A Strategic Plan for Transitioning to a Healthcare Knowledge Services Center in New England (presentation)

H. Mark Goldstein
University of Massachusetts Medical School
A Strategic Plan for Transitioning to a Healthcare Knowledge Services Center in New England

Mark Goldstein, MSLIS, MA, AHIP

Network Coordinator, NN/LM NER

The T-Shaped Librarian
MLA 2011
Sunday, May 15, 2011
As part of its Regional Advisory Council (RAC), the New England Region of the NN/LM formed the Hospital Library Subcommittee (HLS) in 2004.

HLS charge: to explore ways to promote the value of hospital libraries.
<table>
<thead>
<tr>
<th>List of Accomplishments</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ <strong>Poster</strong>: Advocacy Support Services (MLA’06)</td>
</tr>
<tr>
<td>✓ EBN <strong>Play Productions</strong> (NAHSL’07, MLA’08)</td>
</tr>
<tr>
<td>✓ <strong>Poster</strong>: Value of Hospital Libraries (MLA’10)</td>
</tr>
<tr>
<td>✓ Hospital Librarian Orientation <strong>Toolkit</strong> (2005)</td>
</tr>
<tr>
<td>✓ Hospital Library Promotional <strong>Toolkit</strong> (2005)</td>
</tr>
<tr>
<td>✓ Hospital Library Value <strong>Study</strong> (2008)</td>
</tr>
<tr>
<td>✓ <strong>Model Template</strong> for Transitioning to an HKSC (2011)</td>
</tr>
<tr>
<td>✓ <strong>Poster</strong>: A Strategic Plan for Transitioning to a Healthcare Knowledge Services Center in New England (MLA’11)</td>
</tr>
</tbody>
</table>
Over the past decade we’ve witnessed a disturbing trend in the New England region, as teaching and community hospitals reduce:

- library hours
- library staff
- library services
- library budgets

-- in 23 cases, eliminating the library altogether!
Advocacy Services

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:
  Mark Goldstein
  NN/LM NER, Network Coordinator
  508-856-5964
  Mark.goldstein@umassmed.edu

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?
- Contact:
  Mark Goldstein
  NN/LM NER, Network Coordinator
  508-856-5964
  Mark.goldstein@umassmed.edu
The Subcommittee recognized that our community of hospital librarians had reached a place where the status quo was no longer tenable.

As hospital librarians, we recognized the need to:

- redefine the library role within a hospital setting
- find an institutional “place at the table”
- translate our efforts into institutional value
- shift from the “reactive” to the “pro-active”
“[There has been a] significant shift in what professionals do and how they fit within their environment. The combined forces of new information technologies and the demands for better and more timely information requires the profession to change radically.”

-AHIMA, 1991
“Within a healthcare organization knowledge management is responsible for providing the *assessment of* and *accessibility to* refined information (knowledge), serving a widely diverse population, guided by evidence based practice.”

- RAC Hospital Library Subcommittee
The Knowledge Pyramid

- DATA (information technology)
- INFORMATION (HIM, publishers, aggregators, webmasters)
- KNOWLEDGE (knowledge managers)
- BEST PRACTICE (clinicians)
Examples of KM

- Build a database of approved abbreviations
- Build a “plain language” dictionary/thesaurus
- Link knowledge-based resources to the EMR
- Create a consensus, making decisions on both internal and external knowledge-based resources
- Create a web portal for both internal (in-house) and external resources
- Create an institutional “knowledge awareness program”
- Meta tag internal documents
The Rationale for KM

**KM provides:**

1) positive push forward
2) bridge between information and BP
3) support for institutional goals
4) competitive edge in marketplace
5) window of opportunity

- navigators
- facilitators
- EBP collaborators
- patient educators
A Strategic Plan for KM in the Region

PHASE I. DEVELOPMENT (2010-2011)

- **Deliverables:**
  - HKSC Model Template
  - KM Knowledge Awareness webinars
  - KM Day
  - HKSC Pilot Field Guide

PHASE II. IMPLEMENTATION (2011-2013)

- **Deliverables:**
  - Pilot selection & funding
  - Consultation, support, & implementation of Pilot Field Guide


- **Deliverables:**
  - Surveys, focus groups
  - Quantitative + Qualitative research results & review
A Transitional Shift

Hospital Library

Healthcare Knowledge Services Center (HKSC)

<table>
<thead>
<tr>
<th>Hospital Library Services</th>
<th>Knowledge Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Links to outside knowledge</td>
<td>Links to both outside and inside knowledge</td>
</tr>
</tbody>
</table>
Purpose:

To help facilitate the development of several sustainable HKSC models, and to assist interested hospital libraries in their transition to knowledge services centers within their institutions.
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
The Big Picture

- NER funding for Phase One (2010-2011)
  - introduced KM concepts and examples
  - developed tools for transition

- NER funding for Phase Two (2011-2013)
  - funded **pilot sites**

  - surveys and focus groups
  - publication of results
Questions & Answers

Mark Goldstein
Network Coordinator
NN/LM NER
mark.goldstein@umassmed.edu
508-856-5964