Promoting a hospital library: from e-books to ‘information prescriptions’

Presenters:
Bill Hamilton and Natalia Tukhareli
Outline

- Introduction: ‘House of Rouge’
- Background: RVHS Strategic Plan Overview
- Health Sciences Library profile and reasons for renovation
- Marketing campaign: objectives, strategies, and the implementation
- Information need assessment: an internal survey
- On-site visits to health libraries within GTA: findings
- Consumer Health Information: literature review highlights
- ‘Information on Prescription’ program at RVHS: an overview
- Q & A
Our Imperatives

- “Ontario’s Action Plan for Health Care” guides health care reform in our province and community.

- The plan is patient focused, with emphasis on delivering:
  
  ✓ Better access;
  ✓ Better quality; and
  ✓ Better value.

- The goal is a quality health care system that is more responsive to patients and delivers better value for taxpayers.

- The Minister of Health: protect and strengthen health care, so it’s there for our children and grandchildren, just as it is there for us.
House of Rouge

Patient Experience

Change Initiatives
- Patient Experience Training
- Post-Discharge Follow-up

Indicator
- Patient Satisfaction

RVHS Culture
The way we do things around here.

Access to Care
- Change Initiatives
  - Bed Map
  - Ambulatory Care Enhancements
- Indicators
  - Wait time for admitted patients in the Emergency Department
  - Alternate Level of Care (ALC) Throughput

Service Excellence
- Change Initiatives
  - Collaborative Care
  - Evidence-based Care
  - Physician Credentialing
- Indicators
  - Hospital Standardized Mortality Rate (HSMR)
  - Nursing Sensitive Adverse Events

Team Engagement
- Change Initiatives
  - Lean Management System
  - Talent Management Engagement Survey Follow-up
- Indicators
  - Percentage of departments meeting Lean VSM requirements
  - Number of ideas implemented per FIT

Fiscal Responsibility
- Change Initiatives
  - Operational Sustainability Plan
  - HDR
  - Staff Resource Plan
- Indicators
  - Conservatory Charge
  - Net Margin

Lean Management Philosophy

RVHS Strategic Plan-On-A-Page

RVHS Mission
To provide the best health care experience for our patients and families.

Ontario’s Action Plan For Health Care

The best at what we do
**Alignment**

**Strategic Plan**
**ON-A-PAGE**  2011-2014

**OUR NEW STRATEGIC DIRECTIONS**

We will focus on what is important to our patients by:
- Providing friendly, caring, quality service to all our patients and their care supporters all of the time
- Delivering timely access to our services for our diverse communities
- Identifying and connecting to family physicians and other community-based care providers to improve co-ordination of care within the system

We will help to build a system of care that meets the needs of our community by:
- Supporting a regional approach to the delivery of health care services as identified in the Central East Local Health Integration Network Clinical Services Plan:
  - Cardiac Services as a designated, integrated regional provider
  - Mental Health in collaboration with other providers
  - Maternal/Child through seamless access and integration
  - Pediatrics as an advanced Centre and LHIN wide resource
- Capitalizing on our existing expertise to grow:
  - Orthopedics through seamless access and integration
  - Women’s Health as a comprehensive and accessible user friendly service
  - Cancer Services as an integrated delivery model
  - Geriatrics as a specialized focus in the context of a hospital-wide senior-friendly environment
- Identifying and promoting opportunities for internal and external collaboration which enhance quality through access to care, service excellence, team engagement and fiscal responsibility

We will strengthen our organization to be the best at what we do by:
- Delivering and measuring care at each campus to ensure consistent high quality
- Organizing services at each campus consistent with unique community needs and the availability of resources
- Building on the strengths of our people in order to:
  - Be recognized by our staff and peers for the healthy workplace we develop
  - Be seen by our Industry as leaders in Lean management
  - Transform through innovation, learning and continuous improvement

**OUR STRATEGIC DIMENSIONS**

- Access
- Service Excellence
- Team Engagement
- Fiscal Responsibility

**To be the best at what we do, we will:**

- Work as a Team (Board of Directors, Senior Management, Physician Leaders) with all staff, physicians and volunteers
- Live our values every day, all day
- Relentlessly focus on Quality Care, Patient and Staff Safety delivered in a Healthy Workplace
- Plan and deliver our services within the context of the Central East Local Health Integration Network’s plans and priorities
- Deliver our services within the fiscal resources available to us
- Deliver the following core services at both of our acute care campuses at Rouge Valley Centenary and Rouge Valley Ajax and Pickering:
  - 24/7/365 emergency departments supported by:
    - 24-hour anaesthetic coverage
    - High-dependency units (such as ICU)
    - General surgical capacity
    - Community-level obstetrical and paediatric services
    - General medical and geriatric services
    - Some rehabilitation and mental health services
    - Centres for diagnostics, treatment and ambulatory care
## 2011-2014 Strategic Plan for Human Resources

We support the delivery of high quality patient care by providing our clients with expert, responsive, respectful and innovative Human Resource services in a healthy, safe, diverse and engaged workplace.

<table>
<thead>
<tr>
<th>Our Strategic Initiatives</th>
<th>Timing</th>
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<tbody>
<tr>
<td><strong>Our Strategic Initiatives</strong></td>
<td><strong>Timing</strong></td>
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<tr>
<td>The HR portfolio will support the development of a culture of service excellence by:</td>
<td>2011 - 2014</td>
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<tr>
<td>• Modeling and delivering excellence in customer service</td>
<td>Health Science Library Promotion program</td>
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<td>• Providing tools, expertise, training and coaching in the delivery of quality customer service that consider diversity and accessibility.</td>
<td>• Health Sciences Briefing Note: Q1 2012</td>
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<tr>
<td>• Evaluating technology options that create solutions and enhance the delivery of efficient, accurate and comprehensive portfolio services</td>
<td>• Literature review of recent publications on medical libraries</td>
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<td>• Review of similar hospital libraries within the GTA</td>
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<td></td>
<td>• Internal library survey of physicians and staff of RVHS</td>
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<td><strong>We will support access to quality patient care by:</strong></td>
<td>2012 - 2014</td>
</tr>
<tr>
<td>• Recruiting and retaining the best talent in a timely, cost-effective and efficient manner</td>
<td>Lean Principles in Practice:</td>
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<tr>
<td>• Utilizing Lean tools and principles to effect continuous quality process improvement in HR portfolio practice.</td>
<td>• Yearly PBCs for manager</td>
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<td>• Supporting leading edge knowledge management through provision of electronic library information systems.</td>
<td>• A3 on Library Services</td>
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<td>• Physical space</td>
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<td>• Library collections</td>
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<td>• Library services</td>
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<td>• Tom Leon Centre (Consumer Health Resource Centre)</td>
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<td>• Staffing</td>
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<td>• Performance Trending Board</td>
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<td>• Idea board</td>
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<td>• SWOT analysis</td>
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<td>• Quarterly 6S</td>
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<td>• Team Rounding</td>
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<tr>
<td><strong>We will develop business partnerships with our clients to support attainment of mutual strategic goals by:</strong></td>
<td>2013 - 2014</td>
</tr>
<tr>
<td>• Implementing strategies to support a safe, healthy, accessible and high-performing work environment.</td>
<td>Information on Prescription Program:</td>
</tr>
<tr>
<td>• Evaluating, improving and promoting our employee recognition program(s)</td>
<td>• Program design and implementation</td>
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<td>• Developing and operationalizing a robust talent management strategy that fostering innovation, engagement and considers future workforce succession requirements</td>
<td>• Promotion</td>
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<td>• Evaluating and recommending improvements to performance review systems</td>
<td>• Evaluation</td>
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Our organizational learning strategy incorporates:

<table>
<thead>
<tr>
<th>Organizational Learning Programming</th>
<th>Tuition Reimbursement</th>
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<tr>
<td>Organizational Development</td>
<td>Non Clinical Co-op Placement Program</td>
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<tr>
<td>Library and Resource Centre</td>
<td>Face to Face and Distance Conferencing</td>
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<td>Special Events</td>
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</table>
In 2011, the library served 3,138 users at two sites, including Rouge Valley Centenary and Rouge Valley Ajax.

Facility: 3 rooms (4 reading tables and 3 work-stations) located on the 2nd floor of the Margaret Birch Wing at the Centenary Site.

Staffing: 1 PT Librarian and 1 PT Library Technician.

Collection: 700 print books, 182 print journals, 53 e-journals, 21 e-book; 2 special collections.

Services: literature searches; article requests; training on databases and information resources; current awareness; computer access 24/7; photocopying.

Supports the Tom Leon Health Resource Center (TLHRC).
Health Sciences Library Renovation Project

Reason for Improvement

Place  Collection  Services
**Goal:** to increase the value provided by the library by tailoring the library’s physical space, collections and services to the information needs of its users.

**Action Plan:**
- Literature review
- On-site visits to similar libraries
- Revision of current collections and services
- Information needs assessment: a survey
- Relocation and re-design of a physical space
“Many librarians do not see themselves as marketers, but marketing is an essential role for hospital librarians. It is incumbent upon hospital librarians actively to pursue ways of reminding their customers about library services.”


“Librarians have a responsibility to raise awareness of their services through developing their marketing activities, promoting services, tailoring marketing to users’ needs.”

Marketing: Definition

- “Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” (American Marketing Association, 2013).

- Marketing “is to do with predicting and providing the services that people need and with providing those services to the best quality… Marketing a library is about the relationship between the library and its actual and potential users.”

‘Marketing Mix’

- Product
- Promotion
- Price
- Place
- People
Marketing Plan: Objective & Strategy

- **Marketing Objective:** to promote Health Science Library within the RVHS in consistence with current tendencies in Health Librarianship and the organizational philosophy and culture at Rouge Valley.

- **Marketing Strategy** - target/custom marketing - tailoring a particular product to the specific needs of an individual customer.
‘Promotional Pillars’

Marketing Research

Information Needs Assessment

Identifying promotional strategies for different client groups
Promotional Strategies

- Presentations at a hospital group’s regular meetings
- Internal network
- Partnerships with clinical and non-clinical departments
- Announcements and publications in the hospital newsletter
- Library Intranet
- ‘Road Shows’
- Library events and initiatives
- ‘Idea Board’
- Service evaluation surveys
- Use of traditional promotional materials (posters, brochures, bookmarks, fliers, displays)
- Targeted direct mail campaigns
In September 2012, the staff of the Health Sciences Library conducted a survey of physicians and clinical and non-clinical staff of RVHS.

The survey was open to all affiliated physicians, clinical and non-clinical staff for a period of 6 weeks. 193 responses were received from both RVC and RVAP sites.

Demographics: 38.9% nurses, 19.2% allied health, 17.6% administration, 15.0% physicians, 5.7% pharmacists and 3.6% management.
**Physical Space:**

What features would you like to see within the physical space of the Library? (Check all that apply)

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
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<tbody>
<tr>
<td>Study space</td>
<td>57.7%</td>
<td>101</td>
</tr>
<tr>
<td>Collaborative work space</td>
<td>24.6%</td>
<td>43</td>
</tr>
<tr>
<td>Quiet sitting area</td>
<td>56.6%</td>
<td>99</td>
</tr>
<tr>
<td>Meeting space</td>
<td>28.0%</td>
<td>49</td>
</tr>
<tr>
<td>Book/Journal Display</td>
<td>42.3%</td>
<td>74</td>
</tr>
<tr>
<td>Computers with Web Access, 24/7</td>
<td>73.7%</td>
<td>129</td>
</tr>
<tr>
<td>Training Lab</td>
<td>22.3%</td>
<td>39</td>
</tr>
<tr>
<td>Audio/Video Equipment</td>
<td>31.4%</td>
<td>55</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>answered question</td>
<td></td>
<td>175</td>
</tr>
<tr>
<td>skipped question</td>
<td></td>
<td>18</td>
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# Library Services

Which existing Library services will support your work? (Check all that apply)

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<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
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</thead>
<tbody>
<tr>
<td>Literature searches</td>
<td>63.1%</td>
<td>113</td>
</tr>
<tr>
<td>Requests for articles</td>
<td>60.9%</td>
<td>109</td>
</tr>
<tr>
<td>Book requests</td>
<td>38.5%</td>
<td>69</td>
</tr>
<tr>
<td>Reference queries</td>
<td>30.7%</td>
<td>55</td>
</tr>
<tr>
<td>Library Orientation sessions</td>
<td>12.8%</td>
<td>23</td>
</tr>
<tr>
<td>Current Awareness</td>
<td>22.3%</td>
<td>40</td>
</tr>
<tr>
<td>Training on databases and information resources</td>
<td>38.0%</td>
<td>68</td>
</tr>
<tr>
<td>Computer access</td>
<td>57.5%</td>
<td>103</td>
</tr>
<tr>
<td>Photocopying/Faxing/Printing</td>
<td>52.5%</td>
<td>94</td>
</tr>
<tr>
<td>answered question</td>
<td></td>
<td>179</td>
</tr>
<tr>
<td>skipped question</td>
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<td>14</td>
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Library Survey: Findings

- Acknowledged role of the library in supporting clinical learning and clinical care
- Features and characteristics: view of a physical library as a place providing an opportunity for study, collaborative work and recreation
- Demand for electronic resources
- Patient Information / Consumer Health Centers
- Benefits of Teaching Hospital status
In July 2012, the staff of the Health Sciences Library visited 9 medical libraries within the GTA:

- Credit Valley Hospital
- Halton Healthcare Services Corporation
- Scarborough Hospital
- Lakeridge Health Oshawa
- Markham - Stouffville Hospital
- North York General Hospital
- Toronto East General Hospital
- St. Joseph's Health Centre
- Humber River Regional Hospital
Consumer health information: “information and support provided to help patients, families and carers understand, manage and/or make decisions about their health, condition or treatment.”

“Information is an intervention that impacts health and wellbeing and it contributes to all three aspects of quality: clinical effectiveness, safety and patient experience.”

“Information therapy is the prescription of the right information to the right patient at the right time.”


“Information Therapy is the prescription of information intended to help patients understand their health and their health care issues.”

‘Information on Prescription’ (InfoRx)

A physician fills out the “prescription” form and refers a patient to the Tom Leon Health Resource Centre.

A trained volunteer puts together the information package using available print and online resources.

The patient receives information in print or/and electronic formats. An electronic copy is sent to the physician.
Challenges & Barriers

Possible Solutions
Next Steps

Evaluate: measure and validate new programs

2012 SWOT Recommendations:
Outreach Library services
Expand to Ajax/Pickering Hospital
New Intranet platform

Keep current with customer expectation, new technologies and best practices
THANK YOU!

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