Cambridge University Library
Medical Library

Strategy and Objectives 2015-2018

Vision
Inspiring, enabling and enhancing world class teaching, learning, research and clinical care through use of our expertise, collections, facilities and services.

Mission
Cambridge University Library’s mission is to contribute to the delivery of education, research and learning of the highest level of excellence by enhancing the research life cycle and student experience. As an affiliated library of the UL, the Medical Library embraces, and contributes to, this mission, and also to the delivery of excellent evidence-based practice by staff and teams of Cambridge University Hospitals NHS Foundation Trust. For teaching, learning, research and clinical care, the Medical Library will provide access to the information and knowledge required, and the skills to find it.

Strategic objectives
The Medical Library will achieve this through the:

- acquisition, organisation and dissemination of information resources, prioritising electronic access over print, particularly for journals
- cost-effective management of resources through a programme of quality assessment and improvement
- development of a study and research environment and infrastructure that inspires and enables learning
- continued development of motivated, knowledgeable and highly skilled staff
- development of partnerships with key stakeholders to ensure the interests of library users are at the heart of service development
- collaboration with other libraries and information services, of the University, the NHS and beyond
- to maintain service delivery of the highest possible standard during the period of disruption caused by the refurbishment of the Clinical School building, also the home to the Medical Library.

Strategic goals

To strengthen the collections and enhance their discoverability
- review and revise the Collection Development Policy, ensuring an appropriate balance of acquisitions across the subjects, both in electronic and print format, to meet the expressed needs of users and within the available budget
- ensure that the weeding of the monograph collection is maintained and up-to-date to ensure the appropriate relevance for current teaching and practice
- work with the University Library to ensure best discoverability of and access to the legal deposit material which will increasingly be available only via eLegal Deposit terminals
- work with the University Library to ensure that the implementation of the new library management system (scheduled for summer 2016) is achieved with the least disruption to library users
- liaise with other University of Cambridge and NHS libraries to ensure optimum co-ordination of resources
- to ensure that the collection reflects the changing landscape of resources in the digital age
- develop and implement a stock disposal policy for the paper journals collection

To enhance availability and accessibility of the information resources
- improve accessibility and discoverability of collections and resources by utilising the web to the full, and by consistent use of metadata standards
- liaise with advisers representing Clinical School, NHS and MRC interests to ensure that collection development and support services are appropriate to the needs of those user groups
- ensure that readers are provided with appropriate guidance and training in the use of the Medical Library and its resources

To optimise the environment for research & study
- use the time of decant from the Clinical School to refurbish and develop the library study space
- develop the library so that it facilitates both individual and group study in a conducive and inspiring space
- ensure that we can accommodate the study and research habits of today and of the future

To develop partnerships and collaboration
- develop closer operational co-ordination between the Medical Library and other parts of the University Library
- work with the Cambridge University Hospitals NHS Foundation Trust to develop co-ordinated library and information resources for the Trust
- work with the incoming Papworth NHS Foundation Trust to develop co-ordinated library and information resources for the Trust
- develop closer co-operation and understanding between the Medical Library and the NHS library and knowledge services of the East of England, and the rest of England.

To ensure that an adequate and future-proof technical infrastructure is in place
- ensure that the library is equipped with appropriate and adequate wifi and networking to accommodate the projected increased number of users, and the growing trend of users who bring their own device
- ensure that library staff are equipped with and trained in the use of appropriate resources (both software and hardware)
- improve the efficiency of the book issuing service by installing a self-issue system

To ensure support from high quality staff
- use the Staff Review and Development process to establish objectives, and to identify and meet individual training and development needs
- promote awareness of health and safety issues among staff
To ensure that adequate resources are available to fulfil this plan
- review the Medical Library’s recurrent funding arrangements with the relevant stakeholder organisations.

Key assumptions
- the Medical Library is the principal library on the Cambridge Biomedical Campus
- the use of the term “medical” is understood to encompass all biomedical and health-care disciplines
- the Medical Library is a multi-disciplinary library serving a multi-professional community
- inflation in the costs of material, particularly scientific journals, will continue to exceed any growth in the Library’s income
- the Medical Library, while continuing to offer a hybrid library service, will depend increasingly on digital resources and the exploitation of digital technologies, maintaining print-based collections on a limited basis only where the case for doing so can be explicitly justified
- the number of staff and students being served by the Medical Library will be increasing significantly (student numbers will increase by 100 per annum from 2017 till 2019 peaking at c.780 p.a., and NHS staff numbers will crease with the arrival of Papworth onto the Cambridge Biomedical Campus in 2018) which will require a review of library service delivery
- disposal of printed journal stock by relocation or other means by July 2016 will reduce the need for library shelving, thus releasing space for the refurbishment of the Clinical School to accommodate the increased number of students
- refurbishment of the Medical Library will be necessary to optimise the study space and facilities to accommodate the increased number of users
- the number of users who “bring their own device” is on an upward trajectory, and so the refurbishment of the library space will involve a reduction in the number of fixed PCs but improve the strength of wifi and availability of power
- it will be necessary to decant and relocate the Medical Library and its service during the period (July 2016 to April 2017) when the Clinical School is undergoing refurbishment
- the transition from print legal deposit to electronic legal deposit of journals and monographs to the University Library will speed up and this service will mature.

Major risks to success
- Imbalance between levels of NHS funding and use of the Medical Library
  o Impact: reduced ability to maintain services to NHS user groups
- Reduced discoverability of, and access to, legal deposit material in the transition from print to electronic deposit
  o Impact: consequences for research and practice on the use of the most easily accessible evidence, rather than the best evidence
  o Impact: need to purchase previously “free” legal deposit material with no accompanying increase in budget
- Implementation of new library management system across the University Library
  o Impact: difficulties in search and discovery of resources during time of transition
  o Impact: absorption of staff time
- Period of disruption caused by decant of library service to accommodate refurbishment of the Clinical School
  o Impact: absorption of staff time in planning and implementing the move and redesign of service delivery, and return
- Impact: disruption to service during transition to and from decant location, and during time of relocation, particularly in relation to quality of study space, IT facilities and access to collections
  - Insufficient funding for refurbishment of the Medical Library
    - Impact: facilities would not be adequate to accommodate and service the needs of the increased number of students in 2017, or the increased number of NHS staff in 2018.
  - Arrival of Papworth Hospital NHS Foundation Trust onto Cambridge Biomedical Campus
    - Impact: increase in staff numbers and complexity of service provision owing to additional ATHENS organisation and associated demands on library resources

**Evaluation and performance monitoring**

The Medical Library will be assessed on an annual basis against the NHS Library Quality Assessment Framework (LQAF) standards, and evaluation of the level of compliance to the national standards. The LQAF will be used to provide a clear focus for action planning to drive quality improvements in the Library service.

The University will use the General Board Teaching and Learning Review of the Clinical School to assess the quality and adequacy of library services.

The Medical Library will gain user feedback by undertaking surveys and questionnaires on specific services, and evaluations of all training sessions delivered. These will be used to assess user satisfaction with services, and any rate of improvement, and to evaluate the impact of library services in supporting evidence-based care.

**Review**

This strategy and plan will be reviewed annually to ensure that it reflects the changing environment within which the service is provided.

Date of next review: July 2016