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
INTRODUCTION

In 2004, as part of its Regional Advisory Council (RAC), the National Network of Libraries of Medicine, New England Region (NN/LM NER) formed the Hospital Library Subcommittee, with the charge to promote the value of hospital libraries throughout the region. Over its 7-year tenure, the Subcommittee has tracked a gradual decline in support for hospital libraries, evidenced by budget cuts and library closures. The status quo had ultimately become untenable.

In 2009, the Subcommittee began to shift focus from library advocacy towards a new strategy: a 5-year plan to assist hospital libraries with the transition to healthcare knowledge services centers (HKSCs) within their institutions.

Phase One work products:
- HKSC Template
- KM Webinars
- KM Day Event
- 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 an active part rather than passively sit by watching the world change around us."
- "Practical ideas [were shared] on how we can negotiate our part in the future of libraries. This is the first time I have felt hopeful about this."

Funded by:
- NN/LM NER

5-year, 3-phase project:
- Phase 1: Development
- Phase 2: Implementation
- Phase 3: Evaluation

Hospital Library Subcommittee

"We are drowning in information, but we are starving for knowledge."
- John Naisbett

St Johnsbury, VT
Northeastern VT Regional Hospital
Betsy Merrill
Portsmouth, NH
Portsmouth Regional Center
Sheila Hayes
Derry, NH
Parkland Medical Center
Mimi Guessferd
Shrewsbury, MA
NN/LM NER
Mark Goldstein
Boston, MA
Brigham & Women’s Hospital
Anne Fladger
Newport, RI
Newport Hospital
Barb Davis
Norwood, MA
Norwood Hospital
Denise Corless
Boston, MA
Beth Israel Deaconess Medical Center
Margo Coletti
Norway, ME
Stephens Memorial Hospital
Deb Clark
City, State
Institution Name

This project has been funded in whole or in part with Federal funds from the National Library of Medicine, National Institutes of Health, Department of Health and Human Services, under Contract No. N01-LM-6-3508 with the University of Massachusetts Medical School.
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 Colen, Beth Israel Deaconess Medical Center, Boston, MA; Deborah Clark, Stephens Memorial Hospital, Norway, ME; Denise Corliss, Norwood Hospital, Norwood, MA; Barbara Davis, Newport Hospital, Newport, RI; Ann E. Flanders, Brigham & Women’s Hospital, Boston, MA; Mark Goldstein, NN/LM NER, Shrewsbury, MA; Mimi Guesster, Portsmouth 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

- Are you just arriving at your institution?
- Are you expecting reductions in staff, hours, services, or space?
- Are you leaving the library, hoping the institution hires a suitable replacement?
- Just got word that your library will be going through a consolidation or merger?
- Has your institution already announced that it’s closing its doors?
- Are rumors circulating about eliminating the library entirely?
- Where can you find...
  - Help?
  - Someone to talk to?
  - Someone to understand?
  - Someone that will do something?

Advocacy
- You’re really not alone... there is someone you can talk to!
- Customizable to fit your situation and your institution
- Contact:
  Mark Goldstein
  NN/LM NER, Network Coordinator
  508-856-5964
  Mark.goldstein@umassmed.edu

Orientation Packets
- Ready to be sent out
- Contains information about:
  - NN/LM NER
  - Your local state organization
  - Education & training opportunities
  - Library acronyms & what they mean
  - Lessons 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

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

- Fall’08 – global economic meltdown
- Fall’09 – critical juncture in advocacy effort
- 3 months – 3 libraries gone
A New Strategy -- A New Model

- From **Reactive** to **Proactive**
- 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
- Ideal window of opportunity
  - navigators
  - facilitators
  - EBP collaborators
  - patient educators
KM Definition

“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.”
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.
<table>
<thead>
<tr>
<th>Traditional Library Services (link to outside knowledge)</th>
<th>Knowledge Services (link to outside &amp; inside knowledge)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Awareness</strong>: TOC</td>
<td><strong>Current Awareness</strong>: TOC plus blogs, etc.</td>
</tr>
<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>
<tr>
<td><strong>Document searching</strong>: using indexed terms</td>
<td><strong>Document searching</strong>: using indexed terms plus Indexing and meta tagging documents</td>
</tr>
<tr>
<td><strong>Decision Making</strong>:</td>
<td><strong>Decision Making</strong>:</td>
</tr>
<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:

Author(s):
[last names only, separate with commas]

Journal Name:

Publication year:

Specialty:

[Search] [Reset 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
First Q & A

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

Margo Coletti
Director, Knowledge Services,
BIDMC
mcoletti@bidmc.harvard.edu
Ph: 617-632-8483
The Big Picture
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

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

<table>
<thead>
<tr>
<th>I.</th>
<th>KM Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>II.</td>
<td>Knowledge Pyramid</td>
</tr>
<tr>
<td>III.</td>
<td>Attributes of the HKSC</td>
</tr>
<tr>
<td>IV.</td>
<td>Competencies for the Knowledge Manager</td>
</tr>
<tr>
<td>V.</td>
<td>Collaborations &amp; Alliances</td>
</tr>
<tr>
<td>VI.</td>
<td>Comparative Table of Services</td>
</tr>
<tr>
<td>VII.</td>
<td>Addenda</td>
</tr>
<tr>
<td></td>
<td>A. Sample Job Description</td>
</tr>
<tr>
<td></td>
<td>B. Sample Mission Statements</td>
</tr>
<tr>
<td></td>
<td>C. Sample Strategic Plans</td>
</tr>
<tr>
<td></td>
<td>D. Sample Line Items for an Operating Budget</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>AUDIT</td>
</tr>
<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>

Developed by the RAC Hospital Library Subcommittee of the NN/LM NER
Field Guide Modules (cont’d)

F  PRIORITIZATION
G  RISK ASSESSMENT
H  BUDGET & COST ALIGNMENT
I  CHANGE MAP

Developed by the RAC Hospital Library Subcommittee of the NN/LM NER
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
Profession at a Crossroads

Hospital Library Services
Links to outside knowledge

Healthcare Knowledge Services
Links to both outside and inside knowledge

HKSC
“You can approach change in one of three ways.
You can make it happen,
You can watch it happen, or
You can wake up one day and say ...

- Mitchell T. Rabkin, MD CEO, Beth Israel Hospital, 1966-96
'What happened?'
Second Q & A

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

Margo Coletti
Director, Knowledge Services, BIDMC
mcoletti@bidmc.harvard.edu
Ph: 617-632-8483