

Knowledge for Healthcare Implementation Plan for the Health Care Libraries Unit - North 2018-2019

| Version Control | | |
|-----------------|--------|--|
| Version | Date | Changes made |
| Draft | Mar 18 | Aims, actions and tasks for 2018-19 were agreed at a team meeting. |
| Final | Mar 18 | Final version of the plan was agreed at a team meeting |

| Codes for Responsibilities | |
|----------------------------|---|
| Code | Name |
| DS | David, Stewart, Director of NHS LKS North |
| LF | Linda Ferguson, Deputy Director of NHS LKS North |
| SC | Sharron Cox, Office Manager |
| DG | Dominic Gilroy, NHS LKS Development Manager YH |
| JN | Joanne Naughton, NHS LKS Development Manager NE |
| GY | Gil Young, NHS LKS Development Manager NW |
| HCLU | Health Care Libraries Unit North (all unit staff) |

| Code | Name |
|----------|---|
| HEE | Health Education England |
| HEE KM | Health Education England Knowledge Management Team |
| KL | Kieran Lamb, Knowledge and Library Services Manager, Stockport NHS FT |
| HEE LKSL | Health Education England Library Knowledge Service Leads |
| LKS Man | Library and Knowledge Service Managers |
| MLCSU | NHS Midlands and Lancashire Commissioning Support Unit |
| SG | Steve Glover, Head of LKS, Manchester University NHS FT |
| | |

| Priorities | | | |
|------------|---|---|---|
| 1 | Mission critical – team has to do it – external focus – DO IT | 4 | Important work but doesn't have to be done by the team – DELEGATE IT |
| 2 | Mission critical – team has to do it – internal focus – DO IT | 5 | Not important at all – would be 'nice' to do but not essential – DROP IT |
| 3 | Important but doesn't have to be done straight away - DEFER IT | | |

Introduction: The Health Care Libraries Unit (HCLU) is funded by Health Education England working across the North. The HCLU team is responsible for leading in the North on the:

- programme to transform NHS library and knowledge services (LKS) to deliver the requirements of the Health Education England (HEE) strategy for LKS – [Knowledge for Healthcare, 2014](#)
- [HEE LKS policy](#) which commits to ensure the use in the health service of evidence obtained from research

Our nationally shared vision is that:

“NHS bodies, their staff, learners, patients and the public use the right knowledge and evidence, at the right time, in the right place, enabling high quality decision-making, learning, research and innovation to achieve excellent healthcare and health improvement.”

The *Knowledge for Healthcare Implementation Plan for the North* lays out how the HCLU team will work towards fulfilling the vision via the six strategic aims outlined below. This plan will form the basis of the 2018-19 annual report.

**Knowledge for Healthcare Implementation Plan for the Health Care Libraries Unit - North
2018-2019**

Our Vision, Mission and Strategic Aims for 2018-19

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| Our Vision¹ | NHS bodies, their staff, learners, patients and the public use the right knowledge and evidence, at the right time, in the right place, enabling high quality decision making, learning, research and innovation to achieve excellent healthcare and health improvement. |
| Our Mission | To deliver <i>Knowledge for Healthcare</i> by enabling excellent healthcare and health improvement through the strategic development of quality assured NHS Library Knowledge Services (LKS) across the North. |

| Our Aims | Delivered by | |
|--|---|--|
| 1. There is improved consistency and increased productivity and efficiency of Healthcare LKS and HCLU | 1.1 Promoting and implementing Knowledge for Healthcare | 1.5 Encouraging and supporting collaborative purchasing of electronic information resources to enable staff and learners to access and use the evidence base |
| | 1.2 Advising and leading on options for NHS LKS design, reconfiguration, development and delivery | 1.6 Identifying opportunities, emerging issues, risks and potential threats for LKS in relation to the NHS and other healthcare organisations |
| | 1.3 Negotiating funding and Investing in the development of NHS LKS | 1.7 Delivering efficient management of the HCLU office |
| | 1.4 Investing in the infrastructure to promote the use of Northern NHS LKS | 1.8 Actively marketing and promoting HCLU to enable delivery of work streams |
| 2. There is enhanced quality of healthcare LKS | 2.1 Leading on the implementation of the LKS quality assurance process | 2.2 Advocating the value of NHS LKS staff and publicising the contribution they make to NHS core business and priorities across the North |
| 3. Organisations are more effective in mobilising evidence and internally generated knowledge | 3.1 Advocating the value of NHS LKS staff actively participating in mobilising evidence and organisational knowledge activities as a means for organisational development and service improvement | |
| 4. Patients, carers and the public are empowered to use information to make health and well-being choices | 4.1 Working with LKS staff to enrich the information offered to patients, carers and the public to enable people to better manage their health and wellbeing and make fully informed decisions about their treatment and care | |
| 5. Partnership working is the norm in delivering knowledge to healthcare | 5.1 Establishing and maintaining active working relationships with partners on areas of shared interest | |
| 6. There is increased capability, confidence and capacity within the LKS workforce | 6.1 Facilitating effective management of the LKS workforce | 6.2 Developing an appropriately skilled and flexible NHS LKS workforce |

¹ Vision taken from *Knowledge for Healthcare* (2014)

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| 1. There is improved consistency and increased productivity and efficiency of Healthcare LKS and HCLU | | | | | |
|---|---|-------------|-------------------|----------------------------|--|
| OBJECTIVES | ACTIONS/TASKS | TIME | RESOURCES | WHO | |
| Priority 1 1.1 Promoting and implementing Knowledge for Healthcare (KfH) <i>Maps to KfH – Integral to delivery of the framework as a whole</i> | 1.1.1 Promote the vision, principles and values of <i>KfH</i> to all healthcare organisations to enable the embedding of the design criteria at local level | Apr-Mar | MBER ² | HCLU with HEE/ | |
| | 1.1.2 Lead on the strategic development of NHS LKS - North on behalf of HEE | Apr-Mar | MBER | HCLU with HEE | |
| | 1.1.3 Work in partnership with HEE LKSL to deliver <i>KfH</i> | Apr-Mar | MBER | HCLU/HEE LKSL | |
| | 1.1.4 Maintain LKSL website , wiki and blog to promote KfH and LKS and provide access to dedicated mailing lists. | Apr-Mar | MBER | LF with DG/JN/GY and MLCSU | |
| Priority 1 1.2 Advising and leading on options for NHS LKS design, reconfiguration, development and delivery <i>Maps to KfH – Transformation, Workforce, Quality and Impact</i> | 1.2.1 Share and advise on best practice for LKS delivery | Apr-Mar | MBER | HCLU | |
| | 1.2.2 Advise on reconfiguration, redesign and co-ordination of services | Apr-Mar | MBER | DS/LF | |
| | 1.2.3 Advise on how healthcare organisations without LKS access can meet their information needs | Apr-Mar | MBER | DS/LF | |
| | 1.2.4 Advise on best practice for new and refurbished libraries | Apr-Mar | MBER | DS/LF | |
| | 1.2.5 Provide advice on legal issues in relation to LKS and information provision | Apr-Mar | MBER | DS/LF | |
| | 1.2.6 Lead national costing of LKS programme, provide training and advice to LKS in the use of costing principles to inform decisions on service development | Apr-Mar | MBER | LF | |

² MBER = Met By Existing Resources (Staff, time and money)

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| 1. There is improved consistency and increased productivity and efficiency of Healthcare LKS and HCLU | | | | | |
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| OBJECTIVES | ACTIONS/TASKS | TIME | RESOURCES | WHO | |
| Priority 2 1.3 Negotiating funding and Investing in the development of NHS LKS Maps to KfH – Funding | 1.3.1 Manage, allocate, distribute and review the historic NW funding given to HCLU for LKS development | Jul | MBER | DS/AG | |
| | 1.3.2 Manage SLAs for services funded through HCLU including reporting mechanisms | Jul | MBER | HCLU | |
| | 1.3.3 Manage, allocate and distribute the LKS Development Fund (LDF) including reporting mechanisms | Jul | MBER | DS/LF/AG | |
| | 1.3.4 Alert LKS to funding opportunities. Manage applications, awards and reporting process | Apr-Mar | MBER | DS/LF/AG | |
| Priority 2 1.4 Investing in the infrastructure to promote the use of Northern NHS LKS Maps to KfH – Transformation, Funding | 1.4.1 Fund, co-ordinate and develop the system for providing a Northern Union List of Journals via Service Level Agreements. (PANDDA) | Apr-Mar | MBER | LF | |
| | 1.4.2 Develop, fund and promote the Online Public Access Catalogue (NWOPAC) and the NE library management system | Apr-Mar | MBER | LF/JN | |
| | 1.4.3 Fund the delivery and promotion of the Grey Literature Collection | Apr-Mar | MBER | HCLU/KL | |
| | 1.4.4 Co-ordinate updates for the Health Libraries and Information Services Directory | Apr-Mar | MBER | DG/JN/GY | |
| | 1.4.5 Support the development of a website, wiki and mailing lists for the northern based networks | Apr-Mar | MBER | LF with AG/DG/JN/GY and MLCSU | |
| Priority 4 1.5 Encouraging and supporting collaborative purchasing of electronic information resources to enable staff and learners to access and use the evidence base Maps to KfH – Resource Discovery, Funding | 1.5.1 Select, purchase and promote a range of national e-resources | Apr-Mar | MBER | DG/SG | |
| | 1.5.2 Co-ordinate collaborative purchasing of e-resources across the North | Apr-Mar | MBER / LKS | DG/SG/SC | |
| | 1.5.3 Fund and manage the Northern OpenAthens and LinkResolver administration via a Service Level Agreement | Apr-Mar | MBER | DS | |

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| 1. There is improved consistency and increased productivity and efficiency of Healthcare LKS and HCLU | | | | |
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| OBJECTIVES | ACTIONS/TASKS | TIME | RESOURCES | WHO |
| Priority 3/4 1.6 Identifying opportunities, emerging issues, risks and potential threats for LKS in relation to the NHS and other healthcare organisations <i>Maps to KfH - Transformation</i> | 1.6.1 Maintain an awareness of developments and trends in LKS delivery through monitoring the literature and attending events | Apr-Mar | MBER | HCLU |
| | 1.6.2 Establish and maintain a network of useful contacts in a variety of fields to inform current thinking and planning | Apr-Mar | MBER | HCLU |
| | 1.6.3 Ensure Northern network members are kept informed of developments at local, geographical and national level | Apr-Mar | MBER | HCLU |
| Priority 2 1.7 Delivering efficient management of the HCLU office <i>Maps to KfH – Integral to delivery of the framework as a whole</i> | 1.7.1 Review and monitor the Knowledge for Healthcare Implementation Plan for the North | Apr-Mar | MBER | HCLU |
| | 1.7.2 Demonstrate the value and impact of HCLU to internal and external stakeholders | Apr-Mar | MBER | HCLU |
| | 1.7.3 Establish and maintain effective financial arrangements, staffing and general HCLU policies and procedures | Apr-Mar | MBER | HCLU |
| | 1.7.4 Develop and maintain HCLU partnerships | Apr-Mar | MBER | HCLU |
| | 1.7.5 Manage Service Level Agreements and contracts | Apr-Mar | MBER | HCLU |
| | 1.7.6 Explore value for money and cost improvements as part of the wider HEE cost savings programme | Apr-Mar | MBER | HCLU |
| Priority 2 1.8 Actively marketing and promoting HCLU to enable delivery of work streams <i>Maps to KfH – Integral to delivery of the framework as a whole</i> | 1.8.1 Produce regular reports for stakeholders | Monthly and Annualy | MBER | DS with HCLU |
| | 1.8.2 Maintain up to date HCLU presence on appropriate websites, wikis and blogs | Apr-Mar | MBER | DG/JN/GY with LF |

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| 2. There is enhanced quality of healthcare LKS | | | | | |
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| OBJECTIVES | ACTIONS/TASKS | TIME | RESOURCES | WHO | |
| Priority 1 2.1 Leading on the implementation of the LKS quality assurance process <i>Maps to KfH – Quality and Impact</i> | 2.1.1 Pilot the new LKS quality assurance process | Autumn | MBER | LF/DG | |
| | 2.1.2 Update/maintain the national LQAF wiki to complement LQAF and innovations assessment processes | Aug | MBER | LF with DG/JN/GY | |
| | 2.1.3 Implement regional LQAF assessment | Apr-Mar | MBER | LF with DG/JN/GY | |
| | 2.1.4 Review submissions and agree level of LQAF compliance | Aug - Dec | MBER | HCLU | |
| | 2.1.5 Advise Trusts and LKS Managers of their compliance scores | Dec | MBER | LF | |
| | 2.1.6 Contribute to HEE quality assessment processes | Apr-Mar | MBER | LF with DG/JN/GY | |
| | 2.1.7 Undertake development visits to Trust LKS as required | Apr-Mar | MBER | HCLU | |
| | 2.1.8 Manage the national innovation awards process | Oct - Feb | MBER | LF/DG/JN | |
| | 2.1.9 Promote the innovation awards, take part in the judging and advise on innovation results | Oct - Feb | MBER | LF/DG/JN | |
| Priority 1 2.2 Advocating the value of NHS LKS staff and publicising the contribution they make to NHS core business and priorities across the North <i>Maps to KfH – Quality and Impact</i> | 2.2.1 Promote the value and impact of LKS staff to NHS organisations | Apr-Mar | MBER | HCLU | |
| | 2.2.2 Enable and advise LKS staff to develop their importance and impact to their stakeholders | Apr-Mar | MBER | HCLU with LKS Man | |
| | 2.2.3 Lead national LKS data collection and analysis programme | Jan-Mar | MBER | LF with DG/JN/GY | |
| | 2.2.4 Collect, analyse & publicise data on national and regional NHS LKS activity | Apr-Mar | MBER | LF with DG/JN/GY | |

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| 3. Organisations are more effective in mobilising evidence and internally generated knowledge | | | | |
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| OBJECTIVES | ACTIONS/TASKS | TIME | RESOURCES | WHO |
| Priority 1 3.1 Advocating the value of NHS LKS staff actively participating in mobilising evidence and organisational knowledge activities as vehicles for organisational development and service improvement <i>Maps to KfH – Mobilising Evidence and Organisational Knowledge</i> | 3.1.1 Promote the value and impact of undertaking mobilising evidence and organisational knowledge activities | Apr-Mar | MBER | HCLU with HEE KM |
| | 3.1.2 Work to further embed mobilising evidence and organisational knowledge activities in NHS LKS provision | Apr-Mar | MBER | HCLU |
| | 3.1.3 Identify and share good practice across the North. | Apr-Mar | MBER | HCLU with LKS Man |
| | 3.1.4 Manage the HEE KM team | Apr-Mar | MBER | DS |

| 4. Patients, carers and the public are empowered to use information to make health and well-being choices | | | | |
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| OBJECTIVES | ACTIONS/TASKS | TIME | RESOURCES | WHO |
| Priority 1 4.1 Working with LKS staff to enrich the information offered to patients, carers and the public to enable people to better manage their health and wellbeing and make fully informed decisions about their treatment and care <i>Maps to KfH – Patient Information</i> | 4.1.1 Promote the value and impact of quality information for patients, carers and the public and the ways in which LKS specialists can contribute | Apr-Mar | MBER | HCLU |
| | 4.1.2 Work to further embed services for patients, carers and the public in healthcare LKS provision | Apr-Mar | MBER | HCLU |
| | 4.1.3 Identify Patient and Public Information (PPI) contacts and investigate opportunities for joint working | Apr-Mar | MBER | HCLU |
| | 4.1.4 Identify and share good practice and PPI expertise across the North. | Apr-Mar | MBER | HCLU with LKS Man |

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| 5. Partnership working is the norm in delivering knowledge to healthcare | | | | | |
|--|----------------------|--|-------------|------------------|------------------------|
| OBJECTIVES | ACTIONS/TASKS | | TIME | RESOURCES | WHO |
| Priority 1 5.1 Establishing and maintaining active working relationships with partners on areas of shared interest <i>Maps to KfH – Integral to delivery of the framework as a whole</i> | 5.1.1 | Continue to develop and maintain relationships with key individuals at NHS Trusts and NHS Commissioners | Apr-Mar | MBER | DS/LF |
| | 5.1.2 | Continue to develop and maintain relationships with relevant networks | Apr-Mar | MBER | HCLU |
| | 5.1.3 | Work with LKS staff in other sectors to identify opportunities for partnership working | Apr-Mar | MBER | HCLU |
| | 5.1.4 | Continue to develop and maintain LKS network relationships across the North | Apr-Mar | MBER | HCLU with LKS Networks |
| | 5.1.5 | Maintain active membership of and work in partnership with CILIP (The Library and Information Association) | Apr-Mar | MBER | HCLU |

| 6. There is increased capability, confidence and capacity within the LKS workforce | | | | | |
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| OBJECTIVES | ACTIONS/TASKS | | TIME | RESOURCES | WHO |
| Priority 2 6.1 Facilitating effective management of the LKS workforce <i>Maps to KfH - Workforce</i> | 6.1.1 | Analyse structure of current workforce to explore options for redesigning staff roles to meet changing service needs | Apr-Mar | MBER | DS/LF |
| | 6.1.2 | Provide advice and support concerning production of job descriptions and person specifications | Apr-Mar | MBER | HCLU |
| | 6.1.3 | Act as external assessors for recruitment of LKS Managers | Apr-Mar | MBER | HCLU |
| | 6.1.4 | Provide advice and support to managers and other LKS staff on work related issues | Apr-Mar | MBER | HCLU |
| Priority 2 6.2 Developing an appropriately skilled and flexible NHS LKS workforce <i>Maps to KfH - Workforce</i> | 6.2.1 | Identify learning and development needs | Jan-Feb | MBER | DG/JN/GY |
| | 6.2.2 | Commission events to meet the identified needs | Apr-Sep | MBER | DG/JN/GY |
| | 6.2.3 | Evaluate the CPD (Continuing Professional Development) programme | Apr-Mar | MBER | DG/JN/GY |
| | 6.2.4 | Develop and manage a staff library to support the library information needs of LKS workforce | Apr-Mar | MBER | GY |
| | 6.2.5 | Review provision of funding to enable LKS workforce to obtain relevant qualifications | Apr-Jun | MBER | DG/JN/GY |
| | 6.2.6 | Provide funding to enable LKS workforce to attend conferences or other development events | Apr-Mar | MBER | DG/JN/GY |