Great Expectations

Developing KLS for the largest NHS trust in England

Helen Alper
Associate Director of Knowledge Services
Barts Health at a glance 12/13

- Largest NHS Trust in the country
- St Bartholomew’s is London’s oldest hospital established in 1123
- £1.25 billion turnover
- 15,000 employees
- 15,000 births
- 53,000 operations
- 213,000 diagnostic tests
- 420,000 emergency patients
- 1,300,000 outpatient attendances
- Beds:
  - NUH 379
  - RLH 727
  - WX 520

Hackney
Population 272,906 (includes City)
City of London

Newham
Population 333,256

Waltham Forest
Population 270,702

Whipps Cross

London Chest
Population 242,618

Mile End

Tower Hamlets

Newham
Merger 1\textsuperscript{st} April 2012
1st April 2012 – 1st October 2012
Clinical Academic Groups (CAGs)

Cancer

The Cancer CAG is based at St Bartholomew's

Cardiovascular

The Cardiovascular CAG is based at the London Chest

Clinical Support Services

The Clinical Support Services CAG is based at the Royal London

ECAM

The Emergency Care and Acute Medicine CAG is based at Whipps Cross

Surgery

The Surgery CAG is based at The Royal London

Women's and Children's Health

The Women's and Children's Health CAG is based at Newham
CAG Structure

Each CAG leadership team is based on a hospital site.

- Group Director
- Director of nursing and governance
- Operations Director
- Director of research and education development (DRED)

- Every CAG has its own Education Committee which feeds into the Clinical Education Committee.
Corporate Directorates

- Academic Health Sciences
- Chief Operating Office
- Corporate Affairs
- Finance
- Human Resources
- Informatics
- Medical Directorate
- Nursing and Governance
- Strategy and Communications
Academic Health Sciences

- Director of Academic Health Sciences
  - Managing Director of Education Academy
    - Associate Director of Simulation & Clinical Skills
    - Associate Director of Education Academy Delivery
  - Director of Research Development
  - Clinical Director of Education Academy
    - Associate Director of Nursing Midwifery, AHP, Therapy & HPS Education
    - Associate Director of Knowledge and Library Services
Education Academy

The Education Academy provides a multidisciplinary education portfolio of courses with clear objectives, audiences and competency assessments. Working in partnership with the Clinical Academic Groups (CAGs), commissioners, primary care and higher education institutes we ensure that the portfolio is relevant and compliments clinical services and staff needs.

Our commitment is to ensure staff are supported in acquiring and developing the skills and knowledge they need to carry out their work safely and effectively, whilst achieving their potential through career development.
Linking the pieces

Corporate Directorates

CAGs

ECAM/Surgery/Cancer/Cardiovascular/CSS/Women & Children

Education Committee/Clinical Education Committee

AHS

Research Department

Education Academy

Knowledge & Library Services
Simulation & Clinical Skills
Education Delivery
Nursing Midwifery, Allied Health, Therapies
Before 1\textsuperscript{st} April 2012

3 Trusts with 3 library services

- Barts and the London NHS Trust
  - SLA with QMUL
- Whipps Cross University Hospital Trust
  - Own NHS Library
- Newham University Hospital Trust
  - Own NHS Library
Library pre-merger  April 2012

Newham Library Manager
  - Assistant Librarians (1.5)
  - Library Assistant (0.5)

Whipps Cross Library Manager
  - Information Skills Trainer
  - Senior Library Assistant
  - Library Assistants (1.5)
post merger
October 2012

Associate Director of Knowledge Services

Knowledge and Library Services Manager

Newham
Assistant librarian
(1.5 + 0.5 vacancy)
Library Assistant (0.5)

Whipps Cross
Senior Library Assistant
(1 + 1 vacancy)
Library Assistant
(1 + 1 vacancy)

Clinical Librarian
Our sites
Rethinking the service

“We need to be less tied to organisational structures and focus more on organisational needs. We need to get out of our comfort zone. We need to get out of the library more.”

Anthony Brewerton
Making Knowledge Available

Subscriptions
Links
Portal
Mobile apps
OpenAthens
Training
Promotion
Updating
Clinical Librarian Service

“The most valuable resource in any library is the librarian, but they can be even more valuable outside the library.”

J.A. Muir Gray
Clinical Librarian Service

- Clinical Librarian – Genny Franklin
  - Women & Children’s and Cardiovascular CAGs
  - Ward rounds, journal clubs, education/audit meetings

- Clinical Support Librarian – Joelle Kirby
  - Outreach to other CAGs.
  - Education/audit meetings.

- Clinical Support Librarian – 1 year project vacancy
  - Quality Care Collaborative; Service Improvement Board; Nursing, Midwifery, Allied Health Research support
One year on October 2013

Associate Director of Knowledge Services

Library Operations Manager
- Newham Assistant Librarian
  Library Assistants (1.5)
- Whipps Cross Senior Library Assistant

Clinical Librarian
- Clinical Support Librarian
  1 + 1 year project post
Improving the Library Spaces

- Royal London, Education Academy facility
  - Opens May 14
  - Knowledge hub 24/7
  - 16 pcs plus seating for wireless/desk use
  - Varied seating areas
- Whipps Cross
  - New extended computer room for 20
  - New library layout with varied study areas
  - Creation of 24/7 knowledge hub
- Newham
  - Refurbishment, new library layout with new furniture
  - 24/7 knowledge hub to be updated
What else are we being asked for?

Knowledge Management
Organisational learning
Information management
E-learning/VLEs
Copyright
Metadata -intranet
Patient information
Changing (and challenging) times

- Move from paper to electronic resources
- “Martini Service”- Anytime, Anywhere
- Move out of the library - mobile technology
- New roles – KM, Intranet, etc.
- High level management skills
- Business-like approach
  - VFM, contracts expected
  - Costing
  - Zero budgeting
  - Tight reporting deadlines
Skills I’ve needed to develop

Strategic thinking
Management
Leadership
Budgeting and Financial Control
Knowledge Management
Project management
Marketing
Networking
Influencing
“We will never be bored” Sue McKnight

“Attention will shift from the library to the librarian. The information professional is the library of the future.” Sage BL Summit 2012