Brighton and Sussex Library and Knowledge Service Strategy 2019-2025

Ratified by the BSUH Education and Knowledge Board, 29/11/2019

Our Mission	To inform staff and patients, enhance health care education and positively influence the quality of care provided to people in Brighton & Sussex					
Patient First	**Quality Improvement**		**Sustainability**	**Our People**		**Systems and Partnerships**
Our Focus	**Patients and the Public** [2]	**Clinicians, Managers and Researchers** [3]		**Learners and Educators** [4]	**Our Team** [6]	**Our Partners** [7]
Our Goals	Patient education materials	Information literacy for improved decision-making		Digital learning environments	Staff wellbeing	Service co-design
	Patient-facing role	Evidence provided to inform safety, quality and sustainability		Physical learning environments	Professional development and research	Collaboration across the BSUH-WSHT Group and with colleagues in Sussex
	Health promotion materials / evidence to inform public health	Up-to-date and accessible local guidelines		High quality education		Collaboration with local university libraries and learning technology teams
	Heritage of the hospitals	Contribution to research activity		Reduced barriers to learning	Team capacity and efficiency	National collaboration
	Valued information sources in print and online [5]					
Our Foundations	*Quality Assured*: We will monitor and continuously improve the quality and cost-effectiveness of our services					
	A Digital Future: Learning environments, patient education and access to evidence will benefit from emerging digital technologies					
	Advocacy for Evidence: Through raising awareness of our services we will advocate for the use of evidence and knowledge in healthcare					

Our Focus	Patients and the Public			Quality

Our Vision

The patient experience will be enhanced by high-quality patient education materials and by information professionals who improve patients' health literacy and signpost them to local services.

Public health decision-making will be evidence-based. Local colleagues promoting healthy living will have easy access to promotional materials.

The heritage and history of our hospitals will be preserved and promoted to the public.

Our Goals

Patient education materials	Patient-facing role	Health promotion materials / Evidence to inform public health	Heritage of our hospitals
Patient education materials produced at BSUH will be approved, accessible, evidence-based and up-to-date.	A Patient Education Point in the main foyer of the 3Ts building will offer a place for patients and carers to receive high-quality information about conditions, treatments and local support services.	We will bid to continue providing services to Brighton & Hove and East Sussex Public Health teams.	In partnership with the 3Ts Team we will bid to continue preserving the physical and oral heritage of our hospitals and making this available to the public.
Expert guidance on producing patient education materials will be available.			
Where in-house patient education materials are not produced, approved alternatives will be provided to patients.	We will bid to increase our staffing in order to cover the Patient Education Point, supplementing with volunteers where appropriate.	Local public health decision-making will be informed by in-depth reviews of the latest evidence and email digests of new publications in the field.	
Informed consent to procedures will be ensured through appropriate use of patient education.			A Heritage Space in the 3Ts building will be open to the public, offering an evolving presentation of the hospitals' history.
Patient education materials will be available in non-print formats, such as video and audio, ensuring accessibility.	The introduction of a similar education point at Princess Royal Hospital will be explored.	Organisations in Brighton & Hove working to promote health will benefit from rapid access to high-quality models and leaflets, including improved access to digital health promotion materials.	

Our Focus	Clinicians, Managers and Researchers	Quality	Sustainable	People

Our Vision

Health professionals working under significant time constraints will more easily find and make use of the right evidence at the right time to improve the quality of care.

Services will be made safer and more cost-effective through the application of knowledge.

Research projects will build upon relevant previously published work and will successfully win research grants.

Our Goals

Information literacy	Evidence for safety, quality and sustainability	Local guidelines	Research activity
Staff will be taught to more effectively find the best evidence for continuous improvement.	Timely evidence reports will be available to staff on request to underpin continuous improvement of patient care, cost-effectiveness and sustainability.	Local clinical guidelines will be approved, in-date and informed by the latest evidence.	Projects and funding bids will be informed by the latest research and will increasingly be co-authored by our team.
Teams will be offered advice on improving their ability to translate research evidence into practice.	We will increasingly be embedded into clinical and managerial teams, building on our success in taking evidence to the heart of leadership and decision-making.	Clinicians will have easy access to relevant local guidelines and pathways digitally via desktop and mobile devices.	We will explore ways to enable open access publishing via a local research repository or fund to cover Article Processing Charges, partnering with R&D.
	Staff will be able to submit information enquiries by instant messenger in order to reduce barriers.		
We will co-design with local staff the content, format and frequency of our teaching by asking about their needs.	More staff will receive regular email updates on the latest evidence to remain up-to-date and provide informed care.	Clinical divisions will receive regular reporting on out-of-date guidelines and pathways that require revision.	Researchers will be taught to make use of ORCID IDs, Altmetrics and social media to amplify their research.
	Staff will receive books and articles rapidly on request and we will set, maintain and publicise standards for the speed of our supply service.		BSMS will make effective use of the University of Sussex Current Research Information System. Undergraduate research projects will be published in an open access repository.
Learning technologies will be used to provide more flexible information skills teaching.	Staff will be connected to NHS colleagues working in similar fields in order to collaborate and share knowledge.	We will bid to introduce a Trust-wide document management system to facilitate governance.	

Our Focus	Learners and Educators			People

Our Vision

The experience of being a student, trainee or learner will be improved through high-quality digital and physical learning environments.

Staff with an educational role will receive information, tools and training to enhance the quality of their teaching.

Barriers to learning will be reduced through more accessible learning environments and resources tailored to those with specific needs.

Our Goals

Digital learning environments	High quality education	Physical learning environments	Reduced barriers to learning
Learning management systems for students and staff will be easier to navigate. Accessibility will be improved through working with partners in IT, Communications and HR / student support.	Learners will receive teaching and tools to improve their academic and reflection skills, including critical appraisal, referencing to avoid plagiarism and writing for publication.	Learners will have quiet, clean, comfortable, welcoming and accessible study spaces that are designed in response to their changing needs and increasing student numbers.	Study spaces and the technology within those spaces will be accessible to those with physical and learning limitations.
A blended learning model, taking the best from face-to-face and online learning, will be implemented to improve learning outcomes for students and staff of all disciplines and grades, including distance learners.	Educators will receive digital literacy training and access to new technologies that increase learner engagement and improve learning outcomes.	Learners will benefit from simplified printing facilities in the libraries, improved self-service kiosks, and laptop loans for home learning.	Study spaces will provide a place for staff to access online learning who may otherwise lack IT access.
The quality of online education will be improved, increasing mandatory training compliance and reinforcing learning through newer approaches such as gamification and mastery learning.		The audio/visual technology in the education centres will be more robust and will facilitate new models of teaching.	Staff studying for professional exams, or English as an additional language, will have access to books and online sources to support their learning.
We will partner with BSMS IT to improve the digital experience for students and staff.			
We will partner with simulation teams for an integrated approach to learning technology.	Educators will have access to the information they need to keep the content and delivery of their teaching up-to-date.	We will explore the possibility of a small satellite library for community staff.	Staff of all grades will be attracted to use the libraries through leisure reading and book groups.
The BSUH learning environment will be linked to performance appraisals and revalidation.			

Our Focus	Patients, Clinicians, Managers, Researchers, Learners and Educators	Quality	Sustainable	People

Our Vision	The print and online information sources that enable decision-making, research and education will be valued, accessible and cost-effective.

Our Goals	Print information sources	Online information sources
	Staff and students will have access to a wide range of print books, patient education and health promotion materials enabling them to learn, to inform their work and to support patients.	Staff and students will have access to a wide range of online journals, evidence-based summaries, article databases, study aids and health promotion materials enabling them to learn, to inform their work and to support patients.
		Book stock will increasingly shift away from print to online availability.
	Access to, procurement and processing of print materials will be reviewed to ensure equity across professions and hospital sites, and to increase the efficiency of team processes. Reading lists will be developed further for BSMS students.	Access to online information sources will be simplified as far as possible, for example through the introduction of single sign-on, integration with IT systems, and increasing mobile availability.
	As usage of print materials declines in favour of electronic information sources, libraries will be reconfigured to reduce print stock and increase technology-enabled study spaces.	We will take advantage of regional and national purchasing and the shift towards open access publishing to focus locally purchased resources on information sources that support local needs.

Our Focus	Our team		People	Systems

Our Vision

Members of our cross-site Library and Knowledge Service team will feel supported to do their jobs, encouraged to continue developing their skills, and challenged to help drive change and make our work more effective.

Our Goals

Staff wellbeing	Professional development and research	Team capacity and efficiency
Our team will work in a supportive environment that emphasises the Trust values: Communication; Kindness and Understanding; Fairness and Transparency; Working Together; and Excellence.	Our team will learn from each other via peer review processes, regular forums to share knowledge and ongoing peer support.	We will seek opportunities to streamline our processes and minimise variation in practice between sites in order to provide an equitable service and maximise our staff time.
Our team will work in a more comfortable physical environment, with furniture and equipment that meets staff needs and supports physical wellbeing. The team will share responsibility for maintaining a tidy, clean shared space.	Our team will be encouraged, released and appropriately funded to attend external learning opportunities.	We will maintain an effective skill mix, adjusting roles to meet changing needs and bidding for increased capacity where needed. We will introduce improvement systems and increase our understanding of workloads in order to give staff the opportunity to make change and ensure tasks are appropriately shared.
Our team will benefit from regular one-to-one meetings, annual performance appraisals and ongoing support from managers with a focus on wellbeing.	Our team will carry out research into Library and Knowledge Service activities and share their learning externally through conference presentations and publications.	We will manage our internal documents more effectively through a well-managed shared file-store.

Our Focus	Our Partners			Partnerships
Our Vision	Our services will be designed to meet the needs expressed by our members and the priorities of the organisations we serve. We will work collaboratively with local and national NHS library and knowledge services and with the library and learning technology teams at partner universities in order to share knowledge and improve services for our staff and students.			
Our Goals	**Service co-design**	**Collaboration across the BSUH-WSHT Group and with colleagues in Sussex**	**Collaboration with university libraries and learning technology teams**	**National collaboration**
	We will regularly seek the views of the patients, staff and students that use our services in order to improve the way we work and increase our impact on health care and learning outcomes.	We will work closely with our colleagues in library and knowledge services across Sussex to minimise variation in service provision, maximise purchasing power and present a single face to Sussex Partnership and Sussex Community.	We will work closely with our colleagues in the library services at the University of Brighton and the University of Sussex to minimise variation in services to staff and students of the Medical School and maximise purchasing power.	We will work with library and knowledge services across the country to enable professional development, influence information source selection and procurement, and benefit from economies of scale.
				We will continue to improve the functionality of our KnowledgeShare system and increase the number of external organisations licensing it.
	We will co-design services with senior colleagues, ensuring that they align to the priorities of the Education and Knowledge Board, the Medical School, the Trust and the regional integrated care system.	We will work with the education teams at Sussex Partnership and Sussex Community to align our services to their needs, for example exploring how to raise awareness and usage and offer more teaching in community locations.	We will work closely with the technology-enhanced learning teams at the University of Brighton and the University of Sussex to ensure that staff and students of the Medical School benefit from advances in TEL in the partner institutions.	Our learning management systems will use externally produced online content and we will share our own content nationally.
				Staff training passports will be enabled by interfacing our learning management system with national systems to enable inter-authority data transfers.

Our Responsibilities	
Patient First at Brighton & Sussex University Hospitals	*Patient First* is the long-term approach to transforming services at Brighton and Sussex University Hospitals. It is about empowering front-line staff to make improvements, with patient care as the top priority and True North of the organisation. The themes of Patient First are: quality improvement, sustainability, our people, and systems and partnerships. The Library and Knowledge Service enables Patient First by informing and educating staff to positively influence the quality of care. We will improve safety and quality through the provision of evidence and help managers to achieve efficiency plans by learning from what has worked elsewhere. We will improve the quality and accessibility of education for our organisations' staff and students and will deliver our objectives in partnership with local, regional and national organisations.
Brighton & Sussex Medical School	Brighton and Sussex Medical School (BSMS) is consistently rated among the top universities in the country as per the National Student Survey, and the BSMS Library Service is rated among the best university library services. Student numbers at BSMS, both for undergraduate and postgraduate courses, are on the rise, with the undergraduate cohort having increased by 50% over the last two years. Distance learning will increasingly be employed for postgraduates. The curriculum is changing as a result and because of changing national requirements such as *Outcomes for graduates* and the *Medical Licensing Assessment* from the General Medical Council. The Library and Knowledge Service will respond to changing needs, including and especially the need to improve the digital learning environment. Our strategy reflects the priorities outlined in the Technology-Enhanced Learning Strategy approved by BSMS Academic Board in Jan 2019, which will be supplemented by a wider strategy for the Digital Learning Environment. We will enable BSMS to achieve success in the Teaching Excellence Framework and Research Excellence Framework.
Health Education England	In 2014, Health Education England (HEE) published *Knowledge for healthcare*, a development framework for NHS library and knowledge services. Healthcare library and knowledge services are a powerhouse for education, lifelong learning, research and evidence-based practice. The ambition of HEE is to extend this role so that healthcare knowledge services become business-critical instruments of informed decision-making and innovation. In 2017, HEE published the *Topol Review: Preparing the healthcare workforce to deliver the digital future*, which directs NHS Boards to take responsibility for effective knowledge management, including the creation and fostering of knowledge management roles, to enable staff to learn from experience and accelerate the adoption of proven innovations. Our strategy will enable the organisations we serve to begin implementing the recommendations of the Topol Review. From 2020, NHS organisations will be assessed by HEE on their use of library and knowledge services to meet their obligations under the *Health and Social Care Act 2012* using the new *Quality Outcomes and Improvements Framework*. We will work with partner organisations to ensure they achieve high scores against this framework by providing proactive, evidence-based services that meet organisational priorities, underpin decision-making and show a positive impact on patient care.
Meeting local needs	To further inform our strategy we ran a Library and Knowledge Service forum in February 2019 at which we asked members of our team to consider what activities they felt we should continue to do, what we should stop doing, and what new activities we should start. We then went out to consultation with the wider organisations we serve, asking for the views of colleagues from BSUH, BSMS, Sussex Partnership, Sussex Community, Public Health, and primary care. We asked what we are doing well in a variety of areas, and what could be improved. The responses included many examples of the positive impact our service has on patient care and education as well as numerous suggestions for improvements that have been incorporated into our strategy.