

From NAP to the Library of our Dreams: A Library Needs Assessment Project (NAP)

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Background

In August 2017, three hospitals in Toronto, St. Michael's Hospital, St. Joseph's Health Centre, and Providence Healthcare, integrated to form a single health network, Unity Health Toronto. Each hospital site had its own library location and system. As of August 2019, the three hospital libraries integrated to form one library system while the library spaces remained intact. As a result, the library conducted a needs assessment project (NAP) to better understand the service & information needs and expectations of hospital staff at all sites.

Groups	St. Michael's Hospital	New Network (3 sites)
Employees	6140	10,063
Medical staff	906	1398
Students	3372	6066
Total library staff	9.5	9.5

Table 1. Demographic Information before and after integration

Objectives

- 1) To establish new service models that meet the hospital staff's needs while considering implications for staffing, collections, and library spaces;
- 2) To identify key library collections and services;
- 3) To raise the library's profile across the new network.

Key Outcomes

- 1) The NAP results highlight the unique needs of hospital staff at each site and provide an opportunity to consider context-specific recommendations to address them.
- 2) The results of this project will assist us in prioritizing the most valued resources and services and harmonizing the library collection to deliver relevant and appropriate services.
- 3) The authors met with and interviewed 179 people across the network from various departments and programs. The project provided an opportunity for direct interaction with key stakeholders and hospital communities (including non-library users) to promote library services and resources. In addition, it created an opportunity to identify new partnerships across the network.

Stages of the Project



Planning

The library formed a team of librarians who created an extensive project charter which included: the project scope, risk and mitigation strategies, deliverables, stakeholders, methodology for data collection and analysis, timeline, budget, and a section on roles and responsibilities for each team member. The planning stage took approximately 2 months and the project charter remained a living document throughout the project.

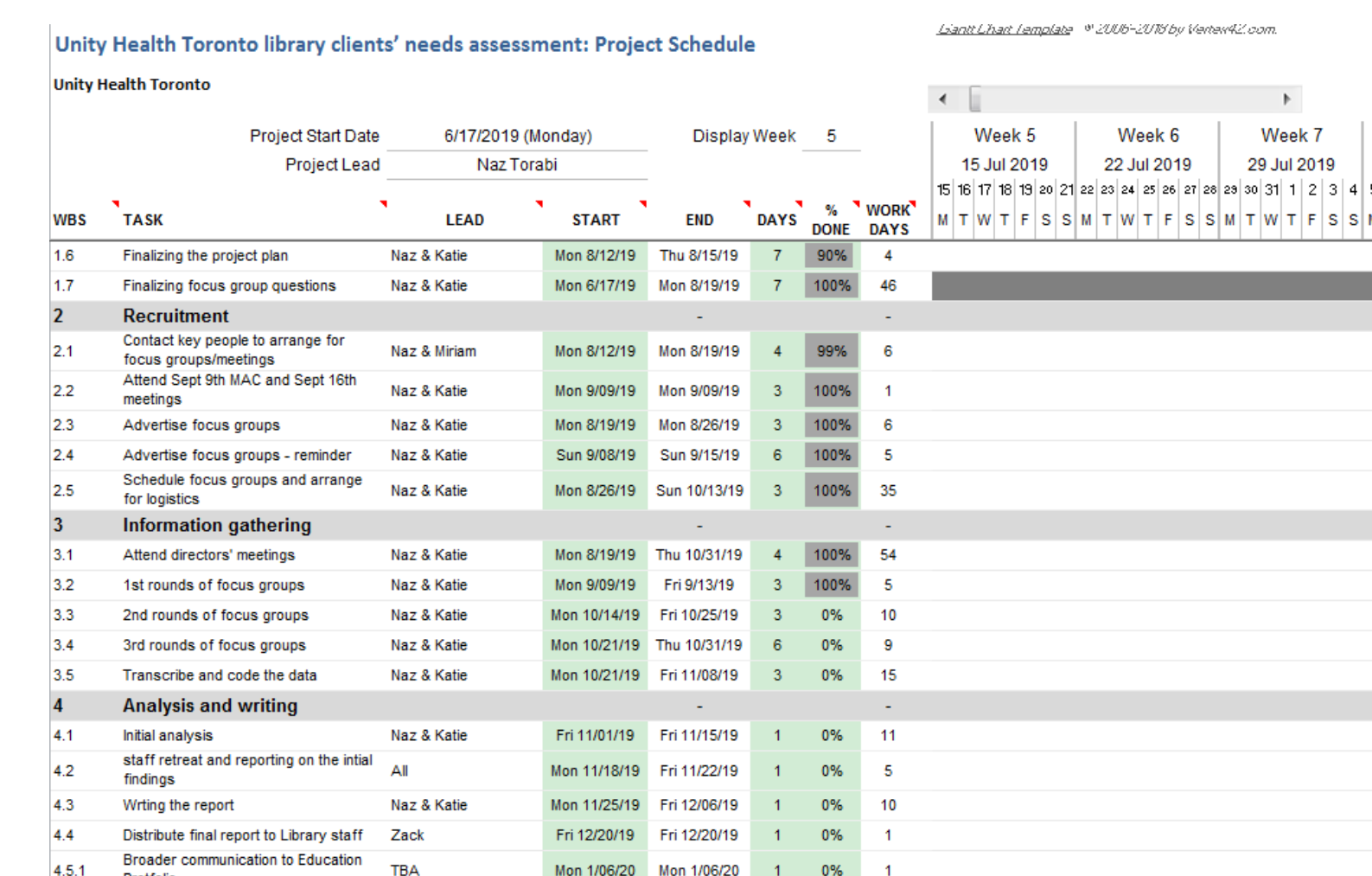


Image 1. The project plan timeline displayed in a Gantt chart.



Recruitment

The authors used an appreciative inquiry framework to engage with the hospital community and identify 27 key stakeholders. Stakeholders were contacted to seek an invitation to attend their clinical program/department meetings, 25 consultations took place. Also, 5 focus groups were planned.

The request for meetings continued throughout September to November 2019, until we reached the saturation point and there were not any new comments, opinions, or feedback from hospital staff.

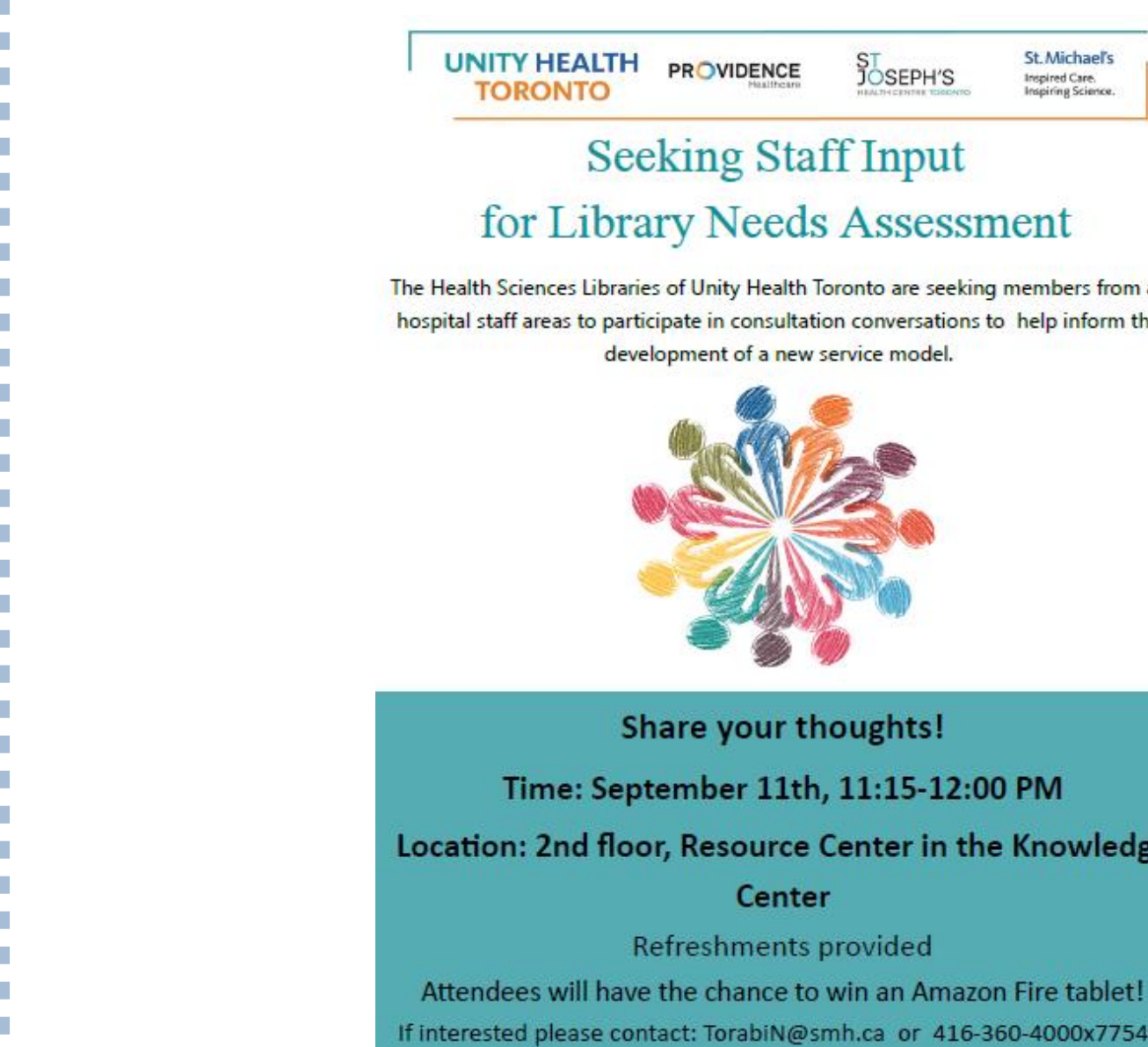
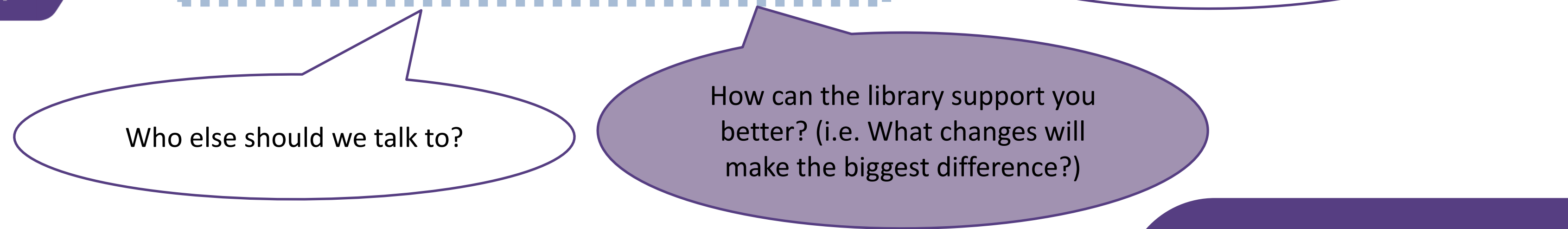


Image 2. Sample promotional materials; Poster invitation to attend a focus group.



Data Collection

The participants were asked 7 open-ended questions based on pre-defined themes, encouraging them to indicate the value of the library services for their practice, as well as how the library can support them better. Examples of the interview questions are indicated in the speech bubbles.



Data Analysis

The content of the meetings and interviews were transcribed and the data was examined by the authors independently to code and identify relevant themes. The pre-defined themes were location/space, library collection and access, educational programs, research service support, marketing, and partnership.

If you were to do a needs assessment project, which area would you like to investigate?
Answer: www.menti.com and use the code

Next Steps

1. The recommendations derived from NAP will be translated into short-term and long-term priorities with input from all library staff.
2. The NAP results will be communicated to all hospital staff and stakeholders.
3. The key elements of a new service model will be identified.
4. An implementation, assessment, and sustainability strategy for the new service model will be developed.

Discussion

- ✓ Consider taking a qualitative approach to understand complex topics. You will gather rich information.
- ✓ Do not be discouraged by short meetings! You can convey a lot of information in 5 minutes or learn a lot from library users / non-library users.
- ✓ NAP led to new partnerships across the network and service expansion in the future.
- ✓ Prepare to adjust and adapt your approach throughout the project; what you anticipate and what happens can be different.