Understanding the big picture:
what is needed from a professional development programme to support health service librarians in England?

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Outline

- Setting the scene

- Knowing what we know

- Developing a strategy

- Next steps

Setting the scene

- Our working environment

  - National Health Service in England
  - Constantly changing
  - New roles for library staff
  - New competencies and requirements
  - National Library for Health and a Service Delivery Framework

Setting the scene

- Our professional environment

  - New Framework of Qualifications

  - Emerging Health Informatics profession

Setting the scene

- Professional development – the reality

  – Inadequate budgets

  – Lack of protected time

  – Difficulty in leaving the workplace

  – Fragmented provision

  – Random provision

Supporting change

- What we need to do:

    – Support new and expanding roles

    – Support paraprofessionals

    – Support development of the profession

Our response

- Partnerships

- Needs analysis

- Strategy

Partnerships

- Professional bodies

- Providers of learning and training

- Funding bodies

- Library staff

Learning and development needs

- National needs analysis – 1999/2000

  – It is therefore both imperative and opportune to train the NHS workforce to meet the challenges of change.

  – www.londonlinks.ac.uk/Archive/rlg/publications.htm

Learning and development needs

- Desk research – 2003
    - As the need for information and knowledge services has grown, NHS librarians have witnessed their roles evolve in many ways, including knowledge management, providing training in information and evidence-seeking skills, involvement in clinical decision making and implementation of policies
    - www.nelh.nhs.uk/folio

Learning and development needs

- CILIP Health Executive Advisory Group

  - The second trend we have noted is how roles outside the library have increased…

  - www.cilip.org.uk/aboutcilip/howcilipworks/structure/committees/executive/healthexecadvisgroup.htm

Knowing what we know

- Many studies but…. we needed an overview
  - Key learning needs of library staff
  - Priority areas for development
  - Examples of successful training programmes
  - Other work relating to training/CPD needs within the wider library community

Needs analysis

- The project
  - October 2004 – January 2005
  - University of Wales Aberystwyth

- Methods
  - Interviews with opinion leaders
  - Literature review
  - 2 workshops with library staff

- Final report
  - www.library.nhs.uk/forLibrarians

NHS Connecting for Health is delivering the National Programme for Information Technology

Findings

- Training provision should:

    - Offer variety in terms of how it is delivered (face to face, e-learning, blended) and where it is delivered (both national and local provision is necessary)

    - Exploit opportunities for cross-sector training within the library and information sector

    - Allow the trainee to build on existing skills and competencies – more explicit scaffolding is required, rather than the 'quick fix'

    - Be accredited if possible

Findings

- Training priorities
  - Research and information retrieval skills for more advanced, specialist practitioners
  - Technical and knowledge management skills for those involved in intranets and outreach activities
  - Leadership and strategic management skills for the managers
  - More specific, specialist training for some paraprofessionals

Findings

- Putting skills into practice

  – Mentoring

  – Coaching

  – Action learning

  – Reflection on learning

  – Support organisational learning as well as personal learning

Forum

- Held in May 2005

- Representatives from professional bodies, providers and library staff

- Key points:
  - Needs vs wants
  - Need for more discussion

Strategy

- What must we do?
  - Address needs of all library staff
  - Meet priority needs first
  - Outline levels of responsibility
  - Clarify role of key partners
  - Join up provision
  - Deliver learning at a range of levels
  - Make it easier
  - Build on existing work
  - Avoid duplication

Focus for 2005-2008

- Implementation of the NLH change programme and specifically the Service Delivery Framework
    - Leadership programme for key change managers
    - Change management skills
    - Relating services to business needs and changing environment

- Digital library development and management
    - Skills and understanding of developments such as RSS feeds
    - Information architecture
    - Role in supporting National Health Service programmes
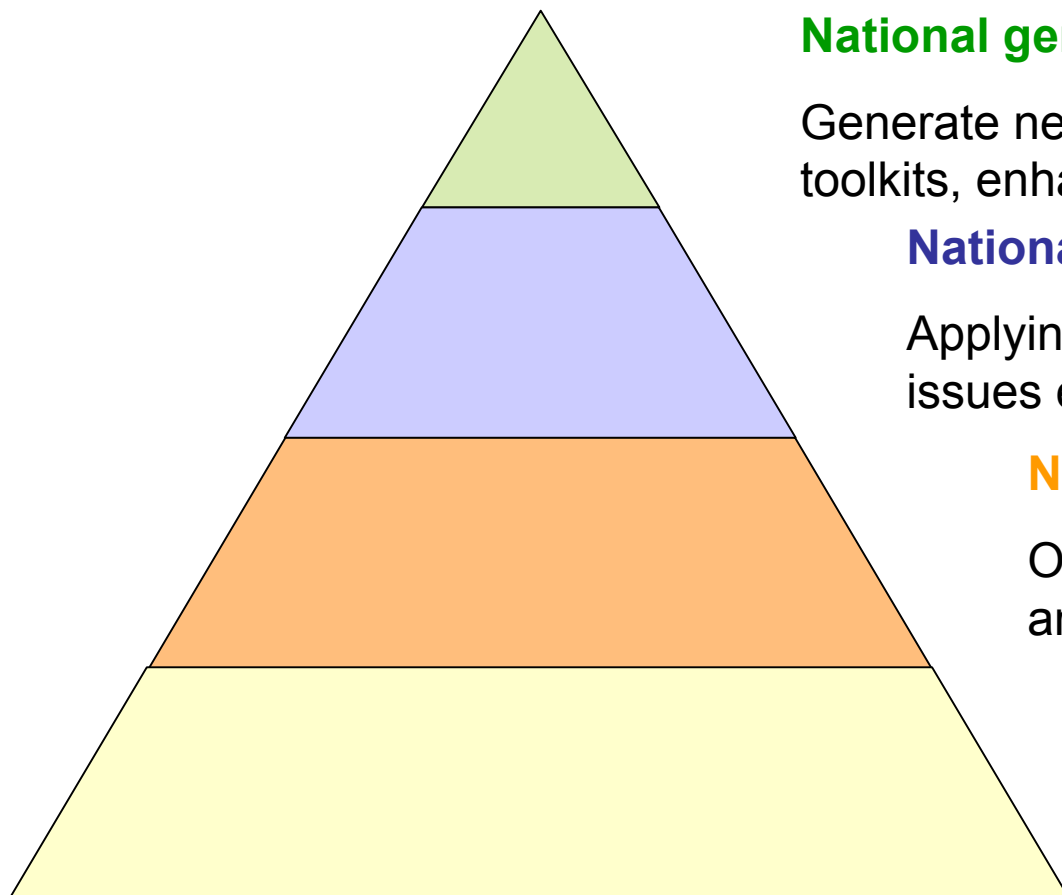
Focus for 2005-2008

- Evidence-based practice
  - Supporting clinicians and evidence based decision making
  - Evidence based information practice

- Research and analytical skills
  - Understanding and supporting clinical decision-making

- Knowledge management

- Teaching skills

Leadership programme

National general events

Generate new ideas, develop skills and toolkits, enhance understanding

National specific events

Applying best practice to specific issues e.g. document delivery

Network

Ongoing support, sharing learning and problems

Local cascade

Support local implementation activities

NHS Connecting for Health is delivering the National Programme for Information Technology

Summary

- Decide priorities

- Develop partnerships

- Focus on benefit to the organisation

- Think long term

- Value of a programme approach

- Involve library staff

Thank you

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