

HCLU’s Vision, Mission and Strategic Aims²

Our Vision³	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 NW NHS Library Knowledge Services (LKS).			
Strategic Development Delivered Through	Demonstrating the quality and impact of LKS	Proactive customer-focused services	Optimised investment in LKS to enable quick and easy access to relevant evidence	Planning and development of the LKS workforce
How We Deliver Strategic Development	<ul style="list-style-type: none"> • Promoting and implementing Knowledge for Healthcare. • Advocating the value of NHS LKS and publicising the contribution they make to NHS core business and priorities. • Leading on the implementation of the <i>Library Quality Assurance Framework (LQAF)</i>. • “Horizon scanning” for developments in library and knowledge services and the NHS. 	<ul style="list-style-type: none"> • Advising and leading on options for NHS LKS design, reconfiguration and delivery. • Advising and actively supporting LKS managers and their organisations. • Optimising use of existing and emerging technologies. • Identifying opportunities to deliver high quality information to the public, patients and carers by working in partnership with a wide range of public sector organisations. • Establishing and maintaining active working relationships with stakeholders and partners on areas of common interest. 	<ul style="list-style-type: none"> • Negotiating funding and investing in the development of NHS library and knowledge service. • Encouraging and supporting collaborative purchasing of electronic information resources to enable quick and easy access to relevant evidence. • Investing in the infrastructure to promote the use of NW NHS LKS. 	<ul style="list-style-type: none"> • Facilitating effective people management of the LKS workforce. • Developing an appropriately skilled NHS LKS workforce.
Why We Are Special	<p style="text-align: center;">Our strategic leadership and governance assures our stakeholders and partners that northern NHS LKS enable NHS staff and learners to provide the best quality patient care.</p> <p style="text-align: center;">We empower the NHS LKS workforce to deliver a quality service by facilitating access to a range of specialist programmes, individual support and tailored resources. No one matches our unique knowledge and expertise in understanding the LKS requirements of the NHS.</p>			

² Underpinning these four aims is the requirement for HCLU to work effectively as a unit.

³ Vision taken from *Knowledge for Healthcare* - <http://hee.nhs.uk/wp-content/blogs.dir/321/files/2014/12/Knowledge-for-healthcare-framework.pdf>

**Demonstrating the quality and impact of LKS
What we did in July – September 2015**

Knowledge for Healthcare (KfH): HEE’s new strategy for LKS was published at the end of 2014. With a national programme board and a programme manager now in place the focus is on implementing the strategy over the next five years. Four working groups have been established:

- Quality & Impact
- Resource Discovery
- Service Redesign
- Workforce Planning and Development

Each of these **working groups** has a series of task and finish groups to take particular elements of the plan forward. More detail can be found at <http://www.libraryservices.nhs.uk/lksl/kfhgroups/>. Unit staff are closely involved in this work: David Stewart is chairing the Workforce Planning and Development Group, Linda Ferguson is on the Quality & Impact Group and managing the programme’s web-infrastructure and Gil Young is secretary to the Workforce Group. In addition staff from LKS across the north are involved in many of the task and finish groups that have been set up to implement the strategy.

KfH blog usage data			
Sessions	Users	Page Views	Pages/Session
1,270	868	2,704	2.13

The **Knowledge for Healthcare blog:** <http://kfh.libraryservices.nhs.uk/> was created in June 2015 and Gil Young and Linda Ferguson are responsible for adding posts supplied by the Working Groups and Task and Finish groups to the blog. We added seven posts between July and September and usage is increasing:

HCLU’s role across the north: as part of HEE’s move to working at four geographical regions in England, the Unit has taken on responsibility for library and knowledge services across the north. Service level agreements are in place with HEYH and HENE and we have started a programme of working with YH and NE Trusts and their library managers to create a more unified approach to LKS development, co-ordination and monitoring.

Yorkshire and the Humber: there are 19 LKS and 113 (90.84 WTE) staff in YH. We met with YH library staff in September with presentations from Patrick Mitchell and Louise Goswami as well as a full managers’ business meeting. The next network meeting will be 20 January 2016 when HEYH Managing Director, Mike Curtis and Sue Lacey Bryant, Senior Advisor to the KfH Programme will be the keynote speakers. We have started our programme of informal visits to Trusts and have visited: Leeds Teaching, Leeds Community, Leeds and York Partnership, Bradford Teaching, Bradford District, Airedale and the YH Commissioning Support Unit. All the LQAF returns have been submitted and we have begun the validation process.

North East: there are 11 LKS and 70 (56.48 WTE) staff in the NE. We met with NE library staff in September with the same speakers and programme as for HEYH above. The next network meeting will be 14 December. We are planning a series of visits in 2016. As with YH the LQAF will be returned later than the NW returns, namely 30 November 2015.

**Demonstrating the quality and impact of LKS
What we did in July – September 2015**

	National*	NE	NW	YH	Total
Jul	559	166	488	156	1,369
Aug	361	34	213	83	691
Sep	452	84	280	189	1,005
Total	1,372	284	981	428	3,065

The table to the left shows the breakdown in activity across national, North East, North West and Yorkshire Humber.

See [Annex 2](#) for the analysis by category of activity.

* Includes work with HEE Library and Knowledge Service Leads on implementation of *Knowledge for Healthcare*.

The **national LKS website** www.libraryservices.nhs.uk and wiki www.libraryservices.nhs.uk/wiki are maintained by the HCLU team and continue to be well used:

Sessions	Users	Page Views	Pages/Session
5,488	3,251	26,260	4.78

During this period a considerable amount of work was done by both Gil Young and Linda Ferguson to create wikis for the 4 national working groups for Knowledge for Healthcare and establish mailing lists for all the groups.

Statistics: Linda Ferguson is the national lead for LKS activity statistics. National returns were received from all but 3 LETBs. Validation of the NE, NW and YH returns was carried out and LKS managers were contacted where there was missing and incorrect data. Interim analysis of staffing levels was produced to inform the planning of networking events. Linda Ferguson also produced various reports for the KfH Task and Finish groups on topics such as inter-library loan and book loans to assist their work programmes.

NHS Library Quality Assurance Framework (LQAF) – the national standards for NHS LKS: during this period we offered support to NW and YH managers who were completing their self-assessments. This year we invited NW LKS managers to help with the assessments of NW submissions to give them a greater understanding of the HCLU validation process and 21 volunteered to help. By 30 September we had completed 15 NW reviews. NE LKS managers will return their submissions by 30 November 2015.

Formal library development visits in the North West were carried out to Aintree, Christie, Countess of Chester, East Lancashire, Liverpool Heart and Chest, NW Ambulance Service, NW Commissioning Support Unit, St Helens & Knowsley and University Hospitals South Manchester. Visits to all other NW Trusts are scheduled for the year.

In addition Linda Ferguson opened the refurbished Liverpool Women’s Hospital library – the refurbishment had been paid for by HENW and supported by HCLU.

**Proactive customer-focused services
What we did in July – September 2015**

Service redesign and options: the Unit provided a wide range of advice and support on LKS issues, please see the table at Annexe 2. More detailed advice was provided to Trusts considering the skill-mix, redesign and service reconfiguration of their LKS: Mersey Care, NWCSU, Pennine Acute, Salford Royal, Stockport and HENW.

Partnership working continues to be a core theme for the Unit. Meetings were held with senior staff from: NW Research & Development, NICE and the NW Medicines Information Centre. David Stewart attended his final exam board as external examiner to the Department of Information & Communication at Manchester Metropolitan University.

Linda Ferguson, as CILIP NW Mentor Support Officer, delivered a Mentor Exchange of Experience session in Preston on 10 September 2015. A mentor training session for NE colleagues in Newcastle was also delivered on 23 July as the NE does not have a Mentor Support Officer.

Costing of LKS: Linda Ferguson co-delivered costing training to NE colleagues in July 2015. Linda also provided ad hoc support to LKS staff on costing their services and maintained the register of authorised users of the costing wiki.

Information to patients, carers and the public: David Stewart is working with the St Helens Borough Librarian on a public libraries and well-being event to be held in the north of England in 2016. As part of the KfH programme a link NHS librarian for each public library service will be identified. The Bolton Borough Librarian, Julie Spencer, is now the national lead for the health and well-being offer from the Society of Chief Librarians and David Stewart has quarterly updates with her.

**Optimised investment in LKS to enable quick and easy access to relevant evidence
What we did in July – September 2015**

Development funding: we allocated £79,700 from the Unit’s Library Development Fund and £495,000 from HENW’s internal development funding stream. These allocations are non-recurrent and support a wide range of local and shared developments such as e-book purchases, refurbishments and equipment. In addition HEYH has indicated that non-recurrent funds will be available for YH LKS and the Unit is currently finalising the proposals.

E-resources: the Unit continues to invest in electronic resources to support evidence-based decision making for NW NHS staff and learners. As well as funding the regional Athens and Link Resolver Administrator the Unit purchased e-books and e-journals from Wolters Kluwer, Truven and Oxford University Press. A number of potential consortia purchases are being explored across the north.

Investment in infrastructure: the Unit also continues to fund the NW shared book, the shared inter-lending scheme and the regional grey literature service. We will need to consider in conjunction with LIHNN and the NE and YH LKS staff whether there are opportunities for streamlining provision across the North to make cost savings but without impacting on the quality of existing services.

The joint **LIHNN/HCLU website** is a key part of our infrastructure enabling communication and information sharing across the network and continues to be well used as shown in the table below:

Statistics showing usage of www.lihnn.nhs.uk website and resources.lihnn.nhs.uk wiki July to September 2015

Sessions	Users	Page Views	Pages/Session
7,280	2,648	27,136	3.73

Union List of Journals: The maintenance of the union list transferred to Central Manchester University Hospitals NHS Foundation Trust. NW LKS continue to use the union list to reduce the cost of supplying articles from journals that they do not stock.

NW Online Public Access Catalogue: The quarterly updates to the shared catalogue <http://www.nwhealthlibraries.nhs.uk/folio/> continued.

**Planning and development of the LKS workforce
What we did in July – September 2015**

Effective people management: Linda Ferguson attended the Agenda for Change panel for the YH LKS Development Manager post. As expected the post was banded as a 7. Linda was asked and agreed to return as an Agenda for Change evaluator for Bridgewater Community Trust. We reviewed and commented on a draft job description for the LKS manager post at University Hospitals South Manchester, as the manager will retire in December 2015. We shortlisted and interviewed for the YH post and made a conditional offer to an YH LKS manager. They accepted and the recruitment process was initiated.

Developing an appropriately skilled NHS LKS workforce: The CPD programme for 2015-2016 is continuing. Events held in the last 3 months included a library managers meeting and library assistant study days which focused on improving communication skills. (See [Annex 3](#)) The LIHNN Clinical Librarians MOOC was launched on the 5th October and has attracted over 600 registrations.

**Effective working of HCLU to deliver its strategic aims
What we did in July – September 2015**

The team created the **annual report for 2014-15**, shared it with our stakeholders and posted it at <http://www.lihnn.nhs.uk/index.php/hclu-top/hclu-publications#HCLUS>

David Stewart, Linda Ferguson, Gil Young and Andrea Guest participated in an away day which focused on reviewing the HCLU brand in light of its role extending to cover the North of England.

Annex 1: LQAF requirements for 2015 (Updated and based on 2014 results)

Full Return ⁴ (21 services)			Partial + ⁵ (6 services)	Partial ⁶ (10 services)	
<ul style="list-style-type: none"> Central Manchester Countess of Chester Greater Manchester West Manchester Mental Health Mid Cheshire Mersey Care 	<ul style="list-style-type: none"> North Cumbria NWAS Pennine Acute Pennine Care Royal Liverpool & Broadgreen St Helens & Knowsley Salford Royal 	<ul style="list-style-type: none"> Southport and Ormskirk Stockport Tameside UH of Morecambe Bay UH of South Manchester Warrington & Halton Wirral UTH Wrightington, Wigan and Leigh 	<ul style="list-style-type: none"> Alder Hey Bridgewater East Cheshire Lancashire Care Liverpool Women's 	<ul style="list-style-type: none"> 5 Boroughs Aintree Blackpool Bolton Calderstones Cheshire & Wirral Christie 	<ul style="list-style-type: none"> East Lancashire Lancashire Teaching Liverpool Heart & Chest

Annex 2: Advice and Guidance to Trusts

Category	Includes the following areas	July	August	September
Advocacy	Profile raising, Marketing	40	218	501
CPD	CILIP qualifications, career development, qualifications, mentoring, training opportunities	16	35	156
E-Resources	Athens, e-resources, LIHNN mailing lists, website & wiki, NHS Evidence, National Core Content, HEE LKSL mailing lists, website & wiki, Tools, Union List	33	89	349
HR Issues	Agenda for Change, capability, interviews, job descriptions, recruitment, selection, staffing structures	40	218	501
Infrastructure	Budgets/funding, costing & pricing of library and knowledge services, new builds, refurbishments	16	35	156
Service Improvement	Business cases/plans, Copyright, knowledge management, library activity statistics, Library Quality Assurance Framework, new services, partnerships, service reconfiguration, strategy	33	89	349
TOTALS		178	684	2012

⁴ Evidence for all 48 criteria

⁵ Partial + covers the 12 essential criteria as defined by HCLU plus any criteria marked as partially or non-compliant in the previous return plus those with the comment "Things to Change in the Next Submission".

⁶ Evidence for 12 criteria

Annex 3: LIHNN/HCLU Training Programme July – September 2015

Date	Course	Bookings	Attendance
22 Sept	LIHNN Library Managers Meeting - Haydock	37	37
21 July	Library Assistant Study Day - Can you hear me? Improving your skills for communicating effectively - Lancaster	6	6
20 July	Library Assistant Study Day - Can you hear me? Improving your skills for communicating effectively - Manchester	12	12
1 July	Library Assistant Study Day - Can you hear me? Improving your skills for communicating effectively - Liverpool	9	9
		64	64

Annex 4: The HCLU Team

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 <p>Gil Young CPD & Partnerships Manager gil.young@nhs.net 01942 482 584 or 0779 5310 0852</p>	 <p>Sue Austin (from 1 June 2015) HENE Library Knowledge Service Lead susan.austin@stft.nhs.uk 0191 283 1118</p>	<p>NW Health Care Libraries Unit Unit E, Kingscroft Court Sovereign Business Park Warrington Road, Wigan WN1 3AP</p> <p>E-mail: hclu@lihnn.nhs.uk Telephone: 01942 482 580 Website: http://www.lihnn.nhs.uk/index.php/hclu</p>