LIHNNK UP

"Very good indeed!"

For some unknown reason I can't take Formby seriously. It's just that I associate it in my mind with George Formby and as I drive into town I expect to see men in flat caps with cheeky grins and ukuleles leaning against lamp posts or " j'st cleenin windus". Of course I know it's not like that now. Formby, for one thing has a 24 hours Tesco and a Waitrose.

In the same vein when I first thought of getting a job in the NW NHS, I phoned a friend (in Hampshire if you need to know) and she said in hushed tones that the North West was known to be *very good indeed*. Well, as it turns out - *it is*. It's staffed by hardworking, creative and dedicated people – this is where I plug the Directors Prize – so congratulations to Linda and Chris. Talking of prizes read all about more great work going on in the North West evidenced in the Christmas Study day. **Tracy Owen** gives a full account with pictures. Can somebody please find David's smile :->

Despite hard times, George F. would have known a thing or two about that, services continue to innovate and improve. So welcome to the renovated and reinvigorated Trust Library and

Knowledge Centre at Greater Manchester West, described by **John Brooke** and **John Coulshed**.

Hard to know what George would have done with a computer if he had owned one. No doubt the screen would be very clean and the keyboard would have had a lot of water damage, *"j'st cleenin the comp'ter"*. He might not have thought up something as creative and useful as Pinterest, read **Helen Collantine's** article on how Pinterest can be deployed in libraries.

Colleagues have been out and about gathering information from conferences and study days. Read **Angela Donnelly** and **Anne Webb's** account of the E-Book conference at the University of the West of England (UWE) and **Laura Drummond's** summary of the CILIP Knowledge Management Event. Both of these are highly relevant topics with plenty to think about.

Welcome to **Peta Jones** at Tameside and farewell to **Kathy Atkinson** at NHS Manchester after 20 years service.

Matt Holland
OUTREACH LIBRARIAN
NWAS NHS TRUST

IN THIS ISSUE

The Director of Health Libraries Annual Prize

I was delighted to be asked by the Library Information Health Network North West (LIHNN) Committee to give a personal prize to someone in the network who has contributed to the profession and the network. In thinking about this I recognised that LIHNN is much bigger than just its NHS members - it includes library services in universities, charities and from national bodies with a north-west base.

This means that the annual Director's prize could go to anyone from those sectors.

The other thing I had to think about was all the different people that make up the network. I tend to meet and get to know our Library Managers - but I don't think the prize always has to be about "managers" and "people who have been around for a long time".

And so, with those caveats, I thought about who has contributed to the profession and to the network - and it is clear that this is not always going to be easy - everyone contributes, in some way, to the network; but I have decided to give this first director's prize to two people who I think you will agree richly deserve it.

They are Linda Ferguson and Christine Thornton.

CHRISTINE THORNTON

Chris has managed one our biggest and most complex library information services since [date]. Central Manchester has seen multiple changes, mergers, and new builds, and this process continues even now. At all times Chris has demonstrated clear vision and the personality and skills to ensure the Trust understands the value of the evidence base and how library services support excellent patient care - and she has always carried her team with her.

But that's not the only reason for the prize - Chris has been a significant contributor to the profession. She is an active committee member of the CILIP Health Libraries Group and some years ago she filled in for Sue Hornby, teaching specialist skills to Manchester Metropolitan University's librarianship students. Above and beyond that she took on the co-ordination of Greater Manchester mental health libraries for a year while Claire Bradshaw was on maternity leave. I think this demonstrates Chris's ability to see the bigger picture and to find ways of making the profession and NHS library services better.

And even beyond that there is something particular that I want to flag - Chris chaired the Greater Manchester Librarians Group at a very challenging time. We were working our way through what was then called the Jericho Project - and it was clear that this was not going well. Chris was instrumental in working with GM librarians and the Health Care Libraries Unit team to make sure that we developed a shared vision - our current GMHELP scheme would not exist today without Chris's work.

LINDA FERGUSON

In terms of contribution to the profession, Linda is acknowledged as the national lead and expert on the grading of NHS librarian posts. She led the work on creating national job profiles for NHS library staff as part of the NHS's introduction of Agenda for Change which created a single pay spine for all non-clinical staff. Linda's work created national-level templates for all NHS employers to assess their library staff. This in turn has led to a situation where almost all NHS library staff have received grades which accurately reflect their expertise, responsibilities and status in comparison to other professional groups – this is a situation which could not have been imagined before Linda's work in this area.

Linda's contribution to the profession is also demonstrated by her national-level work on the Costing and Pricing Framework for NHS library services which, for the first time, will provide a nationally agreed toolkit enabling local NHS library managers to cost and price their services.

Linda led the establishment of our region-wide CPD programme for all NHS library staff which is based on a bi-annual training-needs analysis and which is designed to be flexible, local and free at the point of delivery. These are vital for our library staff who find long-distance travel and the cost of courses prohibitive. The quality of this programme is reflected in it being awarded the CILIP Seal of Recognition in 2008.

Linda's commitment to her own CPD is very strong. She is always looking for ways to improve her knowledge and skills and recognises that, as one becomes more senior, these opportunities come from many non-traditional, non-library sources. I have already said that Linda is regarded as the national lead for many human-resource related issues for NHS library staff. In order to strengthen her understanding of this field, Linda undertook the People Management and Development course at the Chartered Institute of Personnel Development (CIPD) and became a licentiate of the CIPD.

I would also like to add something about Linda that may not be evident from all of the above. Linda has a capacity for hard work, an attention to detail as well as the ability to see the broader picture and, above all, an integrity that is unrivalled in all of my thirty years of working. Linda has helped make the NW Health Care Libraries Unit the success it is, and her personal reputation at national, regional and local level increases continually.

Finally I would like to congratulate Chris and Linda on their achievements – long may they continue!

David Stewart
DIRECTOR OF HEALTH LIBRARIES NW

Farewell to Kathy Atkinson - retiring after 20 years in the NHS in Manchester

Colleagues from LIHNN and various representatives of the NHS in Manchester, as well as Kathy's daughter Vicky, gathered to send Kathy off in style to her new job as "lady of leisure" at the end of March.

The full extent of the guest list had been kept under wraps, to ensure maximum surprise every time the door opened, and the quiet lunch with a few colleagues Kathy was expecting quickly turned into a suitably lively send-off.

We even had a "book" cake, thanks to a talented member of the Public Health team- entitled *The Librarian's Guide to Retirement!* Hopefully the guide included Kathy's tips on how to make your retirement suitably exciting and active, with a trip to Canada planned, lacemaking project ready to go and an ambition to take up cycling! Linda Ferguson was on hand to thank Kathy for her contribution over the years and present her with vouchers from LIHNN, and I had the honour of presenting Kathy with the "bike fund" (we decided purchasing the bike itself would be a bit impractical - whoever knew there were so many different types!).

Thanks to all who came along, and needless to say we're all missing Kathy and glad she's settling down to an exciting new chapter in her life.

Emily Hopkins
HEALTH INFORMATION & RESOURCES LIBRARY MANAGER, MANCHESTER MENTAL HEALTH & SOCIAL CARE NHS TRUST

Kathy and her daughter Vicky outside Fallowfield Library.

Taking over the Christmas Study Day

You may think that the Christmas study day is only one day of the year but...

It actually started way back in May when members of the Quality group approached the LIHNN Coordinating committee with the idea of presenting a showcase of the work that they had been doing. The committee decided that this was a good idea and asked me to contact Gil and Linda at HCLU to add it as an agenda item.

By the next Quality Group meeting in July, the coordinating committee had agreed to go ahead with the idea. The Quality Improvement Awards were born. Nominations could be made from an individual Library service or LIHNN group and cover one of the four categories:

1 **Patient care or patient info**

2 **Marketing / promotion**

3 **Stakeholder & customer improvements**

4 **Library staff development.**

Gil suggested inviting Phil Bradley (Internet consultant and CILIP Vice-President) to present the awards and give a talk.

Back at the next LIHNN Coordinating committee meeting in August, we announced that we were "taking over" the Christmas Study Day, having greater input than previous years.

Pulling the agenda together involved a number of meetings and emails over the rest of the year, but with Gil's help a plan

Steve from Christie

Alison and Steve from Macclesfield

for the day began to come together. Over this time we also discussed prizes and trophy designs and how the awards would be organised. We decided to split the day into two sections; presentations from Phil Bradley and LIHNN groups, and the awards.

The awards would include:

- The Quality Improvement awards – the LIHNN Committee would shortlist the nominees to a maximum of 2 from each patch and 1 special interest group (i.e. a maximum of 7 finalists). These will then be presented at the Study Day and attendees would vote for the winners.
- Thanks to LIHNN members who have delivered training.
- "Congratulations" to people having received FCLIP, MCLIP, ACLIP or Revalidation from CILIP.
- "David's Award" – Special award from Director of Health Libraries to someone who has made an outstanding impact on the profession

By the closing date for the nominations at the end of October we had 11 submissions and the LIHNN Coordinating Committee selected 3 finalists to present at the Christmas Study Day. The remaining 8 submissions were invited to deliver a 'minute of madness' presentation.

So from May until the day itself, there was a lot of organising going on in the back-ground.

The day started at 9.30 with registration and Tea and Coffee and then we had a welcome from David. At just after 10am we had a presentation from Phil Bradley the then Vice President of CILIP, all about using social media as a personal learning network. By the end of Phil's talk, with a huge range of social media tools explained to us, we were ready for a coffee break.

Following coffee it was time for the three presentations from the Quality Improvement Awards nominees, these were:

1 **Promotion of NW mental health libraries, Mental Health Librarians Group – Stephen Edwards**

2 **Library refurbishment, Macclesfield Hospital Library - Angela Donnelly**

3 **Balanced score card, Christie Hospital – Steve Glover**

And the minutes of madness were:

1 **Veterans mental health, Lancashire Care - Sue Jennings**

2 **Volunteers, Lancashire Care - Sue Jennings**

3 **Staff CPD, Wirral - Eileen Hume**

4 **ITU ward round, Wirral - Eileen Hume**

5 **SAS work, Wirral - Eileen Hume**

6 **Welcome Board, UHMBT – Tracey Pratchett**

Next on the agenda was lunch, networking, voting for the quality awards and completing the quiz set by Gil Young. After lunch it was time to hear from some of the LIHNN groups including the Committee and HCLU.

It was then time to announce the winner of the Quality Improvement Awards:

■ **Winners**
Library refurbishment - Macclesfield Hospital Library

■ **Second**
Balanced score card - Christie Hospital

■ **Third**
Promotion of NW mental health libraries - Mental Health Librarians Group

Phil Bradley gave out the prizes.

Steve representing the Mental Health Librarians Group

And the **winner of the minutes of madness:**

■ Veterans mental health - Lancashire Care

Sue Jennings

A quick round of thank yous and congratulations on behalf of the LIHNN Co-ordinating Committee to the members of **LIHNN** that had provided **training** to other LIHNN members and to those who had obtained **CILIP Qualifications** in the last year and we were ready for the final award. This was the **winner of the Director of Health Libraries North West Award**. This time there were two winners:

Linda Ferguson and Chris Thornton

The day finished at half three, after which the usual suspects headed off on a mini pub crawl, while others hit the Christmas markets.

Tracy Owen
FADE LIBRARY, LIVERPOOL PCT

E Books: Experiences and Future Directions

Over the last decade our users have become increasingly familiar with the convenience of accessing electronic journals and databases. Despite many lamentations along the way I doubt few would want to return to the Dark Ages of the printed Index Medicus, dialing in to database hosts or CDs!

The concept of the e – book has also been around for quite a while. Over the past few years e books have increasingly become part of the library environment and our users' lives. Even so it would seem that there is still much to understand around the benefits they offer us and our users and the complexities of the business environment in which they operate. Recently, through the efforts of Amazon and uptake of the Kindle, e book sales have started to outstrip paperbacks. However many questions remain about how best to implement e books in libraries for the benefit of all.

With this in mind attending an event to share knowledge and expertise across sectors seemed like an opportunity not to be missed! So we braved the hail storms, driving rain and inevitable motorway road works to pitch up at the University of the West of England where thankfully a warm welcome, coffee and pastries were waiting! The highlights of a packed day were as follows:

After being welcomed by Jason Briddon, Deputy Librarian UWE, we settled down for the first session:

Do you like books or reading?

Presented by James Clay from Gloucestershire College.

It is not an exaggeration to say that James is passionate about the use of learning technologies to enhance the learner experience. Whilst hoping that he was preaching to the partially converted and early adopters, he acknowledged that resistance to change is normal and that users or "learners" can be very sceptical. Anecdotes about protests and resistance to the progression from writing on bark to slates to paper with ink, then ready made ink and finally – the outrage of the ball point pen - helped to illustrate this point well.

The strength in James' presentation was to get participants thinking differently. He highlighted the value of technology in providing a learner centred solution; providing choice, whilst improving user engagement, inclusion, accessibility and participation. Technology changes are all about making things faster, easier and more efficient. He also made the interesting point that as well as being able to make choices, we also have preferences and technology is not just about making a choice but supporting our preferences. His early mention of white and dark chocolate to make this point did set our taste buds going!

Throughout his talk he identified some of the key issues surrounding e books, many of them recurring themes throughout the day including:

- The use of e book readers and platforms,
- The ability to borrow e books and providing seamless and easy authentication.

- Making time: for staff development to understand the potential of the technology, keep abreast of the pace of change and provide adequate support for learners.
- Promotion; frequent and by every avenue possible including the paper versions of e-books.
- Cost: pricing and content
- Connectivity, online and offline use.
- Developing the e book for academic texts

James also cautioned against being undermined by the "Innovation Prevention Department" (all organisations have them, we know who they are!) calling us to think differently and pursue alternatives.

Following James, Anne Hooper from Bristol Libraries described the experiences of 5 authorities in setting up a public libraries consortium for an e book service in:

E book lending and public libraries: the Libraries West experience

Driven by an increase in user demand, the need to gain greater understanding of the issues around e book provision and ultimately be able to make recommendations to their services five public library services in the south west set up a task and finish group to explore consortial e book purchases.

Their pilot e book service, using Askews eBooks, has been running since January 2012 and usage is still only equivalent to a small branch library in Bristol, however it is fast growing. Books are made available via the catalogue and figures indicate there is no hour or day when they are not being accessed so it truly is a 24/7 service. Patrons are able to download up to 3 books at a time and have them for 21 days after which they automatically "expire", thus no fines are incurred and all books are "returned" on time for other users to access. Future plans involve reaching remote users and supplying e book readers such as the Sony e reader and Kobo. Many readers who wanted to access the

service but had Kindle devices were unable to do so and this had proved to be a barrier. The service is also heavily promoted at local railway stations in a bid to appeal to the commuter market. For more information:
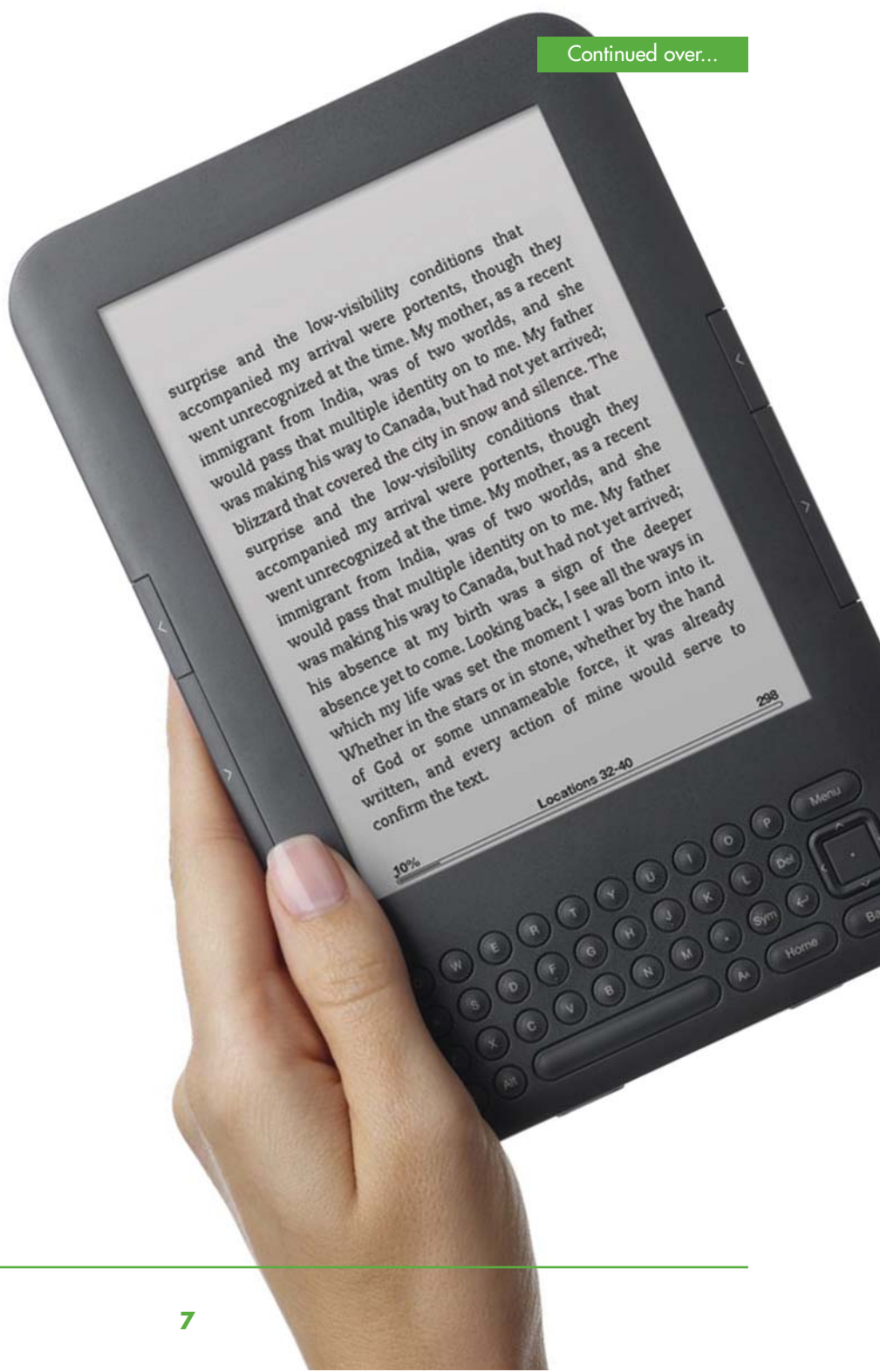http://www.librarieswest.org.uk/ebooks.aspx

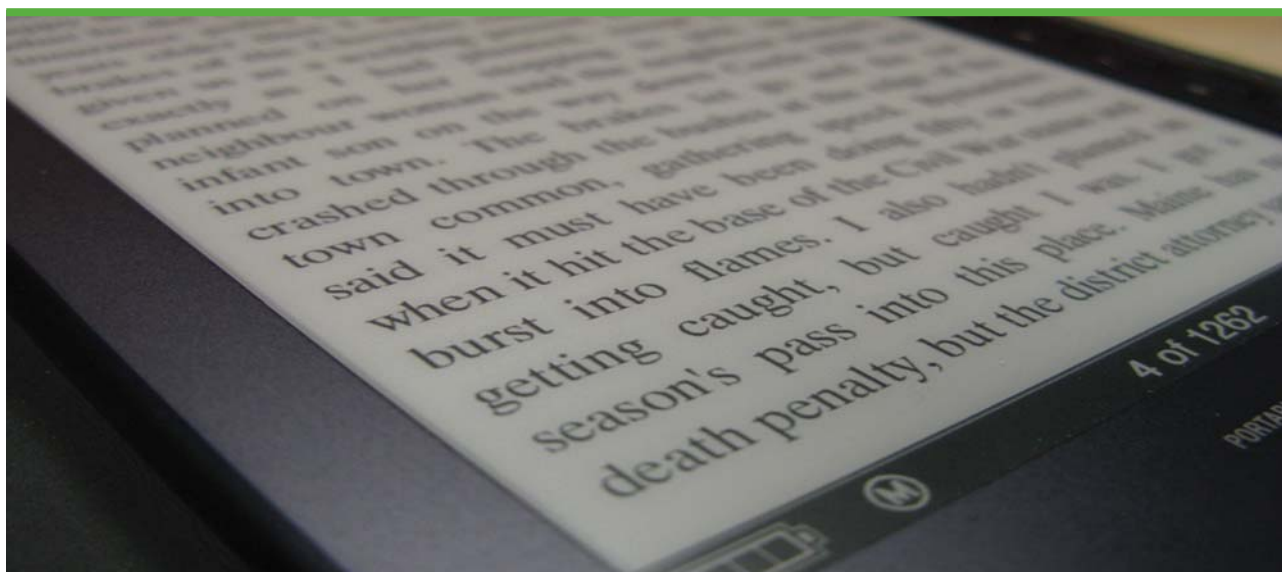## Mobile Learning & Medical Students

Nancy Davies,

to the various challenges faced by medical students in their placement environments. When students were busy working in clinics they were unable to get to libraries or find access to information sources. Also they need to record performance feedback from professionals they are working with. Their conclusion was that students need to carry their information resource and the solution was to loan students an iPhone to use as their device.

To ensure that appropriate resources ere used the devices were pre-

E Books: Experiences and Future Directions

loaded with apps to support learning and record feed-back they were alsoenabled with access to key medical resources. The 3 main apps are Dr Companion, which includes access to BNF and the Oxford Handbooks of Clinical Medicine and Clinical Specialties, MiniCEX which allows students to complete assessments which are then sent to the third app - The Progress File. This is used to record feedback and notes and sends updates to a blog area. Generally the project had received positive feedback although some students thought it rude to use a mobile phone in front of a patient and perhaps an iPad would be more acceptable. In the iPad vs iPhone debate – both score highly with the Infection control department as they are easy to wipe clean and have no fiddly keys, iPhones have the added advantage of being able to fit into pockets and are thus more portable than iPads. It was also interesting that mobile e book access was a clear preference with very few students wanting to rely on PC access alone.

For more information:
https://www.medicine.leeds.ac.uk/mbchb/medicalapps.aspx

All this and it wasn't even 11.30am! Minds buzzing we were ushered to our coffee break to fortify us for the next two sessions, plus it also gave an opportunity to catch up with other colleagues and one or two familiar faces.

Following the coffee break Neil Ford discussed Patron Driven Acquisition (PDA) as one of the options to expand e books collections in:

Students at the heart of the (acquisition) systems: experiences of Patron Driven Acquisitions at Bournemouth University.

PDA is exactly what the name suggests: Library patrons are provided with the opportunity to access e book titles loaded into the library catalogue, a certain number of actions (such as viewing the book for more than 10 minutes) may then trigger a purchase of the book. As you may imagine this purchase model has its champions and sceptics. Some may gasp at the seeming "loss of library collection management", others welcome the increased participation from patrons in building a collection they want.

Neil described the steps in setting up PDA at Bournemouth, choosing a provider, appropriate collection subject coverage and the triggers for acquisition. Developing a profile for the collection is important and incorporates criteria for which subject matter the books should be about, the publishers, price and publication dates.

When this has been decided the MARC records are loaded into the library catalogue and the e books are ready and waiting! Costs to the library are controlled by setting a budget or funds limit in a deposit account with the aggregator. When purchase is triggered (by number of accesses or use) the library's account is then debited.

The project has now been reviewed along with usage and value to try and develop a better profile of what their users may need.

Key points:
- In the academic sector engagement of students is an important issue and students as stakeholders increasingly expect to be involved in the decision making process. Therefore users having a say in building the collection was viewed positively and demonstrated partnership working.
- Building the profile for the PDA process is an essential step and it can be time consuming.
- Using this approach can be useful for reaching users who are difficult to provide for and provide an opportunity to make a collection more relevant to them.

■ Promotion of PDA via a number of routes is absolutely key.

The final presentation before lunch provided an opportunity for Huw Alexander to present:

Are e books healthy for publishing? A SAGE perspective

The key messages were:

■ Whilst publishers may have been cautious in the past they are now embracing e books as there is a need to change and embrace the opportunity to provide choice.

■ There are problems around collection development and many different business models are being developed (he identified 8). It is not easy to keep track of them!

■ Traditional publisher relationships and models are changing and SAGE, among others are working with aggregators such as Myilibrary and Dawsonera

■ They are also working with retail partners such as Kobo and Amazon.

■ They are working with mobile technology and allowing downloads

However it is a complex environment, it's early days for e books, everyone is on a learning curve to adapt and develop.

After an action packed morning I was delighted to hear that I was in the first sitting for lunch – I had certainly worked up an appetite!
We also had a chance to network with colleagues and visit suppliers stands prior to the afternoon session which was to be an opportunity to hear from five e book aggregators.

Academic Rights Press: Unbound Medicine, Coutts, Dawsonera, Wolters Kluwer/OVID and Ebrary were asked to give short presentations highlighting their plans were for the future, their biggest challenges and frustrations and how the library community could work with them.

While most, unsurprisingly, used their ten minute slot to plug their service, some common themes emerged when they addressed the questions in hand. The biggest challenges and frustrations for the aggregators were around content acquisition, publishers going direct to libraries and bypassing them. Publishers were concerned with control of content and Digital Rights Management (DRM). All agreed that meeting user expectations was challenging. They recognized that all libraries are different as are their users and trying to meet all the diverse needs was problematic. The lack of standardisation of devices and platforms was raised as an issue while they also acknowledged that as they all want to differentiate themselves and have something unique to make them stand apart from each other they contribute to creating this very issue!

They all agreed that librarians could help to influence future developments by coming up with commercially viable proposals, being part of advisory groups, exploring group purchasing models and giving feedback to all the players.
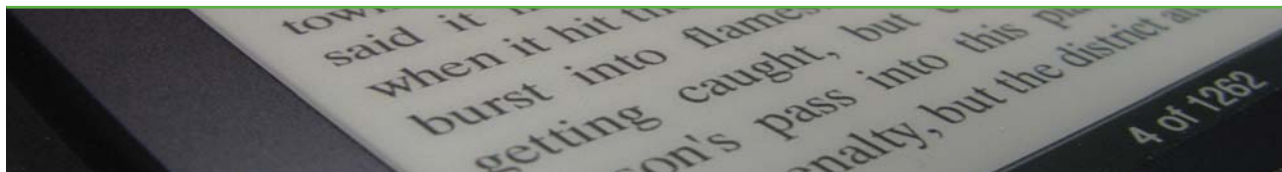
As to future developments – they tended to focus on what was happening within their company.

■ Dawsonera talked about their new portal and platform redesign which will soon be available. Open access was also discussed and Dawsonera users will be able to find titles via Google without having to login first. All saw more flexible models being introduced.

■ Ebrary suggested libraries might use a subscription to provide the base collection and then use PDA for highly accessed titles. They also have Apple apps available now – with android apps coming in the summer. These will enable on and offline access to content. They are aiming to licence more content e.g. Wiley.

■ Coutts are aiming to be able to provide any book as an e book.

■ Wolters Kluwer/OVID is exploring unpacking chapters.

E Books: Experiences and Future Directions

The day finished with audience participation with a **Question Time** panel (representing aggregators and some of the speakers) answering a broad range of questions from the audience reflecting issues such as:

- Making the e books available simultaneously when the print version is published. Publishers recognize that this needs their attention in order for the e book to progress.

- Sustainability of collections and pricing for bundles of titles: Publishers are aware that there is a move away from bundles and are starting to reflect this in their pick and chose options and their offerings to small libraries.

- Compatibility with the mobile environment: There are many different options for mobile devices and complex technologies. This in turn creates complexities for the publishers and their ability to keep abreast of new developments.

- Impact of the Cloud: Connectivity may be an issue and therefore the ability to read offline important.

- Latest editions of books and keeping up to date with them: Publishers will always have to charge for replacement editions to maintain economic viability. Also alerting libraries of new editions can be slow and problematic.

- The Leeds iPhone Model: How long will it take others to catch up and how can it be sustained? In the future financial constraints may prevent the library from supplying devices.

- There are plenty of NHS innovation prevention departments around! A solution could be encouraging users to provide their own devices and have then enabled for networks? The message was clear - we must look for solutions and take the initiative, there are technical solutions to ensure security.

All the presentations can be found at http://www.uwe.ac.uk/library/info/bookings/ebooks/2012_ebooks_prog.htm

Overall it was a most enjoyable and informative day which just left the final challenge – finding the right exit from the very confusing car park ....!

Angela Donnelly
STAFF LIBRARY SERVICE
EAST CHESHIRE NHS TRUST

Anne Webb
LIBRARY OPERATIONS MANAGER
KOSTORIS LIBRARY
THE CHRISTIE NHS FOUNDATION TRUST

Pinterest

Pinterest is a virtual notice board that allows users to organise and share ideas and information from the web.

Pinterest users can upload, save, sort and manage images or videos, known as pins, by creating collections known as pinboards. Pinboards are usually themed so that pins can easily be organised. Pinterest acts as a social media website, where your content, as well as other uploaded pins, can be browsed on the main page. Users can save their favourite pins to one of their own boards using the "Pin It" button. Content can also be found on the web and uploaded to a board via the "Pin It" button, which can be downloaded, from the Pinterest site, to the bookmark bar on a web browser.

Pinterest offers a great way to spread the word about the resources and services we offer, using an innovative up-to-date social media forum.

You can see, in the screen shot, some of the boards we have created by pinning book and journal covers; a good way to attract readers to books they might not have seen.

Other boards that we are thinking of creating are:

- a board for new books and media added to stock;
- a board to promote activities, such as training sessions.
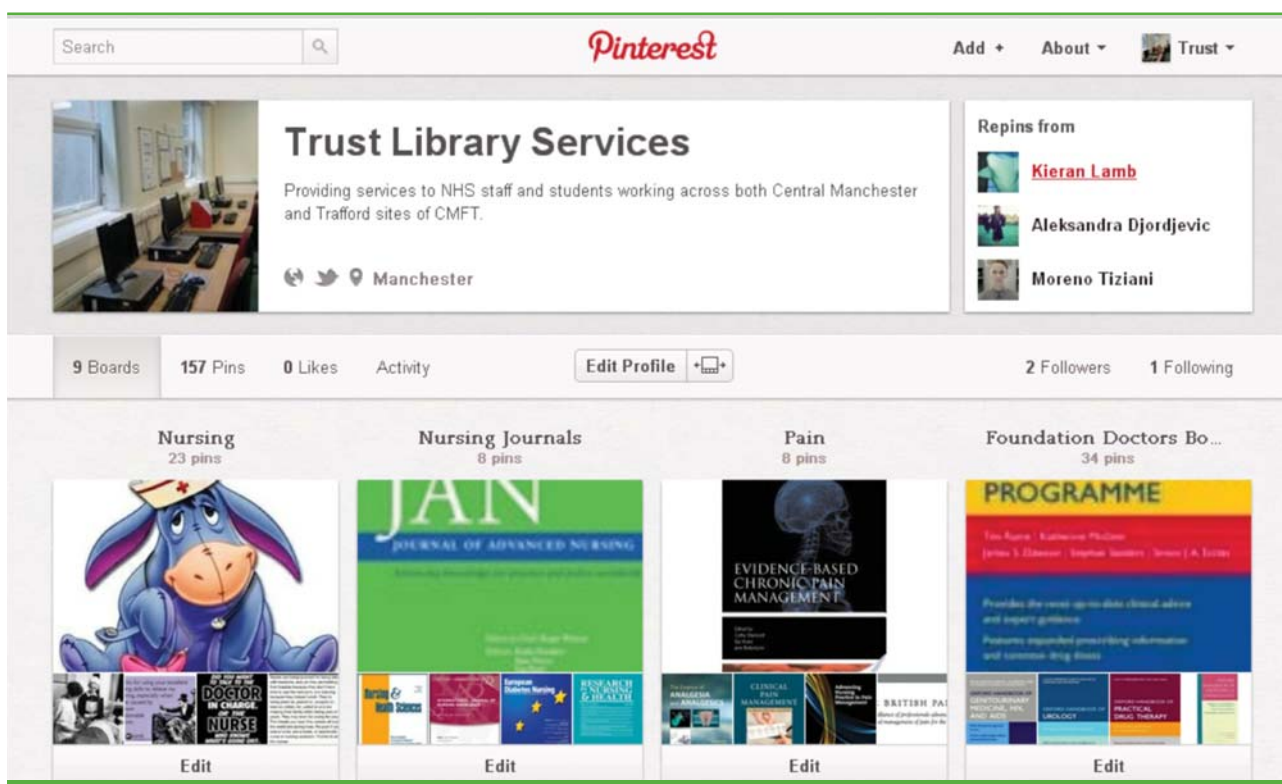
Pinterest can also be used to give access to e-books (thanks to Kieran Lamb for sharing QR codes).

We are also looking for relevant videos, which can be uploaded to a pinboard (any suggestions gratefully received).

Currently, users can follow us by clicking the 'Follow me on Pinterest' button on the Trust Library Services page http://traffordlibrary.wordpress.com/ The URL may change, in the future, to reflect the fact that Trafford is now part of CMFT.

Helen Collantine
SENIOR LIBRARY ASSISTANT
CENTRAL MANCHESTER UNIVERSITY
HOSPITALS NHS FOUNDATION TRUST

Knowledge Management: Tales from the Front Line

14 MAY 2012 | THE SQUARE TAVERN, LONDON

Being relatively new to the world of knowledge management, I'd been looking for examples of knowledge management in practice when I spotted an upcoming CILIP London event called 'Knowledge Management: Tales from the Front Line'.

This sounded like exactly the sort of thing I needed. The event was located right behind Euston Station (and in a pub too!) so there was no fear of getting lost in central London. After a two-hour train journey from Manchester to Euston, a short bout of Pendolino sickness and a quick wander around the bookshop at the British Library, I was sitting comfortably amongst a group of lovely Librarians.

'Knowledge Management: Tales from the Front Line' was lead by James Andrews, the Knowledge and Information Management Officer at the British Red Cross who offered up his own experience of knowledge management. In his introduction of the British Red Cross, a charity who help people in crisis, I was particularly fascinated to learn that the organisation's emblem is authorised by the Ministry of Defence and therefore unauthorised use is considered a criminal offence under the Geneva Conventions Act 1957.

Our first task was to work in small groups and consider the question 'what is knowledge and knowledge management?' Although we were aware of the many things written about on this topic, our own response was that the central element of knowledge is its human dimension and particularly our synthesis of information: when information is obtained and absorbed through an individual experience or within a particular context, it becomes knowledge, whether explicit or tacit.

As a result we decided that knowledge management was a misleading term.

Knowledge is personal, often intangible and can only be offered voluntarily. It cannot be 'managed'. James prompted us to consider what would happen if we asked a person to write down all of their knowledge – it could not be done. A person recalls knowledge only when it is needed and until then it's stored away. However, as knowledge managers, we can recognise that relevant knowledge can be captured, structured and communicated in ways which meet organisational objectives. For instance, we can help prevent the duplication of work within our organisation by building relationships and connecting people.

We were then given a brief introduction to the theory of knowledge management. I must admit that at 7pm and after a glass of wine, this was pretty heavy stuff to digest. In (extremely) simple terms, knowledge management is enabled by people, processes and technology. The Cynefin framework describes people as intrinsically complex due to the convolution of individual experiences so we must create order through processes and technology.

Once the heavy stuff was concluded, I was glad to hear James offer his own experience of knowledge management within his organisation. He started with examples of the technological features he used to maximise the impact of knowledge management, in particular, the ability to automate repeatable processes, collaborate and share, consolidate organisational objectives and minimise risk.

1 Intranet People Search

James asked himself what a 'quick win' would be within the British Red Cross. The organisation often receives urgent enquiries from refugees from all over the world and who cannot speak English. By working in collaboration with IT and HR, he created an intranet people search which including (amongst other things) the contact details and languages spoken by staff. This had an immediate impact as requests by people who spoke another language could be dealt with much more quickly.

2 Online Communities of Practice

James used online wikis to establish communities of practice. These communities included staff who had common ground within their roles but who were not connected (like those involved in marketing tasks for instance). James established the wikis and developed their page structures but then handed them over to a nominated member of the group who became the wiki community manager. Using these web platforms, James encouraged engagement and discussion rather than document storage which he termed 'Open MIC' (Members Information Exchange).

3 Document Management

In large organisations, the management of documents can be difficult. James particularly highlighted the pitfalls of using email to manage documents. Changes often mean that staff do not receive email documents or end up with the incorrect version of a particular document. Where shared drives are used, documents tend to be structured by team or department rather than by function so documents frequently get lost. Instead, James introduced document management software in which he was able to produce boundaries for files with minimum metadata standards. This essentially meant that a file plan was developed and individuals can now choose to view the document file structure in the most appropriate format for them.

James did explain that technology is only a tool and not the central element of knowledge management: face-to-face liaison is the most valuable way to enable knowledge management since we can usually say more than we can write.

4 Knowledge Cafés and Anecdote Circles

James organises workshops called Knowledge Cafés where he aims to move people around to promote different dynamics and encourage open conversation. One of his facilitation techniques is the Anecdote Circle. For example with 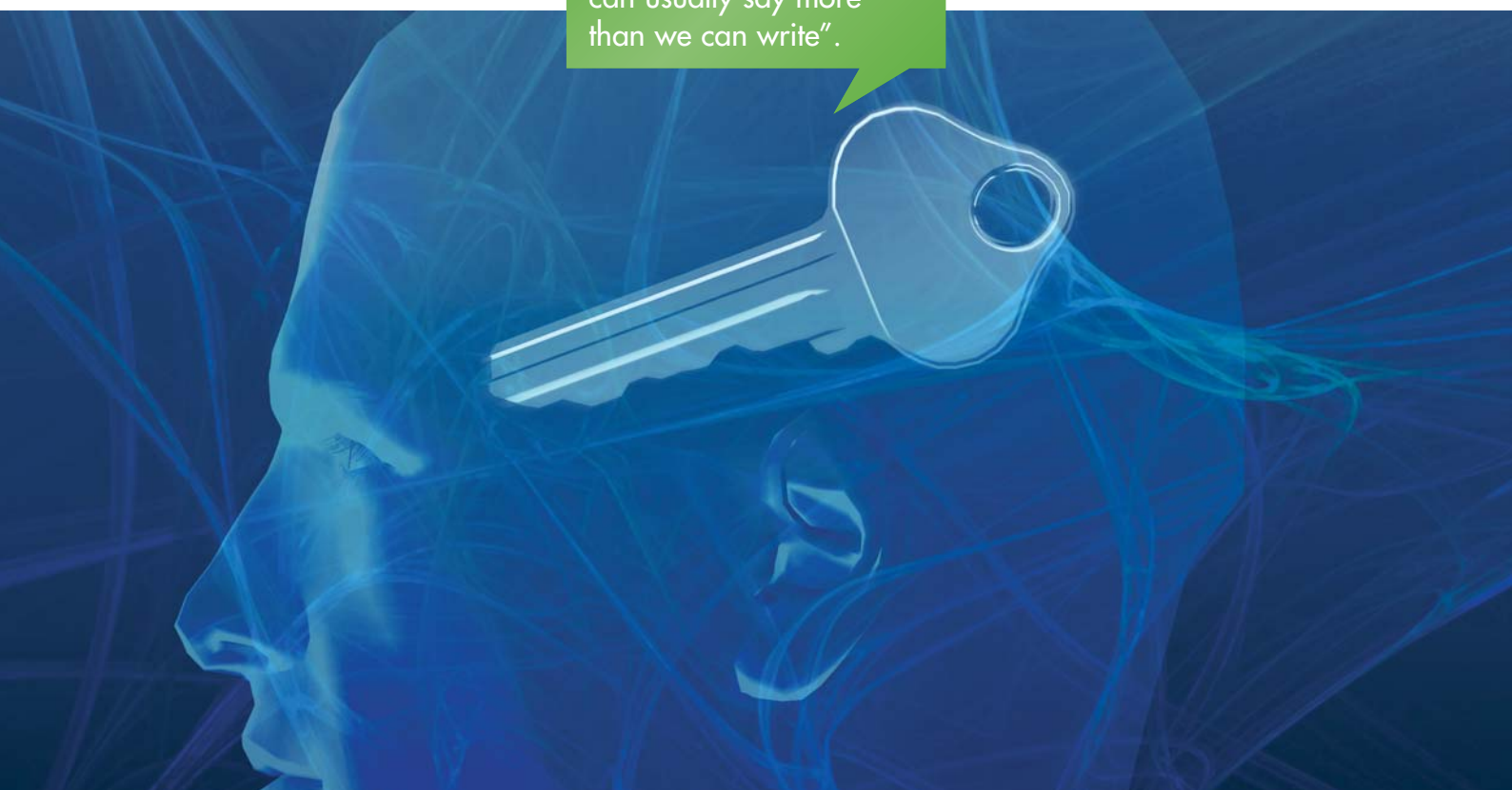a risk management group, he asked everyone to jot down on post-it notes situations which pose day-to-day risk. They then worked together to collate them under various titles (sounds suspiciously like classification, eh?!). He recommended this activity to spark discussion and bring knowledge together in a way which is not forced or uncomfortable.

After the event, I was encouraged to ask myself how we could best use these techniques in our own organisation: what might be a 'quick win' for the Trust; where might communities of practice have an impact; could I investigate a more effective document management system and so on. I was satisfied that the trip was worth making as I came away with a much better idea about how to apply knowledge management in practice. I'd also bought an appropriately cultural set of Olympic-themed magnetic bookmarks and as an honorary CILIP London member, I'd met some delightful people (thanks for the drink, Claire).

Laura Drummond
KNOWLEDGE MANAGEMENT TEAM
PENNINE CARE
NHS FOUNDATION TRUST

> "Face-to-face liaison is the most valuable way to enable knowledge management since we can usually say more than we can write".

The Reading Well

Following our library refurbishment in 2008 we began to stock a small number of fiction books for staff to borrow along with their study resources.

Word quickly spread around the Trust and we received book donations from far and wide. Not all of the books were fiction – they included biographies, travel and lifestyle books. However, the collection of non-fiction but non-clinical books was so small it didn't really merit its own bookshelf so we weren't sure what to do with them.

Health and Wellbeing Campaign

At this time our Trust was in the midst of a campaign to improve the health and wellbeing of staff, through initiatives such as Weightwatchers, Zumba classes, yoga sessions and stress management workshops. We decided to apply for funding from our hospital Lottery Committee to purchase a range of books which would complement this campaign. The Lottery Committee were happy to fund this and we purchased a wide range of books including:

- Healthy living
- Diet and exercise
- Travel
- Family and relationships
- Pain management
- Parenting
- Hobbies
- Cookery

Competition

Our next problem was what to call the collection and how to raise awareness of it. We did this by running a competition to come up with an imaginative and descriptive name for the collection. We had over 25 suggestions from staff across the trust – these included names such as **The Chillax Collection, The Little Place Around the Corner, Off Duty** and the final choice of **'The Reading Well'**, which was suggested by Chaplain Graeme Harrison, was made by a panel of 16 Library Staff and Book Club members. Graeme won a £25.00 book token.

Improving literacy

We are again taking part in the national Six Book Challenge – a programme to improve literacy and encourage reading for pleasure – and the number of registered participants has increased for a second year. The entire collection continues to expand thanks to the donations and suggestions from staff.

Sue Beames
LIBRARY ASSISTANT
BLACKPOOL VICTORIA HOSPITAL

Hospital Chaplain Graeme Harrison helps Debra Thornton add a bucketful of books to the Reading Well

New Start for a New Look Service at **Greater Manchester West**

In 2011 it was decided to bring together the Trust Library and the Ian Smith Drug Reference Library and re-launch them as one service in a newly refurbished Library space on the Prestwich site.

The new library, now renamed the **Trust Library and Knowledge Centre**, re-launched with an open day on **Friday 20th April 2012**, and nearly 100 visitors came along in support. The library was officially opened by Alan Maden, Trust Chair, David Stewart, Director of Healthcare Libraries North West, and Kathryn Harney, Associate Director of Research.

GMW invested £14,500 into the redevelopment of the library, with matched funding from the North West Health Care Libraries Unit. The Trust Learning Development Department provided further funding for eight wi-fi-computers, to help facilitate the roll-out of e-learning in the Trust, and to increase library usage.

The way people use libraries is changing so it's vital we evolve and adapted to meet the needs of the 21st century visitor. By investing in a bigger, brighter and better library, we aim to encourage more people, and more groups of people, to use us. The new layout has been designed to provide areas where people can sit, study, train or meet with colleagues. Modern visitors need to be able to use laptops tablets and other mobile devices, so the library now provides computer areas with charging points and free Wi-Fi access.

Usage of the library has certainly increased since the re-launch, and we have received many positive comments from our visitors who appreciate the brighter look of the library. The flexible working spaces are popular for meetings and study sessions and word has already got out about the Wi-Fi. We will also be introducing late evening openings to further show our flexibility and responsiveness to changing needs.

By investing in the new library service, by providing new facilities and access for e-learning, we're ensuring it remains popular and relevant to staff for many years to come.

John Brooke
LIBRARIAN
TRUST LIBRARY AND KNOWLEDGE CENTRE

John Coulshed
LIBRARIAN
TRUST LIBRARY AND KNOWLEDGE CENTRE

Library study pod with W-Fi computers

Library study rooms post refurbishment

Main Library room post refurbishment

New starter at Tameside

Hello

I am Peta Jones and I was appointed Outreach Librarian at Tameside Hospital NHS Foundation Trust in May 2012.

I completed my MA in Information and Library Management at Northumbria University in 1998 having initially completed a teacher-training degree until regaining my sanity! After qualifying I worked in the Higher Education sector at Bishop Grosseteste College in Lincoln then moved to the North West to work at Eccles Library, in the public library service, where I gained my Chartership.

This is my first appointment in the Health Libraries sector.

In this new role I am providing support to Doctors going through the new revalidation process offering one to one information skills training, literature searching and journal club support. I have received a great deal of support from my colleagues at Tameside and from Sue and Gary at Warrington, who allowed me to work-shadow Sue for a couple of days. It was also great to meet some of you at the Clinical Librarian's meeting in June. I am looking forward to providing an Outreach service at Tameside and supporting the doctors throughout the introduction of revalidation.

Peta Jones
OUTREACH LIBRARIAN
TAMESIDE HOSPITAL
NHS FOUNDATION TRUST

Editor's Column

How you can contribute to the Newsletter

All members of LIHNN are welcome to contribute to LIHNNK Up. We particularly encourage contributions from para-professional staff and anyone who has not previously written for publication. Members of the Editorial Board would be pleased to "mentor" new writers and provide advice on what makes a good readable contribution.

What could you write about?

Really it is up to you as we are looking for topics of interest to health library staff. It could be:

- something new that you have used or your library has introduced
- an overview of a piece of software such as a social media tool
- lessons learned (good or bad) from doing something differently in the library
- good news that you want to share with LIHNN
- an account of events and courses attended. For conferences and courses please include what you found most valuable and what you will do differently from having attended the event or course.

Format of contributions and other "rules"

1. Please send your documents as Word (i.e. either .doc or .docx) files.
2. Photos and artwork should be submitted in JPG format. Please don't embed them in the Word documents. They should be submitted as separate files with a meaningful caption.
3. Don't forget your name, location, title of article and date of article.
4. Please give full details of events, courses and conferences attended. This should include:
   - The name of event and location
   - Date of event
   - Name of organising or sponsoring body
   - Details of how any support materials can be obtained e.g. website urls
   - Full references to any published reports, articles etc.
5. All acronyms should be written out in full for the first occasion they are used in the text.

PDF copies of back issues and indexes to the newsletter are available at: http://www.lihnn.nhs.uk/newsletter/lihnnk_up_archive.html

Contributions should be submitted to:

Mike Hargreaves (Chair of the Newsletter Editorial Board) Uclan
Email: **mhargreaves@uclan.ac.uk**
Tel: 01772 892127

About Library and Health Network North West (LIHNN)

Website: http://www.lihnn.nhs.uk for details of the groups and their activities

LIHNN Chair: Tracy Owen (Liverpool PCT), tracy.owen@fade.nhs.uk

LIHNN Co-ordinating Committee: lihnn_committe@lihnn.nhs.uk