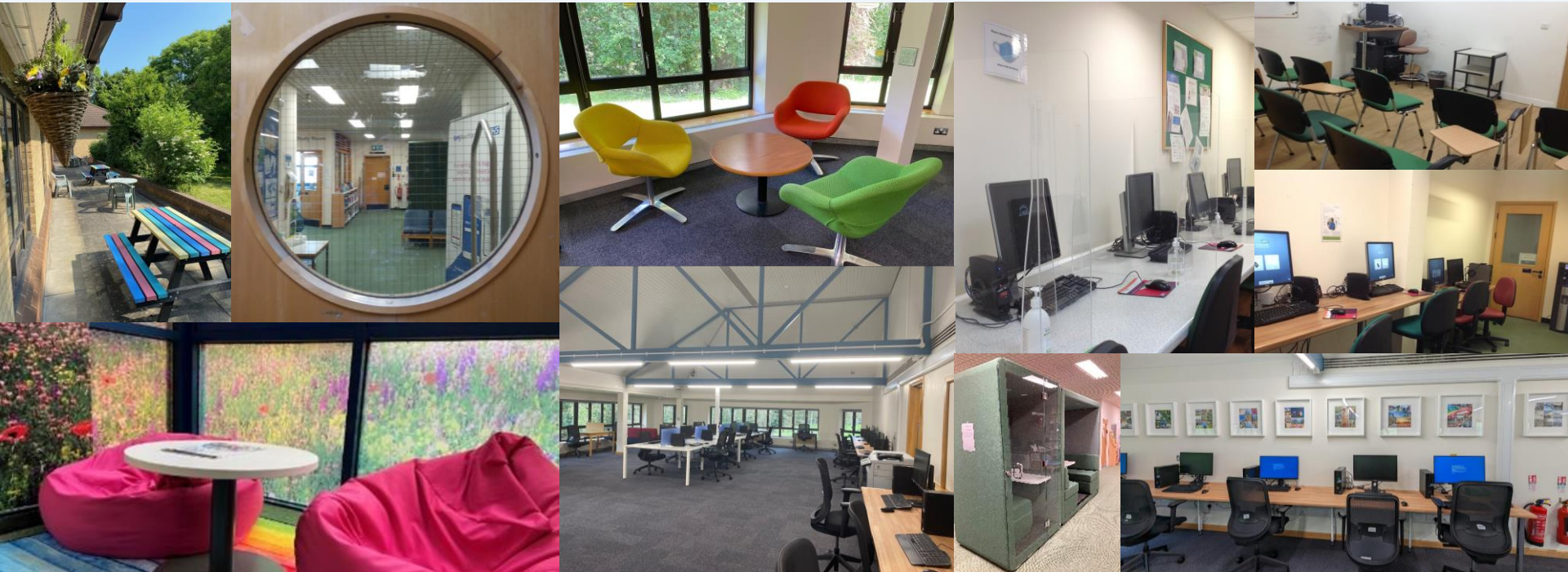# Library & Knowledge Services

Strategy 2024-29

Committed to excellence ▸ Working together ▸ Facing the future

Our Vision

*We are here to promote and widen access to the **right knowledge and evidence-based resources** at the **right time**, to aid **clinical decision making** and **improve patient care and safety,** and to **support high-quality research, study and learning.***

About the Library & Knowledge Service

There are libraries at both Frimley Park and Wexham Park sites, with a total of 8 staff providing key services to all staff and students in the Trust, including:

- Book loans and document supply
- Evidence searches
- Training in literature searching and study skills
- Current awareness updates

Both libraries have recently undergone refurbishments and offer the following facilities:

- Self-service units
- Study pods
- Wellbeing areas
- Network PCs and wi-fi
- 24/7 access
- Teaching rooms at FPH

Our evidence-based resources include:

- Physical book collections and eBooks
- Over 1,000 eJournals
- Other online resources such as Anatomy.TV, BMJ Learning, and Bates Visual Guide

Background
National Context

Health Education England / NHS England (NHSE)

[Knowledge for Healthcare](#) (2021)
The strategic framework for NHS Knowledge and Library Services in England 2021-2026, prioritising equal access to high-quality knowledge services for all NHS staff and learners and optimising the expertise of knowledge and library teams to inform decision making from board to ward. There is also a focus on mobilising evidence and knowledge, assuring the quality of knowledge services and improving health literacy.

[Learning Space Policy](#) (2021)
This NHSE policy statement underlines the importance of the physical library space for all staff, educators and learners, available 24/7.

[NHS Education Funding Agreement 2024-27](#)
This replaces the 2021-24 NHS Education Contract and is intended to provide a nationally-consistent approach to contracting and funding for education and training. Schedule 1.5 of the agreement states the requirements for Library and Knowledge Services.

[NHS England 2023/24 Business Plan](#)
Sets out NHS England's key tasks and priorities in relation to the merger with NHS Digital and HEE, delivering key ambitions in the NHS Long Term Plan, and transforming the NHS for the future.

[The Topol Review](#) (2019)
Explores ways in which the healthcare workforce, through education and training, can deliver a digital future using innovative technologies such as genomics, digital medicine, artificial intelligence and robotics to improve services.

Background
National Context

NHS Long Term Plans

NHS Long Term Plan (2019)
Sets out the key ambitions and commitments for the NHS over the next 10 years. As well as identifying clinical priorities such as cancer, cardiovascular disease, and maternity & neonatal health, and focusing on improving services in primary & community services, mental health & learning disabilities and acute care, the plan highlights the role of digital technologies and leadership & support for staff and confirms the shift towards integrated care and place-based systems.
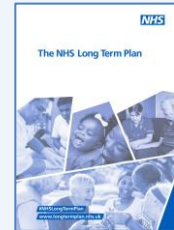
NHS Long Term Workforce Plan (2023)
Sets out the long-term strategic direction for the NHS workforce in England and identifies three priority areas: Training the workforce through increasing education & training; retaining NHS staff by improving culture & leadership and better support for staff; and reforming productivity among the workforce by ensuring staff have the right skills to use new technologies and expanding enhanced, advanced and associate roles to offer modernised careers.

Guidance for NHS trusts and foundation trusts: assessing the well-led key question (2024)
This guidance, jointly developed by CQC and NHS England, describes how the CQC assesses the well-led key question and recognizes that well-functioning library and knowledge services have a positive impact on driving improvements in the quality of care and internal systems of control. Links to best practice and resources for knowledge and evidence are included in the guidance.

Background
National Context

Sustainability

Delivering a 'Net Zero' National Health Service (2022)
Outlines the NHS's ambitions around reducing the NHS carbon footprint and halving its contribution to poor air quality within a decade. Part of the programme involves ensuring all staff receive introductory training to environmentally sustainable healthcare, offering carbon literacy e-learning and providing sustainability leadership for greener health and care courses.
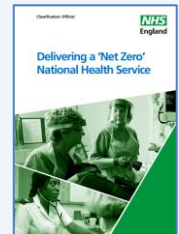
Green Libraries Manifesto (2023)
Hosted by CILIP, the UK's library and information association, this manifesto sets out the common values and commitments for libraries to drive transformation change for the environment and for communities.
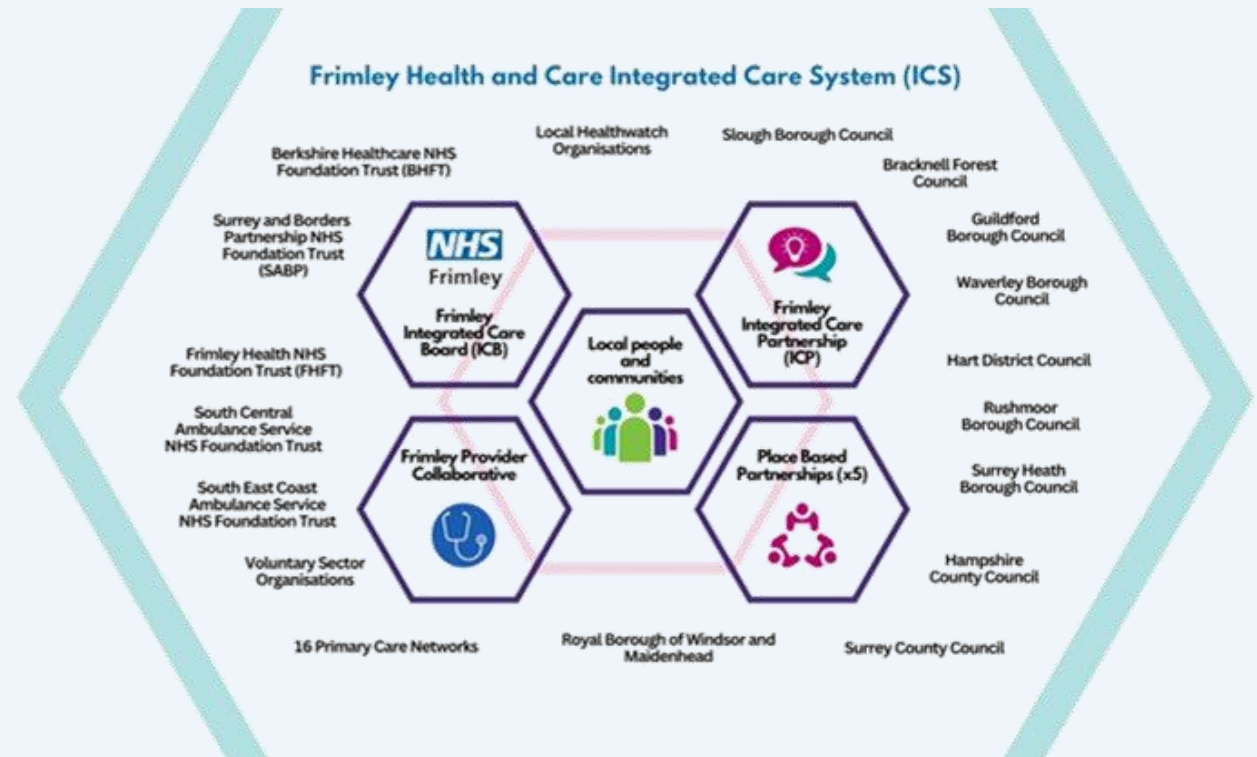
Background
Regional Context

Integrated Care System

Frimley Health and Care

Frimley Health and Care Integrated Care System (ICS) comprises five geographies: Bracknell Forest, Windsor & Maidenhead, Slough, Surrey Heath, and North East Hampshire & Farnham. It came into being in July 2022 and brings together NHS, social care, local authority and other sectors to work closely with each other to [create healthier communities](#).

Frimley Health and Care Integrated Care System (ICS)

Berkshire Healthcare NHS Foundation Trust (BHFT)

Local Healthwatch Organisations

Slough Borough Council

Bracknell Forest Council

Surrey and Borders Partnership NHS Foundation Trust (SABP)

NHS Frimley

Frimley Integrated Care Board (ICB)

Local people and communities

Frimley Integrated Care Partnership (ICP)

Guildford Borough Council

Waverley Borough Council

Frimley Health NHS Foundation Trust (FHFT)

South Central Ambulance Service NHS Foundation Trust

South East Coast Ambulance Service NHS Foundation Trust

Voluntary Sector Organisations

Frimley Provider Collaborative

Place Based Partnerships (x5)

Hart District Council

Rushmoor Borough Council

Surrey Heath Borough Council

Hampshire County Council

16 Primary Care Networks

Royal Borough of Windsor and Maidenhead

Surrey County Council

Background
Organisational Context

Frimley Health NHS Foundation Trust

Our Future FHFT – strategy 2020-2025

Alongside the Trust's three key values – Committed to Excellence, Working Together, and Facing the Future – the 2020-25 strategy outlines six strategic ambitions:

- Improving quality for patients
- Supporting our people
- Collaborating with our partners

- Transforming our services
- Making our money work
- Advancing our digital capability

Equality, Diversity & Inclusion Action Plan 2022/23

The plan sets out four key objectives for equality, diversity and inclusion in the Trust:
1) Establish a culture of inclusive leadership
2) Establish a culture of Inclusive Leadership in the way we develop our people
3) Inclusive employment policies, practices and systems
4) Understanding and improving the experience of our staff

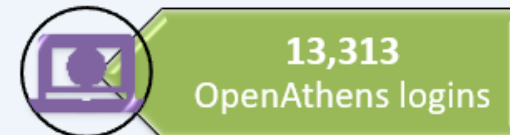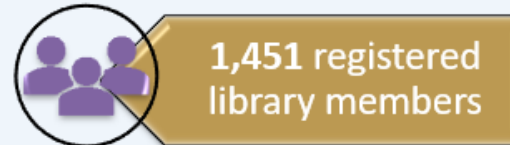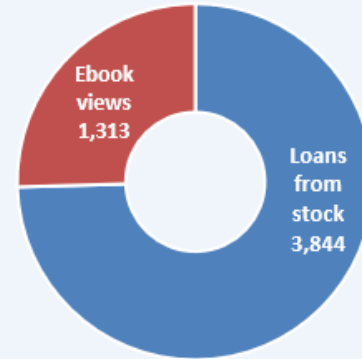### Clinical Education Directorate strategic priorities
- Recruit and invest in the highest quality trainees, responding to trainee feedback to ensure quality education is available across the whole trust
- Integrate all the education services and share the learning opportunities available to all stakeholders
- Ensure an open and transparent environment with equal access to support life-long learning and revalidation across all sites
- Develop interprofessional learning programmes and new ways of working in teams

(*Final strategy document pending*)

Background
Service Context

2023-24 in Numbers

155 guidelines & 51 policies reference checked

229 Evidence Searches — In-depth evidence searches to support patient care, education & research, and policies/guidelines

66 Education Sessions — Information & Study Skills Training

314 Users trained

312 Articles to our own staff

974 Articles to other libraries — Articles provided from our collections to users and other libraries

Ebook views 1,313

Loans from stock 3,844

2,059 eJournal subscriptions

1,451 registered library members

13,313 OpenAthens logins

Background
Service Context

2023-24 Expenditure

Legend:
- Staff
- Electronic databases
- eJournals
- AV / eLearning
- Books
- Other
- Library Management System

Pie chart values:
- £283,392 (Staff)
- £130,453 (Electronic databases)
- £31,198 (eJournals)
- £16,062 (AV / eLearning)
- £9,030 (Books)
- £23,618 (Other)
- £2,966 (Library Management System)

Total: £496,719
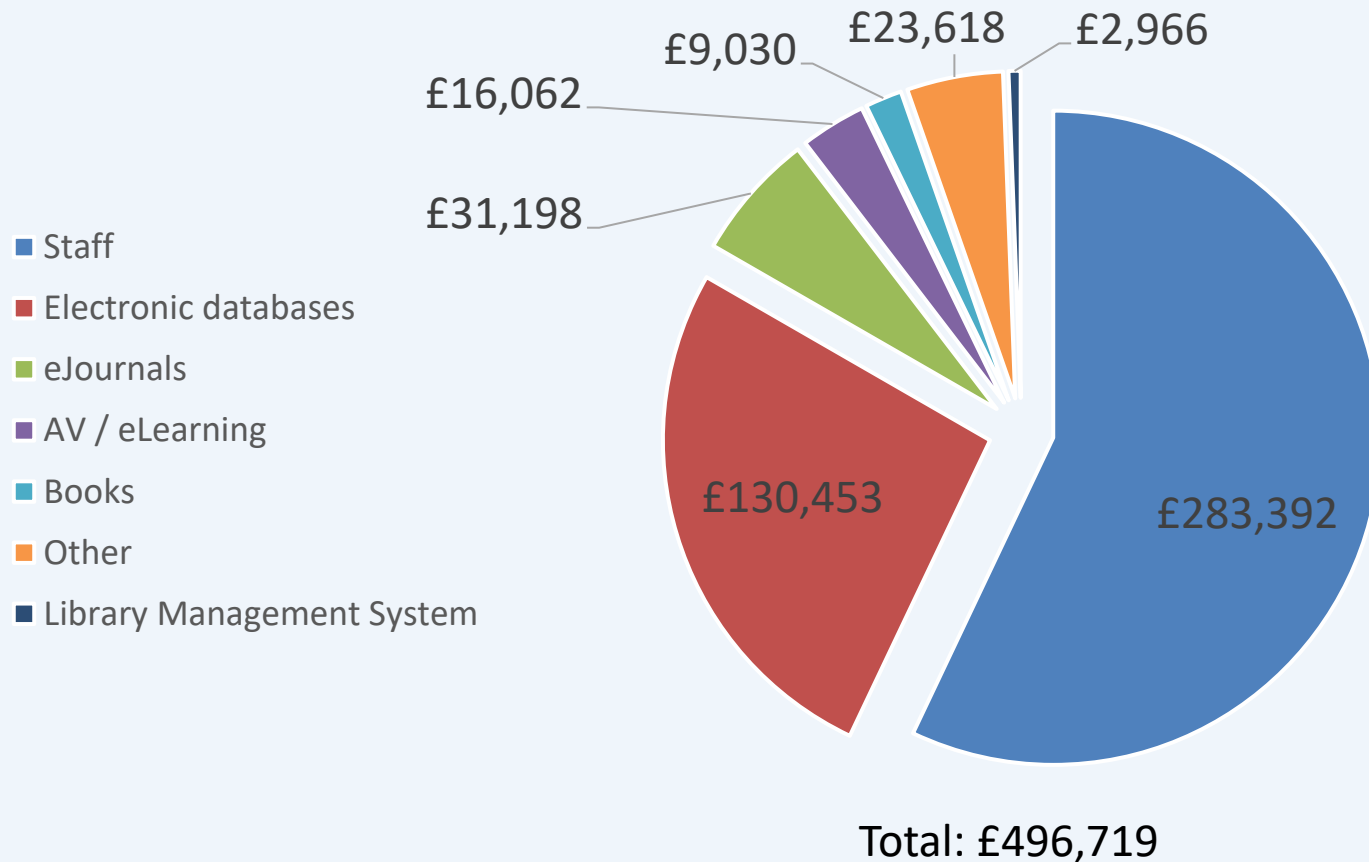
Service Context

2023-24 Feedback & Impact
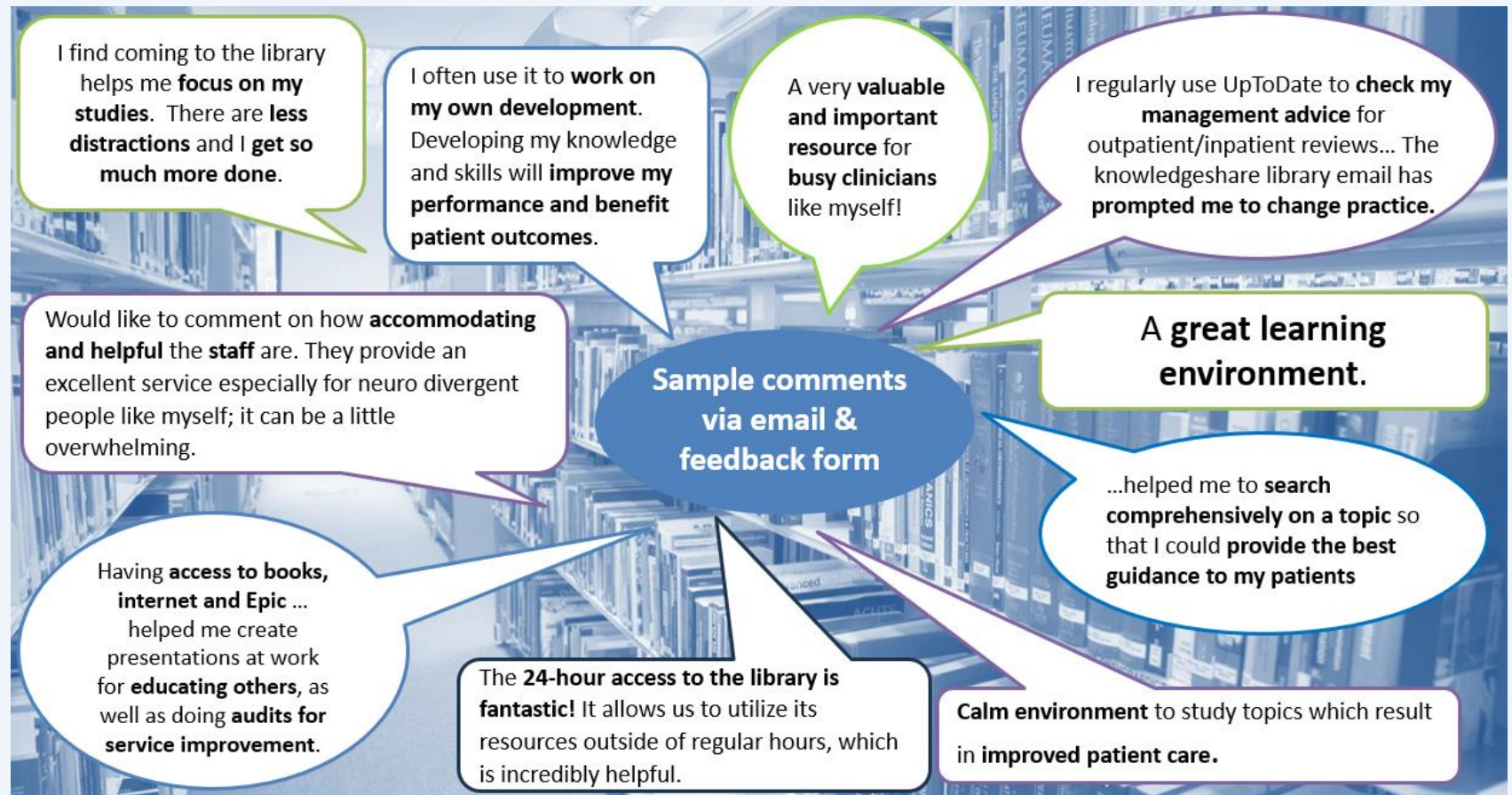
Quality & Improvement Outcomes Framework (QIOF)

Outcomes
1. The organisation resources and champions a proactive knowledge and library service for all staff and learners, aligned to organisational priorities and 'Knowledge for Healthcare' policies and priorities.
2. Decision making across the organisation is underpinned by high-quality evidence, provided by the knowledge and library services team, working with the organisation to facilitate the use of knowledge.
3. The knowledge and library services team works with the organisation to identify its knowledge and evidence priorities and the needs of its staff and learners and designs and delivers services to meet those needs.
4. The organisation ensures that the knowledge and library services team has the right roles, capacity and skill mix to meet the needs of staff and learners and deliver on its strategic goals and 'Knowledge for Healthcare' priorities.
5. The knowledge and library services team use and contribute to the knowledge base of the profession and relevant disciplines to develop and improve knowledge and library services.
6. Services provided by the knowledge and library services team demonstrate positive impacts on the delivery of healthcare and on organisational priorities.

The library's baseline QIOF submission was reviewed and validated in September 2022; the validated levels are shown below.

Not developed ———————————————————— Highly developed

Outcome no.	Level 0	Level 1			Level 2			Level 3			Level 4		
	0	low	medium	high	low	medium	high	low	medium	high	low	medium	high
1													
2													
3													
4													
5													
6													

Required Action

The only area of concern was related to Outcome 1 and the need to evidence a Trust Board member promoting the role and value of the LKS. The LKS developed an action plan which was submitted to HEE in January 2023.

Recommended Areas for Improvement

Sixteen areas for improvement were also identified, such as developing a new library strategy, using the HEE knowledge mobilisation self-assessment tool, and recruiting to the new Clinical Librarian post.

Next Steps

The LKS will continue developing its service improvement plan and a new strategy. A review conversation is scheduled with NHSE in 2025/26.

QIOF Service Improvement Plan	Target Date
Outcome 1 • Identify a designated board member who will promote the role and value of the LKS to the board and the organisation • Develop our library strategy in consultation with key stakeholders and ensure it is approved at the relevant committee meeting and discussed at board level • Ensure that an appropriate learning space is available to all staff and students in the Trust • To regularly review this Improvement Plan with line management	Sep 2024 Sep 2024 Ongoing Ongoing
Outcome 2 • Review and update our Knowledge Mobilisation (KM) plan and continue using KM techniques to underpin service delivery • Develop a process for routinely reviewing and evaluating with senior stakeholders their service delivery plans and consider how evidence and KM tools can support these and other teams in the Trust • Explore options for delivering a synthesising and summarising service	Sep 2024 Sep 2025 Sep 2025
Outcome 3 • Apply user journey mapping and develop profiles for target user groups, implementing a framework for monitoring and evaluating effectiveness • Proactively monitor and apply new technologies to deliver service innovations in library services	Sep 2025 Ongoing
Outcome 4 • Undertake a staff and skills audit and Training Needs Assessment to identify the strengths and weaknesses of the team and identify solutions to address any gaps identified • Systematically review the capacity and skills of the team to ensure it underpins the service improvement plan, and organisational and national priorities	Sep 2025 Ongoing
Outcome 5 • Implement an ongoing cycle of measuring and evaluation of knowledge and library service activities and services delivered • Share accounts of resolving service issues with the wider knowledge and library community	Sep 2024 Sep 2025
Outcome 6 • Identify other senior stakeholders whose endorsement can be sought to be used in impact stories for local promotion of the knowledge and library service • Regularly use evidence of impact for internal reporting and promotion as well as for service improvement • Systematically collect and evaluate qualitative and quantitative impact data	Sep 2024 Ongoing Ongoing

Our six strategic ambitions	Aligns with...
1) To align our service with the Directorate and the Trust's strategic objectives and quality improvement culture, proactively support ICS goals within the local health economy, and deliver key outcomes in line with NHS England's Knowledge for Healthcare framework	QIOF outcome 1 Trust Strategy: Collaborating with our partners Frimley Health & Care ICS
2) To support decision-making and continuing staff development in the Trust through training, evidence searches, the Clinical Librarian service and knowledge mobilisation.	QIOF outcome 2 Trust Strategy: Supporting our people
3) To work with the Clinical Education directorate, the FHFT Education Academy, and the Trust as a whole to continually improve, enhance and promote library facilities, services, and resources in line with the needs of staff, learners, and stakeholders.	QIOF outcome 3 Trust Strategy: Improving quality for patients NHSE Learning Space Policy Green Libraries Manifesto
4) To promote existing roles such as Technology Enhanced Learning (TEL) Librarian and Clinical Librarian and develop new skills throughout the team to meet the needs of staff and learners in the Trust and across the Frimley Integrated Care System (ICS).	QIOF outcome 4 Trust Strategy: Advancing our digital capability Trust Equality, Diversity & Inclusion Plan Clinical Education Strategy Topol Review
5) To deliver sustainable improvements, innovations, and efficiencies within a sound financial framework, and share good practice locally, regionally, and nationally.	QIOF outcome 5 Trust Strategy: Making our money work Green Libraries Manifesto
6) To collect, analyse and act upon feedback from users and stakeholders to demonstrate our positive impacts on patient care, service improvements and the Trust's strategic objectives.	QIOF outcome 6 Trust Strategy: Transforming our services Clinical Education Strategy NHS Education Contract

Measuring success

Key Performance Indicators

Services	Resources	Facilities
Registered members OpenAthens registrations Training sessions Evidence searches Current Awareness uptake Enquiries	Book stock Book loans eResources usage OpenAthens accesses	Self-service loans Out-of-hours accesses Footfall
User feedback		
Quality and Improvement Outcomes Framework review		

Potential risks

Factors which could impact the LKS, affecting staff, resources and facilities and resulting in a failure to deliver effective services:

- Reduction in income due to changes in NHS England funding
- Trust finances impacting LKS budget
- Ageing buildings affecting environment; changes to buildings affecting access to physical space (e.g. new Frimley Hospital build)
- Changes to IT infrastructure or software affecting library systems, processes or access to resources
- Organisational restructure
- Staffing shortages / inability to recruit

We will proactively work with senior management, the directorate and the Trust to mitigate these risks and future-proof our service, resources and physical spaces.

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