LIHNNK UP

by Health Libraries, For Health Libraries ISSUE 27 JANUARY 2008

Time for a change

The production of "Lihnnk Up" has been a stable process for several years now. I have organised the collection of material and liaised with the printing company. I have been very ably supported by other Board members who have diligently toiled away writing editorials.

However, change comes to everything eventually. I am standing down as Chair and handing over to **Mike Hargreaves**, one of our higher education partners, from University of Central Lancashire. Uclan, as it's usually known, has a long history of partnership with health libraries and there are several shared services, and others in the pipeline. Mike and I have written an article to explain the changes to newsletter production. The most important element that isn't changing is, of course, your input. The Board will still need your many and varied submissions, so please keep writing!

This edition has some good examples to inspire you. There is a splendid double bill from **Rachel Gick**, who tells us about a Nowal Management course she attended and gives us an account of what she gained from Umbrella 2007. For anyone who is contemplating going to such an event, this is an excellent example of how practice can be inspired by attendance at conferences.

It could be said that systematic reveiws are part of our working lives. **Lucy Anderson** recounts a day's course looking at the role of the information professional in the various stages of the systematic review process.

Looking at the broader NHS context, **Mike Reid** provides very clearly the essence of a presentation on how Toyota's production system can help ensure quality in health care.

I'm sure that many new starters, and some of us who are more experienced have turned for advice to "Helping Hands". **Tracy Owen** introduces the latest edition of the manual and explains the background to its production.

Over the years, I daresay many of you have had to face the upheaval of a library move or renovation, so you'll be familiar with the sheer hard work of packing and unpacking boxes. Two library services are celebrating the end result of all their efforts in a move into new premises. We have photographs and brief accounts from **Christine Thornton** at Central Manchester and **Claire Bradshaw** and Tameside.

Library staff at Blackburn also have two achievements to celebrate. They have supported an award winning modern apprentice and also won an acolade as commendable employers. An Oscar moment, you might say! **Linda Riley** has sent details and photographs.

We welcome **Emily Hardwicke**, who has joined the team at Ormskirk and Southport, as our new starter, and **Sarah Glover** gives a brief account of the HCLU Christmas study day.

Finally and very sadly, we said our goodbyes to **Norma Blackburn**, who retired at the end of November. Norma was one of the stalwarts of health libraries in the region, having worked at Whittingham, Avondale Unit at Royal Preston and lastly at Blackpool. We have a lovely photograph of Norma receiving gifts and flowers at the Library Managers meeting in November.

Kathy Turtle

IN THIS ISSUE

Reflections
OF A FORMER EDITORIAL BOARD CHAIR

From worthy but dull effort to slick, glossy catwalk dazzler

Some Lihnn members, I feel sure, will still remember the dark days of the hand-produced newsletter. All those grim hours spent assembling typed sheets, and then slaving over a hot photocopier to roll out the required number of copies. With the arrival of the Health Care Libraries Unit, and a decent level of funding, it was decided that the newsletter should be produced by commercial designers and printers. There can be no doubt that the result is much more attractive and professional.

The newsletter has clearly become increasingly highly regarded and popular, with more and more Lihnn members submitting articles and news items. In the last few years, there have been a good number of 16 and 20 page issues.

Technology has of course transformed the life of the production editor. All documents are now sent electronically by email. It's so much easier to incorporate photographs taken by digital cameras, rather than the more laborious process of scanning prints. Authors are now also more likely to take their cameras to events and conferences, often with entertaining results!

Highs and Lows:

LOWS
Yes, it has to be said, it isn't all sunshine and flowers when it comes to producing a newsletter issue. Looking back through some of my editorials, I see I used on one occasion the analogy of a biblical desert and flood. Realising that there isn't enough for a good-sized edition is as scary as looking out over parched desert. When articles do arrive in the inbox, you feel a sense of relief a bit like a flood on the Nile!

All this means that keeping to timetable according to the season is almost impossible, so it's a good thing that issues will now just state the month and year of publication. It's a fact that I'm sure all experienced editors will state, that you can't force people to write and taking a heavy-handed approach is offputting especially to the inexperienced writer. We're all busy and often short-staffed, so deadlines must be flexible.

Putting your foot in it occasionally also goes with the territory, but it hasn't happened too often. Even the beadiest eyed editor will miss an incorrect detail or leave out something vital.

HIGHS
I am pleased to say that I have received many compliments from Lihnn members about the high standard and professional look of the newsletter. It does seem to be genuinely appreciated as useful and enjoyable reading. This enthusiasm for "Lihnnk Up" is reflected in a willingness to submit material.

Editorials have always been shared out between Board members, which gives a fresh approach to the task every time.

Writers include staff at all levels and I know that this is something the Board members would wish to encourage.

We have been working with Heaton Press now for about five years. They have developed a real instinct for what is requred and have established a suitable style, which is both smart and professional. It's always exciting opening up the pdf of the first draft and seeing how the word documents and photographs have been transformed into a slick looking edition.

The highs definitely outweigh the lows. It's very rewarding to be able to provide a vehicle for Lihnn members to exchange experiences and achievements. Ultimately, the success of any newsletter is down to its contributors.

Finally I must thank all the many contributors over the years, and other Board members for the tremendous support for "Lihnnk Up".

Kathy Turtle
LANCASHIRE TEACHING HOSPITALS NHS FOUNDATION TRUST
FORMERY NEWSLETTER EDITORIAL BOARD CHAIR.

Reflections
OF A FUTURE EDITORIAL BOARD CHAIR

Little did I realise, on asking a simple question about the extent of the Chair's workload at a recent LIHNK-Up board meeting, that I would consequently find myself sitting here writing a follow-up piece to Kathy's, in the capacity of Chair Elect.

The reply to that question, of course, was that the Chair has a very slight workload, that the articles for publication almost coalesce magically from the ether, and that the newsletter virtually publishes itself. And just as I was quietly reflecting that I should have seen that one coming, I was surprised to find my innocent question pounced upon as an expression of interest in the role, and to find myself proposed, seconded and elected as the new Chair!

So, here I am, with a further opportunity for quiet reflection. I'm not altogether sure what I've let myself in for, and Kathy's article suggests that "It isn't all sunshine and flowers"; worse still, "Putting your foot in it… goes with the territory", which, I have to say, is slightly worrying for a serial foot-putter-in. I'm moderately encouraged though, to see Kathy's comment that "The highs definitely outweigh the lows", and I'm looking forward to the task in hand with a cautious optimism.

I'm very conscious of the fact that Kathy is likely to be a hard act to follow. She's worked tirelessly to make the newsletter a success, canvassing for articles, organising documents and photographs, and, not least, chasing lazy contributors like me! The result is a quality publication that features a wide variety of contribution from a broad selection of library staff across the region, throwing a sharp spotlight on the diversity of work and activity being undertaken across the North West. As such it is something of which Kathy can be justly proud, and if I meet with even half of Kathy's success in the role then I'll count myself very well satisfied indeed.

So, let me sign off by making a plea to everyone to keep those articles rolling in. It would be shameful to find that Volume 28 was due for publication and nothing had been written!

Mike Hargreaves
UCLAN

LIHNN Helping Hands
The 3rd edition of Helping Hands: A practical guide for library Staff new to the NHS is now available.

Although we hope Helping Hands will offer some insight into the complexities and delights of healthcare library and information services, please remember – sometimes, none of us know what's happening!

This edition has been updated by:
- Tracy Owen (Chair, LIHNN Co-ordinators Committee) – FADE Library Service
- Paula Elliott (Secretary, LIHNN Co-ordinators Committee) – Trafford Healthcare NHS Trust
- Lis Edwards – Western Cheshire PCT

- Eileen Hume – Wirral Hospitals NHS Trust
- Shan Annis – Health Care Libraries Unit (HCLU)

The group adopted the objectives set out in the 2nd edition, i.e.:
- To collect and collate information and tacit knowledge useful to new starters in NHS library and information services
- To provide a handbook of the general information most needed by new library staff, particularly library managers as they are most likely to take up a post with a unique role in the organisation
- To identify and direct the reader to existing online materials and other resources

- To publish and promote Helping Hands
- To ensure Helping Hands is regularly updated

If you have any comments or suggestions for future editions or would like to be involved in revising the guide in 2008, please contact the LIHNN Co-ordinators Committee.

Helping Hands is available on Aditus:
http://www.aditus.nhs.uk/NR/rdonlyres/eo3rdiah3zrgj2obezhcizfxmlt3loducfq3lg3mzs4nnjgaxm42zbd2k4pl7lvq3i5edya7nco54m/Helpinghands2008.pdf

Tracy Owen
LIHNN CHAIR

MOVING INTO
MANAGEMENT AND UMBRELLA

I attended the NOWAL 'Moving into Management' course in order to support part of my PPDP for Chartership and my supervision of two members of staff as Assistant Librarian at Salford Royal.

The course consisted of three one-day courses. As a package, they provide an excellent 'tool kit' for providing the foundation for developing skills in three key areas relating to management. One day was devoted to each of the following (held 24 April, 24 May and 19 June 2007) topics:

- Leading and motivating a team
- Effective Communication
- Problem Solving and Decision Making

As my present post (which I am just about to leave) was my first real experience of supervising staff and I am keen to develop my managerial skills in general, I looked forward to the course immensely and received funding from LIHNN to attend.

The format of the course was an excellent mixture; it consisted of short presentations from the excellent trainer, Deborah Dalley, which conveyed the topic under discussion, reflection on scenarios, we had encountered in our workplaces, discussion and practical exercises - a mixture of approaches to suit all learning styles. At the end of each day, we were asked to write a personal action plan; in other words, to think how we could apply what we had learnt that day to our own methods of working or indeed, our interactions with other staff and within the team as a whole.

I have summarised the ideas and techniques from each day that I had applied to my own workplace up to the time of writing this account. The ideas or techniques took the form of producing an actual 'output', altering an existing process, or consciously trying different approaches in terms of providing a motivating and supportive influence, trying different approaches to interpersonal skills or giving feedback.

• Leading and motivating a team

- Learning styles – I am more of a theorist with a good dose of a pragmatist's approach. I am not though an activist by nature, I don't think. However, one of the staff who I supervised is an activist so I tried to make ensure that I involved them with projects that have quick and visible results, such as re-vamping the display in the library entrance or setting up a display in the department.

- I also gained a better insight into people's motivation for working (and in particular, how that differs from my own), and how I could tailor feedback accordingly.

This day in many ways formed the backdrop to the remaining courses; the latter focused on making you aware of the rage of techniques you can apply in the workplace, particularly, those relating to communication and problem-solving/decision making – the tools of the trade, so to speak.

• Communication Skills

- The NHS is a complex organization and information intensive. Also, many of us face the additional challenge of working on the academic network, which means we don't have the Trust Intranet quite so readily at our fingertips when we need it, so having a record of relevant phone numbers and Trust-specific information on tap is rather handy. Our own library policies/procedures of course require updating fairly regularly, and some of these are pretty extensive. Formerly, they were printed out and stored on file; if they are to be updated, the original must be found, the policy edited, sent round for approval and then printed out and stored. I therefore decided that it would be more effective to develop a WIKI to engage everyone in the process, and encourage people to actually consult it by transferring it to an electronic medium which of course can be searched and contain hyperlinks. I then asked staff, initially, to load procedures for which they had specific responsibility - or had indeed developed themselves - onto it. So far, the project has met with favourable comment. I also wrote on my action plan sheet that I wished to change the way in which induction material was prepared; relevant 'pages' from the WIKI can be sent to staff who work on a particular task so that they can build up their own manual.

- How to capture staff knowledge and manage e-mail overload by extracting significant information and storing it elsewhere (yes, you've guessed it – on a WIKI, where appropriate!)

- There was a timely reminder to use the subject box in e-mails to the best possible effect!

• Problem solving and decision making

- I particularly enjoyed this as it married techniques for fostering creativity with those for helping to make sound decisions. For example, I learned:

- How to tap into people's latent creativity by generating ideas with a 'no holds barred approach' but making sure that each person is heard

- How to identify a problem precisely and effectively

- How to identify the solution and analyse factors the positively and adversely affect its realisation

- Thinking laterally – and creatively – to bring about solutions to problems

- I used a mixture of these techniques (e.g. force field analysis) to help me create a new Current Awareness Service at Salford Royal NHS Foundation Trust, and in particular, how to 'package' the material I was trying to communicate in the best way(s) for the users and choose the most appropriate software.

I thoroughly enjoyed this course and would recommend it to anyone who is in their first professional post. The way in which attendees were encouraged to reflect on aspects of their own working environment (past and present), the issues that pertain within, one's own methods of working was a very effective way to allow us to engage with the theoretical aspects of the material. I also think that it was of great benefit to attend a course with people from the academic sector as this gave a greater range of experience and contexts; for example, experiences of working within small and large teams were represented in discussions.

Under one Umbrella: Catalyst for Change - CILIP conference, University of Hertfordshire (de Havilland Campus), 28-30 June 2007

I was delighted to attend my first major CILIP conference June/July 2007. Again, I was lucky enough to receive funding from LIHNN. David (Stewart), Shan (Annis), Trevor (Morris) and I had a rather long – but very entertaining - journey to the conference, having made good progress during the first part of the journey but getting caught up in a motorway closure en route further south. I did though attend Phil Bradley's Web 2.0 talk, given on the first day, and followed this up with a number of other presentations on the theme of Web 2.0.

I found the Umbrella conference extremely useful, particularly for developing new online resources and getting a grasp of how Web 2.0 fitted into the information landscape generally; this was hardly surprising since a number of the conference's overarching themes were related in some way to online resources and the theme of 'change' within – as I experienced the conference, the online information environment - was clear throughout. The strands that I followed throughout the conference were:

- E-learning

- Information Literacy

- Technology

- … and on the last day, 'Research and evidence-based practice' (although this was also on an 'online' theme - aspects of website design!)

I also squeezed in attendance of the HLG AGM.

The sessions from which I feel I very quickly derived direct benefits were concerned with the following:

Web 2.0, in its many guises and in particular...

- An overview of Web 2.0 technology provided by Phil Bradley – Blogs, WIKIs, lenses and much more (Practical uses for Web 2.0 in a library environment)

- Uses of Web 2.0 in the UK and US in HE (Phil Godwin, 'Web 2.0 and Information Literacy: all hype and no substance?')

Contined over...

...contined

I also attended the following sessions:

- Capturing and sharing knowledge – Knowledge Management in the NHS: a work in progress (Rachel Cooke and Caroline De Brun)

- 'Usability testing: Bernard and Brenda's route to information' (Brunel University, Davina Borman and Frankie Wilson)

- What I gained from the sessions I attended on these topics, and additionally, poster displays:

  - Seeing the application of Web 2.0 technology within the library environment (particularly in the HE sector) and how it was used gave me ideas of how I could apply it to my own workplace and how it fitted in with other online services

  - The use of WIKIs (e.g. PB WIKI) to enable collaborative project working (see above, 'Moving into Management' write up, above)

  - How online resources (e.g. Intute) which are produced externally can be embedded into your own website to direct users to good quality resources

  - The importance of creating clear access routes for users to what is becoming a complex electronic information environment drawn from an ever-wider range of external resources.

Outcomes in my own work

- I have created a library blog for the Trust Library (http://srftnhscas.wordpress.com/) to replace the paper-based bulletin. The paper based bulletin was very time-consuming to produce and of course does not have the currency of electronic media

- The blog can be used as a template for subject specific bulletins, as I developed to support my work with the Neurology Department (which commenced mid-September 2007); after trying all manner of Web 2.0 technologies, including a WIKI, I finally, in consultation with staff from the Department, settled on another blog - http://srftcasneurologybulletin.wordpress.com/

- Talking of networks, I have been able to create my own network of NW Health Libraries Blogs, and also keep track of those created by Michelle Maden (Aintree LIRC http://clinicalinformationspecialist.blogspot.com/ – with whom I attended the 'Moving into Management Course' and the 'Under one Umbrella Conference') and Kieran Lamb's (FADE) library blog http://fadelibrary.wordpress.com/ - the beauty of e-mail subscriptions to RSS feeds!

- Knowledge of NHS initiatives:

  - NHS networks (to which I have an e-mail subscription) - http://www.networks.nhs.uk/1.php

  - NHS Choices http://www.nhs.uk/Pages/homepage.aspx

- Website design: this was invaluable as at that time I was grappling with ways in which I could find a means of re-designing the library website, in consultation with users and with emphasis on establishing what content should be present. The presentation took the form of a case study using a project of setting up a new website at Brunel University. I encountered the relevant terminology which helped me to get a much better grasp on the project at that early stage and will be very useful for my next post:

  - The two broad categories of website structure: broad-shallow, narrow-deep

  - The use of 'personas' – fictional characters, who represent a particular category of library user/existing IT skills, assumed by the staff re-designing the website

  - How to conduct a website content audit - although it was suggested that index cards were used, I did this using MindMap, thanks to a talk with Salford Royal's e-learning Development Officer in July 2007

  - The importance of having a consistent style throughout the website; I would propose to do this by having a cascading style sheet, created in Dreamweaver, to replace the frames that were created in FrontPage on our own website, which I inherited

- Splitting of internal and external content (although the WIKI currently provides a sort of library staff intranet)
- Usability testing - tips for recruiting and how to create a good environment for this process
- Accessibility issues
- Avoiding 'loops' (users ending up back at the link at which they had started) and observing the 'three clicks' rule
- The importance of marketing the finished product – which is the product after all of much hard work
- Finally ... capturing the knowledge that helped build the website in a manual and finally, ensuring a mechanism for delivering continuous improvement to the website
- As someone who felt somewhat lacking in the appropriate specialist knowledge to even get started with this project I was interested to know how fellow librarians who were asked to deliver such a project (and on a somewhat larger scale) with relatively little prior experience approached the exercise gave me not only valuable and frankly hitherto largely unknown knowledge of the appropriate terminology and concepts I could then investigate, but the courage to get stuck in. I sought to consolidate improve my knowledge by finding relevant reading material and discussion with John Bramwell (Pennine Acute).

Finally, I must make mention of the extremely entertaining conference dinner on the final evening. I certainly hope to attend Umbrella again as it offered an excellent range of talks from a multitude of perspectives and across all the major library sectors.

Supporting Material –a resource list!
Official Conference website (for the programme, report of evaluation) http://www.umbrella2007.org.uk/

Comments/other write ups - it's fitting these are using the appropriate 'technology' ...
'Clippers2007': WIKI devoted to photos and reports of sessions: http://www.umbrella2007.org.uk/ http://clippers2007.pbwiki.com/

Umbrella Blog
http://communities.cilip.org.uk/blogs/umbrella/default.aspx
In terms of useful resources relating to the **creation and application of Web 2.0**, I can do no better than direct you to Michelle Maden's list on her 'Clinical Information Specialist' blog: URL for the relevant entry is:
http://clinicalinformationspecialist.blogspot.com/2007/08/umbrella-2007-catalyst-for-change.html
(I hope she won't mind!).

And finally ...
I'd just like to once again thank LIHNN for funding my attendance of the above courses. Although the delay in writing these reports was somewhat longer than I ever attended I have at least been able to show how I have applied what I have learnt due to writing rather later than the events. Additionally, I have even managed to show how things I learnt from both courses in fact showed some intersection! I've had a great time meeting everyone in LIHNN and I am sure will see many of you again (I hope so...).

Rachel Gick
FORMERLY ASSISTANT LIBRARIAN
AT SALFORD ROYAL
HOSPITALS NHS TRUST

Finding the evidence for systematic reviews: ...

In July 2007 I attended a course at the Centre for Reviews and Dissemination (CRD) in York titled 'identifying the evidence for systematic reviews: an introduction for information professionals.' The day-long workshop focused on the whole process of systematic reviews and the role of information professionals.

The attendees included NHS and university library staff, but also information professionals from private companies. The course was led by Kate Light and Su Golder, who both work as part of the information team at CRD.

The day started by looking at the importance of systematic reviews and the systematic review process. The process was described as

1. Define the question

2. Look for as many possible studies as possible

3. Sift the studies to select relevant ones

4. Assess the quality of the studies

5. Calculate the results (and combine them)

6. Interpret results

The 2nd part of the process is the focus for information professionals. An information professional plays a vital role in a systematic review team and is used to reduce bias by finding as much relevant evidence as possible.

The involvement of an information professional in the systematic review process was discussed during a session called 'levels of support for systematic reviews'. We identified three main stages when you can become involved. They are the proposal, the protocol or the systemic review. The ideal time to get involved is the very beginning at the proposal stage, but you can join the team at any point.

This then led to the question, what can an information professional offer? The session highlighted various levels of support ranging from the basics to more advanced. Basic support was described as access to information resources, troubleshooting, training and document supply. This can then move on to advising on search strategy and conducting some of the searches. More advanced support would include developing and carrying out all the searches, managing the bibliographic software, checking the bibliography and writing up the search for publication, at this stage you should be considered as a full team member. The session was filled with anecdotes and examples, from the course leaders, bringing a much needed real life dimension to the process.

The next session focused on searching and highlighted general techniques like PICO (Patient, Intervention, Comparison, and Outcome) and study design filters. Most of the attendees were familiar with this, but I think we all found the statistics and evidence related to searching particularly interesting. One of the statistics that I will remember is that a study by Cheng et al identified that only 8.1% of conference papers are published within 12 months, highlighting the need to search more than just databases of published materials. The session discussed the need for extensive searching and the difficulty of identifying studies that are not RCTs.

This was followed by a short presentation titled 'managing your references and your team' and gave us a quick guide to Endnote which is used by CRD. They gave us a website address which gives the pros and cons of different software available (www.thomsonresearchsoft.com/compare). The most important piece of information I took away from this session was to only have one copy of your reference library and nominate a person to look after it (usually a librarian!).

The session I would have liked to spend more time on was the costing session. The basic advice from this was to always overestimate! All elements of the library service should be taken into account when costing, including volume of papers, document requests, language translations, online searching costs and staff time. The last session followed on from the costing examples and gave us practical examples of how to document your search process,

...a guide for information professionals. Centre for Reviews and Dissemination: The University of York. July 2007.

with an emphasis on recording every decision made regarding the searches and database selection.

Overall the course gave a quick overview of the involvement of an information professional in the systematic review process. The facilitators were very knowledgeable and managed to make sense of the training by including examples from their own work. The most important piece of information to take away from the day was the CRD enquiry service contact details; they will give advice on search strategy design and searching CRD databases. Their website has more details; you can visit it at www.york.ac.uk/inst/crd./ 🔳

Reference

Cheng K, Preston C, Ashby D, O'Hea U, Smyth R L. Time to publication as full reports of abstracts of randomized controlled trials in cystic fibrosis. Pediatric Pulmonology 1998; 26:101-105

Lucy Anderson
OUTREACH LIBRARIAN
BURY PRIMARY CARE TRUST

Tameside's new library

Tameside and Glossop Acute Knowledge and Library Services moved into the hospital's newly refurbished Werneth House Education and Training Centre in early October, along with the Postgraduate Centre and the Education and Training department.

With three moves in the past two years, we have been something of a mobile library service, but our new permanent

home has certainly been worth waiting for. There have been lots of really positive comments from users – now we know what's meant by the 'wow' factor, people have actually been coming into the library and going 'Wow'! If you're ever up this way, come and have a look at us.

The photograph by Christine Kershaw is of Debbie (Deborah Green) and Sandra (Sandra Harrison) hard at work unpacking. 🔳

Claire Bradshaw
LIBRARY SERVICES MANAGER/MENTAL HEALTH AND LIBRARIES PROJECT LEAD
KNOWLEDGE AND LIBRARY SERVICES, WERNETH HOUSE EDUCATION AND TRAINING CENTRE, TAMESIDE AND GLOSSOP ACUTE SERVICES NHS TRUST

Lean Thinking

Implementing the Toyota Production System in Medicine
Building and Sustaining a Strategy

On 26ᵗʰ July 2007, Mike Rona, President of the Virginia Madison Medical Center, Seattle, USA, gave a presentation at the Health Professional's Education Centre, Blackpool Victoria Hospital on the 'Implementing of the Toyota Production System in Medicine'.

As many people are aware the Toyota Production System has enabled Toyota to consistently produce vehicles far faster and more efficiently than their competitors. They have achieved dramatic growth in sales, profit and market share over the last 40 years, which has never been surpassed. The challenge of business is not unlike health.

The Challenge of Business
- Quality
- Safety
- Morale
- Cost
- Margin

The Challenge of Healthcare
- Poor Quality
- Impact on Individuals
- Morale of Workers
- Cost of Poor Quality
- Access
- Unreliable Systems

What is important for a Healthcare Organisation is the % Defect rate, this is the % of avoidable deaths to an organisation, in the USA it is 3%. (1999)

The Organisation Goal of a Healthcare organisation is =
Ensure the safety of all patients
Eliminate avoidable death and injury

This means:
1. Zero avoidable deaths
2. Zero failures to follow specified critical safety policies

3. Zero adverse drug events
4. 100% performance with Clinical Care "bundles"

Virginia Mason Medical Center's Strategic Plan

Patient
Vision to be a Quality Leader

Mission to Improve
Health and Well Being of the Patient

Values
Teamwork   Excellence   Service   Integrity

Strategies
People   Quality   Service   Innovation

This involves changing the mind of the leadership alignment
- Vision
- Commitment to dramatic change
- "Burn the ships" mentality
- New management system
- Rapid pace

This change comes with a price in terms of the product/nature of Health Care
- Better – Zero defects, evidence based
- Faster – Access, reduced lead time
- More affordable – zero waste

The development of Toyota Production System is credited to Taiichi Ohno, Toyota's chief of production in post-WWII period. Under Ohno's leadership, the concept of "Just In Time" developed into a unique system of material and information flows to control overproduction.

Taiichi Ohno's Seven Pillars of Waste (MUDA)

1. Overproduction
2. Time on Hand (Waiting)
3. Transportation
4. Processing
5. Stock on Hand (Inventory)
6. Movement
7. Defective Products

Virginia Mason Production System Methods & Tools

- Patient Safety Alert System
- RPIW (Rapid Process Improvement Workshop)

- Kaizen Events (KPO's) -
  A system of continuous improvement in which instances of Muda (waste) are eliminated one-by-one at minimal cost. This is performed by all employees.
- Standard Work
- 3-P (Production Preparation Process)
- Everyday Lean Idea System
- Education, Training & Support
- Managing With The Core Methods Everyday

- Accountability for implementation and sustained results
- Enhanced leadership structure
- Enhanced "gemba" support
- Goal is 1%-5% of all staff working in KPO's

Standardized work processes enable new staff to join the workforce faster, and provide incentives to long-term staff. The NHS would do well to look East in its search for improvement.

To Change Medicine... Change Your Mind

Provider First ➡	Patient First
Waiting is Good ➡	Waiting is Bad
Errors are to be Expected ➡	Defect-free Medicine
At-risk Employment ➡	Guaranteed Employment
On The Job Training ➡	Explicit Training
Diffuse Accountability ➡	Rigorous Accountability
Add Resources ➡	No New Resources
Reduce Cost ➡	Reduce Waste
Retrospective Quality Assurance ➡	Real-time Quality Assurance
Management Oversight ➡	Management On Site
We Have Time ➡	We Have No Time

Taiichi Ohno's

RESULTS

Examples of Waste Elimination
New Center for Hyperbaric Medicine

- Workday collapsed into 8 hours
- One inside attendant for 6-8 patients treated
- Ambulances eliminated ($55,000/year)
- Immediate availability for treatment
- Emergencies treated simultaneously

Infrastructure: Secret to implementation

- Focused goals aligned with organizational goals
- Explicit measurable targets

This presentation was a real tonic to the people who attended, which I may add was "standing room only". The results, lessons learned and future of Virginia Mason Medical Center since adopting this System; have been to encourage innovation and participation in patient safety and process improvement work, which has changed their culture.

Local leaders using direct observation and team building activities did maintain the gains required, spreading successful work and improving reliability. Making processes simple, part of daily work and value-added for the patient, leads to success.

Further Reading

www.ihi.org/IHI/Topics/CriticalCare/IntensiveCare/ImprovementStories/ApplyingTPSinaCCU.htm

http://www.coe.montana.edu/ie/faculty/sobek/ioc_grant/

http://www.coe.montana.edu/ie/faculty/sobek/ioc_grant/IERC_2003.pdf

http://prhi.org/pdfs/ACF28EB.pdf

http://www.leanexecs.com/lean_thinking/details.asp?ArticleID=3

Michael Reid,
CLINICAL LIBRARIAN, HEALTH LIBRARY HEALTH PROFESSIONALS' EDUCATION CENTRE BLACKPOOL, FYLDE AND WYRE HOSPITALS NHS TRUST

Farewell
to the Jefferson Library, Manchester Royal Infirmary...

Opened in 1971 as a reading room in honour of Sir Geoffrey Jefferson, noted neurosurgeon at the Manchester Royal Infirmary (MRI), the Jefferson Library has been housed in a number of different locations across the hospital, some more salubrious than others.

It ended up where it first began, on the second floor of the Postgraduate Centre. It was from this location that current staff said a sad farewell on August 15th 2007. Like it or loath it, its quirky décor and furniture always made a big impression on both visitors and staff. Current staff members offer brief recollections, below, of their impressions of working in the Jefferson Library.

"My association with the Library began in 1986 when I joined as an Assistant Librarian.

The Library, with an atrium, spiral staircase, pillars, balcony and antique (?) furniture consisting of sofas, easy chairs, tables, coffee tables, dining chairs was not a typical library. It was certainly impressive and had the appearance of a room where users could relax and chill out. It was what was known as the Jefferson Room situated in Cobbett House only to be relocated to the Postgraduate Centre. Geoffrey Jefferson's portrait hung at the entrance as though to keep vigil on the place named after him. With just two members of staff and limited resources we tried to provide a service to the best of our ability. Gradually the library expanded with more staff, stock and electronic resources.

During my stay, the library moved several times – first to the Store room and then to Ward 5 whilst the Postgraduate Building was being refurbished. We also moved the Archives collection three times within the hospital. With so many moves (including the final one to the new location), I can now call my self a veteran.

I have some wonderful memories of the place, people I have met from all over the world and friends I have made. We have now moved to a larger space which is well equipped with modern technology and facilities, but I think the Jefferson library provided a sound platform for the present edifice. In the words of Nelson Mandela," Education is the most powerful weapon which you can use to change the world."

Rini Banerjee, 1986-2007

"The Jefferson Library – all pillars and pink plaster cornices, was a little corner of the MRI that I fell in love with on my first day three years ago. Leaving there was a wrench and our new home couldn't look or feel more different, with not a pillar or peeling plaster in sight (yet), but at least we've been able to bring our students, doctors and nurses with us."

Jenny Daniel, 2003-2007

"My first impression of the Jefferson Library was of a 'real' library. With its bound journals and array of shelving it was a place for proper study. The spiral staircase leading to the upper gallery broke up the air of seriousness and lent the library a charming quirkiness."

Steve Edwards, 2007

"The Jefferson library – a cosy, architecturally harmonious room, with a gallery.... and pillars, which looked rather grand, but attacked your ankles so often they had to have hazard tape on them! Also, a vast steam driven photocopier, which I won't miss at all."
Colette King, 2001-2004; 2006-2007

"I felt immediately at home when I came to work in the Jefferson Library, it had a faded charm and character which stayed with me for the next 2 years."

Jane Phasey, 2005-2007

"I had already accepted the post and deliberately did not visit any of the libraries before the interview. (I knew they would be in old accommodation and I didn't want that to influence my decision). My first thought on entering the Jefferson Library following my appointment was, 'Gentlemen's club, circa 1930' and, indeed, some of the 'gentlemen' there looked like they could have been in situ since the 30s. Yet, despite its many inconveniences and quirkiness, it had something…"

Chris Thornton, 2000-2007

BY:
**Rini Banerjee,
Jenny Daniel,
Steve Edwards,
Colette King,
Jane Phasey,
Chris Thornton**

Hello
to the new Trust Library, CMMC...

Bright, shiny, accommodation... new equipment... more space. With the closure of the Jefferson Library in August, stock and staff moved to Phase 1 of the new Trust Library.

This was the first of a number of moves which, following the library's completion, will eventually bring together stock and library staff from across Central Manchester & Manchester Children's University Hospitals NHS Trust. Users' comments have so far been positive. A few are listed here:

"A great improvement from the old Jefferson Library ! Great move ! Nice library, pleasant surroundings, conducive to learning in this Trust"

Professor Yin

'First impressions: light and airy with a lovely ambiance. Just right for study and reflexion.'

Richard Millard, Staff Nurse.

'Wow ! Bright, light, modern. A fantastic place for study, research and a worthy flagship for the Education Campus.'
Anon.

'Very Spacious and well set out'
Anon.

BY:
Chris Thornton
TRUST LIBRARY SERVICES MANAGER, CENTRAL MANCHESTER & MANCHESTER CHILDREN'S UNIVERSITY HOSPITALS NHS TRUST

Farewell...

...Hello

LIHNN/HCLU Christmas Study Day

11th December 2007

The annual Christmas Study Day was held at the Harris Knowledge Park, Preston and started off with Danish pastries and bacon rolls.

Our first speaker was Kevin Ellard (Director of Library & Learning Resource Service, UCLAN). Kevin spoke about developments within Higher Education and then specifically with HE libraries. For those of us who have little contact or experience with the HE sector this was a useful insight.

The mid-morning break was coupled with the usual study day quiz. Our second speaker was Ian Snowley (President, Chartered Institute of Library & Information Professionals). Ian's presentation centred on advocacy, this was followed by a lively question and answer session.

An excellent Christmas lunch was followed in the afternoon by David's HCLU round-up and then news from the various Lihnn groups. This included a presentation of the new LIHNN website and the introduction of new members of the LIHNN Coordinating Committee.

Sarah Glover
EAST LANCASHIRE
HOSPITALS NHS TRUST

Kevin Ellard (Director of Library & Learning Resource Service, UCLAN)

Ian Snowley (President, Chartered Institute of Library & Information Professionals).

new STARTERS

Hi! I'm Emily Hardwicke and I'm the new Library & Information Assistant at Southport and Ormskirk Hospitals working at the Sanderson and Hanley Libraries.

I studied English at Nottingham University and after completing my degree in 2006, I travelled around South America for six months. I will be leaving next summer to join a Teach First teaching scheme in an inner city school but for the moment I am enjoying learning about health libraries and hope to encourage my future pupils to become library users!

Emily Hardwicke

Achiever of the Year!

Lauren Kay, modern apprentice at the Learning Centre Library, Royal Blackburn Hospital was rewarded for all her hard work over the last year by being presented with Training 2000 Business and Administration Achiever of the Year award.

The library team were also delighted to receive the Business and Administration Outstanding Employer Award for all the support they have given Lauren. The presentations took place on Wednesday 21st November 2007 at the Mitton Fold Hotel, where Lauren was also presented with her certificate for her NVQ level 2 in Business and Administration.

Linda Riley
KNOWLEDGE AND LIBRARIES MANAGER,
EAST LANCASHIRE HEALTH TRUST

Lauren Kay

Clare Morton, Linda Riley, Sarah Glover and Margaret Webster.

Norma Blackburn leaves Blackpool Health Professionals Library

Norma Blackburn, Library and Knowledge Services Manager from Blackpool Victoria Hospital, receiving a retirement presentation from the North West Library Managers group.

"editor's column"

notes for contributors

1. Articles and news items are welcome from all members of Lihnn, including support staff and staff in higher education institutions.

   Lihnn members are actively encouraged to write up accounts of events and courses attended. Articles on new developments and projects successfully managed are also welcome.

2. News items and short pieces, which can range from factual to amusing, are also welcome.

3. All items should be submitted in electronic format.

please abide by the following points:

Don't forget your name, location, title of article and date of article.

All acronyms should be written out in full for the first occasion they are used in the text. Please give full details of events, courses and conferences attended. This should include:

- The name of event and location
- Date of event
- Name of organizing or sponsoring body
- Details of how support materials can be obtained (where necessary)
- Full references to any published reports, articles, etc.

Items not submitted in time for the publication deadline will be published in the following edition.

contributions should be submitted to:

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Lihnn is on the web via Aditus at www.aditus.nhs.uk.

LIBRARY AND INFORMATION HEALTH NETWORK NORTHWEST NEWSLETTER

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