

SHINE MEMBERSHIP CONSULTATION PROCESS

1. Introduction

This paper reports on the first phase of consultation with the SHINE membership. It will explain the background to the consultation exercise and set out the process of consultation.

The feedback from members has been collated and presented in the findings section of the report and some preliminary conclusions have been drawn.

2. Background

The Scottish Health Information Network (SHINE) has recognised that recent external changes and drivers make it opportune to review its current role and remit. In order to do this the SHINE Committee wished to consult widely with its members and stakeholders to gain a good understanding of the shifts in the external environment. This would enable SHINE to realign itself to provide the best possible service to its members and through them to the wider Health Service in Scotland.

The Committee envisioned this process taking place over the period to end of April 2004. The process would consist of a number of facilitated workshops with members and other stakeholders followed by an opportunity for the Committee to consider the feedback arising from the consultation and review and revise the organisation's mission and strategy.

3. Consultation process

Three workshops took place during November 2003 as part of regional meetings of the network in Aberdeen, Edinburgh and Glasgow.

Attendance was as follows:

Aberdeen - 15
Edinburgh - 36
Glasgow – 48
Total: 99

The current total number of “named” members of SHINE is 117. There are up to 6 named members for each institutional membership. The attendance figures indicate therefore that 84% of the individually named membership participated in the consultation process. This is a very high level of involvement and was matched by the enthusiasm members brought to the process.

A representative from the Scottish Library Information council (SLIC) was present at each workshop and representatives of NHS Education for Scotland (NES) attended workshops in Edinburgh and Glasgow.

The objectives of the workshop were as follows:

Session Objectives

- Determine the level of shared understanding of SHINE's main aims and purpose

- Determine which of its functions/services are most/least valued
- To identify the political, economic, technological and legal factors that impact upon the organisation
- Discuss the relationship between SHINE and other organisations providing services/support to Health Libraries and their staff.
- Identify the strengths and weaknesses of the network and the opportunities and threats it faces.
- Discuss the current voting system for SHINE and consider options for amendment
- Discuss a number of options for continuing the work of SHINE

Due to time constraints the Aberdeen group did not have an opportunity to discuss the current voting system, but this was discussed by both Glasgow and Edinburgh groups.

As a significant amount of data had been collected from both Edinburgh and Aberdeen workshop on the external environment, this exercise was not included in the Glasgow workshop and the additional time was used in the last session where members discussed options for change.

The workshop process included a number of short structured exercises with participants working in small groups on tasks set by the facilitator. Outputs from each group were recorded and results fed back in plenary sessions following each exercise. The facilitator collected all outputs for the purposes of generating this report.

4. Findings

4.1. Current Role and functions of SHINE

Participants were asked to consider what they felt to be the central purpose of the Network. They were also asked to list the main functions and services of SHINE and identify which were most and least valued.

The results of these exercises were remarkably consistent. In terms of the main purpose nearly all groups place the cross-sectoral representation and support role at the heart of SHINE's purpose.

Example statements of purpose from this exercise are:

“To provide cross-sectoral, multidisciplinary representation and support for Scottish Health Libraries and their staff”

“A Scottish network to support people providing LIS to the Health Sector.”

There was also similarity in the relative value placed on SHINE functions and services to its members. All groups identified the following services:

- Inter-Library Loan scheme (ILL)
- Personal and professional development
- Communication network – including Lis-SHINE and the newsletter Interim

These services/functions were also highly rated by participants, indicating that they are core to SHINE's purpose.

The following functions were identified by some but not all participants, indicating lower awareness. There was also a greater variation in the value placed on these services.

- Website and publications including Interim
- Policy development and response
- SHINE subgroups
- Partnership working with other groups
- Hazel Williamson Bursary

4.2 External Environment

The groups carried out a PESTL analysis identifying external factors in the environment which impact on SHINE and its membership either currently or in the foreseeable future.

For the purposes of the exercise, environmental factors were grouped under the following headings:

- Political
- Economic
- Social
- Technological
- Legal

The outputs from the exercise reflected the impact on SHINE in 2 key areas:

- funding
- role and function.

4.2.1 Funding

There are two main funding streams for SHINE: subscriptions and revenue generated from provision of training and development programmes to members.

Subscriptions

There is a clear link between institutional members' budgets and their ability to continue to subscribe to SHINE. The ILL scheme is a core reason for subscription to SHINE so any impact on the scheme may have a concomitant effect on subscription levels.

The Scottish Executive's purchase of a copyright License agreement for the NHSS was considered likely to have an impact on the ILL scheme.

The establishment of the NHS Scotland e-library may also have an impact on levels of interlibrary lending. The nature of that impact on the ILL scheme is as yet uncertain.

Broader changes in NHSScotland such as the reconfiguration of the Service into unified boards may result in member libraries being reorganised into fewer, larger institutions with a resultant decrease in institutional subscriptions to SHINE.

Training and Development

A number of organisations provide free or subsidised training and development that overlaps with the professional development programme provided by SHINE. The Health Libraries Group (a subgroup of CILIP) provides this primarily in England. NES provides free training and development in Scotland to Health Library professionals working in the NHS.

4.2.2 Role and function

Another significant factor in the external environment affecting the work of SHINE members is the change in user expectation.

Social change has created a population who are generally better informed about health matters and who have greater expectations of their right to access such information.

Advances in technology have also made it possible for individuals to gain access to a wealth of health information, however ability to use technology varies greatly and many users will require support both with the technology and in finding appropriate, meaningful health information.

SHINE members and library professionals in other sectors may increasingly need to support all types of user in accessing and using of health information, and in turn may themselves require development and support in order to do this. There is potential for SHINE to increase its role in providing this professional and technical support.

4.3 System Mapping

Participants were asked to identify organisations other than SHINE that have a role in supporting the work of professionals in the health information sector. A system map (see appendix 1) was generated which included a significant number of organisations. The groups then identified any gaps in provision within the system and any areas of duplication or overlap.

4.3.1 Gaps

The groups identified a number of issues where there was little or no provision from any of the organisations in the system.

- Scottish Health Library conference or event – it was felt by a number of participants that previous events run in Scotland by English based organisations had not reflected Scottish issues or developments sufficiently. It was suggested that a flagship event that would highlight the work going on in the Scottish Health information sector would be valuable.
- Inter-Library loan scheme for books

- Fora for local issues and perspectives – there were a small number of local fora identified within the system (e.g. Ayrshire Library Forum) however most of the organisations in the system operate on a national basis for Scotland or the UK.
- Formal mentoring/coaching scheme for trainees and qualified library professionals
- Co-ordinated approach across all health library sectors for long-term future planning and service improvement

4.3.2 Overlaps

The most significant areas of overlap were with the following organisations:

- NES
- CILIP(HLG)
- SLIC

Both NES and HLG provide training and development programmes for library and information professionals. HLG provision is mostly in England and Wales. NES provides free programmes to professionals in Scotland in the NHS.

SLIC and CILIP in Scotland have a role in promoting awareness of key issues affecting library and information services in Scotland. . HLG, the subgroup of CILIP provides a variety of communication channels (website, newsletter, discussion forum) for professionals working in health information services. The membership profile of HLG has similarities to that of SHINE

4.4 SWOT analysis

Participants were asked to identify the key strengths and weaknesses of SHINE as well as the opportunities and threats it faces.

Membership – it is clear from participant feedback that SHINE is seen as a membership led organisation and that this is its key strength. All groups identified SHINE’s uniqueness in providing service and support to a wide variety of sectors in the Scottish community of health library and information professionals. Shine is seen as clearly focussed on members’ interests and there is a high level of participation and involvement by members.

Independent status - participants also placed high value on the voluntary nature of the organisation. The fact that it is accountable only to its membership is seen as a core strength. The disadvantage associated with independence is the potential for isolation. As the organisation is non-statutory there is no compulsion for it to be consulted on issues affecting its members or on national policy. Many workshop participants did not perceive that SHINE influences beyond its own membership and most felt that awareness of SHINE beyond its membership was not high.

Value – the general perception is that SHINE provides good value for its subscription rate.

Commitment – participants recognised the commitment of active members in serving on committee and sub-groups and in facilitating the various services that SHINE provides. However, the over-reliance on the capacity and capability of relatively few members is seen as a weakness. Any decrease in capacity would have an inevitable impact on the services provided.

Collective knowledge and expertise – the organisation through its membership represents a considerable source of knowledge and expertise over a wide range of sectors and working environments. This gives the organisation the potential to be influential on issues that affect member interests and the development of national policy.

Funding – pressure in the external environment means that there is uncertainty regarding future income for the organisation. Should income decrease this represents an obvious threat to the provision of services by SHINE to its members.

Alignment with other organisations – a number of opportunities for closer alignment and working relationships have been identified for the purposes of having wider influence and developing a complementary approach to providing services such as professional development.

Extension of membership – SHINE membership is already open to any Library and information service professional dealing with health related information. There is perceived to be an opportunity to actively encourage membership by professionals in the public and voluntary libraries sector. This might be by providing specific help and support tailored to their needs.

Expansion of the ILL – some participants felt that there was potential to expand the Union list to include books. Others felt that there was also an opportunity to expand the ILL across geographical boundaries and link with other regional Health Library groups in England and Wales.

4.5 Specific Recommendations

Participants were asked to consider the outputs from previous exercises and make specific recommendations to the committee for developing SHINE's role, function and processes. Recommendations that were made were broadly similar across all three workshops.

- **Expansion of membership** – to include professionals from public, voluntary and private library sectors.
- **Ensure regional representation on the SHINE Committee – to ensure that the SHINE Committee is representative of the wider SHINE network**, consideration should be given to the regional and institutional spread of Committee membership.
- **Build relationships with NES, SLIC and HLG**
 - to represent members interests nationally and with government
 - to co-operate on professional development and conferences/events

- to investigate potential for reciprocal affiliate membership of each organisation
- **Paid Officer** – to seek funding for a paid officer, possible on a secondment basis to support the work of the voluntary committee
- **Establish a Scottish conference/ flagship event** – to raise profile of SHINE and showcase Scottish issues and developments in health related library sector.
- **Establish and administer mentoring scheme** – for students and qualified professionals. This might include providing training in coaching and mentoring skills and administering a matching scheme for mentors and mentees.

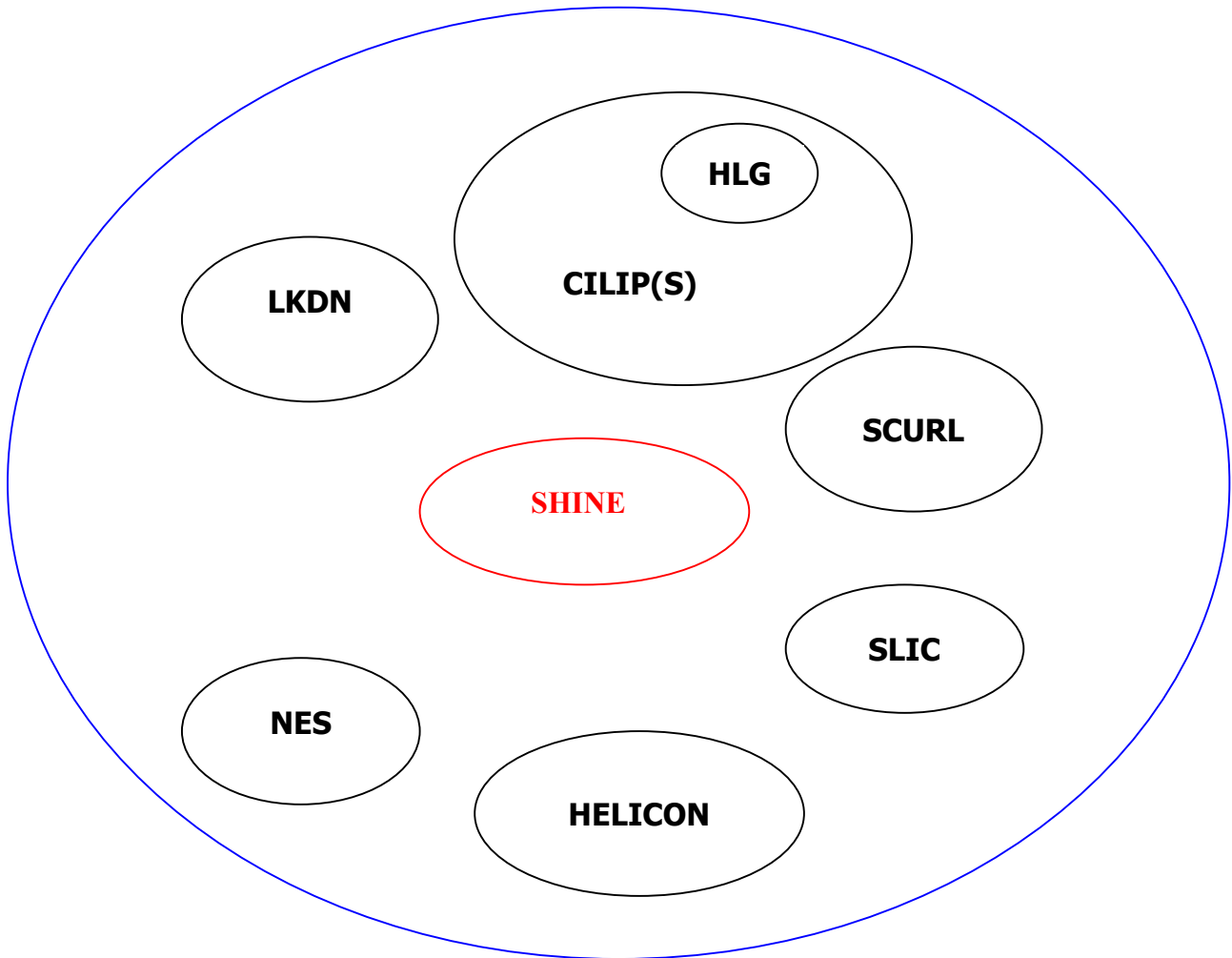
5. Conclusions

As evidenced by high levels of participation in the consultation process and in the outputs from the process, SHINE is highly valued by the membership. This level of enthusiasm and involvement is a key strength. While members recognise that there are potential issues in the external environment that may mean that the organisation will need to continue to develop its role and functions in the future, the outputs of the consultation process so far do not suggest that radical change is necessary.

Many of the recommendations relate to the extension and further development of its core services such as provision of development and support to professionals working in the field. Others relate to raising the profile of the organisation and developing its relationships with other prominent organisations in order to increase its influence.

None of the recommendations made indicate any change that would compromise what are seen as SHINE's key strengths such as its independence and its relevance to members.

Appendix 1 System Map



Appendix 2 Data from workshops

1. Main purpose

To provide cross-sectoral, multidisciplinary representation and support for Scottish health libraries and librarians.

Scottish network to support people providing LIS to health sector

Links librarians at coal face

Facilitates co-operation between members and sectors

2. Functions

ILL/resource sharing

Training and staff development (subsidised)

Support network – Lis SHINE, communication

Personal and professional development

Subgroups raising awareness of professional issues (low awareness/value)

Forum for Exchange of news/best practice/community of colleagues

Communication Publications and information sharing

Partnership working with other groups/representative

Policy development and response (low)

Bursary

3. PESTL analysis

Technological

Elibrary – affects ILL scheme – unknown whether it will increase or decrease number of loan requests

Technology has improved communication between members although differential access means low tech routes still required.

Speed of technology has increased expectations of users, users have different needs

Development issues for SHINE members in supporting users using technology to access H.I.

High costs of electronic journals

Spiralling costs of equipment

Legal

New NHS Licence – potential for increased request for document supply – impact on ILL funding

Social

Changing user expectations

Different range of users

Role for SHINE members in supporting users

Economic

Elibrary Potential changes in levels of requests on ILL – impact on SHINE funding, could go up or down

Potential increase in charges from British Library

Increasing pressure on budgets in library system may have impact on levels of subscription to SHINE

Spiralling costs of journals impact on library budgets

Political

S.E purchase of CLA for NHS – impact on ILL – poss. Increase in requests
Establishment of NES and elibrary possible decrease in requests
Change in NHS impact on NHS libraries
Drive for partnership working
SLIC interest in H.L sector

4. Swot analysis

Strengths

Cross sectoral membership
Highly involved membership
Seen as highly relevant to its membership, consultation on what it provides,
geographical relevance/ only org representing health related libraries in scotland
Clear focus on its membership
Independent of other bodies, exists purely to support its membership
High degree of penetration (includes high % of eligible population)
Forward looking, willingness to include members in strategic direction
Equality of membership
Voluntary
Good value
Commitment of active members office bearers
Collective knowledge/expertise of its members

Weaknesses

Voluntary nature – capacity of a few individuals to run organisation and sustain work
Uncertainty about funding
Lack of statutory status – may mean its not consulted/problem of influencing beyond
the group
Isolation
Some members of smaller specialist orgs feel their voice not heard
Slow decision-making
Low profile

Opportunities

Work more closely with other library and information sectors dealing with health
related information/inc membership
Works more closely with other organisations in the system

- NES – on Interlibrary loan scheme, complementary training provision
- HLG – on training, profile raising events

Extension of ILL through collaboration with other geographically based Health
Library groups

Influence strategy through closer relationships with other orgs – SLIC
Higher profile of libraries in NHS nationally, (learning together, clinical governance
agenda)
Expand union list to include books

Threats

Potential decrease in funding from threats to training provision, impact of eLibrary on ILL, pressure on subscribers' budgets/competition

Increasing isolation – not having voice heard

Decrease in voluntary capacity to run network

Potential for nationally organised library system for NHS

5. Systems mapping exercise

Organisations in system

SHINE

CILIP (hlg) (cilips)

Nes

Lkdn

Scurl

SLIC

HELICON

Local cross sectoral groups (ALF – Ayrshire libraries forum)

NULJ

Royal Colleges

Overlaps in system

With NES – training

With HLG – similar profile of members, prof development (mostly delivered in England) provision of newsletter, journal, discussion list

SLIC/Cilips (professional awareness)

SCURL – facilitating collaborative working FE/research libraries

BMA/BL – training to small extent

Gaps

Lack of Scottish H.L conference event

Support for other library professionals relating to Health info e.g. local govt, voluntary sector

ILL for books

Local perspectives

Joint purchasing consortium books fittings

Co-ordination of journal back runs

Long-term future planning

Standards for service improvement

Formal mentoring/coaching scheme

Alignment

HLG – closer working with courses/conferences, flagship event/ representation of Scottish viewpoint in relation to diverging health policy

SLIC – feed into policy and strategy

NES – training provision

6. Development ideas and recommendations

Review/ Expand membership to include public library and voluntary sector
libraries/drug/medicine research orgs private healthcare
Inc marketing activity
Set up smaller regional groups feeding into national SHINE
Work more closely with NES, HLG
Seek alternative sources of funding
Improve internal communication on important regional, national events and support
members to attend
Build relationships with
SLIC – representation of members interests to government
HLG – cooperate on training/meetings/ conferences but not become HLG (Scotland)
NES – ditto
Affiliation with other bodies, poss 2 way to raise profile/impact and inc lobbying
power/influence policy and decision-making in libraries sector
Funding – to allow secondment to SHINE – paid officer
Contribute to publications – raising professional profile
Establish standing conference – commission articles
Set up clearing house scheme for mentoring students/other professionals/train mentors
Voting – institutional membership only for union list
Individual membership for voting – affordable personal membership

Establish clearer boundaries in terms of services offered by SHINE, NES, HLG

More collaboration between Shine NES and acknowledgement of SHINE's
contribution to NES services (SHINE the brand)

Formalise advisory relationship between SHINE SLIC

Strengthen SHINE involvement in CILIPS by allowing SHINE members to have an
affiliate membership of CILIPS on the HLG –only model

Communication channels improve between membership and committee

Change in emphasis from resources to support for professional lives, working lives of
members/ supporting change?

Facilitate local co-operatives

Shine become part of influential body to influence

More fluid committee, more frequent rotation

Provide a directory of libraries

7. Voting

Issues weighted in favour of larger interest groups/organsiations

No postal voting??

Otherwise majority satisfied.

Appendix 3 Proposals for Action

Following the consultation exercise carried out over 3 regional meetings in November 2003 a report was generated summarising the key outcomes from the process. The SHINE committee met on 16 March 2004 to consider the report and discuss the findings and recommendations. The committee drew up some proposals for action for consideration by the new committee and members. Action was recommended in three areas:

- Service Developments
- Relationship Developments
- Risk reduction

Specific actions are described in the tables below.

1. Service Developments

Development	Action	How it can be achieved
Soft Skills training for SHINE members including mentorship and leadership training	<ul style="list-style-type: none"> • Investigate options for setting up a mentorship scheme, including buying in from CSA/CILIP/HE. 	<ul style="list-style-type: none"> • Short life working group to set up mentorship programme and to recommend appropriate structure for continued implementation.
Provide training differently (e.g. electronically, coaching etc.)	<ul style="list-style-type: none"> • Undertake a scoping study to identify needs/options for differing ways of providing training. 	<ul style="list-style-type: none"> • Short life working group to work in liaison with the Publications Group to investigate and develop alternative learning packages.
Publicity and Marketing	<ul style="list-style-type: none"> • Produce promotional materials (e.g. flyers, bookmarks etc). • Develop a marketing action plan. 	<ul style="list-style-type: none"> • Set up short life working group to develop promotional materials and to develop action plan.
Expansion of ILL's	<ul style="list-style-type: none"> • Undertake a scoping study to identify the need for expansion. 	<ul style="list-style-type: none"> • Recruit new members to the Union List team to undertake scoping study.

Other suggestions	<ul style="list-style-type: none"> • Rationalisation of some existing groups (e.g. Statistics group and Partnership group) to enable committee members to take on additional roles and participate in short life working groups. • Provide training to students on placement from library schools • Allow students to join SHINE. • Clear remits required for all the working groups. 	<ul style="list-style-type: none"> • Additional funding may be required to fund the proposed schemes and short life working groups. • SHINE to approach the Scottish Library Schools offering services for placements • SHINE members to offer services as guest lecturers on Health information • Working group remits should be revisited.
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2. Risk Reduction

Development	Action	How it can be achieved
Make SHINE a legal entity	<ul style="list-style-type: none"> • Consider the implications for SHINE becoming a legal entity and investigate how it might achieve this status. 	<ul style="list-style-type: none"> • Short life working group to consider these issues and investigate further. <p>Note: Urgent action required</p>
Funding	<ul style="list-style-type: none"> • Review current charges. • Undertake income generation to fund increased activities. 	<ul style="list-style-type: none"> • Committee to review current membership fees and other charges
Committee capacity and capability	<ul style="list-style-type: none"> • Look at the governance of SHINE, including the structure of the Committee and how Committee members are elected/co-opted. • Increase capacity by increasing involvement of members in the working groups. 	<ul style="list-style-type: none"> • Independent short life working group to look at governance issues. • Increase involvement in SHINE through training schemes/marketing etc.

3. Relationship Building

Organisation	Desired outcomes	How it will be achieved
NES	<ul style="list-style-type: none"> • Collaboration on training and professional development, • improved access to e-library for non-NHS health libraries, • consultation on matters of mutual interest 	<ul style="list-style-type: none"> • Further develop existing communication channels and contacts • New SHINE chair to open dialogue with key NES contact
SLIC	<ul style="list-style-type: none"> • Representation of SHINE views to Scottish Executive • SHINE input to development of LIS in Scotland 	<ul style="list-style-type: none"> • Approach SLIC to ensure SHINE representation on Management committee
CILIPS	<ul style="list-style-type: none"> • Raise awareness of SHINE among other library sectors • Influence CILIPS policy on LIS in Scotland • Gain support 	<ul style="list-style-type: none"> • Continue with existing health representation on CILIPS council
Health Libraries Group (HLG)	<ul style="list-style-type: none"> • Collaboration on CPD and other activities • Raise awareness of SHINE and Scottish dimension • Information exchange 	<ul style="list-style-type: none"> • Formalise current involvement of SHINE committee members in HLG
SCURL-Health	<ul style="list-style-type: none"> • Influence policy and service development • Raise awareness of SHINE • Information exchange 	<ul style="list-style-type: none"> • Formalise current ad-hoc involvement