## Contents

1. Executive Summary ................................................................. 4
2. Introduction ............................................................................. 5
3. The Current Position ............................................................... 5
4. Facing the Future ..................................................................... 7
5. Key Development Areas / Strategic Direction .............................. 7
   - Unified Library Management System (ULMS) ......................... 7
   - Enquiry Service ................................................................ 8
   - Quality Assurance Framework (QAF) ..................................... 9
   - Dr Gray’s Hospital Resource Centre .................................... 11
   - Physical accommodation ................................................... 11
   - Communication .................................................................. 12
   - Marketing ........................................................................... 13
   - Intranet .............................................................................. 13
   - Strategy ............................................................................. 14
   - Staff Development / Workforce planning ............................... 14
   - Stakeholder / Customer analysis .......................................... 15
   - Re structure of e health ...................................................... 15
   - Archives ............................................................................ 16
   - Collection Management ..................................................... 17
   - Information Skills Training & Outreach ................................. 17
   - Finance ............................................................................... 19
   - Performance review ............................................................ 19
6. Monitoring and Review ............................................................. 20
7. Summary / Conclusions ........................................................... 21
8. Glossary .................................................................................. 22
1. Executive Summary

NHS Grampian Library & Knowledge Services (NHSG LKS) have completed a period of restructuring and realignment subsequent to the integration of the primary care and acute trusts. This current strategy will look forward to the continued development of LKS as a single service, supporting, but integral to, the corporate aims of NHS Grampian. NHSG LKS are now well-placed to face the challenges of a changing information landscape where electronic delivery of services is dominant. Equally, NHSG LKS are in a position to provide advice, help, and support to staff contending with national initiatives such as the Knowledge & Skills Framework.

The main focus of NHSG LKS developments for the period 2007-10 will be:

- Implementation of the national Unified Library Management System (ULMS), which will ultimately provide a seamless, cross-searchable catalogue of the stock held at all NHS libraries. NHSG LKS are one of the services piloting ULMS.
- Application for accreditation with the NHS Education for Scotland (NES) Quality Assurance Framework (QAF), a NES-sponsored initiative to demonstrate and promote the quality, effectiveness, and development of NHS library services. NHSG LKS are piloting the QAF process and are applying for Level 3 accreditation, the highest level.
- Relocation of the library at Dr Gray’s Hospital to the new resource centre at Dunbarney House, which will comprise the library, teaching rooms and computer suites. The centre will be managed by the NHSG LKS Information Officer and Information Assistant.
- Participation in planning for, and implementation of, the restructure of the e-Health directorate leading to the further integration of LKS with the functions of e-Health.
- Promoting library & knowledge services to staff groups that are currently low users of services, including AHPs, A&C grades and management, and increasing training opportunities for staff in terms of training structure and location.
- Promoting NHSG LKS staff development by conducting a Training Needs Analysis and implementing Personal Development Plans to ensure staff have the requisite skills to meet the changes in library and information practice.
- Maintaining successful budget control and continuing to identify resource savings while increasing the identification of other sources of finance, participating in local
partnerships, and continuing consortia membership to ensure service provision is not be affected.

2. Introduction

There is an increasingly large and varied knowledge base available for all staff in support of health care. There is also an expectation that staff will not only have access to this information, but that they will use understand it and use it effectively. The Library and Knowledge Services (LKS) team is an interface between this considerable resource and the staff who wish to use it.

As NHS Grampian (“NHSG”) moves increasingly towards electronic delivery of resources, the nature of the service provided by the library & knowledge services team changes and particularly that offered by the staff. There is an increasing need for training and support in the use of the NHS e-Library to empower staff and facilitate the exploration of the material available and to promote a critical understanding of this knowledge base.

Mission Statement

NHSG Library and Knowledge services will support the information and learning needs of NHSG staff of all categories on an equitable basis and play a key role in supporting evidence-based decision-making, clinical governance, clinical effectiveness, research and development, management and lifelong learning.

3. The Current Position

There are five main staffed libraries delivering services to NHSG. They are located at Royal Cornhill Hospital, Dr Gray’s Hospital, Woodend Hospital and Summerfield House. Service provision at the Foresterhill site is by Aberdeen University (AU) in accordance with a Service Level Agreement. The libraries serve broadly defined but overlapping populations with responsibility for services on a Grampian-wide basis. There is a considerable degree of dependence throughout NHSG on service provision by local higher education providers, with Service Level Agreements between NHSG and Aberdeen University, and the Highland Health Sciences Library, University of Stirling Campus, Inverness, and an informal arrangement with the Robert Gordon University (RGU) which allows free library membership to all NHSG staff.

There is a notable level of communication between NHSG LKS and the two local university libraries, underpinned by the willingness of these establishments to participate in NHS library
service development. The widespread understanding and acceptance of the benefits of collaborative working creates an opportunity for NHSG LKS to lead the way for NHS Scotland, providing a model for a coherent system of information and learning support based on co-operative, cross-sectoral working. The AU Medical School Library, located at Foresterhill, provides services to many of the local clinicians and hospital staff, while nursing, midwifery, and allied health staff can additionally access texts relevant to their specialisations at the RGU Library. NHSG and university libraries permit restricted access by members of the public: all printed material is on open access, and public users may be referred by staff to NHSG partner organisations.

In addition to these local services, the extensive and invaluable resources of the NHS Scotland e-library are available to all NHSG staff, and a more restricted set is available to the public.

A number of core services are common to all the NHSG-managed services, though activity levels, extent of development and management systems vary. These services include interlibrary loans, reader registration and lending services, password allocation, literature search and enquiry services, outreach/promotion activities, electronic resources and end-user training. LKS staff provides guidance and support to departments in managing information resources held in departmental collections, such as Raeden. The amalgamation of two library services under NHSG in 2004 has allowed significant streamlining of services and resources. Achievements to date have included joint purchasing of databases, and the ongoing e-journals project, which aims to establish equitable access to the full collection of electronic journals purchased throughout NHSG. Journal subscriptions for all of NHSG are undertaken by LKS leading to savings to the various departments over the past three years of 50% by reducing the number of duplicate journals taken and by cancelling journals available for free on the e-Library. These savings are expected to continue over the next three years. The NHS Scotland Unified Library Management System (ULMS), which is due to be commissioned in 2007, will make it possible to access material held within other NHS Scotland library services, so allowing further reductions of duplicate resources and some cost savings.

NHSG LKS also belong to the local collaboration, Grampian Information, which facilitates interaction and awareness of service developments across all sectors including NHS, HE, public libraries and industry.
In 2006, NHSG LKS based at David Anderson Building and Royal Cornhill Hospital were given Learn Direct Branding allowing NHSG staff to access a huge range of personal development courses through online learning free of charge.

4. Facing the Future

There is a need to deliver and develop in NHSG a state of the art Library and Knowledge Service in line with local and national priorities to support the concepts of Evidence Based Practice, Clinical and Educational Governance, and Best Practice. This strategy is part of an overall aim to develop a state of the art national Knowledge Service for NHS Scotland that will empower the workforce to deliver the highest possible standard of care throughout all stages of the patient journey. The increasing need to manage and retrieve information and to facilitate seamless access to a wide range of health information resources represents a major challenge to NHSG LKS for users and Library staff. Further challenges are presented by the user population expanding to include patients, carers, and NHS partners in social care, education and the voluntary sector.

Several developments and initiatives are driving the need to re-think the services provided by library staff, and how these services are implemented, for example:

- The development and increased use of the NHS Scotland e-Library
- The range of specialist portals and supporting services
- The growing emphasis on patient and public involvement
- Agenda for Change
- Knowledge and Skills Framework

All NHSG and partnership staff should be aware of the scope and range of information and knowledge services available to help develop their knowledge base, the education and training opportunities available, and the assistance available to ensure the delivery of high-quality, evidence-based services.

5. Key Development Areas / Strategic Direction

Unified Library Management System (ULMS)
ULMS is a new, nationally-sponsored library management system (LMS) and catalogue intended to rationalise the variety of LMS currently in use by NHS libraries and to facilitate seamless searching and integration of NHS library stock nationwide. While NHSG and 30+ other library sites are participating in Phase 1 of the system, it will ultimately include all NHS libraries and other libraries which provide a service to NHS staff. ULMS is currently programmed to be implemented by April 2007. Participation in ULMS will necessitate the termination of the current hosting of the Cornhill Library catalogue by the University of Aberdeen, but ULMS will incorporate the NHSG collections at Summerfield House, Raeden, and Dr Gray’s Library which are currently hosted on individual systems.

**Development areas**

- Participate in national activities related to the short listing and procurement of ULMS
- Produce and implement a weeding policy to streamline stock before transferring to ULMS
- Prepare local catalogue records for export to ULMS
- Prepare local stock for inclusion in ULMS
- Produce and implement a Collection Management Policy for the acquisition and retention of material after the implementation of ULMS
- Produce and implement a Procedures Manual for the operation of ULMS
- Produce and implement a training programme in the operation of ULMS for all NHSG LKS staff

**Enquiry Service**

NHSG LKS aims to ensure its services and information are easily accessible to all staff. As part of this commitment, NHSG will implement a formal enquiry answering service to complement the current informal arrangements. While it is anticipated this service will largely be electronic the contact numbers of the two libraries that are permanently staffed (Cornhill and Dr Gray’s) will be promoted.

**Development areas**
• Promote & market the contact details of the two permanently staffed libraries at Cornhill Hospital & Dr Gray's Hospital

• Create a unified e-mail address for library enquiries.

• Create structured, help-assisted on-line forms to guide users in the completion of an enquiry.

Cont/ 

• Create a Knowledge Bank of previously answered questions and other relevant information to assist staff in answering queries.

• Promote & market the contact details of the two permanently staffed libraries at Cornhill Hospital and Dr Gray's Hospital

• Produce and implement procedures for transferring responsibility for responding to enquiries.

• Investigate the possible incorporation of the LKS enquiry service into the projected NHSG Service Desk.

Quality Assurance Framework (QAF)

NHS Grampian LKS adhere to the principles of quality assurance and have always striven to deliver the highest quality service to support the patient journey. Building upon the Charter Mark Accreditation for Primary Care and Mental Health, NHSG LKS have committed to the pilot for the development of the NHS Scotland Knowledge Services Quality Assurance Framework.

Achieving accreditation through the pilot is a key aim within the strategy for NHSG LKS. The quality assurance framework will apply to all library services within NHS Grampian and will support the development of a single service approach. The QAF will also provide a useful model for Higher Education participation in the process of quality assured services to the NHS.

NHSG LKS are seeking QAF accreditation at Level 3, the highest level.

Development areas

• Review and update all procedures and routines
• Collect relevant, targeted evidence to support submission
• Prepare final submission by March 2007
Dr Gray's Hospital Resource Centre

The library at Dr Gray's Hospital will be moving to a new Resource Centre early in 2007 at the refurbished Dunbarney House on the hospital site. In addition to the library, the Resource Centre will include teaching rooms and computer suites with 24 hour access. The centre will be managed by the NHSG LKS Information Officer and Information Assistant. NHSG LKS will provide all the support necessary to plan, relocate, and re-establish the library within Dunbarney House.

Development areas

- Participate in planning activities related to the refurbishment, furnishing, and equipping of the library within the Resource Centre
- Produce and implement a weeding policy to streamline stock before transferring to the Resource Centre
- Produce and implement a plan for the transfer of library stock and equipment to the Resource Centre
- Review Job Descriptions of Information Officer and Information Assistant to incorporate new responsibilities
- Monitor and review the operation and management of the library and resource centre with respect to staffing, resource, and budget issues

Physical accommodation

NHSG LKS is committed to providing adequate study space and workstation access to meet the needs of all users. Seat occupancy statistics and user feedback are collected to measure how the libraries meet the current physical needs of users as well as the stock. All site libraries adhere to the NHSG Disability Equality Scheme 2007-10 and the NHSG Health and Safety policies. A programme for upgrading NHSG LKS IT equipment has now commenced to ensure it is capable of meeting future user needs. The Collection Management policy and weeding associated with ULMS will make certain that the limited space for stock is used efficiently.

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Development areas

- Monitor and review occupancy & resource statistics as part of Bi-Annual Review process
- Complete upgrade of IT equipment
- Implement Collection Management policy
- Monitor feedback from users regarding physical accommodation and workstation access

Communication

Communication is fundamental to the provision of a high quality service, and to maintaining an effective exchange of quality expert knowledge. It is essential to maintain and develop the role of the LKS Committee to support a range of established and defined channels for communication.

The partnership between the NHSG LKS and the two local University Libraries and the exceptional degree of communication shared, is further underpinned by the NHS Scotland e-Library and the communication tools they provide. To ensure the best performance from staff there will be regular team meetings to consult and involve all staff in the strategic direction and activity of NHSG LKS. The aim is to support all staff in enhancing professional development, lead to strong working relationships and team spirit.

Development areas

- Maintain and develop the role of the Library and Knowledge Services Committee
- Explore and develop the use of the NHS e-Library’s tools to create and maintain local and national communities of practice
- Review the Liaison/Clinical Librarian role with respect to liaison with AU library
- Strengthen links with Robert Gordon University and explore opportunities for sharing and joint working.
**Marketing**

NHSG LKS is continually evolving its marketing plan to keep up with changing developments to the NHS e-Library and the increasing need for continued personal development from all staff categories. NHSG will continue to use training sessions, marketing days and global emails to alert staff to the resources available and how best to use them. In addition, there is a need to target marketing efforts at particular disciplines or staff groups to ensure all are aware of how NHSG LKS can help them.

**Development areas**

- Maintain overall library awareness using staff publications, global e-mails, and packs of printed literature.
- Focused marketing by discipline or staff group, e.g., administration and clerical or night staff.
- Training for NHSG LKS staff in marketing.
- Monitoring and evaluation of marketing plan as part of biannual Monitoring week.

**Intranet**

The redevelopment of the NHSG Intranet presents an opportunity for Knowledge Services to raise its profile as a department supporting all disciplines and activities of NHSG. LKS will ensure that its presence on the Intranet contributes to its aim of equitable access to its services.

**Development areas**

- Review LKS's Intranet pages in consultation with the Web Development Team.
- Use the redevelopment of the Intranet to improve the marketing of LKS using prominent signposting and shortcuts.
- Identify training needs of LKS staff with respect to the Intranet in order to maximise its use as a local information resource.
Strategy

Strategy is essential to making effective progress and has been a key element in the development of NHS G LKS over the last 5 years. There is a 3 year cycle of strategy with a complete rewrite at the end of the cycle and constant review and revision throughout based on a 6 monthly major review of service. The current strategy has been overseen by the senior LKS staff steering the process, while individual sections have been completed by lead staff in each area.

The implementation plan which is appended to the strategy contains the detail of objectives, actions and success measures required to successfully progress the strategy.

Maintenance and review is essential to making the strategy a working, living, evolving document. This is done through a robust and thorough bi-annual review of all services and policies which are examined and evaluated against the strategy feeding changes and evolution of the information and direction.

Development areas

- Produce draft version of 2007-10 strategy for consultation by LKS staff
- Distribute draft for consultation to NHSG LKS stakeholders and all staff
- Submit final version for ratification by e-Health board

Staff Development / Workforce planning

NHSG LKS recognise that its staff is the single most important resource in the service and the quality of service and interaction with users will drive the current success and future development of the service. NHSG LKS, therefore, are committed to ensuring staff are qualified, trained and competent to provide the range of services required of a modern information service. This commitment also ensures staff are comfortable in their roles while being prepared to meet the inevitable challenges posed by changing user needs, the changing information landscape, and the national requirements set by Agenda for Change, the Knowledge and Skills Framework, and the Quality Assurance Framework. NHSG LKS are committed to providing relevant CPD opportunities for staff to aid personal and career development.

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Development areas

- Conduct a Training Needs Analysis of all library staff
- Review staff skill mix as part of biannual review process
- Ensure Personal Development Plans produced for all staff in line with the requirements of the KSF appraisal process
- Engage in team building sessions to foster team spirit

Stakeholder / Customer analysis

NHSG LKS is committed to providing services to staff of all disciplines working in many locations, to different work patterns, and who require information for a variety of reasons. At the same time there are restrictions on resources and the need to maximise efficiency of services. In order to provide services that are both accessible and efficient it is necessary to have a detailed understanding of the needs of users and the barriers to non-users. To identify these needs and barriers NHSG will undertake formal & informal stakeholder/customer analysis.

Development areas

- Triennial survey of all staff of library service usage & evaluation.
- Identification of low-level user groups and focussed marketing to these groups.
- Active promotion of LKS to staff outwith the main population centres.

Re structure of e health

NHSG LKS is part of the Learning and Knowledge Services team within the e-Health Directorate. The directorate is undergoing a major review and re-structure of its organisation, including a review of all the departmental teams. However, LKS completed a re-structuring in 2004 following the amalgamation of Primary Care and Acute services, and it is now well equipped to deliver any services required by the new Directorate organisation. The re-structuring of the e-Health Directorate is, therefore, expected to bring little change to the Knowledge Services team other than improved sharing and integration with the Learning Team. This increased integration is fundamental to the future shape and function of Learning
and Library and Knowledge Services. The move to more shared learning, information and IT facilities, being delivered by multi-skilled staff is a vision for the future, but probably beyond the life of this document.

### Development areas

- Discuss possible restructuring outcomes with Learning & Knowledge Services teams
- Consult key stakeholders on possible restructuring outcomes
- Hold development sessions to review feasibility & practicality of proposed new structures
- Communicate details of proposals, developments, and final decision to all staff

### Archives

These NHSG archives are located in the Woolmanhill complex and are administered by Northern Health Services Archives. They comprise the records of hospitals and other health-related institutions that have existed and/or still exist in the Grampian area, from the founding of the Aberdeen Infirmary in 1739. As a public resource the archives can be consulted by anyone, though some records may be subject to closure periods of up to 100 years due to the confidential data they contain. Enquiries come from current NHS staff seeking information for current administrative or clinical needs, or the general public in Grampian and beyond. Individuals may visit the archives to consult the records for research purposes.

With the planned closure of the Woolmanhill site by 2010, the focus for the period covered by the LKS Strategy is on relocating the archives. Discussions are being held with NHSG Physical Planning regarding new accommodation with environmental protection suitable for archival preservation. The stock itself is being prepared for a move by being weeded and its condition assessed by the National Preservation Office (NPO). The survey by the NPO will also evidence for any future grant applications for funding to support the archives.

### Development areas

- Discuss relocation to suitable accommodation with NHSG Physical Planning
- Participate in the Preservation Assessment Survey by the National Preservation Office
- Weed stock in preparation for relocation.
Update the archive catalogue by inputting information previously held on manuscript lists, and by reformatting data on electronic files.

**Collection Management**

There is a commitment to develop a robust collection management policy to ensure as wide and as deep coverage as possible for the entire user base. The collections should be health information focussed, accurate, current and easily accessible. This will be done through consultation with users and staff groups and within existing budgets and funding, and to reflect local and national care priorities. Management of collections requires to be standardised to ensure clear access and a collection management procedure across the service will be developed.

**Development areas**

- Produce & implement a single collection management policy for all sites

**Information Skills Training & Outreach**

There is a growing need for staff to be able to independently access information from resources that are increasingly being made available electronically. This demands a parallel increase in training in information retrieval & handling skills. NHSG LKS training programme will address these needs while recognising the necessity of overcoming the actual and perceived barriers to the uptake of training.

**Development areas**

- Analyse current NHSG staff training needs
- Produce a timetable of formal training sessions as part of Learning & Development Programme.
- Market non-time-tabled training sessions
- Seek opportunities to carry out training away from the central sites of Aberdeen & Elgin
- Produce a training plan to target low-user and hard-to-reach groups
- Monitor and evaluate effectiveness of training sessions.
Finance

NHS G knowledge services has an overall budget of £255K per annum, the bulk of this goes on staffing with 15 staff and 2 bank staff employed to deliver information, library and knowledge services for the 15,000+ NHS staff in Grampian.

Budget Breakdown

Aberdeen University Service Level Agreement for library services for NHS staff on the Foresterhill site. £18,000.00
Printing, stationery, books, and journals £24,768.00
Purchase of equipment £6,200.00
Travel and subsistence £1,657.00
Total non pay £50,625.00

Total Pay £204,375.00
Total budget for NHS G LKS £255,000.00

Development areas

- Maintain NHSG LKS’ successful budget control
- Identify additional funding sources
- Identify further resource savings
- Investigate other opportunities for partnership working to share costs without affecting service provision.

Performance review

NHS Grampian LKS have developed a robust integrated quality and performance review process to ensure the delivery of a customer focussed, high quality integrated service approach. The review is based on a thorough assessment and evaluation of information collected from all sites over the preceding 6 months backed up by detailed user data from a monitoring week as close to the date of the review meeting as possible.

The review meeting is undertaken by the LKS management team who go through all policies, procedures and the strategy in light of the feedback and statistics. The review team produces a report which goes to the LKS committee and e Health management group and feeds back changes into operational procedures and strategy.
Development areas

- Produce process & procedures for monitoring week
- Produce process & procedures for review meeting and report
- Produce process & procedures for implementing operational or strategic changes to identified in review report

6. Monitoring and Review

Monitoring and review of the strategy document is the responsibility of the LKS Strategy Working Group.

LKS Strategy Working Group members:

Learning & Development Manager
Knowledge Services Manager
Library Information Systems Officer
Archivist
Liaison/Clinical Librarian

Monitoring

Progress of the Implementation Plan and the status of Objectives will be monitored at regular LKS team meetings and bi-annually by the LKS Strategy Working Group using a traffic light approach (example below). A report will be made annually to the LKS Committee on the progress of the Implementation Plan and the status of Objectives from the performance review.

Review

The Strategy, Objectives and Implementation Plan will be reviewed semi-annually by the LKS Strategy Working Group. Any proposed amendments will be reported to the Library Committee for approval. A report on the status of the Strategy will be made annually to the Library Committee from the performance review.

Ad hoc reviews may be instigated and performed by the Learning & Development Manager and/or Knowledge Services Manager in response to changes in corporate strategy or organisational structure that may affect LKS. The LKS Strategy Working Group will meet in the event of significant changes being required.
7. Summary / Conclusions

NHSG LKS has streamlined its services since the amalgamation of the two trusts, yet always remained focussed on its key aim of supporting NHSG staff in their undertaking to provide care of the highest quality. The high levels of user satisfaction evident in the Library Services Survey carried out in November 2006 demonstrate the current efficacy of the service, and could not have been achieved without the support of key stakeholders within the Trust and local library partners. This strategic plan provides the vision and direction for the future development of LKS to ensure they continue to provide an effective, efficient, and personable service. While this strategy document details development actions in several areas, the underlying principles shaping the future service should be made explicit, and these are commitments to:

- Developing services – to meet the challenges of the new information environment and to remain valuable for staff;
- Developing resources – whether physical or electronic, and in information or infrastructure;
- Developing staff – to support Evidence-Based Practice, Continuous Professional Development, and personal and career advancement.
8. Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Agenda for Change</td>
<td>A new pay system for the NHS, based on the skills and knowledge staff apply to their jobs.</td>
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<tr>
<td>Collection management</td>
<td>The process of matching physical and electronic stock to user needs and formulating policies to direct future selections.</td>
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<tr>
<td>Department of e-Health</td>
<td>The Department of eHealth comprises ICT Department, Medical Records, Information Governance, IT Security, Training, Communications and a Projects Team.</td>
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<tr>
<td>Dunbarney House</td>
<td>The Postgraduate Medical Centre at Dr Grays Hospital, Elgin, which is to be refurbished as a teaching, library, and computing resource centre.</td>
</tr>
<tr>
<td>Information skills</td>
<td>The skills necessary to locate, access, and use information for work and leisure in today's society</td>
</tr>
<tr>
<td>Knowledge &amp; Skills Framework (KSF)</td>
<td>The KSF defines and describes the knowledge and skills which NHS staff need to apply in their work.</td>
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<tr>
<td>Learn Direct Scotland</td>
<td>A Scottish Executive backed project to provide on-line learning in a wide variety of educational, vocational, and personal development courses.</td>
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<tr>
<td>NHS Education for Scotland (NES)</td>
<td>A national organisation responsible for providing education, training and lifelong learning for the NHS workforce in Scotland.</td>
</tr>
<tr>
<td>Northern Health Services Archives</td>
<td>An umbrella organisation responsible for the archives of NHS Grampian, kept in Aberdeen, and NHS Highland, in Inverness.</td>
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<td>Quality Assurance Framework (QAF)</td>
<td>A nationally-sponsored initiative to demonstrate and promote the quality, effectiveness, and development of NHS library services</td>
</tr>
<tr>
<td>Unified Library Management System (ULMS)</td>
<td>A nationally-sponsored single library management system for NHS library services, handling components such as cross-searching of stock, centralised cataloguing, and interlibrary loans.</td>
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