



**Gloucestershire Hospitals**  
NHS Foundation Trust

# **Annual Report 2019 - 2020**

## **Library & Knowledge Service**

**Best knowledge for everyone**

# The 2019 – 2020 Challenge



Gloucestershire Hospitals  
NHS Foundation Trust



"To achieve our ambitious 5 year strategy called 'Journey To Outstanding' and our vision of 'Best Care For Everyone', we need the very best evidence. Our Library & Knowledge Service is integral to the achievement of our goals as they provide the best evidence for service, management and patient care decision making; they are equally crucial to the success of our Quality Improvement Academy and have become fully embedded in our organisation, valued by all those that use them"

Deborah Lee, CEO,  
Gloucestershire Hospitals NHS Foundation Trust.

#amilliondecisions  
<https://www.hec.nhs.uk/lks>

Deborah Lee our Chief Executive of Gloucestershire Hospitals NHS Foundation Trust (GHNHSFT) stated this year that the Library & Knowledge Service (LKS) is "integral" to achieving the goals of our Trust; that we provide "the best evidence"; we are "crucial" to quality improvement; are "fully embedded in our organisation" and are "valued" by those that use us.

Therefore this year we had a lot of live up to. We were up for the challenge but could we

- maintain and build on our well established reputation?
- Improve our high quality service?
- Continue to increase the impact we have on our staff, our organisation and our patients?

*"The start of the year saw us in a position like no other. We were busy, we had ideas, we had opportunities. What was most exciting though was the fact that we were now an experienced, determined and passionate team who not only cared about our service but also cared about each other"*

**Lisa Riddington – LKS Manager**

# Improving patient care, safety and experience



**Bedside safety checks in Critical Care – educating new staff**

The Critical Care team needed evidence to explain to new staff the importance of bedside safety checks – as a result of what the library found an improved guide was created it is used in the orientation of new staff and will improve safety

This highlights the need to do certain procedures...and why these need to be actioned

Dena Harvey, Clinical Nurse Educator – working with Camilla Gances-Bovett – Librarian  
Gloucestershire Hospitals NHS Foundation Trust

**Specialist librarians bring the evidence to inform good healthcare decision-making**



#AMillionDecisions  
cftp.org.uk/amilliondecisions

Everything we do concerns itself with patient care, directly or indirectly.

We directly impact on patient care by providing the best evidence to our clinical staff for decision making and improvement.

Of the 444 synthesised literature searches conducted this year 55% were directly related to clinical decision making.

Two examples of how we impacted on patient care include

- An evidence search for Dena Harvey Critical Care Nurse Educator which enabled the creation of a bedside safety check guide.
- Provision of evidence for Consultant Caroline Harvey about Ludwig's Angina which increased staff knowledge and enabled early identification.



**Ludwig's Angina – new clinical pathway, sharing knowledge and education**

A patient presented with this condition – the library & knowledge service were asked to find the most recent evidence – this resulted in increased knowledge in the team and creation of a prize winning assessment pathway presented at the 2019 ICC Oral & Maxillofacial Conference

“By early recognition of the problem this reduced risk and improves patient safety”

Caroline Harvey – Associate Specialist in Oral and Maxillofacial Surgery Working with Chloe George Senior Library Assistant  
Gloucestershire Hospitals NHS Foundation Trust

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The team also jumped at the chance to spread a little Christmas cheer singing carols to our patients

# Enabling service improvement



How patients and public can be best included in service redesign.

Charlotte Bigland, Public Health Registrar at Gloucestershire Hospitals NHS Foundation Trust, sought the assistance of library and knowledge specialists for examples of good practice in involving patients and the public in service redesign.

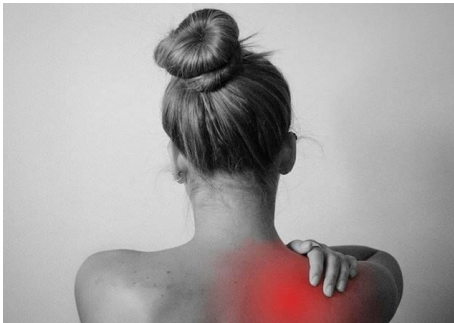
The evidence provided led to a carefully planned stakeholder event incorporating many of the features highlighted in the research. This will lead to truly co-designed service reconfiguration in Gloucestershire.



“The evidence provided a deeper understanding and knowledge of the practical implementation of and the real benefits from engaging meaningfully with wider system stakeholders”

Charlotte Bigland, Public Health Registrar, working with library and knowledge specialists at Gloucestershire Hospitals NHS Foundation Trust

Librarians and Knowledge Specialists bring the evidence to inform healthcare decisions.  
Underpinning innovation: enabling knowledge transfer and collaborative working



Knowledge for Service Planning – Pain Management Service

Evidence was discovered and presented to the CCG about regarding the best practice for a pain management service.

“Helped justify which interventions we should carry on, which we should explore and those where the evidence is poor that we we can consider stopping”

Ruby Punchard, Service Improvement Manager - GCCG Working with Dorothy Curtis – Bank Evidence Librarian  
Gloucestershire Hospitals NHS Foundation Trust



Specialist librarians bring the evidence to inform good healthcare decision-making

Having the best evidence is crucial for making the best decisions for Gloucestershire health services.

We directly impact on the improvement of services by providing the best evidence for our, commissioners, managers and decision makers and at least a quarter of all our evidence searches relate directly to service improvement.

Examples of how we impacted on delivering improvements include

- Provision of evidence for Charlotte Bigland Public Health Registrar on how best to include patients and public in service redesign.
- Evidence search for Ruby Punchard Service Improvement Manager for best practice pain management service.

“I always feel better informed after an interaction with the library service”

Library User from Gloucestershire County Council Public Health (GCCPH) Commissioning Team

# Informing policy



**Continuous Glucose Monitoring (CGM) - Evidence to inform commissioning policy**

5 adult cases for exceptional funding for CGM had been received and approved – evidence was then needed to inform the commissioning policy.

“ there is now a consistent policy for all to follow setting out the criteria for when an adult may fulfil the criteria for the supply of a CGM on the NHS ”

Kathy Gibbons and Emma Savage, Clinical Programme Team – working with Lisa Riddington Library & Knowledge Services Manager  
Gloucestershire Clinical Commissioning Group

**Specialist librarians bring the evidence to inform good healthcare decision-making**



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**Update to Conflict of Interests Policy**

“ It was really useful to get a comprehensive list of recent legislative and guidance documents on conflicts of interest to ensure the Trust was up to date and in line with national guidance in this regard ” ”

Cecilia Price NHS Management Trainee working with Lisa Riddington Library & Knowledge Services Manager  
Gloucestershire Hospitals NHS Foundation Trust

**Specialist librarians bring the evidence to inform good healthcare decision-making**



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Ensuring good governance and accuracy of policies requires the best information.

We work with our Policy team to help ensure Trust policies are evidence based.

Examples where our service has informed policy include

- Literature search for the Gloucestershire Clinical Commissioning Group (GCCG) Clinical Programme Team regarding Continuous Glucose Monitoring.
- Providing Cecelia Price Management Trainee, with the most up to date legislation and guidance to inform an update of the Conflict of interests policy.

*“Thank you and the Fab Library Team for supporting Policy authors from across the Trust who rely on your help to provide them with up to date evidence on which to base their documents for the safety and benefit of patients.”*

**Lizzie Hemlock – Policy Manager GHNHSFT**

# At the heart of QI



Evidence for Quality Improvement (QI)

A QI project to benchmark Do Not Attempt Cardiopulmonary Resuscitation in emergency admissions has meant decisions are made earlier and improved compliance

“The literature search... saved me hours of work and improved my focussed QI project.”

Janice Allen Resuscitation Officer Working with Chloe George Senior Library Assistant Gloucestershire Hospitals NHS Foundation Trust

Specialist librarians bring the evidence to inform good healthcare decision-making



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As a “crucial” part of Gloucestershire Safety & Quality Improvement Academy (GSQIA) we

- routinely attend Silver and Gold teaching sessions to inform trainees about the role of evidence for quality improvement (QI).
- have all achieved at a minimum the Bronze QI Award
- took part in
  - FAB NHS Change Day
  - Gloucestershire Research QI and Innovation Festival
- Delivered a presentation at the Care Quality Commission Executive visit about our Patient Information Silver QI Project

This year Lisa also become a Gold QI Coach

Just one example of the impact we have on QI is when we worked with Janice Allen, Resuscitation Officer, finding evidence for her project to benchmark Do Not Attempt Cardiopulmonary Resuscitation in Emergency Admissions.

“GSQIA works in close partnership with the Library who deliver short sessions on evidence based practice at both Silver and Gold levels as well as carrying out an increasing number of literature searches for our Silver QI Practitioners at the start of their projects”

**Lou Waters GSQIA Co-ordinator & Trainer**



# Enabling staff development



Our training sessions have enabled our staff to succeed at their university based courses, as well as on the job learning including lunchtime journal clubs. We have provided staff with the skills so they find evidence for their work.

We launched our new Health Literacy training session which has given staff tools to improve patient information and experience.

*“when I come into contact with patients, I am more patient and understanding about any confusions with appointment letters, or terms that they do not understand”*

**GHNHSFT Health Literacy Trainee**

This year we conducted 145 training sessions and trained 575 staff and students to find and use information. Sessions include

- Finding evidence
- Referencing
- Critical appraisal
- Health Literacy

*“My training highlight of the year was doing Health Literacy training with Hearing Services at CGH. It was a lot of fun and they were really responsive and thoughtful.”*

**Camila Garces-Bovett**  
Librarian and Training Lead



# Enabling recruitment and retention



Attending all Corporate Inductions has seen an increase in library membership and increased uptake of our current awareness services.

The summer Junior Doctors induction, although a standard event in our calendar was particular successful this year. *“It was noticeable how many new staff were actively seeking us out, this shows how library services are making an impact on this staff group.”*

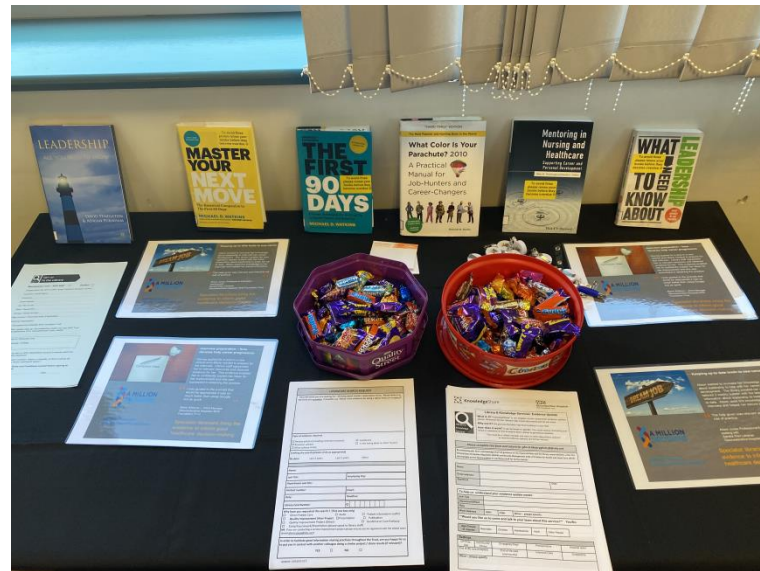
**Lisa Riddington – LKS Manager**

Student inductions continue to improve with us piloting innovative new games and activities to assist students learning about LKS services.

*“This is the best library induction I have ever had”*  
**4<sup>th</sup> Year University of Bristol Medical Student**


With the increase in nurse and HCA recruitment it was evident that some staff required additional IT help. We worked with our recruitment and education teams to support these staff to develop their literacy skills and help make their introduction to the Trust easier.

In February we took part in the Trust Career Development and Information Drop in Session and showcased how we enable staff development.





# Mobilising Knowledge



**Keeping up to date leads to new career**


Alison wanted to increase her knowledge about leadership to help with her career development. The library created her own tailored 2 weekly bulletin with the latest information about leadership to keep her up to date. Alison used this knowledge in her interview and helped her secure promotion

“The help given was relevant and linked to my role of practice.”

Alison Jones, Professional Education  
working with  
Sandra Weir Librarian  
Gloucestershire Hospitals NHS Foundation Trust

**Specialist librarians bring the evidence to inform good healthcare decision-making**

#AMillionDecisions  
[clip.org.uk/amilliondecisions](http://clip.org.uk/amilliondecisions)



This year saw an increase in staff who receive tailored current awareness services to keep up to date. We provide

- 1094 KnowledgeShare tailored bulletins
- 112 updates on an evidence search topics
- 248 Health Care Assistants receive our mediated table of contents alert service for British Journal of Healthcare Assistants

*“I always love receiving the latest KnowledgeShare bulletin. It's a really easy way to keep up to date with what is going on both for myself and to share more widely”*

**GHNHSFT staff**

One example of how keeping up to date is beneficial is how educator Alison Jones used the information in her tailored current awareness bulletin to help her to secure a promotion.

We ran 2 “Get “Tea” gethers” at our Trainee Nurse Associates and Healthcare Assistants conferences and also coordinated a Trust wide Randomised Coffee Trial. Random participants are paired to share knowledge and best practice.

*“useful to meet someone else from elsewhere in the Trust, developing a new contact for potential future working”*

**Nick Watson Senior Administrator in Professional Education and Apprenticeships & Careers Team**



# Access to quality evidence

## BMJ Best Practice

Clinical Decision Support  
for all NHS Staff in England.

Visit [bestpractice.bmj.com](http://bestpractice.bmj.com)  
and sign in via OpenAthens.



We provided

- 444 literature searches
- 265 books were sourced from other libraries
- 2255 documents were supplied to our staff and to other NHS library services

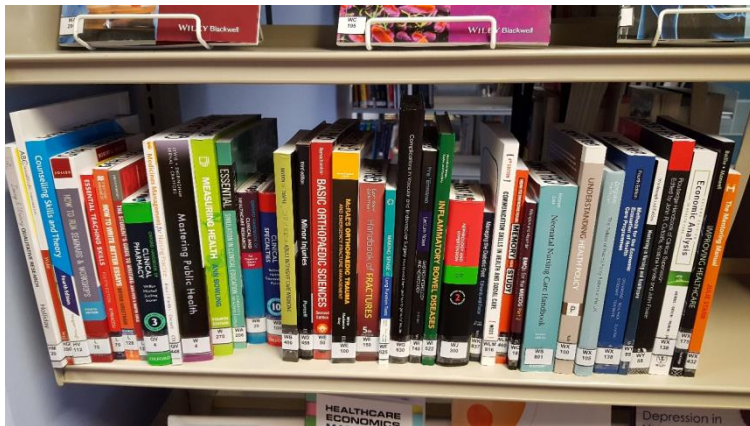
We purchased

- 289 new books and importantly removed 260 number over 10 years old
- 2 new journal collections
  - Sage Clinical Medicine
  - Wiley Medical and Nursing Collection
- Renewals to DynaMed and ClinicalKey

We also promoted the new national Clinical Support tool  
BMJ Best Practice

*“The best library service ever, so grateful”*

On receipt of the books she needed  
**Olivia Silverwood Cope - Midwife**



# Promoting Health and Wellbeing



This year saw a refresh of our yearly reading challenge under the new leadership of Chloe George. Chloe organised a book giveaway promoting reading for pleasure, relaxation and wellbeing with a holiday/staycation theme  
*“I am extremely proud of our Big Summer Reading Challenge”*

**Chloe George - Senior Library Assistant**

One of the highlights for us all was a visit to the library from the gorgeous dogs from Pets as Therapy  
*“The dogs were very calming and are very important for wellbeing for all members of staff”*

**Emily Langdale - Library Technician**

*“great to see so many getting a lift from the dogs being there”*

**Sandra Weir – Librarian**



Our Reading Well collection of books is popular and we have worked with the new 2020 Wellbeing Hub to promote these to staff.



# Improving accessibility and inclusivity



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One of our key goals this year was improve how our service could be more inclusive for all our staff.

Initiatives include

- Installation of hearing loops
- Lowering of the enquiry desk at Gloucestershire Royal Hospital (GRH) Library
- Availability of chairs with or without arms
- Installation of a height adjustable desk for wheelchair users
- Purchase of telephones suitable for people with hearing aids
- Magnifier, reading overlays and noise reducing headphones available at GRH
- Improved team awareness about disability and inclusivity

Camila organised events during Deaf Awareness week in our Trust for which she won a GEM (Going the Extra Mile) award.

We also launched our LGBTQ+ and a women's book collection

*"Many of these changes not only impact our users with long-term conditions or disabilities, but create a more positive experience for **all** our users."*

**Camila Garces-Bovett - Librarian**



# The library space



Both libraries are well used and much valued by staff and students.

This year saw improvements to both Gloucestershire Royal Hospital (GRH) and Cheltenham General Hospital (CGH) libraries including

- Comfy seating area at CGH
- Additional computers and study space at CGH
- Double screens for some computers
- New desks and chairs at GRH
- New pictures and signage

*“Honestly think the libraries [@gloshospitals](#) might be some of the nicest places on earth. Calm, quiet and comfortable, and they even worry about whether you are warm enough.”*

**Charlotte Bigland Public Health Registrar**



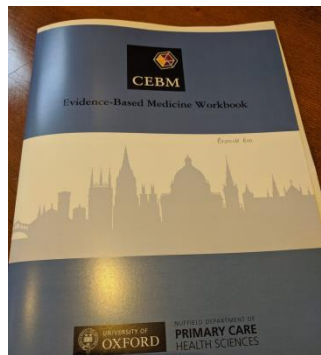
# Our professional development



Ensuring our professional knowledge is kept up to date, learning and sharing with our peers and taking time to plan for improvement is crucial to our success.

Highlights for the team this year include

- Dementia Friends Training
- Resuscitation Training
- Away day at Hartpury College
- Library Live – regional NHS library conference
- Camila attended Evidence Based Medicine Course at Oxford University
- Chloe was joint lead and key developer of the library regional professional development webinar programme
- Claire developed and conducted training for colleagues in our region for the new shared library management system



*“We are a profession who enables learning, that encourages the sharing of best practice, that provides a space for others to think and plan, that encourages our staff and students to develop – it is vital that my team also learns, shares, improves and develops ”*

**Lisa Riddington – LKS Manager**

# Health Education England GCCG and GCC Public Health

## Health Education England

This year, due to a change in service model our contract to provide a library service to Health Education staff ended on 30 September. Whilst providing a full service the core work consisted of literature searching where we provided 22 evidence searches/summaries.

## GCCG

After a successful pilot service in 2018-19 a new Service Level Agreement was negotiated based on the core evidence requirements of GCCG which were literature/evidence searches and document supply.

This year we provided 21 searches/summaries and a similar contract has been negotiated for 2020-21

## GCC Public Health

Similar to GCCG further to the pilot service a new Service Level Agreement was signed to provide literature searches and document supply to Gloucestershire County Council Public Health staff.

This year we provided 15 searches/summaries and a similar contract has been signed for 2020-21

# COVID19 – our response in March



To support the essential work of our Trust our team voluntarily offered their help to other services essential to the initial COVID19 response. Redeployment to the People and Organisational Development team included

- Claire - 2020 hub phone line
- Emily and Chloe - temporary accommodation team
- Lisa – ward administration project

Providing a virtual LKS and ensuring we could work from home was essential. During the team’s redeployment Camila provided this core service and created a COVID19 weekly research bulletin. Both libraries were also accessible 24/7 for staff.

*“One of the highlights was at the end of the year, how we supported other services including 2020 hub and temporary accommodation demonstrating our transferable skills during this current Covid situation”*

**Claire O’Connor – Deputy LKS Manager**

*“my proudest moment this year was seeing my team ready and eager to volunteer to help services who at the beginning of COVID19 needed additional help and also to adapt quickly to home working. My team showed flexibility and good old fashioned gumption – they are not shrinking violets!”*

**Lisa Riddington – LKS Manager**



# Valued by our staff



***“Great Team of Staff, would recommend my colleagues to approach and gain help from your team anytime”***

***“Our libraries offer amazing services and always offer help and assistance”***

***“Our libraries provide a first class service”***

***“Wouldn't hesitate to recommend!”***

***“I have always received 100% support from the Library Services”***

***“KnowledgeShare and the library are great resources - thank you for all your help over the years - it is much appreciated”***

***“really appreciate the information that is being made easily available.”***

# 2020 – 2021 - key goals



- Increase our profile on social media to engage with our users virtually
- Review our CGH offer – balancing user requirements and resource availability
- Improve accessibility to online resources
- Review and improve student inductions
- Improve and increase user engagement
- Improve visibility of research conducted in our Trust
- Develop the systematic collection of impact across all our services
- Continue to improve accessibility
- Consider how we can deliver information teaching sessions to patients
- Improve our environmental impact
- Consider implementation of clinical librarian post

Note - these goals were set prior to COVID19 and are continually being reviewed

# My review of the year

It is evident that this year we met the challenge that faced us; to maintain and build on our reputation, to improve our service and to increase the impact we have our organisation and our patients. It can be clearly seen that our service, as Deborah Lee stated, is integral to the goals of our Trust, that we have provided the best evidence, that we enable quality improvement, we are embedded in our organisation and we are valued.

Our successes have not come without their challenges. We have two masters, Health Education England and our Trust, sometimes what they require is at odds with each other. Providing a face to face service to two libraries with a small team is difficult, although CGH library users do not regularly need our help. Despite being one of the most dynamic teams in the South West, we are sometimes still stereotyped by some colleagues, this perception is slowly changing but can be frustrating. The continual increase in workload and our team ethos to excel, whilst admirable and a strength, also puts pressure on such a small team.

We have now interesting times ahead, many of our plans for 2020-21 will need to be reviewed due to COVID19, we will need to think differently about our service and the way we work. I know though we will look for opportunities, build on our successes, use our skills and knowledge to be creative and take heart that our team traits of kindness, support, hard work adaptability and laughter will see us succeed in the coming year.

**Lisa Riddington - LKS Manager - 26 May 2020**



**Gloucestershire Hospitals**  
NHS Foundation Trust

# Appendices

# Our Team

## **Lisa Riddington – Manager**

Lisa joined the Trust in 2008 became the LKS manager in 2013. Lisa loves singing and belongs to two choirs, she is also a reluctant runner and is a member of her local running club.

## **Claire O'Connor – Deputy Manager**

Claire joined the Trust in 2000. When Claire isn't at work, she can be found either struggling along at a boot camp class or at home picking bits of Lego and clothes off the floor!

## **Sandra Weir – Librarian**

Sandra joined the Trust in 2013. Outside of work, Sandra's spare time is given over to trying to keep track of grown up children and step children, as well as five energetic grandchildren.

## **Camila Garces-Bovett – Librarian**

Camila joined the Trust in 2018. She previously worked in specialist and FE libraries. When not at work, she enjoys exploring the UK and further afield, and listening to/dancing to/making music.

## **Chloe George – Senior Library Assistant**

Chloe joined the library team 1996. Living in the Forest of Dean with her husband and 3 children, when she isn't at work Chloe enjoys spending time with her family, walking their dog to try and keeping fit.

## **Emily Langdale - Library Technician**

Emily joined the Trust in 2017 as our very first Library Apprentice.. She is a big fan of dogs, enjoys Yankee Candles, and is interested in psychology and the empowerment of women.

## **Michelle Brain – Library Assistant**

Michelle joined the library team in 2001, having previously worked in various admin roles. She loves to cook, goes walking and is especially keen on planning holidays!

# The service – an overview

## Our services

- Synthesised literature searches
- Document supply and inter library loans
- Training
- Inductions for all new staff and students
- Current Awareness
- 24 hour access to library space including IT, quiet, relaxation and group study
- Print and electronic resources including books, journals and clinical decision support tools
- Organisational knowledge management
- Patient information support
- Health and wellbeing resources, space and events



## Our users


- GHNHSFT staff
- Students on placement at GHNHSFT
- Affiliated charities including Sue Ryder Hospice and Maggie's Centre
- Gloucestershire GPs
- Gloucestershire Clinical Commissioning Group (specified services)
- Gloucestershire County Council Public Health Team (specified services)
- Health Education England South (1 April – 30 September 2019)

# 2019 – 20 Statistics



Gloucestershire Hospitals  
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Service or resource	Total number
Library members	4587
New members this year	868
Inter library loans	265
Documents supplied to our staff	885
Documents supplied to other libraries	1370
Literature searches	444
Training sessions	145
Current awareness bulletins	1454
Views of Lib Guides	6965
Book loans	N/A due to new library system
BMJ Best Practice views	8498
ClinicalKey views	9380
Sage Clinical Medicine Views	2366
Wiley Medical and Nursing Collection Views	3724



Library & Knowledge Services

## Our Journey to Outstanding 2019-2024

**Our vision:** Best Evidence for Everyone

**Our purpose:** To improve the knowledge of the people we serve by delivering an outstanding Library & Knowledge Service

**Our strategic objectives for 2019 – 2024**

<p><b>Outstanding care</b></p> <p>We are recognised by our Trust for the impact we have on excellent patient care and evidenced within the HEE Quality Improvement Outcomes Framework</p>	<p><b>Compassionate workforce</b></p> <p>We enable a compassionate, skilful and knowledgeable workforce and demonstrate our role in attracting, developing and retaining the very best people</p>	<p><b>Quality improvement</b></p> <p>Quality is central to our service. We empower staff by providing them with evidence and skills to improve the quality of their work to do the very best for their patients and each other</p>	<p><b>Care without boundaries</b></p> <p>Knowledge to enable staff to care is provided in an integrated way in partnership with our health and social care and educational partners</p>	<p><b>Involved people</b></p> <p>Staff, students and patients are involved in the planning and evaluation of our service</p>
<p><b>Centres of Excellence</b></p> <p>Ensure decisions regarding our centres of excellence are based on evidence; our service reflects the needs of these centres</p>	<p><b>Financial balance</b></p> <p>To enable financial balance within our Trust we ensure cost effective decision making based on evidence and demonstrate best practice</p>	<p><b>Effective estate</b></p> <p>We provide knowledge and best practice so the estate is accessible with the best facilities that minimise environmental impact</p>	<p><b>Digital future</b></p> <p>Empowering our staff to access and use technology and electronic evidence to drive safe, reliable and responsive care</p>	<p><b>Driving research</b></p> <p>We are research active and enable staff to contribute to the evidence base to become one of the best University Hospitals in the UK</p>

Our 5 Year Strategy developed by the team in January 2020