

# Cambridge University Library Medical Library

## Strategy and Objectives 2018-2021

### 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.

[Cambridge University Hospitals NHS Foundation Trust's statement of purpose](#) is to improve people's quality of life through innovative and sustainable healthcare. As the provider of library and knowledge services to CUHFT the Medical Library supports, and contributes to this vision.

### Strategic objectives

The Medical Library (ML) will aim to fulfil its vision through:

- 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

### 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
- 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

#### 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 and NHS 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 ML and its resources

#### To optimise the environment for research & study

- 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
- work with library users to ensure that their views and evidence of their use of the library inform future developments

#### To develop partnerships and collaboration

- develop closer operational co-ordination between the ML and other parts of the UL
- work with the CUFT to develop coordinated library and information resources
- work with the incoming Royal Papworth Hospital NHS Foundation Trust (RPHFT) to develop co-ordinated library and information resources for the Trust
- develop closer co-operation and understanding between the ML 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, wellbeing and safety issues among staff

#### To ensure that adequate resources are available to fulfil this plan

- create and review service level agreements with stakeholder organisations

#### Key assumptions

- the ML 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 ML 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 ML, 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 ML will be increasing significantly (clinical student numbers will increase by 100 per annum from 2017 till 2019 peaking at

- c.900 p.a.) and NHS staff numbers will increase with the arrival of RPHFT onto the Cambridge Biomedical Campus in April 2019 which will require a review of library service delivery
- 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
  - 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

- Lack of service level agreement between CUHFT and the ML
  - Impact: delivery of services on the basis of assumptions, rather than customer requirements;
  - Impact: compromised “penetration” of marketing and uptake of services owing to ML’s position outside the Trust;
  - Impact: insecurity of funding streams.
- Reduced discoverability of, and access to, legal deposit material in the transition from print to electronic deposit
  - Impact: consequences for research and practice on the use of the most easily accessible evidence, rather than the best evidence
  - Impact: need to purchase previously “free” legal deposit material with no accompanying increase in budget
- Arrival of Royal Papworth Hospital NHS Foundation Trust onto Cambridge Biomedical Campus
  - Impact: requirement to negotiate service level agreement taking into account existing Papworth library services.
  - Impact: increase complexity of service provision owing to additional ATHENS organisation and increase in demands on library resources, both physical and digital

### Evaluation and performance monitoring

The ML will be assessed on an annual basis against the NHS Library Quality Assessment Framework (LQAF) standards (and Knowledge for Healthcare Impact Quality Assessment when it is implemented in 2019), 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 UL surveys affiliated libraries on an annual basis, and 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 ML 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 2019