

Three Year Plan

April 2022 – March 2025



e-lyfrgell GIG Cymru
NHS Wales e-library



CONTENT

EXECUTIVE SUMMARY

Page | 02

PURPOSE

Page | 03

OUR VISION

Page | 03

OUR HISTORY

Page | 04

OUR ROLE IN THE DIGITAL INFORMATION ENVIRONMENT

Page | 05-06

STRATEGIC APPROACH

Page | 07-34

1. PROVIDE

Provide value for money through competitive tenders, continuous review of e-resources and working towards 'Once for Wales'

Page | 12-24

2. PROMOTE

Promote the e-Library service and its e-resources through new and existing engagement opportunities

Page | 25-28

3. EMPOWER

Empower NHS Wales by providing learning and education opportunities for our e-resources of which they can rely upon

Page | 29-30

4. INNOVATE

Innovate, develop and grow our collections and systems so they continue to align with library and information and digital health technology practices

Page | 31-34

APPENDIX A

Page | 36-50

2022-23 OBJECTIVES

Page | 36-41

2023-24 OBJECTIVES

Page | 41-45

2024-25 OBJECTIVES

Page | 46-50



EXECUTIVE SUMMARY

The NHS Wales e-Library Three Year Plan for April 2022 – March 2025 outlines the team’s core objectives for the coming three years.

The objectives have been identified through annual reports, Digital Health and Care Wales Integrated Medium Term Plan for 2022-25, library and information and Welsh Government policies, plans and papers.

There are **four strategic aims** that the objectives fall under:

1. Provide

Provide value for money through competitive tenders, continuous review of e-resources and working towards ‘Once for Wales’

2. Promote

Promote the e-Library service and its e-resources through new and existing engagement opportunities

3. Empower

Empower NHS Wales by providing learning and education opportunities for our e-resources of which they can rely upon

4. Innovate

Innovate, develop and grow our collections and systems so they continue to align with library and information and digital health technology practices





PURPOSE

The NHS Wales e-Library has had significant investment and development since April 2017, and we are entering an exciting time for the service with opportunities for development and improvement.

This plan has been created by the e-Library Team and arises from our vision which demonstrates our users' needs and our passion to deliver a leading digital source for knowledge and evidence to all of our existing and prospective users in NHS Wales, Welsh Government and partnering organisations.

The e-Library provides a considerable contribution to Digital Health and Care Wales' key responsibilities including mobilising digital transformation and delivering high-quality digital services. We are committed to developing and improving the e-Library service to meet these responsibilities.

The NHS Wales e-Library is home to NHS Wales' largest source of evidence and digital information including **e-Journals, e-Books, databases, evidence summaries, medicines information, guidelines, e-Learning and more.**

Our vision over the next three years is to grow and review the digital collections, maximise value for money, discover new opportunities to engage with and support end users and initiate innovative developments to the service to ensure continuity with the developing digital world.



OUR VISION

To provide a high-quality, user-led service to promote evidence-based practice and empower NHS Wales to improve and innovate.

Our vision is supported by four strategic aims which direct our development priorities for the e-Library Service.

1. Provide

Provide value for money through competitive tenders, continuous review of e-resources and working towards 'Once for Wales'

2. Promote

Promote the e-Library service and its e-resources through new and existing engagement opportunities

3. Empower

Empower NHS Wales by providing learning and education opportunities for our e-resources of which they can rely upon

4. Innovate

Innovate, develop and grow our collections and systems so they continue to align with library and information and digital health technology practices



OUR HISTORY

The NHS Wales e-Library is based at Digital Health and Care Wales. We provide digital resources and systems across NHS Wales working with the NHS Wales and Welsh Government Library and Knowledge Services.

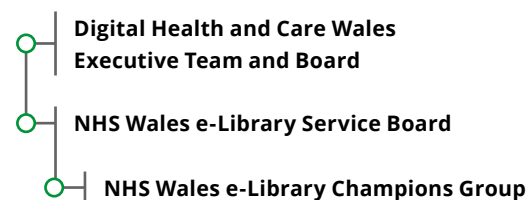
The NHS Wales e-Library has experienced significant change in the last 4 years. Prior to the appointment of a new e-Library Service Lead and Librarian Specialist in 2016-17, the e-Library had been managed by the NHS Wales e-Library Service Board which included the Service Owner from NHS Wales Informatics Service (now DHCW) and two NHS Wales Librarians who sat on the Board and Stakeholder Group.

The NHS Wales e-Library is governed by the NHS Wales e-Library Service Board who meet quarterly reporting to the Digital Health and Care Wales Executive Team. The Service Board provide leadership, influence, and maintain overall stewardship and governance to ensure the successful delivery of the e-Library's Strategy and Annual Plan. The NHS Wales e-Library Champions Group who meet quarterly support Service Board in their decision-making process. The group includes health and care

Following the appointment of the Service Lead and Librarian Specialist, the service had a team within NWIS (now DHCW) solely dedicated to the development, management and improvement of the e-Library.

In April 2018, the e-Library was awarded funds following a successful submission of a business case to Welsh Government to expand the e-resources to support the establishment of Health Education and Improvement Wales (HEIW). With this expansion, the e-Library increased its provision of e-resources and the team further expanded.

professionals and subject matter experts to ensure that the e-Library and the resources it procured represent the vast array of professions within NHS Wales and supporting organisations.



The e-Library team now consists of the following roles:



The e-Library team also work closely with digital library services from other countries in the NHS: England, Ireland, Northern Ireland and Scotland. The 5 Nations Digital Libraries and e-Resources Group meet quarterly to support each other by sharing experiences with procurement, contract management and management of digital libraries.



OUR ROLE IN THE DIGITAL INFORMATION ENVIRONMENT

We have been inspired by important developments in the wider digital library and information sector. For example, in 2014 Welsh Universities, the National Library of Wales and NHS Wales Library and Knowledge Service worked collaboratively to procure and deploy one library management system and resource discovery tool to achieve consistency in service for users from education to professional practice.

In 2018, the NHS Wales e-Library joined Cardiff University and NHS Wales Library and Knowledge Service to utilise the system and surface national content to ensure that all eligible users were able to access content available to them in one place.

Social media is an embedded source of communication in our society. We have seen library services from across the sector use these platforms with great success to engage and communicate with their users. The NHS Wales e-Library team created its first Social Media account,



Twitter in March 2018 and its second,



Facebook in December 2018 with differing levels of interest and engagement to date.

As we are increasingly asking for more user input in how we develop our services and e-resources, the team will continue to drive forward its Social Media presence and continue to explore new ways of engagement using podcasts, discussion platforms, collaborative working spaces and user research.



The rise in OpenAccess and Open Data publishing allowing users and the public to find information freely available online has increased the expectation of library users to find digital information and evidence online.

Many NHS organisations have implemented repositories to store OpenAccess papers and abstracts published by colleagues in their organisation to promote their staff and research to the wider world.

Our users expect a personalised and quick service, with simple interfaces that are easy to access and with help available 24/7.

This is particularly important for health and social care university graduates and trainee doctors and dentists coming to us with high expectations from their university library experiences and established health and care professionals coming from other NHS organisations.

OUR ROLE IN THE DIGITAL INFORMATION ENVIRONMENT

The Welsh Government Health and Social Services Department and the NHS in Wales is experiencing a significant period of change.

A Healthier Wales (Welsh Government. Department of Health and Social Services, 2018a) sets out the ambition for rapid service redesign with organisations in NHS Wales working collaboratively to improve the health and care of the nation. *(Welsh Government. Department of Health and Social Services, 2019a).*

In September 2019, the Minister and Social Services announced that to drive digital change in Wales, NHS Wales Informatics Service would become a Special Health Authority with additional funding of £50 million reflecting the importance of digital technology. *(Welsh Government. Department of Health and Social Services, 2019b).*

Digital Health and Care Wales was established in April 2021 with the strategic aim of taking forward the digital transformation needed for better health and care in Wales *(Digital Health and Care Wales, 2021).*

In December 2021, the Information, Intelligence and Research Department within the Clinical Directorate was established incorporating teams from the pre-existing Information Directorate.

This new function will establish a dedicated team to co-ordinate activities and embed robust research and innovation process and governance within DHCW.

The e-Library team will play a crucial role in the establishment of this new function to support DHCW to embed a research first culture through learning and training opportunities as well as continuing to achieve a holistic, user-led digital collection of evidence-based information for all NHS Wales.

Further to this, our aim to extend access to social care workers in Wales further supports service collaboration by ensuring evidence-based information is available to both health and social care in the future.

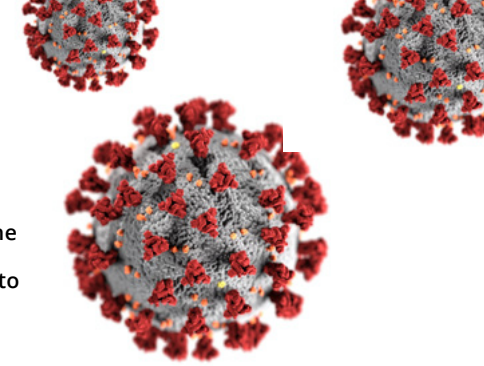
The COVID-19 pandemic presented the NHS with the challenge to adapt and improve services available to the public and the NHS Workforce.

Prior to the pandemic, the e-Library was embarking on the roll out of single sign on to support users to easily access digital content using their NHS Wales email address and system password. The pandemic accelerated this project as we moved quickly to implement the functionality and resolve issues around VPN bandwidth and accessing via new and continually emerging IP ranges.

Eliminating the need for many (not all) of our potential users to have to self-register for an OpenAthens account has enabled more users to access evidence-based information to support their practice through this unprecedented time. As the population are embracing digital driven by the COVID-19 pandemic, the NHS Wales e-Library has seen a change in the way our users and stakeholder groups interact with us and we are eager to see how improved access to digital collaboration can support the development of our services and collections in the future.

The NHS Wales e-Library as a service within Digital Health and Care Wales is continually looking for opportunities to ease financial pressures and provide best value for money by annually reviewing its e-resources through user engagement and use of data. We have worked with our governance groups to provide greater opportunities for collaboration, transparency, openness and accountability for the e-Library's decision making to support the wider NHS Wales organisation.

All these different technical developments, working cultures and challenges will be recognised throughout this three-year plan as we continue to empower NHS Wales over the next three years.





STRATEGIC APPROACH

The e-Library is a key component of the Digital Health and Care Wales's responsibility to take forward the digital transformation needed for better health and care in Wales. We will work to fulfil applicable elements of the Informed Health and Care: A Digital Health and Social Care Strategy for Wales, Supporting Professionals Workstream, A Healthier Wales: our Plan for Health and Social Care, Prudent Healthcare: Securing Health and Well-being for Future Generations and the NHS Quality and Safety Framework as detailed in the table below.

The NHS Wales e-Library continues to operate within the Digital Health and Care Wales's Integrated Medium Term Plan strategic direction and objectives, and our three-year plan reflects these organisational priorities.

The following table outlines objectives from key plans, policies and strategies that the e-Library can support in delivering:

● PLAN, POLICY OR STRATEGY	● RELEVANT OBJECTIVES	● HOW THIS WILL BE ACHIEVED
Digital Health and Care Wales Integrated Medium Term Plan	<ul style="list-style-type: none">3409: Re-procure HEIW Funded Databases3410: Re-procure OpenAthens Authentication System3411: Re-procure Royal Marsden Guidelines3412: Re-procure e-Journals3413: Re-procure DHCW Funded Databases3414: Re-procure Copyright Licence3517: Re-procure BMJ e-Journals	<p>All objectives relating to renewal or re-procurement will be achieved by following the NHS Wales e-Library Collection Development Policy and NHS Wales e-Library Procurement Process. Working with DHCW Commercial Services, e-Library governance and stakeholder groups, library and information colleagues, subject matter experts and end users to re-procure e-resources to support NHS Wales in finding and using evidence to support best practice.</p>

STRATEGIC APPROACH

3519: Re-procure e-Learning resource

3520: Re-procure evidence summaries

3521: Re-procure Medicines Information System

3522: Renewal of NEWT Guidelines SLA

3523: Renewal of Injectable Medicines Guide SLA

3524: Re-Procure Maudsley Psychiatry Guidelines

3525: Re-procure citation database

3432: Procure e-Library resource linking system (Lean Library)

Lean Library is a plug-in that supports direct access to subscribed content seamlessly from a range of initiation points such as search engines, publisher websites and retail sites. Working with the Lean Library Task and Finish Group identify which Lean Library system would be best suited to NHS Wales and support the procurement, implementation and roll out to support an increase in usage, decrease in cost per use and further value for money

3433: Procure an anatomy resource

Meet with potential suppliers, engage with end users to identify the requirements for an anatomy e-resource system in NHS Wales. Seek subject matter experts to review the identified tools and form a task and finish group to support the procurement and implementation

3434: Procure access to British Standards Institution

Establish a Task and Finish Group with key stakeholder representation to carry out a scoping exercise to identify which standards NHS Wales needs access to. Procurement of BSI Online will ensure that NHS Wales has the legal right to use the standards that they rely heavily on for reporting and auditing purposes

STRATEGIC APPROACH

3515: Create framework and procure Demand Driven Acquisition/Patron Driven Acquisition platform for e-Books

Working with Commercial Services, and the e-Books Task and Finish Group establish a framework to support user led collection development. Through the DDA/PDA model e-Books would be purchased based on usage and user need. All items procured will be required and utilised by our users ensuring value for money for purchased resources

3527: Change control on all e-resource contracts for extending access to 10K social care workers in Wales

The Task and Finish Group will propose a way forward with costings to Champions Group and Service Board to extend access to the e-Library to 10,000 Social Care Workers in Wales. If approved, with support from Commercial Services current e-resource contracts will need revising to extend and pay for the access for the remainder of the current contract. Following this, the group will support the roll out of access.

Informed Health and Care: A Digital Health and Social Care Strategy for Wales, Supporting Professionals Workstream. (*Welsh Government. Department of Health and Social Services, 2015*).

IHCOBJ1 Use information and electronic care records to collaborate fully with citizens, ensuring options and decisions are co-produced and care is co-ordinated and joined-up around the personalised needs of the individual service user, patient and their carer

Train NHS Wales Health and Care Professionals on use of the national evidence summaries promoting their use during the patient consultation alongside locally procured patient information systems such as [EIDO](#) to support shared decision making. The evidence summaries also contain evidence-based sources such as e-Journal articles, guidelines, evidence and patient information leaflets that can be shared with patients under the NHS Wales Copyright Licensing Agency Copyright Licence Plus

IHCOBJ2 Use technology routinely in all care settings to support them to do their jobs effectively, with online decision support, electronic records and automated ways of working, to improve quality and safety and reduce risk

Train and encourage NHS Wales to find digital information and evidence such as guidelines, e-Journals, databases, evidence summaries and e-Learning to support continued learning and progression in their roles to improve patient care and safety

IHCOBJ3 Use data and information to understand the outcomes they are achieving, to support research and carry

Train and encourage NHS Wales to use digitally available evidence-based data and information to support research projects, clinical trials and day to day practice to improve care and drive improvement

STRATEGIC APPROACH

out audit, learn from incidents and drive improvements in performance

IHCOBJ4 Adopt a ‘digital first’ philosophy when designing and delivering new services, to promote mobile, flexible, digitally-enabled service and workforce models

Expand the type of e-resources the e-Library provides to NHS Wales to include user led collection development of e-Books, standards, anatomy resources and library systems to promote mobile and instant access to evidence and digital information

IHCOBJ5 Be skilled to work well within a digitally enabled environment

Deliver digital training opportunities including podcasts, e-Learning, webinars and videos to support NHS Wales to learn about the e-Library and e-resources that can support them in their role

A Healthier Wales: our Plan and Health and Social Care, national design principles to drive change and transformation. *(Welsh Government. Department of Health and Social Services, 2018a)*

AHWOBJ1 Evidence driven – using research, knowledge and information to understand what works; learning from and working with others; using innovation and improvement to develop and evaluate better tools and ways of working

Train and encourage NHS Wales to find digital information and evidence such as guidelines, e-Journals, databases, evidence summaries and e-Learning to support continued learning and progression in their roles to improve ways of working

Prudent Healthcare: Securing Health and Well-being for Future Generations. *(Welsh Government. Department of Health and Social Services and Public Health Wales, 2016).*

PHOBJ1 Empowering health & care professionals to support patients and the public to make shared decisions about their health

Train NHS Wales Health and Care Professionals on use of the national evidence summaries promoting their use during the patient consultation alongside locally procured patient information systems such as [EIDO](#) to support shared decision making. The evidence summaries also contain evidence-based sources such as e-Journal articles, guidelines, evidence and patient information leaflets that can be shared with patients under the NHS Wales Copyright Licensing Agency Copyright Licence Plus

STRATEGIC APPROACH

Written Statement: Update on Digital Health and Care. *(Welsh Government. Department of Health and Social Services, 2019b).*

WGOBJ1 Transforming digital services for professionals

Continue to develop the e-Library services through innovative technical solutions to enable quick and easy access to information and evidence to support professionals in their role

NHS Quality and Safety Framework: Learning and Improving. *(Welsh Government. Department of Health and Social Services, 2021).*

QSFOBJ1 Quality Improvement

Continue to promote the e-Library service as a source for evidence to support continuous improvement and learning. Access to e-Learning solutions to support CPD and also evidence-based information to support quality improvement of services

QSFOBJ2 Information throughout the quality cycle

‘Information should be consistent and widely available’; the NHS Wales e-Library provides evidence-based information to all NHS Wales, contract holders and departments within Welsh Government but will be extending access to Social Care workers in Wales to ensure consistent, equitable access to information to support the quality cycle

1. PROVIDE

Provide value for money through competitive tenders, continuous review of e-resources and working towards 'Once for Wales'

Being a part of the NHS Wales family, the NHS Wales e-Library must always be able to provide its users and ensure the public that the e-resources and systems purchased to support professional development and patient care are of the best quality and value for money.

● OBJECTIVE	● ACTIONS	● DUE
<p>Review the NHS Wales e-Library Collection Development Policy to ensure it meets industry standards</p>	<p>Review policy, procedures and plan ensuring NHS Wales e-Library Service Board sign off for:</p> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0;">Collection development</div> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0;">Cataloguing</div> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0;">Preservation</div> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0;">Access</div> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0;">User support and development</div> </div>	<div style="background-color: #ffe4c4; padding: 5px; border: 1px solid #ccc;">January 2025</div>
<p>Ensure e-Library staff and governing groups are sufficiently skilled in value for money areas</p>	<p>Develop staff training on:</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0; margin: 5px;">Writing business cases</div> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0; margin: 5px;">Project planning</div> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0; margin: 5px;">Digital engagement</div> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0; margin: 5px;">Budget management</div> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0; margin: 5px;">Financial procedures</div> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0; margin: 5px;">Change management</div> <div style="border: 1px solid #ccc; padding: 5px; background-color: #f0f0f0; margin: 5px;">Procurement</div> </div>	<div style="background-color: #ffe4c4; padding: 5px; border: 1px solid #ccc;">April 2023 and 2024</div>
<p>Expand on the services and areas the e-Library analyses and reports on</p>	<p>Create and distribute annual reports for Digital Health and Care Wales Directors and stakeholder groups</p>	<div style="background-color: #ffe4c4; padding: 5px; border: 1px solid #ccc;">June 2022; 2023 and 2024</div>
	<p>Using PowerBI, create dashboards for engagement data; e-Library SLA/KPI data and the technical log</p>	<div style="background-color: #ffe4c4; padding: 5px; border: 1px solid #ccc;">December 2022</div>

1. PROVIDE

Using Power BI, automate the collection of e-resource usage data by Health Board/Trust and national NHS Wales data to support the decision-making process regarding contract extensions and re-procurement and ensure value for money. Data should be openly available for library and knowledge services to review and support their end user engagement and promotion activities

September 2022

Create efficient work flows and procedures manual for the e-Library Team

Examine workflows to highlight duplication and bureaucracy and ensure best practice
Annually review e-Library Team procedures and update as necessary

**March 2023,
2024 and 2025**

Re-procure databases

Test, review and amend usability testing with procurement panel

April 2022

Complete re-procurement using NICE Framework

September 2022

Re-procurement complete

December 2022

Review databases for contract extension

June 2024

Submit recommendation to e-Library Champions Group and Service Board

July 2024

Contract extended

August 2024

Review databases for re-procurement

January 2025

1. PROVIDE

**Re-procure
Nursing databases**

Review databases for contract extension

September 2022

Submit recommendation to e-Library Champions Group and Service Board

October 2022

Contract extended

November 2022

Review databases for re-procurement

June 2023

Submit recommendation to e-Library Champions Group and Service Board

July 2023

Establish procurement panel and finalise procurement paperwork

October 2023

Complete re-procurement using a NICE Framework

November 2023

Re-procurement complete

January 2024

**Re-procure
e-Learning**

Review BMJ Learning and seek end user feedback via survey's/focus groups for contract extension

August 2023

Write and submit recommendation to e-Library Champions Group and Service Board

October 2023

Contract extended

November 2023

1. PROVIDE

Review BMJ Learning for re-procurement

June 2024

Submit recommendation to e-Library Champions Group and Service Board

July 2024

Establish procurement panel and finalise procurement paperwork

October 2024

Complete re-procurement using a Single Tender Action

November 2024

Re-procurement complete

January 2025

**Re-procure
evidence summaries**

Review resources and seek end user feedback via survey's/focus groups for contract extension

August 2023

Write and submit recommendation to e-Library Champions Group and Service Board

October 2023

Contract extended

November 2023

Review resources for re-procurement

March 2024

Submit recommendation to e-Library Champions Group and Service Board

April 2024

Establish procurement panel and finalise procurement paperwork

July 2024

1. PROVIDE

Complete re-procurement using a NICE Framework

October 2024

Re-procurement complete

January 2025

Re-procure evidence summaries

Review resources and seek end user feedback via survey's/focus groups for contract extension

August 2023

Write and submit recommendation to e-Library Champions Group and Service Board

October 2023

Contract extended

November 2023

Review resources for re-procurement

March 2024

Submit recommendation to e-Library Champions Group and Service Board

April 2024

Establish procurement panel and finalise procurement paperwork

July 2024

Complete re-procurement using a NICE Framework

October 2024

Re-procurement complete

January 2025

Re-procure e-Journals

Review e-Journals for re-procurement and e-Journal recommendations

June 2022

1. PROVIDE

Submit recommendation to e-Library Champions Group and Service Board	July 2022
Establish procurement panel and finalise procurement paperwork	August 2022
Complete re-procurement using a NICE Framework	December 2022
Re-procurement complete	January 2023
Review BMJ Journals for contract extension	March 2023
Submit recommendation for BMJ Journals to e-Library Champions Group and Service Board	April 2023
BMJ Journals contract extended	May 2023
Review all e-Journals for re-procurement	June 2023
Submit recommendation to e-Library Champions Group and Service Board	July 2023
Establish procurement panel and finalise procurement paperwork	August 2023
Complete re-procurement using a NICE Framework	October 2023

1. PROVIDE

Re-procurement of all e-Journals complete

December 2023

Review e-Journals for renewal and e-Journal recommendations

June 2024

Submit recommendation to e-Library Champions Group and Service Board

July 2024

Establish procurement panel and finalise procurement paperwork

August 2024

Complete re-procurement using a NICE Framework

October 2024

Re-procurement of all e-Journals complete

December 2024

Re-procure evidence databases

Review Cochrane Library Database

June 2022

Submit recommendation to e-Library Champions Group and Service Board

July 2022

Establish procurement panel and finalise procurement paperwork

October 2022

Complete re-procurement using a Single Tender Action

February 2023

Re-procurement complete

May 2023

1. PROVIDE

Re-procure guidelines

Review Royal Marsden Manual and seek end user feedback via Survey's/focus groups for re-procurement	May 2022
Write and submit recommendation on Royal Marsden manual to e-Library Champions Group and Service Board	July 2022
Establish procurement panel and finalise procurement paperwork for Royal Marsden	October 2022
Complete re-procurement using a Single Tender Action for Royal Marsden	November 2022
Royal Marsden re-procurement complete	March 2023
Review the Maudsley Prescribing Guidelines in Psychiatry and seek end user feedback via Survey's/focus groups for contract extension	August 2023
Write and submit recommendation on Maudsley Prescribing Guidelines in Psychiatry to e-Library Champions Group and Service Board	October 2023
Contract extended for Maudsley Prescribing Guidelines in Psychiatry	November 2023
Review iRefer and seek end user feedback via Survey's/focus groups for contract extension	November 2023
Review Maudsley Prescribing Guidelines in Psychiatry and write recommendation for re-procurement	June 2024
Write and submit recommendation on iRefer to e-Library Champions Group and Service Board	January 2024

1. PROVIDE

iRefer contract extended	February 2024
Review iRefer and write recommendation for re-procurement	June 2024
Submit recommendation on iRefer re-procurement to e-Library Champions Group and Service Board	July 2024
Submit recommendation on Maudsley Prescribing Guidelines in Psychiatry to e-Library Champions Group and Service Board	July 2024
Establish procurement panel and finalise procurement paperwork for iRefer	October 2024
Establish procurement panel and finalise procurement paperwork for Maudsley	October 2024
Complete re-procurement using a NICE Framework for Maudsley	November 2024
Complete re-procurement via STA for irefer	December 2024
Maudsley re-procurement complete	January 2025
iRefer re-procurement complete	February 2025

1. PROVIDE

Re-procure Copyright Licensing Agency CLA Plus

Submit recommendation to e-Library Champions Group and Service Board

April 2022

Establish procurement panel and finalise procurement paperwork

July 2022

Complete re-procurement using a Single Tender Action

September 2022

Re-procurement complete

March 2023

Re-procure Single Sign On Authentication System

Complete re-procurement using a Single Tender Action

April 2022

Re-procurement complete

July 2022

Review system for contract extension

February 2024

Submit recommendation to e-Library Champions Group and Service Board

April 2024

Contract extended

May 2024

Review system for re-procurement

December 2024

Submit recommendation to e-Library Champions Group and Service Board

January 2025

1. PROVIDE

Establish procurement panel and finalise procurement paperwork

February 2025

**Re-procure
Medicines Information System**

Review resources and seek end user feedback via survey's/focus groups for contract extension

February 2023

Write and submit recommendation to e-Library Champions Group and Service Board

April 2023

Contract extended

May 2023

Review resources for re-procurement

September 2023

Submit recommendation to e-Library Champions Group and Service Board

October 2023

Establish procurement panel and finalise procurement paperwork

February 2024

Complete PCR-15 re-procurement

June 2024

Re-procurement complete

September 2024

**Renew Memorandum of
Understandings for e-resources**

Review resources (NEWT Guidelines and Injectable Medicines Guide) for MOU renewal

June 2024

Submit recommendation to e-Library Champions Group and Service Board

July 2024

1. PROVIDE

MOU reviewed by supplier

August 2024

MOU reviewed by DHCW Commercial Services

September 2024

Amendments made to MOU

October 2024

MOU signed by both parties

November 2024

Funds Paid

December 2024

Access

January 2025

Re-procure citation database

Review citation database for contract extension

September 2023

Submit recommendation to e-Library Champions Group and Service Board

October 2023

Contract extended

November 2023

Review resources for re-procurement

June 2024

Submit recommendation to e-Library Champions Group and Service Board

July 2024

1. PROVIDE

Establish procurement panel and finalise procurement paperwork

October 2024

Complete re-procurement using a NICE Framework

November 2024

Re-procurement complete

December 2024

2. PROMOTE

Promote the e-Library Service and its e-resources through new engagement opportunities

Promoting the e-Library Service and engaging with NHS Wales and Welsh Government users is key to the success of the e-Library. We need to continue to work within our current communication channels and seek new opportunities for engagement with end users to ensure that they feel part of the decision-making process for the e-Library service and invested in its development.

● OBJECTIVE	● ACTIONS	● DUE
<p>Write annual communications plans</p>	<p>Work with Digital Health and Care Wales communications team to draft annual communications plans to include details of planned campaigns, incorporating the promote three-year plan objectives and detailing how these will be achieved</p>	<p>March 2023; 2024 and 2025</p>
<p>Ensure e-Library staff and governing groups are sufficiently skilled in value for money areas</p>	<p>Following training and development, write a digital engagement strategy for the e-Library and its resources to make a conscious move towards paper light marketing and implementing new strategies</p>	<p>March 2023</p>
<p>Increase links to Welsh Universities</p>	<p>Work with NHS Wales Library and Knowledge Service, Public Health Wales Library Service, and Welsh Government Library Services and Health Education and Improvement Wales contributing to their continued work building strong links with the Welsh University health and care community to support students leaving university and entering NHS Wales including:</p> <div style="display: flex; justify-content: space-around; margin: 10px 0;"> <div style="background-color: #d3d3d3; padding: 5px 10px; border-radius: 5px;">Academic liaison and subject librarians</div> <div style="background-color: #d3d3d3; padding: 5px 10px; border-radius: 5px;">lecturers and professors</div> </div> <p>Offer e-Library work placements or shadowing opportunities with Library University partners</p>	<p>Ongoing</p>
<p>Increase social media profile</p>	<p>Expanding our social media offer to include regular posting of content</p> <p>Continuing to promote social media accounts and actively engage with the #NHSWales community daily to increase followers and page likes</p>	<p>Ongoing</p>

2. PROMOTE

Increase uptake of services by professionals in Primary and Community Care

Engaging with primary care cluster groups as detailed in A Healthier Wales (Welsh Government. Department of Health and Social Services, 2018a, p.19) to arrange presentations, visits, and distribution of marketing materials

Work with NHS Wales Library and Knowledge Service, Public Health Wales Library Service, and Welsh Government Library Services and Health Education and Improvement Wales contributing to their continued work building relationships with Primary Care, Community Health Councils, Community Pharmacists and Opticians, NHS Wales Dental, Community Services and district nursing community

Engaging with Welsh Hospice workers and third sector charitable organisations who are either organisationally or individually contracted to provide NHS Wales care

March 2023

Increase uptake of services by NHS Wales management teams and administrative and clerical roles

Work with NHS Wales Library and Knowledge Service, Public Health Wales Library Service, and Welsh Government Library Services and Health Education and Improvement Wales contributing to their continued work building relationships with the following NHS Wales teams or departments:

Executive teams Projects Workforce and organisational development

Service planning and improvement Informatics Facilities Commercial services

Finance Research and development in NHS Wales

March 2024

Increase uptake of services by NHS Wales healthcare scientists

Work with NHS Wales Library and Knowledge Service, Public Health Wales Library Service, and Welsh Government Library Services and Health Education and Improvement Wales contributing to their continued work building relationships with the Executive Directors of Therapies and Health Science

Building relationships with over 50 disciplines across the broad divisions of healthcare in NHS Wales, including:

Laboratory Sciences Physiological sciences Physical sciences and biomedical engineering

Health Informatics/Bioinformatics Imaging Sciences

March 2025

2. PROMOTE

<p>Increase the number of presentations and demonstrations to existing and potential end users</p>	<p>Involve HEIW, Welsh Government and Education departments within NHS Wales in the development of training plans and timelines to maximise training opportunities</p>	<p>December 2022</p>
	<p>Continue to work with the NHS Wales Library and Knowledge Service Training Group to seek opportunities to deliver at training days, meetings and workshops, and to advise when other known events are occurring.</p>	<p>Ongoing</p>
	<p>Deliver presentations and demonstrations in multiple formats (in person, online, recordings, podcasts, etc) for all users</p>	<p>Ongoing</p>
<p>Assure NHS Wales, Welsh Government and library & information communities of our knowledge</p>	<p>Join The Library and Information Association (CILIP) as an employer partner to access conferences, networks, and CPD opportunities</p> <p>NHS Wales e-Library staff to publish in peer reviewed journals and industry publications.</p> <p>NHS Wales e-Library staff present at and/or attend relevant sector conferences</p>	<p>Ongoing</p>
<p>Involve NHS Wales and Welsh Government users in developing our collections</p>	<p>Increase subject matter expert representation on the NHS Wales e-Library Champions Group</p> <p>Regularly engage with end users to seek feedback on new procurement activity through establishing task and finish groups and carrying out user need research</p>	<p>Ongoing</p>
	<p>Create and introduce feedback activities and opportunities such as focus groups, surveys and forms to support contract extension of resources such as evidence summaries, e-Learning and guidelines to establish how the resources are used and any impact the use has on patient care, practice, development of services etc.</p>	<p>April 2022</p>
<p>Equip e-Library and library services staff with the knowledge of the collections and tools to best respond to user enquiries</p>	<p>Offer e-Library work placements for NHS Wales, Public Health Wales and Welsh Government Library and Information colleagues</p> <p>Plan and target staff training to equip them to deal with complex and specialist enquiries</p>	<p>March 2024</p>

2. PROMOTE

Implement a biennial user needs survey to identify areas for service improvement

Undertake biennial user needs research including digital discussion groups and quantitative surveys, to identify areas for service improvement

March 2024

Increase awareness of and learning opportunities for evidence summaries

Meet with subject matter experts to demonstrate the evidence summaries and discuss ways to promote and embed their use in daily activity

Arrange supplier led online and in-person training sessions for all evidence summaries for NHS Wales

Highlight ways users can use the tools to support CPD/CME and revalidation

Highlight ways users can use the tools to support the patient consultation alongside any locally procured patient information systems

Maximise use of supplier marketing materials

March 2023

3. EMPOWER

Promote NHS Wales by providing learning and education opportunities for our e-resources of which they can rely upon

The NHS Wales e-Library has provided an e-Learning resource as part of its service since October 2018. We would like to increase the offer of digital learning opportunities for our users to empower NHS Wales in their use of the collections and maximise usage.

● OBJECTIVE	● ACTIONS	● DUE
<p>Ensure our customer service is outstanding</p>	<p>Work to achieve the Customer Service Excellence Standard committing the e-Library service to continuous improvement in customer service and user engagement</p> <p>Complete annual follow up sessions with examining body</p>	<p>March 2024</p>
<p>Lead NHS Wales and Welsh Government users to the best evidence for their practice</p>	<p>Work collaboratively with subject matter experts, research and development departments with connections to colleagues working in research environments, NHS Wales Library and Knowledge Service, Public Health Wales Library Service and Welsh Government Library Services to create online subject guides highlighting key electronic and print resources to support NHS Wales users to search for up-to-date information</p> <p>Annually review subject guides to ensure information is still current and correct</p>	<p>Ongoing</p>
<p>Increase awareness of and learning opportunities for our medicines information sources</p>	<p>Arrange supplier led online and in-person training sessions for NHS Wales</p> <p>Maximise use of supplier marketing materials</p>	<p>July 2022</p>
<p>Promote access to and learning opportunities for our e-Books</p>	<p>Select key titles from current collection applicable to specific specialities and actively promote through engagement channels as complimentary to print materials held in libraries</p> <p>Maximise use of supplier marketing materials</p>	<p>December 2022</p>

3. EMPOWER

Support users with information on how to publish

Work with NHS Wales Library and Knowledge Service, Public Health Wales Library Service and Welsh Government Library Services to develop guidance for NHS Wales on how to publish

Arrange supplier led online and in-person training sessions from journal editors to encourage NHS Wales to publish

Take part in OpenAccess week to highlight open ways to publish and make research open to the public

June 2024

Annually review the e-Library website and usability to ensure that content and access URL's are up to date

Review OpenAthens re-director and direct URL links

Review images and supplier/organisation logos

Review written content

August 2022,
2023, 2024

4. INNOVATE

Innovate, develop and grow our collections and systems so they continue to align with library and information and digital health technologies practices

Developing our digital collections and services is crucial to ensure that the e-Library service continues to stay up to date with current practices in the library and information sector. We need to ensure that we use innovative ways to increase the opportunities for access to our collections and have clear policies and plans in place to ensure future use.

● OBJECTIVE	● ACTIONS	● DUE
<p>Routinely visit Health Board and Trust NHS Wales Library Service sites to test access to e-resources</p>	<p>Develop a rolling calendar of visits to health board and trust library sites (one health board or trust a month)</p> <p>Test access to key e-resources</p> <p>Discuss any technical issues the library service may be having in order to resolve</p>	<p>Ongoing</p>
<p>Implement a PDA/DDA framework for the purchase of e-Books</p>	<p>Working with the e-Book Task and Finish Group and Commercial Services create a purchasing framework to procure a Demand Driven Acquisition/Patron Driven Acquisition platform for e-Books to support user led collection development</p>	<p>March 2023</p>
<p>Implement just in time account generation in Primo VE to support OpenAthens Single Sign On</p>	<p>Work with Cardiff University Library Systems Development Unit, NHS Wales Library and Knowledge Service and DHCW authentication systems to implement just in time account generation in Primo VE to support true OpenAthens Single Sign On in NHS Wales</p> <p>Communicate to end users the change in access to all NHS Wales e-resources and library systems through one log-in</p>	<p>March 2023</p>
<p>Annual horizon scan of new library technologies and systems</p>	<p>Attend industry conferences, workshops and CPD events</p> <p>Read industry papers</p>	<p>Ongoing</p>

4. INNOVATE

Meet with potential suppliers to find out more

Bring new ideas to the NHS Wales e-Library Champions Group and Service Board for review and approval to proceed

Support the potential provision of an NHS Wales institutional repository and OpenAccess Policy

Stay abreast of the current landscape regarding institutional repositories in NHS organisations. For example, Health Education England’s pilot with the British Library. Join Library and Information Service (LIS) mailing lists and take part in activity where appropriate.

December 2022

Provide support as required with Health and Care Research Wales’ aim to deliver an NHS Wales OpenAccess Policy to highlight potential adoption of transformative agreements for national e-Journals

March 2024

Research the potential adoption of transformative agreements for national e-Journals and work with NICE as to how these could be incorporated into the re-commissioning of the NICE Electronic and Print Content Framework Agreement

May 2024

Support the potential procurement and/or implementation of an NHS Wales institutional repository

May 2024

Integration with clinical systems

Identify opportunities where e-resources can be integrated with clinical systems to enhance the user experience. For example, Welsh Community Care Information System, Electronic Prescribing, Welsh Clinical Portal, Radiology Test Requesting

March 2024

Work with the project or programme lead to implement integration of those e-resources and systems

Review all recommended anatomy e-resource systems

Meet with potential suppliers to find out more about the systems and how they would be accessed by NHS Wales

June 2022

Engage with end users to find out the need for an anatomy e-resource system in NHS Wales

September - October 2022

4. INNOVATE

Seek subject matter experts to review the identified tools and support the potential procurement and implementation

September – October 2022

Complete procurement and implementation

April 2023

Implement access to British Standards Institute Online for NHS Wales

Establish a Task and Finish Group with key stakeholder representation to identify which standards NHS Wales needs access to, to support legal use of standards for reporting and auditing purposes

April – September 2022

Complete procurement and implementation

April 2023

Implement Lean Library to support seamless access to NHS Wales e-Library content

Working with the Task and Finish Group, DHCW and local NHS Wales Health Board and Trust IT teams procure, implement and roll out Lean Library Futures to support an increase in usage, decrease in cost per use and further value for money

July 2022

Evaluate NHS Wales need for access to BMJ Best Practice with co-morbidities

Survey launched

May - June 2022

Analysis of results

July 2022

SBAR drafted for review by BMJ

August 2022

SBAR finalised and submitted to Champions Group and Service Board

September 2022

4. INNOVATE

	Champions Group/Service Board (BMJ) to attend agenda item at Service Board)	October 2022
	If upgrade approved, inform Commercial Services to issue a Change Control Notice (CCN)	November 2022
	Access in place (if agreed)	January 2023
<p>Investigate provision of NHS Wales e-Library for Social Workers in Wales</p>	Submit recommendation including costings to extend access to Champions Group and Service Board	April 2022
	Develop communications and engagement plan for roll out	April 2022
	Working with Commercial Services, issue change control notices on all e-resource contracts for extending access to 10,000 social workers in Wales	July 2022
	Working with the Task and Finish Group roll out access	August 2022
<p>Develop the e-Library website to expand our service offer</p>	Add new subject guides as and when they are completed by library and information colleagues	October 2022
	Implement any new web pages as per the development of the e-Library service	Ongoing
	Ensure compliance with current WCAG standards	August 2022
	Usability test (UX/UI, card sorting) e-Library website	August 2022

BIBLIOGRAPHY

Digital Health and Care Wales. (2021) *About us.*

Available at: <https://dhcw.nhs.wales/about-us/> (Accessed 01 December 2021).

Welsh Government. Department of Health and Social Services. (2019a) *NHS Wales Planning Framework 2020/23.*

Available at: <https://gov.wales/sites/default/files/publications/2019-09/nhs-wales-planning-framework-2020-to-2023.pdf> (Accessed 01 December 2021)

Welsh Government. Department of Health and Social Services. (2019b). *Cabinet Statement, Written Statement: Update on Digital Health and Care.*

Available at: <https://gov.wales/written-statement-update-digital-health-and-care> (Accessed 01 December 2021).

Welsh Government. Department of Health and Social Services. (2015). *Informed Health and Care: A Digital Health and Social Care Strategy for Wales.*

Available at: <https://gov.wales/sites/default/files/publications/2019-03/informed-health-and-care-a-digital-health-and-social-care-strategy-for-wales.pdf>
(Accessed 01 December 2021).

Welsh Government. Department of Health and Social Services. (2018a). *A Healthier Wales: our Plan and Social Care, national design principles to drive change and transformation.*

Available at: <https://www.basw.co.uk/system/files/resources/180608healthier-wales-mainen.pdf> (Accessed 01 December 2021).

Welsh Government. Department of Health and Social Services. (2018b). *The Science Behind Prudent Healthcare: Healthcare Science in NHS Wales: Looking Forward.*

Available at: <https://gov.wales/sites/default/files/publications/2019-03/healthcare-science-in-nhs-wales.pdf> (Accessed 01 December 2021).

Welsh Government. Department of Health and Social Services. (2021). *NHS Quality and Safety Framework: learning and improving.*

Available at: https://gov.wales/sites/default/files/publications/2021-09/quality-and-safety-framework-learning-and-improving_0.pdf (Accessed 01 December 2021).

Welsh Government. Department of Health and Social Services and Public Health Wales. (2016). *Prudent Healthcare: Securing Health and Well-being for Future Generations.*

Available at: <http://www.prudenthealthcare.org.uk/wp-content/uploads/2016/02/Securing-Health-and-Wellbeing-for-Future-Generations1.pdf>
(Accessed 01 December 2021).



APPENDIX A

To be used for quarterly reporting of progress.

2022-23 OBJECTIVE	Q1 UPDATE	Q2 UPDATE	Q2 UPDATE	Q2 UPDATE
Expand on the services and areas the e-Library analyses and reports on: Using PowerBI automate the collection of e-resource usage data				
Expand on the services and areas the e-Library analyses and reports on: Using PowerBI, create dashboards for engagement data; e-Library SLA/ KPI data and the technical log				
Re-procure Single Sign On Authentication System: Reprocurement				
Routinely visit Health Board and Trust NHS Wales Library Service sites to test access to e-resources				
Create efficient work flows and procedures manual for the e-Library Team				

Implement Lean Library to support seamless access to NHS Wales e-Library content

Develop the e-Library website to expand our service offer

Expand on the services and areas the e-Library analyses and reports on: Create and distribute annual reports for Digital Health and Care Wales Directors and stakeholder groups

Write annual communications plans

Write a digital engagement strategy that can be used alongside the annual communications plans

Re-procure databases: re-procurement

Increase social media profile

Increase uptake of services by professionals in Primary and Community Care

Increase the number of presentations and demonstrations to existing and potential end users: training plans

Increase the number of presentations and demonstrations to existing and potential end users: presentations and training group

Assure NHS Wales, Welsh Government and library & information communities of our knowledge

Re-procure Nursing databases: contract extension

Re-procure e-Journals: reprocurement

Increase awareness of and learning opportunities for our medicines information sources

Promote access to and learning opportunities for our e-Books

Annually review the e-Library website to ensure that content and access URL's are up to date

Re-procure guidelines: Royal Marsden reprocurement

Re-procure Copyright Licensing Agency CLA Plus

Annual horizon scan of new library technologies and systems

Increase links to Welsh Universities

Involve NHS Wales and Welsh Government users in developing our collections

Lead NHS Wales and Welsh Government users to the best evidence for their practice

Implement a PDA/DDA framework for the purchase of e-Books

Review all recommended anatomy e-resource systems

Evaluate NHS Wales need for access to BMJ Best Practice with co-morbidities

Investigate provision of NHS Wales e-Library for Social Workers in Wales

Involve NHS Wales and Welsh Government users in developing our collections: Create and introduce feedback activities and opportunities such as focus groups, surveys and forms to support contract extension of resources such as evidence summaries, e-Learning and, guidelines

Develop the e-Library website to expand our service offer: Ensure compliance with current WCAG standards & Usability test (UX/UI, card sorting) e-Library website

Support the potential provision of an NHS Wales institutional repository and OpenAccess Policy

2023-24 OBJECTIVE

Q1 UPDATE

Q2 UPDATE

Q2 UPDATE

Q2 UPDATE

Ensure e-Library staff and governing groups are sufficiently skilled in value for money areas

Expand on the services and areas the e-Library analyses and reports on: Create and distribute annual reports for Digital Health and Care Wales Directors and stakeholder groups

Create efficient work flows and procedures manual for the e-Library Team

Re-procure Nursing databases: re-procurement

**Re-procure e-Learning:
contract extended**

**Re-procure evidence summaries:
contract extended**

**Re-procure evidence databases:
re-procured**

**Re-procure guidelines:
Maudsley contract extended**

**Re-Procure Medicines Information System:
contract extended**

**Re-procure citation database:
contract extended**

**Re-procure e-Journals:
reprocurement**

Write annual communications plans

Increase links to Welsh Universities

Increase social media profile

Increase uptake of services by NHS Wales management teams and administrative and clerical roles

Increase the number of presentations and demonstrations to existing and potential end users: presentations and training group

Assure NHS Wales, Welsh Government and library & information communities of our knowledge

Involve NHS Wales and Welsh Government users in developing our collections

Increase awareness of and learning opportunities for evidence summaries

Lead NHS Wales and Welsh Government users to the best evidence for their practice

Annually review the e-Library website to ensure that content and access URL's are up to date

Routinely visit Health Board and Trust NHS Wales Library Service sites to test access to e-resources

Implement just in time account generation in Primo VE to support OpenAthens Single Sign On

Annual horizon scan of new library technologies and systems

Implement access to British Standards Institute Online for NHS Wales

Develop the e-Library website to expand our service offer

**Re-procure guidelines:
iRefer contract extended**

**Integration with
clinical systems**

Support the potential provision of an NHS Wales institutional repository and OpenAccess Policy

2024-25 OBJECTIVE	Q1 UPDATE	Q2 UPDATE	Q2 UPDATE	Q2 UPDATE
<p>Review the NHS Wales e-Library Collection Development Policy to ensure it meets industry standards</p>				
<p>Ensure e-Library staff and governing groups are sufficiently skilled in value for money areas</p>				
<p>Expand on the services and areas the e-Library analyses and reports on: Create and distribute annual reports for Digital Health and Care Wales Directors and stakeholder groups</p>				
<p>Create efficient work flows and procedures manual for the e-Library Team</p>				
<p>Re-procure databases: contract extension; review for reprocurement</p>				
<p>Re-procure e-Learning: reprocured</p>				

**Re-procure evidence summaries:
reprocured**

**Re-procure e-Journals:
reprocurement**

**Re-procure guidelines:
Maudsley reprocured**

**Re-procure Single Sign On Authentication System:
Contract extension**

**Re-procure Single Sign On Authentication System:
Procurement panel established**

**Re-Procure Medicines Information System:
reprocured**

**Renew Memorandum of Understandings for
e-resources**

**Re-procure citation database:
reprocured**

**Write annual
communications plans**

**Increase links to
Welsh Universities**

**Increase social
media profile**

**Increase uptake of services
by NHS Wales healthcare scientists**

**Increase the number of presentations and
demonstrations to existing and potential end
users: presentations and training group**

**Assure NHS Wales, Welsh Government and library
& information communities of our knowledge**

**Involve NHS Wales and Welsh Government users
in developing our collections**

**Equip e-Library and library services staff with the
knowledge of the collections**

**Implement a biennial user needs survey to
identify areas for service improvement**

**Ensure our customer
service is outstanding**

**Increase uptake of services
by NHS Wales healthcare scientists**

**Lead NHS Wales and Welsh Government
users to the best evidence for their practice**

**Support users with information
on how to publish**

Annually review the e-Library website to ensure that content and access URL's are up to date

Routinely visit Health Board and Trust NHS Wales Library Service sites to test access to e-resources

Annual horizon scan of new library technologies and systems

Support the potential provision of an NHS Wales institutional repository and OpenAccess Policy

Develop the e-Library website to expand our service offer

Re-procure guidelines: iRefer reprocured
