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Issue 81

The Swimming Pool

Newsletter for the
SWIMS Network



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Editorial

Welcome to the first issue of Swimming Pool for 2016 – an issue focused on Knowledge for Healthcare (KfH) with an article from Helen Bingham giving an outline to current progress. There are also updates from various task and finish groups and a list of our regional representatives on those groups.

Do keep up to date with progress by signing up to the blog - <http://kfh.libraryservices.nhs.uk/> (I am sure you have noticed that our local representatives have written blog posts) and get involved where you can. Hopefully there will be future updates in Swimming Pool as KfH work streams progress.

Knowledge for Healthcare: Service Transformation

Four working groups have been established to focus on different aspects of Knowledge for Healthcare. The Service Transformation Group is concentrating on the customer service elements, and the challenge of providing proactive, high impact services to the healthcare's very large, very diverse and highly fragmented body of staff and students - in ways which are both affordable and sustainable.

“Transformation” implies change which is marked or profound. Most change in the NHS is incremental, characterised by small steps rather than giant leaps, and ‘bottom-up’ spread of innovation. *Knowledge for Healthcare* presents a rare opportunity to make a step-change in critical areas. We are seeking to be as collaborative and inclusive as possible, and to ‘co-design’ solutions to the challenge we face with the involvement of experienced managers and front-line staff alike.

The work is being progressed via ‘task and finish’ groups, backed up by ‘extended reference groups’, and for 2015/16 these project groups are focussing on six priorities.

The first is to establish a **standard core service offer** so that staff and learners benefit from a consistent, equitable, funded core service wherever they are based. Widespread adoption of the NHS Library Quality Assurance Framework (England)ⁱ means that NHS-funded library and knowledge services in England offer a broadly similar range of services. However, there is significant variation in user experience of access and charging policies. The surprisingly difficult challenge is to articulate a national service offer that is aspirational, yet realistic to operationalise in a wide variety of settings.

A closely linked challenge is to extend and improve provision of **library and knowledge services to ‘the wider NHS’**. Ninety percent of NHS-funded library services are hosted by NHS Trusts and staff who work in Trusts are generally well served compared with those who work in organisations which deliver primary, community, public health and social care services, which commission care, or which have a national function. The NHS Five Year Forward Viewⁱⁱ places great emphasis on person-centred, co-ordinated care which sees care staff working *across* organisational and sector boundaries and, through prevention and empowerment, keeps patients *out of hospital* where possible. Responding to this shift in emphasis, we aim to engage with stakeholders to establish funded services that meet the information needs of a much wider user base. Our ambition is for library and knowledge services to become essential elements of informed decision-making and innovation across the breadth of healthcare settings.

We believe that provision of **current awareness services** is one of the elements of the NHS library and knowledge core service offer with the most potential for improving reach, quality and

impact through collaboration. Many NHS library services invest a significant amount of staff time in the production of current awareness bulletins and horizon-scanning services; due to resource limitations, others do relatively little. We know that customers of NHS library services want personalised alerts tailored to their needs and interests, but from a system-wide perspective, we cannot afford to duplicate effort.

Knowledge management is an area of growing prominence. Knowledge is a valuable asset key to efficiencies and improving patient outcomes, but there is much to do to develop and improve 'KM' at every level of the NHS, and library professionals have a significant role to play. Due to the policy emphasis on empowerment and prevention, **public and patient information** is another area receiving a significant amount of attention, and another area where library and knowledge staff can play a significant role.

In a context where NHS library and knowledge services can do much more, but must do so with less, it is vital that development initiatives are underpinned by work to release time from functions that can be streamlined or more efficiently delivered at scale. Our sixth group is therefore looking at options for streamlining. Having identified several areas for potential efficiency gains, the current focus is in assessing options for **streamlining document delivery**.

To get involved or to find out more about any of our projects please contact one of our representatives from the South West, Thames Valley, and Wessex on the KfH Task and Finish Groups list at the end of this issue of Swimming Pool.

Helen Bingham

**Head of Knowledge Services and Technology Enhanced Learning
Health Education England (South)**

(a fuller version of this article can be found in the January CILIP Update)

ⁱ NHS Library Quality Assurance Framework (LQAF) England. <http://bit.ly/1LDMHum>

ⁱⁱ NHS England. The NHS Five Year Forward View, October 2014. <http://bit.ly/1GSzFr0>

Service Transformation – Wider NHS Task and Finish Group Update

The main task of this group to date has been to ascertain what is going on in the country to support the “wider NHS”. We quickly concluded that primary care, ambulance staff, and hospices were part of the core service and that the “wider NHS” included Commissioning Support Units, Public Health, local NHS England and Health Education England offices, Clinical Senates, Clinical Networks, Academic Health Science Networks, Commissioners, Healthwatch and social care.

We are gradually developing a picture. Variation of provision varies widely from full services with Service Level Agreements and funding, to local ad hoc unpaid arrangements, to no service at all. We are now identifying areas of best practise, the needs of “wider NHS” organisations listed above and what if any additional training library staff may need to support these organisations.

Lisa Riddington

Library Services Manager

Gloucestershire NHS Foundation Trust (GRH/CGH)

Look out for the Learning Zone



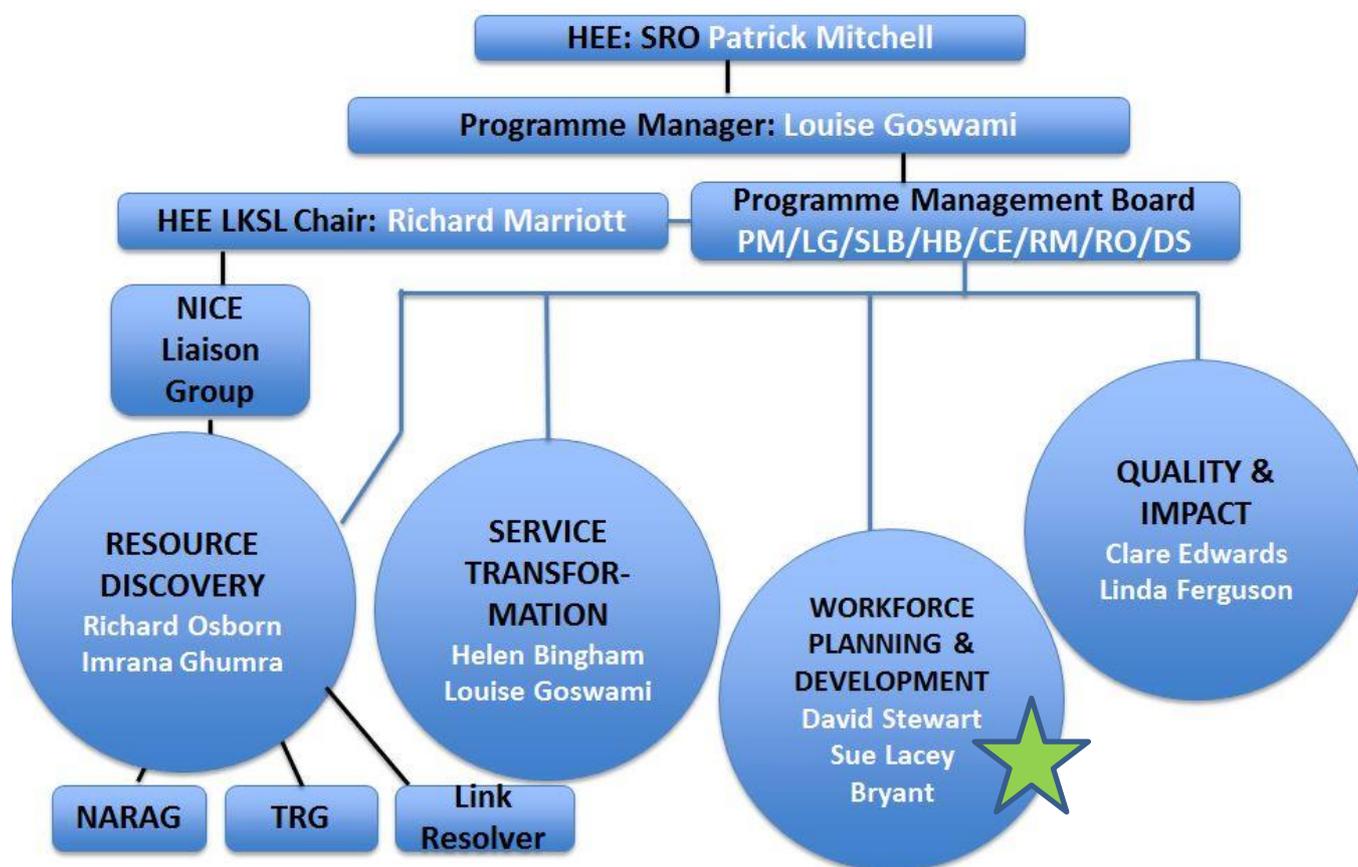
Knowledge for Healthcare is a national Health Education England strategy designed to enable the development of NHS Library and Knowledge Services.

The Knowledge for Healthcare Framework has been developed to enable:

‘NHS bodies, their staff, learners, patients and the public to 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’

<https://hee.nhs.uk/sites/default/files/documents/Knowledge%20for%20healthcare%20-%20a%20development%20framework.pdf>

The **Learning Zone** TaF sits within the Workforce Planning & Development group as in this diagram.



*Taken from presentation by Louise Goswami
(National Programme Manager for Library and Knowledge Services)*

The members of the Learning Zone TaF Group are:

- Paula Elliott, Library Manager, Royal Bolton Hospital
- Sian Aynsley, Deputy Library Services Manager, Lewisham and Greenwich NHS Trust
- Katy Oak, Librarian, Royal Cornwall Hospitals NHS Trust
- Kate Worrall, Outreach Librarian, Oxford Health NHS Foundation Trust
- Jason Curtis, Site Librarian, Shrewsbury Health

An initial meeting in London on 22 July 2015 at the Bloomsbury Healthcare Library allowed us to begin by defining the purpose and remit of the group: a task and finish group to create

and promote an online learning zone that will signpost library staff to resources which support their professional and personal development.

We identified the following three areas of need:

Generic Skills (Collection of resources by Paula and Kate)

Advocacy, change management, communication skills, costing & pricing, customer care, ethics, innovation management, leadership, lean, marketing & promotion, mentoring & coaching, network management, project management, quality & impact, role redesign, staff management, strategy and business planning and teaching skills/action learning.

Specialist & Technical Skills (Collection of resources by Katy and Jason)

Critical appraisal, clinical and outreach, searching, cataloguing & classification, E-learning, health literacy, information delivery to the public and patients, information literacy, knowledge management, legal issues, records management, statistical skills, synthesis and web design/content.

Career pathway/Vocational Skills (Collection of resources by Sian)

Applying for jobs, apprenticeships, CILIP qualifications, CILIP PKSB, interview skills, job description/person specifications, Library Schools, mentoring and coaching, pen portraits, shadowing, talent management, vocational qualifications and volunteering.

We have been working together through WebEx meetings each month. First of all we agreed a set of selection criteria and the type of resources to collect, then we divided the three subject areas between us; and Katy and Sian devised a spreadsheet for us to save resources to. We give the name of the resource, what type it is (for example, website, blog, person), what subject(s) are covered, the date when it was accessed, who found it and a brief description. Next we looked at some existing examples of 'Learning Zones' from the Royal College of Nursing, Macmillan, National Library of Scotland and Emerald Group Publishing with the idea of recommending how we would like the Learning Zone to look.

As I'm writing this article the group is still collecting resources and has sent the latest version of our resources spreadsheet (version 6) to the reference group for reviewing and comments. The group chair will report to the Workforce Planning and Development Lead and editors from the group will begin uploading resources to an agreed location (TBC) ready for March 2016.

Conclusion

For further information please visit the Knowledge for Healthcare blog at <http://kfh.libraryservices.nhs.uk/category/workforce-planning-and-development/learning-zone-taf/>

Finally, the group are inviting suggestions for resources so please get in touch if you think we have missed something of relevance. You can tweet us at @KfHLearningZone or email our Chair, Sian Aynsley at sianaynsley@nhs.net

Thank you!

Kate Worrall
Outreach Librarian
Oxford Health NHS Foundation Trust (WARN)

Katy Oak
Librarian
Royal Cornwall Hospitals NHS Trust (RCH)

Public and Patient Information Task and Finish Group

There is a drive to encourage patients and the public to be more actively involved in their health care, either as proactive partners in decision making or in terms of self-management. Indeed this is enshrined in the NHS Constitution¹.

To do this patients need quality, trustworthy and understandable health information^{2,3}. NHS libraries are well placed to signpost the public and patients to such quality health information. Health literacy has become a priority for the NHS and for those libraries promoting health literacy this presents opportunities not only for patient contact but also for us to have closer working with clinicians as they deliver health information to patients.

An initial aspect of the Task and Finish Group was to scope current activity in this area and gather examples of best practice. This exercise demonstrated that many NHS libraries are already active in providing public and patient information. In doing so many have formed positive collaboration/cooperation with their public library colleagues as part of the Society of Chief Librarians Universal health Offer.

Other NHS libraries are keen to develop their work in this area and forge new working relationships. In response to this the group have produced an Ideas Bank from the scoping exercise. This has been made available on the KfH blog (see main link in the editorial).

The next phase of work to be completed by March 2016 is to produce a guidance document for NHS libraries on providing public and patient information. It is envisaged that this will be in terms of a minimum service with steps to a gold standard (depending on how the employing trust see their library service fitting into their strategy for patient information). This will include guidance on healthcare staff education as part of the health literacy agenda.

To date the group have had many partnership meetings and conversations with colleagues from, eg the Society of Chief Librarians, Public Health England, NHS England, the Reading Agency, Macmillan.

Alongside the national group, colleagues from the extended reference groups have also had an opportunity to be involved: for example for the first time we have NHS libraries represented on the Reading Agency Mood Boosting Books panel. (Editor's note – to be covered in the next Swimming Pool!)

1. NHS England, The NHS Constitution: the NHS belongs to us all, March 2013. Available online via:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/170656/NHS_Constitution.pdf
2. Patient Information Forum (2015) Is knowledge power?:using information and support to empower patients. London: PiF. Available online via:
<http://www.pifonline.org.uk/wp-content/uploads/2015/03/Is-knowledge-power.-Using-information-and-support-to-empower-patients..pdf>
3. Patient Information Forum (2013) Making the case for information London: PiF Available online via:
<http://www.pifonline.org.uk/wp-content/uploads/2014/11/PiF-Case-for-Information-Report-Final-Full-Report.pdf>

Carol-Ann Regan
Library and Knowledge Services Manager
Taunton and Somerset NHS Foundation Trust (TAU)

Network news

Welcome to Edina Pillok

BHCL are pleased to welcome Edina Pillok as Collections Manager at Bodleian Health Care Libraries. Edina brings with her a wealth of experience of working in library services in the UK and elsewhere in Europe.

Donald M Mackay
Head of Medical Sciences and Health Care Libraries
The Bodleian Libraries



North Bristol Trust – three new members of staff

John Loy

I'm delighted to have re-joined North Bristol Trust on 4th January as the new **Library and Knowledge Services Manager**. Having written a piece recently about my time at AWP, I feel I don't need to expand much on those words. It does feel a little like coming full circle, as 15 years ago, when I joined the NHS, my first job was working for the NBT library services in a primary care outreach post – a version of what Graham Brown (below) now does.

An open invitation - the new Brunel Building here at Southmead is truly gobsmacking, and when you have the time do arrange a visit to us to come and have a wander. We also have a terrific staff canteen on the fifth floor, complete with roof-top terrace and views across to Wales.

Leon Flower (Librarian)

Having taken a somewhat circuitous route to Librarianship via Private Investigation and Bookselling amongst other career false starts and dead ends, I find myself working two days a week here at Southmead Hospital Library. I also work for Swindon Borough Council's Library Service the other three days of the week as joint Lead for Outreach - a role I job share with my partner.

I worked for Swindon Libraries for 8 years and Chartered in 2014. I'm also now participating in CILIP's Leadership programme which, along with working in the Health sector now as well as the public library setting, is giving me a broader understanding of the whole LIS world. I've always loved reading and books but since becoming an information professional, I realise that it's information in general and ensuring people's access to it that gets me really excited!

Graham Brown

I took on the position of **Primary Care Librarian** here at North Bristol Health Care Trust at the beginning of December and, as such, am one of the new chaps here at Southmead. I do share my time between Southmead Hospital and South Plaza where the main Primary Care Library is based. This, I have to say, adds a pleasing variety to my working week.

My library background is academic, seeing me work at UWE for the past 12 years. Initially based at the very picturesque St Matts campus I moved up to Frenchay in 2009. Whilst I was there I undertook post graduate qualifications (which involves drinking lots of coffee, I mean Lots of Coffee!) and as a result saw me searching for a professional position. I was eager that this would be in the healthcare sector, and was delighted to be invited to take up

this position – I recall seeing the cranes as the new Southmead was being built and thinking how amazing it would be to land a job there – and I did!



L-R: Leon Flower, John Loy and Graham Brown

Previously I have worked for art galleries, cinemas and as a camera man for advertising and music videos, (amongst other things) although my one small 'claim to fame' would have to be that it is in fact my (unseen) hand which flushed the toilet in a toilet duck advert. You can imagine why I gave up my glamorous showbiz lifestyle for that of a healthcare librarian!

John Loy
Library & Knowledge Services Manager
North Bristol NHS Trust (SMD)

Staff changes at W14 (Bath)

Welcome to W14 (Bath) to Heather McGuigan who joins us as a Library Assistant on a short term contract. Heather has previously worked at the London Library and will be with us until the end of June covering Aoife O'Rourke's maternity leave.

Jason Ovens
Head of Library & Knowledge Services
Royal United Hospitals Bath NHS Foundation Trust (W14)

New staff at WXM



Hello, my name is Tehseen and I am very happy to be starting my new role as a Library Assistant at the John Jamison Library (WXM). I am an IT graduate from Brunel University and have been working in various roles within the NHS for the past 10 years such as training, learning and development but this is my first time in a Library environment. Through this role I'm hoping to gain a better insight into healthcare librarianship. There is a lot to learn but I am excited to get stuck in and learn as much as I can! I'm also hoping to meet and network with other librarians in the region along the way.

Tehseen Khan
Library Assistant
Frimley Health NHS Foundation Trust (WXM)

Staff changes at your library...?
Remember to write about them in Swimming Pool...

The Metrics Task and Finish Group

The latest news from the Quality and Impact stream of KfH is that it is worth identifying a small set of core questions which could be recommended for all impact surveys. These could then be supplemented, if desired by individual services, with more targeted questions relevant to their own sectors or services. The advantage of this approach is that it offers the potential for feedback on these core questions to be collated nationally if desired.

The Metrics Task and Finish Group reports to the Quality and Impact Group and has prepared a report to advance principles for good metrics in libraries serving the NHS. The group was asked to review the literature and identify appropriate methodologies and mechanisms for library metrics and KPIs. We found that the term 'metric' is itself open to misunderstanding, because something can be a metric in one context but not in another. We also found that traditionally, performance indicators in libraries focused on input, such as number of library visits, number of enquiries, opening hours, rather than output.

We have looked at the International Standard: ISO 11629:2014 Information and documentation – Library performance indicators. This standard follows the Balanced Scorecard approach to create four major performance measurements: resources, access, infrastructure use, and efficiency and development.

We considered the advice of Ben Showers¹, he suggests: measure what matters, don't collect things if you are not going to act on them and make as much data available as possible. A timely publication which has been influential in our thinking is the Metric tide HEFCE report which came out in 2015 as this mentions "responsible metrics".

The chair of the group, Alan Fricker, created an online survey tool which was distributed via the KfH blog and NHS network mailing lists. It ran for over a fortnight with responses received from across England and from teams working with primary, acute and mental health staff. The majority of responses came from services based in NHS organisations but local government and higher education were also represented. 150 responses were received but only 47 of these included a metric. A total of 117 metrics were put forward in all. Most people included usage data – either system generated or manually recorded. More complex measures included LQAF and survey tools that included satisfaction measures.

There is more information about the work of the Metrics group on the Knowledge for Healthcare blog. <http://kfh.libraryservices.nhs.uk/category/quality-and-impact/metrics-taf/>

¹ Showers, B. (2015) Metrics: counting what really matters. CILIP Update. Feb. 42-44.

Dorothy Curtis
Deputy Library Services Manager
Gloucestershire Hospitals NHS Foundation Trust (GRH/CGH)



'Appy Libraries at #UKMedLibs

Don't forget: the next #UKMedLibs twitter chat takes place on Tuesday 16th January at the usual time of 8pm. This month's chat covers apps – how do you find them, which ones might you recommend, have you ever made one, how secure are they, is our job to teach app security? Find out more on the #UKMedlibs blog – ukmedlibs.wordpress.com

What do you get if you cross a rabbit with a bird?

Sitting on the streamlining document supply task & finish group has challenged us to look at the many different ways that document supply is delivered across the country. David Law (Wolverhampton), David Watson (Derbyshire), Hugh Hanchard (North Yorkshire), Tricia Ellis (formerly HESW), Helen Williams (Hampshire), Helen Bingham (HEES) and I have spent each month comparing different document supply rabbits & birds.

One library service will say “We use rabbits and it **must** be rabbits. Rabbits are the best way of delivering document supply. Rabbits are quiet; they can be tamed and trained. They are very effective, they play and few are vicious”.

Another library service disagrees. “Birds are the way forward. Birds are smart **and** interactive. They can be trained to talk or sing and then fly away. They are very cost efficient. You don’t have to buy them food or house them as they live in the sky and they come back – well most of them do”

A third library service says “Rabbits and birds get on with one another. We use both. Sometimes we provide a rabbit document supply and sometimes a bird. Sometimes we are overwhelmed by requests for rabbits so we supply a bird instead. It depends what our user wants and we are the best people to decide whether we should give them a rabbit or a bird. That way we treat everyone the same”

And we won’t even mention the hybrid document supply services; rabirds or the birbit.

Does it matter? Well for our library user it does. A library user that goes into our NHS libraries in England gets a different document supply service depending on where they are in the country. They can be charged to request an article, they can be charged for an article depending on where the library sources it, or they can have lots of articles for free. They may need to visit the library to pick up a paper copy of an article even if it is available online or they can be sent an article electronically that they may struggle to open.

Knowledge for Healthcare is a five year plan that challenges us all to deliver change and transformation with the following underlying principles.

- ✚ Collaboration: do once and share working across boundaries
- ✚ Collective purchasing: central procurement at scale
- ✚ Digital by default: digital and mobile by default
- ✚ Effective and efficient: applying the principles of lean thinking
- ✚ Federation: pooling budgets, staff, resources across boundaries
- ✚ Innovation: flexibility, new models of service, best practice
- ✚ Quality: benefits to patients improving lives, outcomes, impact
- ✚ Streamlined: streamline structure, management, systems, process
- ✚ Technology: harnessing technology to streamline back-office functions

It means that we will need to look at how we deliver our services and it means that we will all need to make changes.

If you want to find out more, come to the study day at Shaw House in Newbury on Tuesday 8th March.

Sue Robertson
Library Services Manager
Buckinghamshire Healthcare NHS Trust (STM)

South West, Thames Valley and Wessex reps on the KfH Task & Finish Groups – Jan 2016

Working Group	Task and Finish Group	Members of T&FG	Members of extended reference group
Service Transformation	Core Service Offer	Sarah Johns (Chair) Caroline Plaice	Donald Mackay
	Current Awareness	Mark Bryant Roxanne Hart	Jo Hooper Fari Mashumba
	Patients and the Public	Carol-Ann Regan (Chair) Jayne Plant	Katie Barnard
	Streamlining Document Delivery	Sue Robertson (Chair) Helen Williams	Morag Evans Barbara Peirce Jenny Toller
	Knowledge Management		Gill McGlashan Tom Osborne
	Reaching the Wider NHS	Jason Ovens Lisa Riddington	Jo Laing Helen Pullen
Workforce planning and development	Defining Core Competencies	Alison Day Lorna Burns	Nicki Healey
	Understanding the LKS workforce profile		Sue Ap Thomas Jayne Plant
	Signposting CPD Resources	Kate Worrall Katy Oak	Katie Barnard John Loy
	Talent Management		Sarah Johns June White
	National Training Programme	Pauline Blagden John Loy	Chris Johns Jo Hooper
Optimising Investment	Optimising funding	Helen Bingham Sarah Johns	Paula Younger
	Return on Investment		Andrew Brown Sarah Johns
Quality and Impact	Impact	Rebecca Mitchelmore	Tom Arnold Alison Day Jenny Lang Katie Treherne
	Metrics	Dorothy Curtis	Andrew Brown
	LQAF	Dorothy Curtis	Jill Buckland
	Research		Pauline Blagden
Resource Discovery	Knowledge Hub	Laura Coysh	Anne Lancey
	Open Access	Owen Coxall	Rebecca Mitchelmore Helen Pullen
	Discovery Services	Laura Coysh	Lucy Gilham Nicki Healey Dan Smith Paula Younger
	Collaborative Purchasing	Sarah Maddock	Jenny Toller
	Authentication		Lucy Farnsworth Sarah Maddock

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