

The Jericho Project

Implementing the New Strategic Framework for NHS Library
Information Service Development and Coordination in the North West
2003 –2006

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Implementing the New Strategic Framework for NHS Library Information Service Development and Coordination in the North West 2003 –2006 in Greater Manchester.

Introduction

The New Strategy Framework for NHS Library Information Service and Development and Co-ordination in the North West 2003-2006 states that “ in order to support patient centred care all NHS staff and students in the northwest will have access to library information services and will have the opportunity to develop information-handling skills. They will have access to the services and resources that supports their knowledge needs regardless of their location, job function or time of day”.

The northwest framework strategy provides a perfect opportunity to influence how customers access and acquire knowledge. The Jericho Project aims to implement the northwest framework strategy by tearing down the walls that limit access to library services in Greater Manchester.

In the modern health library, the librarian's expertise and knowledge will be of great value. However, the librarian is currently seen as a 'gatekeeper' to knowledge. This is the antithesis of the Internet 24/7/365, geographically independent world, where the Internet offers the opportunity for customers to access knowledge regardless of location and time.

The Jericho Project will place the customer at the centre of the knowledge process, developing resources and services that meet their knowledge requirements and expectations.

Current situation

Access to library services in Greater Manchester is patchy and the quality of resources and services is inconsistent. In recent years librarians have endeavoured to improve services and resources and progress has been made.

Latest available figures show that £1.6 million was spent on NHS library services in Greater Manchester for the period 2002-2003 (appendix 1). The complexity of the current funding streams for NHS libraries has been identified many times as a barrier to long-term planning and development.

Key Principles

The SECTA Review (1998) established the key principles for health libraries.

- **Fairness.** Funding and management arrangements for the library service ensure greater equity in access to services for all staff groups, across all working environments.
- **Effectiveness.** Funding and management arrangements for library services should form an integrated component of overall commissioning and service development policies.
- **Responsiveness.** Funding and management arrangements would enable those providing services to respond to the needs of customers in all staff groups.
- **Integration.** Funding and management arrangements facilitate the provision of a multi-disciplinary service that meets the requirements of staff treating patients and planning services across all care settings. The aim should be to develop a range of services accessed through a “seamless” customer interface, even though there may be separate suppliers.
- **Flexibility.** Funding and management arrangements facilitate different solutions within different local communities of NHS organisations, recognising the differences in the current service infrastructure, and the differing access requirements of staff groups in various locations. The needs of those working in a rurally dispersed community will be different to those working in a dense compact urban area.
- **Accountability** highlights the need to put in place clear accountability and review processes for safeguarding standards, reviewing quality and managing performance of the service.

Implementation of the northwest framework strategy

The following 3 aims and 5 objectives are outlined in the New Strategy Framework for NHS Library Information Service Development and Co-ordination in the North West 2003-2006.

Aim 1

Extend access to library information services to all NHS staff and students regardless of their location, job function, or the time of day

Management

- Establish a single Strategic Health Authority wide library service.
- Establish quality.
- Communicate with stakeholders and customers on the best approach to management, development and service delivery.
- Establish a Strategic Health Authority wide operational policies and procedures.
- Establish a service structure that ensures all staff have access to resources and services.

Membership

- Establish access rights for all NHS staff.
- Establish access rights for social care staff and Higher/Further Education students.
- Develop a strategic partnership with the public library sector to improve access to NHS library resources/services.

Service provision

- Establish seamless link between virtual services/resources and physical services/resources.
- Establish a Strategic Health Authority enquiry centre.
- Establish web-based technology as the primary platform for service and resource development, whilst recognising that in the medium period not all customers will have access to or wish to use web technology.
- Review all current practice and ensure best practice is implemented.
- Develop the role of library managers and staff. Establish flexibility in the library workforce to ensure appropriate skill mix, teamwork and role/skill development.

Aim 2

Ensure both multidisciplinary resources and services are available to meet the knowledge requirements of all NHS staff and students.

Resources

- Consolidated and co-ordinated purchasing.
- Consultation with stakeholders and customers on the resources required.
- Integrate national, regional and local resources.

Resource management

- Co-ordinate classification and cataloguing.
- Establish a Strategic Health Authority wide library management system for cataloguing, loans and membership.

Knowledge Management

- Establish communities of practice, facilitating the sharing of knowledge and expertise across the Strategic Health Authority and the northwest.
- Establish the role of library services with KM.
- Develop the single search environment in partnership with national colleagues.

Aim 3

Design and deliver an “expert service” that supports the information needs of all NHS staff and students.

Expert services

- Establish a Strategic Health Authority wide enquiry service.
- Establish a co-ordinated current awareness service
- Establish a Strategic Health Authority wide information-handling skills programme and mediated searching service.
- Link with national developments for news streaming/alert services
- Understand the role of the librarian in the modern library service and develop the role.

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Knowledge management

- Develop ADITUS into the northwest 'knowledge management' centre for all health and social care resources.
- Establish communities of experts (librarians, clinicians, social care staff and patient/public) to share knowledge and problem solve.

National services

- Work in partnership with the National Knowledge Service and the emerging National Library for Health.
- Link library services with the Integrated Care Record System.

Objective 1

Build partnerships to develop integrated library information services

- Develop a strategic partnership with the public library sector, Higher/Further Education to improve access to NHS library resources/services.
- Develop partnership working with other NHS regions around:
 - Document delivery services
 - Current awareness services
 - Procurement of resources and services
- Build a strategic partnership with the Museums, Libraries and Archives Council.

Objective 2

Provide access to professionally qualified and trained staff that are skilled in the delivery of expert library information services.

- Develop the librarian function to be one of a more active problem solver and knowledge broker.
- Develop library support staff.
- Develop a continuing professional development programme for library staff.

Objective 3

Establish a culture of continuous quality evaluation and improvement at every level within library information services.

- Establish a customer focused northwest wide guideline to the provision of services.
- Establish an effective consultation processes with stakeholders.
- Research and evaluate links to quality organisations, such as Investors In People, International Standards Organisation and British Standards Institute. Adopt a quality standard.
- Enable customer feedback.
- Use the national library information services accreditation process as a tool for continuous improvement.

Objective 4

Develop a marketing programme.

Objective 5

Establish recurrent funding that enables the delivery of library and information services.

- Simplify and co-ordinate funding arrangements for libraries to enable long term strategic planning.
- Commission research into the funding of health library services and understand the cost of providing a library service.
- Develop a model of library funding based on the emerging MPET Educational Levy and gain stakeholder support for a model of funding.

The Jericho Project Implementation

Pilot sites

The project will be a partnership between the North West Health Care Libraries Unit, NHS, FE/HE and Public Library services and the NHS Trusts involved. The partnership will be based on an agreement of understanding (see appendix)

The project will implement a health community wide library service. Consultation on linking library services with all Greater Manchester NHS organisations is currently underway (appendix 2). The health community wide service will be defined in agreement with Trust Executives.

Service redesign

All library staff in Greater Manchester will be invited to actively participate in service redesign, workflow analysis and impact factors. The participating sites will pilot recommendations made through this process.

Consultation

Customers of the service will be fundamental to the development of services and resources. An ongoing consultation/communication process will be established.

Consultation with NHS organisations and partner organisations will be crucial to the long-term development and improvement of services.

Northwest NHS Libraries have undertaken a consultation exercise (appendix 3).

Project Structure

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|----------------------------|----------------------------|
| Project Board: | Health Care Libraries Unit |
| Project Manager: | Colin Davies |
| Assistant Project Manager: | Shan Annis |
| Project Group: | ADITUS Development Group |

**Implementing the New Strategic Framework for NHS Library Information Service
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Financial year 2002 -2003

Appendix 1

| Trust | MADEL | SIFT | NMET/HE | Home Trust | Other | TOTAL |
|---|----------------|---------------|----------------|----------------|----------------|------------------|
| Manchester NHS Agency | 0 | 0 | 0 | 13,114 | 0 | 13,114 |
| Rochdale PCT | 0 | 0 | 0 | 32,284 | 0 | 32,284 |
| Tameside & Glossop Acute Services NHS Trust | 30,124 | 1,568 | 0 | 2,500 | 0 | 34,192 |
| Tameside & Glossop PCT | 0 | 0 | 0 | 39,788 | 0 | 39,788 |
| Ashton Leigh and Wigan PCT | 0 | 0 | 0 | 44,750 | 0 | 44,750 |
| Trafford Healthcare NHS Trust | 20,000 | 2,000 | 28,109 | 1,500 | 0 | 51,609 |
| Salford PCT | 0 | 0 | 0 | 64,000 | 0 | 64,000 |
| Bolton, Salford & Trafford Mental Health Partnership | 0 | 1,568 | 0 | 68,087 | 0 | 69,655 |
| Bolton Hospitals NHS Trust | 49,117 | 13,713 | 0 | 16,410 | 5,000 | 84,240 |
| Wrightington, Wigan & Leigh NHS Trust | 61,217 | 1,568 | 0 | 30,483 | 0 | 93,268 |
| Salford Royal Hospitals NHS Trust | 95,849 | 8,680 | 0 | 4,643 | 0 | 109,172 |
| Stockport NHS Trust | 30,521 | 1,568 | 55,700 | 12,000 | 21,700 | 121,489 |
| South Manchester University Hospitals NHS Trust | 126,842 | 3,180 | 20,445 | 9,831 | 0 | 160,298 |
| Christie Hospital NHS Trust | 0 | 1,568 | 14,005 | 78,010 | 109,276 | 202,859 |
| Central Manchester & Manchester Children's University Hospitals NHS Trust | 161,199 | 4,753 | 15,380 | 49,766 | 0 | 231,098 |
| Pennine Acute Hospitals NHS Trust | 201,819 | 6,272 | 20,669 | 86,139 | 5,000 | 319,899 |
| Bolton PCT | | | | | | |
| Bury PCT | | | | | | |
| Central Manchester PCT | | | | | | |
| Greater Manchester Ambulance Service NHS Trust | | | | | | |
| Heywood and Middleton PCT | | | | | | |
| Manchester Mental Health and Social Care Trust | | | | | | |
| North Manchester PCT | | | | | | |
| Oldham PCT | | | | | | |
| Pennine Care NHS Trust | | | | | | |
| South Manchester PCT | | | | | | |
| Stockport PCT | | | | | | |
| Trafford North PCT | | | | | | |
| Trafford South PCT | | | | | | |
| TOTALS | 776,688 | 46,438 | 154,308 | 553,305 | 140,976 | 1,671,715 |

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Appendix 2

Greater Manchester NHS Organisations linked to NHS library services and partner library services.

| NHS Organisation | Org LIB ID | Partner Service | Org LIB ID |
|---|------------|---|------------|
| Ashton, Leigh & Wigan PCT | 4044155 | Wrightington Wigan & Leigh NHS Trust | 4044156 |
| Bolton Hospitals NHS Trust | 4044158 | Bolton Salford & Trafford Mental Health NHS Trust | 4044182 |
| Bolton PCT | 4044157 | Bolton PCT | 4044157 |
| | | Bolton Hospitals NHS Trust | 4044158 |
| | | Bolton Salford & Trafford Mental Health NHS Trust | 4044182 |
| Bolton Salford & Trafford Mental Health NHS Trust | 4044182 | | |
| Bury PCT | 4044159 | Rochdale PCT | 4044161 |
| Central Manchester & Manchester Children's University Hospitals NHS Trust | 4044171 | Central Manchester & Manchester Children's University Hospitals NHS Trust | 4044171 |
| Central Manchester PCT | 4044170 | | |
| Christie Hospital NHS Trust | 4044172 | | |
| Greater Manchester Strategic Health Authority | 4044186 | Ashton, Leigh & Wigan PCT | 4044155 |
| Greater Manchester Ambulance Trust | 4044188 | Bolton Hospitals NHS Trust | 4044158 |
| | | Bolton PCT | 4044157 |
| | | Bolton Salford & Trafford Mental Health NHS Trust | 4044182 |
| | | Central Manchester & Manchester Children's University Hospitals NHS Trust | 4044171 |
| | | Central Manchester PCT | 4044170 |
| | | Christie Hospital NHS Trust | 4044172 |
| | | Pennine Acute Hospitals NHS Trust | 4044162 |
| | | Rochdale PCT | 4044161 |
| | | Salford Royal Hospitals NHS Trust | 4044164 |
| | | South Manchester University Hospitals NHS Trust | 4044174 |
| | | Stockport NHS Trust | 4044180 |
| | | Tameside & Glossop Acute Services NHS Trust | 4044177 |
| | | Tameside & Glossop PCT | 4044176 |
| | | Trafford HealthCare NHS Trust | 4044167 |
| | | Wrightington Wigan & Leigh NHS Trust | 4044156 |
| Heywood & Middleton PCT | 4044160 | Rochdale PCT | 4044161 |
| Manchester Mental Health and Social Care Trust | 4044169 | South Manchester University Hospitals NHS Trust | 4044174 |

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| National Dementia Centre | 4044190 | |
| National Primary Care Research & Development Centre | 4044189 | |
| North Manchester PCT | 4044168 | Central Manchester PCT 4044170 |
| | | Pennine Acute Hospitals NHS Trust 4044162 |
| Oldham PCT | 4044175 | Pennine Acute Hospitals NHS Trust 4044162 |
| Pennine Acute Hospitals NHS Trust | 4044162 | |
| Pennine Care NHS Trust | | Pennine Acute Hospitals NHS Trust 4044162 |
| | | Stockport NHS Trust 4044180 |
| | | Tameside & Glossop PCT 4044176 |
| Rochdale PCT | 4044161 | |
| | | Bolton Salford & Trafford Mental Health NHS Trust 4044182 |
| Salford PCT | 4044163 | |
| Salford Royal Hospitals NHS Trust | 4044164 | Bolton Salford & Trafford Mental Health NHS Trust 4044182 |
| South Manchester PCT | | Central Manchester PCT 4044170 |
| | | South Manchester University Hospitals NHS Trust 4044174 |
| South Manchester University Hospitals NHS Trust | 4044174 | |
| Stockport NHS Trust | 4044180 | |
| Stockport PCT | | Stockport NHS Trust 4044180 |
| Tameside & Glossop Acute Services NHS Trust | 4044177 | |
| Tameside & Glossop PCT | | Oldham PCT 4044175 |
| Trafford HealthCare NHS Trust | 4044167 | Bolton Salford & Trafford Mental Health NHS Trust 4044182 |
| Trafford North PCT | | Trafford HealthCare NHS Trust 4044167 |
| Trafford South PCT | | Trafford HealthCare NHS Trust 4044167 |
| Wrightington Wigan & Leigh NHS Trust | 4044156 | Ashton, Leigh & Wigan PCT 4044155 |