



Library Services Quality Improvement Plan

DOCUMENT CONTROL SHEET

Name of Unit	Library Services (Mercer & RCSI Beaumont Hospital Libraries)					
Project Title						
Document Title	QIP					
Document No.						
This Document Comprises	DCS	TOC	Text	List of Tables	List of Figures	No. of Appendices
						2

Rev	Status	Author(s)	Reviewed By	Approved By	Office of Origin	Issue Date
	Draft 1	KK	PM			25.11.13
	Version 2	KK	Lib Staff			10.12.13
	Version 3	KK	Library Staff & HMcG			15.1.14
	Version 4	KK	HMcG & CK			21.1.14

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All recommendations are direct quotes

Resourcing Model							
1."The resourcing model is being considered at present. Resolving this issue to move toward core, central funding for general resources with less dependence on the current distributed model of garnering contributions from areas within the College must be a high priority. The Director of Finance needs to agree the resourcing model with the Chief Librarian, and the resourcing model should be approved by the senior management team."	SAR 2.3.3 3.2.1 3.2.2 3.2.4 5.1.1 5.1.2 5.1.3 5.2 8.1.1 PRG 5.2.2	All current information resources expenditure has been consolidated onto the library budget for 2013-14 budget year. Library will communicate & work with Heads of Schools, Research Office and others to operationalize this change.	Librarian + Finance	Annual adjustment of allocated budget.	To be implemented by Sept 2014	With a focus on outputs and reflecting quality of the user experience appropriate AAHSL (Association of Academic Health Sciences Libraries US) and SCONUL (Society of College, National & University Libraries UK) benchmarks to be agreed with SMT.	Consolidation Complete Communication Completed/ongoing
2. "The current financial model must change, to reflect resource allocation per UG student and per PG student, and to position the Library as a central resource for the whole organisation, not just a support department of the Medical School. This is a responsibility for the Senior Management Team"	PRG 6.2.1	We will continue to work with the Senior Accountant to develop a transparent & responsive resourcing model that captures all stakeholder resource needs & allocates costs fairly.					Model development In process
3. "The ongoing work to develop a better financial model is a high priority – it will not solve all problems as clearly surgical journal provision is difficult, as one	PRG 9.2.3	We will seek SMT agreement on appropriate financial benchmarks for					Benchmarks In process.

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example, and some researchers have very specific and expensive requirements. But transparency in resource allocation will help. As indicated in 6.2, this is a priority for the Senior Management Team and the Chief Librarian.”		library services as part of balanced scorecard approach.					
Library Operational & Service Systems							
“Implementation plans derived from the RCSI strategic plan need more focus on the library service which is not mentioned at all in “Investing in our technologies and infrastructure to support our teaching and learning” (p.13). The Senior Management Team need to ensure that this happens.”	SAR 8.1.4 PRG 4.2.6	RCSI’s IT Strategy is currently in development and library services are and will be involved and included. Chief & Deputy Librarians have been fully involved in planning for the New Academic Building a major strategic initiative. Specific for NAEB are capital investment to: a) implement self-service book circulation prior to move	Librarian, IT & SMT	Time Up front capital investment for self-service circulation. Recurring licensing/upgrade costs. Library staff time; IT staff time; Project Staff: A skilled project management resource Financial:	2014 2014/15 2014-17	The IT strategy incorporates library IT including library IT & IT support requirements in NAEB. Measurement: Implementation of self-service options prior to relocating to NAEB 3 year phasing of strategic scoping & investment in library systems solution	Library IT requirements for NAEB have been scoped Initial capital requests to be included as part of outcomes based budget for 2014 Scoping exercise has begun. LMS capital request already included in IT budgeting.

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		<p>b) procure and implement a library systems solution with project management staff resource</p> <p>Facilitate budget creation for IT in NAEB via identification & indicative costing of equipment and support requirements for library operations in NAEB.</p>		<p>Commitment to capital investment based on indicative low-high range from scoping exercise (Need for future library systems investment flagged since 2011)</p>	2014	<p>Indicative IT/AV requirements have been scoped for inclusion in NAEB budget.</p>	<p>Completed until next iteration required.</p>
<p>“The library is a heavy user of IT services. Capital investment (e.g. for iterative upgrading of wireless network services) is likely to be ongoing. One difference for many of the library IT services, as opposed to other IT investments is that there will be annual licensing/maintenance costs to be considered. This is a responsibility of the Senior Management Team.”</p>	<p>SAR 2.3.1 2.3.2 2.3.3 5.1.2 8.1.4</p> <p>PRG 6.2.2</p>	<p>RCSI’s IT Strategy is currently in development and library services are and will be involved and included in its development.</p>	<p>Librarian, IT & SMT</p>	<p>See above</p>	<p>2014-2016</p>	<p>The IT strategy incorporates library IT requirements in general and specific library IT & AV strategies for NAEB</p>	

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"IT infrastructure planning, and improvements for online library services need to be tackled on an on-going basis, and the particular needs of online library resources considered (See also Section 4 of the review)."	SAR 2.3.1 2.3.2 2.3.3 5.1.2 8.1.4 PRG 3.2.6	We will work with SMT, & IT to ensure these are captured as part of the IT planning process underway.	Librarian, IT & SMT	See above	2014-2016	See above	
"Crucially, the library service and the IT department need to work together, with senior management team input, to ensure that the future IT infrastructure will work for all the library services – from the library functions through records management to archives. There are distinct library service needs that will determine how productively the library staff can work, and how effectively they can meet user needs."	PRG 4.2.2	See above	Librarian, IT & SMT	See above	2014-2016	See above	
Staffing & Staff Development							
"Competency frameworks for library staff should be mapped to the needs implicit in the new strategic plan. Some specific recommendations for the Director of Human Resources and the Chief Librarian to consider are:	PRG 9.2.1	We will review all current staffing, roles & service delivery models as part of the planning for NAEB with a view to having a NAEB-appropriate	Library Staff with SMT & HR input	Salary costs if new or enhanced roles are outcome of review.	Begin review Q2 2014	Staff resourcing appropriate to service delivery requirements for online library services, Mercer & Beaumont library buildings.	Staff aware of review. Agreement to do review & to involve HR as needed.

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More specialist e-learning & pedagogical research competencies. Additional competencies in research metrics, research support, research data management. Social media. Specialist competencies for archivist and hospital librarian.”		service delivery model and staffing complement. We will also review service delivery models & staffing for library functions not moving to NAEB We will continue the monthly in-library service training which has been in place since 2012 & of library specific training opportunities available via library consortia and professional associations We will take advantage of the new Learning and Development Offerings via HR.					Complete & Ongoing Staff registered with Lynda.com. Aware of new learning & development plans.
“Small groups of staff (professional/paraprofessional/ library assistants) should be helped to develop more specialist skills in: teaching/learning; bibliometric	PRG 3.2.3	The small group approach is already in place & some staff already have skills in these areas.		See above		See above	Completed except for review.

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<p>support; repository and research data management; archival and records management. This has implications for the college in terms of resources – financial and time.”</p>		<p>Monthly in-house training sessions have been in place since 2012.</p> <p>Further specialisation may be an outcome a the review of roles (see above).</p>					
<p>“Competency frameworks should be reviewed for all staff. For professional staff the MLA’s (Medical Library Association – US) professional competencies for the Academy of Health Information Professionals and the competencies for Canadian research librarians might be helpful”</p>	<p>PRG 3.2.1</p>	<p>Professional staff will be encouraged to engage with the competency frameworks from the Chartered Institute of Library & Information Professionals (CILIP) and MLA. We will pay annual professional association memberships and separately for credentialing costs where these are associated with chartering or formal accreditation of professional competencies by a professional membership</p>	<p>Library</p>	<p>Increased proportion of existing library budget devoted to CPD/training available via relevant professional & consortia associations.</p> <p>Time</p>	<p>2014</p>	<p>Attendance at workshops, training necessary to develop and maintain competencies.</p> <p>Professional association credentialing if appropriate.</p> <p>Membership of relevant associations/interest groups.</p>	<p>In process & ongoing</p>

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		association. We will allocate an increased proportion of the library budget to staff training & development which cannot be met from the College Learning & Development resources or budget and which is necessary to maintain existing or develop new skills/competencies.					
"Continued representation of library on professional groups that work on quality standards for library services is essential – and archivists and record managers have distinct professional needs that may differ from those of librarians."	SAR 7.3 PRG 7.2.2	Representation will be continued.	Librarian	Same as current.		Status quo.	Completed & ongoing
Planning Organisation & Management							
"The Chief Librarian and SMT should consider the feasibility of	SAR 8.1.3	This recommendation was considered and	N/A	N/A		N/A	Completed. Continue current

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<p>establishing a Library Steering Group that would provide a mechanism, for example, for transparent, cross-College discussion of resourcing issues, and IT-related infrastructure needs for the library service.”</p>	<p>PRG 8.2.3</p>	<p>rejected on the basis that the library service should be integrated within existing College discussion and decision-making structures. Library is represented on Academic Council, Student Affairs, Cycle Committees, Awards & Qualifications Committees, Senior Leaders Group</p>					<p>approach.</p>
<p>“The College needs to ensure that the library service has the necessary input into planning processes that affect library activities – and hence have an impact on core activities of the College.”</p>	<p>SAR 7.2 7.4 8.1.3 PRG 4.2.1</p>	<p>Chief and Deputy Librarians are members of the Senior Leaders Group & have input into RCSI planning at this level. We will continue to use curriculum evaluations for UG feedback and will instigate a rolling schedule of engagement with PG and staff stakeholders for planning purposes. We will</p>	<p>Library Staff</p>		<p>Annually</p>		

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		seek to utilise library-relevant data included in other sources e.g. ISSE					
“Library performance indicators need to contribute to some College performance indicators as set out in the strategic plan. This may require some mapping of current library activities to those required to contribute effectively to the new strategic plan and key performance indicators should be approved by the Senior Management Team”	SAR 4.3 PRG 4.2.5 9.2.7	Introduce an adapted balanced scorecard to present library performance metrics in addition to the range of library performance measures already in place.	Library staff	Doable within existing resources	Q2/3 2014	Formal annual reporting of library performance to the Dean of Faculty of Medicine & Health Sciences and via Library Advisory Committee (if established).	
International Agenda							
“The library service should be encouraged to support the internationalisation agenda – cost savings might be possible under some international resource sharing and licensing agreements. “	SAR 8.1.5 PRG 9.2.6	This is a corporate strategic decision. Library services on an international scale were outside the scope of the PRG. Library serves on a consultancy basis to overseas locations and there is a reporting line from Bahrain.	SMT	Financial (centralised purchasing of online resources across campuses & associated licenses). Technical (network management for authentication/identity /access management.)	N/A	If pursued, equal access to a core set of online resources at all RCSI campuses.	

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Support to Research & Teaching							
"The library service is well placed to provide research support in bibliometrics and should collaborate further with the Research Office. The Director of Research, and the Chief Librarian should take this forward"	PRG 5.2.5	We will seek to pursue an agreed agenda with the research office related to library support to research ranging from bibliometrics and related publications management, to data curation and open access publishing policy issues	Library Staff				
"The library service needs to refine the processes associated with ensuring that the repository expands as quickly as possible. This will involve establishing regular monitoring/chasing. Participation in Rian will also provide the RCSI with additional visibility, potentially assist in increasing the impact of RCSI research, and assure further dissemination of citation metadata to the European OpenAIRE portal. The Director of Research and the Chief Librarian should agree appropriate workflows for these tasks"	PRG 5.2.4	We will review the library repository processes but consider they are as refined as they can be with current capacity and systems. Delivery of Thomson Reuters research information management solution RIV (Research in View) by RO will facilitate capture of	Library Staff in consult with Research Office	Staff resource to manage & develop repository & associated activities		Increased deposits to repository as a result of RCSI policy decision rather than library chasing. Data map for RIAN harvesting, RCSI output included in RIAN.	RIAN data mapping is in progress.

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		<p>RCSI publications and an institutional mandate requiring deposit would enable the growth of the repository.</p> <p>We will work directly with the RO re repository and other publications management issues.</p>					
<p>"There should be a transparent ongoing evaluation of electronic resource usage but the cost/use comparisons needs to be sensitive to research project needs, factoring both quantitative and qualitative measures of use. More discussions are required with research staff over suitable metrics to use, under the direction of the Director of Research."</p>	PRG 6.2.3	<p>Changes made to the 2013/14 operation budget will begin to address this recommendation. We will work directly with the RO to develop a mechanism and process for identifying & resourcing journal support for research.</p> <p>There is ongoing evaluation of e-resource usage in place. Library can & does provide data to inform journal</p>	Librarian, RO, Finance	Recurring financial cost is additional subscriptions result	N/A	Agreed & documented process for identifying and resourcing journal support for College activities.	Joint Library & RO initiative to identify resource support needs with agreed set of evaluation criteria to establish purchasing priorities in process.

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		selection and evaluation. We will seek to systematise the communication of this to the RO.					
“Feedback on IS skills teaching is essential for the library staff involved. This is (and should be) part of course evaluations. The library staff involved in IS skills teaching and VLE support need to be involved in course review processes to ensure that their contributions remain relevant to courses. “	PRG 7.2.3	We will liaise with HPEC and the newly established Teaching and Learning Committee to progress this & will implement current evaluation methods consistently for all library training sessions. We will use the cycle committees to seek feedback on an annual basis linked to curriculum evaluation feedback. More complex feedback/ assessments e.g. pre and post testing, could be research projects and we would be happy to assist/collaborate with med ed researchers	Library staff engaged in Info Skills teaching	Doable within existing resources.	Q3 2014	Evaluation of info skills teaching in all library teaching sessions.	In process

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		interested in pursuing this.					
Beaumont Hospital Library							
“There needs to be more informed relationships between Beaumont Hospital management and the Library service.” Some specific recommendations made (not included here for sake of brevity)....	SAR 2.2.4 3.2.3 7.4	Some specific recommendations made by the PRG have already been implemented or are pending.	Chief Librarian, Beaumont Librarian, SMT, Beaumont Hospital				Completed
“Restructuring of the RCSI Library service in Beaumont to further continued development of clinical information services as best practice. “	PRG 7.2.1	A realignment of Beaumont operational needs and available resources is in process.			Q4 2013 –Q1 2014	Realignment of resourcing with operational needs at RCSI Beaumont Hospital Library.	In process
“There should, as indicated earlier, be a Library Steering Group for Beaumont Hospital as there are issues that are specific to Beaumont Hospital that need to be addressed.”	PRG 8.2.3	Recommendation noted. We will continue to engage with Beaumont while being cognisant of the wider hospital grouping where RCSI is the academic partner.					
Archives & Records							
“Given the importance of the records management and archival activities to managing, preserving	PRG 5.2.1	The Records Manager post is permanent.		N/A	N/A	Records Manager in post.	Completed. Position is permanent

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and promoting the College heritage, the College should make the posts of Archivist and the Records Manager permanent. “		A business case will be made for the archives post.	Business case: Librarian Decision: SMT	Continuation of salary	Q3 2015	Decision re the retention of Archivist	Completed. Archivist position has been confirmed.
“The Chief Librarian, Records Manager and Archivist, together with the Dean of the Faculty of Medicine & Health Sciences, should work on options for storage and exhibition requirements for archives and records that meet archival standards.”	PRG 3.2.7	An indicative briefing paper for user space, storage and permanent exhibition space with suggested options has been submitted to SMT. This can be revised as thinking evolves and decisions re utilisation of space are made post NAEB occupancy A proposal re an ERMS systems has been submitted.	Chief Librarian, Records Manager and Archivist, with the Dean of the Faculty of Medicine & Health Sciences	Space – for users and exhibitions. ERMS for records/documents (funds available) capital investment cost and recurring systems license and support costs.	2014-2016	Permanent exhibit/display space for heritage materials. Small space addition to current location for reader and reference materials. ERMS system for e-records documents storage.	Briefing paper on space/storage submitted. This will be returned to pending decision re the wider campus plan for RCSI in the context of NAEB.
RCSI							
“In the new strategic plan, under organisational capabilities the College intends to: Review and improve internal processes across the College. The PRG	PRG 8.2.2	Noted. Library staff will continue to progress established working relationships with Surgical Affairs			N/A Library	N/A Library	Continue engagement with Surgical Affairs.

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recommends this as a priority action. Under the current governance structure, the surgical postgraduate training appears divorced from much of the other College activities. It is unsurprising that there are communication problems for the library service with the surgical community.”		to support trainees and to engage surgical members and fellows.					
“The review of internal processes proposed under the new strategic plan needs to consider the extent of bilateral communication required to plan and to take decisions. More cross departmental communication mechanisms might help other departments as well as benefiting the library service”	PRG 9.2.5	Noted.			N/A Library	N/A Library	
“The on-going improvements to resolve student registration problems should be accelerated, and the various registration problems with the surgical trainees, GP trainees, and others (psychiatry, dentistry, sports medicine, ophthalmology, bereavement studies and other external courses) need to be resolved by the appropriate RCSI departments as a matter of urgency.”	SAR 2.2.6 PRG 9.2.2	Noted. SARA has improved registration issues for UGs. Ongoing work by the relevant stakeholders to improve registration processes for PGs and trainees will help address library access issues.	Departments responsible for registering PG students including trainees.		N/A Library	N/A Library	

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Services, Procedures & Communication	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
"The library service has already completed a rationalisation of activities, successfully, but the PRG suggest that a further check by the Chief Librarian and the other professional staff may be required to ensure that the library activities (what is "produced" and the services) map to the new strategic plan. This should help prepare for transition to the new academic building."	PRG 4.2.4	Further analysis will be folded into the detailed planning for the new building and incorporated into the NAEB transition plan.	Library Staff	Time	Q4 2013 onwards	Further rationalisation/ discontinuation of non-strategic activities, if warranted.	
"The library service should check that the key processes have associated management/monitoring processes and that there are processes for maintaining a strategic view of library activities. All library service staff should contribute to this, under the guidance of the Chief Librarian."	PRG 4.2.3	The NAEB transition plan will also serve as the library strategic plan for the next 2-3 years. This recommendation will be folded into the strategic/transition plan.	Library Staff	N/A	2014-2016	Process review. Outcome of review will determine any changes necessary.	Strategic/Transition Plan for NAEB completed.
"The library service should continue to work with a variety of social media and develop some initial goals, and set out reasons for using some of the tools. The main aim should be to encourage interaction	PRG 8.2.1	Noted. We will continue to work with social media as resources permit to engage with library user groups.	Library Staff		N/A	N/A	Continue Facebook, Blog, Heritage Blog and YouTube activities.

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and gain some feedback – this is likely to need more work and experimentation. Library staff could do some research on this that would be of interest to other libraries, as well as raising the profile of RCSI.”		Research by library staff in this area is not a priority.					
Miscellaneous							
“The Chief Librarian and Deputy Librarian should develop a publication plan to increase the professional research profile of the library service.”	PRG 3.2.2	Noted. Developing a formal research publications plan is not a current priority for the library service. Staff present work at national and international conferences and there is support for this. Those who wish to publish are encouraged to do so.			N/A	N/A	Continue current approach
“To support some project work, the library service might consider using positions for graduate trainees, or interns. The Chief Librarian and Director of Human Resources should liaise with the UCD School of Information and Library Studies.”	PRG 3.2.4	An intern from NUIM History Dept has been agreed for an archives project. We will consider other intern possibilities if & when project-based opportunities arise.	Library Staff		Q4 2013	Use of an intern for a project.	Intern to start Jan 2014

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<p>“All staff require an understanding of the current and future health service environments in which their users work and study, including the international aspects of College activities. The professional staff in the library should work with clinical staff and health service administrators to identify a strategy that assures that library staff maintain current knowledge of healthcare delivery services.”</p>	PRG 3.2.5	<p>Noted. RCSI has excellent communications to staff about all aspects of the RCSI operating environment locally & internationally. Staff feel reasonably informed about RCSI academic, clinical, research, international & surgical activities.</p>		None	N/A	N/A	Continue current approach.
<p>“Library staff may need to have specialist training to allow them to use web-based services effectively. The Chief Librarian, Director of Human Resources and the IT manager need to liaise over this.”</p>	PRG 6.2.5	<p>Noted. All library systems and several library services are web-based. Library staff train others to use them. Any training needs identified will be addressed via PDP planning.</p>		None	N/A		
Social Science Resourcing							
<p>“The College should look at social sciences needs and appropriate e-resources. If this cannot be done through the 3U partnership, then other alternatives and licensing</p>	PRG 5.2.3	<p>Library will collect Soc Science requests via the budget process and submit as part of 2014/15</p>	Library Staff	<p>Recurring subscription costs of social science journals.</p>	<p>Q4 2014- Q1 2015 if funds available (next subscription renewal cycle)</p>	<p>Social Science journal subs to support specific programmes of study/research</p>	<p>Journal needs solicited as part of joint initiative with RO. In process.</p>

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<p>arrangements need to be considered for the future. The Chief Librarian should work initially with IReL on this”</p> <p>“The library service should consider joining or developing other purchasing consortia for some resourcing needs. The Chief Librarian should work with the Director of Finance, and the 3U partnership.”</p> <p>“The College should support the library service in exploring solutions to the resourcing needs for social science resources. Purchasing consortia agreements within the 3U partnership might be one possibility, there may be other options”</p>	<p>PRG 6.2.4</p> <p>PRG 9.2.4</p>	<p>budget request</p> <p>There are no other consortia to join. The 3 libraries of the 3U partners are members of IReL (the library consortium of the Irish Universities Association). There is no advantage to the 3U libraries in establishing a separate consortium.</p>					
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Appendix 1 Library Strategic/NAEB Transition Plan 2014-17

Appendix 2 Summary of Resource Implications for Library QIP & NAEB Transition