



The ROYAL  
SOCIETY of  
MEDICINE

# LIBRARY SERVICES

**“A national  
resource - 200  
years in the making”**

## STRATEGY 2017-2022

4 JULY 2017

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# Executive Summary

The Royal Society of Medicine (RSM) Library was founded on the principal objectives of the Medical & Chirurgical Society of London in 1805. From this humble beginning RSM Library Services (RSMLS) has become the largest postgraduate biomedical library in Europe.

RSMLS is an integral part of the Society and supports a wide variety of innovative activities to provide access to information and resources anywhere in the world. A dedicated library team supports users (such as a CPD accredited information skills programme) and offers advice on how to satisfy their information needs. It provides services to users in support of evidence based practice, education and continuing professional development. RSMLS plays an important role in delivering the Society's mission of improving health through education, by providing both facilities and services to support learning and research for today's practitioners.

Over the next year, the RSM will be developing an overarching education strategy. It is envisaged that the strategy presented here will form an important building block of the new education strategy. The RSMLS strategy sets out clear plans for the next five years, subject to the availability of funding, that are suitably flexible to meet user demand and possible changes to RSM membership. It will be responsive to the new education strategy once it has been created. For example, the RSMLS aspires to curate a Virtual Learning Environment (VLE) for the Society.

RSMLS have undergone considerable change over the past ten years and will continue to adapt and develop in response to changes in technology of access to information and expectations of library users (99% satisfaction with RSM Library Services, 2015 RSM Membership Survey).

In January 2011, RSM Council approved the remit and composition of a Library Services Review Group (LSRG). The LSRG reviewed in depth all aspects of RSMLS, including the range of services provided, usage, costs, current funding model, income generation, staffing and space issues. It was agreed by Council that the recommendations of the LSRG should inform the development of the RSMLS strategy 2012-17. All the objectives set out in this strategy have been achieved. This document builds on the achievements over the last five years which have included:

- improvements to the physical library space with the development of interactive group study areas and the first floor becoming available to users 24/7
- acquisition of digital journal archives and very significant increases in the availability of a range of e-resources to support the growing number of remote users (67,100 individual sessions and 508,014 downloads during 2016<sup>1</sup>)
- a series of exhibitions providing public access to some of the RSM Heritage collections

RSMLS faces challenges common to all library services including an uncertain financial climate, with the need to do more with less. Demand for instant online access to information, creation of new journal business models, including open access, and the impact on libraries of further changes to publishing business models are some of the factors that have fed into this strategy. However, RSMLS also has opportunities through being part of a membership organisation, with many members who do not use the physical library, but who derive significant benefits from the availability of online resources. In addition, as the total number

<sup>1</sup> For further details regarding the functions, activities and statistics of RSMLS please refer to Appendix 1.

of RSM members is currently static, there is concern about recruitment of new members and the need for the RSM to change its approach, including for example, offering different membership packages that reflect individual members' requirements. Clearly, RSMLS will be at the heart of such discussions and this strategy addresses not only the needs of current but also those of potential new users.

The RSMLS' strategic objectives for the next five years have been developed by a Library Services Strategy Review Group (LSSRG)<sup>2</sup>, including input from Sections and individual members<sup>3</sup>, in the context of the Library's overall aim of offering high quality library services and being responsive to its users. In summary these are:

- Redeveloping the physical Library at 1 Wimpole Street<sup>4</sup>
- Developing the concept of 'My Library' (as part of a wider 'MyRSM' initiative) to provide a personalised space for information and education resources
- Improving the user experience, by creating a virtual helpdesk
- Improving the visibility and discovery of information resources

It is proposed that the physical library space be redesigned so study capacity is increased from 45 to 70 and the number of PCs is increased from 30 to 40. In addition, there will be new types of learning spaces (e.g. group study booths) and 24/7 access to be expanded to include the second floor of the library.

As part of a wider 'MyRSM' concept, RSMLS intends to develop 'My Library' as a personalised online space for providing information and other educational material that can be adapted by and for individual users, so they can have what they need when and where they require it. To support members as these developments come on stream, RSMLS will update its 'Information Skills Programme' and develop new interactive e-learning packages for users.

RSMLS will improve the user experience by creating a virtual helpdesk to assist customers. It will increase the accessibility of the RSM Heritage collection both to researchers and to members of the public. This will include a re-design of the show case for exhibitions with digitisation of part of the collection.

Further development and integration of e-resources and new technologies within RSMLS is considered a strategic imperative in improving the visibility and discovery of information resources. New work includes further extension of e-learning materials and introducing a single sign-on (SSO) to the RSM website to allow easier access to library e-resources. These developments are essential for ensuring that RSMLS remains at the forefront of developing personalised health care library services that are responsive to user needs.

Clearly, this work will need to be affordable and achievable within agreed financial resources and this is addressed in detail in the financial section of this strategy. It will link in a transparent way with the work of other RSM departments and contribute to the RSM's overall objectives for the next five years.

<sup>2</sup> Please refer to Appendix 2 for LSSRG Terms of Reference

<sup>3</sup> Refer to Appendices 3 and 4 for feedback regarding user experience

<sup>4</sup> Refer to Appendix 5 for the new proposed Library floor plans



# Strategic Context

## Background

The Royal Society of Medicine (RSM) is a registered charity in England and Wales, providing public benefit by the advancement of health through education and innovation. It aims to be the leading provider of high quality postgraduate medical education and Continual Professional Development (CPD). RSMLS play a vital role within the Society in supporting these aims.

This strategy sets out how RSMLS will support the Society to achieve its mission of advancing health, through education and innovation. This means not just modernising library content and delivery, but also ensuring consistency in evaluation and feedback and finding ways of ascertaining its impact on patient health.

## Purpose of the RSM Library Services

The RSMLS supports learning, teaching, research, publication and innovation by providing resources, high quality services and professional expertise to enable the effective discovery and use of information, and the development and communication of medical science and practice.

**"99%  
satisfaction with  
RSM Library  
Services"**

2015 RSM Membership Survey

## Introduction

The Royal Society of Medicine was established to provide educational activities and promote the exchange of knowledge and information. RSMLS continues to play a vital role in providing services and products to meet these objectives.

This five year strategic plan sets out how RSMLS intends to transform and deliver a world-class service. It proposes redeveloping the physical library at 1 Wimpole Street to increase and enhance the user experience. This strategy also builds on the strength of existing services, whilst taking into consideration the changing needs of the RSM and the opportunities created by e-learning.

RSMLS will continue to support both education and research activities undertaken by Members, and it will enhance the delivery of user services in order to make each one a personalised unique experience.

**Wayne Sime BSc(Econ), FCLIP**  
**Director of RSM Library Services**



## Aims of RSM Library Services

RSMLS plays a vital role in the Royal Society of Medicine's fulfilment of its mission and vision. In defining its purpose, RSMLS aims to be:

- Responsive to its users in the provision of high-quality personalised services, whether the services are to those visiting the Library or accessing services remotely
- Committed to the support of learning and the wider user experience
- Innovative in responding to and shaping the changing information environment
- Trustworthy and respected by its users
- Self-aware and reflective, seeking continually to improve its performance, usefulness and sustainability
- Committed to the wider RSM aims of medical education and supportive of the medical research undertaken by its members.

## Members feedback regarding using RSM Library Services

"I love how amenable it is to study, whilst also being inspiring. I think there is nothing I can't learn in there!"

"They have been fantastic at helping me navigate the vast wealth of information very quickly. Sometimes I look up quite obtuse topics and they always know where to look."

"When I have problems finding a book or journal, staff members are always very friendly and helpful."

"As I travel overseas for teaching purposes and consultation, the availability of facilities with e-journals is immensely helpful."

# Strategy for RSM Library Services

## Strategic Vision for the RSM Library Services 2017-2022

By 2022, RSMLS will have evolved into a state of the art, flexible information service, accessible from anywhere in the world. Users of the service will have a choice of work spaces, remote access to over 10,000 electronic books and journals and a first class information service that puts user requirements first.

This strategy will empower the RSM in its vision of being a leading provider of high quality postgraduate medical education and Continuing Professional Development (CPD). RSMLS will support users in satisfying their information need that will assist science, research and the practice of medicine. We will deliver this strategy by collaboration between RSM staff, members, users and external partners (including universities, the NHS and others that are involved in medical education).

## Review of the RSMLS Strategy 2012-2017

In January 2011, RSM Council approved the remit and composition of a Library Services Review Group (LSRG). The LSRG reviewed in depth all aspects of RSMLS, including the range of services provided, usage, costs, current funding model, income generation, staffing and space issues. It was further agreed by Council that the recommendations of LSRG should inform the development of the RSMLS strategy 2012-17. All the objectives of this strategy have been achieved. They include:

- Increasing physical visits to the Library from 26,000 to over 32,000
- Increasing the number of remotely accessible e-journals from 560 to over 6,000
- No longer acquiring paper journals, becoming electronic only
- Expanding the number of e-books from 347 to over 9,000 titles
- Introducing over 20,000 medical and surgical videos
- Acquiring the complete medical e-journal backfiles for 730 titles
- Introducing a "Fulltext Finder" search facility for accessing on-line content
- Expanding the Information Skills Programme to allow remote access
- Making the first floor of the Library available 24/7 with a self-issue facility
- Creating an interactive group study area for up to 12 users (Mezzanine Suite)
- Hosting over 30 successful exhibitions free to the public



### Wider developments and challenges in health library and information services

According to the King's Fund, the purpose of healthcare organisations is "the promotion of health and the alleviation of sickness,"<sup>5</sup> and if "knowledge is the enemy of disease," then the organisation and dissemination of high-quality knowledge is key to the success of any health care organisation. Health libraries find, organise, and disseminate high-quality health and social care knowledge and information. By doing this, they provide a powerful means to inform the learning, development or decision-making of those involved in the commissioning, monitoring or supply and provision of health and social care.

Health library services also add value far beyond their traditional boundaries. Having an expert library and information team working closely with colleagues in the wider organisation can produce synergies that lead to useful products and services that benefit both the RSM and its users. The next few years will be of critical importance to the development of RSMLS. While facing significant financial constraints, the challenge will be to continue to develop, to keep pace with the rapidly changing world of access to health information and the expectations of those who use it. For example, allowing users to tailor information and education e-resources for

"Knowledge is the enemy of disease, the application of what we know will have a bigger impact than any drug or technology likely to be introduced in the next decade."

Sir John Muir Gray.

<sup>5</sup> From The King's Fund Royal Charter, granted 2008



their own requirements. As part of a wider 'MyRSM' concept, RSMLS intends to develop 'My Library' in order to respond to this challenge.

Over the last 5 years, NHS Libraries have had a reduction in their budgets leading to information services being cut. RSMLS faces a similar challenging financial climate with the need to do more with less. Demand for instant online access to information, creation of new journal business models, including open access, and the impact on libraries of further changes to publishing business models are some of the factors that have fed into this strategy. In addition, Royal College Libraries have had their physical space reduced. Therefore, the RSMLS is well placed to complement the provision of NHS information services across the UK. By providing more targeted electronic resources and improved study facilities within a central London location the RSMLS can capitalise on these opportunities.

Above all, the priorities and expectations of RSMLS users need to be at the front of our thinking. The new RSM Library Strategy looks forward further than the next five years, so that the RSM can position itself in the vanguard of health libraries, and continue to earn its well-deserved reputation as one of the outstanding medical libraries nationally and internationally.



## RSM Library Services Strategic Plan 2017-2022

### Redeveloping the physical library at 1 Wimpole Street



RSMLS is committed to providing a high-quality learning environment. We are proposing to transform our physical Library space at 1 Wimpole Street<sup>6</sup>. It will be designed to meet the constantly evolving needs of all RSM users, offering a range of high quality study spaces that will create the right learning atmosphere for the individual user. These plans will be aligned to the new Education and Space Utilisation strategies. This will include increased capacity and making it easier for the user to access the RSMLS's rich holdings of special collections at 1 Wimpole Street.

The new space will allow RSMLS to showcase exhibitions and establish areas for researchers and members to access our special collections and for private study. This will create new opportunities for users to be informed and inspired by the collections housed within the Library. It will provide a prominent place to engage with visitors to the RSM and develop an exhibition programme that will attract the wider public.

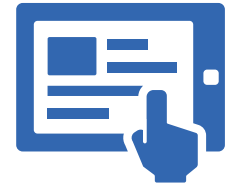
RSMLS will continue to provide innovative and inspiring teaching, learning and social spaces. The aim is to ensure that the Library is enabled for new technologies and have suitable space for specialist staff to deliver Information Skills training. RSMLS will play a central part in the Society's identity as a lead provider of medical education and be a source of pride for RSM Members and staff. Specifically, we propose to:

1. Redesign the physical Library at 1 Wimpole Street, in order to make it an attractive space to facilitate learning, research, study and information skills training. This will be designed to attract new users and increase capacity and help the RSM achieve its mission of advancing health through education and innovation. The Library will be redesigned so study capacity is increased from 45 to 70 and the number of PCs is increased from 30 to 40. In addition, there will be new types of learning spaces (e.g. group study booths) and 24 hour 7 days a week access will be expanded to include the second floor of the Library. This will create the right learning atmosphere for the individual user and small groups.
2. Showcase physical and digital exhibitions through a redesigned Library at 1 Wimpole Street. This will establish spaces for researchers and members to access special collections' rich holdings. This will create new opportunities for library users to be informed and inspired by the Library's special collections housed within 1 Wimpole Street. This will include digitising parts of the collection in order to make them accessible remotely.
3. Ensure the sustainable management of RSMLS with users being consulted. This will enable decisions to be made which reflect both service expectations and an understanding of our environmental impact.

<sup>6</sup> Refer to Appendix 5 for the new proposed Library floor plans

## My Library<sup>7</sup>

As one of the largest postgraduate biomedical lending libraries in Europe, RSMLS is dedicated to ensuring that each interaction with its services meets the high expectations of its users. As part of the Society's online strategy of 'MyRSM', we will develop the concept of 'My Library' to provide a personalised on-line space for information and education resources that allow individual users to tailor them for their own requirements.



Healthcare professionals need access to a wide range of information sources, including that of their own and related specialities, as well as material on important non-technical skills. RSMLS will develop a broader educational offering on topics which are of relevance across specialities and professional groups.

RSMLS will continue to develop services and collections in an innovative and user-focused way, to meet the needs of our users, whether they are visiting the Library or accessing our services remotely. We also want to increase the number of those using our services, in order to develop the Library as a national resource.

In developing RSMLS, we will aim to harness the potential of new technologies and opportunities to enhance our collections in delivering an exceptional user resource in the pursuit of education, research, teaching and learning. In particular, we propose to:

4. Increase the number and variety of materials available digitally, so they are more accessible via a range of electronic devices, providing both an effective and an efficient digital service for users.
5. Develop the online concept of 'My Library' to provide a personalised space for information and education resources. This will ensure RSMLS remains relevant and up-to-date to meet the needs of all users, including trainees.
6. Provide alerts and prompts about relevant new publications, including detailed information products for academic events and for specialist areas to support ongoing professional development.
7. Develop a broader educational offering to support healthcare professionals in accessing information about a wide range of topic areas, including leadership, team-working and quality improvement.
8. Develop education materials in various formats to assist users in accessing the information that they require.
9. Update and enhance the Information Skills Programme for users, including the latest developments and techniques for effective searching, assessing and evaluating medical resources.
10. Investigate the development of a bespoke interactive information skills e-learning package for users.

<sup>7</sup> Refer to Appendices 3 and 4 for feedback regarding user experience



## Improving the user experience

To improve access to the resources available to users, RSMLS will develop capacity to respond rapidly to changing user needs and expectations. It will use techniques such as customer mapping to analyse and understand the experience of users. It will capitalise on newly-created opportunities for more effective and open engagement with users through social media to become a vibrant hub for Library outreach to new users. Specifically, we propose to:



11. Implement a virtual helpdesk that will ensure users have access to the same high level of telephone enquiry service when accessing online resources remotely.
12. Work in tandem with all RSM departments (Academic, Membership, etc.) in order to ensure a seamless user experience. Consider expanding the enquiry service to cover other RSM activities.
13. Develop our services for corporate members, including room hire, filming, presentations and book launches, and investigate possible sponsorship opportunities for library projects.
14. Provide a prominent place to engage with new users and develop an exhibition programme that will engage with the wider public. Increase access to our heritage collections by expanding RSMLS's network of volunteers for public engagement activities.





## Improving the visibility and discovery of information resources<sup>8</sup>

RSMLS will ensure that its systems and processes are effective and designed with the user experience in mind. This will include behind-the-scenes work in digitisation, retrospective cataloguing, conservation and outreach. RSMLS aspires to curate a VLE (Virtual Learning Environment) for the Society as part of the forthcoming education strategy.



We will upgrade our Library Management System and install a discovery tool product to enable the unified management of our print and digital holdings. This will assist our users in locating the information (in whatever format) they require both within and outside the Library.

RSMLS will improve security of physical items and make their location easier for users by extending electronic tagging to 100% of the paper collection. We will review relevant policies, processes and standards to ensure that they are current and efficient. In particular, we propose to:

15. Digitise the RSM Archive. This will transform it from a paper to an electronic resource that can be accessed remotely.
16. Improve the environment for the extensive rare books collection, so these books can be more easily viewed and safely handled. This will include digitisation of some parts of the collection to preserve delicate original books and documents, and greatly improve access for the user.
17. Acquire the digital backfiles for the large paper journal collection that is currently housed within the basement in order to improve user access.
18. Work with colleagues to ensure that RSM IT systems are efficient and provide a responsive service for library users. For example, the embedding of a 'single sign-on' (SSO) for members accessing the RSM website would allow users easier access to RSMLS e-resources. SSO is an authentication process that allows users to access multiple applications with one set of login credentials and will be a critical element in the development of a new RSM website.
19. Extend electronic tagging to include all of the paper collection. This will improve security and make the location of physical items easier for users.
20. Review collection development processes and planning activities so that they support the delivery of an exceptional user experience. For example, when new books are received by RSMLS they should be processed, catalogued and available for use within 48 hours.
21. Ensure that Library staff are equipped with the appropriate skills to advise users on research data management issues.

## Feedback on a recent Library Exhibition

"I am a student nurse and one of my interests is inoperable medicine/nursing. Thank you so much for having this exhibition open to all and admission free. It is a remarkable experience for me to be here looking at these treasures."

<sup>8</sup> Refer to Appendix 1 for RSM Library Activity and Statistics

# Delivering the RSM Library Strategy

## Finance, Management Information and Value for Money

Finance is one of the key enablers for this strategy, with the underlying theme of 'delivering the best value that we can from the resources available' essential to success. Value for money in terms of economy, efficiency and effectiveness has grown in prominence, as the RSM seeks to deliver a premier learning and research experience.



With this in mind, RSMLS will develop Key Performance Indicators to demonstrate value, provide a sustainable financial reporting infrastructure and explore potential new income sources, with the primary strategic goal of supporting RSMLS resources.

## Impact Measurement

As a charity, the Society is increasingly required to report on the public benefit of its charitable activities and to measure this in both qualitative and quantitative terms.

For the most part, the RSM does not advance health delivery directly to the population but rather does so by enhancing the skills and knowledge of healthcare professionals through education and learning and through supporting medical innovation which brings improved diagnosis and treatment to patients.

In the context of the Society's mission and RSMLS's activities, this means attempting to measure the impact RSMLS has on advancing the health of the population.

This is by no means an easy task, but in an effort to provide indirect measures of the public benefit of RSMLS's resources and activities, we will develop and refine metrics along broadly the following lines (which are based on the work undertaken by Health Education England in regard to value and impact<sup>9</sup>):

- The number of healthcare professionals that have accessed RSMLS's resources
- The proportion of professionals accessing RSMLS's resources that report an enhancement in their skills and knowledge
- The number of people that have used RSMLS as a research resource
- The proportion of those people using RSMLS's research resources who report enhancing patient health either through the development of new diagnostics and treatments or encouraging better healthcare through education

<sup>9</sup> <http://kfh.libraryservices.nhs.uk/value-and-impact-toolkit/>

## Financial constraints

The delivery of the RSMLS strategic plan is dependent on the financial resources available to the RSM, in order to fund the initiatives that have been outlined.

The table below demonstrates what initiatives can be achieved with the same funding settlement as at present, and with a 5% or 10% increased funding settlement.

Budget				HIGHER FUNDING SCENARIOS (REAL TERMS ie in today's money)							
£000	TOTAL	Adjust for long term decline in income	BAU initiatives 5, 6, 8, 9, 12, 18, 20, 21	5% MORE FUNDING				10% MORE FUNDING			
							Adjusted			Adjusted	
2016/17											
Income											
Membership	16		16			10	26			26	
Document Supply	47	(43)	4				4			4	
Search & enquiry	12		12				12			12	
Royalty	3		3				3			3	
Room Hire	30		30				30			30	
Donations	26	(26)	0				0			0	
Desk Sales	5		5				5			5	
Total Income	139	(69)	71		-	-	10	81	-	-	81
Staff Costs											
Total Staff Costs	651	(50)	601			(18)	583			583	
Total Working Expenses	997	(19)	978		100	-	3	1,082	10	15	1,107
Total Costs	1,648	(69)	1,579		100	(18)	3	1,665	10	15	1,690
Net Expenditure	1,509	-	1,509		100	(18)	(7)	1,584	10	15	1,609
Working Expenses											
Resources	908		908		100		1,008			1,008	
Printing and Stationery	13		13				13			13	
Article costs	30	(19)	12				3	15		15	
Publicity	1		1				1			1	
Conservation	18		18				18		15	33	
Overhead	27		27				27		10	37	
Total Working Expenses	997	(19)	-	978	100	-	3	1,082	10	15	1,107

The table below shows the effect of a 5% and 10% reduction in funding available to RSMLS.

£000	Budget				LOWER FUNDING SCENARIOS (REAL TERMS i.e. in today's money)					
	TOTAL	Adjust for long term decline in income	BAU initiatives 5, 6, 8, 9, 12, 18, 20, 21	Adjusted total	5% LESS FUNDING				10% LESS FUNDING	
					Stop conservation	Virtual helpdesk	Reduce resources	Adjusted	Reduce resources	
	2016/17									
Income										
Membership	16			16				16		16
Document Supply	47	(43)		4				4		4
Search & enquiry	12			12				12		12
Royalty	3			3				3		3
Room Hire	30			30				30		30
Donations	26	(26)		0				0		0
Desk Sales	5			5				5		5
Total Income	139	(69)		71	-	-	-	71	-	71
Staff Costs										
Total Staff Costs	651	(50)		601	(38)	(18)		545		545
				-						
Total Working Expenses	996	(19)		978	(18)	-	(2)	959	(75)	883
Total Costs	1,648	(69)		1,579	(56)	(18)	(2)	1,504	(75)	1,429
Net Expenditure	1,509	-		1,509	(56)	(18)	(2)	1,433	(75)	1,358
Working Expenses										
Resources	908			908			(2)	906	(75)	831
Printing and Stationery	13			13				13		13
Article costs	30	(19)		12				12		12
Publicity	1			1				1		1
Conservation	18			18	(18)			-		-
Overhead	27			27				27		27
Total Working Expenses	997	(19)	-	978	(18)	-	(2)	959	(75)	883

The initiatives which would be funded by capital budgets (subject to funding) are described in the table below.

Priority	Initiative	Description	£000	
HIGH	17	Digitise journals archive	2,500	Potentially funded by donation
	1, 2, 3, 16	Library space redesign	420	
	11	Virtual helpdesk through website	50	
MEDIUM	10	Information skills course on video	10	would need to be funded by donation
	15	Digitise rare books and RSM archives	10,000	
LOW	19	Complete electronic tagging of paper collection	10	



## Staff, Equality and Diversity

We are committed to developing and equipping staff with the knowledge and skills to deliver optimum, well-informed and considerate services in an environment of opportunity, support and encouragement, fostering progression and achievement of their personal goals. Continuing investment in staff will be pivotal in the delivery of all elements of the Library Strategy, underpinning our professional services to Members and making a significant contribution to the work of the RSM.



Library staff are key enablers of this strategy, and their roles and job titles will be reviewed to reflect this progressive approach. This will ensure that RSMLS continues to provide a dynamic service that is equally accessible by all users of both our physical and online resources.

### Staff Training

*Goal:* equip all staff with relevant skills and knowledge, through a well-managed training programme that reflects good practice and is aligned with the RSM Library Services Strategy.

*Actions:* identify and introduce appropriate mechanisms and opportunities to support the CPD requirements of all Library staff; put processes in place to ensure that CPD requirements which are identified in individual staff appraisals are met.

Develop the leadership and management skills of senior staff through enrolling them on RSM management development programmes.

### Equality & Diversity

*Goal:* ensure that staff are fully informed and conversant with diversity and related issues; RSMLS's own diversity profile should meet RSM's expectations.

*Actions:* in conjunction with human resources (HR), establish a rolling programme of training on equality and diversity. With the Society's position as a health charity, particular focus will be given to the area of disability and mental health issues.

### Recruitment

*Goal:* ensure that staff recruitment is expedited efficiently and effectively, whilst ensuring value for money.

*Actions:* set service standards for recruitment to vacant posts including secondment opportunities and agency cover.

### Quality Assurance

*Goal:* ensure that managers are confident and competent in the key RSM HR policies.

*Actions:* in conjunction with RSM HR, arrange and maintain a programme of refresher training on the most common HR requirements and policies for staff with management responsibilities.

## Recommendations

The Library Services Strategy Review Group<sup>10</sup> examined the changing trends in medical library usage and provision of library services in general, and considered how RSMLS should adapt and develop over the next five years in order to meet the needs of those who use the Library. The LSSRG also looked forward and considered how the RSMLS should best position itself to meet the challenges of a rapidly changing world of access to, and delivery of, scientific health information. This view was considered in the broader context of the future of the RSM as a whole and how RSMLS might best contribute to this.

The LSSRG reviewed the current RSMLS Strategy (2012-2017) and the recommendations of that group form the basis of this strategy. The LSSRG supports four key strategic objectives and associated initiatives, subject to the availability of funding. The recommendations include:

- Redeveloping the physical Library at 1 Wimpole Street<sup>11</sup>
- Developing the concept of 'My Library' (as part of a wider 'MyRSM' initiative) to provide a personalised space for information and education resources
- Improving the user experience, by creating a virtual helpdesk
- Improving the visibility and discovery of information resources



<sup>10</sup> Please refer to Appendix 2 for LSSRG Terms of Reference

<sup>11</sup> Refer to Appendix 5 for the new proposed Library floor plans

## APPENDIX 1

# RSM Library Activity and Statistics

The RSM Library, through the Director of Library Services and his team handles the following functions and services:



Maintain a core set of books and journals in hard copy. Update the electronic resources collection by improving metadata on library resources including platform configuration.



Protect historical collections via conservation activities and making it accessible (maintain the friends of the library scheme and support the NADFAS volunteers).



Provide training in areas that relate to searching for literature and evidence-based medicine.



Support users to access library content, including carrying out searches and providing copies of relevant information. Provide a monthly current awareness service in selected topic areas.



Manage and maintain the physical space in the library, including room hire.



Curate exhibitions ensuring the Library commitment to public engagement. Maintain the Society's archives and works of art (i.e. keeping a record of the Society's and its predecessors work).



Answer user enquiries in person, online, via the telephone (approx. 15,000 per year).



Provide permission and copyright clearance to the individual or company to reproduce or incorporate image/graph/portrait within their publication from items in the RSM collection.



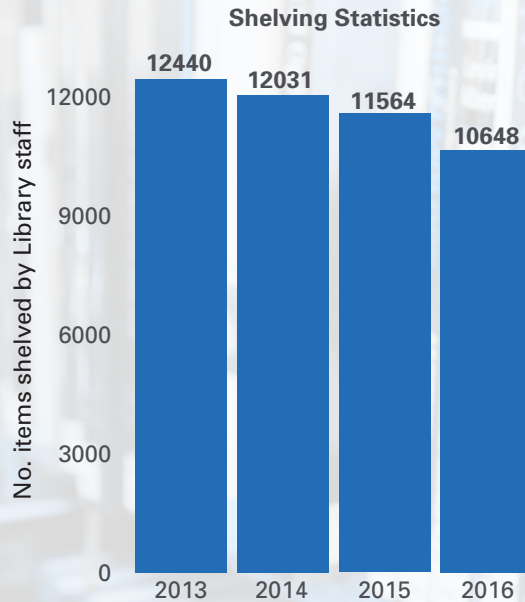
Promote the library services and membership to targeted audiences.

Support academic activities e.g bibliographies for Section meetings and e-learning.

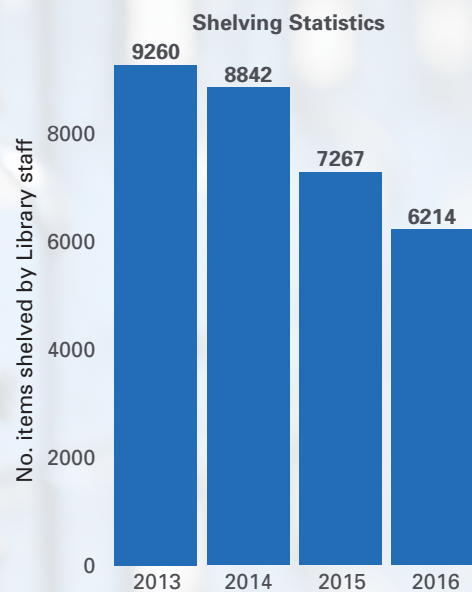


## APPENDIX 1

### 21st Century Book Collection



### Pre 21st Century Material Collection

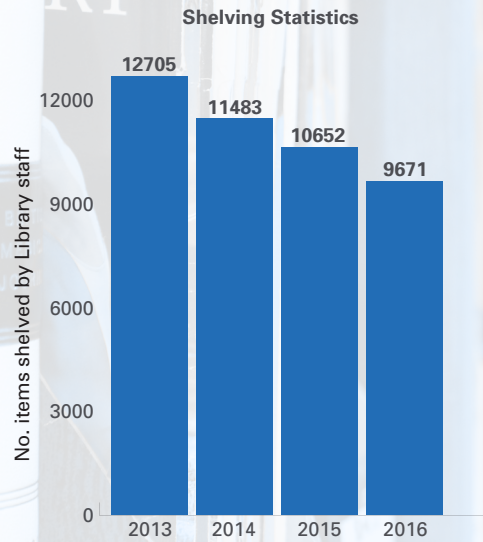


During 2014 & 2015 the Library acquired a large number of e-journal backfiles, which is associated with a significant reduction in users retrieving items from the basement.



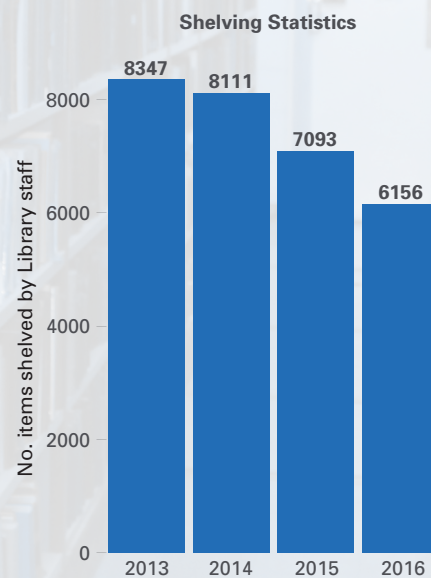
# APPENDIX 1

## Popular Medical Paper Journal Titles



All popular medical paper journals are also now available to Members electronically, linked to a reduction in shelving statistics. Their usage remains high.

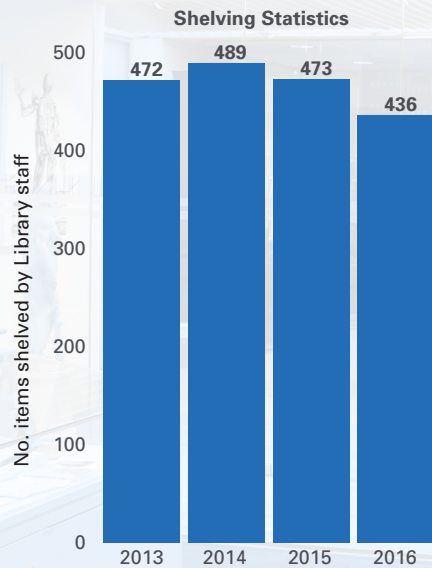
## Other Paper Journal Titles



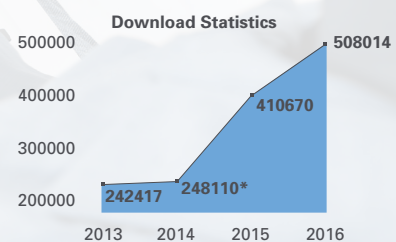
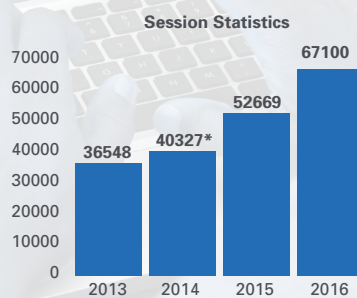


# APPENDIX 1

## Archives and Heritage Collection



## Electronic Resources



\* new website went live (e-resources were unavailable for a month)

# APPENDIX 2

## Library Services Strategy Review Group (LSSRG) Terms of Reference

The aim of LSSRG is to review the current Library Services Strategy including the range of services provided and to set a new strategy for the next 5 years. To do this, the LSSRG will:

- Examine the changing trends in medical library usage and provision of library services in general. To inform this, the Director of Library Services will produce a report including usage statistics, costs and external comparison data.
- Consider how the RSM Library Services will need to adapt and develop over the next five years in order to meet the needs of those who use the Library. To inform this, ideas will be gathered from the VLUG, Sections, Academic Board, Education Committee, Council and Executive.

The recommendations of the LSSRG will inform the development of a new Library Services Strategy to follow the current five year Strategy (please click below):

[https://www.rsm.ac.uk/media/199288/library\\_strategy.pdf](https://www.rsm.ac.uk/media/199288/library_strategy.pdf)

An LSSRG will be established to oversee the review, with the following membership:

- Prof Gillian Leng (Honorary Librarian, Chair LSSRG)
- Dr Fiona Moss (Dean)
- Mr Adrian Beckingsale (Chair, Academic Board until 30-09-2016)
- Prof Alan Roberts (Chair, Academic Board from 01-10-2016)
- Mr Matthew Brown (Chair, Trainees Section)
- Mr Wayne Sime (Director of Library Services)
- Mr Mark Johnstone (Finance Director)
- Mr Richard Osborn (Strategic Library Services Development Manager for HEE)

Library Services Administrator will be in attendance to take minutes.

### **Proposed work schedule (2016)**

1. **Purpose, remit, composition and reporting of LSSRG (Tuesday 2nd February 16:00-18:00)**
  - Review of current Library Services Strategy
  - Finance
  - Membership survey
2. **Library Strategy 2017-2022 (Tuesday 5th July 15:00-17:00)**
  - Members' views
  - Input from VLUG, Sections, Education Committee, Academic Board and other groups
  - Summary of priorities
3. **Current funding arrangements (Tuesday 20th September 16:00 – 18:00)**
  - Cost pressures: immediate and long term
  - Forecast of changes required in 5 years
  - Potential for change and development of new services
4. **Wider role: national, international, global health (Tuesday 1st November 16:00-18:00)**
  - Agreement of priorities and timetable for changes in RSM Library Services
  - Staffing implications of agreed service developments
  - Future finance arrangements
5. **Conclusions and proposed new RSM Library Services Strategy 2017-2022 for discussion and approval from Council. (8th December 16:00 – 18:00)**

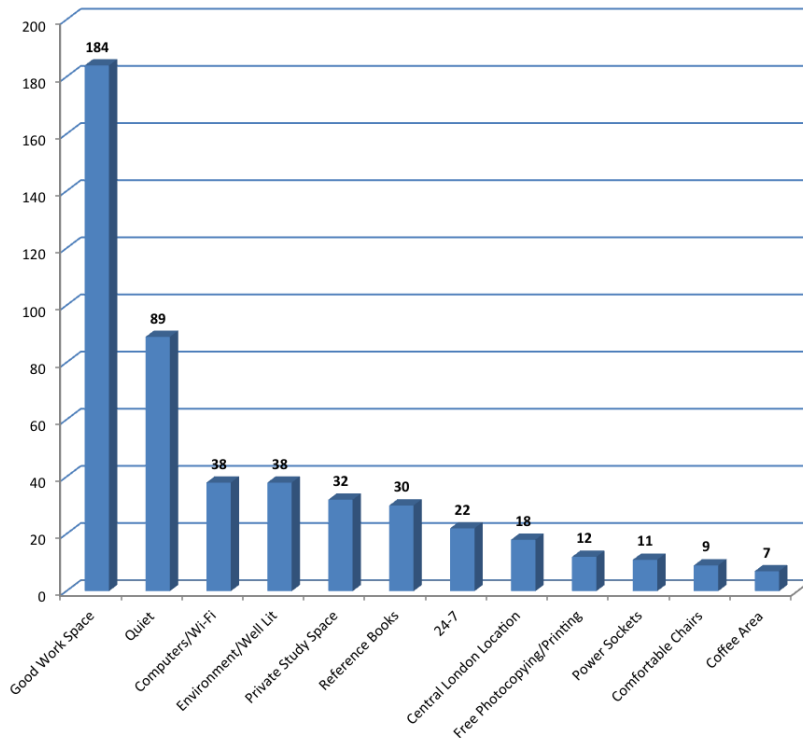


# APPENDIX 3

## RSM LIBRARY SURVEY

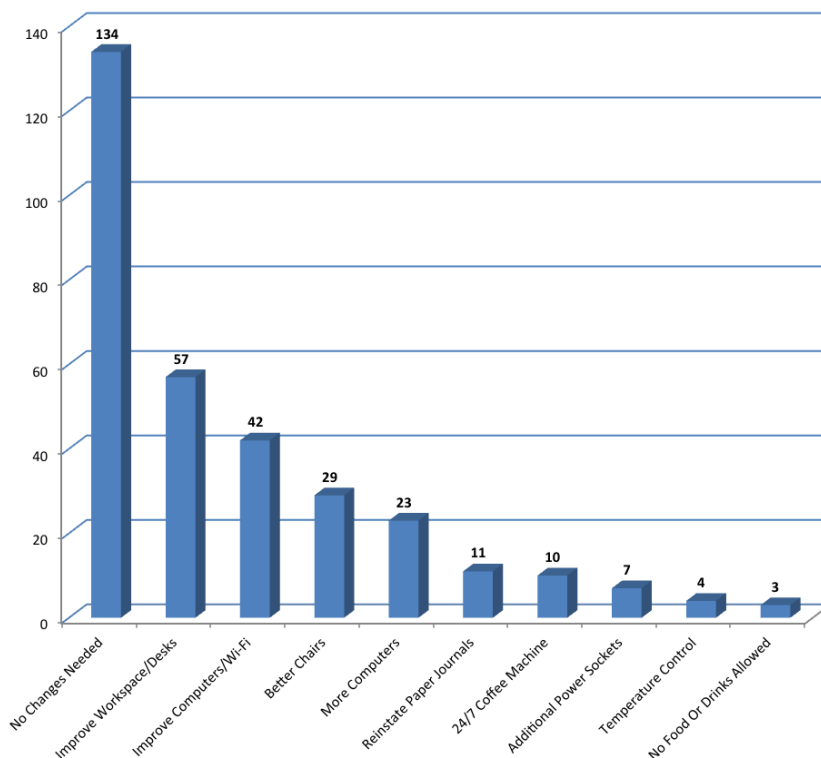
<b>1200</b>	Questionnaires sent to Members
<b>184</b>	Electronic responses
<b>86</b>	Paper responses
<b>270</b>	Completed questionnaires (including 16 from Sections)
<b>22.5%</b>	Response rate

### Q1a. What do you value most about the physical space in the RSM Library



- Having a large work space is the most popular feature.
- The ambience of the Library is an important factor.
- Having access to computers/Wi-Fi is also significant.

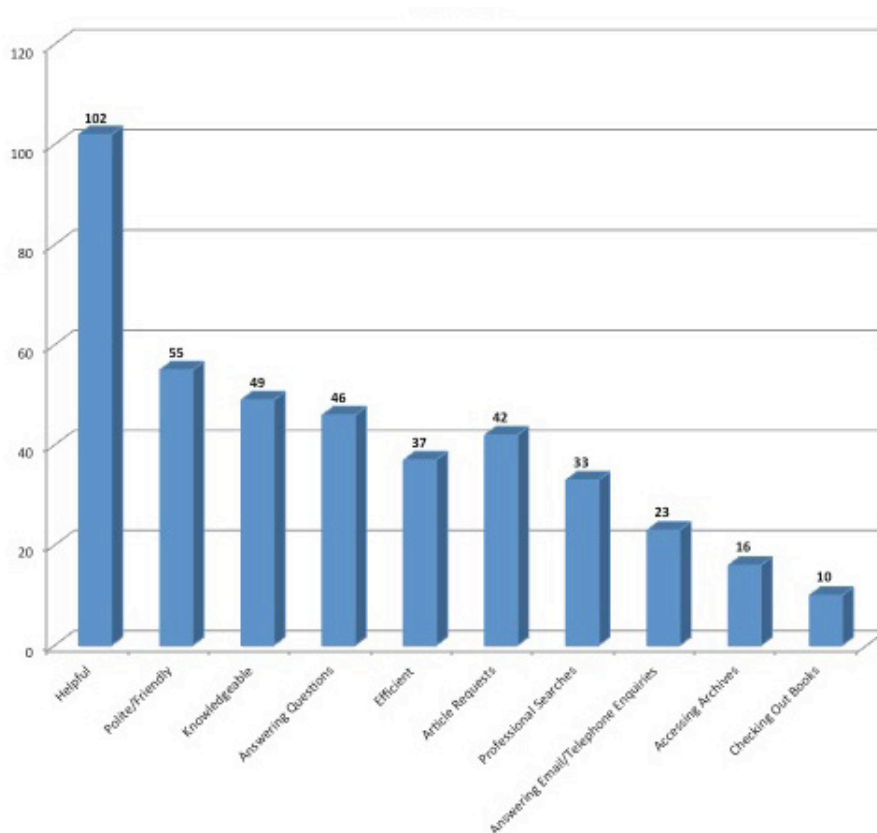
### Q1b. How do you think the physical space should be developed over the next five years?



- A substantial number of the Members were happy with the current offering.
- Members appear to be largely coming to the Library to work.
- Suggested changes include:
  - enhance desks, chairs, Wi-Fi, power sockets, etc, to create a more dynamic work space.
  - improve soft seating area to give Members an opportunity to read paper journals and have a hot drink, as an alternative to a more formal work environment.

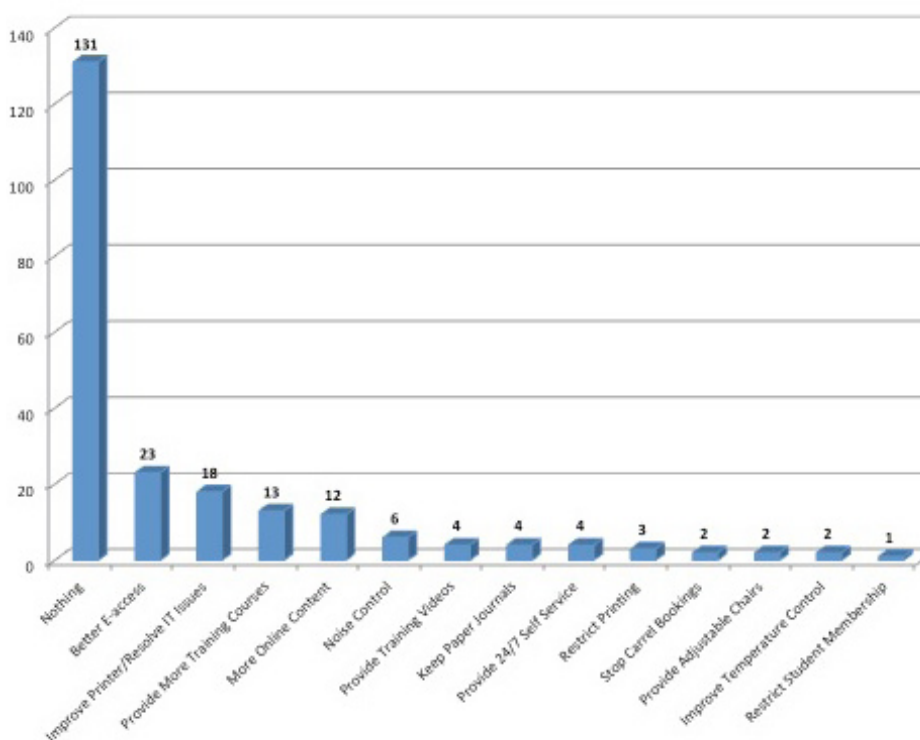
## APPENDIX 3

### Q2a. What do you value most about the support that the library team provides?



- The first five responses relate to how the Library delivers its services to Members. The Library team is seen as being extremely helpful in answering Members' enquiries.
- The second five responses show what services the Library provides. Document supply and carrying out professional searches feature the most prominently.

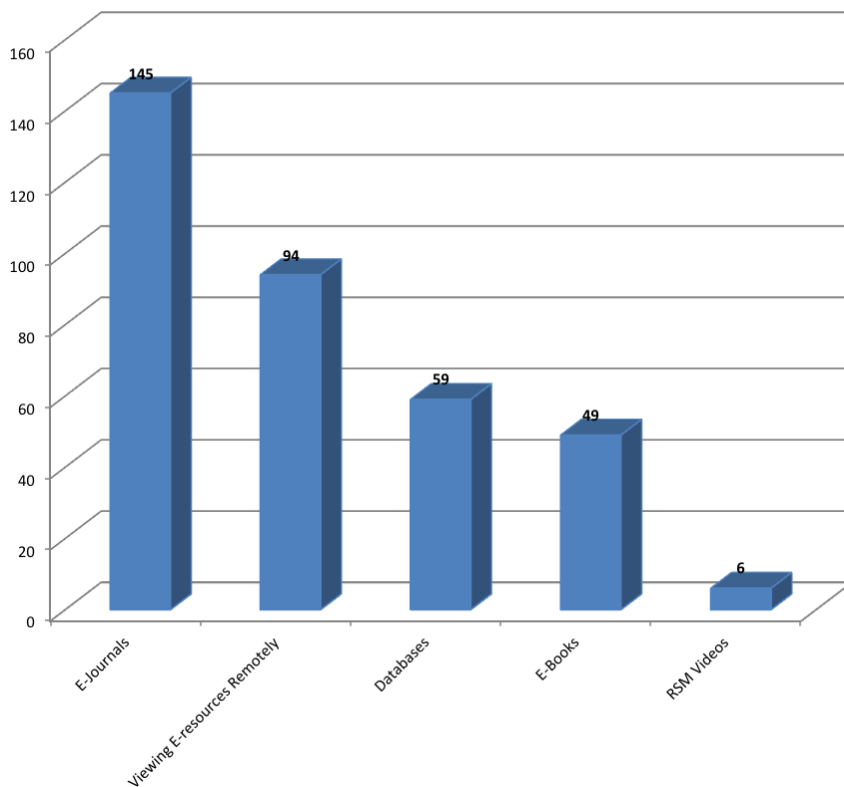
### Q2b. Is there anything more the library team could do to support you and other users?



- The majority of responses indicate that Members are happy with the current level of support provided by the Library.
- Suggested changes include:
  - enhance our current offering (e.g. new printer, additional information skills training courses, more online content).

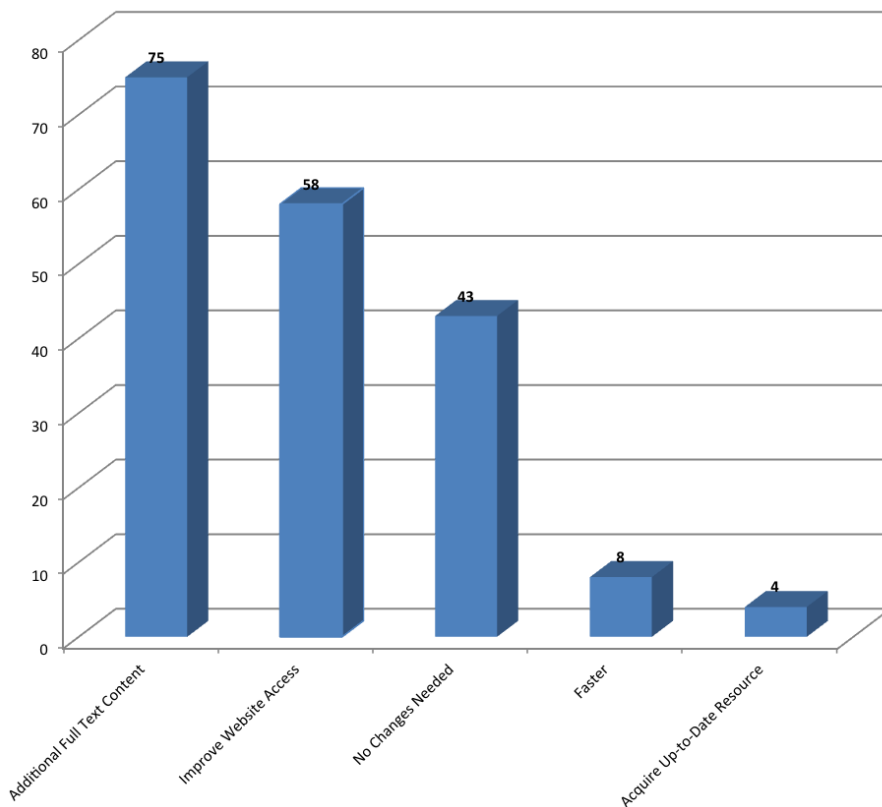
## APPENDIX 3

### Q3a. What do you value most about the eRSM library electronic resources?



- Having full text e-journal access is the most popular resource.
- Viewing e-resources remotely is an important factor.
- Having access to databases/e-books is also significant.
- Suggested changes include:
  - reconsidering the RSM Video offering.

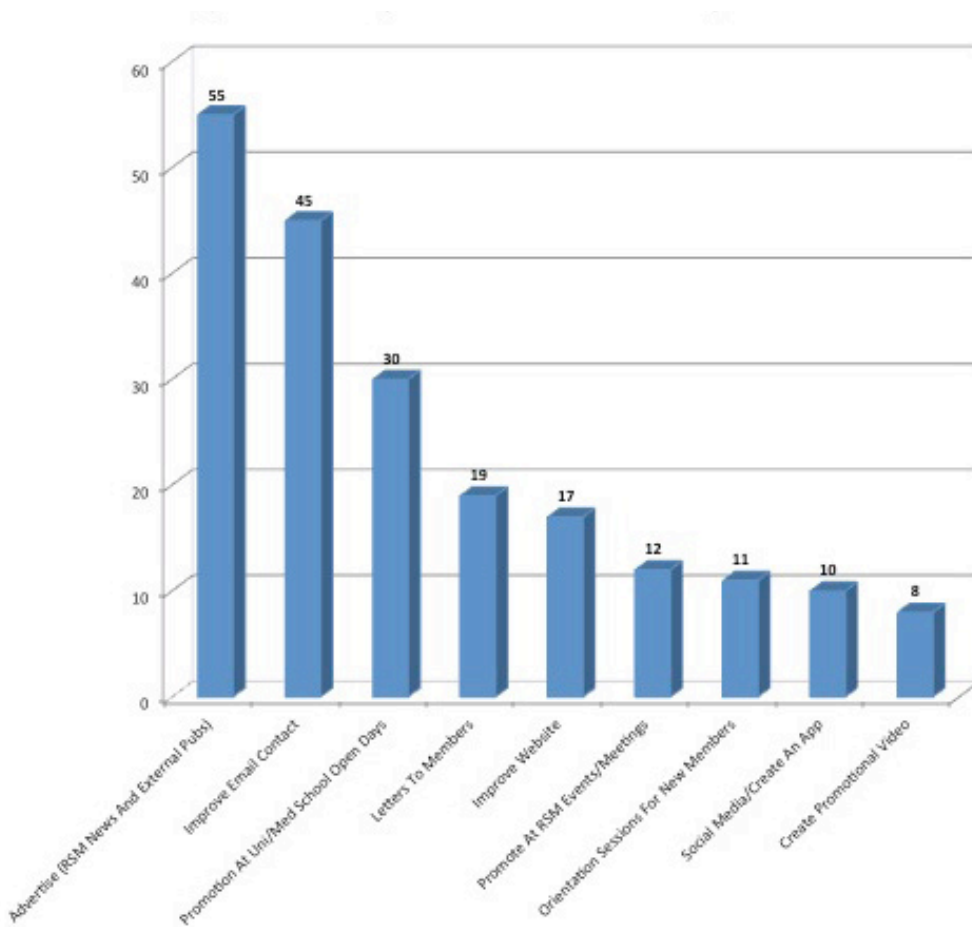
### Q3b. With regards to content and access what improvements can we make to our e-resources?



- There are a number of Members who were satisfied with the current service.
- Suggested changes include:
  - enhance full text content.
  - improve logging in facility on the website for Members. In addition, there is some confusion regarding navigation as there are separate areas for library and e-resources.

## APPENDIX 3

### Q4. How can we improve awareness of RSM Library Services?



- Members noted that they receive a large number of emails from the RSM, but not many relating to library activities.
- Suggested changes include:
  - more advertising of the Library within both the RSM News and external publications such as the BMJ.
  - raise the profile of the RSM and Library at university/medical school open days. In addition, library services should be promoted more at Section meetings.



# APPENDIX 4

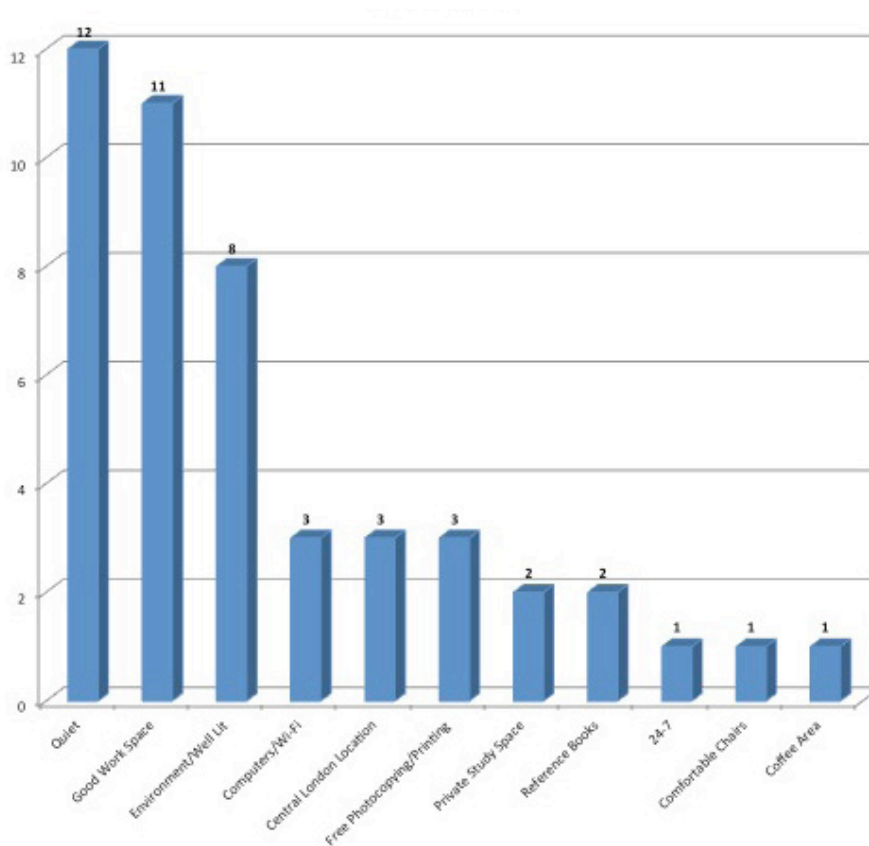
## **RSM Library Survey Responses from sections**

Sections that responded:

- Anaesthesia
- Cardiothoracic
- Clinical Neurosciences
- Coloproctology
- Epidemiology and Public Health
- Lipid and Vascular
- Medical Genetics
- Paediatrics and Child Health
- Pain
- Patient Safety
- Retired Fellows
- Sexuality and Sexual Health
- Telemedicine
- Trainees
- Urology
- Veterinary, Sports and Rehabilitation Medicine

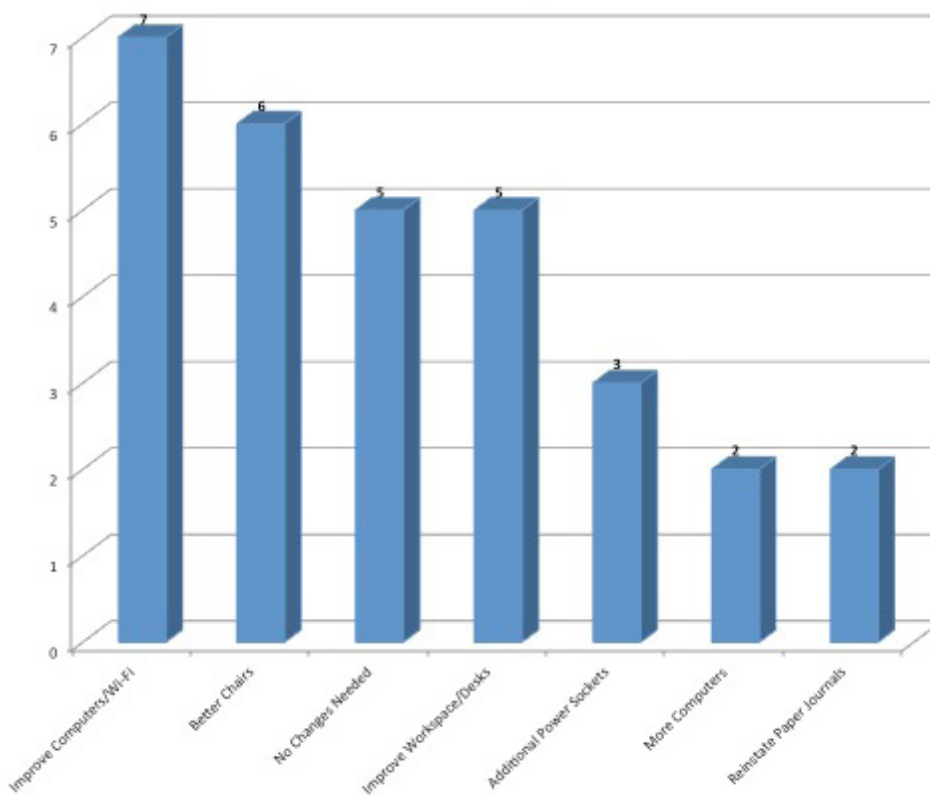
## APPENDIX 4

### Q1a. What do you value most about the physical space in the RSM Library?



- Having a quiet place to work is the most popular feature.
- The size of the work space and the ambience of the Library are also important factors.

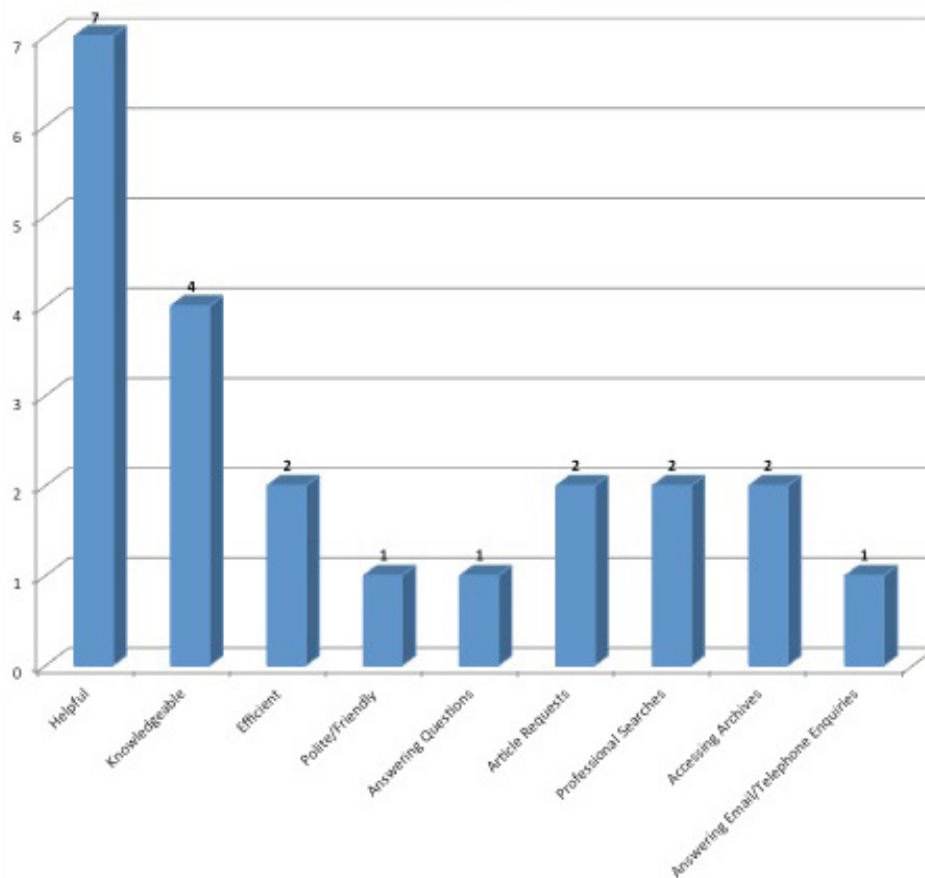
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- Members appear to be largely coming to the Library to work.
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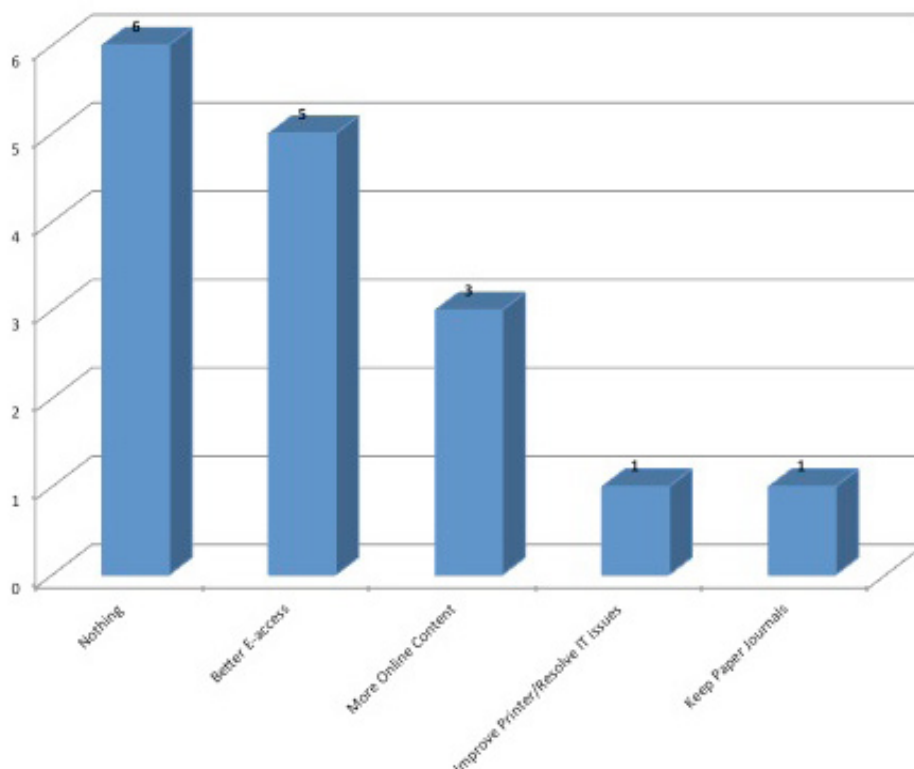
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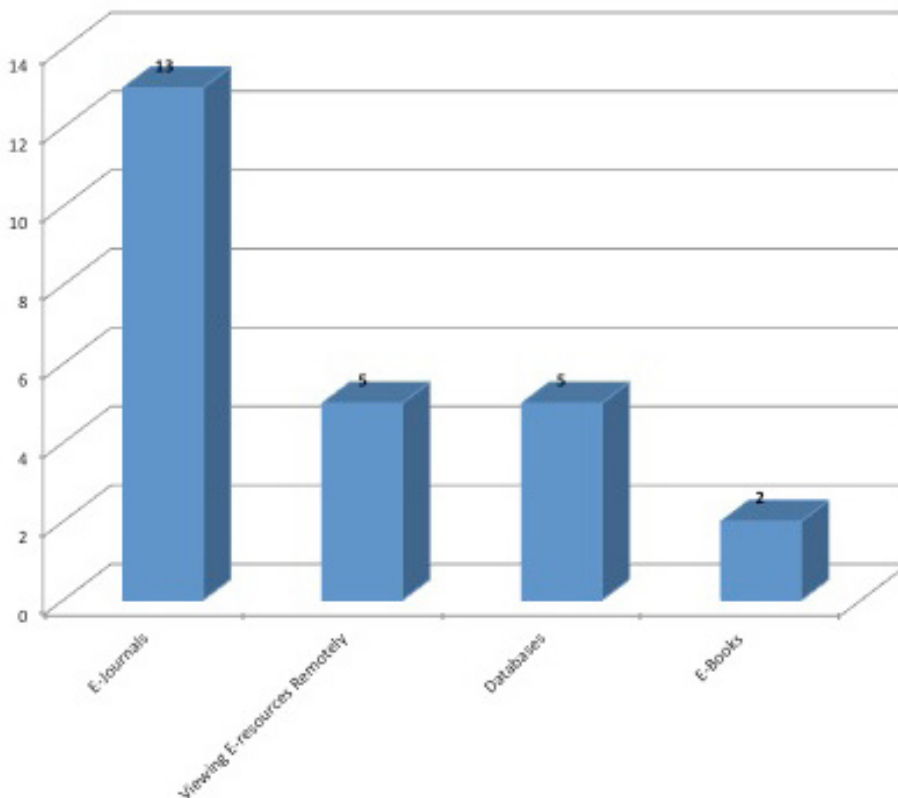
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- The majority of responses indicate that Members are happy with the current level of support provided by the Library.
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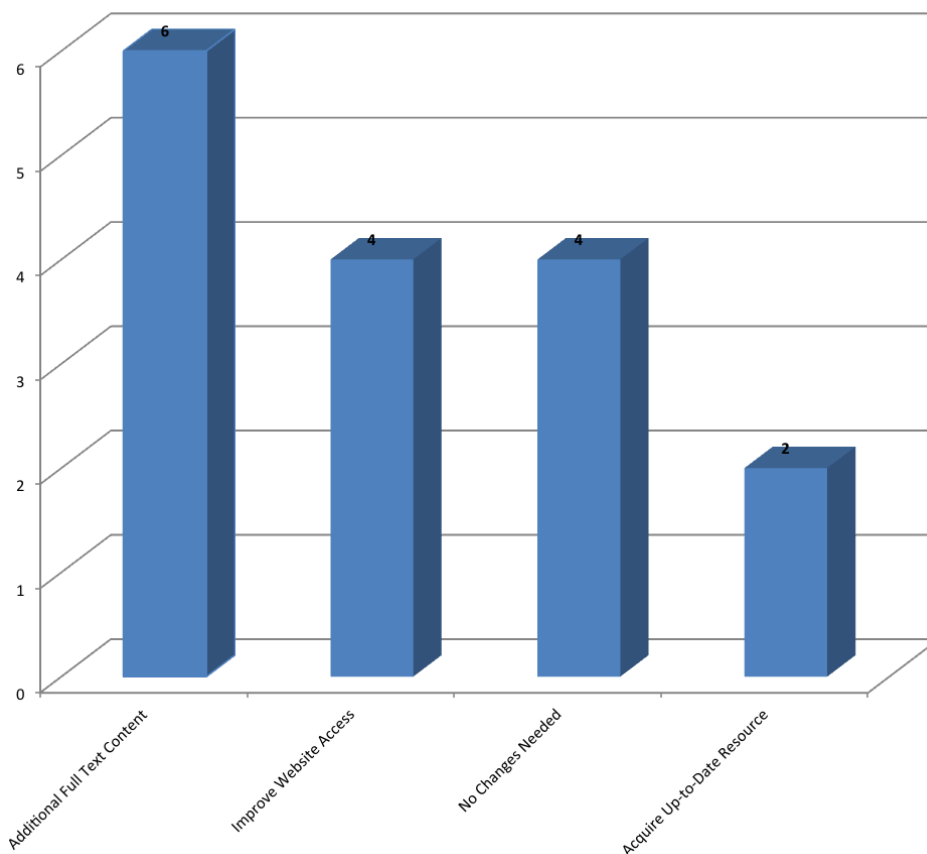
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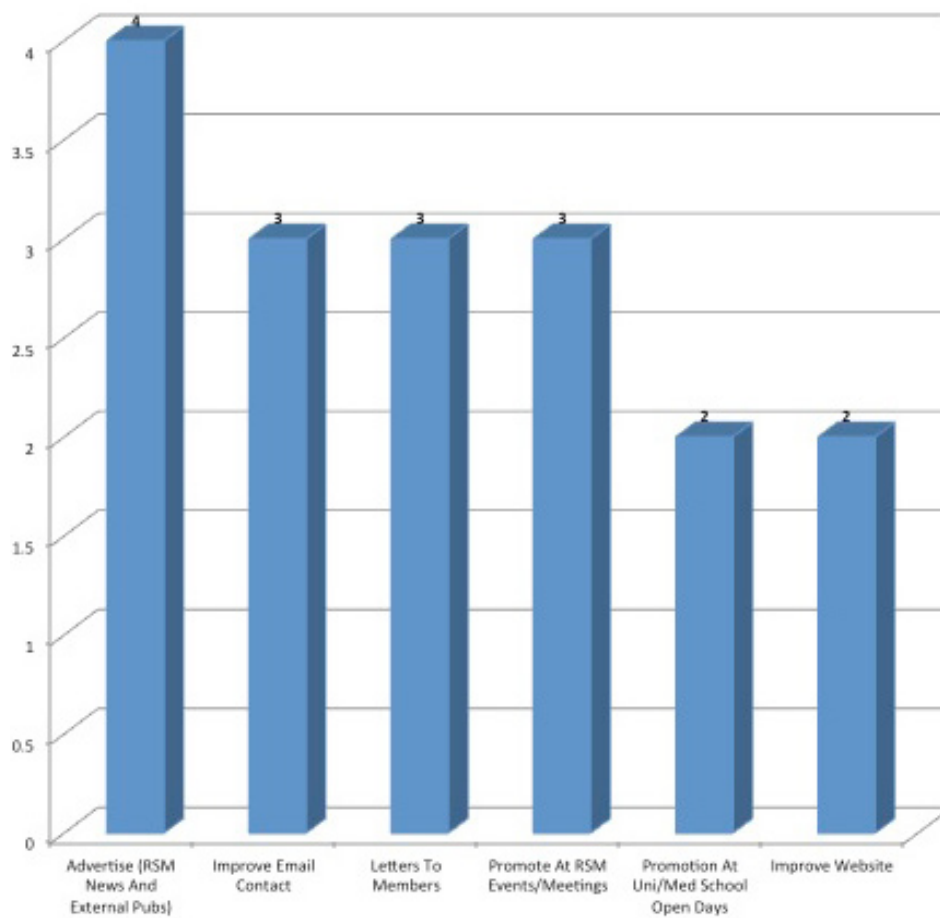


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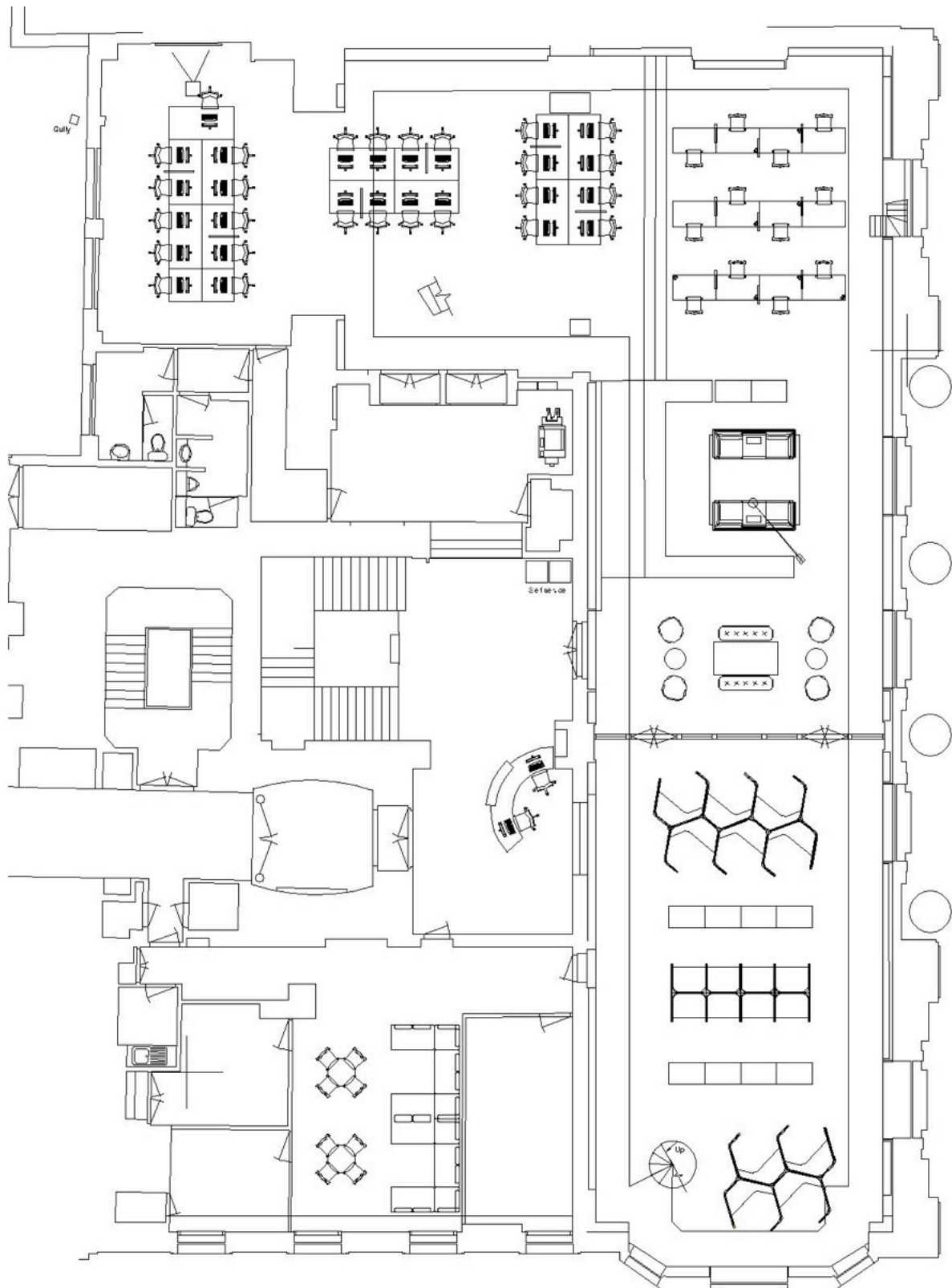
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# APPENDIX 5

## Proposed new First Floor of the Library



# APPENDIX 5

## Proposed new Second Floor of the Library

