This year the focus has continued on taking a more collaborative approach to providing health and social care. In the North of the county the work of the Success Regime culminated in the public consultation on a new clinical strategy and the drafting of a Sustainability & Transformation Plan (STP) for West, North and East Cumbria. This aims to change the delivery of health and care services towards a more system place based approach. Following the CQC visit in December North Cumbria University Hospitals NHS Trust also came out of special measures.

Better Care Together continues in the South of the county, and they now become part of the Lancashire and South Cumbria STP, however both areas continue share the common strategic direction set out in the Five Year Forward View.


Cumbria Library & Knowledge Services (LKS) is already an integrated service and is helping support the development of a positive learning environment to underpin the Trusts’ and local health and care community’s ultimate aspiration of becoming, “an international centre of excellence for integrated health and care provision in rural, remote and dispersed communities.”

The Future of Healthcare in West, North & East Cumbria, pg. 12
A resource for everyone

North Cumbria and University Hospitals of Morecambe Bay Library Services (Cumbria NHS Library Services) have provided a health community-wide service to all local healthcare staff in Cumbria, since 2004.

Our service:
- Is staffed on 4 sites, 5 days a week
- Provides ‘out of hours’ access to library facilities 24/7
- Gives remote access to a wide range of specialist knowledge resources wherever there is Internet connection

Take a look at our interactive map to find the nearest Library / Learning Space near you!

Visit our website to find out more
www.library.ncumbria.nhs.uk

Visiting our website

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Joined up services – joined up knowledge

This consists of a network of well-resourced libraries at the Cumberland Infirmary, West Cumberland Hospital, Furness General Hospital and the Royal Lancaster Infirmary, together with ‘learning spaces’ at the Carleton Clinic, Voreda House, Westmorland General Hospital and more recently 3 new spaces at Ulverston Health Centre, Grange-over-Sands Medical Centre, Millom Network Centre.

Cumbria Partnership NHS Foundation Trust (CPfT) and Cumbria Clinical Commissioning Group (CCG) both have service level agreements with Cumbria LKS, which is hosted by North Cumbria University Hospitals NHS Trust (NCUH) and is delivered in partnership with University Hospitals Morecambe Bay Foundation NHS Trust (UHMfT).
North Cumbria Library & Knowledge Services

2016 – 2017 at a glance...

841
Staff received evidence alerts from the Library

8,537
Visitors to our website

96%
Compliant with HEE’s Library Quality Assurance Framework (LQAF)

3,447
Registered library users

1
Information searches carried out for healthcare professionals identifying current evidence and good practice

17
No of new users registering to use the service this increased by 34%

657
Healthcare staff trained or inducted

4,464 print books & 1,891 eBooks loaned

Supplied 758 document requests

5,536
Enquiries from staff who use our services

Athens evidence resources accessed 13,409 times

Do you want to learn & improve?
Come & see how the Library can help you?
Visit: www.library.ncumbria.nhs.uk
Staff and patients have the capacity for effective action by having the right knowledge, when and where they need it.

What is needed?

The library needs to make its knowledge resources, services and skills more usable, visible and play a more prominent part in supporting the local health and care community to work and learn more effectively together.
Our Strategic Goals

Usability: Easier, quicker and convenient access to the right knowledge when and where it’s needed...

Visibility: Increase awareness and understanding amongst all stakeholders of the library’s specialist skills and services and their benefits for patient care and service improvement...

Learning Together: Greater engagement and sharing of knowledge and learning and its application to practice...
Plan on a page – our OGIM

Cumbria NHS Libraries OGIM 2016/17

Vision & Strategies
- Objectives
  - Digital by default - Provide & promote wider digital and mobile access to UKS services and resources
  - Learning & Health & Well Being - Provide & promote knowledge services & resources to support the health and well-being of staff & the development of a wider learning culture
  - Developing relationships – identify & link with staff groups/teams & projects to build relationships and embed use of evidence into day to day practice
  - UCLAN partnership - Work with UCLAN and the other NHS partners to support the learning needs of the new Medical School in West Cumbria
  - Evidence resources - attract resources & enter joint purchasing arrangements to underpin collaborative learning, allow equity of access & value for money for our customers

- Goals
  - Monthly promotion focus on digital access to library’s electronic resource / services that will lead to increase of library website i.e. page views by 5% increase in Athens registration by 5%
  - Increase in membership of library by 5%
  - Develop at least 6 video guides to services & resources increase Twitter followers by 5%
  - Direct link in NCUM clinical portal to up-to-date increase use of Up-to-Date by 5%
  - 5% more staff join the library than 2015

- Initiatives
  - 1.6 month rolling programme promoting digital /mobile access to Library/Service/resources (AI)
  - 2. Investigate and pilot integrating links to Up-to-Date, ‘the point of care evidence resource’ into local clinical systems (SM & SG)
  - 3. Promotion of personalised electronic evidence alerts, including launch of Knowledge Share (KS) CD & LIA’s
  - 4. Remodel & modernise Library at CIC (SG & SM) (Plans dependent on external funding)
  - 5. Develop 3 additional Learning Spaces (LIA project) - Launch May 2016 (PO & JR)
  - 6. Promote & provide access to health and well-being resources & information by linking to local & national campaigns / projects (SM & LIA’s)
  - 7. Outreach programme working with teams/services & projects providing personalised knowledge guides to evidence resources & services (PO & CD & Stakeholder Links)
  - 8. Co-ordinating & providing knowledge support to create an improvement Network across Cumbria (PO)
  - 9. Clarify role and establish working relationship with UCLAN’s West Cumbria Medical School and staff (SM, SG & CD)
  - 10. Broker joint purchasing of key evidence resources across Cumbria and with NW (SM & SG)
  - 11. Pilot access to new evidence resources and services for Public Health staff (SM & SG)
  - 12. Enhance resilience of team and maintain their wellbeing (SM/SG)

Vision & Strategies
- Objectives
  - Connecting people, ideas and knowledge
    - Visibility: Increase awareness and understanding amongst all stakeholders of the Library’s specialist skills and services and their benefits for patient care...
    - Usability: Easier, quicker and convenient access to the right knowledge when and where it’s needed...

- Goals
  - Monthly promotion focus on digital access to library’s electronic resource / services that will lead to increase of library website i.e. page views by 5%
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  - 12. Enhance resilience of team and maintain their wellbeing (SM/SG)

Metric
- Athens registration & usage figures (monthly)
- Library membership figures (Quarterly)
- Library website page views (Monthly)
- Log of no of Twitter followers (Monthly)
- Video guides available on website
- Clinical Portal ‘go live’ date Nov 2016
- Up-To-Date usage figures
- Launch of SS June 2016
- Monthly KS sign-up figures
- Plans and costs for remodel of CIC in November 2016
- Launched May, learning space usage figures and feedback and September?
- Programmes of ‘pop up’ library events in staff restaurants by October 2016
- List of teams /Projects supported with examples of Library Impact Assessments
- List of Resources /Evidence guides on Library website Impact Assessments for every team/project supported.
- Library staff running core services & clearly defined roles of NHS and UCLAN libraries Jan 2017?
- Details of shared license agreements in place.
- PPI Athens registration & usage figure
- Survey Feedback Dec 2016
- Evidence that all library staff appraisals & personal development plans in place (June & above June, July & Sept 2016) linked to OGIM
Objective: To provide and promote wider digital and mobile access to Library and Knowledge Services and resources

“.....Cumbria wide Library and Knowledge services, .....provide an invaluable service.... Their contribution to developing system wide competences of staff is significant. It is therefore essential that this service, seen as a Cinderella for investment, against other informatics initiatives, is given the importance it deserves in the digital roadmap......we will look to ensure that our Library and Knowledge services are integrated into our informatics approaches going forward, to provide valuable support to staff.

Cumbria Local Digital Roadmap 2016-21
Knowledge for Innovation and Improvement

We all have two jobs
‘to do our job and to improve our job’

...is a service which sends targeted evidence alerts to staff based on their personal and professional interests.

Launched in June 2016 after a pilot with SAS doctors. The number of staff signed up to has steadily grown with 395 staff registered at the end of March 2017.

Want to know more about how we can help you continuously improve your practice?
Visit our Stay informed webpage: www.library.ncumbria.nhs.uk/stay-informed/index.aspx
Learning and Health and Well-being

Objective: To provide and promote library knowledge services and resources supporting ‘health and well-being of staff’ and the development of a wider ‘learning culture’

Our initiatives and outcomes

 Acquired HEE Library Development funding to remodel and modernise the Library at Cumberland Infirmary creating new flexible learning spaces. *(see overleaf)*

 Working with Cumbria Partnership NHS Foundation Trust’ as part of Listening Into Action (LIA) programme created 3 new Learning Spaces for NHS staff in the south of the county

 Library staff became Trust Health Advocates working with Health and Well-being team to promote key health campaigns, support services and information.

 The Library has worked with the Trusts and Cumbria Public Library Service to raise awareness of the wide range of health and well-being information available to staff and their patients

Our Health Advocates
Modernising and creating new learning spaces

Library make-over at Cumberland Infirmary in December
Part of a 2 phase programme funded by HEE’s Healthcare Libraries North to modernise and improve the library facilities. Phase 2 planned for June 2017 and once completed the Library will have:
- 5 additional computer work stations
- more flexible work space for individual study and group learning
- new ‘quiet’ space
- ‘Learning huddle’ for short group learning sessions

Before

After
**Objective:** Link with teams and projects to build relationships and embed use of evidence into daily practice

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**Our initiatives and outcomes**

The HEE campaign was launched in January 2017 highlighting the role of NHS Library staff in helping ensure decisions made everyday across healthcare in England are underpinned by research evidence and good practice.

The Library’s outreach service have now developed work programmes which targeted teams & staff groups providing knowledge support, advice and training. Some of the teams they have supported include: Pharmacy, Dietetics, Physiotherapy, Radiotherapy, Doctors in training, PEFs, Nursing & Midwifery, students on placement, CPfT Care Groups, Clinical Audit, Occupational Therapist and Public Health.

This support includes:

- Producing evidence searches and summaries
- Delivering training and advice to teams
- Developing specialist evidence guides
- Signing staff up to evidence alerts to help keep them updated in their specialty
- Pop-up library displays at workshops and team events
LEARNING TOGETHER

Objective: Attract resources and joint purchasing to underpin collaborative learning, equity of access and value for money

Evidence resources

Our initiatives and outcomes

- The library continues to broker and purchase knowledge resources for the local health community and increasingly as part of a regional consortium. This has helped make expensive resources more affordable.
- This year these include: The library continues to broker and purchase knowledge resources for the local health community. This has helped make expensive resources more affordable.
- We have also investigated ways of extending access to these knowledge resources to our partners in Cumbria Public Health. This has involved working with some of our publishers and offering training to Public Health staff. It is hoped that this could be extended to other social care staff as the local health and social care community come together.
- Service continues to work and share resources with Cumbria Public libraries with an increasing focus on staff

Evidence session with Cumbria Public Health staff

Date: [Insert Date]

(Please provide date of the evidence session)

Up-To-Date, Clinical Key, Medicines Complete, Wiley's Nursing and Medicines journal and MAH Inter-nurse collections, Royal Marsden Guidelines, Oxford University Press Handbooks and many others.

(Please provide list of additional resources and initiatives)

Service continues to work and share resources with Cumbria Public libraries with an increasing focus on staff well-being and provision of information for patients.

Evidence session with Cumbria Public Health staff

Date: [Insert Date]

(Please provide date of the evidence session)

Up-To-Date, Clinical Key, Medicines Complete, Wiley's Nursing and Medicines journal and MAH Inter-nurse collections, Royal Marsden Guidelines, Oxford University Press Handbooks and many others.

(Please provide list of additional resources and initiatives)
Objective: Work with UCLAN and other partners to support and improve the learning and development opportunities of staff

Our initiatives and outcomes

- Library service continue supporting students on placement from University of Newcastle, Cumbria and also welcomed new UCLAN students.

- Service now part of a group planning West Cumberland Hospital’s Phase 3 development to improve the learning, library and training facilities.

- Library joined the UCLAN & NHS Libraries Group helping to ensure our services and resources are joined up.

- Active members of Movement for Improvement (M4I) – part of a Listening into Action (LIA) project aimed at helping build a network of health and social care staff interested in working, learning and improving together. Using spark software this randomly connects members and invites them to make contact with each other and have a ‘coffee conversation’.

“There is an exemplary record of cooperation between healthcare library and knowledge services in England”

Listening to the people who use our services

“What can I say. Speedy”
A doctor

“What staff told us…”

“The [Knowledge Share] updates are great!”
Member of Public Health staff

“You’re a star!”
CPfT Team Lead /Professional Lead, Nutrition & Dietetics

“the information to helped me complete a clinical audit ….. and enabled me to synthesise the literature on the concept and offer a rationale for implementing the groups”
Senior CBT Psychotherapist
Quality and Impact

This year the Library used improvement tools promoted by CLIC and others developed nationally by HEE Knowledge for Healthcare’s Quality and Impact group to improve our services and demonstrate their impact on the quality of care.
For more details:
www.theclic.org.uk/cumbria-production-system and

An example of Library Impact story

**Case study:** A request to research “the ethical, legal and practical issues of using the hospitals as a place of safety for children”.

**Impact story:** The evidence provided “was used as the basis of all workshops with Cumbria County Council’s Children’s services and resulted in recommendations and the flow chart which is now used by North Cumbria University NHS Trust when admitting children to hospital as a place of safety.”

**Named Nurse - Safeguarding Children, Child Protection**

Library Service Metrics

<table>
<thead>
<tr>
<th>Library Service Metrics</th>
<th>Position in 2015-16</th>
<th>Goal for 2016-17</th>
<th>Outcome at end of 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff with Athens registration</td>
<td>1,174 (+ 5%)</td>
<td>1,370 (+ 17%)</td>
<td></td>
</tr>
<tr>
<td>Staff registered with library</td>
<td>3,363 (+ 5%)</td>
<td>3,447 (+ 2.5%)</td>
<td></td>
</tr>
<tr>
<td>New members</td>
<td>555 (+ 5%)</td>
<td>744 (+ 34%)</td>
<td></td>
</tr>
<tr>
<td>Twitter followers</td>
<td>209 (+ 5%)</td>
<td>274 (+ 31%)</td>
<td></td>
</tr>
<tr>
<td>Sign up to Electronic Tables of (Journal) contents (ETOCs)*</td>
<td>144** (+ 5%)</td>
<td>198 (+ 37%)</td>
<td></td>
</tr>
<tr>
<td>Sign up to Horizon scanning bulletins*</td>
<td>531 (+ 5%)</td>
<td>249 (- 53%)</td>
<td></td>
</tr>
<tr>
<td>Up-To-Date Usage</td>
<td>13,291 (+ 5%)</td>
<td>14,673 (+ 10%)</td>
<td></td>
</tr>
<tr>
<td>Overall usage of Athens evidence resources</td>
<td>12,034 (+ 5%)</td>
<td>13,409 (+ 11%)</td>
<td></td>
</tr>
</tbody>
</table>

* Evidence Alert services ** figure only available from Sept 2016
Working differently – planning for change

Library Staff developing our OGIM

Library OGIM on display and updated to show progress
The Finance

Our income in 2016-17 totalled £330,892 (North Cumbria)
This includes external funding sources (i.e. HEE, LETB & Sift, service sla’s and non recurring funding from HENW Health care Libraries Unit)

We committed our income in the following way:

Integrated NHS Library Services in Cumbria are adding value by:

- Sharing staffing which helps to sustain smaller services
- Making expensive knowledge resources more affordable through shared consortia purchasing, e.g. Royal Marsden Guidelines, Oxford University Press Handbooks and many others...
- Working with CLIC to support a more collaborative way of learning and working, including the a single ‘knowledge base’ website for the Cumbria health and care community
- Successfully bidding to HENW Healthcare Libraries Development fund to modernise and improve library facilities.
Looking forward – the Library’s objectives are to:

- Provide & promote wider digital and mobile access to LKS services and resources
- Provide & promote knowledge services & resources to support the health and well-being of staff & the development of a wider learning culture
- Identify & link with staff groups/teams & projects to build relationships and embed use of evidence into day to day practice
- Work in partnership with UCLAN and other partners to support the learning needs of the new Medical School in West Cumbria and the wider health and social care system
- Evidence resources – attract resources & enter joint purchasing arrangements to underpin collaborative learning, allow equity of access & value for money for our customers

‘We intend to become known as a place that changes for the better, with new ways of working and joined up services, a place that builds relationships with other parts of the NHS that can deliver high quality services for our local communities’

*The Future of Healthcare in West, North & East Cumbria, pg. 12*

Further details: see Cumbria Library and Knowledge Services strategy
For further information

e-mail: library@cumbria.nhs.uk

or visit our website: www.library.ncumbria.nhs.uk