

5-15-2011

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

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## Repository Citation

Goldstein, H. Mark, "A Strategic Plan for Transitioning to a Healthcare Knowledge Services Center in New England (presentation)" (2011). *National Network of Libraries of Medicine New England Region (NNLM NER) Repository*. 2.  
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# **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**



# RAC Hospital Library Subcommittee

- ❑ 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.





# List of Accomplishments

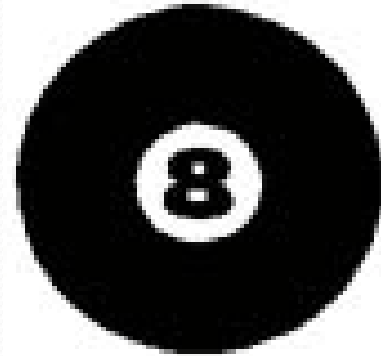
- ✓ **Poster:** Advocacy Support Services (MLA'06)
- ✓ **EBN Play Productions** (NAHSL'07, MLA'08)
- ✓ **Poster:** Value of Hospital Libraries (MLA'10)
- ✓ Hospital Librarian Orientation **Toolkit** (2005)
- ✓ Hospital Library Promotional **Toolkit** (2005)
- ✓ Hospital Library Value **Study** (2008)
- ✓ **Model Template** for Transitioning to an HKSC (2011)
- ✓ **Poster:** A Strategic Plan for Transitioning to a Healthcare Knowledge Services Center in New England (MLA'11)



# Practical Impact

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

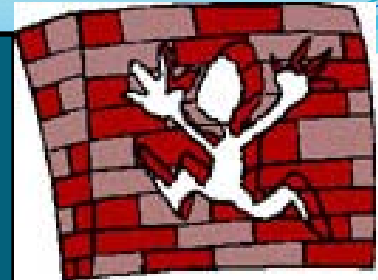
- ⊗ Ready to be sent out
- ⊗ Contains information about:
  - NN/LM NER
  - Your local state organization
  - Education & training opportunities
  - Library acronyms & what they mean
  - Listservs available
  - Bibliography

### 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



# Critical Juncture



- ❑ 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”



# It was 20 years ago today ...

*"[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**







# Knowledge Management?

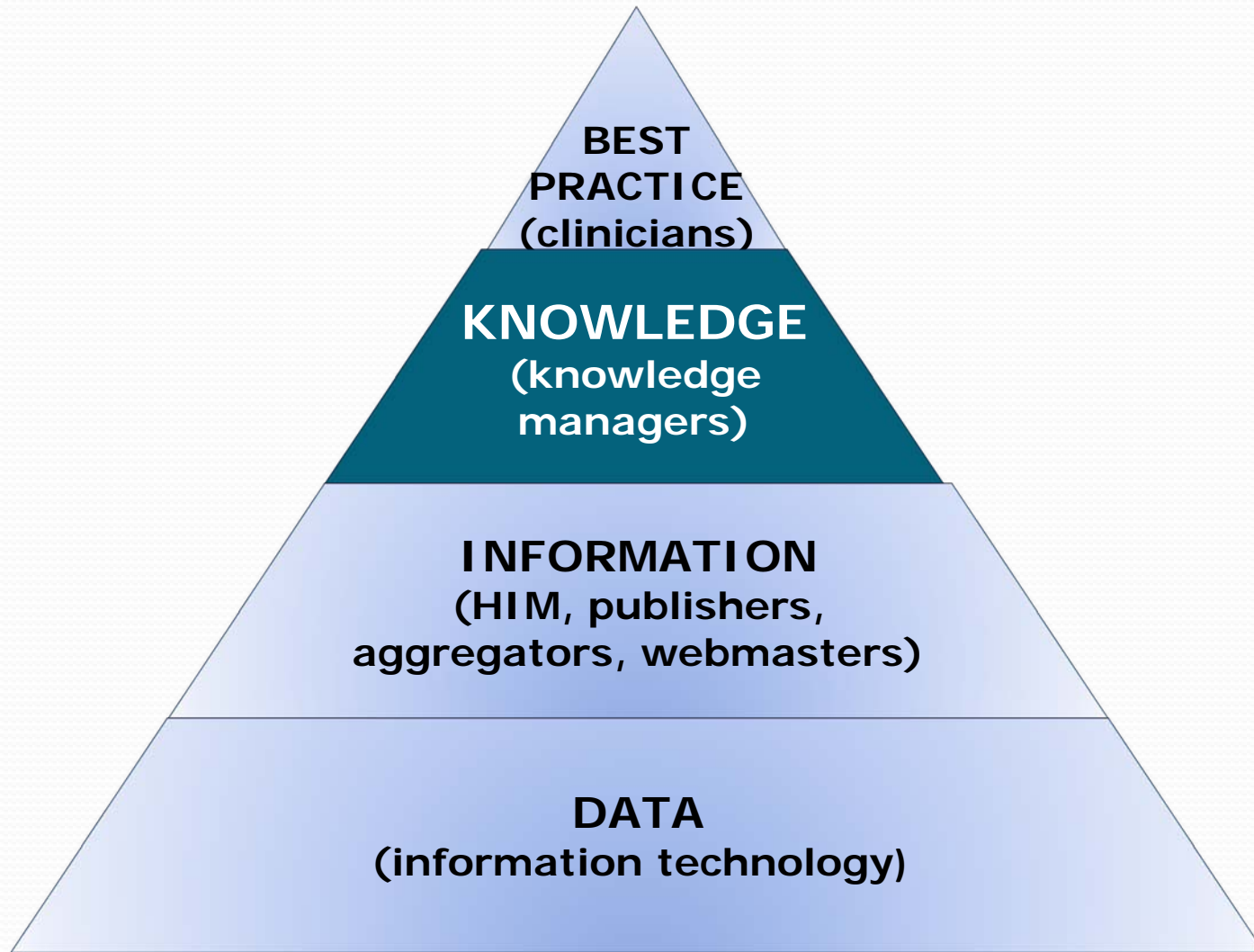
“ Within a healthcare organization knowledge management is responsible for providing the assessment of and accessibility to refined information (knowledge), serving a widely diverse population, guided by evidence based practice.”

**- RAC Hospital Library Subcommittee**





# The Knowledge Pyramid





# 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

## **• PHASE III. EVALUATION (2013-2015)**

### ➤ **Deliverables:**

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



# A Transitional Shift

Hospital Library



Healthcare Knowledge Services Center  
(HKSC)

<b><u>Hospital Library Services</u></b>	<b><u>Knowledge Services</u></b>
Links to outside knowledge	Links to both outside <i>and</i> inside knowledge



# The HKSC Template

## **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.



# 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*







# 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**
  
- Evaluation Phase Three (2013-2015)
  - surveys and focus groups
  - publication of results



# Questions & Answers



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