Knowledge Management: A Regional Initiative (Presentation)

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KNOWLEDGE MANAGEMENT: A REGIONAL INITIATIVE

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A Brief History

The RAC Hospital Library Subcommittee
A Strategic Plan for Transitioning to a Healthcare Knowledge Services Center in New England

Mark Goldstein, MSLIS, AHIP & Margo Coletti, AMLS, AHIP

INTRODUCTION
In 2004, as part of its Regional Advisory Council (RAC), the National Network of Libraries of Medicine, New England Region (NN/LM NER) formed the Hospital Library Subcommittee, with the charge to promote the value of hospital libraries throughout the region. Over its 7-year tenure, the Subcommittee has tracked a gradual decline in support for hospital libraries, evidenced by budget cuts and library closures. The status quo had ultimately become untenable.

In 2009, the Subcommittee began to shift focus from library advocacy towards a new strategy: a 5-year plan to assist hospital libraries with the transition to healthcare knowledge services centers (HKSCs) within their institutions.

Phase One work products:
- HKSC Template
- KM Webinars
- KM Day Event
- KM Pilot Guidebook (under development)

Comments from KM Day attendees:
"Most helpful is that all this information has given me hope that it is possible for us to transform, and that we can take an active part rather than passively sit by watching the world change around us."
"Practical ideas [were shared] on how we can negotiate our part in the future of libraries. This is the first time I have felt hopeful about this."

Funded by:
NN/LM NER

5-year, 3-phase project:
- Phase 1: Development
- Phase 2: Implementation
- Phase 3: Evaluation

Hospital Library Subcommittee

"We are drowning in information, but we are starving for knowledge."
-John Naisbett

St. Johnsbury, VT
Northeastern VT Regional Hospital
Betsy Merrill

Portsmouth, NH
Portsmouth Regional Center
Sheila Hayes

Derry, NH
Parkland Medical Center
Mimi Guessferd

Shrewsbury, MA
NN/LM NER
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Brigham & Women's Hospital
Anne Fladger

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Deb Clark

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List of Accomplishments
Developed from work of the Hospital Library Subcommittee, NN/LM NER
HKSC Template

Template for Building a Healthcare Knowledge Services Center Model

Developed by members of the Hospital Library Subcommittee of the Regional Advisory Council (RAC) of the National Network of Libraries of Medicine, New England Region (NN/LM NER)

Morgan Coleman, Beth Israel Deaconess Medical Center, Boston, MA; Deborah Clark, Stephens Memorial Hospital, Norwalk, ME; Denise Carloss, Norwood Hospital, Norwood, MA; Barbara Davis, Newport Hospital, Newport, RI; Anne Flodger, Brigham & Women’s Hospital, Boston, MA; Mark Goldstein, NN/LM NER, Shrewsbury, MA; Mimi Guislera, Parkland Medical Center, Derry, NH; Sheila Hayes, Portsmouth Regional Hospital, Portsmouth, NH; Alice Merrill, Northeastern Vermont Regional Hospital, St. Johnsbury, VT
Library Advocacy Poster

An Umbrella of Advocacy Services for Hospital Libraries

- Are you just arriving at your institution?
- Are you expecting reductions in staff, hours, services, or space?
- Are you leaving the library, hoping the institution hires a suitable replacement?
- Just got word that your library will be going through a consolidation or merger?
- Has your institution already announced that it’s closing its doors?
- Are rumors circulating about eliminating the library entirely?
- Where can you find:
  - Help?
  - Someone to talk to?
  - Someone to understand?
  - Someone that will do something?

Advocacy

- You’re really not alone... there is someone you can talk to!
- Customizable to fit your situation and your institution

Contact:
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508-855-5964
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Orientation Packets

- Ready to be sent out
- Contains information about:
  - NN/LM NER
  - Your local state organization
  - Education & training opportunities
  - Library acronyms & what they mean
  - Listservs available
  - Bibliography

Marketing (in development)

- Sample strategic plan
- Practical Ideas
- Do you have suggestions?

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Developed by the RAC Hospital Library Subcommittee of the NN/LM NER
A Turning Point

November, 2008: global economic meltdown

3 months – 3 libraries gone
A New Strategy -- A New Model

- Rooted in Knowledge Management
- Redefines our role
- Gives us a “place at the table”
- Provides recognized value
Why KM?

- positive push forward
- bridge between information and BP
- support for institutional goals
- competitive edge in marketplace
- window of opportunity
  - navigators
  - facilitators
  - EBP collaborators
  - patient educators
Within a healthcare organization, knowledge management is responsible for providing the assessment of and accessibility to refined information (i.e., knowledge), serving a widely diverse population, guided by evidence based practice.”
A 3-Legged Stool

Technology

Bodies of Knowledge

People / Customers
The KM PYRAMID

Developed by the RAC Hospital Library Subcommittee of the NN/LM NER
What does Knowledge Management look like in a health care setting?

- Abbreviations Database
- Plain Language thesaurus.
- EMR links to KBI
- Decisions on both internal and external knowledge-based resources (acquisitions and access)
- Web portal for both internal & external resources.
- Meta tags for internal documents and intranet pages.
## Comparative Table of Services

<table>
<thead>
<tr>
<th>Traditional Library Services</th>
<th>Knowledge Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Awareness</strong>: TOC</td>
<td><strong>Current Awareness</strong>: TOC plus blogs, etc.</td>
</tr>
<tr>
<td><strong>Database Management</strong>:</td>
<td><strong>Database Management</strong>:</td>
</tr>
<tr>
<td>Journals Check-In</td>
<td>Journal Check-in [still value?]</td>
</tr>
<tr>
<td>Book Circulation</td>
<td>Book Circulation [still value?]</td>
</tr>
<tr>
<td>Knowledge-Based Info: (PubMed, Ovid, ISI, CINAHL, etc.)</td>
<td>KBI plus Internal Knowledge Bases:</td>
</tr>
<tr>
<td></td>
<td>(Abbreviations, Institutional</td>
</tr>
<tr>
<td></td>
<td>Publications Repository, etc.)</td>
</tr>
<tr>
<td><strong>Document searching</strong>: using indexed terms</td>
<td><strong>Document searching</strong>: using indexed terms plus Indexing and meta tagging documents</td>
</tr>
<tr>
<td><strong>Decision Making</strong>: KBI Resources</td>
<td><strong>Decision Making</strong>:</td>
</tr>
<tr>
<td></td>
<td>KBI Resources plus</td>
</tr>
<tr>
<td></td>
<td>Content Management Systems</td>
</tr>
</tbody>
</table>
### Plain Language Thesaurus

Search for: cardiac

<table>
<thead>
<tr>
<th>Entry</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>cardiac</td>
<td>related to the heart</td>
</tr>
<tr>
<td>cardiac arrest</td>
<td>heart attack</td>
</tr>
</tbody>
</table>
KM Projects: Example Two

Nursing Publication & Research Library

Publications & research by nurses at Children's Hospital Boston

Type of publication:  
- Journal Article
- Book
- Book Chapter
- Poster
- Patient Education
- Presentation
- Current Research

Title or abstract words: AND

Author(s): AND

Last names only, separate with commas

Journal Name: AND

Publication year: AND

Specialty: AND

Search  Reset to previous selections  Clear all
KM Projects: Example Three

Librarian authored self-running narrated PowerPoint introducing the project.

Links to internal resource guides, checklists and templates.

Preceptor manual is a set of talking points drawn from the experience of content experts in the institution (e.g. risk management, infection control, etc.).
KM Projects: Example Four
KM Projects: Example Five
NER’s Strategic Plan for KM (aka “Regional KM Initiative”)

Five Years- Three Phases:
I. Development
II. Implementation
III. Evaluation

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## Phase I: Development

**Period:** 2010-2011  

**Deliverables:**

- HKSC Model Template  
- KM Awareness webinars  
- KM Day  
- HKSC Field Guide for Pilots  
- Journal of Hospital Librarianship article
HKSC Template’s Purpose

To help facilitate the development of several sustainable HKSC models; and

To assist hospital libraries in their transition to knowledge services centers within their respective institutions.
Core Components

I. KM Definition
II. Knowledge Pyramid
III. Attributes of the HKSC
IV. Competencies for the Knowledge Manager
V. Collaborations & Alliances
VI. Comparative Table of Services
VII. Addenda

A. Sample Job Description
B. Sample Mission Statements
C. Sample Strategic Plans
D. Sample Line Items for an Operating Budget

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<table>
<thead>
<tr>
<th></th>
<th>Pilot Field Guide Modules</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>AUDIT</td>
</tr>
<tr>
<td>B</td>
<td>DOCUMENTATION</td>
</tr>
<tr>
<td>C</td>
<td>COMPETENCIES</td>
</tr>
<tr>
<td>D</td>
<td>COLLABORATIONS (Internal)</td>
</tr>
<tr>
<td>E</td>
<td>COLLABORATIONS (External)</td>
</tr>
</tbody>
</table>

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Field Guide Modules (cont’d)

F  PRIORITIZATION
G  RISK ASSESSMENT
H  BUDGET & COST ALIGNMENT
I  CHANGE MAP

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Phase II: Implementation

**Period:** 2011-2013

**Deliverables:**
- Pilot selection & funding
- Implementation of:
  - Model Template
  - Pilot Field Guide

Developed by the RAC Hospital Library Subcommittee of the NN/LM NER
Phase III: Evaluation

Period: 2013-2015

Deliverables:

- Surveys, focus groups
- Quantitative + Qualitative research, results & review
- Publication

Developed by the RAC Hospital Library Subcommittee of the NN/LM NER
# Profession at a Crossroads

## Hospital Library Services
- Links to outside knowledge

## Healthcare Knowledge Services
- Links to both outside *and* inside knowledge
Second Q & A

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