

Library and Knowledge Services

Annual Report, April 2023 - March 2024

Written by Joel Kerry-Sage, Library & Knowledge Services Manager

Approved by Ashok Kumar, Assistant Director, Medical Education / Library & Knowledge Services



Introduction

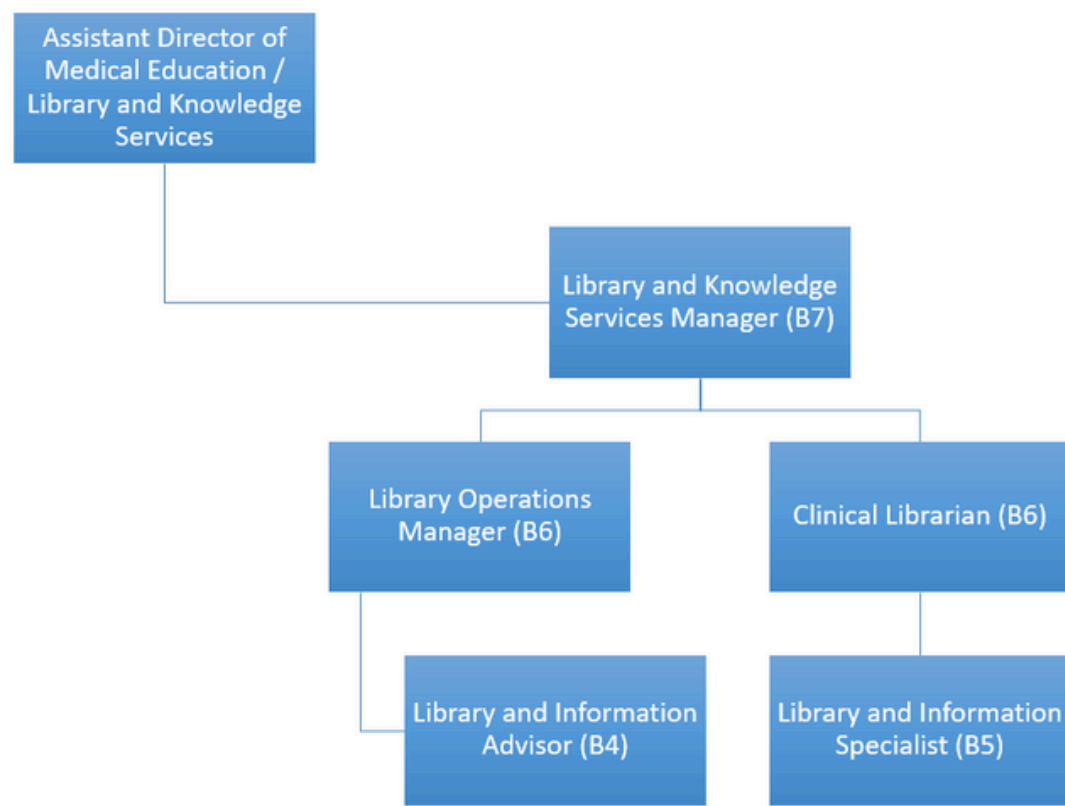
Library and Knowledge Services team members deliver library services and resources to all staff working at United Lincolnshire Hospitals NHS Trust (ULHT), Lincolnshire Community Health Services NHS Trust (LCHS), Lincolnshire Partnership NHS Foundation Trust (LPFT), and St Barnabas Hospice. We aim to support and enhance clinical practice and patient care, personal and professional development, education and training, organisational and service improvement, and research.

Throughout the year we have proactively sought out opportunities across all 3 NHS Trusts to promote the visibility of our services and resources. Team members worked closely with the Trust staff networks to support local and national awareness campaigns, including Black History Month and Pride Month staff conferences. Working with the Patient Experience Team and members of the Trust's Patient Information and Advisory Group (PIAG), we have supported colleagues designing or reviewing patient information leaflets. We have also regularly attended Trust Schwartz Rounds, providing case studies and resources to colleagues, to support the topics being discussed. We have seen a continued annual growth in colleagues subscribing to our 18 current awareness bulletins. Published and circulated throughout the year, library team members identify and collate high quality and reliable evidence covering a range of both clinical and non-clinical topics; from Healthcare Management, to Mental Health, Physiotherapy and Nursing.

2023-24 Highlights:

- **We enhanced the library user experience by successfully migrating book and reader records into the new regional Library Management System, Koha, from our old, stand alone Library Management System, Heritage.**
- **Working with Trust Research colleagues we set up and launched a database of research published or presented at conferences by ULHT, LCHS and LPFT staff.**
- **Appointment of our new Library and Knowledge Services Manager, Joel Kerry-Sage.**
- **Our Library and Information Advisor, Katie Smith was named as one of the Train Together Apprentices of the Year.**
- **Our Library and Information Specialist, Laila Chaloner-Tiainen successfully submitted her professional registration portfolio to our professional body, CILIP, and gained Chartered Member status.**

Meet the Team



Staff Name	Job Role
Ashok Kumar	Assistant Director of Medical Education / Library and Knowledge Services
Joel Kerry-Sage	Library and Knowledge Services Manager
Catherine Jones	Library Operations Manager
Sinead Stringwell	Clinical Librarian
Laila Chaloner-Tiainen	Library and Information Specialist
Lesley Firth	Library and Information Specialist
David Christian	Library and Information Advisor
Jackie Goode	Library and Information Advisor
Katie Smith	Library and Information Advisor
Liz Carr	Library and Information Advisor

In December 2023, the Library and Knowledge Services Team warmly welcomed Joel Kerry-Sage as their new Library and Knowledge Services Manager.



Joel previously worked for Leeds Teaching Hospitals NHS Trust's Library and Information Service, most recently on a 16 month secondment, as Library and Information Service Manager, responsible for the strategic delivery and development of library spaces, resources and services to a workforce of approx. 21,000 staff, working across 5 large hospital sites. Prior to his secondment, Joel worked as Site Librarian (Operational Lead and Clinical Outreach Librarian) for almost 10 years in the same library team.

Prior to working in NHS Libraries, Joel worked in Public Libraries for 18 years, as Local and Family History Librarian in York City Library and Archives Service, and before this also managed the city's Mobile Library / At Home service in Leeds.

In November 2019, NHS England published a recommended staff ratio of 1 qualified Library and Knowledge Specialist per 1,250 (WTE) staff.

We currently have 4.19 (WTE) qualified team members, which equates to a staff ratio of 1 qualified Library and Knowledge Specialist per 3,274 (WTE) staff. This means we are currently under NHS England's recommended staff ratio threshold.

[NHS England Library and Knowledge Staff Ratio Policy](#)

NHS Trust	Total (WTE)
Lincolnshire Community Health Services NHS Trust	2,107
Lincolnshire Partnership Foundation NHS Trust	2,615
United Lincolnshire Hospitals NHS Trust	8,454
TOTAL (WTE)	13,176

[NHS Digital \(March 2024\)](#)

Financial Statement

Now that we are fully staffed, spending on staffing increased during 2023-24. Spending on e-resources also continues to increase, in line with yearly global inflation rate increases.

A review of e-resources and usage will also be carried out during 2024-25 to ensure that our e-resources meet the needs of ULHT, LCHS and LPFT colleagues; and provide a good return on investment.

During 2024-25 a review of our examination book stock will be carried out to ensure that revising Foundation Doctors and Specialty Trainees can revise using the most current exam revision books.



In July 2022, NHS England published an indicative funding model for NHS England Library and Knowledge Services. The funding model recommends 2.4% of NHS England Education Contract funding for undergraduate and postgraduate GDC, GMC, GPhC, HCPC, and NMC trainee places and training should be allocated to fund library services and resources; with a further 2.4% matched contribution by NHS Trusts.

Whilst our 2023-24 budget does not comply with NHS England's indicative funding model, budget funds have been used to purchase a good range of resources and services.

[NHS England Indicative Funding Model for NHS England Library and Knowledge Services](#)

Quality Assurance

Collaborating with key ULHT, LCHS and LPFT stakeholders we work to ensure that the Library and Knowledge Service meets its required quality and funding indicators, found in **Schedule 1 of the NHS England Education Funding Agreement, 2024-27**. NHS England has “**an expectation that Placement Provider organisations within every health system will work together to make sure that all NHS Staff and learners can benefit from proactive knowledge and library services ... whether this is hosted internally, [or] delivered via a managed service level agreement with another NHS Provider**”

Each year, we are required to complete and submit to NHS England, the following information about our staffing, funding and activities: -

NHS England Annual Statistical Returns

5.10.2. Knowledge and library service statistics workforce Part 1.	Yes
5.10.3. Knowledge and library service statistics activity Part 2.	Yes

NHS England’s [Quality Improvement Outcomes Framework \(QIOF\)](#) is a library service improvement maturity framework which is underpinned by NHS England’s [Knowledge for Healthcare, a strategic framework for NHS Knowledge and Library Services, 2021-26](#).

Within QIOF there are 6 quality and improvement outcomes:

- **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.**
- **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.**
- **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.**
- **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.**
- **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.**
- **Services provided by the knowledge and library services team demonstrate positive impacts on the delivery of healthcare and on organisational priorities.**

Embedded in these outcomes are 16 essential indicators, covering the required core elements for library service delivery.

Outcome No.	Indicator No.	Essential Indicators
Outcome 1		
	1.1	The organisation has identified a member of the Board or the Executive to engage with the knowledge and library services team to ensure that the needs of the organisation are met.
	1.3	The organisation has an approved and documented strategy for the knowledge and library service that is aligned to the Knowledge for Healthcare strategy.
	1.5	The organisation ensures that there is an established identifiable budget to fund knowledge and library services staffing, services and resources for users. It is managed by the knowledge and library services manager.
	1.6	Delivery of the knowledge and library service Improvement Plan is regularly reviewed by the line manager and other senior staff with the knowledge and library service manager.
Outcome 2		
	2.1	The organisation and the knowledge and library services team advocate the use of clinical decision support tools.
	2.2	Knowledge and library specialists provide evidence and literature search services for clinical staff.
	2.3	Knowledge and library specialists provide evidence and literature search services to non-clinical staff.
	2.5	Knowledge and library specialists provide evidence summaries for healthcare staff.
	2.9	Knowledge and library staff promote and deliver personalised alerting services from a range of sources.
Outcome 3		
	3.1	The knowledge and library service is promoted to all staff and learners.
	3.2	The knowledge and library services team use knowledge and evidence needs analysis and feedback from users to consider changes to services and/or resources.
	3.5	The knowledge and library services team work with the organisation to take a targeted and planned approach to marketing the service.
Outcome 4		
	4.1	The organisation ensures that the knowledge and library service is led and managed by a qualified and experienced knowledge specialist, librarian or knowledge manager.
	4.3	Plans for service development and improvement incorporate a review of the capacity, strengths and skill gaps within the team.
Outcome 5		
	5.4	Developments and improvements of the knowledge and library service are informed by the evidence base.
Outcome 6		
	6.3	The knowledge and library services team promote the service using evidence of impact that is analysed and reported.

All NHS library services are required to complete and submit to NHS England a QIOF service improvement plan and/or self evaluation; to demonstrate continuous service improvement is built into library service delivery, focused on both the 16 essential indicators and 6 quality and improvement outcomes.

A conversation to review QIOF between NHS England, the Library and Knowledge Service Manager and key Trust stakeholders is scheduled for:

UNITED LINCOLNSHIRE HOSPITALS NHS TRUST	December 2024
LINCOLNSHIRE COMMUNITY HEALTH SERVICES NHS TRUST	May 2026
LINCOLNSHIRE PARTNERSHIP FOUNDATION NHS TRUST	July 2026

During 2024-25 a new performance dashboard of key performance indicators will be agreed with key Trust stakeholders, incorporating a review of our QIOF Service Improvement Plan.

Demonstrating our Impact

Throughout 2023-24 our Library and Knowledge Specialists worked collaboratively with clinical and non-clinical colleagues working at ULHT, LCHS and LPFT.

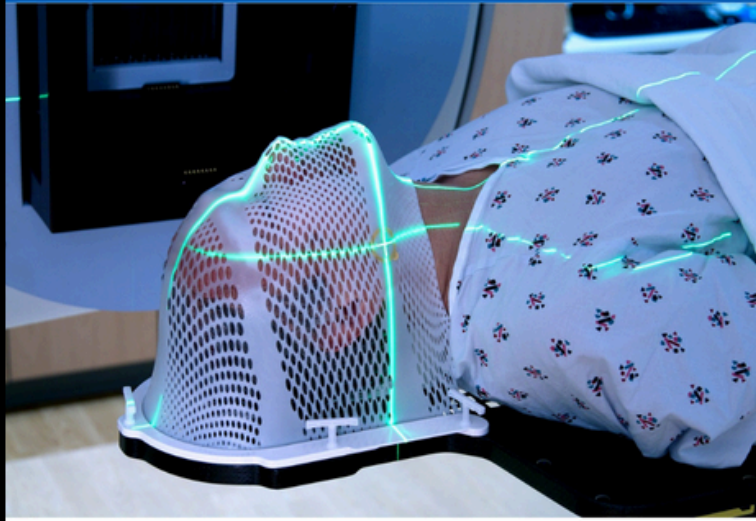
The tangible organisational benefits of Library and Knowledge Specialists engaging with, and supporting colleagues has been demonstrated to positively “affect direct patient care, quality [improvement] and save money.” (Brettle, 2016)

Peer-reviewed impact case studies enable us to demonstrate and showcase the important and positive impacts we make to patient care and service development. These may include:

- Improving patient outcomes or safety;
- Reducing unnecessary interventions or informing treatment options;
- Underpinning education and learning;
- Enabling and informing business or patient care decision-making;
- Shaping or developing strategic policies, clinical guidelines or clinical practice;
- Improving organisational performance or productivity, including time or financial savings;
- Facilitating research and innovation;

These two impact case studies were successfully peer-reviewed and accepted on to NHS England’s national database of high impact Library and Knowledge Services case studies.

Demonstrating Library and Knowledge Specialists take the ‘heavy lifting’ out of embedding evidence into clinical practice and patient care



Literature search supported the development of a pelvic radiotherapy late effects service in Lincolnshire

“ The literature search highlighted where there were gaps in the research with disease-free survival being the main focus and quality of life being treated as an afterthought. Most of the research focuses on the physiological late effects of radiotherapy such as bladder and bowel symptoms. There is much less research about the more holistic effects such as fatigue, sexual wellbeing and psychosocial symptoms. Knowing about this gap in the literature and in clinical practice has encouraged me to focus more support in these areas. ”

Jane Hall, Advanced Practitioner, Radiotherapy Late Effects Service, United Lincolnshire Hospitals NHS Trust

Previously there was no centralised service to support patients with late effects from radiotherapy during their treatment for cancer. Patients with symptoms would usually contact their GP, who would double check for any additional cancers. If a patient’s tests results came back negative there was very little else that could be done to support them. Patients were generally left to support themselves through this often long-term and life changing period of their lives. This new service will also be one of a handful of Radiotherapist-led clinics in the UK and as such needed a strong evidence base to help take it forward.



Demonstrating Library and Knowledge Specialists take the ‘heavy lifting’ out of embedding evidence into clinical practice and patient care



Literature search supported a Trust serious incident investigation

“ The literature search highlighted evidence we were able to embed into Trust patient guidelines. The evidence also provided transparency and assurance for the serious patient investigation. An evidence-based and standardised diagnosis protocol has reduced staff anxiety and uncertainty in patient management decision-making. The MDT were also able to give the patient an evidence-based, well informed and thorough response to the incident investigation. ”

Heather Allmond, Consultant Midwife, United Lincolnshire Hospitals NHS Trust

The maternity multi-disciplinary team (MDT) were prompted to carry out an investigation following a serious patient incident involving a missed diagnosis of an uncommon but serious complication of pregnancy, HELLP Syndrome. The MDT were keen to incorporate best practice, guidelines and published research into the lessons learnt to improve the care of patients, and the prevention of future patient incidents.



User Feedback

The information in these articles will positively impact on staff culture and how we can improve one’s fear of speaking up, to speaking up being accepted as business as usual. Creating an open culture will positively impact patient and staff safety.
- Freedom to Speak Up Guardian, ULHT

This search related directly to patient safety and the perioperative teamworking dynamic. The information I received will play a strong role in the prevention of clinical incidents. Thanks for your time and expertise. It’s greatly appreciated!
- Clinical Educator, ULHT

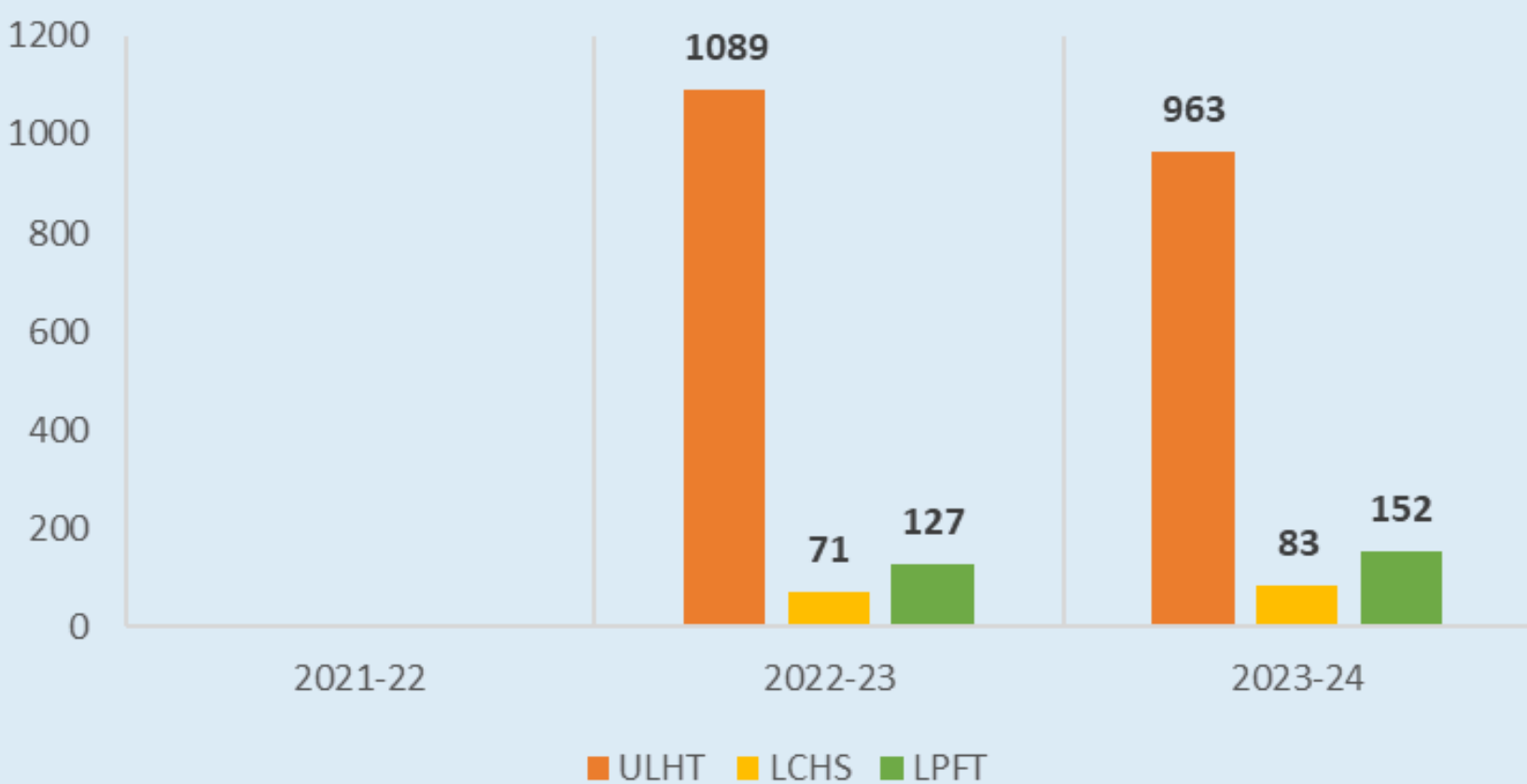
These articles helped inform the care I give patients with chronic pain. I also hope to do some more research as part of a QI project on communication.
- Acute Pain Nurse Specialist, ULHT

I find the literature search information I get useful and relevant to my role. Without this service, I would not have the time to find this information and couldn’t improve my knowledge and understanding.
- Mental Health Practitioner, LPFT

Subscribing to KnowledgeShare really helps to keep me updated, and enhances my personal knowledge.
- Respiratory Nurse Specialist, LCHS

Annual Trends

Registered Library Readers



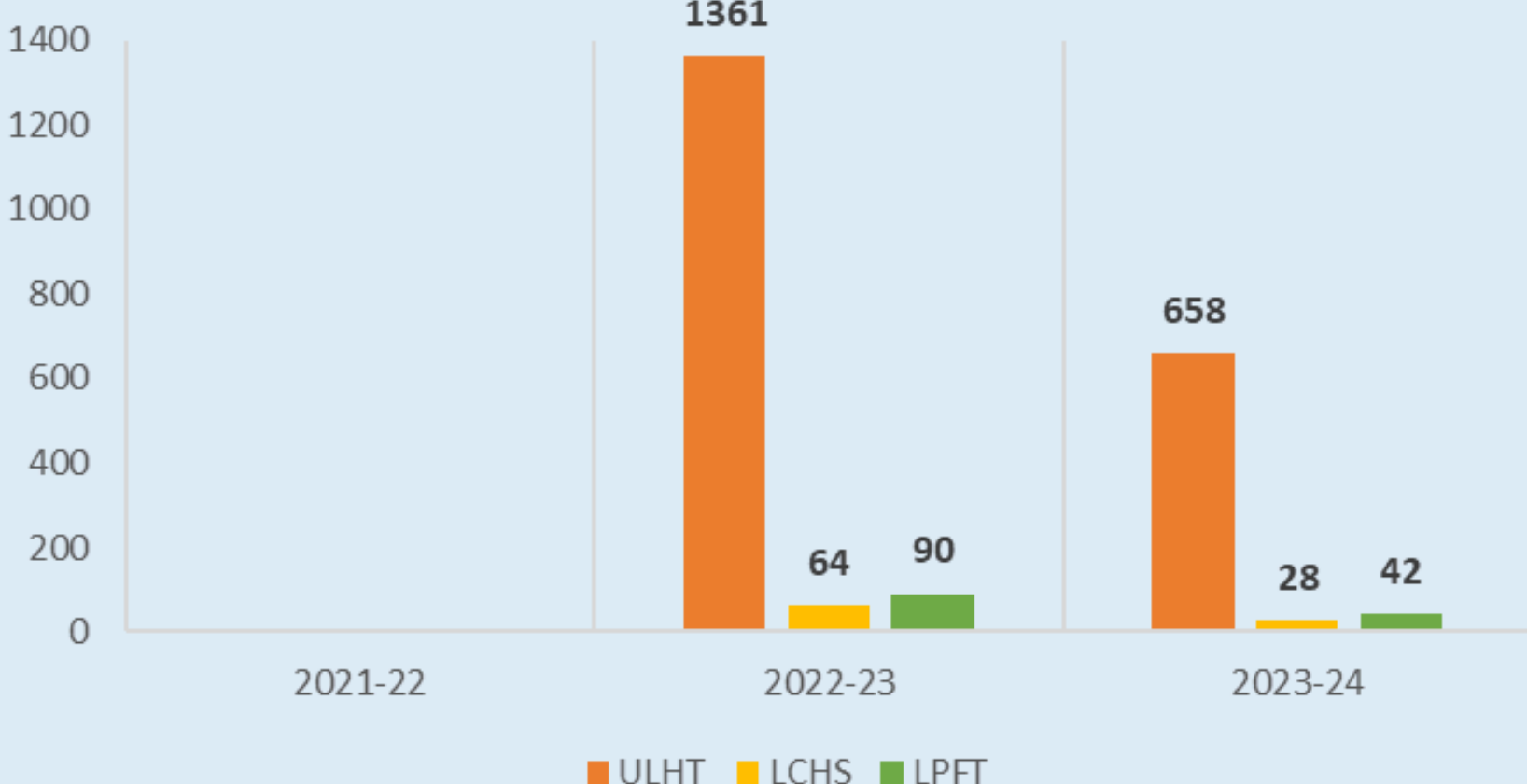
During 2023-24, the number of registered library readers decreased for ULHT, but increased for LCHS and LPFT. Book loans fell across all 3 NHS Trusts. To raise awareness of our physical library spaces and book collections, our Library Operations Manager and Library and Information Advisors visited hospital halls of residence and carried out a leaflet drop.

In April 2023, we joined the Health Libraries Midlands (HeLM) consortium. Sharing a regional Library Management System (purchased and administered by NHS England) gives our registered library readers access to over 250,000 print books from over 40 NHS libraries. Migrating from our own stand alone Library Management System, Heritage, provided us with a recurrent annual financial saving of £5,698.32, which was reinvested into library service delivery.

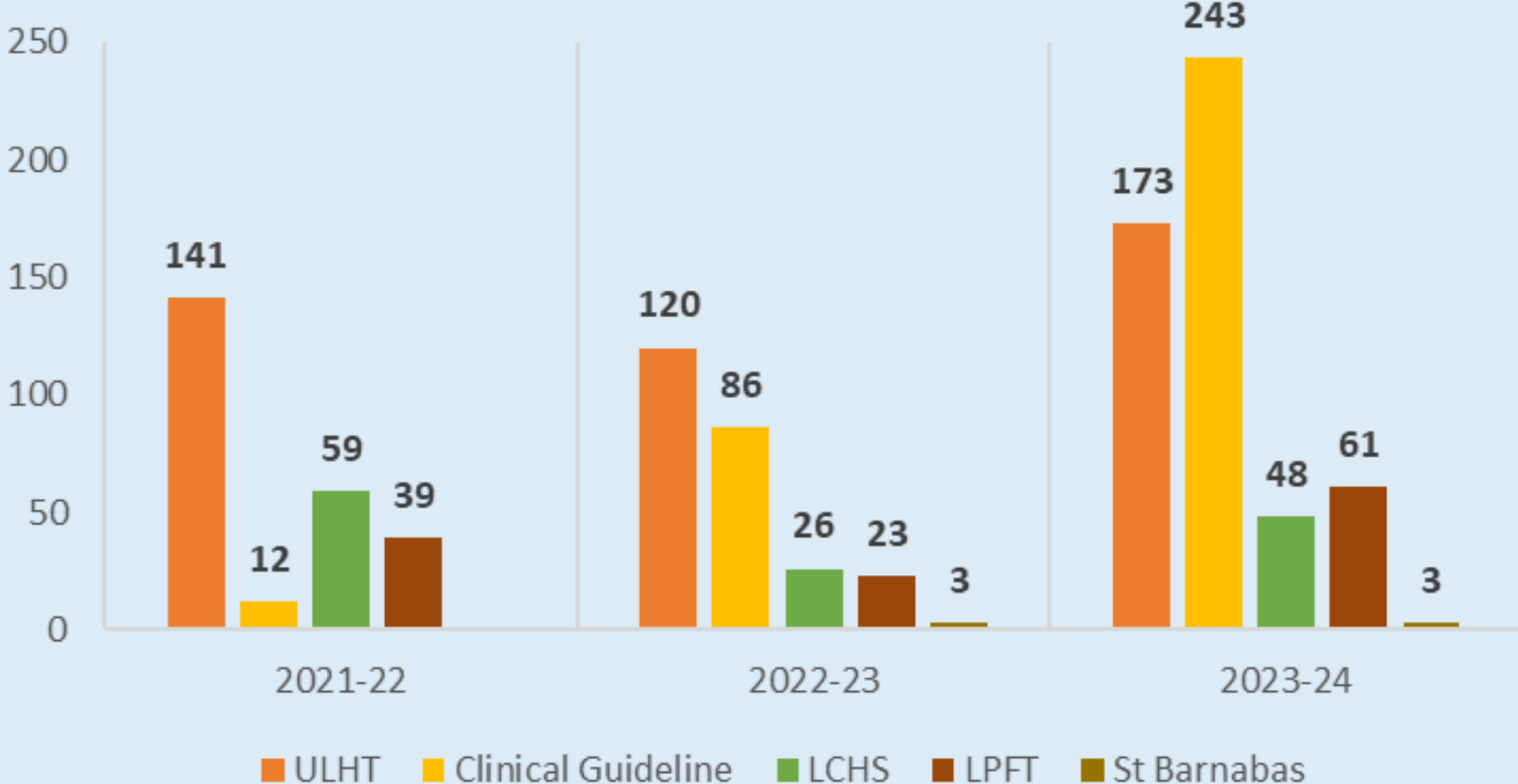
In December 2023, we also joined the Inter-Network Collaborative book supply and loan scheme (INC Scheme) which enables us to either borrow print books or request chapters from any NHS England library service; on behalf of our library readers.

During 2024-25, we will proactively promote this increased access to print books outside of our collection, to encourage more colleagues to register as library readers and increase our book loans. We also plan to do a pop-up library event at Louth County Hospital, where we have no physical library; to raise awareness of library services and resources available to colleagues working at this hospital site.

Book Loans



Searches



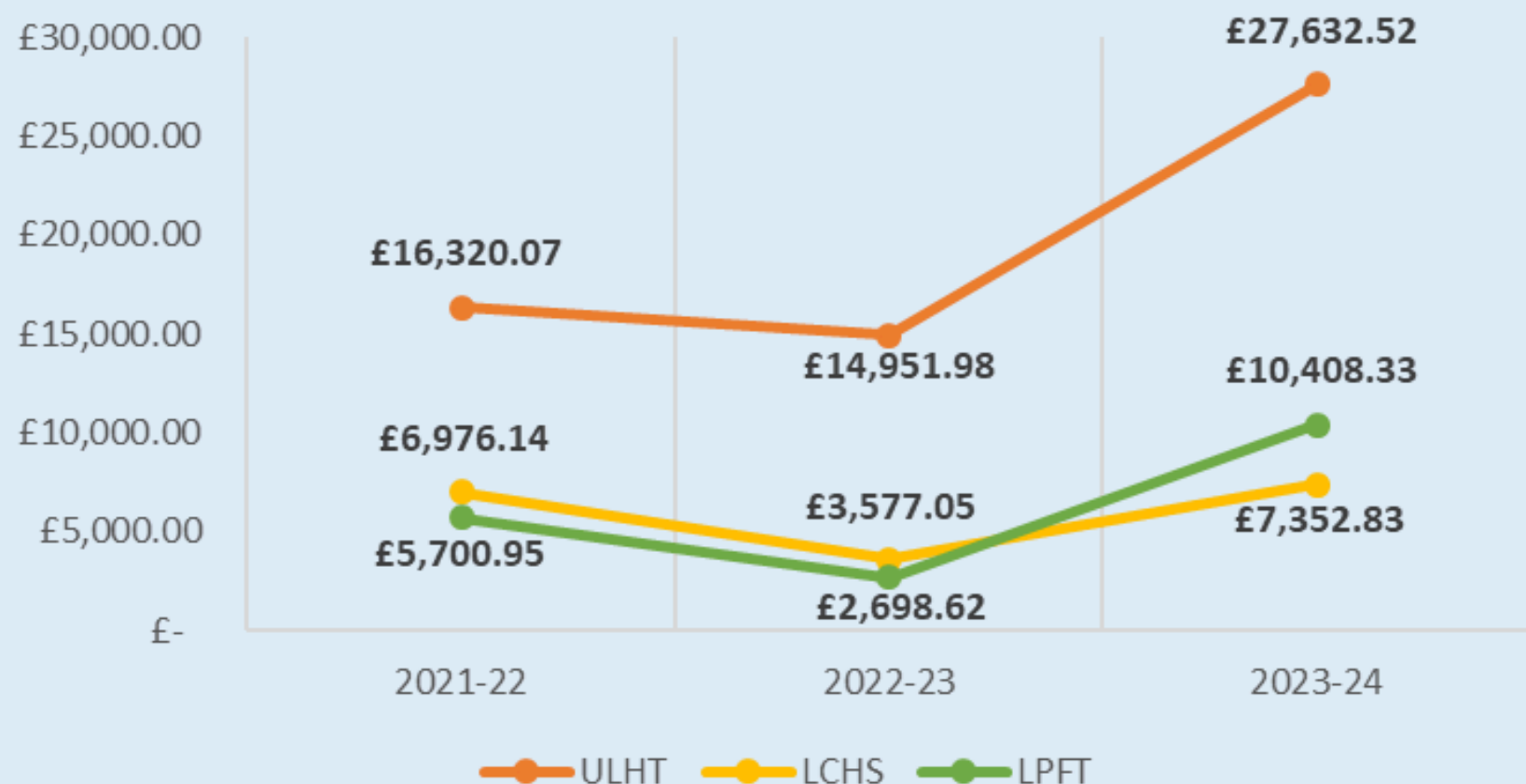
During 2023-24, our Library and Knowledge Specialists completed 528 searches. This includes 243 requests for in-depth evidence base searches to support ULHT colleagues to either create or review Trust policies, procedures or clinical guidelines. In-depth evidence base searches provide both the Trust and Care Quality Commission (CQC) with assurance we are delivering safe patient care; in line with national guidelines, best practice and legislation.

During 2024-25, we will collaborate with LCHS and LPFT colleagues to promote the value of embedding in-depth evidence base searches in to the development of Trust policies, procedures and clinical guidelines.

Whilst the majority of submitted literature search requests were to support patient care, teaching, research projects, or CPD; this year there was an notable increase in literature search requests from ULHT and LCHS non-clinical colleagues:

- ULHT: 26 (15% of total requests)
- LCHS: 7 (14% of total requests)

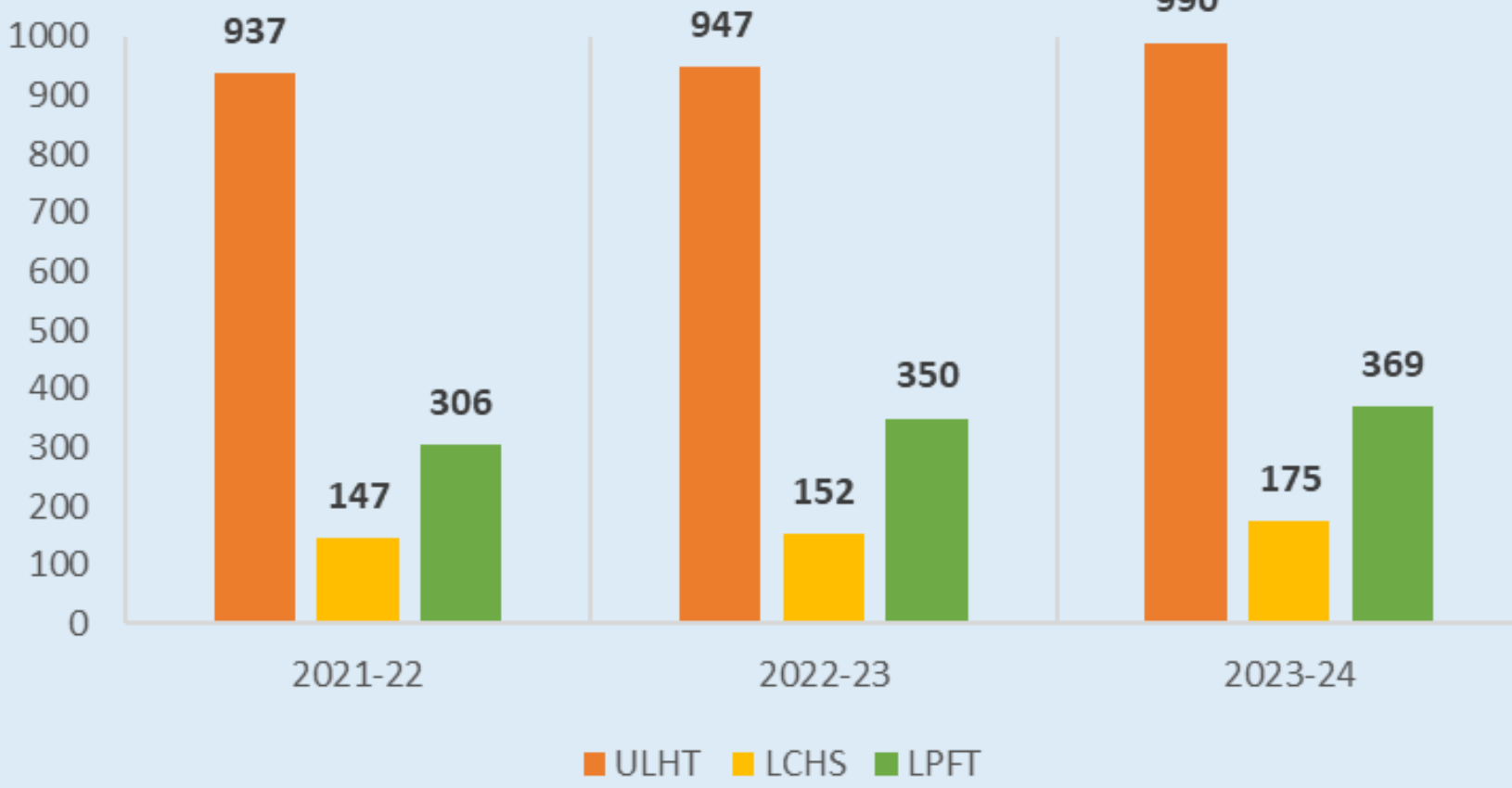
Economic Savings Benefit From Searches



Using research commissioned by NHS England, (Edwards, Gilroy and Mallander, 2022) we can demonstrate we generated an annual economic savings benefit of £45,413.68 by completing literature searches on behalf of ULHT, LCHS and LPFT colleagues. Evidence base search requests for Trust policies, procedures and clinical guidelines are not currently included in this economic savings benefit; because we do not record these in the same way as literature search requests.

Annual Trends

NHS OpenAthens Accounts

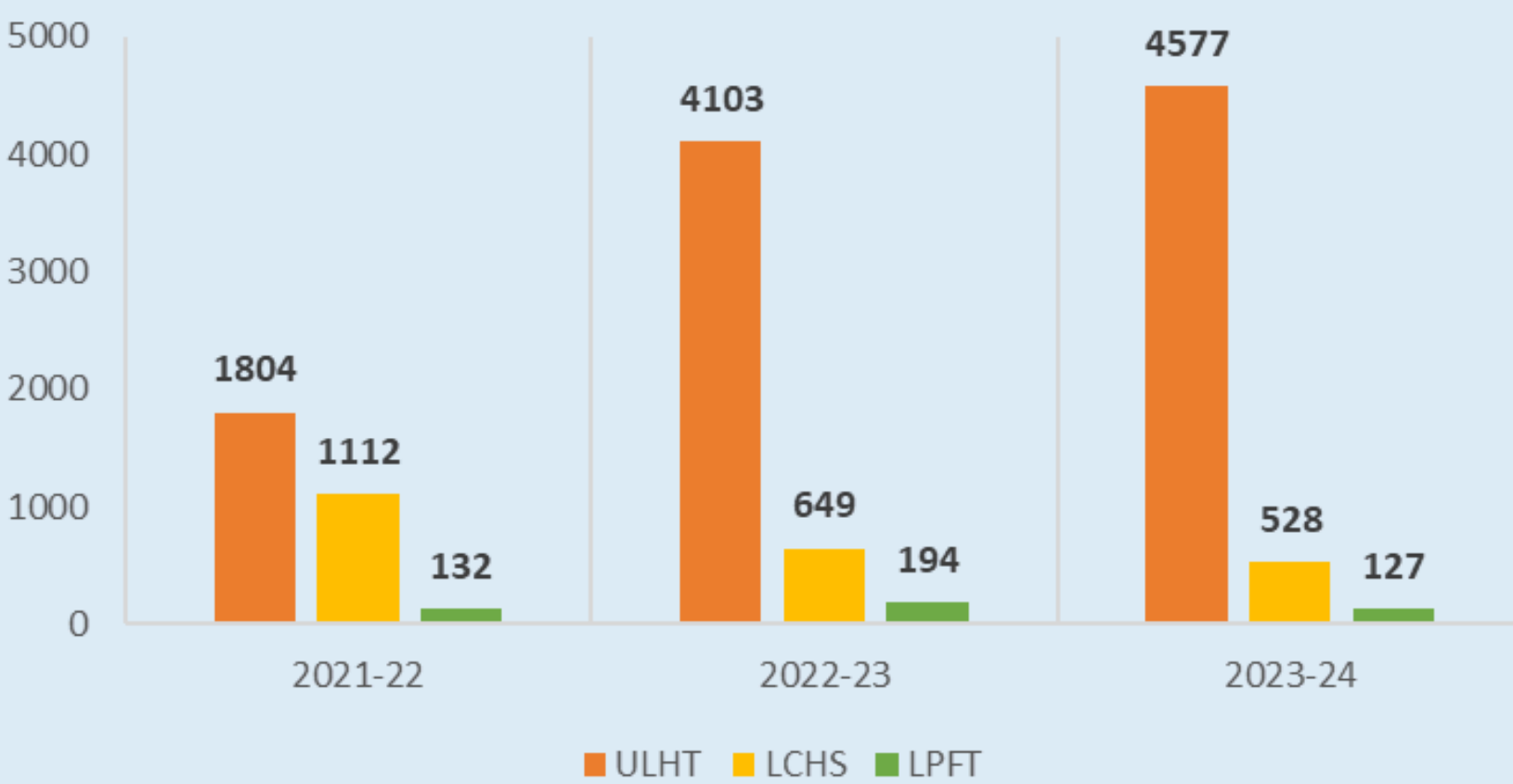


The number of registered NHS OpenAthens accounts rose during 2023-24 for all 3 NHS Trusts. However, the uptake of registered accounts, as a percentage of each Trust's workforce is very low:

- ULHT: 11.7%
- LCHS: 6.6%
- LPFT: 14.1%

During 2024-25 we aim to raise awareness of both our e-resources and how to register for a NHS OpenAthens account. We will run regular resource discovery sessions and 'getting the most out of your NHS OpenAthens account' sessions, and will also be producing library service and resource handouts aimed at staff groups.

BMJ Best Practice Sessions

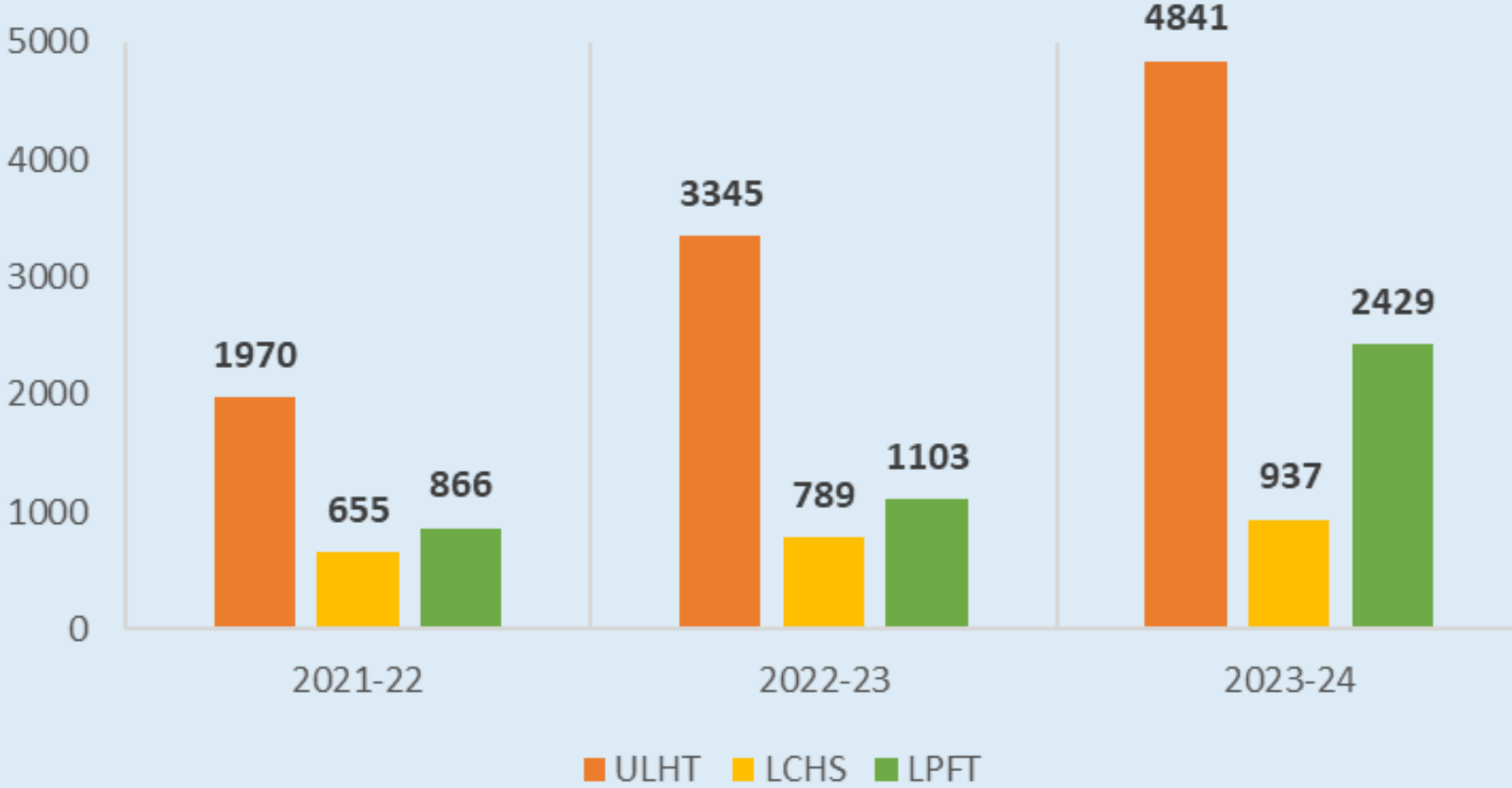


BMJ Best Practice is a clinical decision-making tool, purchased by NHS England, to give all NHS England staff and trainees with point-of-care access to the latest peer-reviewed clinical guidance to treat a patient's acute condition, alongside pre-existing co-morbidities.

2023-24 usage of BMJ Best Practice varied across all 3 NHS Trusts, but is well used by colleagues with a NHS OpenAthens account, either via the website or app.

During 2024-25, we will liaise with Trust IT colleagues to investigate integrating BMJ Best Practice into each Trust's electronic patient records system and enable IP authentication, which should enhance its visibility and encourage usage among clinical staff.

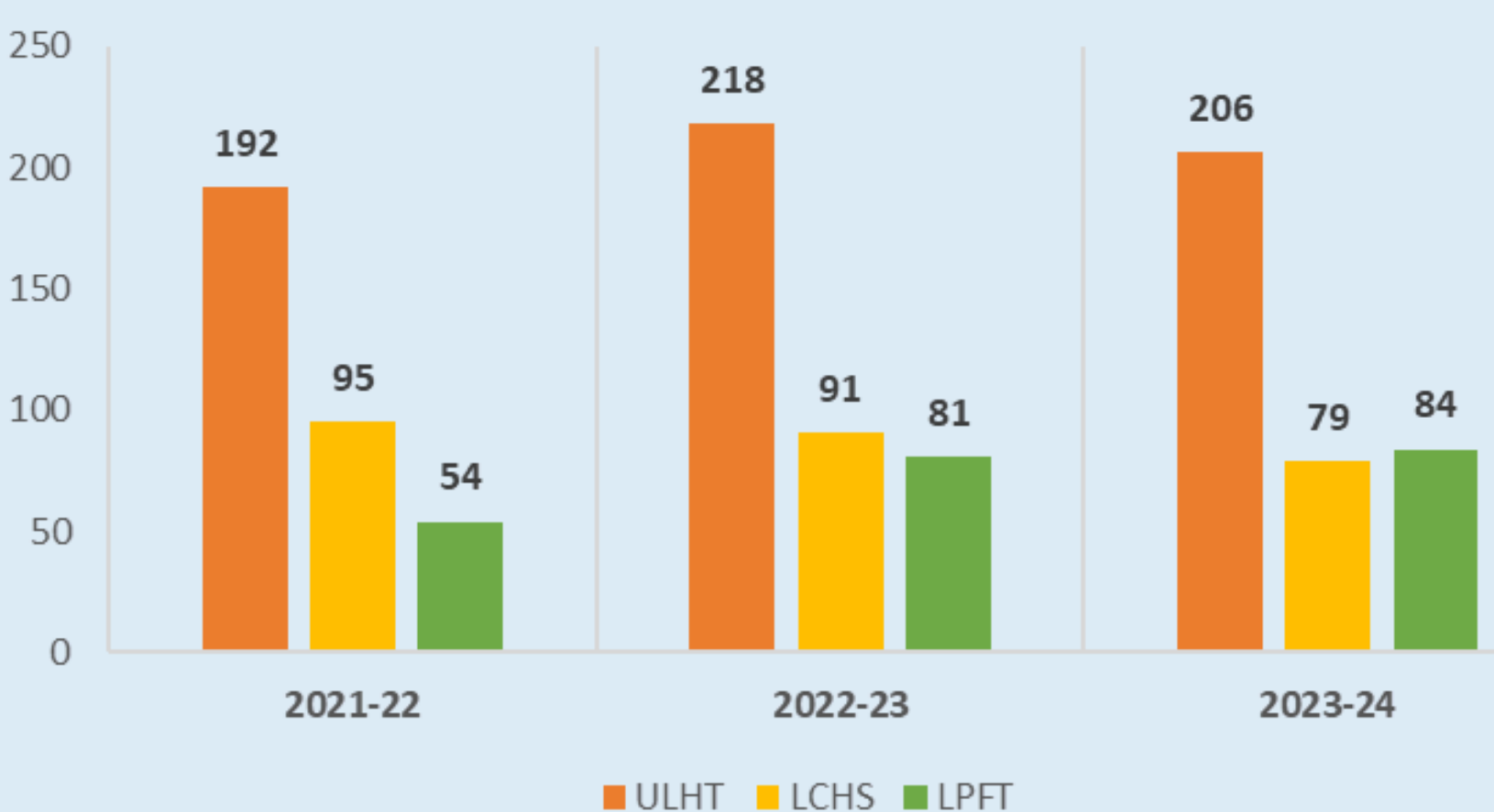
Completed Article Requests



Requests to source and supply journal articles has risen for a third consecutive year. These requests are generated from ad hoc requests, completed literature search summaries and subscribers to our current awareness specialty bulletins and articles of interest mail shots. During 2023-24, our Library and Information Advisors completed 8,207 requests.

During 2023-24, NHS England launched INCDocs, an online tool that streamlined the process of sourcing articles from another NHS England library service. INCDocs helped to significantly improve our turnaround time for supplying articles and to reduce the number of requests we could not source. (17 article requests could not be sourced)

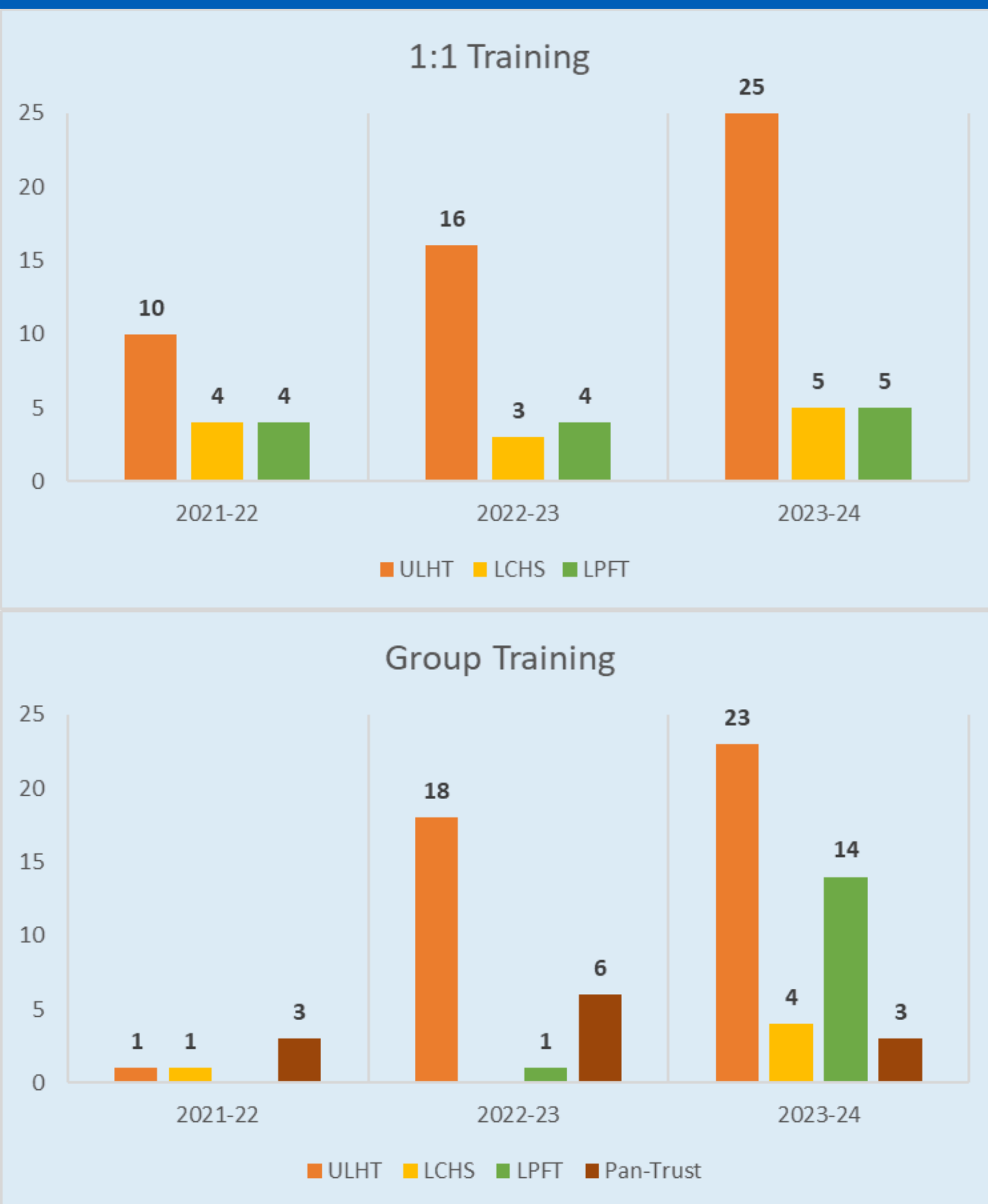
KnowledgeShare Subscribers



Whilst KnowledgeShare has a number of modules, we promote and use the personalised current awareness alert module. This module enables subscribers to keep up to date with the latest reports, guidelines, articles and policy documents within their specialty or professional interests.

Interest from colleagues wanting to subscribe to our current awareness services continues to grow across all 3 NHS Trusts. We will continue to seek out opportunities to promote these services and the time they save colleagues, wanting to source information to maintain their current awareness.

Annual Trends



Requests for 1:1 sessions from colleagues wanting either literature searching or critical appraisal support rose during 2023-24 across all 3 NHS Trusts.

Requests for bespoke group training sessions by either departmental teams or a group of staff also increased during 2023-24. The majority of these sessions aimed to give learners an introductory overview of library services and resources. Learners included Psychologists (LPFT), Preceptorship Nurses (LCHS/ULHT), and ES/CS Forum members (ULHT)

Using an external trainer, we facilitated several pan-Trust Elsevier ClinicalKey resource discovery sessions throughout the year, open to all ULHT, LPFT and LCHS colleagues to attend.

We also successfully launched a series of 'Lunch and Learn' sessions and also began to attend LPFT Trust inductions for new starters, and ULHT Trust inductions for new Foundation Doctors and Specialty Trainees.

During 2024-25, we will redesign our training webpage to make it more learner friendly. We plan to launch a trial programme of training sessions to deliver literature searching, critical appraisal and health literacy skills. We will also liaise with Trust Communication colleagues and Organisational Development colleagues to help us to promote the full range of training and learning opportunities we offer, and to increase uptake.

Priorities for 2024-25

- Liaise with Trust IT colleagues to investigate integrating BMJ Best Practice into each Trust's electronic patient records system and enable IP authentication.
- Facilitate a pop-up library event at Louth County Hospital, where we have no physical library, to raise awareness of library services and resources available to colleagues working at this hospital site.
- Collaborate with LCHS and LPFT colleagues to promote the value of embedding evidence searches in to the development of Trust policies, procedures and clinical guidelines.
- A review of e-resources and usage will also be carried out during to ensure that our e-resources meet the needs of ULHT, LCHS and LPFT colleagues; and provide a good return on investment.
- Aim to to raise awareness of both our e-resources and how to register for a NHS OpenAthens account, running regular resource discovery sessions and 'getting the most out of your NHS OpenAthens account' sessions, and will also be produce library service and resource handouts aimed at staff groups.
- Working with Trust volunteers, relaunch our Patient Library service, delivering fiction and non-fiction books to in-patients, to read during their hospital stay.
- A review of our examination book stock will be carried out during to ensure that revising Foundation Doctors and Specialty Trainees can revise using the most current exam revision books.
- As part of our annual marketing plan, review our library website and Trust Intranet content, to ensure information about library services and resources is current and easy for colleagues to access.
- Launch a trial programme of training sessions to deliver literature searching, critical appraisal and health literacy skills and liaise with Trust Communication colleagues and Organisational Development colleagues to promote the full range of training and learning opportunities we offer to to learners.