



ANNUAL REPORT APRIL 2016 - MARCH 2017

AND

SERVICE OBJECTIVES APRIL 2017 - MARCH 2018

Our Vision...

Effective, Efficient, Innovative

Providing quality information services, creating a knowledge base to support:

- Personal and professional development,
- Evidence-based practice,
- Research and innovation.

Sarah Maddock
Library Services Manager
June 2017



NHS
Oxford Health
NHS Foundation Trust

Oxford Health Libraries
Warneford Library - Warneford Hospital, Oxford, OX3 7JX
Littlemore Library - Littlemore Mental Health Centre, Oxford, OX4 4XN
Whiteleaf Library - Whiteleaf Centre, Aylesbury, HP20 1EG
Library Resources Online - Website, Catalogue, and NHS OpenAthens

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1.0 INTRODUCTION

The following report aims to inform Library stakeholders about the past year's activities and achievements and sets out objectives for 2017-18.

2.0 ACHIEVEMENTS/HIGHLIGHTS 2016-2017

2.1 Library strategy

The library service has continued to work towards meeting the key objectives of the library strategy: <http://www.oxfordhealth.nhs.uk/library/media/Library-Strategy-2013-16-Final.pdf>

Current progress and targets for the coming year are included in Appendix 5. This was the final year of the current strategy. A consultation began in late 2016 to inform the strategic development for the next 3 years. The new strategy will be guided by the principles of the National Knowledge for Healthcare Strategic Framework (KfHC) as well as the priorities of OHFT and other stakeholders.

- Overall progress has been good, continuing with the trend of high demand for specialist library services including literature searching, knowledge skills training/support and provision of high quality information resources.
- Significant achievements include maintaining a high level of LQAF compliance (96%); maintaining a high level of literature searches delivered; maintaining 6 external SLAs, considerably increasing both the uptake of the KnowledgeShare tailored alerting service to 1096 members and adding many new recipients to existing and new specialist evidence bulletins; widening outreach activities, including providing librarian support for a ward round at the Highfield Adolescent Unit and initiating and supporting a new reading group for inpatients at Cotswold House, Warnford Hospital.
- There has also been a notable increase in use of e books and continuing high level of provision of quality evidence resources to users from own stock and other libraries.
- Additional high quality online resources have been provided in response to user requests.
- The latest annual survey has shown high levels of satisfaction with services and identified areas for development including increase of awareness of services available and outreach librarian support.
- The survey also confirmed continuing high levels of use of library premises which are greatly valued by users as a place to work and learn, contributing to improving staff well-being, skills and excellent practice, but also highlighted areas for improvement.

2.2 Working in partnership: Knowledge for Healthcare.

OHFT library staff continued to support the Health Education England (HEE) sponsored [Knowledge for Healthcare](#) work programme. Published in 2015 this strategic development framework for NHS library and knowledge services in England highlights the pivotal role of healthcare library and knowledge services (LKS) in delivering HEE's vision: "to ensure that all staff and learners, patients and the public, have access to and can use the best knowledge and evidence available for learning, research, innovation, clinical and organisational decision-making and critical thinking in health and healthcare, wherever and whenever they need it, thus reducing the gap between evidence and practice".

In December 2016 a new Chartered Institute of Library and Information Professionals (CILIP)/HEE campaign started with a letter sent to Trust CEOs and COOs to raise awareness of the value and



potential role of NHS Library and Knowledge Services. The next part of the campaign followed in January 2017, [**#a million decisions**](#) highlighting the role of librarians and knowledge specialists in delivering evidence to support more than a million decisions a day across the healthcare sector. Targeted at the most senior officers of the Department of Health, NHS and wider health sector, HEE also published the first [NHS Library and Knowledge Services in England policy](#). The campaign supported the key aims of the policy to:

- Ensure the use in the health service of evidence obtained from research.
- Raise awareness amongst NHS organisations of the legal requirement under the [Health and Social Care Act 2012](#) to use evidence from research in health service planning and delivery
- Advocate that arms-length bodies seek assurance that the health organisations with which they work are basing decisions upon evidence obtained from research in line with the Act
- Encourage each NHS organisation to take responsibility for enabling its workforce to freely access library and knowledge services so that they can use the right knowledge and evidence to achieve excellent healthcare and health improvement.
- Recommend all NHS organisations and providers to draw upon the expertise of health librarians and knowledge specialists.
- Demonstrate that using evidence enables better and more cost effective patient care. Librarians and knowledge specialists find, synthesise and summarise evidence faster, cheaper and more thoroughly than non-specialists, thus releasing time for health care professionals to provide high quality care for patients.
- Embed evidence-based decision-making both in the Boardroom and at the bedside, in the Practice and for the patient. Librarians and knowledge specialists underpin evidence into practice and make a vital contribution to millions of decisions being made in the health service.

The library team supported the campaign by raising local awareness of the NHS LKS Policy with the Trust Board via the Well-Led Committee, through Helen Green, Associate Director of Clinical Education and Learning. It was well-received and agreed that more use should be made of library services. Library staff also joined in the Twitter campaign which was extremely wide-reaching with over a million impressions for the #amilliondecisions and a 'Thunderclap' spread by 293 unique supporters with a social reach of 661K. Subsequently we continued to use social media to highlight work we do using #amilliondecisions. The campaign continued with Patrick Mitchell (Regional Director, HEE South of England)'s attendance at the launch of the newly reformed Libraries All Party Parliamentary Group at the House of Lords where he introduced the campaign to parliamentarians and highlighted the role of health librarians and knowledge specialists in bringing research evidence and mobilising organisational knowledge to inform decision-making in the health service. Messages were further targeted on a variety of audiences but the campaign was temporarily halted following the announcement of the General Election on 8th June.

As part of the KfHC initiative, Sarah Maddock, took the lead in organising Webex meetings to agree how NHS Libraries in the BOB (Berkshire, Oxfordshire and Buckinghamshire) area might provide support to the STP. Our offer, sent to the CEO of the BOB STP in December, was followed by an invitation to meet with the BOB STP Programme Lead. We felt the meeting was successful in raising awareness of the potential knowledge support that NHS Libraries can offer.

Similarly, we also approached the Oxford Academic Health Science Network, delivering a presentation at the OAHSN's team meeting. This focused on highlighting the #amillion decisions campaign, raising awareness of NHS LKS potential for support of the network.

Sarah Maddock has joined 3 other library managers and the Knowledge Services Development Lead in the KfHC Engagement Group, with the aim of helping NHS Libraries to work towards embedding

the principles of KfHC in their Trusts. This year the focus has been on supporting patients and the public, mobilising knowledge and utilising organisational evidence and providing evidence of impact.

2.3 Quality assurance: NHS Library Quality Assurance Framework (LQAF).

The LQAF is the national quality assurance tool for NHS library/knowledge services and specifies 49 quality criteria annually audited using a Standards Assessment Tool. We have increased our partial/full compliance rating to 95.83%, remaining well above the acceptance threshold of 90%. We continue to work to resolve remaining issues for 4 criteria.

2.4 Library Membership

Total membership reduced slightly to 3831(3880) members. However the total number of new registrations was still 769. OHFT still comprise the majority of library members and the proportion of primary care to mental health staff members has remained stable at 27% (Primary care)/48% (Mental Health). Again, 17% of members were students including those studying on Trust courses such as the Oxford Doctoral Course in Clinical Psychology (ODCCP), Cognitive Therapy, Talking Space/Healthy Minds, on external courses via Oxford Brookes University and the University of Bedfordshire; and Medical Students; the remaining members included Oxford University staff, staff working for external

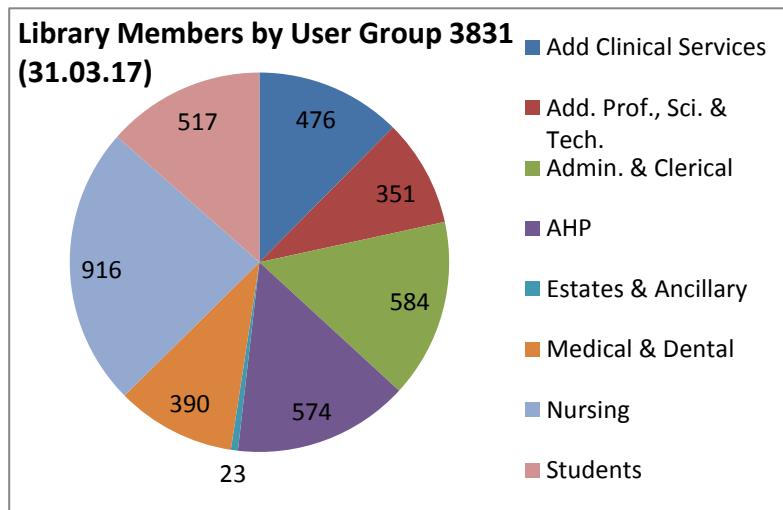


Figure 1 Library members

organisations where an SLA exists including Public Health Staff (Aylesbury and Oxford), Commissioning staff (Central Southern Commissioning Support Unit Clinical Effectiveness team and the NHS England South Central, Medical Directorate), staff of the Oxfordshire Clinical Commissioning Group and Oxfordshire GPs. [See Appendix 1a](#).

2.5 Service Level Agreements and partnerships.

2.5.1 Commissioners

Following NHS structural changes agreements were re-negotiated to provide library services to commissioning staff working in the Central South and West Commissioning Support Unit, Oxfordshire Clinical Commissioning Group, NHS England South Central Medical Directorate and Public Health staff working within Buckinghamshire and Oxfordshire County Councils. Commissioners and public health practitioners have continued to be provided with current awareness alerts including Knowledge alerts for CCGs and Commissioners and the Public Health Bulletin. They have used OHFT Libraries for document supply, loans, literature searching/evidence reviews, information skills training and library staff have supported them with OpenAthens



administration and information skills training. All feedback provided has been positive. OHFT libraries will continue to provide library services to these organisations in 2017-18.

2.5.2 HETV – CPD Primary Care

OHFT Libraries continue to deliver information services through an SLA with HETV to support CPD of Primary Care staff by:

- Carrying out horizon scanning of key evidence resources in order to deliver 2 monthly tailored bulletins: Re-shaping Clinical Care (covering dementia, long-term conditions, integrated care) and Future-proofing General Practice (covering skill mix, telehealth, workforce planning, innovation).
- Hosting of the ‘CPD Zone’ (within the library website) for primary care staff.
 - **Key statistics:** the CPD Zone contains 77 pages. Since 9 November 2015 (when data became available) 716 users have visited the site initiating 1,199 sessions and resulting in 2,535 unique page views. Of these visitors 44% have visited more than once. From April 2016 to March 2017 the two bulletins have been downloaded 2310 times. As well as being able to download these documents, 51(15) individuals and 18(7) Library Knowledge Services receive these automatically by email. As well as viewing the News/blog posts on the website, 542 people receive the News/blogs automatically by RSS feed.

2.6 Marketing and Promotion

Library services are promoted via:

- ...library guides which advertise specific services and resources...
 - ...librarian attendance at and provision of library materials for Corporate Inductions, Junior Doctors Inductions, Student Inductions, Course inductions...
 - ...tailored inductions/induction packs provided to all new library members.
 - ...attending or providing library promotional materials at Trust events.
 - ...collaboration with trust departments and teams –
 - ...the Library User Committee – targeted emails to user groups via LUC members
 - ...regular intranet announcements included in the weekly all Trust email.
 -Exhibitions on ‘Memoirs of Mental Illness’, ‘Anger Awareness’ and ‘Disability Awareness’ in the Warneford Library Corridor.
 - ...supported Mental Health Awareness/‘Psychological and mental health first aid’ day with title lists and displays in the libraries.
 - ... Social Media via Twitter. Library staff have continued to tweet regularly and have increased followers to 251(139). Progress in gaining followers remains slow, but library staff have found Twitter useful as a source of knowledge and news. We have added Twitter widgets to the library website to provide news feeds on relevant topics such as Nursing Revalidation. We also participated in the Thunderclap to support ‘#A million decisions’ (See also 2.2)
 - ...joined Yammer, setting up a Library Group and promoting resources including News Bulletins and subscriptions.
- And our new outreach/reader services librarian, John Trevor-Allen worked with other library staff to: create a series of stickers to support outreach activities; design business cards for library staff and services; design a series of posters to promote key services and offered the designs to other



library services in the South region, through the ‘Swimming Pool’ newsletter
<http://www.swimsnetwork.nhs.uk/wp-content/uploads/newsletters/93-Swimming-Pool-Mar-2017.pdf>

2.6.1 The Library Website

We changed the colours of our website to match our newly designed logo following changes to NHS identity guidelines. We used Google Analytics to obtain statistics of use, finding that there was good usage in areas. From 1 April to 31 March there were 5188 sessions, with 14,697 page views. We will use this information to make further improvements to the website. An average of 2.83 pages was viewed in each session and 3094 individual users were identified, of which 43% were identified as new visitors, and 58% returning. The home page, OpenAthens, literature searching, cpd zone, databases, SWIMS, current awareness bulletins, Join the library, contact us and e learning pages were the most visited pages of the website, but it is clear from the ‘Behaviour Flow’ patterns that a very large number of pages within the website receive visits.

2.6.2 Annual Library Survey

The specific aims of the survey were to:

- Identify progress on particular initiatives including usage of resources remotely, KnowledgeShare and other current awareness bulletins, also promoting further awareness and sign up.
- Promote outreach/clinical librarian services.

A 19 question survey ran via Survey Monkey from 26th April – 12th May. 282 responses were received (2016 = 372). A full report of the survey findings is available on request.

Over 50 excellent entries to the “impact” question were received demonstrating the range of support provided by library services and a selection is included in Appendix 4. This made it very difficult to select an overall ‘winner’ but after much deliberation the following answer was chosen to win the prize of a £30 Amazon voucher:

Library services were very supportive when I required help for a systematic review I was conducting. They were helpful both with suggestions in terms of literature search and retrieval of appropriate articles. Their service was very accurate and timely. This allowed me to complete the review within a tight deadline. This work is now part of the evidence-base for a quite challenging topic on the treatment of inappropriate sexual behaviour in dementia, where there is not much published. Since then, I have been contacted several times by other professionals in order to share this knowledge at a number of events in the UK.

Key findings/Further actions.

1. **Library use:** A high level of use is recorded by respondents for physical library use as well as remote use indicating that the physical study space continues to be highly valued/used whilst the ability to access services at a distance is also important. Further increases in use of online methods to access library services may confirm that promotional activities have increased awareness and usage of all services. Some comments indicate that still there is some lack of awareness around access to services remotely. **Actions:** Continue to promote remote services to further increase

awareness. Increase promotional activities using a variety of methods including outreach team activities. Highlight events supported as examples of what can be provided, to encourage further take up.

2. Evidence-based resources. There is still a high dependency on Google as a first stop for evidence. However there was a comparative increase in use of Google Scholar, an increase in those likely to consult this resource first and other high quality evidence resources also showed an increase in usage. The SWIMS catalogue, Library Website and Cochrane were least likely to be used first.

Actions: Offer information skills training to further clarify issues around quality of evidence and options available in order to encourage more use of better evidence sources. We will finalise and promote our e learning module “Making the most of Google”. In addition we will promote the nationally commissioned e learning modules on training in use of HDAS. We will review and update the library website and provide training or e learning on use of SWIMS. We will consider subscribing to a discovery service to provide better access to and increase usage of all resources.

3. KnowledgeShare. There is a high level of interest in signing up to this service and a high level of satisfaction with the service recorded by current users.

Action: Contact all those who expressed an interest in signing up. Further publicise to all OHFT staff and stakeholders. Continue to work with the supplier to improve alerts for categories/subjects that are not currently well represented. Email KnowledgeShare alert users advising them to let us know if they wish to change their interests to improve the service they receive. Carry out a separate survey of current awareness services next year.

4. Quality of / access to resources and services provided. All services/resources, physical and remote, were rated highly by users but there were again requests for improvements to accessibility and study space, for additional resources and easier access to online resources. Suggestions to further promote services, also evidenced in responses to Q14 and 19, indicates that a relatively high number of respondents are still not aware or have not used key library services. One suggestion, providing space for service users to use the library will be considered carefully in the light of the expectation to support patients and the public with information and knowledge.

Actions: Continue to consider re-organisation of the space at Whiteleaf library. In all libraries look into issues highlighted with furniture, study space availability and conflicts around usage of the library. Pursue the issue of the speed of PCs with IT.

We will investigate provision of additional online resources where specifically suggested and invite further suggestions. We will also continue to work with wider LKS to improve accessibility via Knowledge for Healthcare national groups and the regional South Electronic Resources Collaborative.

We will further promote of services such as journal club support, literature searching, document supply and information skills training through outreach librarians and via methods such as the intranet, library website, twitter, posters and targeted publicity actions e.g. supporting awareness days, promoting resources in particular subject areas.

We will consider how we might offer service users support whether by providing physical access to premises or otherwise supporting their information needs.

5. Library information leading to changes in patient care. Many respondents used library information for this purpose. The top three remained Research; Choice of Treatments/ therapies; Advice to patients/carers.



Actions: Use responses in posters and presentations to promote use and understanding of how library services can support staff delivering patient care.

6. How the library may work with teams/suggestions for new services. All suggestions were rated highly.

Actions: Contact all who left their email address and also use the outreach team spreadsheet to contact teams and offer services, with the aim of building a wider user base and increase awareness of these specialist librarian roles.

2.7 OpenAthens Registrations.

OpenAthens is an Access Management System that enables those who register to view information resources which include national, regional and locally purchased collections/databases/journals/electronic books. OpenAthens usage statistics indicate an awareness of these evidence-based resources and are a measure of the success of library services in encouraging usage. NHS Librarians are responsible for administering NHS OpenAthens accounts, providing advice and support. OHFT Libraries administer 4 NHS OpenAthens groups – OHFT staff and placement students, Commissioning organisations in Thames Valley, Public Health Providers in Thames Valley and GPs and Practice Staff in Oxfordshire. As part of this we also administer the local link resolvers for these organisations, ensuring that access to nationally, regionally and locally purchased resources is maintained for all users.

We have continued to maintain a high level of OpenAthens registrations for OHFT. This year, figures show a significant increase in registrations with 29% of Trust staff now registered. This reflects the considerable efforts of Library staff to promote NHS OpenAthens resources.

	OHFT OpenAthens Registrations	OpenAthens registrations as % of workforce
March 2015	1358	24%
March 2016	1544	28%
March 2017	1551	29%

Fig 2 OHFT OpenAthens Registrations

Usage statistics showed that there were **13079** OHFT accesses to all online resources – journals, databases and ebooks via OpenAthens from April 2016 - March 2017. This has reduced since 2015-16 (15344). It may reflect continuing issues with access to NHS resources as a result of the upgrade of HDAS.

2.8 Collections management.

2.8.1 Books and other media

We have continued to increase our stock to meet the information needs of stakeholders. We used the NICE Electronic & Print Content Framework Agreement, securing considerable discounts to purchase print books (£3722) and e books (£3102). This represents an increase in spending on ebooks and a reduction in spending on print books and seems to have been reflected in a reduction in usage of print items and increase in usage of e books. It includes a subscription to the Medhand App with access to 6 e books for mobile devices. The books can be downloaded onto the device and accessed anywhere without need for internet connections. Of the titles, one was particularly heavily used, the Maudsley Prescribing Guidelines in Psychiatry, already a heavily used e book (we have two e book copies). We have now renegotiated to access this title only for 2017-18. Nevertheless usage of Medhand totalled an impressive 929 accesses.



The number of additions to print stock in 2016-17 totalled 142. We now provide access to 148 electronic versions of key texts for both primary care and mental health available via NHS OpenAthens. All books are available via the SWIMS catalogue, a monthly list of New Titles was

published regularly. All are promoted via the all Trust weekly email and are available via the library website at http://www.oxfordhealth.nhs.uk/library/resources/key_resources/new-titles-lists/

We continue to order items in response to users' requests, using the 'locations of subjects by site' spreadsheet and regularly updating the Collection Management policy, to plan and develop collections which reflect users' needs.

2.8.2 Journals and subscriptions

Journals usage is continually monitored and actions are taken to ensure that titles available reflect customer requirements. Library funding also supports access to regional and national resources.

Databases	Journals/Collections
AMED	31 BMJ Journal Titles
BNI	14 AMA Journals (back files)
CINAHL with Full Text	PsycArticles
Embase	Nursing Times
Health Business Elite	Proquest Hospital Collection
HMIC	BMJ Learning
Medline	
Psycinfo	

Fig. 3 National and Regional electronic resources 2016-17

We subscribed to 61 online (including one new title, the Lancet Psychiatry), 15 online and print and 2 print titles this year. We cancelled 11 titles owing to increases in costs and low usage figures. This included our subscription to the HSJ as we can now access this online for all Trust staff via the South-wide regional subscription although we make a contribution to the total cost. We changed our subscription to Emerald titles to the Emerald Health Care Management and Social Care collection with unlimited downloads.

We continued to fund 15 online licenses to CPD online for OHFT medical staff. Access is via NHS OpenAthens and provides subscribers with the opportunity to complete online CPD, which contributes towards professional CPD requirements.

We continued to subscribe to several titles to support primary care staff including the Journal of Hospital Infection, Journal of Wound Care, Journal of Patient Safety and Manual Therapy.

We have also taken out new subscriptions to PepWeb, a database of Psychoanalytic journals and e books and Stahl online which includes all the Stahl neuropsychopharmacology e books.

2.9 Current Awareness

The library service provides current awareness resources and tools via the OHFT intranet, within the library services page, via announcements posted in weekly Trust emails and via the Library Website. Lists of new titles are published monthly.



2.9.1 KnowledgeShare

We continued to subscribe to KnowledgeShare from the University of Brighton and Sussex, enabling us to offer targeted bulletins and notifications of the latest high level research and publications in members' fields of interest. We also use KnowledgeShare to record literature searches carried out by librarians and send out reports to the requestor. We added **105 searches** this year and by March 2017 there were **1096 OHFT users**. Annual survey results indicate a continuing high level of satisfaction with this service.



2.9.2 Other Alerting Services

We continue to deliver tables of contents (TOCs) of around 61 journals via email to 50 subscribers. The keeping up to date pages on the library website

<http://www.oxfordhealth.nhs.uk/library/services/specialist-services/keeping-up-to-date/>

include links to current awareness bulletins provided by other NHS library services and organisations. Users are also added to the mailing lists on request for the following fortnightly email alerts:

- **Public Health Update (91 subscribers)**: available at <http://www.oxsph.org/bulletins.html> <http://www.wessexphnetwork.org.uk/resources/public-health-updates.aspx> Contains a digest of public health news and research, including items specific to Berkshire, Buckinghamshire, Hampshire and Oxfordshire.
- **Knowledge Alerts for Commissioners and CCG's (45 Subscribers)**.
- **Education Bulletin (36 subscribers)**, compiled by the JET NHS Library service.
- **Health Management Bulletin (26 subscribers)** – from the LK Service, King's Mill Hospital.

2.9.3 Resource Guides/Title Lists.

Librarians work with clinical and non-clinical teams to produce resource guides in areas which are of current concern as identified by OHFT and the wider NHS. Guides include links to useful websites, professional organisations and lists of key journals, books and e books. Some guides have been produced to support particular Trust events or training days, courses and Trust priority areas. This year we have also provided Title lists in areas of key Trust Priorities including Reflective practice, Anger management, Bullying, Forensic Mental Health, Preceptorship and Practice Learning and Wound care.

3.0 ACTIVITY DATA

3.1. Borrowing and lending

Participation of OHFT libraries in the SWIMS network allows members access to over 100,000 items covering health and related disciplines. This illustrates the excellent value for money offered by NHS Libraries' working co-operatively to control costs and reduce duplication.

3.1.1 Book loans

Loans from own stock for 2016 excluding loans to other network libraries totalled **4408**, a decrease from 2015 (5468) whilst E book usage totalled 578 (significantly higher than last year (391)). Loans to other libraries increased from 537 in 2015 to 653.

For own users OHFT staff borrowed or renewed 71% of total issues and students 27%. Courses supported included students from the Oxford Doctoral Course on Clinical Psychology, Oxford Cognitive Therapy Centre (Diploma), Medical Students, Minor Illness and students on placement or secondment undertaking courses mainly through the University of Bedfordshire and Oxford Brookes University. Other borrowers included staff from Oxford County Council and the South, West and Central Commissioning Support Unit. (*See Appendix 2*).

3.1.2 Document supply

The total number of items supplied from external sources to local users and to other newtownrk libraries both increased. Copies supplied from stock also increased dramatically owing to the inclusion of e books read online in this total as required by the national NHS Libraries statistical returns.

Items supplied	2016-17	2015-16	2014-15
Items (books and copies) supplied to users from external sources	1181	1162	1276
Items (books and copies) supplied to other libraries	1174	1120	1020
Copies supplied from stock to own users	1440	550	323

Fig. 4 Items supplied summary. (*See Appendix 2 for full breakdown*)

3.2. Literature Searches/Enquiries

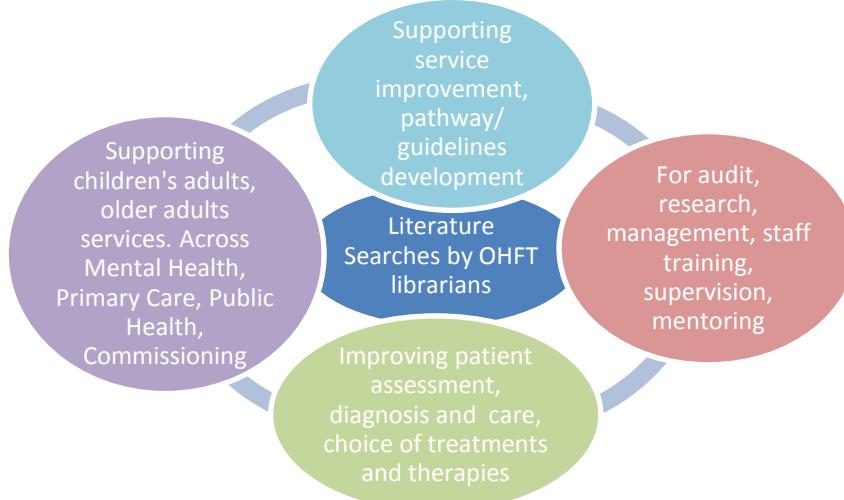


Fig 5. Literature searching

3.2.1 Literature Searches

There has been a continuing high demand for literature searches by librarians confirming the value that librarians can add to the work of the Trust and its partners, by saving time and offering information skills expertise. The recorded figures may be underrepresentative of actual activity since many searches include several elements. This has resulted in an increased average time per



search and a lower total of searches than the previous year. We aim to revise how we record searches in future to more accurately reflect activity.

Literature Searches provided by Librarians 2016-17				
Number of searches	Time taken (hours)	Average time(hours)	Time saved for clinicians days (time taken/time taken*2)	Employing Organisations of requestors
105	432	4.12	58 – 116 days	OHFT; CCGs, CSU, Pub H staff

Fig. 6 Literature searches statistics 2017 (*See examples of literature searches Appendix 3*).

Librarians spent 432 hours altogether on searches averaging 4.12 hours per search. Another way of looking at this is that we have actually saved at least the equivalent time for OHFT staff – around 58 working days... But taking into account the evidence that librarians, as expert searchers are likely to take much less time to search than non-experts, the time saved may be double that actually taken - 116 days.

We also offer opportunities for customers to undertake bespoke training in information retrieval techniques to enable them to undertake their own literature searches.

3.2.2 Enquiries

The results of our survey of enquiries, recorded during one week in November 2016 and collating data from three libraries are included in Appendix 3a. The results are very similar to last year and demonstrate the range of activities that are undertaken.

3.3 Learning & Development. Courses

Library membership by course increased to 574 library members supported whilst undertaking a variety of courses covering a number of disciplines and levels of study. Courses in Medicine, Nursing Occupational Therapy and Cognitive Therapies at Doctorate, Diploma and Certificate levels comprise the majority. Minor Illness, Practitioner/Wellbeing and Social Work students are also significant users of library services. Support for inductions, information skills training and supply of articles and books are the main activities delivered.

(See Appendix 1b).

3.4. Outreach Services

3.4.1 Inductions

Library staff have promoted library and information services and delivered training at inductions for Junior Doctors, the Oxford Doctoral Course in Clinical Psychology, medical students, nursing and OT students from the University of Bedfordshire and Oxford Brookes University, and students enrolled on in-house courses for CBT, Minor Illness, and IAPT.

They have also attended 16 Corporate Trust inductions for 812 staff in Oxford, Aylesbury and Wiltshire during this period. This high figure demonstrates the increasing user base served.

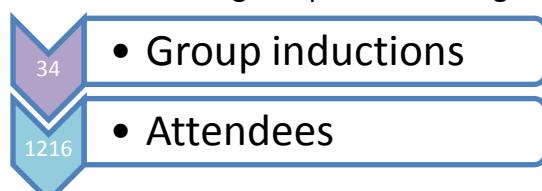


Fig. 7 Group inductions 2016-17



Figure 8 Training and Events Sessions

3.4.2 Training Sessions: personal

Library training sessions are offered on site or in libraries. The most popular training provided is for literature searching, which includes planning a search (PICO, keywords, truncation, wildcard, phrases, Boolean, limits) and running a search on selected database(s).

Other popular training includes Critical Appraisal, Endnote /referencing, Cochrane, setting up and running journal clubs.

3.4.3 Training: groups, visits, events

... Julia, Kate and John have delivered training for OHFT teams, at a variety of training events in locations in Buckinghamshire and Oxfordshire. They have provided group training in Critical



Appraisal skills, advanced literature searching and referencing, and continue to support Nursing Revalidation through reflective reading sessions.

Teams and courses supported also include IAPT, ODCCP, Junior Doctors (Journal Clubs in Oxford and Aylesbury), Oxford and Buckinghamshire Public Health Teams, PEACE, OSCA, Community Therapy, and Minor illness.

3.4.4 Supporting OHFT CAMHS staff working in the South West.

We continue to support these staff through a Memorandum of Understanding with library and knowledge services in Bath and Wiltshire (at the [Avon and Wiltshire Mental Health Partnership Trust](#), [Royal United Hospital, Bath](#) and [Great Western Hospital, Swindon](#)), who have agreed to provide access to their libraries for OHFT CAMHS staff working locally.

3.4.5 Support for Ward Rounds

Following responses to the Library Annual Survey 2016, we have started to attend a monthly ward round at the Highfield Unit at the invitation of Dr Tony James. This has allowed librarians to provide support for clinicians by carrying out literature searches and supplying articles to inform current and future treatment of individual patients. It has been a rewarding experience for librarians who have begun to feel part of the clinical team and have so far have attended 5 Rounds and provided 10 literature searches. We hope to extend this service to other Trust wards in future.

3.4.6 Support for Reading Groups

This year we have facilitated the setting up of a pilot reading group for in patients with eating disorder patients at Cotswold House, Warneford Hospital. Our new outreach librarian, John Trevor-Allen was able to utilise his contacts with Oxfordshire Libraries to make use of their Reading Group scheme to supply books for OHFT patients. We have been working with an Occupational Therapist based at Cotswold House, Warneford Hospital, to set up a group led by an inpatient. This has met with some success; in particular it was noted that the group provides a focus of interest, outside the condition of the patients and the first leader of the group, since being discharged, has been given the confidence to set up a reading group for older people in her community. We aim to continue this service also and hope to extend it to other teams, for example working with the Recovery College in Buckinghamshire.

4.0 FACILITIES

4.1 Supporting e learning

Libraries continue to offer facilities including headphones and pcs for e learning and enable users to complete mandatory, statutory and other e learning courses. Library staff regularly support staff undertaking e learning in the libraries. Kate Worrall has also attended training on the new L&D Moodle platform which we aim to utilise where possible to offer our services.



4.2. Warneford Library

We operate a booking system for the upper library rooms which has continued to be popular for tutorials and group sessions. Junior Doctors have continued to hold regular weekly sessions for clinical supervision in addition to the regular bookings for Cognitive Therapy Course students. The number of rooms booked and users have again increased this year, demonstrating the continuing value of the library as a resource for individual and group study and research activities. It also reflects an increasing pressure on office/meeting space in the Trust which we have helped to alleviate by providing space for management meetings where appropriate.

Warneford Library Bookings Upper rooms			
2016-17		2015-16	
Rooms	Users	Rooms	Users
***433	***1791	***427	***1536
*** includes booking by OCTC course - 2 rooms/8 users. JDR bookings 1 room.		***includes booking by OCTC course – 1-2 rooms; 6 users; JDR bookings; 1 room.	

Fig. 9 Room Bookings Warneford Library 2015-17

4.3. Littlemore Library

Littlemore Library has continued to be well used by staff on site and those based in the community or attending work commitments at Littlemore. It is popular after hours with a number of regular users, providing a valued facility for night workers and as a facility for e-learning as well as quiet

study. This year, following a short survey by the Estates department, we were again required to reduce the library space occupied at Littlemore, this time to allow the Health Promotion Unit to move into the library, as a result of other moves taking place in the Trust. This has reduced the amount of study space and space for resources and we had to move one PC and workstation to Warneford Library. The library now occupies a much smaller area which is of considerable concern particularly owing to the requirement, following OHFT's acquisition of that service from Southern Health to incorporate the Dermot Rowe Learning Disability Library, formerly based at the Slade site in Oxford. Also of concern is the need to provide adequate study space and library facilities to meet requirements under Ofsted when the Trust becomes a provider of Apprenticeships. We will consider our options going forward in order to meet these requirements and avoid any adverse consequences.

4.4. Whiteleaf Library

The library is heavily used by staff based at the Whiteleaf Centre, students and visitors to the site, despite continuing environmental issues. Pressure on office space has resulted in increasing use of the library for clinical and administrative work and this generally works well since the majority of users respect the primary purpose of the library – to provide a quiet space to study and are careful to work quietly and go out of the library to take phone calls. However in view of the recurrent comments in the library survey about quality and lack of study space in this library and also since it is difficult for library staff to provide training and maintain confidentiality in the current space we will continue to investigate alternative layout options.

5.0 STAFFING

5.1. Library Establishment

The library was fully staffed during 2016-17 with 5.86 wte posts (*See Appendix 5 – Organisational Chart*). Outi Pickering,, Assistant Librarian based at Warneford Library retired in May 2016 and John Trevor-Allen joined the staff in June 2016 as Outreach/Reader Services Librarian.

5.2 Staff training and Development and collaborative working.

5.2.1. Network participation

Library staff have represented the service and contributed to the following meetings regionally and locally:

Thames Valley and Wessex (TVW) Library Strategy Team Meetings

South Region Library Managers Strategy Team Meetings

South Electronic Resources Group

The Library Services Manager, Sarah Maddock, continued in her role as Hants, Isle of Wight and Thames Valley SWIMS Coordinator, and as a SWIMS systems administrator, also representing HETVW on the OLIS User Group, the SWIMS Network Board and the OLIS/SWIMS contract monitoring group..



...Sarah Maddock has also continued to participate in the Collaborative Procurement Task and Finish Group which ran a national survey in 2016 of e resources provided

... Kate Worrall has attended 'Making libraries business critical'

... Sarah Maddock attended Linking Leaders OHFT conferences

...Sarah Maddock continued as a member of the PLCS (Psychiatric Libraries Interlending Co-operative Scheme) Committee

...John Trevor-Allen attended a Study Skills regional meeting

...Maeve Ladbrooke and Sheila Jordan attended the regional library assistants meeting

...Julia Hallam, Kate Worrall and John Trevor-Allen attended a Clinical Librarian workshop

...Kate Worrall attended NHS South KnowledgeShare Webex

...Kate Worrall published a report on Reflective Reading Groups to support Nursing Revalidation in the 'Swimming Pool'

...Library staff all joined the Yammer social network

5.2.2. Statutory/Mandatory Training

The library team attended statutory/mandatory training or completed the classroom, virtual classroom or e-learning assessments for Health and Safety, Fire Awareness, Manual Handling, Equality and Diversity and Information Governance.

5.2.3. Other training and development

...Sarah Maddock attended the OLIS User Group Conference in Sheffield...

...Kate Worrall completed CILIP Revalidation

...Kate Worrall, Julia Hallam and John Trevor-Allen attended Webex hosting training.

....Kate Worrall attended Moodle training.

... John Trevor-Allen attended the CILIP Conference.

...Kate Worrall attended Webinar training sessions on Cochrane clinical answers, HDAS, Link Resolver Administration

6.0 FINANCIAL REPORT

The main challenges were presented by increases in publications costs – particularly cost of journals which necessitates difficult decisions to be taken about continuation of existing, or adding new subscriptions. We carefully consider factors such as usage, regional availability, user requirements and balance these against costs when making purchasing decisions.

Owing to the Trust's policy of limiting spend in various categories this year we were required to submit additional approval requests for all purchases of books and publications. These were all approved but the process has added a considerable amount of time to the process of procurement and delayed supply of items for users.

We will continue to work to manage resources efficiently and effectively over the coming year. It is expected that this will be possible by continuing with existing careful financial management and investigating further sources of income. However, meeting these targets depends on continuance of existing sources of income from external funding and SLA's.



Fig. 10 Acitivities summary 2016-17

7.0 CONCLUSION

This year has again been a busy time for our library services with high levels of activity as shown in Fig 10. Usage clearly demonstrates the value of library services to OHFT staff and stakeholders, confirmed by the results of the Annual Library survey which evidences significant levels of usage and satisfaction with physical and remote library services, enabling users to deliver high quality, evidence-based care for their patients despite their increasing work pressures.



The high quality of library services is also evidenced by the 96% LQAF compliance achieved and the continuing agreements to provide services to external customers through funded SLAs.

...This year we will continue with our strategic objectives of further developing library services for new and existing customers. We will continue to ensure that services are delivered to meet quality standards of the LQAF and the Trust's Strategic Framework, focusing on traditional activities as well as seeking innovations in outreach, promotion, marketing and delivery of services to remote users.

...we will continue to promote awareness of how skilled library staff may support busy NHS staff and students. Library services are uniquely positioned to help to manage the information overload, offering solutions to busy clinicians, administrators and managers.

...In addition we will focus on supporting future developments within the Knowledge for Healthcare programme, participating in work streams and other initiatives where possible.

...Financial pressures and changing needs of users mean that we will continue to re-evaluate our resources provision and seek greater efficiencies and new revenues. We will meet these challenges with our usual professionalism and enthusiasm whilst maintaining the high standards our customers know and expect.

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Appendix 1: Membership

1a. Membership by Stakeholder 2014-2017

Stakeholder group	2016-17	%	2015-16	%	2014-15	%
Oxford Health Staff – Mental Health	1844	48	1925	50	1865	52
Oxford Health - SWCAMHS	107	3	97	3	98	3
Oxford Health Staff – Primary Care	1022	27	1090	28	955	27
GPs in Oxfordshire	13	0	12	0	15	0
Oxford Health –Talking Space/Healthy Minds	128	3	109	3	83	2
Oxford Brookes University	110	3	115	3	106	3
University of Bedfordshire	95	2	106	3	94	3
ODCCP	64	2	65	2	66	2
Commissioning/Public Health Staff	129	3	48	1	42	1
Oxford University Staff	43	1	49	1	61	2
CBT Students	50	1	50	1	53	1
Medical students	165	4	167	4	113	0
Other(partners, other Trusts/NHS personnel)	36	1	32	1	25	1
Other Students (includes OT, Social Work)	25	1	15	0	20	1
	3831	100	3880	100	3596	100

1b Oxford Health Library Members – Courses

Course	2016-17					
	Diploma	Degree	Certificate	Doc./Masters	Module	TOTAL
Nursing	4	172		7		183
Cognitive Therapy (OCTC)	25		25			50
Occupational Therapy/Physiotherapy	1	7				8
Medicine		165				165
Mental Health practitioner					1	1
Social Work	1	3		3		7
ODCCP				61		61
Talking Space	6		37			43
Minor Illness					7	7
Other	6	6	4	24	9	49
	43	353	66	95	17	574



Appendix 2: Loans & document supply

2a Loans by Stakeholder April 2015- March 2017

OHFT Loans by Stakeholder 2015-17	2016-17	%16-17	2015-16	%15-16
Oxford Health FT & Partners	2615	56	3113	55
Talking Space/Healthy Minds	120	3	110	2
OU Staff	16	0	41	1
Medical Students	121	3	162	3
ODCCP	256	6	317	6
OCTC – Cognitive Therapy Courses	377	8	277	5
Commissioners/Public Health	25	1	17	0
OBU students	34	1	149	3
U Beds Students	63	1	149	3
Ext users	41	1	37	1
Other students	5	0	36	1
Network Libraries	706	15	653	12
Ebooks	269	6	578	10
TOTAL LOANS	4648	100	5639	100

Total Loans 2016-17 = 4678(390/month average) 2015-16 = 5639 (470/month average)

2b Inter-Library Loans, articles and books received 2015-17

Total articles and books received 2016-17 = 1181 ; 2015-16= 1162

Items (copies & books) received from other libraries 2015-17						
	2016-17			2015-16		
	Copies	Books	Total	Copies	Books	Total
Local networks	412	312	724	349	323	672
National networks	82	0	82	89	13	102
British Library	300	75	375	306	82	388
Total	794	387	1181	744	418	1162

2c Photocopies supplied to members

**Total photocopies supplied from stock to members (includes e books read online) 2016-17 = 1440
2015-16 = 550**

2d.Total items supplied to other libraries 2016-17 = 1174

2015-16 = 1120

Oxford Health Libraries - Items (copies & books) supplied to other libraries 2015-17						
	2016-17			2015-16		
	Copies	Books	Total	Copies	Books	Total
Local networks	330	705	1035	338	644	982
National networks	138	1	139	129	9	138
Total	468	706	1174	467	655	1120



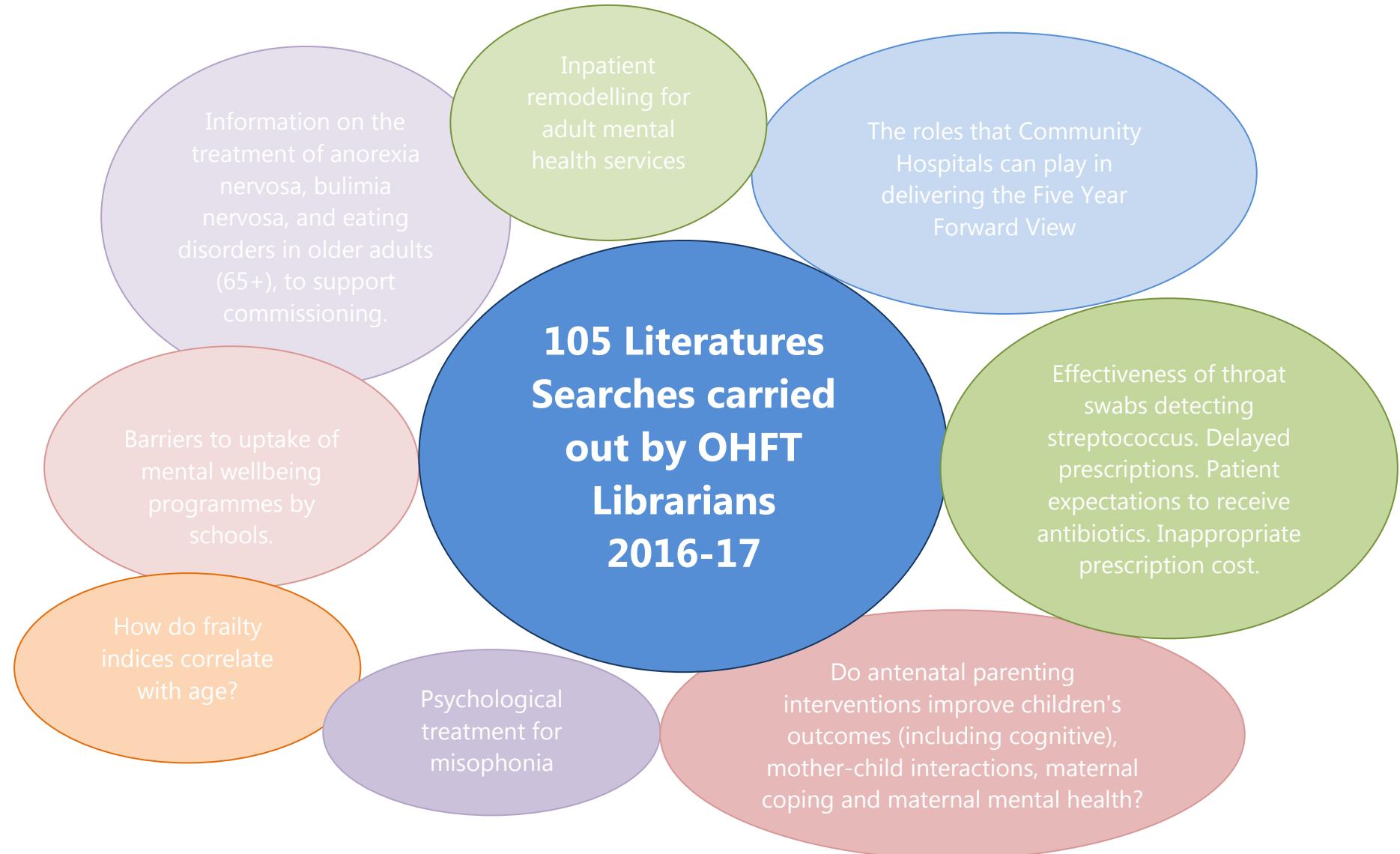
Appendix 3: Enquiries, Literature Searches

3a Enquiries sample week November 2016

Enquiry type	Procedural*	Resource related**	Total	*Procedural includes: library and Athens registrations, enquiries about opening hours, Inter-library loans, renewals, answering videx, requests to exit, the library catalogue, photocopier assistance.	**Resouce related includes: locating books and journals, help with searching, Athens registrations, assistance with copying, IT, study, subject resources.
Warneford	86(78)	42(40)	(128)118		
Littlemore	2(0)	1(2)	(3)2		
Whiteleaf	(13)18	(17)21	(30)39		
Total	(101)96	(60)63	(161)159		



3b Literature Searches –Topics 2016-17





Appendix 4 Library survey competition responses

Please describe ... the changes you have made or expect to make using library support or information. What did/will you do, and how has this benefited patients, staff or the organisation?

Library services were very supportive when I required help for a systematic review I was conducting. They were helpful both with suggestions in terms of literature search and retrieval of appropriate articles. Their service was very accurate and timely. This allowed me to complete the review within a tight deadline. This work is now part of the evidence-base for a quite challenging topic on the treatment of inappropriate sexual behaviour in dementia, where there is not much published around. Since then, I have been contacted several times by other professionals in order to share this knowledge at a number of events in the UK.

Libraries and the services they provide are like sunken Galleons full of marvellous treasures if only we knew how to fully access their wonders. I would like to invite a representative to come and talk to the whole team Approx 100 staff to share the wonders of what they can offer us and help support us to further develop Evidence Based Clinical Pathways

We are contracted by the CCG to provide a countywide service. The information that I have received from KnowledgeShare has been at times invaluable in scoping the service delivery and strategic planning for the future.

I have been investigating the possible link between dietary intake of histamine/vasoactive amines with a range of symptoms so being able to access papers relating to this has been very useful. I have carried out a service evaluation and have submitted an abstract with the results to BSACI. Am hoping to plan a small research project with the help of one of the research nurses here to investigate further. I have also requested articles relating to specific symptoms e.g. Eosinophilic oesophagitis and migraine which have helped me to understand these in relation to diet better and provide appropriate advice to patients. I really appreciate being able to email the requests and have the papers emailed back to me which saves a lot of time.

I circulate info each month to over 350 health and social care contacts. The evidence of better care for patients is badly needed by these professionals and they value the information to help them make changes.

I have used information from the library to determine what would be the most appropriate therapy to use with patients. I have then gone ahead and used this. For example: CBT for OCD. I have also used library information in an audit on self-harm admissions for adolescents. This lead to changes in service delivery.

We have used the library resources to enable our team to run a journal club, which has meant that as clinicians we are keeping our CPD portfolios up to date, and also we are ensuring our patients receive better therapy by making sure we are up to date with the latest evidence. I also intend to use the library resources for my own career progression, from junior to senior occupational therapist.

I am now a nurse prescriber and I used the library support to get me through this course. As I work in palliative care I expect to be able to support patients with their symptom control more effectively by prescribing and obtaining the medication required in a much more timely way. The library even bought a book for me which I found invaluable.

One of our patients was finding it difficult to make a decision regarding treatment options. I requested my extremely helpful local librarian to perform a literature search. The results of the search were shared with the patient, who was able to make an informed decision based on evidence.

Library searches have supported my research when planning and writing a recent paper on national prescribing for ADHD, ensured my lectures for the MRCPsych course on Tourette's and ADHD were up to date and enabled me to plan research into developing teaching and mentoring within the Trust. Hooray for the library! You are always thoughtful, helpful and provide what I need and in the current NHS which is more and more stretched that is a rare and precious thing.

The library has accessed two books, had a chapter scanned for me from a very heavy book, too expensive to send from Truro and conducted a literature review on self harm and spirituality and religion. I work in team, assessing people who have self harmed and present to the Emergency department. The work can be very draining on staff . With the information provided I am working with staff to develop a holistic approach to self harm, to enable them not to feel stressed and burnt out when working with this group of people. The information will also inform a Seminar , within the Academic Health Sciences Network, with the goal of improving and developing integrated care for the people of Oxfordshire.

I received a regular library update which is always thought-provoking but I don't always have time to look at it properly. The update had a link to a podcast about 'polypharmacy' which I was able to watch during a night shift. It was such a lively, well produced and carefully researched resource that I remembered it clearly and was able to put some of the points to practical use the very next day. Medicine is constantly evolving so it is vital to stay up to date which is what these innovative podcasts were all about. I also reflected on my reading and thinking as a result of this new information in my eportfolio which is a vital aspect of my training. The best thing about it was that I felt empowered in my role as a GP trainee. I love visiting the library and feel we are very lucky to have a staff library at the Whiteleaf Centre. It shows how the Trust values its staff and their continuing learning development.



I am currently doing my PhD research and I am focusing on the experiences of mental health nurses after a patient dies by suicide. I hope to provide support for nurses and other health and social care professionals after a patient with suicide.

We have recently worked with a young person with a newly understood and complex disorder, the information we received influenced and supported our work and is leading to further research and papers on the topic to disseminate to others

As a student I was able to consolidate my experiences, trust resources and wider research resources to adapt my understanding and treatment of personality disorders. I was able to utilise this effectively in both practice and an academic assignment due to the good range of materials provided by this service.

Evidence based in service training on scapular position/rhythm and how to treat impairments. Sharing my learning with colleagues.

Assists me on my studies to become a qualified RGN

Just so grateful for the support and speed of assistance provided in my literature search for an article I am writing, I will ensure I use this valuable resource more in the future - thank you!

I was recently sent the latest guidelines from NICE; Cerebral palsy in under 25s: assessment and management. This will be an important document used in helping our team revise our Cerebral Palsy Pathway. It will help us to ensure the most up to date and gold standard of care for the children on our caseload with Cerebral Palsy. It will also help our team to focus on what the priorities are for care with this patient group in line with national recommendations. Thank you very much for sending it out so promptly.

The Library is an invaluable resource as it enables us to have access to recent research in order to help draft policy for CCG's.

Following a literature search which confirmed there were no national standards local consensus was used to identify audit standards

The training videos enabled me to learn and develop, in my own time and set pace, new manual therapy techniques in treating various musculoskeletal conditions.

I am undertaking training in Interpersonal Psychotherapy (IPT) and the Clinicians Quick and Comprehensive Guide books were invaluable in this process. As a counsellor that doesn't diagnose/label clients, they have helped me sensitively diagnose Mood disorders in a way that benefits the depressed patient. It was great being able to access the key texts including research for the course right at my base (Whiteleaf). It has greatly enhanced my effectiveness as a practitioner. Many thanks and regards,

When writing my dissertation while working for the trust I used information provided by the trust website, intranet, NICE guidelines to support my work. This has led me to further develop my communication with relatives/carers to help ease their burdens and expectations with regards to care.

It is very interesting to find and read books and resources in the library that I can then recommend to my patients, e.g the "Overcoming" series etc. I have also accessed useful material that helped me for my MRCPsych exams and used the facilities for stimulating study groups

Use of Therapy Outcome Measures to be implemented by the Team as a result of being able to access and recommend the book.

Asthma awareness sessions have improved through the latest research led articles.

Using research to guide the way we develop and deliver individual intervention

I have been more able to keep up to date with my awareness of new research, even if I have not read all of the papers. The library has also been supportive with providing books which have helped my CPD re: different models of therapy.

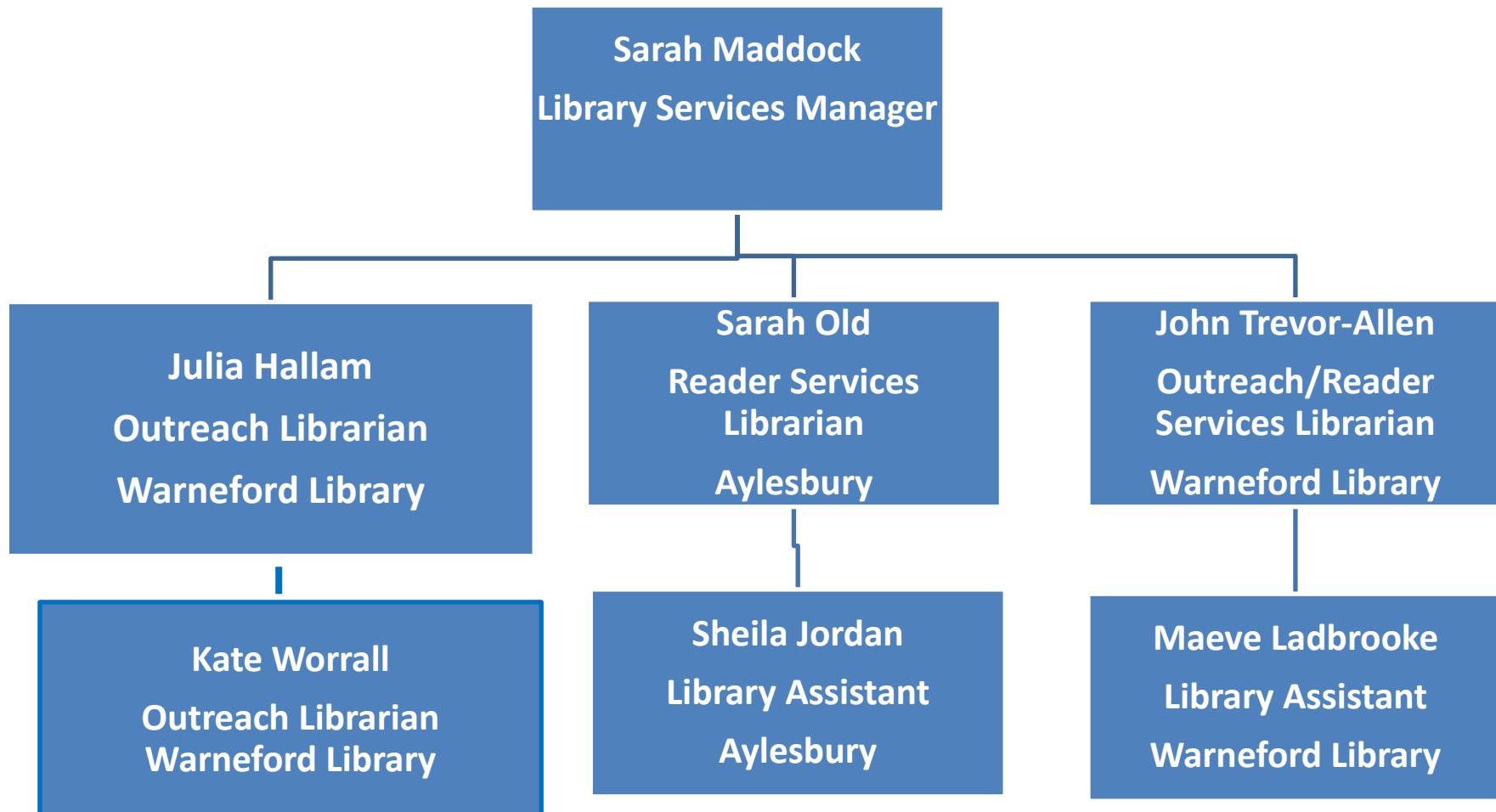
I have become much better at explaining both to team members and to patients the specific SLT role for patients with tracheostomies - because I am clearer in my own mind as to the up to date evidence on what we can offer.

Using the library and the journals and books they provide has enabled me to look at the way of the delivery of the service I provide for service user and to understand their expectations. I understand that sometimes it can be difficult to work with different professionals and service users but research and the different resources and literatures can holistically educate professionals around the difficulties that there can be in all aspects of service delivery from dealing with non-engaging service users to using other methods of communications. I would like to support the different clinicians in the team to enable them to look at books, literature and all resources that are beneficial in regards to enabling a better service delivery and as it is a high importance factor and is our primary duty of care towards the service users. And it is my understanding that if the resources are more advertised for professionals they can explore different approaches to help support engagement and service delivery of various different service users from all different aspects.

I use Oxford Health Libraries' online access to journal articles. As a Trainee Clinical Psychologist, this helps me, academically, to ensure that I am up to date with the emerging evidence-base and, clinically, to ensure that I am choosing those therapies that are most likely to help the clients I see.



Appendix 5 Library staffing structure April 2016-March 2017





Appendix 6: Service Objectives 2016-17 (progress report); Service

6.1 Service Objectives 2016-17 (progress report);

Objectives 2017-18

Progress	2016-17 Analysis: ☺ =13; wt= 8	☺ =objective achieved; wt= working towards(partially achieved)
	Objective 2015-16	Key Deliverables
☺	△ Inform stakeholders of 2015-16 achievements/ progress.	<input type="checkbox"/> Annual Report for 2015-16 circulated/on Library Website.
wt	△ Library Strategy –new strategy consultation	<input type="checkbox"/> New strategy agreed with stakeholders/approved Board level (Written but not yet approved)
☺	△ Improvement in activity stats	<input type="checkbox"/> Increase activity levels particularly lit searches, current awareness (KShare, other/new bulletins)
☺ wt	△ Manage collections effectively and efficiently	<input type="checkbox"/> Evaluation of purchasing/usage demonstrates value for money <input type="checkbox"/> Statistics show effective use of new purchases. (Comment: difficult to demonstrate this)
wt	△ Services are developed according to customer needs	<input type="checkbox"/> Survey(s) services. Action plan developed/implemented. (Comment: continuing to develop)
☺	△ Develop/renegotiate SLA's	<input type="checkbox"/> Current SLA's with all stakeholders. (all achieved- renegotiated)
☺ ☺ ☺	△ Support Trust clinical staff to provide the highest standards of patient care	<input type="checkbox"/> current awareness services provided, evaluated (Annual survey evaluated, increase in subscribers) <input type="checkbox"/> outreach/remote services awareness/usage increased. (increase in many areas/some new services) <input type="checkbox"/> Impact of library services on patient care can be demonstrated.(Annual survey competition)
Wt wt	△ OH staff /stakeholders can access library services regardless of location	<input type="checkbox"/> 50% of Trust staff are library members <input type="checkbox"/> outreach/remote services awareness/usage increased. (Annual survey –awareness could be improved)
☺	△ Support the information needs of all courses undertaken by stakeholders.	<input type="checkbox"/> Appropriate stock(print and electronic media) acquired in relevant areas, Additional funding secured as required.
☺	△ Quality of services maintained or improved.	<input type="checkbox"/> Continued compliance with LQAF requirements.
☺	△ Library staff are able to deliver information services which meet user needs	<input type="checkbox"/> Opportunities for appropriate training are available, accessible and affordable.
wt	△ Increase Trust OpenAthens accounts	<input type="checkbox"/> 32% OH staff registered for OpenAthens accounts by April 2016. (29% achieved)
☺ ☺	△ Finances – ensure current financial levels can meet service objectives	<input type="checkbox"/> Monitoring of expenditure; take actions to resolve issues, eg reducing expenditure, increase income. <input type="checkbox"/> Efficiency improvements.
☺ wt	△ ICT - Increase the use of ICT to improve service performance	<input type="checkbox"/> Maintain availability of electronic journals and books (reduced/increased as required) <input type="checkbox"/> effectiveness of ICT equipment available in/outside libraries (slow pcs reported to IT)
wt	△ Increase % of OH staff using e learning for mand/statutory training	<input type="checkbox"/> increase in # of Trust staff using e learning (not clear if this has happened).



6.2 Service Objectives 2017-2018

Objectives 2017-18	Key Deliverables	Dependencies/risks
Δ Inform stakeholders of 2016-17 achievements/ progress.	<input type="checkbox"/> Annual Report for 2016-17 circulated/on Library Website.	LUC collaboration
Δ Library Strategy –new strategy consultation	<input type="checkbox"/> New strategy agreed with stakeholders/approved Board level	<input type="checkbox"/> approval of Trust Board
Δ Improvement in activity levels/new activities undertaken	<input type="checkbox"/> Increase in activity levels particularly lit searches, current awareness, km (activities identified in K4HC)	<input type="checkbox"/> Participate in co-operative library networks <input type="checkbox"/> support from Trust departments/teams
Δ Manage collections effectively and efficiently	<input type="checkbox"/> Evaluation of purchasing/usage demonstrates value for money <input type="checkbox"/> Statistics show effective use of new purchases.	<input type="checkbox"/> Subjects spreadsheet used to procure resources which support all customers
Δ Services are developed according to customer needs	<input type="checkbox"/> Survey(s) services. Action plan developed/implemented.	<input type="checkbox"/> Adequate staffing. <input type="checkbox"/> Effective LUC meetings.
Δ Develop/renegotiate existing/new SLA's	<input type="checkbox"/> Current SLA's with all stakeholders.	<input type="checkbox"/> Customer satisfaction with services provided
Δ Support Trust clinical staff to provide the highest standards of patient care	<input type="checkbox"/> current awareness services provided, evaluated <input type="checkbox"/> outreach/remote services awareness/usage increased. <input type="checkbox"/> Impact of library services on patient care is demonstrated.	<input type="checkbox"/> Adequate staffing/funding; <input type="checkbox"/> opportunities to work closely with teams <input type="checkbox"/> Able to effectively demonstrate impact/value
Δ OH staff /stakeholders can access library services regardless of location	<input type="checkbox"/> 50% of Trust staff are library members <input type="checkbox"/> Outreach/remote services awareness/usage increased.	<input type="checkbox"/> Continued library presence at all possible inductions <input type="checkbox"/> Adequate staffing/funding. <input type="checkbox"/> Outreach team meetings
Δ Support the information needs of courses, research undertaken by stakeholders.	<input type="checkbox"/> Appropriate stock(print and electronic media) acquired in relevant areas, Additional funding secured as required.	<input type="checkbox"/> Library establishment, funding and premises are maintained/developed effectively
Δ Quality of services maintained or improved.	<input type="checkbox"/> Continued compliance with LQAF requirements.	<input type="checkbox"/> Adequate funding, staffing, <input type="checkbox"/> LQAF criteria consistency.
Δ Library staff are able to deliver information services which meet user needs	<input type="checkbox"/> Opportunities for appropriate affordable training.	<input type="checkbox"/> Adequate funding/staffing.
Δ Increase Trust OpenAthens accounts	<input type="checkbox"/> 35% OH staff registered for OpenAthens accounts by April 2018.	<input type="checkbox"/> Reliability of IT systems/software <input type="checkbox"/> Library is fully staffed
Δ Finances – ensure current financial levels can meet service objectives	<input type="checkbox"/> Monitoring of expenditure; take actions to resolve issues, eg reducing expenditure, increase income. <input type="checkbox"/> Efficiency improvements.	<input type="checkbox"/> adequate staffing/continuation of externally funded agreements
Δ ICT - Increase the use of ICT to improve service performance	<input type="checkbox"/> Maintain availability of electronic journals and books <input type="checkbox"/> effectiveness of ICT equipment available in/outside libraries	<input type="checkbox"/> Suppliers maintain access routes appropriate for NHS users (browsers/security/Athens compliant)
Δ Objectives of new strategy 2017-20 tbc	Including supporting Trust and other stakeholder's key objectives and principles of KfHC – digital by default, do once and share/collaboration, supporting information needs of patients, core offer of services to all eligible, development of clinical outreach librarian services; support for Trust as apprenticeships provider; support for Knowledge management eg repository.	Adequate staffing/funding; Reliability of IT systems; continuation of external SLAs; Discovery system; collaboration with other LKS; KfHC activities maintained; library premises and establishment maintained; increased awareness/profile of LKS in OHFT.