



ANNUAL REPORT APRIL 2022 - MARCH 2023 AND SERVICE OBJECTIVES APRIL 2023 - MARCH 2024



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1.0 Overview 2022-2023

OHFT library staff have delivered knowledge and library services to many OHFT staff and students as well as external customers and this year we are pleased to report consolidation of the positive trends recorded in last year's annual report as well as further considerable achievements.

Library staff have maintained a pattern of hybrid working at home and on site. The physical libraries at Warneford, Whiteleaf and Littlemore remain accessible to Trust staff and students working on-site.

We have continued to offer support to staff and students working or studying in all locations across the Trust to ensure that they can continue to access the latest evidence. This includes automatically registering all new starters, and sending books to their place of work wherever they are based, including their homes.

We have further adapted our induction and training sessions for different groups, delivering these through Microsoft Teams.

Reflecting on our activities over the past year it is apparent that this year has seen some notable developments and achievements. This is undoubtedly a result of the professionalism and expertise of the library staff who have as always responded positively to all new challenges.

Highlights include:

KLHUB (2.1.)

LQIO consolidation (2.2.1)

Staff retirements/appointments (2.8)

2.0 Services Delivered

2.1 Key Areas of activity (6 KPIs and other achievements)

1. Knowledge and Library Hub <https://bit.ly/OHFTHub> April 2022 - March 2023: Highest usage in England.

107789 Sessions + Searches + Requests (nearly 9k uses per month).

Since its launch on 15th November 2021 the OHFT instance of the Knowledge and Library Hub, the National Discovery System provided by EBSCO and funded from national library funding by Health Education England has become an essential resource for OHFT staff and students as demonstrated by the excellent usage figures that place us at the very top in England. We have been very successful in encouraging and promoting usage of the OHFT instance of the Knowledge and Library Hub. This is undoubtedly due to the hard work and expertise of our library staff who support library users to access and promote the Hub wherever possible, via inductions, training, the library website, intranet and the library newsletter. Although we sadly lost the Health Care Databases search interface in March 2022, we have been able to replace this with the Hub for many users who do not require in depth searching – and we still have access to the native interfaces of subscribed databases where more systematic searching is required.

Bertha Calles Cartas, our outreach librarian with responsibility for electronic resources has continued to use her expertise to ensure that the Hub functions correctly, contacting suppliers and support to resolve many issues relating to access and usability, acting as a central point through which the team are able to refer problems as well as creating an area within Teams for recording problems and solutions so that the Team are able to check status of existing issues.

2. Literature Searches provided by librarians. 224 (+33% since March 2022) *

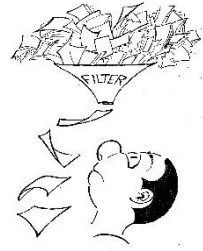
*demonstrates value of librarian's information skills, saving time for OHFT staff and stakeholders (estimated at 180 days – assuming a less experienced searcher takes on average 2x as long as a librarian who takes on average, 4 hours to perform an expert search) whilst enabling them to deliver high quality evidence-based practice/service improvements for patients. *this increase may be explained by the higher number of Ward Rounds/Clinical meetings attended by outreach librarians and the increase in the number of searches provided for primary care staff by our primary care outreach librarian.*

3. OpenAthens registrations. 2270 (+3%) (37% of OHFT staff/students – this is 2% less than 2021-2 and reflects the increase in staff in OHFT – so although the number of Open Athens accounts has increased it has not increased as much in proportion to the number of staff in OHFT).

4. Current Awareness Services

KnowledgeShare Members 2759 (+5% since March 2022; 44% of registered library users)*

**This is a high number of users compared to other libraries using KnowledgeShare but the increase is relatively slow compared with the increase in the number of library members and reflects the automatic sign up of new starters. Whilst we are able to register many more staff we are not able to automatically sign new starters up to KnowledgeShare and although they are sent information in the registration email, not as many take this opportunity to sign up as before. This is also affected by the lack of face to face induction opportunities.*



Specialist alerts.342 (567: March 2022) Customers received 22 (59: March 2022) bulletins compiled by librarians and 18 (53: March 2022) Tables of contents alerts. *

The number of individual alerts and TOCs have reduced this year as we have cross-checked with the topics offered by KnowledgeShare and transferred users to this resource (since many more resources, TOCs etc are now included in KnowledgeShare than previously). This has not reduced the quality of this service yet has resulted in valuable time saving for library staff and therefore is a useful service improvement.

5. Book and articles supplied.

Copies to own readers and other libraries: 2218 (-23% since March 2022) *.

**Loans from stock to own readers & other libraries: 3011 (+1% since March 2022)
6684 Items supplied (+24%)**

**The decrease may reflect increasing usage of the Hub by OHFT users to access articles i.e. change in service provision rather than reduction in activity.*

E books 520 (+50%)

Usage collated from– OVID, EBL, Wiley, Elsevier, Browns, Kortext.

The increase in these activities may reflect the increasing activities following the easing of COVID-19 restrictions. We have continued to offer adaptations to former procedures, including, sending books to home addresses for those working or studying at home following continued guidance to work from home. Increase in ebook usage is in line with the high level of usage of the KLHUB and other online services.

6. Library Training and Team support

Library Training Sessions (group and individual): 87 sessions; 565 attendees.

Library Inductions (group and individual): 56 sessions; 1645 attendees

Library Training and Inductions: Sessions: 143 (+8%); Attendees: 2210(+44%)

Both inductions and training sessions have increased with most of these sessions delivered via Microsoft Teams (although an increasing number were delivered face to face with the ease in COVID restrictions). This is not directly comparable with last year since

we recorded all sessions in 2021-22 as training sessions and this year, we have split them into sessions which covered Library Induction and/or Library Training.

This year outreach librarians also began attending 2 further clinical meetings, at the Eating Disorders Service at Cotswold House and Vaughan Thomas Ward, in addition to the Highfield Adolescent Unit meetings. These attendances have resulted in additional literature search requests, requests for training and resources.

Health Literacy: Highlighting issues around Health Literacy was a gain a key priority. Levels of health literacy in England are very low: 43% of working-age adults cannot understand textual health information, rising to 61% when a numeracy element is added (Rowlands et al. 2015); and 43% are unable to calculate paracetamol dosage for a child based on age and weight (Mayor, 2012). Health Literacy sessions are



now embedded in sessions delivered to Nurse Cadets, Nursing Associates (preceptorship programme) and the International Nurses Bridging Programme.

7. Further highlights

BMJ Best Practice (point of care tool) 9674 uses

Library members 6485 (+45%)

Room Bookings: continuing high levels of usage of library rooms at Warneford Library. During this period **843 room bookings for study/education were made – an increase of 19% since 2022, by 1164 staff/students an increase of 22%.**

2.2 Quality and impact

2.2.1 NHS Libraries Quality and Impact Outcomes Framework (LQIO) compliance. See also Service Improvement Plan July 2023 - Appendix

The original LQIO return was initially submitted to Health Education England (HEE) in September 2021, and we received the results during the first week in April 2022. In accordance with HEE requirements we submitted a Service Improvement Plan in January 2023 (?) that included actions planned to address one 'concern', for Outcome 1, *there is no evidence of a Board member promoting the role and value of library services*. We worked with members of the Board to rectify this and provided evidence to demonstrate the Trust's improvement for this outcome. Information was posted on the intranet, in the weekly staff bulletin and the Library Newsletter:

Our libraries help boost efficiency and save time according to Board members

The new year is a great time to seek out new opportunities, information and ideas to help you in your work – and there’s nowhere better to start than the Trust’s libraries.

There’s something for everyone at the Trust’s libraries and all new Trust staff now benefit from automatic registration with all existing staff are entitled to membership.

Oxford Health libraries are used and valued by many Trust staff members as well as students, whether that be accessing carefully selected high quality resources or making use of specialist services.

Members of the Trust Board are enthusiastic users of Oxford Health libraries, understanding that knowledge and library services are critical for patient care and productivity, as they underpin individual and organisational learning, research and staff wellbeing.

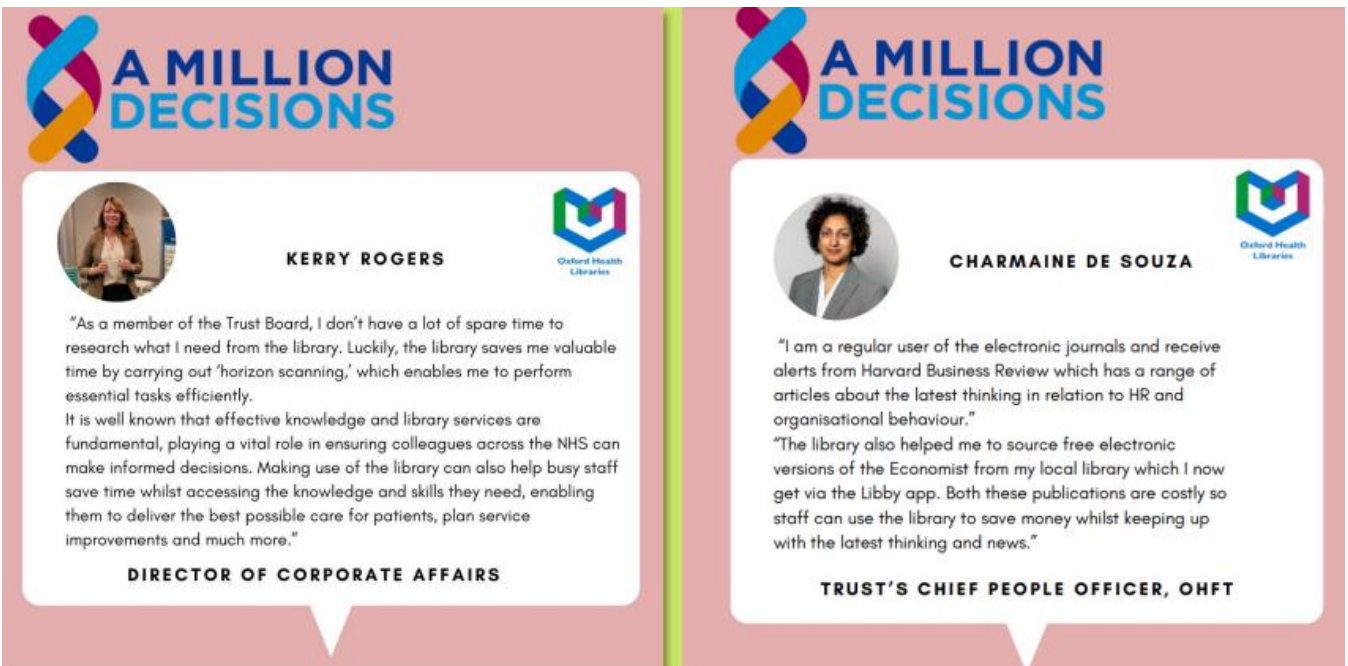
Charmaine Da Souza and Kerry Rogers are amongst regular users.

Charmaine, the Trust’s Chief People Officer, explained: “I am a regular user of the electronic journals and receive alerts from Harvard Business Review which has a range of articles about the latest thinking in relation to HR and organisational behaviour.”


“The library also helped me to source free electronic versions of the Economist from my local library which I now get via the Libby app. Both these publications are costly so staff can use the library to save money whilst keeping up with the latest thinking and news.”

Kerry Rogers, Director of Corporate Affairs, said: “As a member of the Trust Board, I don’t have a lot of spare time to research what I need from the library. Luckily, the library saves me valuable time by carrying out ‘horizon scanning,’ which enables me to perform essential tasks efficiently.

“It is well known that effective knowledge and library services are fundamental, playing a vital role in ensuring colleagues across the NHS can make informed decisions. Making use of the library can also help busy staff save time whilst accessing the knowledge and skills they need, enabling them to deliver the best possible care for patients, plan service improvements and much more.”



A MILLION DECISIONS




KERRY ROGERS

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DIRECTOR OF CORPORATE AFFAIRS

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CHARMAINE DE SOUZA

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TRUST’S CHIEF PEOPLE OFFICER, OHFT

2.3 External Services

2.3.1 Existing arrangements. We continued to maintain 5 external SLAs, providing library services to: The South Central and West Commissioning Support Unit; Oxfordshire Clinical Commissioning Group. Public Health Staff in Aylesbury. Public Health staff in Oxford. We also continued to supply Primary Care Bulletins via our SLA with HEE.

2.3.2 Primary Care Librarian.

Fiona Sutherland has continued in her role as Primary Care Librarian, on a fixed term basis which ends in January 2024, building contacts, delivering training sessions for primary care staff, carrying out literatures searches and working with the Oxford Training Hub and its successor, the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB). Our records show that Fiona has had significant successes in bringing library services to Primary Care staff in Oxfordshire and other areas within BOB.

Fiona has delivered:

- 84 literatures searches,
- 22 information skills training sessions attended by 82 staff/students
- 78 articles

She has also

- Compiled a monthly bulletin, Future Proofing Primary Care, sent out by HEE to subscribers across England
- Contributed to the national Primary Care Community of Practice.
- Delivered two BOB-wide Knowledge Café's in collaboration with the Buckinghamshire Primary Care Librarian,
- Facilitated and supported Critically Appraised Topic (CAT) training sessions with podiatrists in Oxfordshire.
- Facilitated and supported the Community Dentists' Journal Club
- Facilitated use of the Knowledge Management Assessment Tool with several teams.
- Delivered sessions to promote use of BMJ Best Practice, The NHS Knowledge and Library Hub, Health Literacy.
- Provided a Knowledge and Library stand at the Thames Valley and Wessex GP Fellows Training Day.
- Represented OHFT libraries at the BOB Digital Literacy event.

Although funding for the role ends in January 2024, we hope that an ongoing joint service level agreement between library services in the BOB area, may be arranged to continue to deliver library services to Primary Care staff across BOB to build on the successes already achieved.

2.4 Collection management.

We purchased print and e books and other materials in Trust priority areas.

Print: 223 titles (258 items; (£6938.13): E books: 21 titles; (£1187.59); (Total stock all sites=12990)

We continued to focus on e resources, working in collaboration with other libraries to improve provision and taking part in regional and nationally negotiated deals to improve provision and secure best value.

We raised awareness of the new titles purchased by publishing several lists of New Titles on the intranet and the [Library Website](#)

We promoted our e books to raise awareness and increase usage via our 'Ebooks of the month' intranet posts: [November](#); [December](#), [January](#) [February](#), [March](#)

E books nationally funded

- **Kortext collection** 101 ebooks funded by HEE via [Kortext](#). This includes:
 - Diversity collection
 - Primary care collection
 - Resilience and wellbeing collection
 - Sustainability collection
- **Oxford University Press** : 150+ e books including Oxford Handbooks.
- **Wiley: Maudsley Prescribing Guidelines**
- **Royal Marsden Manual of Clinical Nursing Procedures, 10th ed., 2021**

All are available via the SWIMS Library catalogue and accessible via the OHFT Knowledge and Library Hub.

Local subscriptions

We continued to subscribe to the following electronic resource collections:

1. [Emerald Health and Social Care](#) (32 titles).
2. [Pep Web](#) online psychoanalytic library of e books and journals.
3. [Wiley Medical and Nursing Collection and Archive](#) (300 titles).
4. [Clinical Key Psychiatric and Infectious Diseases Collection](#) (62 titles & 36 e books).
5. [Mark Allen Healthcare Complete](#) (26 Health and Social Care titles).
6. EBSCO (14 online or online and print titles).

We also began a new subscription for Springer's [Nature Mental Health](#) & [Nature Reviews Psychology](#), taking advantage of a discount offered through collaborative subscription with other mental health trusts.

For all the above subscriptions excepting EBSCO we have also now negotiated extended access for GPs and Practice staff in Oxfordshire either for no additional charge or a small fee. This means that GPs and Practice staff in Oxfordshire can now access all the collections that we currently subscribe to in the same way as OHFT staff and students.

We have continued to fund 25 [CPD eLearning](#) licenses for OHFT SAS Doctors.

2.5 Knowledge Management

2.5.1 [ORKA \(Oxford Health Knowledge and Research Archive\)](#).

We have continued to add over 200 publications by Trust authors and Trust funded research to ORKA. This year we also added a new [R&D Publications Community](#) to contain publications from R&D funded projects.

2.6 Supporting Wellbeing for Patients and Staff


Reading Groups and support for dementia patients. A new patient reading group was created for Vaughan Thomas ward and the library supplied books from the public library. Since the pandemic disturbance and covid are still affecting services Activity Coordinators are still reluctant to provide reading lists and have the books ordered from public libraries. Public librarians have been informed and are happy to resume the service when we are ready. However, we remain in contact with Activity Coordinators and continued to send the Weekly Sparkle reminiscence paper and World book night books to support dementia patients as well as supporting the teams with Board Games and audio tapes from the Calibre audio library.

We continue to offer wellbeing and professional resources to staff through our collection of **Reading Well lists of Books on Prescription and the Health Collection from Health Education England** at each site which supports social prescribing – staff can borrow these to use with or recommend to patients.

Educational Board Games.

Using recommendations from staff who have used the educational board games, we purchased [Garden Joys, Scents and Sounds](#) (the Smell Game) to be used by dementia patients, increasing our stock to 31 board games.

Book Club



Reading for pleasure enhances empathy, understanding of the self, and the ability to understand one's own and others' identities,

[Would you like to join a book club to read for pleasure?](#)

Complete this survey before 31st of March 2023

Our Senior Library Assistant Tom Rogers started the first Book Club for all OHFT staff running a survey in March 2023 to assist with planning. Initially there has been a lot of positive interest amongst OHFT staff. The results of this initiative will be reported in next year's Annual Report.

2.7 Marketing

2.7.1 Marketing Strategy.

The initial action, delivery of a PPT presentation for delivery to our Learning & Development Team colleagues which explains how we can support their needs was delivered at L&D Team meeting on 21 February 2023.

2.7.2 Intelligence Insider

Our monthly Library Newsletter, Intelligence Insider edited by Bertha Calles Cartas, has grown in popularity this year, with nearly 1500 subscribers. Library staff all contribute to the newsletter writing about our services, achievements, and new resources with the aim of keeping our users up to date and increasing awareness about our activities and positive feedback show that the newsletter is well-received:

Thank you for sending through another interesting newsletter, the section on the local community support for food poverty was particularly relevant given all the rising cost of living concerns and I have shared it with my community dietitian colleagues as it may be useful for some of their caseload.

All issues are available via the [Library Website](#).

2.7.3 Awareness events

We ran promotions which focused on relevant national campaigns as well as advertising some of our most valued services, we created book lists, intranet and website announcement as well as displaying posters in our libraries.

World Autism Acceptance Week, April	Libraries Week, October
Stress Awareness Month April	World Mental Health Day, October
Mental Health Awareness Week, May	Black History Month, October
Pride Month, June	Disability History Month, November
Knowledge & Libraries Awareness week! Day 1 Your Knowledge and Library Hub and Day 2: Royal Marsden Manual, Maudsley Guidelines, June	BMJ Practice & Clinical Key: Finding information about measles
Why work with Knowledge and Library Specialists, June	Children's Mental Health Week, February
Learning Disability Week June	Eating Disorders Awareness Week, February
World Suicide Prevention Day, September	Nutrition and Hydration week March
<p>Health Information Week, July. Health Information Week aims to encourage partnership working across sectors and to benefit all staff and the public by raising awareness of the good quality health resources that are available. We promoted:</p> <p>Long Covid , Your Health Collection & Media Literacy</p>	
<p>World Book Night, April 2022. This year we distributed 160 copies of Straight Outta Crawley by Romesh Ranganathan. The community teams continued to be our main takers, most books went to Saffron House-High Wycombe, Oxford Therapeutic Community, Sapphire Ward-Whiteleaf Centre, Glyme Ward, Kestrel Ward and Thames House- Littlemore, Sandford Ward- Fulbrook Centre, Cotswold House-Warneford and Watling Ward-Milton Keynes. Due to the increased demand for the books and the positive feedback, we have received from the teams taking part, we will continue applying for 160 copies, the maximum number an organisation can receive.</p>	

2.8 Staffing

Mark Bryant retired at the end of March and we celebrated his career with a tea party at Littlemore Library. He is greatly missed by many library users and all the library staff. Mark provided a brief account of his career in the [March 2023](#) edition of the library newsletter in which he affirmed that:

I fundamentally believe in the value libraries can bring to the delivery of healthcare. Treatment has to be evidence based and the library, sitting in the background, providing the electronic and book resources, is the door to all that evidence. All libraries, not just health libraries, are places to explore knowledge and expand the mind in safety and without judgement. Freedom to think is the fundamental freedom and librarians are the guardians of that freedom.



Mark was also featured in the Trust bulletin:

Librarian Mark begins a new chapter – but takes time for tea and cake first

Mark Bryant Oxford Health's Littlemore-based outreach librarian, has had a long and positive influence on people working at Oxford Health and in communities beyond. And now retirement beckons at the end of March, just before his 70th birthday (April 9th). But before he turned the page on his time at the Trust, he held a tea party at Littlemore Library for his friends and colleagues.

His long and varied career in libraries has seen him working in Central London Polytechnic, West Sussex, Buckinghamshire and as head of Public Libraries in Ealing. Whilst working with us at Oxford Health he has supported hundreds of staff with literature searches, current awareness alerts and other knowledge services.

Mark started with Oxford Health in 2009 setting up a library service for the then Ridgeway Learning Disability Trust. He is still well known among the Learning Disability teams as the first point of call for information and research and he has seen students he helped qualify, go on to make successful careers in Oxford Health's Learning Disability services.

He also worked, in addition to his Trust duties, with Oxfordshire County Council's Libraries and Public Health services in 2018 to help embed Making Every Contact Count (MECC) in the county council's libraries to promote the health and wellbeing of local people.

Conversations in libraries are tipping points

Mark explained: "The best bit about the job has been meeting and helping people and knowing that the work you do to provide information will go on to be used to improve patient care.

"Libraries have changed as, for instance, things like reference libraries and manual searches you once did by hunting through shelves of books and microfilm, has been replaced by web searches. But the fundamental thing about libraries is still alive and well, and that is that they are a sanctuary where you can be yourself and find things out. That will not alter."

- **Sarah Maddock**, Library Services Manager continued in her role but reduced hours from 37.5 to 22.5 (working 3 days per week).
- **Mpilo Siwela** began her role as Assistant Library Manager for 15 hours/2 days per week (and continues as Outreach/Reader services librarian for 22.5 hours(3 days per week).
- **Tiziana Fiorito and Helen Hinchcliffe** began their roles as Assistant Librarians based in Oxford and Aylesbury respectively.
- **Tom Rogers** was appointed as Senior Library Assistant (SLA) based in Oxford.
- **Fiona Sutherland** was appointed as Outreach Librarian for 22.5 hours, in place of Mark Bryant and continues in her role as Primary Care Outreach Librarian for 15 hours (until 31 January 2024).

3.0 Objectives 2022-2023

Our Strategic objectives

Objective 1. Maintain access to the knowledge base of evidence, providing a high-quality library/knowledge service.
 Objective 2: Enable effective use of the knowledge base; mobilise knowledge to deliver on NHS priorities, supporting lifelong learning and wellbeing of NHS staff and facilitating the dissemination of research and innovation
 Objective 3 Deliver a cost-effective service; collaborating with other providers, improve the patient experience.
 Objective 4 Develop the knowledge and skills of library staff.
 Objective 5: Improve the user experience.

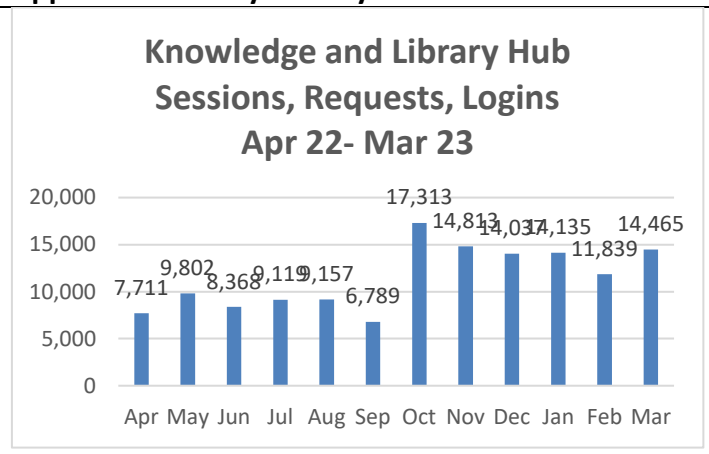
We reviewed and extended the objectives for the Library Strategy up to March 2023, recording encouraging progress against our 6 KPIs. Four indicators recorded considerable increases, of particular note was the Knowledge and Library Hub usage. Although not achieved, Open Athens registrations are very high compared with other Trusts and the decrease in the percentage of KnowledgeShare usage reflects the changes in registration processes since new starters are not automatically added to KnowledgeShare and we are no longer able to promote this at the Corporate Induction. We will focus on increasing KnowledgeShare sign up during the next year.

3.1 Performance indicators	Mapped Objective	Targets April 2022-March 2023	Achievements March 2023
Resources usage	1	20% Increase in usage	Fully achieved: also highest usage in England!
OpenAthens	1	40% staff registered	37% of staff registered
Current Awareness signed up	2	75% members receive KShare alerts	43% of members receive KShare alerts
Literature Searching	2,3	10 day turnaround (5 day normal working)	6.7 days turnaround (nb 224 searches +77)
Items supplied	1,2,3	2304= total items supplied (10% increase)	3152 (total items supplied)
Information skills training	1,2	96 Sessions delivered (85 total 2021-2 + 10%)	135 Sessions delivered.

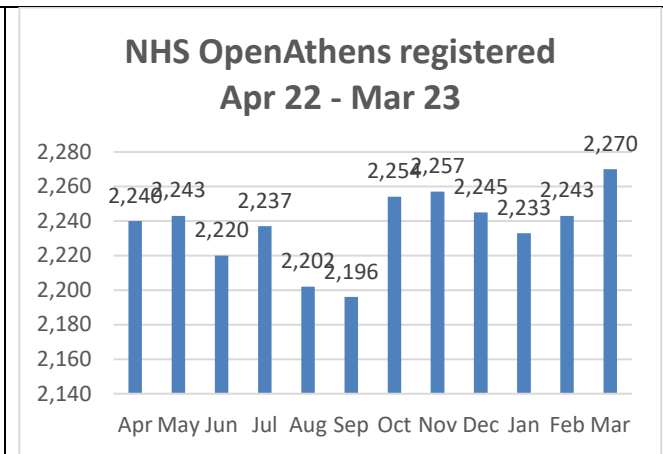
2.5.1 Developing our Library Services

In view of our submission of the LQIO (See 2.2.1 above) to HEE and to avoid unnecessary duplication we include progress against our own strategic objectives in the action plan that is required as part of this process (for Action plan see Appendix 2).

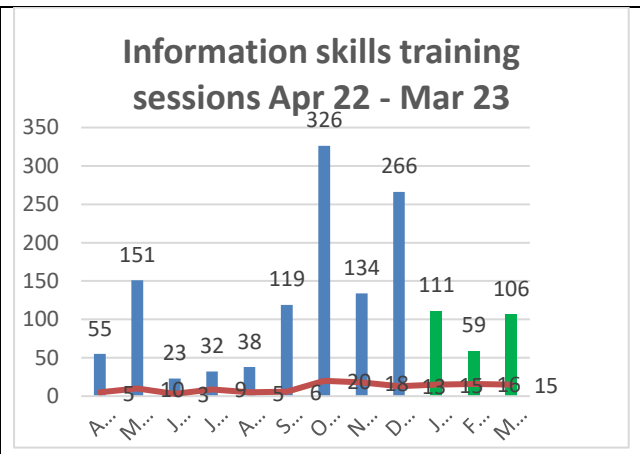
Appendix 1 Library Activity KPIs 2022-3



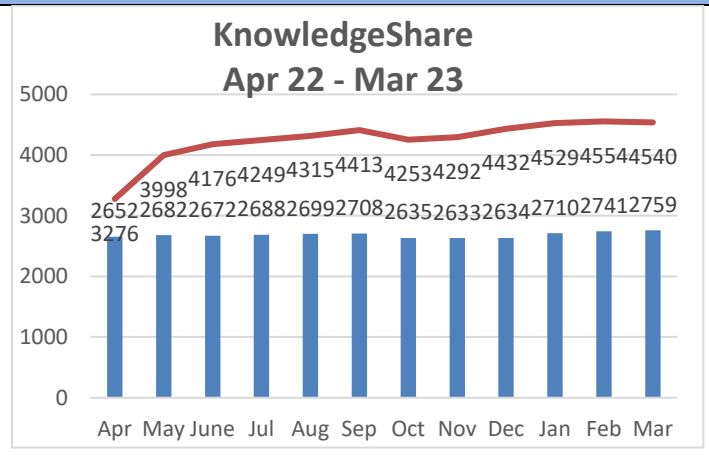
Total sessions 137,548 = Highest usage in England!



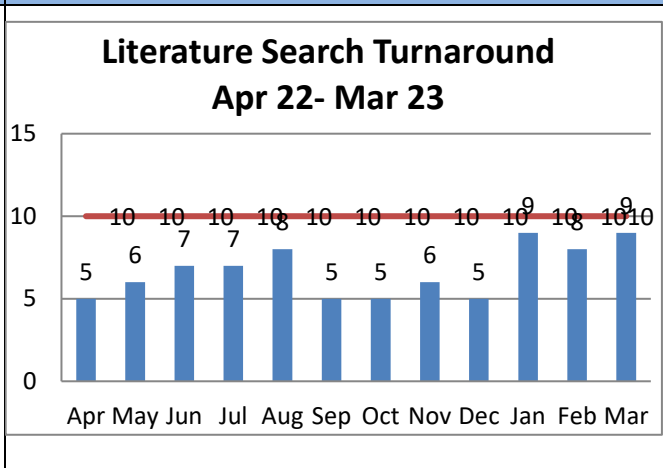
37% of OHFT staff (6089) registered (31.03.22)
Target: 40% OHFT staff registered March 2023



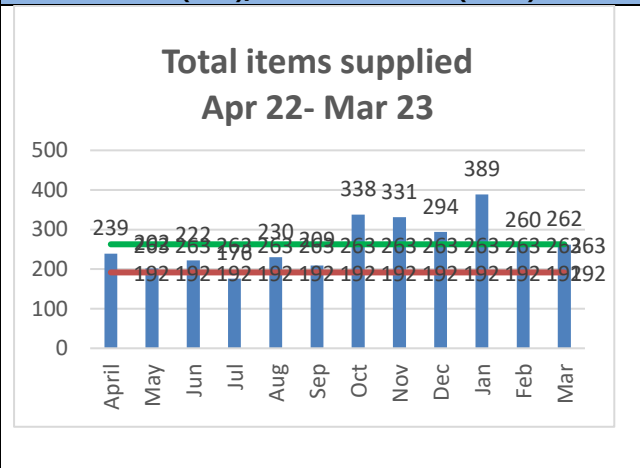
135 sessions 2022-23; Achieved Target 10% inc. from 2021-22 (85); Training & inductions Sessions 143 (102)/attendees 2210 (1287)



43% receiving KnowledgeShare alerts
Target 75% members receive KnowledgeShare alerts



Annual average = 6.67 days turnaround ✓
Total Searches = 224 (Total = 169 -2021-22) ✓
Achieved target of 5-10 days ave turnaround ✓



Monthly average = 263 ; Total = 3152
Target = 192 /month(10%inc) from 2021-22 = 162 monthly average

Appendix 2 Library Service Improvement Action Plan

Validated levels	OUTCOME 1: All NHS decision making is effectively underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists. All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of <i>Knowledge for Healthcare</i> .		
1 Medium			
Actions planned for service improvement			
	Action	Target date	Progress made
Recommendations - LQIO return April 2022			
1 Area of concern: there is no evidence of a Board member promoting the role and value of library services	Identify a specific Board member to champion the role and value of the knowledge and library service.	Dec 2022	<p>Actions taken: (See Evidence Document for full evidence to support this outcome)</p> <ol style="list-style-type: none"> 1. Contact was made with Trust Chairman. This has clearly made a difference and increased awareness of the library amongst the Board members. The Chairman has invited the library to support the Mental Health and Law Committee by carrying out literature searches to provide evidence for this Committee's activities. He has also reminded other Board members about the support that can be provided by the library. He has passed on the Library Newsletter to other Board members. We received a response from the Board's Medical Director to the Newsletter 'Great to see the work being done' 2. The Director of Corporate affairs now includes a statement in her regular Board updates confirming the library's role in supporting her updates. <i>Regular sources: DHSC, CQC, Health & Social Care Committee, Parliamentary and Health Ombudsman, NHS England/Improvement, NHS Providers, NHS Confederation, NHS Employers, King's Fund bulletins, Nuffield Trust, Health Foundation, 39 Essex Chambers, Capsticks, RadcliffesLeBrasseur, Lexology bulletins, Health Service Journal Acknowledgement to OHFT Libraries for their ongoing support in sourcing content.</i> 3. An opportunity arose to discuss the requirement with the Chief People Officer who is now the Director with responsibility for the Library Service. The Chief People Officer was happy to explain her use of the library with other Board members in order to promote the value and role of the library and this has resulted in several encouraging responses from

Validated levels 1 Medium	OUTCOME 1: All NHS decision making is effectively underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists. All NHS organisations enable their workforce to freely access proactive library and knowledge services that meet organisational priorities within the framework of <i>Knowledge for Healthcare</i> .			
1			Board members which indicate existing awareness and understanding of the value of the library (See evidence of email and responses) In addition the Chief People office has worked with the library manager and the Communications Team to write an article which explains the role and value of using the library using examples of use by Board members and which encouraged use by Trust staff. (See Evidence Document for full details). We will continue to take opportunities to promote awareness amongst Board members and hope to involve the Board in the Library Strategy process	
	2.	Continue to embed and review objectives with senior stakeholders	July 2023	Latest Library Annual report shared with <ul style="list-style-type: none"> • The Interim Heads of Learning & Development • The Chief People Office, • The Library User Committee Chair • The Trust Chairman.
	3.	Ensure that future strategies have robust governance process for approving/extending the duration of the strategy	Dec 2023	The Library Manager and Assistant Library Manager have reviewed processes and discussed further actions for creation of the new Library Strategy and continue to plan actions for completion by Dec 2023

	Additional Strategic Objectives	Target date
1	Work with L&D to ensure the library has sufficient resources to fully deliver on priorities. <i>See also O4: Develop staffing structure for current and future needs/ considering on-site, outreach services and home working.</i>	Dec 2023
2	Investigate bid for refurbishment of Warneford Library and carry out survey of users/nonusers)	Dec 2023
3	Continue to pursue re-allocation of library space in Littlemore library (survey of users/non users)	Dec 2023

Level 2 High	OUTCOME 2: All NHS decision making is effectively underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists.		
<u>Recommendations - LQIO return April 2022</u>			
	Action	Target date	Progress made
1.	Engage with the Board member who used the knowledge mobilisation assessment tool and gather an impact statement from them	Dec 2023	Completed Chief People Officer and Director of Corporate Affairs have provided impact statements/social cards
2.	Work with other teams and departments across the organisation to use the knowledge mobilisation self-assessment tool; Use the NHS Knowledge Mobilisation Toolkit to introduce a selection of tools and techniques	March 2023	In progress – <ul style="list-style-type: none"> • Included in outreach meeting agendas • Knowledge Café has been run by Primary Care Librarian in collaboration with BHT PC Librarian. • Other teams are being offered the opportunity to work through the evidence assessment tool • run a Knowledge Café at an L&D Team meeting ?

Outcome 2	Additional Strategic Objectives	Target completion date
1	Increase awareness/use of knowledge mobilisation tools in Trust teams from 1 to 5. (See also O3)	Oct 2023
2	Focus on developing ORKA to showcase internal, non-published research eg L&D projects/assignments =50 by target date	Dec 2023
3	Marketing activities: Increase use of resources; usage of journals, books, e books, items supplied increase <i>by 10% since March 2022</i>	Mar 2023 (completed)
4	Develop collection(s)/ access to resources to reflect Trust education, training and research priorities: evidenced by purchasing statistics, stock management activities; reading lists up to date.	Dec 2023
5	Refine all Primary Care Bulletin processes to improve efficiency and update searches for native interfaces	Completed
6	Increase the number of TOCs provided through KnowledgeShare to improve efficiency	Completed

Level: 3 Low	OUTCOME 3: Library and knowledge specialists identify the knowledge and evidence needs of the workforce in order to deliver effective and proactive services.		
<u>Recommendations - LQIO return April 2022</u>			
	Action	Target date	Progress made
1	Undertake some structured interviews with key representatives of staff groups to identify user needs.	Dec 23	Initial plan to approach JDRs; L&D leads, Nurses; sed mentimetre with JDRs to identify key needs (Dec 2023)
2	Consider adopting user journey mapping to inform improvements to the services you provide	Parially complete	Processes involved in user journey mapping were used in marketing strategy Continue to use processes to improve specific services
3	Develop a graphic “You said, We did” to illustrate and summarise how you respond to feedback and requests	Dec 2023	Use canva to design a suitable graphic/poster

Level: 2 High	OUTCOME 4: All NHS organisations receive library and knowledge services provided by teams with the right skill mix to deliver on organisational and <i>Knowledge for Healthcare</i> priorities.		
	What will you do?	Target date	Progress made
<u>Recommendations - LQIO return April 2022</u>			
1	Consider undertaking a staff and skills audit to identify the strengths and weaknesses of the team and identify solutions to address any gaps identified. Consider supporting this with the HEE knowledge and library staff ratio policy	Dec 2023	Plan for Nov/Dec 2023
2	Ensure you provide evidence for all staff who are undertaking continuing professional development.	Dec 2023	CPD spreadsheet –all staff included and have been reminded about adding CPD activities and reflections.

Level 2 Medium	OUTCOME 5: Library and knowledge specialists improve the quality of library and knowledge services using evidence from research, innovation and good practice.		
	What will you do?	Target date	Progress made
<u>Recommendations - LQIO return April 2022</u>			
1.	Demonstrate how the knowledge and library evidence has been applied to knowledge and library service developments.	Dec 23	Team meetings now often include education session – see minutes Develop using MS Teams channels?
2.	Validators would like to see evidence of reading professional literature to help the knowledge and library team keep up to date.	Dec 23	Team meetings now often include education session – see minutes Develop using MS Teams channels?

Level: 2 Medium	OUTCOME 6: Library and knowledge specialists demonstrate that their services make a positive impact on healthcare.		
	What will you do?	Target date	Progress made
<u>Recommendations - LQIO return April 2022</u>			
1	Make more extensive use of impact data and stories collected for reporting and promotion of the service and contributing examples to the national impact evidence base	Dec 2023	Using impact stories in PPT training and inductions Nb – national evidence base not being updated – need to focus on using locally
2	Consider identifying key stakeholders within the organisation to develop social cards to support advocacy of the knowledge and library service	Dec 2023	Create social cards and obtain consent Target – 10 social cards?
3	Providing a summary report of quantitative and qualitative impact data that can be used in reporting and promoting the service.	Dec 2023	<ul style="list-style-type: none"> • Adapted annual report on a page using Canva • Working on <i>You said , we did</i> graphic