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Knowledge Management: A Regional Initiative (Presentation)

H. Mark Goldstein

University of Massachusetts Medical School

Et al.

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NAHSL'11 Breakout Sessions

KNOWLEDGE MANAGEMENT: A REGIONAL INITIATIVE



Mark Goldstein, MSLIS, AHIP
NN/LM NER
Shrewsbury, MA

Margo Coletti, MLS, AHIP
Beth Israel Deaconess Medical Ctr
Boston, MA

A Brief History



The RAC Hospital Library Subcommittee

List of Accomplishments



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 finds 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
 - 338-659-9969
 - Mark.goldstein@umassmed.edu

Orientation Packets

- Ready to be sent out
- Complete information about:
 - NN/LM NER
 - Your local site organization
 - Education & training opportunities
 - Library services & what they mean
 - Library available bibliography

Marketing (in development)

- Simple strategic plan
- Practical steps
- Do you have suggestions?
- Contact:
 - Mark Goldstein
 - NN/LM NER, Network Coordinator
 - 338-659-9969
 - Mark.goldstein@umassmed.edu

Value of Hospital Libraries Study, New England Region

H. Mark Goldstein, MSLS, AHIP; Eileen R. March, DA

RESEARCH QUESTIONS

- What is evidence on trends, costs, and utilization for any services provided by hospital libraries?
- How do administrators value hospital library services for general use and for specialty?
- How do end-users value different types of services or collections from libraries?


INTRODUCTION

Study conducted in 2008 across 16 hospitals in New England. Study included 100 librarians, 100 administrators, and 100 end-users. Study conducted by NN/LM NER & MARGO COLERI.

PUBLISHED 2009
JALIS 36(1):20-24

Spring 2009
Library Journal

Summer/Fall 2009
JALIS 36(2):20-24



COMBINED THEMES

- What implications does the study's findings have for the future of hospital libraries?
- Library value
- Administrators' and End-Users' value
- Library services
- Administrators' and End-Users' value
- Administrators' and End-Users' value

METHODS

- Surveys distributed by the director of the project to all librarians
- Survey Questions (3)
- Demographic Information (2)
- Practical Questions (4)
- Interviews (2)
- Analysis & Report (2)

RESULTS

80% of librarians reported that their library was valued by administrators and end-users.

- 80% of librarians reported that their library was valued by administrators and end-users.
- 80% of librarians reported that their library was valued by administrators and end-users.

CONCLUSIONS

- Value of hospital libraries is high
- Value of hospital libraries is high
- Value of hospital libraries is high

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

Mark Goldstein, MSLS, AHIP & Margo Coleri, AMLS, AHIP

Phase One work products:

- HCSC Transition
- KM Webinars
- KM Day Series
- 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 control of our own future... positively or negatively, it is up to us to make the change around us."

"Practical ideas [were shared] that we can implement our part in the future of libraries. This is the first time I have felt hopeful about this."

Year 1, 3-phase project:

- Phase 1: Development
- Phase 2: Implementation
- Phase 3: Evaluation



KNOWLEDGE
Information

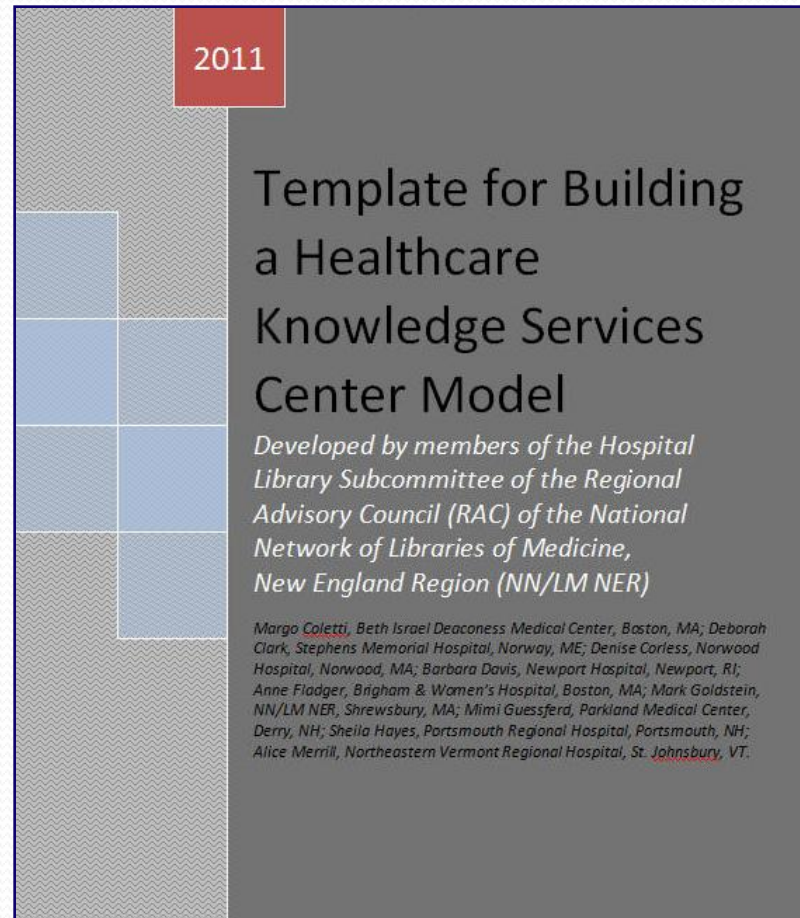
INFORMATION
Data, Publishers, Aggregators, Webmasters

DATA
Information Systems, IT

Hospital	Library	Subcommittee
Brigham Young University	Brigham Young University	Brigham Young University
Brigham Young University	Brigham Young University	Brigham Young University
Brigham Young University	Brigham Young University	Brigham Young University
Brigham Young University	Brigham Young University	Brigham Young University
Brigham Young University	Brigham Young University	Brigham Young University
Brigham Young University	Brigham Young University	Brigham Young University
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Brigham Young University	Brigham Young University	Brigham Young University
Brigham Young University	Brigham Young University	Brigham Young University
Brigham Young University	Brigham Young University	Brigham Young University



HKSC Template



2011

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)

Margo Coletti, Beth Israel Deaconess Medical Center, Boston, MA; Deborah Clark, Stephens Memorial Hospital, Norway, ME; Denise Corless, Norwood Hospital, Norwood, MA; Barbara Davis, Newport Hospital, Newport, RI; Anne Fladger, Brigham & Women's Hospital, Boston, MA; Mark Goldstein, NN/LM NER, Shrewsbury, MA; Mimi Guessferd, 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

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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

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

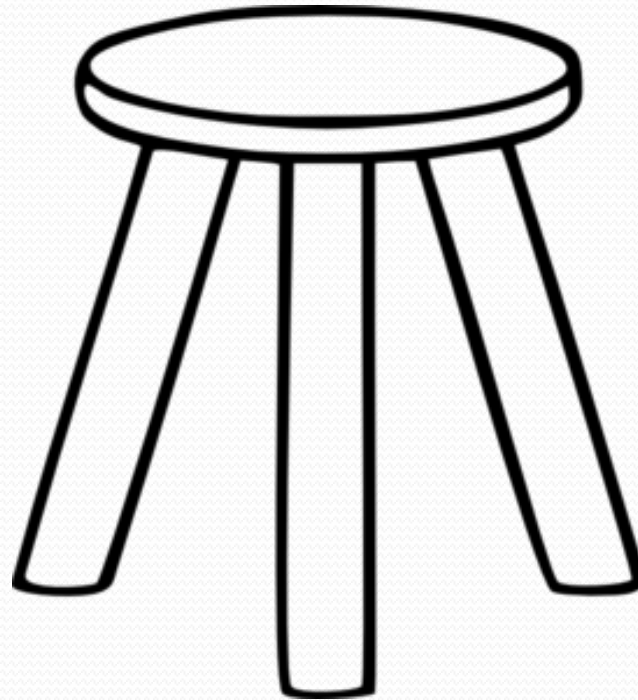


Why KM?

- 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

A 3-Legged Stool

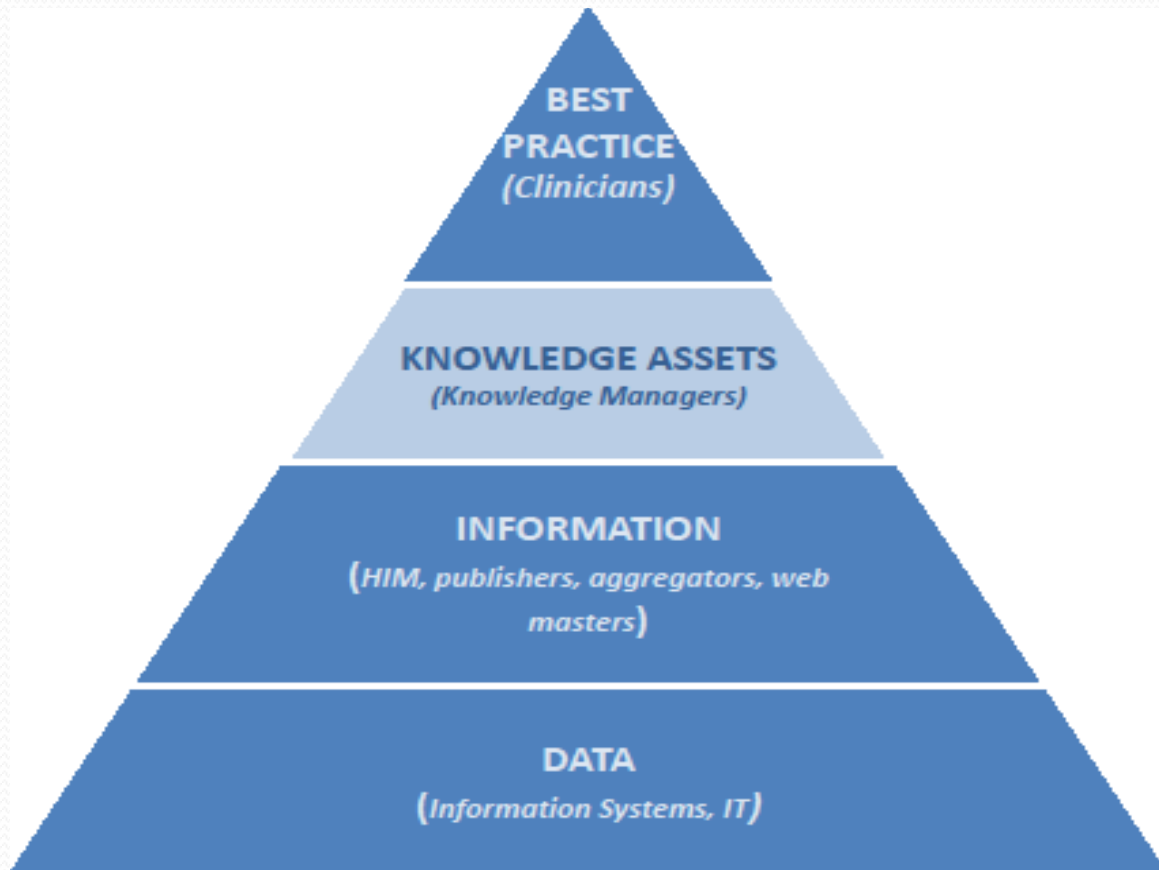
Technology



Bodies of
Knowledge

People / Customers

The KM PYRAMID



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

Traditional Library Services (link to outside knowledge)	Knowledge Services (link to outside & inside knowledge)
<u>Current Awareness:</u> TOC	<u>Current Awareness:</u> TOC <i>plus</i> blogs, etc.
<u>Database Management:</u> Journals Check-In Book Circulation Knowledge-Based Info: (PubMed, Ovid, ISI, CINAHL, etc.)	<u>Database Management:</u> Journal Check-in [<i>still value?</i>] Book Circulation [<i>still value?</i>] KBI <i>plus</i> Internal Knowledge Bases: (Abbreviations, Institutional Publications Repository, etc.)
<u>Document searching:</u> using indexed terms	<u>Document searching:</u> using indexed terms <i>plus</i> Indexing and meta tagging documents
<u>Decision Making:</u> KBI Resources	<u>Decision Making:</u> KBI Resources <i>plus</i> Content Management Systems

KM Projects: Example One

Plain Language Thesaurus

Search for:

[A](#) [B](#) [C](#) [D](#) [E](#) [F](#) [G](#) [H](#) [I](#) [J](#) [K](#) [L](#) [M](#) [N](#) [O](#) [P](#) [Q](#) [R](#) [S](#) [T](#) [U](#) [V](#) [W](#) [X](#) [Y](#) [Z](#)

Entry	Defintion
cardiac	related to the heart
cardiac arrest	heart attack

KM Projects: Example Two



The screenshot shows a web interface for the "Nursing Publication & Research Library". The header features a logo with the letter "M" and the text "Nursing Publication & Research Library" on a yellow background. A "back" link is visible in the top right. Below the header, there are two tabs: "Intro" and "Search for publications and research", with the latter being active. The main content area is titled "Publications & research by nurses at Children's Hospital Boston". It contains several search filters: "Type of publication" with checkboxes for Journal Article, Book, Book Chapter, Poster, Patient Education, Presentation, and Current Research; "Title or abstract words:" with a text input field and an "AND" label; "Author(s):" with a text input field, an "AND" label, and a note "last names only, separate with commas"; "Journal Name:" with a dropdown menu and an "AND" label; "Publication year:" with a dropdown menu and an "AND" label; and "Specialty:" with a dropdown menu and an "AND" label. At the bottom, there are three buttons: "Search", "Reset to previous selections", and "Clear all".

Nursing Publication & Research Library

Intro Search for publications and research

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

KM Projects: Example Three

The screenshot shows a web page titled "Resources for Department Orientations" from the Health Sciences Library. The page is organized into several sections: "Documents", "Lists", "Discussions", "Sites", and "People and Groups". A "Recycle Bin" icon is visible in the left sidebar. The main content area features a paragraph about the importance of orientation, followed by three sections: "Why We're Revising Orientation", "Guidelines, Templates and Checklists", and "Preceptor Manual - Non Clinical (Patient Contact, Not Care)". Each section contains a list of links to various resources. Three callout boxes with arrows point to specific links: the first points to a PowerPoint presentation, the second points to a checklist, and the third points to the preceptor manual. A "Did you know?" section and "Key Contacts" are also visible on the right side of the page.

Health Sciences Library > Resources for Department Orientations

Welcome Strubel, Gary

Resources for Department Orientations

This Site

Home

Site Actions

View All Site Content

Documents

Lists

- Why We're Revising Orientation
- Guidelines, Templates and Checklists
- Preceptor Manual - Non Clinical (Patient Contact, Not Care)
- Preceptor Manual - Clinical (Patient Care)

Discussions

Sites

People and Groups

Recycle Bin

As someone who supervises or manages people, you have primary influence on the success and satisfaction of your employees at work. The new hire's first few weeks establish the foundation for a positive relationship between you and the new employee, to whom you are key in providing support and direction.

Why We're Revising Orientation

Link:

- PPT - SBAR Presentation: Proposal to Revise the Employee Orientation
- PDF - SBAR Proposal to Revise Orientation: Executive Summary
- PDF - SBAR Proposal to Revise Orientation: Complete Report

Guidelines, Templates and Checklists

link:

- Guide - Manager's Guide to Departmental Onboarding Programs
- Guide - New Employee Quick Start Guide
- Checklist - Before the New Employee Arrives
- Checklist - New Employee Assessment Period
- Template - New Employee Announcement
- Template - Guided Tour of SVMC
- Template - Tour of the SVHC Intranet
- Template - Department Handbook
- Sample - Nutrition and Dining New Hire Handbook

Preceptor Manual - Non Clinical (Patient Contact, Not Care)

Link:

- Employee Safety: Emergency Codes
- Employee Safety: Code Red
- Employee Safety: Code Pink
- Employee Safety: Hazardous Communication
- Employee Safety: Security
- Infection Control: Standard Precautions
- Privacy and Confidentiality
- Event Reporting
- Employee Health
- Information Systems

Did you know?

Department of Labor reports that new hires are more likely to leave a business for three reasons more if the employees take a structured orientation process. So a thoughtful Onboarding process is a retention tool in and of itself!

Key Contacts

Billie Lynn Allard, RN, MSN
Director of Education
ALLB@phin.org

FCD@phin.org

Gary Strubel, MLS
Staff Development Librarian
stra@phin.org

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

EMR Client - Doris Ryan

Smith, Test

DOB: 1/3/75 36 M
NW0000068569 / NW00651691
Unit 23 (Nw) NW2302-A ADM IN

Allergy/ADR: MUSHROOM, Penicillins

External Links

- CNH Useful Clinical Forms
- Physician Order Sets
- Diagnostic Imaging Prep Manual
- Resp Tx Protocols
- CPOE Info and Resources
- Lexicom Online
- Micromedex

Record List
Other Visit
Special Panels
24 Hour
Vital Signs
I & O
Notes
Medications
Order History
Laboratory
Microbiology
Blood Bank
Pathology
Imaging
Other Reports
Care Trends
Care Activity
History
Summary
Encounters
Referrals
Discharge
Orders
Document
Sign

Graph My Data Cancel Save ? [Icons]

KM Projects: Example Five

The screenshot displays a web browser window with the following content:

- Browser Title Bar:** Home - Colorectal Patient Care Resource Site - Knowledge Guides at Beth Israel Deaconess Medical Center - Windows Internet Explorer
- Address Bar:** http://bidmc.libguides.com/content.php?mode=preview&pid=58782&sid=449577
- Page Header:** Beth Israel Deaconess Medical Center, A TEACHING HOSPITAL OF HARVARD MEDICAL SCHOOL
- Breadcrumbs:** Knowledge Services » Knowledge Guides » Colorectal Patient Care Resource Site
- Page Title:** Colorectal Patient Care Resource Site
- Meta-Info:** Last update: Jul 8th, 2010; URL: http://bidmc.libguides.com/5stoneman; Print Guide
- Navigation Menu:** Home, Online Competencies, Policies, Colorectal Nursing Resources, Educational Info, CEU Resources, Online Journals, Patient Education, Article of the Month, Feedback, About 7 Stoneman, About this Site
- Search Bar:** Search: [input field] [This Guide] Search
- PATIENT CARE Section:**
 - CareWeb Clinical Look-up
 - POE (Provider Order Entry)
 - Nursing IPA
 - Discharge Planning
 - Online Medical Record (OMR)
 - Emergency Department Dashboard
 - Perioperative Information Management System (PIMS)
 - Patient Safety Reporting System
 - UptoDate
 - Home Care Agency Locator (Massachusetts)
 - Visiting Nurse Associations (VNAs) of Massachusetts
- DRUG INFORMATION Section:**
 - CareNotes: CareNotes™ provides your patients with complete, easy-to-understand information about all aspects of their care, medications, and health, in English or Spanish.
 - Micromedex
 - BIDMC Pharmacy Formulary
 - Pharmacy Policy & Procedures Manual
 - Pharmacy Clinical Guidelines (IV administration guidelines)
- NURSING RESOURCES Section:**
 - Flu Central: BIDMC information on the flu and updates.
 - AccessSurgery: This is a resource to better understand our patient's experience in the OR and detailed...

NER's Strategic Plan for KM

(aka "Regional KM Initiative")

Five Years- Three Phases:

- I. Development
- II. Implementation
- III. Evaluation



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

2011

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)

Member Centers: Beth Israel Deaconess Medical Center, Boston, MA; Dartmouth
Cook, Southern Memorial Hospital, Norwalk, CT; Deacon Center, Springfield
Hospital, Holyoke, MA; Barbara Davis, Newport Hospital, Newport, RI;
Anne Arundel Hospital & Veterans Hospital, Bowie, MD; Main Children's
NN/LM NER, Shrewsbury, MA; Mini-CareQuest, Franklin Medical Center,
Dartmouth, NH; Southcoast, Northcoast Regional Hospital, Portsmouth, NH;
Alice Merrill, Northcoast Vermont Regional Hospital, St. Johnsbury, VT.

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*



Pilot Field Guide Modules

- A** **AUDIT**

- B** **DOCUMENTATION**

- C** **COMPETENCIES**

- D** **COLLABORATIONS (Internal)**

- E** **COLLABORATIONS (External)**

Field Guide Modules (cont'd)

F PRIORITIZATION

G RISK ASSESSMENT

H BUDGET & COST ALIGNMENT

I CHANGE MAP

Phase II: Implementation

Period: 2011-2013

Deliverables:

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

Phase III: Evaluation

Period: 2013-2015

Deliverables:

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

Profession at a Crossroads

Hospital
Library



HKSC

Hospital Library Services

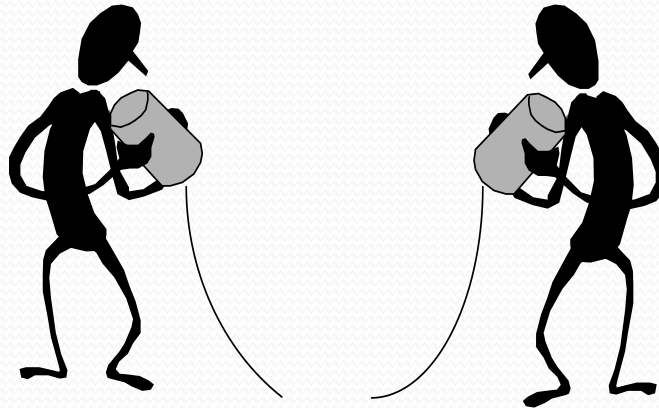
Links to outside knowledge

Healthcare Knowledge

Services

Links to both outside *and*
inside knowledge

Second Q & A



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