

4-2007

Hospital Library Promotion Toolkit

NN/LM NER Regional Advisory Council, Hospital Library Subcommittee

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INTRODUCTION

THE HOSPITAL LIBRARY PROMOTIONAL TOOLKIT

The National Network of Libraries of Medicine--New England Region is a program of the National Library of Medicine under contract N01-LM-6-3508.

All source documents included in this kit may be freely reproduced.

The Hospital Library Promotional Toolkit is designed to aid hospital librarians in promoting their services to hospital administrators and the various communities within their organization.

The tools considered for this kit meet three objectives:

- [1.] to assist hospital librarians in their performance and reporting of services to management;
- [2.] to help hospital libraries focus on promotion and marketing to meet specific educational needs of their institution; and
- [3.] to advance the growth and development of the professional hospital librarian.

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[Title: Sample Annual Report]

[Application: Draft an annual report of the library function for hospital administration by making use of this sample.]

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CONTENTS

WEB LINK	FORMAT	PGS	TITLE	APPLICATION
http://nmlm.gov/ner/ ...	MS Word	5	Sample Mission Statements	Draft your library's Mission Statement; the sample drafts; samples are categorized by hospital type
http://nmlm.gov/ner/ ...	MS Word	4	Sample Goals and Objectives	Draft your library's objectives from either short-term (one-year) or long term. Always correlate the library goals and objectives with those of the institution
http://nmlm.gov/ner/ ...	MS Word	1	Tips for Preparing an Annual Report	Use these tips for writing an annual report, demonstrating the value of the library program to hospital administration
http://nmlm.gov/ner/ ...	MS Word	3	Sample Annual Report	Draft an annual report of the library function for hospital administration by making use of this sample
http://nmlm.gov/ner/ ...	MS Word	2	Research/Literature Search Request Form	Capture the necessary information to perform literature searches; responses to reference questions. Completed form also provides librarian with record of resources used
http://nmlm.gov/ner/ ...	MS Word	1	Foot Traffic – Door Count – Library Activities Form	Use this form to collect traffic, computer activity and other types of data

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				tasks
http://nmlm.gov/ner/ ...	MS Excel	2	Library Statistics and How to Report Library Activities	Use these forms (yearly and monthly) to capture representative picture of the library's activities to report them to hospital administration
http://nmlm.gov/ner/ ...	MS Word	1	Library Use Value Calculator	Use this calculator to determine a dollar value for the services your library provides to users
http://nmlm.gov/ner/ ...	MS Word	1	List of Suggestions for Expanding Use of Library Services	Refer to this list for suggestions to expand use of library services
http://nmlm.gov/ner/ ...	MS Word	1	Library Scope of Service Checklist	Use this checklist as a framework to create a Scope of Service for your hospital library. A "Scope of Service" is a document that concisely describes "who you serve" and "how you serve them". Hospital administration may require a Scope of Service for their departments to assist with surveys conducted by the Joint Commission (formerly JCAHO)
http://nmlm.gov/ner/ ...	MS Word	8	Selected Bibliography on Promoting Hospital Librarianship	Refer to this selected bibliography for articles and books to help you promote your library, offering suggestions for new services, as well as strategies for fulfilling your mission statement, goals and

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SUBCOMMITTEE MEMBERS

The Hospital Library Promotional Toolkit was developed by members of the Hospital Library Subcommittee, who serve on the Regional Advisory Council (RAC) of the National Network of Libraries, New England Region (NN/LM NER).

Subcommittee Members include (*by alphabetical order*):

NAME	INSTITUTION	LOCATION
Margo Coletti	<i>Beth Israel Deaconess Medical Center</i>	Boston, MA
Denise Corless	<i>Caritas Norwood Hospital</i>	Norwood, MA
Barbara Davis	<i>Newport Hospital</i>	Newport, RI
Anne Fladger	<i>Brigham and Women’s Hospital</i>	Boston, MA
Mark Goldstein	<i>NN/LM NER</i>	Shrewsbury, MA
Shirley Gronholm	<i>Hartford Hospital</i>	Hartford, CT
Mimi Guessferd	<i>Parkland Medical Center</i>	Derry, NH
Sheila Hayes	<i>Portsmouth Regional Hospital</i>	Portsmouth, NH
Claire LaForce	<i>Rutland Regional Medical Center</i>	Rutland, VT

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Emily Scribner	<i>Franklin Memorial Hospital</i>	Farmington, ME
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SAMPLE MISSION STATEMENTS

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SAMPLE MISSION STATEMENTS

Mission statements are meant: (a.) to provide a general focus for library services; (b.) to make a statement about the library's commitment to its clientele; and (c.) to integrate the library's mission and goals with those of the institution. They may be very general or very specific; they may include the library's mission alone, or include a Vision Statement along with Goals and Objectives. Mission statements are usually created in conjunction with hospital administration and/or a Library Committee.

The sample templates (below) may be adapted and used as appropriate for your library and institution. They have been numbered and categorized by library type.

For the Generic Hospital Library:

Sample #1 - The Mission of [*name of library*] is to provide authoritative, current, high-quality information to the medical staff and employees of [*name of hospital*] as well as to the patients, families and general public it serves. Library services and programs support: quality patient care; staff and community education; research; performance improvement; and clinical and management decision-making. The Library upholds [*name of hospital's*] mission of improving the quality of health of all residents of [*name of city*].

Sample #2 – Empowering knowledge-based learning | Promoting health | Committed to excellence.

For the Community Hospital Library:

Sample #1 - The mission of the Library Services is to support clinical management decision making, performance improvement, and the education of patients and their families by the provision of current, accurate, relevant information.

Sample #2 - The Mission of the [*name of library*] is to provide high quality information resources and services for evidence-based decision making at [*name of the hospital*]. Guided by the strategic initiatives of the hospital as well as professional library standards, the Library supports the patient care, educational and research needs of the hospital community.

Sample #3 - The [*name of library*] is a service provided to all medical and hospital personnel, as well as to patients and their families. This includes information for the general public regarding the maintenance and preservation of good health.

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[*Title*: Sample Mission Statements]
[*Application*: Draft your library's Mission Statement from the sample drafts; samples are categorized by hospital type.]

For the Hospital Library within a Larger Health System:

Sample #1 - To provide ready access to the world's expert knowledge-based health and management information to support the patient care, education, and research activities of [*name of health system*].

Sample #2 - The mission of the [*name of health system*] Libraries is to provide current, authoritative, and easily accessible knowledge-based information in support of patient care, education, management decision-making, and research needs of the [*name of health system*] community.

Sample #3 - To assure access to knowledge based information that will enhance and improve individual and organizational performance in patient care, governance, management and support processes.

We aim to fulfill the mission by:

- building and maintaining a current, authoritative collection of print materials and other resources pertinent to the clinical, educational, administrative programs and activities of the hospital; and
- providing services necessary to meet clinical and managerial information needs of our staff. Such services include: ready reference, computerized literature searches, document delivery and interlibrary loans, and current awareness services.

For the Library within a Military Hospital:

Sample #1 - To provide knowledge-based information services supporting patient care, clinical and management decision making, performance-improvement, graduate medical education, patient and family education, and medical research for the medical treatment facilities of the [*name of hospital*], the [*name*] Regional Medical Command (RMC) and DoD Tricare Region [*number*].

Sample #2 – Our primary goal as the information center for the [*name of library*] is to identify the information needs of our customers and provide collections and services to meet those needs, in a cost-effective, quality manner.

Our customers include physicians, residents, interns, nurses, employees, management staff, students, volunteers, veterans, patients and their families.

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Sample #3 – [*Name of*] Libraries provide the military community with effective, professionally directed library services in support of education and information requirements, training and mission support requisites, and morale, welfare, and recreation programs.

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[*Title*: Sample Mission Statements]

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Sample #4 - The Library Service mission is to provide access to knowledge based information resources and educational opportunities to enhance and support the excellence of health care within the veteran population and community. Our primary customers are the staff, patients, and patient families of the [name of hospital], and the CBOCs. Secondary customers include the VISN [number] Network Headquarters and other VA offices located at [name of city].

For the Library within a Specialty Hospital:

Sample #1 - In order to enhance, sustain, and restore health and the development of children, the [name of library] is committed to provide high quality, cost effective, fully accessible services to the health care providers and families of [name of hospital].

Sample #2

- Our Vision

That [name of hospital] decision-makers (clinicians, researchers, administrators, staff, and consumers) will have accurate and timely information, where and when they need it, and in the format they find most useful.

- Our Mission

The [name of library] is an information-service department whose purpose is to provide information to support [name of hospital] research, educational, and clinical programs in their quest to be the best in the nation.

This is achieved by:

- Recognizing and appreciating our customers: staff members, patients and their families, other affiliates of the [name of hospital], and the general public.
- Understanding the information needs of the [name of hospital] research, educational, and clinical programs.
- Maintaining an expert and comprehensive service for locating and obtaining worldwide biomedical information through the use of global computer networks and multiple library connections.
- Providing [name of hospital] staff with direct access to databases and computer information networks, and training and assistance in their use.
- Supplying an organized core collection of online and printed material in a physical and virtual environment that facilitates teaching and learning.

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[Title: Sample Mission Statements]
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For the Library within a Teaching Hospital:

SAMPLE #1 - To be the Center of Excellence at [*name of hospital*] for managing the knowledge resources and teaching the sophisticated information skills essential for the Hospital's continuing superiority in patient care, teaching, and research.

SAMPLE #2 – In concert with the [*name of hospital*] mission, the Medical Library provides information services for professional staff, students and employees to support their needs for patient care, education and research. The [*name of library*] adheres to all policies, procedures and guidelines recommended by the Joint Commission on Accreditation of Hospital Organizations (JCAHO) and other accrediting organizations.

SAMPLE #3 - The mission of the [*name of library*] is to support the academic, research, and patient care programs of the [*name of hospital*] by:

- providing timely access to high quality collections of print and electronic materials;
- developing applications of information technology;
- promoting the development of information management skills that support lifelong learning; and
- networking and integrating information resources at the local, state, and national levels.

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SAMPLE GOALS & OBJECTIVES

SAMPLE 1 (Short-term)

Goal: The Medical Library Services provides knowledge-based information resources to Medical Center staff and students. The goal for FY06 is to further develop our electronic resources and user education. The Director will also work with the Web Applications team on the redesign of the Portal in the area of knowledge-based information resources, and with the EMR team in the area of evidence-based medical information.

Objectives:

- **Provide automated desktop document request capability.**
- **Add nursing resources instruction with CEU credits to medical library curriculum**
- **Redesign the Medical Library website:**
 - **To include more external resources located on the Clinical Portal; and**
 - **To provide better organization and more intuitive navigation.**
- **Provide evidence-based medicine information to EMR project.**

SAMPLE 2 (Short-term)

Strategy: Working in collaboration with other branches of IS, the Medical Library Department will work to develop abbreviation standards, expand electronic resource collections, and improve access to knowledge-based information.

Goals for FY07:

- 1. Knowledge-based Information:**
 - a. **Add knowledge bases for**
 - i. **IV compatibility**
 - ii. **Alternative medicine (evidence-based)**
 - b. **Evaluate incoming requests**
 - c. **Ensure strategic placement and easy access on new portal**
- 2. eJournals:**
 - a. **Continue print-to-online migration**
- 3. Medical Abbreviations (with HIM):**
 - a. **Establish standards for abbreviation approval in online and print medical records**
 - b. **Create user-friendly database of approved abbreviations**

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- c. Establish workflow of ongoing abbreviations for Medical Library Services**
- 4. Provide "Plain Language" review of forms for informed consent.**

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SAMPLE 3 (Short-term)

Goals and Objectives:
FY 07

General Library Activities:

1. Conduct user survey using survey tool
2. Revise and update Policy & Procedures Manual
3. Plan and design a major revision to the library's home page
4. Make arrangements for the facility to be painted and upgraded
5. Replace keyboard trays and other broken equipment
6. Evaluate the feasibility of making the medical library wireless
7. Develop a strategic plan and long range goals

Collection Development – Print:

1. Continue to evaluate medical textbook collection
2. Continue to develop nursing collection
3. Continue to develop the Rehabilitation Services collection

Collection Development – Electronic Resources:

1. Work with the Library Network to review and select electronic resources
2. Evaluate and purchase additional electronic textbooks
3. Evaluate new products
4. Continue teaching and training on the use of various electronic resources

Collection Development – Journals:

1. Prepare and conduct journal usage study
2. Continue transition of print journal titles to electronic only
3. Continue review of subscriptions
4. Develop new system for journal check-in

Document Delivery:

1. Continue collection of inter-library/document delivery statistics
2. Continue review of expenses for inter-library loans and document delivery

Marketing/Promotion:

1. Develop additional marketing pieces
2. Continued outreach to departments

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Archives Program:

- 1. Work with the Archives Committee and Library to develop program**
- 2. Develop web page with links to the finding aids**
- 3. Work with staff archivist and organize photo collection**
- 4. Develop record retention policy**

SAMPLE 4 (Long-term)

Goals & Objectives:

To offer a current and up-to-date collection of print and non-print materials supporting patient care, research and teaching needs of all library users

To provide services that include:

- Use of the library collections, including books, journals, audiovisual materials, and electronic resources**
- Reference assistance in person, by phone, fax or e-mail**
- Literature/database searching**
- Interlibrary loans/document delivery for journal articles and/or books**
- Internet access, user support and consultation**
- Individual instruction and/or group instruction**

To provide the physical space and resources for users to conduct their library research, study and use of hospital computer systems

To maintain relationships with other libraries and consortia throughout the city, state, region, and especially the National Library of Medicine

To maintain high customer service standards in delivering all information/library services in a timely fashion

To conduct ongoing marketing activities to promote the library and services to hospital staff

To annually review all library services via a user survey conducted via paper and/or electronically

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TIPS FOR PREPARING AN ANNUAL REPORT

- ❑ **List the library's mission statement, along with program goals and objectives**
- ❑ **List yearly goals and objectives, and indicate whether you completed the previous year's goals and objectives**
- ❑ **Timeframe – adopt the time period that is most important to the hospital, (e.g., fiscal year, academic year, calendar year, etc.)**
- ❑ **Keep library jargon to a bare minimum; most hospital administrators do not understand terminology related to the library science field**
- ❑ **Review your services, operations, technology and facility issues**
- ❑ **Review any staff changes and staff activities including: memberships, meetings attended, list of instruction and teaching activities, and training**
- ❑ **Provide general library statistics (such as):**
 - **Number of items in the book collection**
 - **Number of print journal subscriptions**
 - **Number of electronic journal subscriptions**
 - **Library square footage**
 - **Average daily foot traffic**
- ❑ **Provide more specific library statistics (such as):**
 - **Document delivery statistics**
 - **Inter-library loan statistics**
 - **Circulation statistics**
 - **Library web site statistics**
 - **Statistics for all electronic resources**
- ❑ **Provide attachments (such as): a list of items added to the collection; a list of reference/search topics; a list of journals, etc.**
- ❑ **Choose your distribution list wisely:**
 - **President of the hospital**
 - **CEO of the hospital**
 - **Chief Medical Officer (or direct report)**

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- **Library Committee members**

- MOST IMPORTANT OF ALL: **Be succinct!**

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Hospital
**Medical Library
Annual Report
Fiscal Year 06**

"Thank you so much, this is a great service you provide and I just wanted to let you know."

"Thank you for the journal articles and the help of finding other journals for my osteopenia topic. My grand rounds talk was just fabulous and I could not have pulled it off without you. Thanks again."

"Thank you so much. This is exactly the article that I need! Glad you are there to help us!"

"I so appreciate your help with the literature that's not easily accessible. You always respond so fast and I am sure you have many other people looking for items – it's amazing!"

"I have requested a few articles that I can not obtain on-line, older papers. Each time the librarians have responded incredibly promptly...I can not emphasize enough what an incredible service this is!"

"Thank you for your help – timely, invaluable and much appreciated."

"I cannot imagine a better library service anywhere!"

"Thank you from me and my students and patients."

The hospital library staff received all of the comments listed above during the past year and as one can read, the Medical Library continues providing a high level of service to all of its users. The library program includes a wide range of services to all physicians, residents, fellows, nurses, allied health staff and employees. Some of these services are document delivery, expert searching, citation verification, instruction on how to use the electronic resources and providing reference services. The Medical Library continues to evolve to meet the needs of library users.

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General Library Operations

The Medical Library has completed a second year on the Lower Pike, in the Thorn 1 location. Walk-in foot traffic averages between 85 and 90 people a day. There are 18 computers in the library and during peak times, usually from 10:30am until 3:00pm daily, it is difficult to locate an available computer. The library is available 24/7 to all clinical staff.

The library program reports directly to the Chief Medical Officer and the Director of Special Projects, in the Chief Medical Officer's office. The Library Committee met once during fiscal year 2006 to review library activities. The members of this committee include the Chief Medical Officer, the Director of the Medical Library, the Director of Special Projects, a representative from nursing and patient care services, a representative from research, Director of the Department of Medicine Residency program, Director from the Department of Surgery Residency program, Associate Director of Graduate Medical Education and the chief residents from Medicine and Surgery.

Over the coming year, there is a need for the Library Committee to meet and discuss and develop long-range goals and a strategic plan for the library program. There may also be the need to replace some of the members of the committee because of retirements and other job changes.

The Medical Library is a member of the Network, which includes representation from member hospital libraries. The librarians meet on a monthly basis and plan services and resources.

The Library shares an on-line catalog named MAGIC with several other Networks' libraries. This tool enables individuals to search by author, title, subject, and keywords. The [Name of Library] is the home library and coordinates all of the activities for the catalog. [Name of Library] Library bills each library on a quarterly basis.

The Handbook, which is funded and supported by the IS department, provides a core collection of resources for all of the institutions. The Library provides additional resources tailored to meet the needs of staff and employees.

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Collection Management

The print book collection is updated on an ongoing basis as new editions are published and purchased. In some cases, new items and new subject areas are identified and purchased to add to the collection. Older editions are removed and sold for a nominal fee. A total of 199 new books were added during FY 06 to the book collection, costing \$XX,XXX. During FY 07, collection development plans include migrating additional print titles to an electronic version available through a number of vendors with links through the library's intranet site.

The library also added a new collection of e-books from Rittenhouse called the R2 Library. This collection provides access to health sciences books from

leading publishers in the areas of Medicine, Nursing and Allied Health. The R2 Library is an electronic database that enables users to access the digital book content from multiple health science publishers. The user is able to search and browse across multiple publishers' content at one time. Initially, a 30-day trial was established and based on the trial usage the library staff purchased those e-texts with the most usage.

There is an annual process to review print and electronic journal subscriptions. During the summer all subscriptions are reviewed and submitted to EBSCO (the journal vendor) with additions, deletions and changes. Additional e-journal titles have been added throughout the year based on need. This year library staff and nursing staff reviewed the collection of nursing journals, both print and electronic, and made any necessary changes.

The library purchased a new anatomy software program called Primal Pictures from OVID. This provides an interactive multi-media overview of human anatomy. It is comprised of approximately 20 learning and teaching modules covering basic human anatomy and focusing on one or more areas of the body. Each module features three-dimensional animations that show function, biomechanics, and surgical procedures.

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Department Libraries and Other Outreach Projects

The Medical Library has entered into an arrangement with the Department of Anesthesia to provide library expertise and staffing for the Anesthesia Department Library. XXXXX XXX, library assistant, spends approximately 10 hours/week in the Anesthesia Library performing such tasks as general library upkeep and re-shelving, processing the journal collection and cataloging new books and monographs. There have also been a number of long-term projects such as conducting a journal inventory, a complete reorganization of the book collection, organizing electronic resources and

educating Anesthesia staff about the various electronic resources available to them via their library and the Hospital Medical library. The Anesthesia Department budget is paying for these services by contributing to the library assistant's salary.

The Department of Radiology Library has also requested assistance from the Hospital Medical Library. They are asking for help in managing print and electronic journal subscriptions. The Library Director worked with the residency coordinator developing a plan to change vendors, centralize the subscription orders and prepare a web page with the links to the e-journals.

Corporate Clinical Affairs has recently contracted with the Hospital Medical Library to provide library services to a number of their staff. These services include expert searching in the medical literature, answering reference queries and providing documents.

The Library Director is a member of the Physician Assistant Continuing Education Committee, which organized and planned a new Grand Rounds program for physician assistants. In addition, the Library Director was able to obtain a small award of \$XXXXX for this project. The funding agency is the National Networks of Libraries of Medicine/New England Region based at the University of Massachusetts Medical School. Funds will be used to purchase laptop computers, books and other materials.

A policy change this year involved research assistants. Effective this past summer, any research assistant affiliated with a faculty member can apply for Digital Library privileges. They must submit an application with signature approval from their faculty member.

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Research assistants then will have access to the vast array of electronic resources available through the Digital Library.

The Medical Library Director is now working with the Outreach Librarian to develop joint programs and presentations. These programs will allow for a more comprehensive overview of library and information services available to affiliated staff and faculty based here at the Hospital.

Interlibrary Loan/Document Delivery

The inter-library loan/document delivery service continues to be the busiest service that is provided by the library. Users request journal articles, book chapters, books, and audiovisual materials for patient care, teaching and research. These materials are obtained from other medical/health science libraries in the Boston area, New England, across the country and the National Library of Medicine. When a request is submitted, the library staff will verify that the hospital Library does not have the material and then,

determine at what library the journal/book is located. If it is available through the Library's collections, staff will obtain it there. If the journal is available at another library, an inter-library loan request will be made.

The Hospital Medical Library is a member of the National Library of Medicine's DOCLINE program, which is a national inter-library loan system. This system allows libraries to share their lists of journal holdings with other member libraries. Borrowing libraries can view the holdings and request a needed article.

The Hospital Medical Library uses an inter-library loan management program called QUICKDOC to track orders, maintain statistics and generate reports. There are a total of 1042 individuals who have requested articles from the Medical Library since FY 03.

Some borrowing libraries charge for an article and some do not. The average fee is \$11.00. The National Library of Medicine charges \$9.00 per article and Network libraries charge a fee of \$5.00 per item.

Listed below are the monthly statistics for the inter-library loan/document delivery program on for FY 06.

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	BORROW	LOAN
Oct-05	334	43
Nov-05	464	50
Dec-05	312	30
Jan-06	264	36
Feb-06	247	38
Mar-06	378	46
Apr-06	171	42
May-06	316	53
Jun-06	230	58
Jul-06	285	37
Aug-06	315	73
Sep-06	259	60
TOTAL	3575	566

Total cost for inter-library loans borrowed by the Medical Library during FY 06 was \$XX,XXX and this averages the cost for journal article to be \$X.XX. The total number of items borrowed includes items from libraries that do not charge a fee.

Listed below are the top 10 libraries that the Library borrowed from, total number of items borrowed and whether the borrowing library charged for documents.

NAME OF LIBRARY		
General Hospital	359	Charge
National Library of Medicine	332	Charge
Hospital Library	273	No Charge
Univ. Medical Center Library	192	Charge
Hospital Library	127	No Charge
Hosp Library	100	No Charge
Univ School of Med Lib	99	Charge
Med Ctr Lib	95	No Charge
Hospital Library	95	No Charge
Univ. Med Library	93	Charge

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The next table lists the top ten departments/divisions/units and the amount of documents borrowed.

DEPT/DIVISON NAME	
Medicine	307
Radiology	259
Neurology	224
Gastroenterology	214
Anesthesia	213
Nursing	197
Rehab Services	180
OB/Gyn	176
Pathology	172
Cardiac Surgery	147

Library staff is tracking other document delivery statistics, which include obtaining articles from the medical school library collection and the Medical Library journal collection. This data aids in evaluating the collection and library staff can determine based on usage statistics whether to maintain journal subscriptions or add new titles. In the Appendix of this document is a table outlining the data.

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Medical Library’s Intranet Site

The Medical Library intranet site expanded and evolved to meet the needs of its library users. Web pages include:

- Home Page/News and Notes from the Library Staff**
- Class Schedule**
- Magic Book Catalog**
- E-Journals**
- Print Holdings**
- Interlibrary Loan Form**
- Ask a Librarian Form**
- Databases**

The library staff uses the Interwoven tool supplied by the IS Department to create and edit the web pages. The pages conform to the institution’s defined format.

The library’s intranet site is located on the hospital’s intranet and the total number of visits to the library’s home page and the e-journals during FY 06 are 19,838.

Budget

The Fiscal Year budget for 2006 is listed below and compared to previous budgets. During FY 06, the library assistant position was increased from part-time to full-time. The Department of Anesthesia shares the cost of this position, as previously mentioned the library assistant is organizing and managing the department library.

	FY 04	FY 05	FY 06	% Change
Salaries	\$	\$	\$	%
Supplies & Other Exp	\$	\$	\$	
TOTAL	\$	\$	\$	%

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[Title: Sample Annual Report]

[Application: Draft an annual report of the library function for hospital administration by making use of this sample.]

The National Network of Libraries of Medicine--New England Region is a program of the National Library of Medicine under contract N01-LM-6-3508.

Key expenditures are listed below and compared to the previous fiscal year.

	FY 04	FY 05	FY 06
Print Journal Subscriptions	\$	\$	\$
EBSCO Databases (2)	\$	\$	\$
Electronic Journal Subscriptions			
Science Direct	\$	\$	\$
OVID – Lippincott William Wilkins titles	\$	\$	\$
Natural Medicine Comprehensive Database	\$	\$	\$
RefWorks Bibliographic Manager	\$	\$	\$
Book Collection – new and replacements	\$	\$	\$
Inter-library loan expenses	\$	\$	\$
TDNet		\$	\$0
Access Medicine		\$	\$0
Primal Pictures			\$

Staff and Staff Activities

The Medical Library has 2.0 full time equivalent positions.

Director	1.0
Library Assistant	1.0

The library director was trained to be a Healthstream author and administrator. She also assisted with preparing the Advance Directive

teaching module for the Healthstream Learning System. The library director also participated in the development of Physician Assistant Grand Rounds.

The library assistant joined the library staff in late November 2005 and she completed her Masters of Library and Information Science in September 06. The library assistant’s salary is funded through the library’s budget and the Department of Anesthesia. She is managing

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**[Title: Sample Annual Report]
[Application: Draft an annual report of the library function for hospital administration by making use of this sample.]**

the Anesthesia Department's library and providing expertise to the department regarding information services.

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Instruction and Teaching

Teaching and other library presentations were done in the following departments:

- Chaplaincy staff meeting
- Outpatient Psychiatry staff meeting
- Nursing Grand Rounds
- Rehab Services Researchers
- New Resident Orientation – 2 sessions
- Center for Clinical Excellence staff
- Obstetrics Residents
- Nurse Educations staff meeting
- Physician Assistants Grand Rounds

The teaching sessions include a general orientation to library resources, print and electronic, how to search OVID, CINAHL and PUBMED. Other sessions include how to use RefWorks, a bibliographic manager and other electronic tools available through the library's intranet site.

An additional 40 sessions were conducted either in a one-on-one format or in a small group session.

Professional Memberships

- American Library Association
- Medical Library Association
- North Atlantic Health Science Librarians (Inter-library Loan Network)
- Massachusetts Health Science Library Network (Inter-library Loan Network)
- Boston Biomedical Library Consortium (Inter-library Loan Network)
- Longwood Medical Area Librarians Group Library Network

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Professional Meetings and Committees

Medical Library Association
Annual Meeting, May 2006
North Atlantic Health Science Librarians
Annual Meeting, Fall 2006
Massachusetts Health Science Library Network
Annual Meeting, April 2006
President, 2005-2006
Boston Biomedical Library Consortium
Library Network
HMS/Countway Affiliated Librarians Group
Longwood Medical Area Librarians Group

Training

The Library Director attended the following training sessions and classes:

Concepts in Infection Control
Tools for Evaluating Library Services: Surveys and Focus

Groups

National Library of Medicine Update
Healthstream Authoring Training
Updates in Endocrinology

The Library Assistant attended the following training sessions and classes:

Interwoven instruction
Disaster Preparedness for Libraries and Archives
National Library of Medicine Systems Update
Scientific Writing
Searching for Drug & Pharmaceutical Information Online

General Library Statistics

Medical textbooks and book collection	1165 items
Print Journal subscriptions	175 titles
E-journal titles (from all sources)	283 titles
Average Daily Foot Traffic during Staffed Hours	85-90 people
Library Square Footage	1,500 sq. ft.

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Statistics for Electronic Resources for FY 06

PRODUCT	
EBSCO Nursing & Allied Health Collection Comprehensive Database	3,421 searches
EBSCO Health Business Full text Elite Database	1,873 searches
TOTAL SEARCHES	5,294 searches
Science Direct – 35 journal titles	12,709 hits
OVID Databases	74,897 searches*
OVID Journals – 19 journal titles	3938 hits (Jan – Sept 2006 only)
RefWorks	205 users

***The collection of OVID databases is accessed through the Handbook and paid for by the IS Department. There are also full text journals through this subscription as well.**

Mission Statement

In concert with the Hospital mission, the Medical Library provides information services to professional staff, students and employees to support their needs for patient care, education and research. The Medical Library adheres to all policies, procedures and guidelines recommended by the Joint Commission Accreditation Hospital Organization (JCAHO) and other accrediting organizations.

Program Goals and Objectives

To offer a current and up-to-date collection of print and non-print materials supporting patient care, research and teaching needs of all library users.

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The National Network of Libraries of Medicine--New England Region is a program of the National Library of Medicine under contract N01-LM-6-3508.

To provide services that include:

- Use of the library collections, including books, journals, audiovisual materials and electronic resources**
- Reference assistance in person, by phone, fax, or e-mail**
- Literature/database searching**
- Inter-library loan/document delivery services**
- Internet access, user support and consultation**
- Individual instruction and/or group instruction**

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Program Goals and Objectives (*cont'd*)

To provide the physical space and resources for users to conduct their library research, study and to use the hospital's computer systems

To maintain relationships with other libraries and consortia throughout the city, state, region and especially the National Library of Medicine

To maintain high customer service standards in delivering all information/library services in a timely fashion

To conduct on-going marketing activities to promote the library and library services to all staff and employees

To annually review all library services via a user survey conducted via paper or via the intranet site.

List of Attachments

- Graph – Document Delivery Activity 2006**
- List of Books Added to the Collection**
- List of Reference/Research Topics FY 06**
- List of Print and Electronic Journal Titles**

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Medical Library
Goals and Objectives
FY 06

General Library Activities

1. **Conduct user survey using survey tool** (DONE)
2. **Revise and update Policy & Procedure Manual** (ONGOING)
3. **Plan and design a major revision to the library's home page** (ONGOING)
4. **Evaluate and purchase electronic resource management system products** (SELECTED PRODUCT)

Collection Development – Print

1. **Continue to evaluate medical textbook collection** (ONGOING)
2. **Continue to develop nursing collection** (ONGOING)
3. **Expand collection to include resources for Rehabilitation Services** (ONGOING)

Collection Development – Electronic Resources

1. **Work with the Library Network to review and select electronic resources** (ONGOING)
2. **Evaluate new products** (ONGOING)
3. **Continued teaching and training on how to use the various electronic resources** (ONGOING)

Collection Development – Journals

1. **Prepare and conduct journal usage study** (NOT COMPLETED)
2. **Transition some of the print journal titles to electronic only** (ONGOING)
3. **Continued review of subscriptions** (ONGOING)
4. **Develop new system for journal check-in** (NOT COMPLETED)

Document Delivery

1. **Continued collection of inter-library/document delivery statistics** (ONGOING)
2. **Continued review of expenses for inter-library loans and document delivery** (ONGOING)

Marketing/Promotion

1. **Develop additional marketing pieces** (POSTPONED)
2. **Continued outreach to departments** (ONGOING)

Archives Program

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[**Title:** Sample Annual Report]

[**Application:** Draft an annual report of the library function for hospital administration by making use of this sample.]

The National Network of Libraries of Medicine--New England Region is a program of the National Library of Medicine under contract N01-LM-6-3508.

**1. Work with the Archives Committee and Library
to develop program (ONGOING)**

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**[*Application:* Draft an annual report of the library function for hospital
administration by making use of this sample.]**

***The National Network of Libraries of Medicine--New England Region is a program of the
National Library of Medicine under contract N01-LM-6-3508.***

**Medical Library
Goals and Objectives
FY 07**

General Library Activities

5. Conduct user survey using survey tool
6. Revise and update Policy & Procedure Manual
7. Plan and design a major revision to the library's home page
4. Make arrangements for the facility to be painted and upgraded
5. Replace key board trays and other broken equipment
6. Evaluate the feasibility of making the medical library wireless
7. Develop a strategic plan and long range goals

Collection Development – Print

1. Continue to evaluate medical textbook collection
2. Continue to develop nursing collection
3. Continue to develop the Rehabilitation Services collection

Collection Development – Electronic Resources

1. Work with the Library Network to review and select electronic resources
2. Evaluate and purchase additional electronic textbooks
3. Evaluate new products
8. Continued teaching and training on how to use the various electronic resources

Collection Development – Journals

1. Prepare and conduct journal usage study
2. Continued transition of print journal titles to electronic only
3. Continued review of subscriptions
4. Develop new system for journal check-in

Document Delivery

- 1. Continued collection of inter-library/document delivery statistics**
- 2. Continued review of expenses for inter-library loans and document delivery**

Marketing/Promotion

- 1. Develop additional marketing pieces**
- 2. Continued outreach to departments**

Archives Program

- 1. Work with the Archives Committee and Library to develop program**
- 2. Develop web page with links to the finding aids**
- 3. Work with staff archivist and organize photo collection**
- 4. Develop record retention policy**

MEDICAL LIBRARY
Research/Literature Search Request

Date: ___/___/____ Date Needed: ___/___/____

Name: _____

Department: _____

Phone/Ext/Beeper: _____ FAX: _____

Email address: _____

(please check one)

User Group: **Physician** **Resident** **Nurse** **Allied Health** **Admin** **Other**

(please check one)

Purpose of Search: **Patient Care** **Hospital Business**
 Publication **Education**

Other: _____

Search Criteria: Please describe the subject/question in as much detail as possible. List key points to be included or excluded, as well as relevant terminology, authors, or journals.

Search Limitations: *(please check below all that apply to your search/research)*

<input type="checkbox"/> Pediatric	<input type="checkbox"/> English only	<input type="checkbox"/> Current Year	<input type="checkbox"/> Review Articles
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<input type="checkbox"/> Adult	<input type="checkbox"/> Foreign Language	<input type="checkbox"/> Last 3 years	<input type="checkbox"/> Letters
<input type="checkbox"/> Human	<input type="checkbox"/> Specify ____ -	<input type="checkbox"/> Last 5 years	<input type="checkbox"/> Editorials
<input type="checkbox"/> Female Only		<input type="checkbox"/> Specify _____	<input type="checkbox"/> Books
<input type="checkbox"/> Male Only			

For Library Use Only:

Search done by: _____

Date Completed: ___/___/_____

Resources Used:

- MEDLINE**
- OVID Full Text**
- PUBMED**

- Healthstar**
- CINAHL**
- First Search**
- Micromedex**
- Psy**
- AIDS**
- TOX**
- Up-to-Date**
- Health Reference Ctr**
- Internet – web site used** _____
- Reference Book**
- Other** _____

Notes:

NN/LM NER – RAC - Hospital Library Subcommittee

	DOOR COUNT	IN PERSON QUESTIONS	PHONE CALLS/ EMAIL QUESTIONS	PCs OCCUPIED (on the hour)
8:00 – 9:00				
9:00 – 10:00				
10:00 – 11:00				
11:00 – NOON				
NOON – 1:00				
1:00 – 2:00				
2:00 – 3:00				
3:00 – 4:00				
4:00 – 5:00				
5:00 – 6:00				

VALUE CALCULATOR

This value calculator originated with the Massachusetts Library Association.

The link below leads to a version adapted by the Maine State Library.

There are also instructions to customize the value calculator for your library.

<http://www.maine.gov/msl/services/calculator.htm>

LIST OF SUGGESTIONS FOR EXPANDING USE OF LIBRARY SERVICES

Networking

- CONDUCT open houses
 - **Library Week, National Health Information Day, Medical Librarian's Month**
- CARRY business cards
- VOLUNTEER for hospital committees
- OFFER classes & workshops
- DEVELOP both hospital & hospital library newsletters
 - **Shared information; current awareness, etc.**
- ATTEND hospital functions or social events

Expanding Services

- CREATE a library website
- OFFER institutional archives
- ASSIST with CEU's
- BECOME a resource on copyright issues
- BECOME a site for the Digital Millennium Copyright Act (DMCA)

Promotion

- CREATE branding items
 - **Cover sheets, bookmarks, routing slips, etc.**
- PROVIDE freebies
 - **Office supplies (pens, etc.); coffee & tea**
- SET UP book displays
- SPONSOR library events
 - **Sales, raffles, candy jars, etc.**

NN/LM NER – RAC - Hospital Library Subcommittee

Scope of Service Categories	Institution Goal met
Overview of Institution	
Hospital mission	
Clientele/who it serves (acute care, teaching hospital)	
Affiliations with other hospitals/networks	
Number of medical staff/employees	
Overview of Library	
Goals and Objectives	
Library mission	
Location/ Contact information	
Number of books/volumes/journal subscriptions	
Hours	
Weekdays/Weekends/Holidays	
After-hours access policy/procedure	
Borrowers/Patrons	
Employees (physicians, nurses, staff)	
Community members (and access rules)	
Other (community health professionals, law firms, etc.)	
Patients/Families	
Students	
Collections/Loan Periods/Who May Borrow	
Printed Materials (books, journals, newspapers, etc.)	
Archives (library and/or institutional)	
Audiovisuals (Audio, Video, DVD, Other)	
CME programs	
Consumer health materials	

NN/LM NER – RAC - Hospital Library Subcommittee

Electronic resources (journals, books)	
Services	
Clinical rounds	
Document delivery/interlibrary loan	
Knowledge management/library instruction/orientation	
Literature searching	
Online reference service	
Ordering service for departmental books/journals	
Production services (graphics, slides, photocopy)	
Table of Contents service	
<i>Technology</i>	
Computer laboratory	
Digital scanner	
Equipment loans (laptops, projectors, VCR/DVD players)	
Teleconferencing facilities	

SELECTED BIBLIOGRAPHY on Promoting Hospital Librarianship

Abels, E. G., K. W. Cogdill, et al. (2002). "The contribution of library and information services to hospitals and academic health sciences centers: a preliminary taxonomy." Journal of the Medical Library Association 90(3): 276-84.

OBJECTIVES: This article presents taxonomy of the contributions of library and information services (LIS) in hospitals and academic health sciences centers. The taxonomy emerges from a study with three objectives: to articulate the value of LIS for hospitals and academic health sciences centers in terms of contributions to organizational missions and goals, to identify measures and measurable surrogates associated with each LIS contribution, and to document best practices for communicating the value of LIS to institutional administrators. **METHODS:** The preliminary taxonomy of LIS contributions in hospitals and academic health sciences centers is based on a review of the literature, twelve semi-structured interviews with LIS directors and institutional administrators, and a focus group of administrators from five academic, teaching, and non-teaching hospitals. **RESULTS:** Derived from the balanced scorecard approach, the taxonomy of LIS contributions is organized on the basis of five mission-level concepts and fifteen organizational goals. LIS contributions are included only if they have measurable surrogates. **CONCLUSIONS:** The taxonomy of LIS contributions offers a framework for the collection of both quantitative and qualitative data in support of communicating the value of LIS in hospitals and academic health sciences centers.

Abels, E. G., K. W. Cogdill, et al. (2004). "Identifying and communicating the contributions of library and information services in hospitals and academic health sciences centers." Journal of the Medical Library Association 92(1): 46-55.

OBJECTIVE: This article introduces a systematic approach to identifying and communicating the value of library and information services (LIS) from the perspective of their contributions to achieving organizational goals. **METHODS:** The contributions of library and information services (CLIS) approach for identifying and communicating the value of LIS draws on findings from a multi-method study of hospitals and academic health sciences centers. **RESULTS:** The CLIS approach is based on the concept that an individual unit's value to an organization can be demonstrated by identifying and measuring its contributions to organizational goals. The CLIS approach involves seven steps: (1) selecting appropriate organizational goals that are meaningful in a specific setting; (2) linking LIS contributions to organizational goals; (3) obtaining data from

users on the correspondence between LIS contributions and LIS services; (4) selecting measures for LIS services; (5) collecting and analyzing data for the selected measures; (6) planning and sustaining communication with administrators about LIS contributions; and (7) evaluating findings and revising selected goals, contributions, and services as necessary. **CONCLUSIONS:** The taxonomy of LIS contributions and the CLIS approach emerged from research conducted in hospitals and academic health sciences centers and reflect the mission and goals common in these organizations. However, both the taxonomy and the CLIS approach may be adapted for communicating the value of LIS in other settings.

Auflick, P. A. (2003). "Patchwork. Bioterrorism and JCAHO: how can librarians help hospitals be prepared?" Journal of Hospital Librarianship 3(3): 105-10.

Burke, C. (2003). "Nursing accreditation: what's a librarian got to do with it?" ABNF Journal 14(2): 45-6.

Nursing education accreditation visits are similar to JCAHO accreditation visits. Both types of accreditation are offered to ensure quality programs and services. The author, a librarian, describes the role of the nursing library in helping the Hampton University School of Nursing to achieve full accreditation from the two national nursing accreditation bodies. This article describes the process and outcomes of accreditation visits.

Cuddy, T. M. (2005). "Value of hospital libraries: the Fuld Campus study." Journal of the Medical Library Association 93(4): 446-9.

Objective: The paper demonstrates the value of the Health Sciences Library/Fuld Campus to the organization and shows how responses from patrons aligned themselves with the categories of the taxonomy of contributions of library and information services (LIS) to hospital and academic health centers devised by Abels et al. **Methods:** Over a period of thirty-two months during 2001 to 2003, patrons' literature searches and interlibrary loans were followed up on by sending patrons letters, which included a question asking for feedback as to how the information was used. The comments from users were analyzed according to Abels et al.'s taxonomy of LIS contributions in hospital and academic health centers. **Results:** Results of this study substantiated previous research showing that health sciences LIS contributes to patient health care. Feedback also demonstrated other areas where LIS contributes to the mission and goals of the organization and how these align themselves with Abels et al.'s taxonomy.

Davidoff, F. and V. Florance (2000). "The informationist: a new health profession?" Annals of Internal Medicine 132(12): 996-8.

Gluck, J. (2005). "Librarians as members of the patient safety team." National Network 29(4): 17-8.

Guessferd, M. (2006). "Research. The clinical librarian/informationist: past, present, future." Journal of Hospital Librarianship 6(2): 65-73.

Hammond, P. A. (2005). "Creating a culture of patient safety: the librarian's role." MLA News 377: 13.

Hassig, R.A., L.Balogh, et al. (2005). "Standards for Hospital Libraries 2002 with 2004 revisions." National Network 29(3): 11-17.

The Medical Library Association's Standards for Hospital Libraries 2002 has been developed as a guide for hospital administrators, librarians, and accrediting bodies to ensure that hospitals have the resources and services to effectively meet their needs for knowledge based information. Specific requirements for knowledge based information include that the library be a separate department with its own budget. Knowledge-based information in the library should be directed by a qualified librarian who functions as a department head and is a member of the Academy of Health Information Professionals. The standards define the role of the medical librarian and the links between knowledge-based information and other functions such as patient care, patient education, performance improvement, and education. In addition, the standards address the development and implementation of the knowledge-based information needs assessment and plan, the promotion and publicity of the KBI services, and the physical space and staffing requirements. The role, qualifications, and functions of a hospital library consultant are outlined. The health sciences library is positioned to play a key role in the hospital. The increasing use of the Internet and new information technologies by medical, nursing and allied health staffs, patients and the community require new strategies, strategic planning, allocation of adequate resources, and selection and evaluation of appropriate information resources and technologies. The Hospital Library Standards Committee has developed this document as a guideline to be used in facing these challenges together. Revisions approved by the MLA Board of Directors, September 2004.

Hayes, S. (2006). "Developing Loansome Doc as a library resource and a CME/CE program for patrons." Journal of Hospital Librarianship 6(1): 15-30.

Portsmouth Regional Hospital has incorporated a class on basic PubMed evidence-based searching with a presentation on retrieving articles through the National Library of Medicine's Loansome Doc document delivery system into its Continuing Medical Education Program as a 1-Category 1 CME credit and a 1.2 CE credit. This article presents the process of making a class of this nature into both a CME and a CE course following the requirements of the New Hampshire Medical Society and the New Hampshire Nurses Association. The benefits of the class are discussed.

Henderson, H. E., A. B. Crabtree, et al. (2006). "Librarians Collaborating with Nurses." Medical Reference Services Quarterly 25(4): 55-63.

Homan, J. M. (2002). "The role of medical librarians in reducing medical errors." HealthLeaders.

Marshall, J. G. (1992). "The impact of the hospital library on clinical decision making: the Rochester study." Bulletin of the Medical Library Association 80(2): 169-78.

In these times of economic constraint, libraries of all types are under increasing pressure to evaluate their services. Hospital libraries face a particular challenge because the goals of the health care system demand that the relevance of library services to patient care be determined. The hospital librarians in Rochester, New York, responded to this challenge by developing a research project that explored the impact of library services on clinical decision making. A systematically sampled group of 448 physicians in the Rochester area agreed to participate in the study between September 1990 and March 1991. The physicians were asked to request some information related to a current clinical case and then to evaluate its impact on the care of their patients. Senior medical staff or administrators acted as study facilitators in each of the fifteen participating hospitals. As a result of the information provided by the library, 80% of the 208 physicians who returned their questionnaires said that they probably or definitely handled some aspect of patient care differently than they would have handled it otherwise. Changes in the following specific aspects of care were reported by the physicians: diagnosis (29%), choice of tests (51%), choice of drugs (45%), reduced length of hospital stay (19%), and advice given to the patient (72%). Physicians also said that the information provided by the library contributed to their ability to avoid the following: hospital admission (12%), patient mortality (19%), hospital-acquired infection (8%), surgery (21%), and additional tests or procedures (49%). The physicians rated the information provided by the library more highly than that provided by other information sources such as diagnostic imaging, lab tests, and discussions with colleagues. In

addition to confirming earlier research findings that information provided by hospital libraries is perceived by physicians as having a significant impact on clinical decision making, the results increase our store of scientific knowledge about the specific nature and extent of the impact of information provided by the hospital library.

Schneider, J. M. (2005). "Specialty of the house. Information therapy and librarians: quality prescriptions for health." Journal of Hospital Librarianship 5(4): 73-80.

Siess, J.A. (2003). The Visible Librarian: Asserting your value with marketing and advocacy. Chicago, American Library Association.

Siess, J. A. (2005). "Strategic planning for hospital libraries." Journal of Hospital Librarianship 5(4): 37-49.

Strategic planning, the structured way of dealing with the uncertainty of the future, need not be feared by librarians. It can be done in four simple steps. First, analyze the library's present situation. Second, develop alternative futures for the library and determine the preferred scenario by examining the library's vision and mission statements, then develop objectives and goals. Third, write the action plan, the specific steps for achieving the objectives and goals in step two. Last, implement the plan and review and evaluate it to determine if the goals and objectives are being met. Case studies illustrating successful and unsuccessful implementation of strategic planning are included.

Vaida, A. J. and L. Zipperer (2006). "Safe medication information delivery: the role of the medical librarian." Patient Safety & Quality Healthcare Journal 3(6): 42-45.

Inability to access and manage drug information effectively can directly affect the safety of medication administration. Landmark research studies demonstrate that 35% of all preventable adverse drug events (ADEs) are directly related to inadequate dissemination of drug information (Leape et al., 1995) Overall lack of knowledge about drug therapy was the most common cause of medication errors during both prescribing and administration, and dosing errors were by far the most frequent errors. One in six ADEs were caused by the combination of insufficient knowledge about usual drug doses combined with miscalculations or incorrect expression of measurement or drug concentration (Lesar et., 1997). In addition, the wrong dose and wrong drug choice were most likely to cause serious injury to patients.

Walczak, J. and J. C. Gores (2001). "Patchwork. Tootin' your horn: developing a PR/marketing plan." Journal of Hospital Librarianship 1(1): 143-5.

Wallace, L.K. (2004). Libraries, Mission & Marketing: Writing Mission Statements that Work. Chicago, American Library Association.

This is a very good book about writing Mission Statements. Unfortunately, it does not include any mission statements from hospitals; however, it has a wonderful introduction on creating the statements, difference between mission and vision, and includes many "real" statements from academic, public, school and research libraries. (Examples of mission statements from hospitals are included in this tool kit.)

Weightman, A. L. and J. Williamson (2005). "The value and impact of information provided through library services for patient care: a systematic review." Health Information and Libraries Journal 22(1): 4-25.

OBJECTIVE: An updated systematic review was carried out of research studies looking at the value and impact of library services on health outcomes for patients and time saved by health professionals. METHODS: A comprehensive systematic search was undertaken of the published literature to September 2003 in ERIC, LISA, MEDLINE, PREMEDLINE, EMBASE, the Cochrane Controlled Trials Register and Google. Some hand searching was carried out, reference lists were scanned and experts in the field were contacted. Twenty-eight research studies of professionally led libraries for health-care staff, including clinical librarian projects, met the inclusion criterion of at least one health or 'time saved' outcome. Papers were critically appraised using internationally accepted criteria. Data were extracted and results were summarized using a narrative format as the studies were heterogeneous and precluded a statistical analysis. RESULTS: There is evidence of impact from both traditional and clinical librarian services. The higher quality studies of traditional services measured impacts of 37-97% on general patient care, 10-31% on diagnosis, 20-51% on choice of tests, 27-45% on choice of therapy and 10-19% on reduced length of stay. Four studies of clinical librarian projects suggested that professionals saved time as a result of clinical librarian input, and two of these studies showed evidence of cost-effectiveness. However, the clinical librarian studies were generally smaller, with poorer quality standards. CONCLUSIONS: Research studies suggest that professionally led library services have an impact on health outcomes for patients and may lead to time savings for health-care professionals. The available studies vary greatly in quality but the better quality studies also suggest positive impacts. Good

practice can be gathered from these studies to guide the development of a pragmatic survey for library services that includes the direct effects for patients among the outcome measures.

Williams, L. and L. Zipperer (2003). "Patient safety. Improving access to information: librarians and nurses team up for patient safety." Nursing Economics 21(4): 199-201.

Access to information plays a key role in providing safe patient care. Opportunities for nurses to improve access to literature exist through working with a medical librarian. Nurse executives, nurse administrators, and frontline nursing personnel can ensure better access to information by seeking out the hospital librarian to strategize about patient safety improvements.

Zipperer, L., M. Gillaspay, et al. (2005). "Facilitating patient centeredness through information work: seeing librarians as guests in the lives of patients." Journal of Hospital Librarianship 5(3): 1-15.

The notion that professionals working in health care whether physician, pharmacist, nurse, or librarian can be perceived as guests in the lives of patients can serve as a powerful philosophy when designing services for patients. Librarians in health care organizations can contribute to this patient-centered approach to care through a variety of relationships: that with the patient, the clinicians, and the organizations facilitating the care. Using the Institute of Medicine's (IOM) Crossing the Quality Chasm definition and discussion of patient centeredness, a view of how librarians should interact with patients and providers to support patient-centered service will emerge. A personal story of how sharing information in a guest/host fashion to improve care is provided. Examples of services that contribute to supporting this type of relationship at various stages of the care continuum will be reviewed. New ways of collaborating are presented to provide librarians with concrete ideas and examples of how to shift their effort and the work of their organization toward the quality aim of patient-centered care.

Zipperer, L., J. Gluck, et al. (2002). "Knowledge maps for patient safety." Journal of Hospital Librarianship 2(4): 17-35.

One of the basic tools of knowledge management, a knowledge map is an "index" to people and organizational resources. Librarians are ideally positioned to create resource maps of internal and external, explicit and tacit sources of knowledge. Using sentinel events as the topic for a model knowledge map, the authors explore the concept, history, organizational activities and recent developments in patient safety and reducing medical error. The hospital librarian's contribution to the "safety culture" of an institution includes compiling this tool that blends together both the practitioner and administrator knowledge of the elements that help institutions effectively

manage and respond to adverse incidents. The sample Incident Knowledge Map is an adaptable resource list for any institution.