

# Saskatchewan Health Information Resources Partnership (SHIRP)



**Strategic Plan 2011- 2014**



## Overview of SHIRP

The Saskatchewan Health Information Resources Partnership (SHIRP) arose out of a 2003 proposal<sup>1</sup> to the Saskatchewan Academic Health Sciences Network, prepared by the University of Saskatchewan Health Sciences Library (HSL) and the Saskatchewan Health Libraries Association, aimed at addressing:

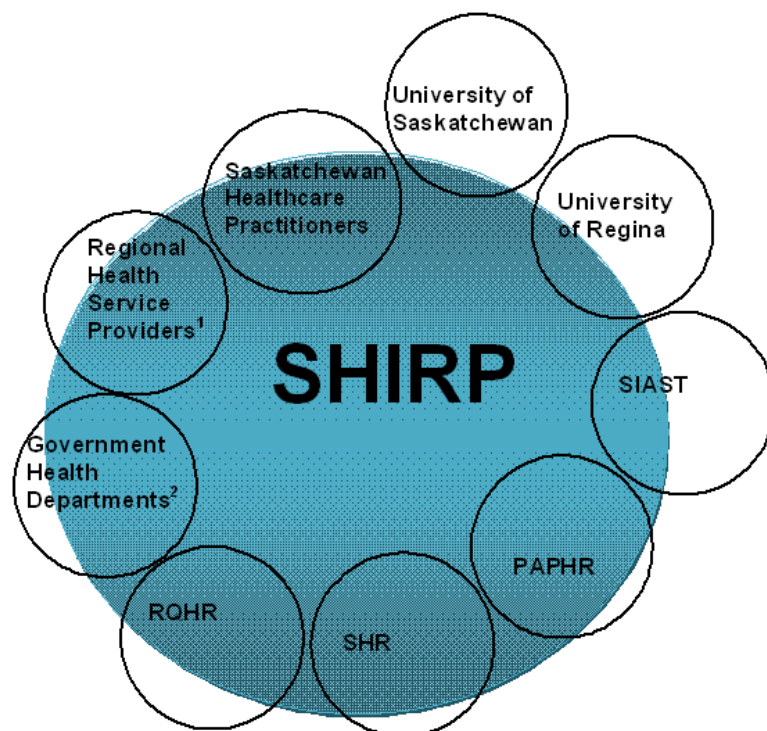
- HSL information resource deficiencies identified during 1995 and 2002 College of Medicine undergraduate program accreditation visits by the Liaison Committee on Medical Education (LCME), and
- Inequities in access to electronic health information resources by health care practitioners throughout the province of Saskatchewan, in particular those who were preceptors in health care education programs.

SHIRP was rolled out in four phases over six years (2003 – 2008). Phase One supplemented resources at the University of Saskatchewan Health Sciences Library to meet accreditation requirements. Phase Two allowed for a subset of these resources to be accessed by the three health regions that accept the most health sciences student placements (Prince Albert Parkland, Regina Qu'Appelle, and Saskatoon), and for the hiring of additional library staff for those health regions. Phase Three provided employees of the remaining ten health regions with access to the subset of resources. The SHIRP Coordinator and SHIRP Outreach Services Librarian positions were also created during this phase of the rollout. Phase Four extended the resource subset to health care practitioners who are unaffiliated with any of the province's health regions, regional health authorities, health students and faculty at other Saskatchewan post-secondary institutions, and health related provincial government departments.

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<sup>1</sup> *University of Saskatchewan Health Sciences Library Response to the LCME Accreditation Review, Addition of an Initial Suite of Electronic Resources for Saskatoon, Regina Qu'Appelle and Prince Albert Parkland Health Regions, Proposal to Establish the Saskatchewan Health Information Resources Partnership*

## Stakeholder/Partner Reliance on SHIRP Resources and Services



"SHIRP does not replace any of the existing regional health libraries, academic libraries or other entities within the province. Rather, it serves to gather and present the most valuable electronic information and knowledge resources and services to a shared clientele in a more systematic and cost effective manner. Some of the resources will be provided from member libraries, while the "gaps" will be identified and filled by the partnership".<sup>3</sup>

<sup>1</sup> Cypress, Five Hills, Heartland, Keewatin Yatthé, Kelsey Trail, Mamawetan Churchill River, Prairie North, Sun County, and Sunrise Health Regions; also includes Saskatchewan Cancer Agency and Athabasca Health Authority

<sup>2</sup>includes Health Quality Council

<sup>3</sup>University of Saskatchewan Health Sciences Library Response to the LCME Accreditation Review: Addition of an Initial Suite of Electronic Resources for Saskatoon RQHR and PAPHR: Proposal to Establish the Saskatchewan Health Information Resources Partnership: April 8, 2003 p. 20

Prepared by Mary Chipanshi for the SHIRP Strategic Planning November 25-26, 2010; Revised by Susan Murphy December 1, 2010

## Planning Context

After the initial implementation of SHIRP was completed in 2008, the SHIRP office identified a need to map out its future directions. This process was delayed by almost two years due to unanticipated staffing changes in the SHIRP office. Additionally, beginning with the 2009/2010 fiscal year, the funding model for SHIRP changed from targeted to directed funding within the University of Saskatchewan's operating budget, providing more financial stability for SHIRP. Advances with distributed learning initiatives across the province heightened the need for SHIRP to strengthen its mandate to provide resources and services to support distributed post-secondary health care students. Changes to Saskatchewan health regions' services model are anticipated to have an impact on SHIRP's provision of resources and services to health care practitioners across the province. Greater integration of technology in education, practice, and research has informed SHIRP's priorities with respect to resources and services. SHIRP's desire for operational excellence in embracing changes in the province's health care environment is supported by its good governance, relevant collections, strong relationships, and robust information technology infrastructure.

## Vision

Exceptional resources, informed practice, improved health care

## Values

Partnerships and Collaboration; Quality; Accessibility

## Mission

To provide province-wide access to an electronic library of health care resources to support the education, evidence-based practice, and research needs of Saskatchewan's health care practitioners, health sciences post-secondary students, and health-related provincial government departments.

## Strategic Directions

### 1. Governance

**SHIRP is committed to a good governance model that embraces transparency, partner and stakeholder collaboration, organizational accountability and adaptability, and financial stewardship.**

#### *Strategic Actions:*

- 1.1 Develop and implement a governance structure
- 1.2 Develop accountability mechanisms
  - Produce an annual report to partners and stakeholders
- 1.3 Examine SHIRP staffing complement
  - Review SHIRP office staffing needs
  - Clarify roles and responsibilities of SHIRP and SHIRP-funded staff
  - Re-examine IT staffing needs

### 2. Collections

**SHIRP will continue to develop an electronic collection that is relevant and timely in its support of the practice, education, and research needs of all stakeholders.**

#### *Strategic Actions:*

- 2.1 Analyze current collections to determine their use and appropriateness for stakeholder groups
  - Review usage statistics for current resources
  - Conduct a cost analysis of current collections
- 2.2 Perform an overlap analysis for book and journal packages
- 2.3 Identify desirable additional resources
  - Gather information from SHIRP patrons and library partners to identify constituent needs
  - Review Interlibrary Loan requests to identify and fill gaps in the collection

### 3. Relationships

**Relationships are the cornerstone of all SHIRP activities – whether relationships with partners to provide appropriate resources and services, relationships with stakeholder groups to ensure their library service and information needs are being met, or relationships with vendors and library consortia to establish better pricing models for collections purchasing.**

#### *Strategic Actions:*

- 3.1 Strengthen and cultivate relationships with partners and stakeholders
  - Develop a communications strategy amongst partners and stakeholders
  - Identify opportunities to collaborate with partners and stakeholders
- 3.2 Identify and investigate the implications of service model changes in health regions and throughout the province
- 3.3 Investigate the impact of distributed education on SHIRP resources and services

### 4. Measures

**Because libraries must understand how their resources and services are being used by their patrons, SHIRP will develop relevant measures to help guide resource selection and services offered.**

#### *Strategic Actions:*

- 4.1 Enhance data collection to better inform resources and services
  - Develop and implement a system for resource usage statistics collection
  - Review current methods of recording interlibrary loan data
  - Review current methods of recording current reference and instruction statistics

### 5. Funding

**Changes to SHIRP's funding model, rising operational costs, and an identified desire for expanded resources and services have initiated the need for SHIRP to re-examine its budget and its funding allocations.**

#### *Strategic Actions:*

- 5.1 Review SHIRP budget
  - re-examine SHIRP fund allocations to the Prince Albert Parkland, Regina Qu'Appelle, and Saskatoon Health Regions
- 5.2 Review SHIRP funding
  - Identify additional funding needs
  - Investigate the possibility of partners contributing funds for resources and services

## 6. IT Infrastructure

Because SHIRP is an electronic library, the IT component plays a major role in assuring that resources and services are made available electronically and in a timely manner to all SHIRP patrons. SHIRP will strengthen the nature of its online environment and continue to utilize innovative technological approaches to ensure its national profile as a leader in province-wide health care resource and service delivery.

### *Strategic Actions:*

6.1 Improve SHIRP's capacity as an electronic library

- Enhance access for patrons using mobile technology
- Acquire metadata for electronic books
- Update online tutorials
- Provide an option for personalized account login from within health regions

6.2 Explore the viability of a province wide portal

## 7. Marketing and Promotion

A library must know its patrons and understand their needs in order to be successful. SHIRP will employ sound marketing practices to clearly identify its patron base and inform strategies for promoting its resources and services.

### *Strategic Actions:*

7.1 Create a marketing plan

- Clearly describe SHIRP user groups to inform marketing initiatives
- Partner with the Saskatchewan Health Libraries Association to conduct an assessment of Saskatchewan health care providers' library and information needs
- Develop an expanded service model to address the library needs of Saskatchewan health care providers

7.2 Develop a promotional plan

- Develop a promotion and communications strategy for SHIRP stakeholders and partners
- Update SHIRP's visual identity

## Acknowledgements

SHIRP would like to thank the following people who contributed to the development of the 2011-2014 strategic plan:

- Susan Baer, Director of Libraries & Archives, Regina Qu'Appelle Health Region
- Joanne Franko, Manager, Evaluation and Information Management, Planning, Policy and Performance, Saskatoon Health Region
- Ken Ladd, Associate Dean, University of Saskatchewan Library
- Dr. Don Philippon, Special Advisor, Saskatchewan Academic Health Sciences Network
- Greg Rubin, Librarian, Saskatchewan Health
- Brent Pederson (The Hay Group), facilitator for the strategic planning
- All the partners, health librarians, and health care practitioners across the province who provided input via surveys, interviews, and meetings prior to the formal planning session



## Appendix 1: SHIRP Backgrounder<sup>1</sup>

### Background

The Saskatchewan Health Information Resources Partnership (SHIRP) arose out of a 2003 proposal<sup>2</sup> to the Saskatchewan Academic Health Sciences Network, prepared by the University of Saskatchewan Health Sciences Library (HSL) and the Saskatchewan Health Libraries Association, aimed at addressing:

- HSL information resource deficiencies identified during 1995 and 2002 College of Medicine undergraduate program accreditation visits by the Liaison Committee on Medical Education (LCME), and
- Inequities in access to electronic health information resources by health care practitioners throughout the province of Saskatchewan, in particular those who were preceptors in health care education programs.

Alleviating these deficiencies and inequities was crucial to supporting the University of Saskatchewan's health sciences colleges<sup>3</sup> move toward an interdisciplinary, independent learning, and distributed education environment.

Part A of the proposal focused on mechanisms for providing ongoing support for collections, staffing, and information technology for the HSL to ensure that it met LCME standards in subsequent accreditation visits.

Part B proposed electronic access to an initial suite of library and information resources for the Saskatoon, Regina Qu'Appelle, and Prince Albert Parkland Health Regions. This would enhance existing library resources and staffing, and enable health care providers in those regions to better support University of Saskatchewan health sciences' distributed, community based education. In addition to ongoing funding for providing these resources, and electronic access to them, funding for 3.5 additional health region librarians and a 0.5 library technician was requested.

Part C of the proposal dealt with extending electronic access to this suite of resources province wide, and the establishment of SHIRP.

"SHIRP should operate as a separate entity within the province of Saskatchewan. It does not replace any of the existing regional health libraries, academic libraries or other entities within the province. Rather, it serves to gather and present the most valuable electronic information and knowledge resources and services to a shared clientele in a more systematic and cost effective manner. Some of the resources will be provided from member libraries, while the "gaps" will be identified and filled by the partnership."<sup>4</sup>

Don Philippon, Special Advisor to the Saskatchewan Academic Health Sciences Network (SAHSN) was instrumental in securing funding from what is now the Saskatchewan Ministry of Advanced Education, Employment and Labour (herein referred to as 'the Ministry'); Susan Powelson (former head of the Regina Qu'Appelle Health Region Library) and Janet Bangma (former Head of the University of

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<sup>1</sup> Prepared for SHIRP Strategic Planning, November 25 & 26, 2010

<sup>2</sup> *University of Saskatchewan Health Sciences Library Response to the LCME Accreditation Review, Addition of an Initial Suite of Electronic Resources for Saskatoon, Regina Qu'Appelle and Prince Albert Parkland Health Regions, Proposal to Establish the Saskatchewan Health Information Resources Partnership*

<sup>3</sup> Dentistry, Kinesiology, Medicine (including the School of Physical Therapy), Nursing, and Pharmacy & Nutrition

<sup>4</sup> Proposal, p. 20

Saskatchewan Health Sciences Library) were the original SHIRP co-chairs, and were instrumental in establishing SHIRP and moving it successfully through its development phases.

SHIRP was formally created in 2004 with government funding targeted at addressing the College of Medicine accreditation issues. This targeted funding was divided between the College of Medicine and the Health Sciences Library (referred to at the time as the Academic Health Sciences Library (AHSL)); the AHSL portion was further divided to form and fund SHIRP.

### **Phases of Development**

SHIRP was rolled out in four phases over six years:

#### *Phase One (2003/2004)*

The University of Saskatchewan Library's online resources relevant to the health sciences were supplemented to allow for more online access to essential health information resources.

#### *Phase Two (2004/2005)*

Access to a subset of the University of Saskatchewan Library's electronic resources was extended to employees of the three health regions that accept the most health sciences student placements: Prince Albert Parkland Health Region, Regina Qu'Appelle Health Region, and Saskatoon Health Region. Funding was provided to these three health regions for the purposes of hiring additional library staff to provide library services to their respective health region employees.

#### *Phase Three (2005/2006)*

Access to these online health resources was extended to the remaining ten rural health regions. Two new positions were created at the University of Saskatchewan — the SHIRP Coordinator and the SHIRP Outreach Services Librarian — to manage the SHIRP program and provide library services to the rural health regions.

#### *Phase Four (2006/2007, 2007/2008)*

Province-wide licenses for these online health resources were re-negotiated to extend electronic access to: practitioners unaffiliated with the 13 health regions; health students and faculty at post-secondary institutions in the province; and health related provincial government departments. Organizations with their own library web sites/intranets were able to integrate these online health resources into their web presence, and individuals without an organizational library could access the resources via the SHIRP web site <<http://www.shirp.ca>>.

### **Mandate**

SHIRP's mandate is to:

- ensure that critical evidence-based health information is available to all health care practitioners in the province
- provide training and reference support for all health care practitioners in accessing these vital resources.

## **Health Information Resources**

The SHIRP online library provides access to a key suite of multidisciplinary electronic resources:

- 13 medical and interdisciplinary bibliographic databases, including Medline, CINAHL, and PsycINFO
- Over 6,000 full text electronic journals
- Electronic book collections that include 144 online textbooks covering a wide range of subjects
- Two clinical decision support tools (Clinical Evidence and The Cochrane Library)

The SHIRP online library also includes support materials in the form of:

- Subject pages which list resources for specific practice areas
- A blog to keep SHIRP patrons up to date on SHIRP happenings
- An RSS feed from Health Canada containing the latest health news.

SHIRP's online library is a subset of the University of Saskatchewan Health Sciences Library's resources. As such, expenditures for SHIRP library resources are cost-shared by SHIRP and HSL.

SHIRP also sponsors an exhibit booth at health care conferences and other continuing education events throughout the province.

## **Governance and Staffing**

SHIRP is governed by two Co-Chairs: the Head of the University of Saskatchewan Health Sciences Library and a volunteer representing the health regions. Currently these positions are occupied by Susan Murphy and Mary Chipanshi (librarian at Regina Qu'Appelle Health Region Library) respectively.

The SHIRP Executive Team (Co-Chairs, Coordinator and Outreach Services Librarian) meets bi-weekly to discuss operational aspects of SHIRP, such as policy/procedure, information technology issues, and collection management. This Team meets quarterly with health region librarians funded by SHIRP to share information about the health regions and their libraries that may impact on or inform future directions for SHIRP. Managers from the Regina Qu'Appelle Health Region and the Saskatoon Health Region libraries also participate in these meetings.

From 2008 – 2010 SHIRP employed a programmer analyst on term basis to provide information technology support and advice. As of the 2010/11 fiscal year, information technology support is provided by the University of Saskatchewan's Library Services & Information Technology unit via a Memorandum of Understanding.

## **Budget**

The University of Saskatchewan provides the infrastructure for financial management of the targeted accreditation funds. In the initial years SHIRP (along with the Health Sciences Library and the College of Medicine) was required to submit an annual report to the SAHSN detailing its spending of this funding. SAHSN included this information in its report to the Ministry. Beginning fiscal year 2009/2010, targeted accreditation funds were rolled into the University's operating budget and formal reporting to the Ministry was no longer required. The Health Sciences Library<sup>5</sup> and SHIRP portions of this funding will remain as separate funding 'envelopes' and will not be absorbed by the Library's operating budget.

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<sup>5</sup> Also referred to as the Academic Health Sciences Library

## **Electronic Licensing and Negotiating**

SHIRP purchases many of its databases and collections packages through partnerships with the Health Knowledge Network (HKN) in Alberta and Saskatchewan's Multitype Data Licensing Program (MDLP).

HKN is a collaborative venture between the University of Calgary and University of Alberta and negotiates licence agreements with key international publishers of world's health sciences literature on behalf of its members across Alberta and Saskatchewan.

MDLP is a province-wide program which includes ten public library systems, all K to 12 schools represented by the Ministry of Education, the two university library systems, libraries on the four campuses of SIAST, four small colleges, fourteen special libraries, and the Provincial Library and Literacy Office. These libraries pool funds to purchase access to electronic and other information resources.

SHIRP also independently negotiates its own licences for some journal subscriptions and other electronic products (e.g. Radiology Society of North America, British Medical Journal, New England Journal of Medicine).

## **Recent Achievements and Recognition**

### *Portable Computer Lab*

In mid-2007 a review of evidence from training evaluations indicated that participants preferred hands-on training over lecture-style training. Recognizing that not all facilities across the province could provide a computer lab for hands-on training, Christine Neilson, SHIRP Outreach Services Librarian, created a 'portable lab', consisting of five laptops, a wireless router, and a travel case. Special security measures were implemented to ensure that the laptops could be hooked up to a health region's local network without presenting any security risks to that network. This innovation has caught the interest of Canadian health librarians, resulting in the Northern Ontario School of Medicine developing two portable labs for their own use.

### *New Partnerships*

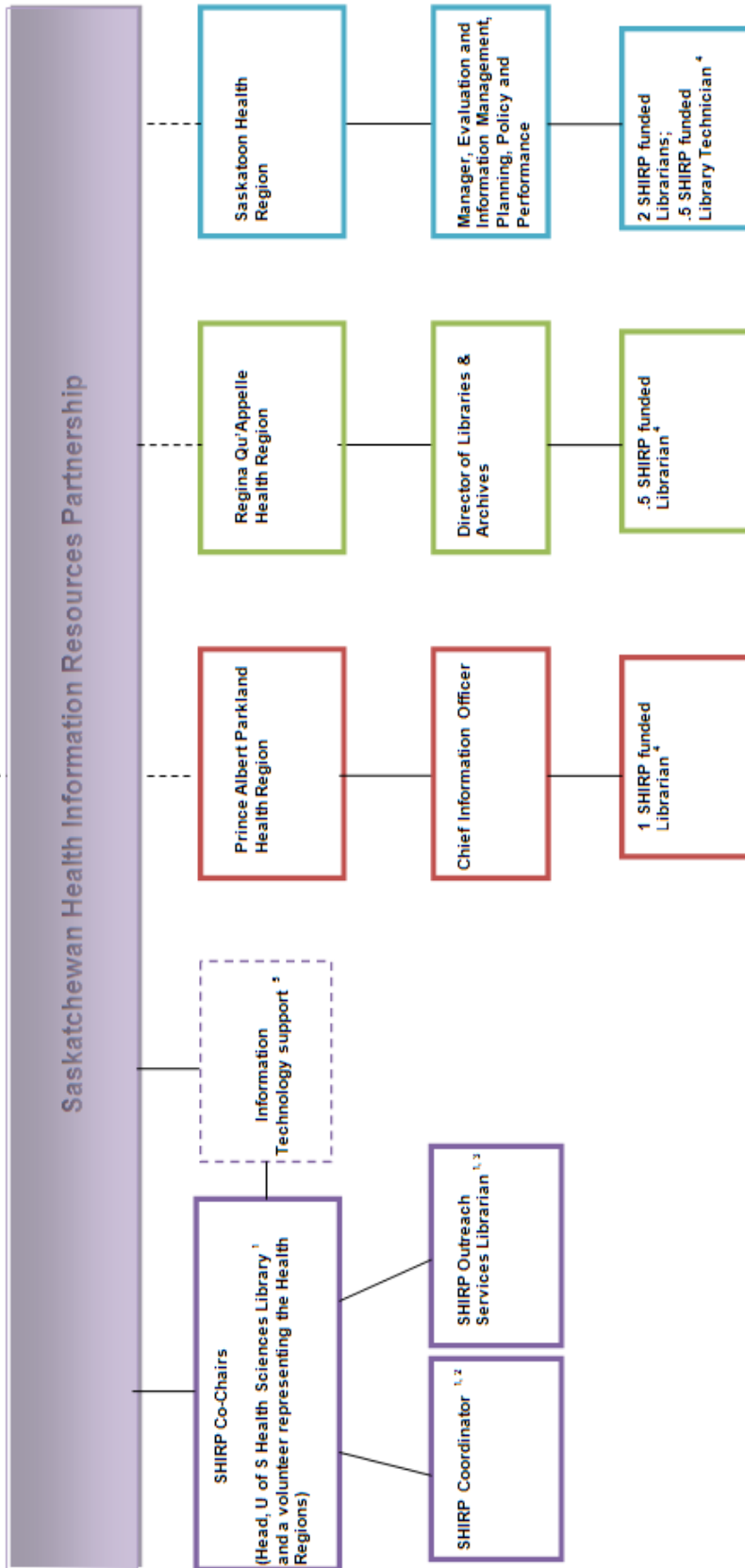
In 2009 SHIRP negotiated a partnership with the Pharmaceutical Information Program (PIP) whereby PIP patrons would be automatically logged into SHIRP resources when they logged into the PIP web site. SHIRP continues to seek out new partnerships to market and promote new resources.

### *Awards*

SHIRP's innovation in negotiating province-wide licenses for health resources was recognized in 2008 when SHIRP was awarded the **Canadian Library Association (CLA)/OCLC Canada Award for Resource Sharing Achievement**.

The SHIRP province-wide authentication system was recognized by the Canadian Health Libraries Association-Association des bibliothèques de la santé du Canada (CHLA-ABSC) in 2009, when Virginia Wilson (SHIRP Coordinator), Christine Neilson (SHIRP Outreach Services Librarian), and John Yobb (SHIRP Programmer/Analyst), were awarded the first annual **CHLA/ABSC Award for Innovation** for their work on the SHIRP authentication system.

## Appendix 2: SHIRP Organizational Chart



<sup>1</sup> University of Saskatchewan Library permanent employee  
<sup>2</sup> negotiates licenses, manages budget, provides administrative support  
<sup>3</sup> supports practitioners, health care students, and faculty in health regions (excluding PAPHR, RQHR, SHR)  
<sup>4</sup> support practitioners, health care students, and faculty in their respective health regions  
<sup>5</sup> Memorandum of Understanding with University of Saskatchewan Library Services & Information Technology unit

### Appendix 3: SHIRP Strategic Planning SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• People</li> <li>• Filled a gap</li> <li>• Cost effective</li> <li>• Presence</li> <li>• Widespread availability</li> <li>• Model for others</li> <li>• Relationships established</li> <li>• Seen as a strategic and valuable resource</li> </ul>	<ul style="list-style-type: none"> <li>• Competing philosophies (teach them vs. do it for them)</li> <li>• Funding</li> <li>• Confusion over who gets what</li> <li>• Inequity in services</li> <li>• Match between current and needed resources</li> <li>• Ease of accessibility</li> <li>• Presence has made some Health Regions lax/over-reliant</li> <li>• Too separate from other organizations?</li> <li>• Defined operating model</li> <li>• Ability to access alternative funding</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Shared services</li> <li>• Canadian Virtual Health Library</li> <li>• Website</li> <li>• Distributed learning initiative</li> <li>• E-health initiative</li> <li>• Technical networks (e.g. HSP) underutilized</li> <li>• Expanded partnership group</li> <li>• Central place to collaborate and share information</li> <li>• Technology options</li> </ul>	<ul style="list-style-type: none"> <li>• Political environment</li> <li>• Economy</li> <li>• Canadian Virtual Health Library (vague)</li> <li>• Lack of control over SHIRP funded positions</li> <li>• Wide variety of technological infrastructure</li> <li>• Lack of dedicated IT support</li> <li>• Rising prices</li> <li>• Vendors direct access to practitioners</li> <li>• Awareness and knowledge</li> </ul>