

# **A PRESCRIPTION FOR THE FUTURE: MEDICAL AND HEALTH INFORMATION SERVICES FOR ALL DELAWAREANS A STRATEGIC PLAN (2008 – 2012)**

## **EXECUTIVE SUMMARY**

There is a direct connection between what we know and our health and well-being. It has been said that “We all die of lack of information, but cancer and heart disease get all the credit.” The lack of information that places our health at risk may relate to a yet undiscovered cure. It might be the information clinicians need to diagnose and treat an acute condition or it could be the information that helps an individual cope with a chronic condition or to avoid a detrimental lifestyle decision. Nevertheless, it is clear that health and wellness suffer when accurate and timely health and medical information is unavailable.

The Delaware Division of Libraries (DDL) and the Delaware Academy of Medicine (the Academy) have joined forces with health and medical information providers in hospitals, institutions of higher learning, and public libraries in an effort to develop a strategic plan for the creation of a model medical and health information system in the State of Delaware. The plan envisions an integrated approach to providing health and medical information that builds on the strengths of existing efforts and closes gaps that discourage or impede public access to critical information.

The plan is a starting point. If all of the strategies and actions listed in the plan are carried out, access to health and medical information will be vastly improved for clinicians, health policymakers, health administrators, and for all Delaware residents. Nevertheless, much work will still remain. One important aspect of the planning process used to develop this plan is that new channels of communication have been created between and among health and medical information providers in the State. These channels need to be nurtured and enhanced if Delaware is going to achieve the model information delivery system that is envisioned.

The plan is organized around six different perspectives, each of which represents an important area that requires attention. The perspectives are:

- **Customers,**
- **Products and Services,**
- **Organizational Effectiveness,**
- **Human Resources,**
- **Leadership and Governance, and**
- **Finances**

Goals are established in each of these areas and potential strategies and actions to achieve the goals are outlined. Following is a summary of the plan's six goals:

#### **GOAL #1 – CUSTOMERS**

***All residents of the State of Delaware will have convenient access to a wide range of relevant health-related library and information services that enrich and improve their lives.***

#### **GOAL #2 – PRODUCTS AND SERVICES**

***All residents of the State of Delaware will be served by libraries that constantly monitor and improve their health-related resources and services in order to enhance the relevance and quality of resources and to improve access to resources.***

#### **GOAL #3 – ORGANIZATIONAL EFFECTIVENESS**

***All residents of the State of Delaware will be served by libraries that are well organized, efficiently managed, and that use technology effectively to ensure the delivery of high quality health-related resources and services.***

#### **GOAL #4 – HUMAN RESOURCES**

***All residents of the State of Delaware will be served by library staff members who are committed to providing exemplary customer service and who possess the knowledge and skills they need to provide high quality health-related library and information services to all.***

#### **GOAL #5 – LEADERSHIP AND GOVERNANCE**

***All residents of the State of Delaware will be served by libraries that strive for excellence and that work collaboratively with other governmental agencies, with non-profit organizations, and with businesses to ensure that the public receives the highest quality health-related services possible with the resources that are available.***

#### **GOAL #6 – FINANCES**

***All residents of the State of Delaware are served by libraries that receive public funding sufficient to sustain quality health-related services, resources, technology, facilities, and staff while they actively pursue grants and charitable contributions to offer enhanced services.***

This plan outlines strategies and potential actions that will lead to progress in providing critical health and medical information to all Delawareans. However, the ultimate

success of the plan depends on the coordinated actions of multiple independent libraries, agencies, and organizations. Implementation of specific actions listed in the plan will require the review and approval of the organization(s) involved. Some modification of specific actions will undoubtedly be necessary to move the plan forward. Nevertheless, the plan represents a framework for addressing critical needs that is well worth pursuing. The organizations that partnered to create the plan must continue their efforts because the health and well-being of thousands of Delawareans is at stake.

The next logical step is the development of a timetable for carrying out specific actions envisioned in the plan. Several key areas identified in the plan call for immediate action and must be treated as priorities. They are:

- Creating a consumer health web portal
- Expanding access to virtual health-related resources
- Strengthening clinical information delivery structures
- Addressing the critical gap in public health information resources

## INTRODUCTION

Almost daily we hear about great strides that have been made in treating specific conditions or about promising research that may lead to a cure for a dreaded disease. Age-adjusted death rates in the United States declined significantly between 2005 and 2006 and life expectancy hit another record high, according to preliminary death statistics released early this summer by the Centers for Disease Control and Prevention's (CDC's) National Center for Health Statistics. According to the CDC, the 2006 age-adjusted death rate fell to 776.4 deaths per 100,000 population from 799 deaths per 100,000 in 2005. In addition, death rates for 8 of the 10 leading causes of death in the United States all dropped significantly in 2006, including a very sharp drop in mortality from influenza and pneumonia.

However, while there is indeed much good news on the health front, major challenges confront the State of Delaware in regard to health and wellness. The *New England Journal of Medicine* characterizes diabetes as an "epidemic in the United States that continues unabated."<sup>1</sup> In Delaware, the infant mortality rate remains higher than both the U.S. and regional average.<sup>2</sup> Obesity among school children in the First State remains at an unacceptable level. In *Chronic Diseases: The Leading Causes of Death*, the CDC highlights disparities that exist between urban and rural areas of the State and among various racial and ethnic groups.

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<sup>1</sup> New England Journal of Medicine. 2006 Feb 9;354(6):545-8.

<sup>2</sup> National Center for Health Statistics. Health, United States, 2007 With Chartbook on Trends in the Health of Americans Hyattsville, MD: 2007.

There is an inextricable link between the availability of quality clinical, consumer, and public health information and the well-being of all Delawareans. Timely access to health and medical information can result in more effective treatment of diseases and chronic conditions, better lifestyle decisions on the part of individuals, and better public policy decisions at the State, county, and local levels. Faster, more effective information delivery systems hold the promise of improving patient outcomes, enhancing personal quality of life, and even increasing the productivity of Delaware's workforce.

Recognizing the link between health information and positive outcomes, the Delaware Academy of Medicine (the Academy) and the Delaware Division of Libraries (DDL) have joined forces to develop a strategic plan for improved health and medical library and information services in Delaware. Titled "A Prescription for the Future," the strategic plan makes recommendations for improvements to current practices and encourages increased investment in these services for the benefit of all Delawareans.

## **CONTEXT**

This strategic plan is part of an ongoing effort by the Delaware Division of Libraries to improve the quality and accessibility of information resources to all Delawareans. Although library service in the First State has a long history, Delaware has lagged behind much of the nation in its investment in library and information services. In an effort to address this situation, DDL developed a statewide strategic plan for library services. As you will see below, DDL has set out to develop library and information delivery systems that would position Delaware as a leader in offering its citizens the information they need to live productive and fulfilling lives.

### **DELAWARE DIVISION OF LIBRARIES' VISION:**

**Delaware libraries – 1st in the nation!**

### **DELAWARE DIVISION OF LIBRARIES' MISSION STATEMENT:**

***The Delaware Division of Libraries provides leadership and support that help Delaware's libraries connect the people of the First State with information and ideas that enlighten, inspire, and entertain!***

### **THE DELAWARE DIVISION OF LIBRARIES' OVERARCHING GOALS:**

- **To ensure equal access to information and ideas**
- **To promote literacy, lifelong learning, and the joy of reading**
- **To ensure a high return on the public's investment in libraries**

Although much of the Delaware Division of Libraries' work focuses on public libraries, its responsibilities extend to all types of libraries. Consequently, DDL has worked diligently to encourage partnerships between and among all kinds of libraries and to encourage integrated solutions that enhance access to information.

The Delaware Academy of Medicine is a private, nonprofit organization founded in 1930.

#### **THE DELAWARE ACADEMY OF MEDICINE'S MISSION STATEMENT:**

***To enhance the well being of the community through education and the promotion of public health.***

#### **THE ACADEMY WORKS TOWARD THIS MISSION THROUGH THE FOLLOWING ACTIONS:**

- **Public Health and Wellness**
- **Consumer Health Resources**
- **Educational Events**
- **Information Services**
- **Professional Development**
- **Fellowship and Mentoring**
- **Diversity and Neutrality**
- **Archives and History**
- **Affiliations and Partnerships**

The Academy's efforts to cooperate with library and information providers of all types was recently recognized when the Delaware Library Association honored the Academy as the 2008 LIBRARY OF THE YEAR for its outstanding support of and achievement in delivering medical library services to staff and patrons of Delaware 's medical and public libraries.

This strategic plan represents an effort to move toward a model integrated health and medical information system in Delaware that addresses needs in four separate areas. They are:

- Clinical information delivery to healthcare providers (facilities include hospitals, medical centers, and the Delaware Academy of Medicine)
- Consumer health information delivery to the public (facilities include Rehoboth Beach Public Library, Dover Public Library, Bear Public Library, Gill Consumer Health Library at the Christiana Care Health System [CCHS], the Community Health Library at Wilmington Hospital [part of CCHS] and the Junior Board Cancer Resource Library at CCHS)
- Public health information delivery to policymakers, lawmakers, courts and various state agencies (no physical place or space)

- Virtual resources provided to the public, healthcare providers, public health information services and federally qualified health centers (provided through the Delaware Division of Libraries, Delaware Academy of Medicine, the Delaware Medical Information Resource Alliance [DeMIRA], and CCHS)

The plan is seen as a first step rather than an ultimate solution. In other words, the plan recognizes that creating a model integrated health and medical information system will require the participation of dozens of organizations and stakeholder groups. What is provided here is a framework that invites others to join and to enhance the efforts outlined to ensure that all Delawareans receive the benefit of an information delivery system that meets clinical, consumer and public health needs.

## THE STRATEGIC PLANNING FRAMEWORK

The Delaware Division of Libraries is committed to operational excellence and recognizes that building a successful system for the delivery of information resources requires exceptional performance on a number of different fronts. This fact is recognized in DDL's comprehensive strategic plan which sets a framework for the improvement of all library and information services in Delaware. The plan's structure is based on a variation of the "balanced scorecard" model developed by David Norton and Robert Kaplan.<sup>3</sup> The plan begins with a concentrated focus on the end-user (customer). However, the planning model also acknowledges that attention must be paid to other parts of the service delivery system.

Consideration needs to be given to the components of service delivery as well as to those who receive the services. To this end, DDL has identified six different categories or "perspectives" that are key elements of creating a model library and information service system. Progress must be made in all areas in order to achieve DDL's overarching goals.

The six perspectives adopted by DDL are:

- ❖ **Customers,**
- ❖ **Products and Services,**
- ❖ **Organizational Effectiveness,**
- ❖ **Human Resources,**
- ❖ **Leadership and Governance, and**
- ❖ **Finances**

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<sup>3</sup> Kaplan, R. S. and Norton, D. P. (1992) "The balanced scorecard: measures that drive performance", *Harvard Business Review* Jan – Feb pp71-80.

The goals and objectives of the following strategic plan are organized around these six perspectives. By employing the same framework in all of its planning efforts, DDL is attempting to achieve a higher level of integration between and among efforts to provide library and information services to a wide variety of user populations.

That said, planning for a health information system has unique elements that must be considered. For example, within the complex world of health and medical information, the “customer” or the “end-user” takes on several different meanings. The ultimate “end-user” of the system is the patient/citizen; however, for some purposes, so are doctors, nurses, allied health professionals, elected officials, and the employees of a host of governmental and non-profit agencies that provide information and services related to health. The following plan attempts to address these unique factors.

An overview of the plan appears on the next page:

## Customers

- Build Customer Relationships
- Reduce Barriers to Customer Use
- Increase Value to Customers
- Expand Customer Base

## Products & Services

- Enhance Access to Information
- Improve Resources
- Increase Relevance of Resources
- Enhance Quality of Information Services

## Organizational Effectiveness

- Improve Efficiency
- Grow Capacity to Serve
- Leverage Technology
- Improve Project Management

## Human Resources

- Expand, Recruit and Retain Qualified Staff
- Develop Staff Skills and Knowledge
- Improve Library Employee Satisfaction

## Leadership & Governance

- Ensure Excellence in Performance
- Ensure Excellence in Evaluation
- Develop Strategic Partnerships

## Finances

- Grow New Revenue
- Use Resources Efficiently
- Reduce Financial Risk



## **THE PLAN**

### **GOAL #1 – CUSTOMERS**

**All residents of the State of Delaware will have convenient access to a wide range of relevant health-related library and information services that enrich and improve their lives.**

#### **Objective 1.1. Build Customer Relationships**

**Strategy: Continue to increase involvement and visibility of library staff**

##### **Potential Actions**

- Participate in neighborhood coalitions and health related partnerships
- Participate in local health fairs and community-wide events
- Offer library services and resources for all health providers and related professionals
- Build current awareness by sending out specific information to clinicians even before they know the information is available
- Reach out to state employees who have public health responsibilities
- Build relationships and trust by being involved and known in your community/hospital
- Develop a clinical medical librarian program
- Get out of the library: serve on committees, attend department staff meetings, participate in hospital fairs, hold an open house

#### **Objective 1.2. Reduce Barriers to Customer Use**

**Strategy: Identify actual and perceived barriers and take action to eliminate them**

##### **Potential Actions**

- Provide materials in languages other than English when appropriate
- Engage organizations with bilingual staffers to help share information with non-English speakers
- Include easy-to-read materials (both basic reading level and large print materials) in consumer health collections
- Create and maintain up-to-date consumer health collections
- Provide health information sources and services in public libraries at all times the library is open to the public
- Employ delivery mechanisms that save nurses and other clinicians time
- Develop information delivery mechanisms that provide medical/health personnel not working in a hospital with library services access to information resources from home/work without additional charges

- Facilitate access for all hospital employees through adequate numbers of computers, inclusive administrative policies, and access from home without additional charges
- Provide materials and information via mechanisms that are ADA compliant

### **Objective 1.3. Increase Value to Customers**

**Strategy: Understand user needs and develop services/delivery mechanisms that meet those needs**

#### **Potential Actions**

- Offer current awareness (alerts to new information)
- Develop partnerships with news media so that the medical/consumer health library staff provide information for upcoming stories and features (Serve as a resource for the media in providing accurate and up to date information for news stories)
- Provide instruction in the use of medical library resources
- Teach library users how to evaluate online sources of health information
- Employ delivery mechanisms that save nurses and other clinicians time
- Provide instantaneous or overnight service from a consumer health specialist via phone, email, online chat
- Get out of the library: serve on hospital committees, attend department staff meetings, be a part of the clinical team

### **Objective 1.4. Expand Customer Base**

**Strategy: Increase awareness of the full range of health and medical resources**

#### **Potential Actions**

- Develop media campaign including proclamations by elected officials (e.g., mayor,) (public and hospital libraries)
- Develop a “branding” campaign that associates all Delaware libraries with health and wellness topics so people turn to libraries for related information
- Insert consumer health brochures in patient education packets
- Reach out to state employees who have public health responsibilities
- Provide instruction in the use of medical library resources
- Develop a significant presence on the institution’s web page (hospital libraries and state agencies)
- Promote services and resources to health providers and related professionals
- Be involved and known in your community (build relationships and trust)
- Attend professional meetings—local/state chapters of professional associations—members of these associations use should be part of distribution of services

- Use language appropriate to customers: basic literacy level (avoid jargon and professional terms when possible)
- Include health information service as part of outreach message by youth services librarians visiting schools (public libraries)
- Build relationships with “health navigators” and other trusted members of ethnic/ cultural communities to ensure that information is shared with all segments of the population
- Encourage partners and other community organizations to refer their clients to the library for health information
- Encourage seamless library services, i.e., librarians encourage their library users to use other libraries when appropriate; promote overall library use

## **GOAL #2 – PRODUCTS AND SERVICES**

**All residents of the State of Delaware will be served by libraries that constantly monitor and improve their health-related resources and services in order to enhance the relevance and quality of resources and to improve access to resources.**

### **Objective 2.1. Enhance Access to Information**

**Strategy: Identify actual and perceived barriers and take action to eliminate them**

#### **Potential Actions**

- Offer mediated literature services
- Address technology problems that impede access to information
- Improve remote access to library information and services
- Strengthen community partnerships
- Share resources among all types of libraries
- Reduce barriers to sharing resources among all types of libraries
- Expand the Delaware Library Catalog to include more libraries
- Improve computer and information literacy of library customers through training
- Provide one-on-one help to enable people to learn to effectively search library catalog(s)
- Provide 24/7 access to DelMIRA and other online resources
- Foster shared services and resources among healthcare providers
- Provide interlibrary loan services (including rush services) using electronic delivery methods
- Make library resources available to clinical staff 24/7
- Include computers for users in all medical libraries
- Select reliable websites and make them easily accessible to library users through a web portal and resource list

### **Objective 2.2. Improve Resources**

**Strategy: Improve core resources and service delivery infrastructure**

#### **Potential Actions**

- Include both print and online materials in medical library resources
- Develop list of core health resources for small, medium, and large public libraries
- Adopt a coordinated collection development policy

- Apply an appropriate collection development policy for adding new resources and withdrawing out-dated or inappropriate resources to ensure accuracy of information
- Include office space for library staff within medical libraries that is appropriate for private consultations
- Provide health and wellness materials in multiple formats, including reference books, circulating books, magazines, and pamphlets
- Provide current, reliable, accurate sources of health information at all public library sites
- Seek State funding to develop a public health collection within an existing health science/hospital library or within the contractual and physical purview of DDL

### **Objective 2.3. Increase Relevance of Resources**

**Strategy: Understand user information needs and develop services/delivery mechanisms that meet those needs**

#### **Potential Actions**

- Identify segments of communities to be served and their current health information needs through a community needs assessment
- Involve customers (end-users, clinicians, policymakers, etc.) in development of information services
- Target information services that address Delaware's greatest health issues: obesity, cancer, diabetes, and infant mortality
- Identify key underserved populations and ways in which consumers seek and use health information
- Advocate for and promote universal access to preventive healthcare
- Ensure that information provided is relevant and timely for targeted users
- Recognize that consumers and clinicians may have different timeliness needs
- Ensure that resources are available that are relevant to Black, Hispanic and senior populations
- Identify health information most needed by the target populations
- Support research that explores the impact of health care information

### **Objective 2.4. Enhance Quality of Information Services**

**Strategy: Develop and apply criteria for identifying and evaluating outcomes of information services and initiatives**

#### **Potential Actions**

- Determine measurable goals and objectives for specific services and for each of the partners in the services

- Establish a steering committee or advisory council to provide oversight and governance for collaborative service initiatives
- Develop collection management policies which include evaluative criteria for selection of new materials and for withdrawing dated/inappropriate resources to ensure the accuracy of information
- Conduct ongoing assessment of progress in carrying out the strategic plan

## **GOAL #3 – ORGANIZATIONAL EFFECTIVENESS**

**All residents of the State of Delaware will be served by libraries that are well organized, efficiently managed, and that use technology effectively to ensure the delivery of high quality health-related resources and services.**

### **Objective 3.1. Improve Efficiency**

**Strategy: Examine current information delivery mechanisms and seek ways to increase speed of delivery and value to users**

#### **Potential Actions**

- Develop service audit/assessment mechanisms for both clinical and consumer health library services
- Increase the availability of online resources
- Develop consumer health information web-template for public libraries
- Develop web-access tools that streamline/enhance accessibility
- Encourage and enable co-operative purchasing
- Implement mechanisms for public health resource coordination and assessment

### **Objective 3.2. Grow Capacity to Serve**

**Strategies: Improve core resources (including adequate staffing) and service delivery infrastructure**

**Increase awareness of the full range of health and medical resources**

#### **Potential Actions**

- Develop a statewide health literacy project. (Build on existing model for financial literacy)
- Provide ongoing opportunities for staff development/training to keep library staff updated on new technologies and to help them avoid “technology fatigue”
- Seek strategic partnerships (partnerships that further the goals and objectives of the plan) with governmental and non-profit agencies
- Evaluate partnerships and coalitions on an ongoing basis to ensure that they are contributing to the goals and objectives of the plan
- Encourage other organizations/agencies to serve as partners in consumer health information service
- Encourage other organizations/agencies to assist in promoting consumer health information service

- Develop a single comprehensive “place and space” for a public health collection and resource center to serve government administrators, government regulators, policymakers, lawmakers, courts, corrections, chief medical examiner and other state agencies

### **Objective 3.3. Leverage Technology**

**Strategies: Improve core library resources and service delivery infrastructure**

**Position Delaware to become an innovator/test-bed for health information initiatives**

#### **Potential Actions**

- Develop one web portal for health/medical information
- Maintain web portal and encourage all partner organizations and all public libraries to link to it
- Develop a moderated listserv for Delaware health and consumer librarians
- Expand the DelMIRA contact list to include all medical librarians
- Ensure access to emerging technologies
- Encourage national and regional organizations to use Delaware as a test-bed for new health and medical information products and services

### **Objective 3.4. Improve Project Management**

**Strategy: Establish collaboration as the ongoing model for approaching health/medical information delivery**

#### **Potential Actions**

- Apply outcome-based evaluation techniques when assessing the effectiveness of collaborative initiatives
- Form strategic partnerships between public libraries and medical libraries throughout the state and at the county/local level
- Form strategic partnerships among academic, public, school and medical/hospital libraries
- Define scope and level of health information services to be provided at time of need and point of service



## **GOAL #4 – HUMAN RESOURCES**

**All residents of the State of Delaware will be served by library staff members who are committed to providing exemplary customer service and who possess the knowledge and skills they need to provide high quality health-related library and information services to all.**

### **Objective 4.1. Expand, Recruit and Retain Qualified Staff**

**Strategy: Preserve/enhance the professionalism of health/medical library staff**

#### **Potential Actions**

- Work collaboratively to encourage support for full time staff in all hospital libraries
- Ensure that every hospital has a library
- Ensure that hospital librarians are qualified, i.e., eligible for AHIP, master's degree in information/library science
- Use the existence of a model health/medical information delivery system as a tool to recruit highly motivated and qualified clinical staff

### **Objective 4.2. Develop Staff Skills and Knowledge**

**Strategy: Adopt a health/medical library curriculum and provide opportunity for all staff to participate on an ongoing basis**

#### **Potential Actions**

- Identify core competencies required of all health/medical library support staff
- Establish a health/medical liaison program with a designated liaison in each public library
- Support participation of staff person in each public library in comprehensive training program.
- Adopt a skill set for assuring integrity

### **Objective 4.3. Improve Library Employee Satisfaction**

**Strategies: Enhance working conditions for health/medical library staff**

**Position Delaware to become an innovator/test-bed for health information initiatives**

#### **Potential Actions**

- Secure financial resources to ensure stable employment including reasonable cost-of living adjustments and benefits
- Establish /apply measurable criteria for determining staffing levels including support staff
- Ensure ongoing opportunities for professional development
- Ensure the availability of appropriate technology
- Ensure the availability of appropriate information resources (both print and electronic)
- Ensure a workplace environment that encourages innovation
- Expand Delaware librarian scholarships to include hospital librarians

## **GOAL #5 – LEADERSHIP AND GOVERNANCE**

**All residents of the State of Delaware will be served by libraries that strive for excellence and that work collaboratively with other governmental agencies, with non-profit organizations, and with businesses to ensure that the public receives the highest quality health-related services possible with the resources that are available.**

### **Objective 5.1. Ensure Excellence in Performance**

**Strategies: Examine current information delivery mechanisms and seek ways to increase speed of delivery and value to users**

**Position Delaware to become an innovator/test-bed for health information initiatives**

#### **Potential Actions**

- Develop service audit/assessment mechanisms for both clinical and consumer health services
- Apply applicable professional standards on an ongoing basis
- Establish a collaborative steering committee to oversee cooperative efforts and to assist in developing policies and mechanisms for service evaluation
- Ensure that medical library services are provided in compliance with laws, regulations, and accreditation standards
- Encourage the establishment of the medical/hospital libraries as departments within healthcare facilities
- Encourage the establishment of organizational structures that have hospital/medical librarians reporting to senior management
- Encourage organizational structure for hospital/medical libraries in which the librarian is a member of the information management team

### **Objective 5.2. Ensure Excellence in Evaluation**

**Strategy: Develop and apply criteria for identifying and evaluating outcomes of services and initiatives**

#### **Potential Actions**

- Assess user information needs on an ongoing basis
- Apply outcome-based evaluation techniques when assessing the effectiveness of collaborative initiatives
- Determine measurable goals and objectives for services and for each of the partners in collaborative initiatives
- Create a plan for ongoing or periodic evaluation of collaborative initiatives

### **Objective 5.3. Develop Strategic Partnerships**

**Strategy: Establish collaboration as the ongoing model for approaching health/medical information delivery**

#### **Potential Actions**

- Form strategic partnerships between public libraries and medical libraries throughout the state and at the county/local level
- Form strategic partnerships among academic, public, school and medical/hospital libraries
- Develop a “white paper” that makes the case for having health/medical libraries included in the new Delaware Governor’s agenda
- Increase government (local, county, state, and federal) awareness of disparities and gaps in health/medical information and of the impact of disparities and gaps on patient outcomes and the quality of care

## **GOAL #6 – FINANCES**

**All residents of the State of Delaware are served by libraries that receive public funding sufficient to sustain quality health-related services, resources, technology, facilities, and staff while they actively pursue grants and charitable contributions to offer enhanced services.**

### **Objective 6.1. Grow New Revenue**

**Strategies: Demonstrate the value of health/medical information services to existing and potential funders**

**Position Delaware to become an innovator/test-bed for health information initiatives**

#### **Potential Actions**

- Engage the corporate sector in supporting a model health/medical information system (healthcare providers, insurance companies, pharmaceutical firms, etc.)
- Consider the diversification the Delaware Academy of Medicine Board by adding the Director of the Delaware Division of Libraries and/or other influential non-physician community members
- Secure permanent funding for consumer health librarian services in Kent, New Castle, and Sussex Counties
- Collect and disseminate quality data/information to encourage State government investment in ongoing health/medical information services
- Establish a “Friends of health/medical libraries” organization; target fundraising from private individuals
- Employ a “prospectus” approach to seeking funding for innovative pilot projects and initiatives
- Gain commitment from collaborative partners to contribute staff, time, and financial resources to expand or sustain the services
- Encourage national and regional organizations to use Delaware as a test-bed for new health and medical information products and services
- Consider the addition of a development officer at the Delaware Academy of Medicine
- Participate in the Delaware Community Foundation with a library master account and subaccounts for each participating library

### **Objective 6.2. Use Resources Efficiently**

**Strategy: Examine current delivery mechanisms and seek ways to increase speed of delivery and value to users**

## **Potential Actions**

- Use DelMIRA as the platform to increase opportunities for group purchasing of print resources as well as continuing group licensing of online resources
- Identify and make potential partners aware of opportunities for in-kind support, e.g., matching support (money, equipment, personnel) for collaborative initiatives

## **Objective 6.3. Reduce Financial Risk**

### **Strategy: Improve core resources and service delivery infrastructure**

## **Potential Actions**

- Engage collaborative partners in planning for long term sustainability of all health/medical information initiatives
- Increase visibility of health/medical information initiatives
- Integrate consumer health information services into ongoing programs and service of libraries
- Develop an effective mechanism(s) to make the public and state legislators aware of the benefits of investing in health/medical information services