Knowledge Management: A Regional Initiative (Presentation)

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*Beth Israel Deaconess Medical Center*

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NAHSL’11 Breakout Sessions

KNOWLEDGE MANAGEMENT:
A REGIONAL INITIATIVE

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Boston, MA
A Brief History

The RAC Hospital Library Subcommittee
List of Accomplishments

Developed from work of the Hospital Library Subcommittee, NNL/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)

Margot Colavecchi, Beth Israel Deaconess Medical Center, Boston, MA; Deborah Clark, Stephens Memorial Hospital, Norwalk, ME; Denise Cantass, Norwood Hospital, Norwood, MA; Barbara Davis, Newport Hospital, Newport, RI; Anne Fodder, Brigham & Women’s Hospital, Boston, MA; Mark Goldstein, NN/LM NER, Shrewsbury, MA; Mimi Guissenda, Portsmouth Medical Center, Derry, NH; Sheila Hayes, Portsmouth Regional Hospital, Portsmouth, NH; Alice Merril, 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:
  Mark Goldstein
  NN/LM NER, Network Coordinator
  508-855-5964
  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
  - Glossary

Marketing (in development)

- Sample strategic plan
- Practical ideas
- Do you have suggestions?
- Contact:
  Mark Goldstein
  NN/LM NER, Network Coordinator
  508-855-5964
  Mark.goldstein@umassmed.edu

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.”

**KM Definition**

Developed by the RAC Hospital Library Subcommittee of the NN/LM NER
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>(link to outside knowledge)</td>
<td>(link to outside &amp; inside knowledge)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Current Awareness:</strong> TOC</th>
<th><strong>Current Awareness:</strong> TOC plus blogs, etc.</th>
</tr>
</thead>
<tbody>
<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:</td>
<td>KBI plus Internal Knowledge Bases:</td>
</tr>
<tr>
<td>(PubMed, Ovid, ISI, CINAHL, etc.)</td>
<td>(Abbreviations, Institutional Publications Repository, etc.)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Document searching:</strong> using indexed terms</th>
<th><strong>Document searching:</strong> using indexed terms plus Indexing and meta tagging documents</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Decision Making:</strong></th>
<th><strong>Decision Making:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>KBI Resources</td>
<td>KBI Resources plus</td>
</tr>
<tr>
<td></td>
<td>Content Management Systems</td>
</tr>
</tbody>
</table>
KM Projects: Example One

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

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

Developed by the RAC Hospital Library Subcommittee of the NN/LM NER
## 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.

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

Developed by the RAC Hospital Library Subcommittee of the NN/LM NER
# Pilot Field Guide Modules

<table>
<thead>
<tr>
<th></th>
<th>AUDIT</th>
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<tbody>
<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
Hospital Library Services
Links to outside knowledge

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

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