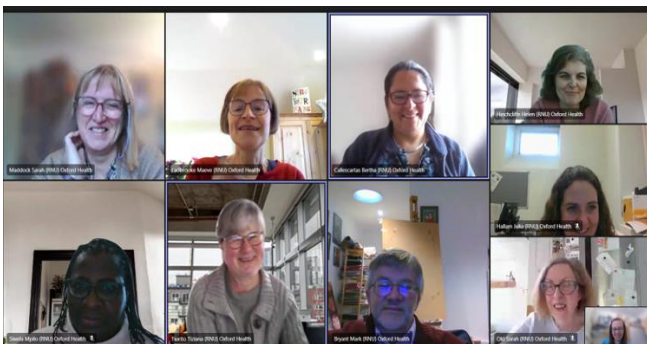
- **.Knowvember.** We promoted the Knowledge and Library Hub (See 2.4 above).
- **Health Literacy:** Highlighting issues around Health Literacy was again a priority this year and Health Literacy sessions are now embedded in some of the Learning and Development courses. Mpilo Siwela and Kate Treherne are now delivering sessions to Nurse Cadets and Nursing Associates respectively to highlight the issues around health literacy.

2.8 Staffing

This year has seen unprecedented change in our library staffing with several retirements as well as new appointments and planning for a staffing restructure.

2.8.1 Retirements. Owing to the pandemic we were unable to hold traditional retirement events but we managed to meet for a picnic in Shotover Park, whilst other events were held via MS Teams.

- **Kate Worrall**, Outreach Librarian based in Oxford, retired in July 2021 after working with us for 7 years.
- **Maeve Ladbrooke**, Library Assistant based in Oxford, retired in January 2022, after working with us for 13 years
- **Sarah Old**, Reader Services Librarian, retired in March 2022 after 30+ years NHS service – including working from 1994–2006 as Library Manager and from 2006–2022 as Reader Services Librarian.



2.8.2 Appointments and achievements

- **Tiziana Fiorito** successfully completed her training as Assistant Librarian in January 2022 and has continued to work in this role alongside her role as a library assistant for 2.5 days a week.
- **Mpilo Siwela** achieved the Academic Teaching Level 7 Apprenticeship in June 2021 through the Learning and Development department and also started studying for a master's degree in library and Information Science via distance learning at Robert Gordon University.
- **Bertha Calles Cartas** joined the team in October 2021 as Outreach Librarian. She has already introduced key new services including 'Intelligence Insider' our Library Newsletter and managed the transition to the new Discovery system the Knowledge and Library Hub.
- **Fiona Sutherland** re-joined the team in January 2021 as Primary Care Outreach Librarian (previously working with us from 2018-19 as Outreach Librarian)

2.8.3 The Future Library Team

From April 2022 the team will be restructured following a management of change process. This has aimed to ensure that skills within the team are recognised and has given the opportunity for team members to develop in new roles where appropriate. It also recognises the changes in expertise required where tasks have developed for some roles by introducing Senior Library Assistant roles. A further consideration are the difficulties in recruitment generally, experienced nationally and locally. We hope that this initiative will ensure that expertise is retained and developed within the team and services offered will continue to be of the highest quality.

Sarah Maddock, Library Services Manager is continuing in her role but reducing hours from 37.5 to 22.5 (working 3 days per week).

Mpilo Siwela will work as Assistant Library Manager for 15 hours/2 days per week (and continues to work as Outreach/Reader services librarian for 22.5 hours (3 days per week).

Tiziana Fiorito and Helen Hinchcliffe will work as Assistant Librarians based in Oxford and Aylesbury respectively

Tom Rogers appointed as Senior Library Assistant (SLA) based in Oxford. A further SLA to be appointed to cover Aylesbury as soon as possible.

Julia Hallam, Katie Treherne, Mark Bryant and Bertha Calles Cartas continue in their roles as Outreach Librarians

Fiona Sutherland continues in her role as Primary Care Outreach Librarian

3.0 Objectives 2022-2023

We reviewed and extended the objectives for the Library Strategy up to March 2022. We recorded the following encouraging progress against our 6 KPIs.

3.1 Performance against 6 KPIs Performance indicator	Mapped to Objective	Targets from April 2021-March 2022	Achievements March 2022
Registrations	1	100% new staff registered/informed	85% of new staff registered- not possible to achieve 100% as staff may not have appropriate contact details.
OpenAthens registrations	1	40% Trust staff registered	40% Trust staff registered
Current Awareness signed up	2	75% members receive KShare alerts	57% receive alerts – effect of automatic sign up.
Literature Searching	2,3	10 day turnaround (5 day normal working)	6.7 days turnaround (nb 169 searches -77)
Items supplied	1,2,3	4942 = total items: loans, docs (2021+10%)	5179 (loans: books, e books; docs supplied)
Information skills training	1,2	96 Sessions (85 total 2021-2 + 10%)	112 Sessions delivered.

2.5.1 Improving/developing Library Services

In view of our submission of the LQIO (See 2.2.1 above) to HEE and to avoid unnecessary duplication we decided to include progress against our own strategic objectives in the action plan that is required as part of this process (for Action plan see Appendix 2)

Strategic objectives

Objective 1. Maintain access to the knowledge base of evidence; providing a high-quality library & knowledge service.

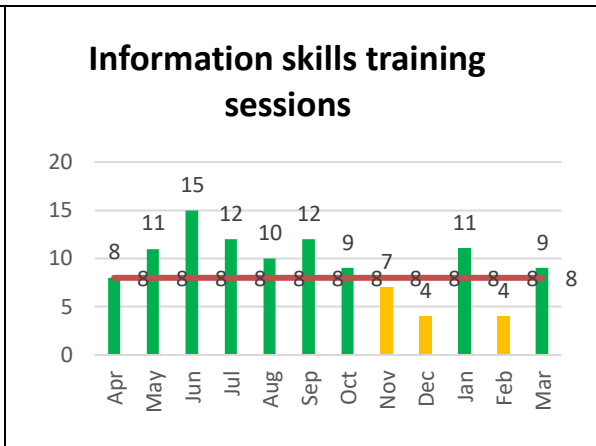
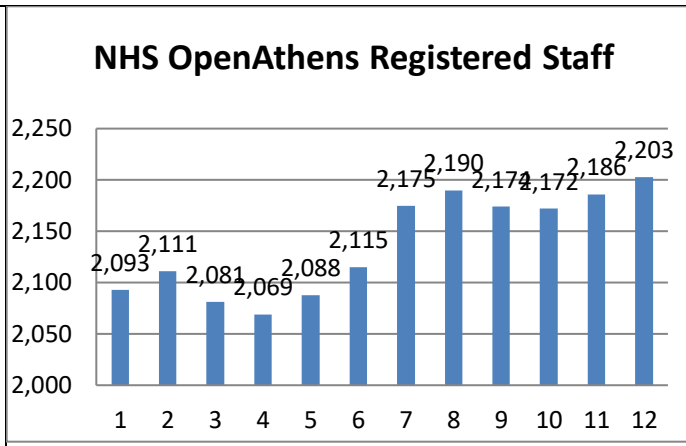
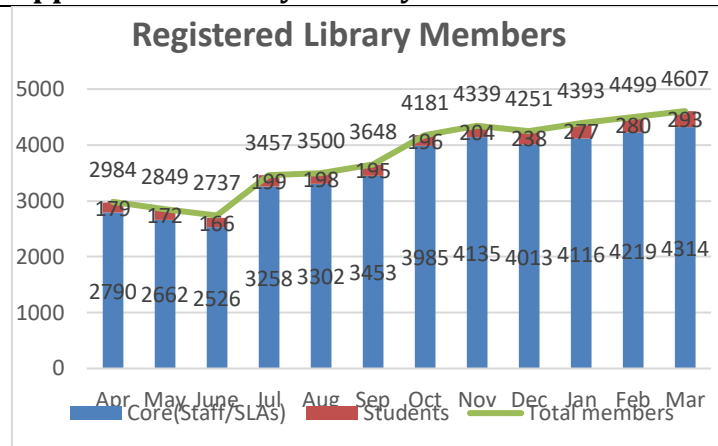
Objective 2: Enable effective use of the knowledge base; mobilise knowledge to deliver on NHS priorities, supporting lifelong learning and wellbeing of NHS staff and facilitating the dissemination of research and innovation

Objective 3 Deliver a cost-effective service; collaborating with other providers, improve the patient experience.

Objective 4 Develop the knowledge and skills of library staff.

Objective 5: Improve the user experience.

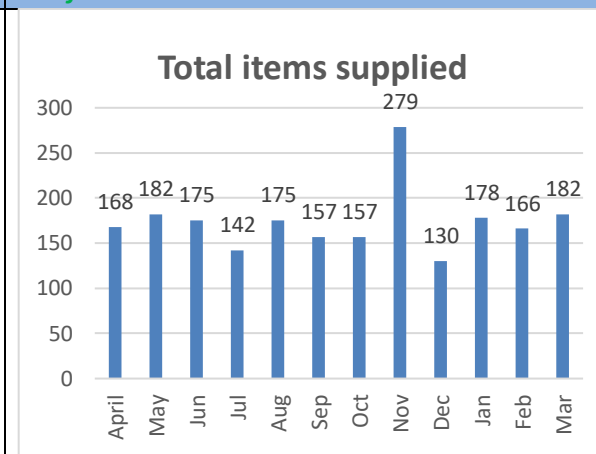
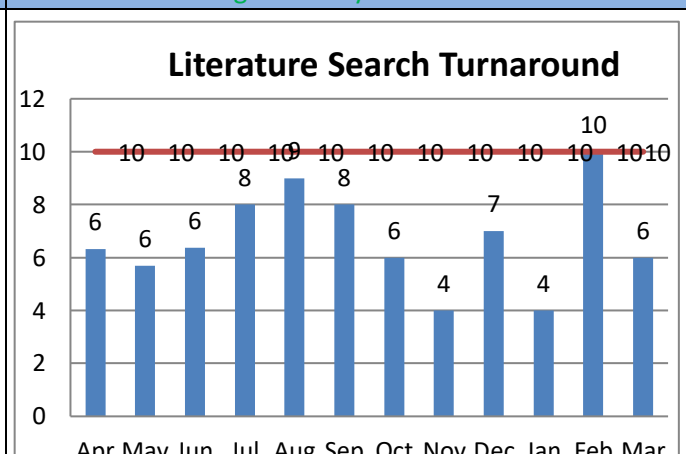
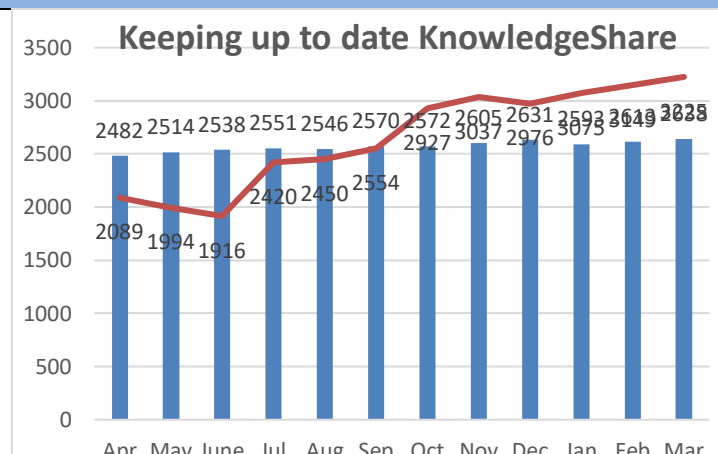
Appendix 1 Library Activity KPIs 2021-22



85% of OHFT staff are library members (31.03.2022) Target 65% -nb new starters registration from 04.2021

40% of OHFT staff are registered (31.03.22) 39% OHFT staff registered by March 2021

112 sessions delivered 2021-2022 Target 10% inc. from 2020-21 96



57% receiving KnowledgeShare alerts- number affected by new starter registrations –registered for library membership without signing up to KnowledgeShare 567 (558) get 59 (59) spec alerts

Annual average = 6.7 days turaround v Total Searches = 169 (Total =246 - 2020-21) Achieved target of 5-10 days ave turnaround v

Monthly average = 174; Total = 2091 Target = 184 /month(10%inc) from 2021-22 (actual 2021-2=1944 = increase of 147

Appendix 2 Library Strategy Action Plan (including LQIO action plan)

Validated levels 1 Medium	OUTCOME 1: All NHS decision making is effectively underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists. All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of <i>Knowledge for Healthcare</i> .	
	Objectives	Target completion date
1	Work with L&D to ensure the library has sufficient resources to fully deliver on priorities. <i>See also O4: Develop staffing structure for current and future needs/ considering on-site, outreach services and home working.</i>	December 2022
2	Investigate bid for refurbishment of Warneford Library and carry out survey of users/non users)	December 2022
3	Continue to pursue re-allocation of library space in Littlemore library (survey of users/non users)	December 2022
4	Update documents with advice to enable access to native interfaces.	Completed
5	Facilitate sign up to library for all new starters – 100% of new starters are added to LMS.	Completed (85%)
<u>Recommendations - LQIO return April 2022</u>		
1 Area of concern: there is no evidence of a Board member promoting the role and value of library services	Identify a specific Board member to champion the role and value of the knowledge and library service.	September 2022
2.	Continue to embed and review the objectives with senior stakeholders	March 2023
3.	Ensure that future strategies have a robust governance process for approving or extending the duration of the strategy	December 2022

Validated Level 2 High	OUTCOME 2: All NHS decision making is effectively underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists.	
	Objectives	Target completion date
1	Increase awareness/use of knowledge mobilisation tools in Trust teams <i>from 1 to 5. (See also O3)</i>	March 2023
2	Focus on developing ORKA to showcase internal, non-published research eg L&D projects/assignments =50 by target date	March 2023
3	Marketing activities: Increase use of resources; usage of journals, books, e books, items supplied increase <i>by 10% since March 2022 (5179)</i>	March 2023
4	Develop collection(s)/ access to resources to reflect Trust education, training and research priorities: evidenced by purchasing statistics, stock management activities; reading lists up to date.	March 2023
5	Refine all Primary Care Bulletin processes to improve efficiency and update searches for native interfaces	Completed
6	Increase the number of TOCs provided through KnowledgeShare to improve efficiency	March 2023
<u>Recommendations - LQIO return April 2022</u>		
1.	Engage with the Board member who used the knowledge mobilisation assessment tool and gather an impact statement from them	September 2022
2.	Work with other teams and departments across the organisation to use the knowledge mobilisation self-assessment tool	March 2023
3.	Use the NHS Knowledge Mobilisation Toolkit to introduce a selection of tools and techniques	March 2023

Validated level: 3 Low	OUTCOME 3: Library and knowledge specialists identify the knowledge and evidence needs of the workforce in order to deliver effective and proactive services.	
	Objectives	Target completion date
1.	Utilise user profiles/ journey mapping (marketing plan); implement marketing activities to increase usage (taking into account service priorities/capacity)	March 2023
2	Increase awareness/use of knowledge mobilisation tools in Trust teams <i>from 1 to 5 (see also O2)</i>	March 2023
3	Identify and use emerging technology where appropriate to deliver services <i>(see also O 5)</i>	March 2023
	<u>Recommendations - LQIO return April 2022</u>	
Good Practice	Use of the 7 Steps to Marketing Toolkit (Kay Grieves University of Sunderland) https://sure.sunderland.ac.uk/id/eprint/3069/ to guide development of the knowledge and library marketing plan to guide development of the knowledge and library marketing plan	
1	Undertake some structured interviews with key representatives of staff groups to identify user needs	March 2023
2	Consider adopting user journey mapping to inform improvements to the services you provide	March 2023
3	Develop a graphic “You said, We did” to illustrate and summarise how you respond to feedback and requests	December 2022

Validated level: 2 High	OUTCOME 4: All NHS organisations receive library and knowledge services provided by teams with the right skill mix to deliver on organisational and <i>Knowledge for Healthcare</i> priorities.	
	Objectives	Target date
1	Develop staffing structure for current and future needs/ considering on-site, outreach services and home working. (see also O1)	Completed
2	Bid for primary care librarian funding and if successful, implement primary care service.	Completed
3	Support staff to take advantage of training opportunities to develop skills and knowledge required for services development.	March 2023
	<u>Recommendations - LQIO return April 2022</u>	
	Good Practice 1. Upskilling of the professionally qualified Library Assistant to take on an Outreach Librarian role. 2. Use of MS Teams to record and share Outreach Librarians' work.	
1	Consider undertaking a staff and skills audit to identify the strengths and weaknesses of the team and identify solutions to address any gaps identified. Consider supporting this with the HEE knowledge and library staff ratio policy	December 2022
2	Ensure you provide evidence for all staff who are undertaking continuing professional development	December 2022

Validated level: 2 Medium	OUTCOME 5: Library and knowledge specialists improve the quality of library and knowledge services using evidence from research, innovation and good practice.	
	Objectives	Target completion date
1	Select appropriate innovations, examples of good practice and implement locally; evaluate impact – identify appropriate measures; include in reports and continue/adapt/change as necessary.	March 2023
2	Identify and use emerging technology where appropriate to deliver services (see also O 3)	March 2023
	Recommendations - LQIO return April 2022	
1	Demonstrate how the knowledge and library evidence has been applied to knowledge and library service developments.	March 2023
2	Validators would like to see evidence of reading professional literature to help the knowledge and library team keep up to date.	September 2022

Validated Level: 2 Medium	OUTCOME 6: Library and knowledge specialists demonstrate that their services make a positive impact on healthcare.	
	Objective	Target Completion date
1	Collect varied examples of impact and use in marketing Count of accounts of impact of usage in national database =10 (includes at least one from a Trust Board member).	March 2023
2	Use impact evidence in all service promotions, inductions and look for innovative ways to incorporate in activities to increase impact further.	March 2023
	Recommendations - LQIO return April 2022	
1	Make more extensive use of impact data and stories collected for reporting and promotion of the service and contributing examples to the national impact evidence base.	March 2023
2	Consider identifying key stakeholders within the organisation to develop social cards to support advocacy of the knowledge and library service	December 2022
3	Providing a summary report of quantitative and qualitative impact data that can be used in reporting and promoting the service.	December 2022