

1. Statement of Work

A. The Hospital

The Via Christi Regional Medical Center (“VCRMC”) operates as the largest not-for-profit, faith-based (Catholic) medical facility in the city of Wichita, and for the entire state of Kansas. Hospital services were provided to over 50,000 inpatients in 2003, with 310,000 persons receiving outpatient therapy and treatments. There are five hospital facilities of the Medical Center located throughout Wichita, serving a primary metropolitan population of 540,000 residents. These five facilities are located in strategic geographic locations in the city – St. Francis (Midtown), St. Joseph (south Wichita), Riverside (west Wichita), Our Lady of Lourdes Rehabilitation Hospital (east Wichita) and Good Shepherd Behavioral Health Campus (south east Wichita). In the past year, almost 92,000 patients came through the three emergency rooms of VCRMC (St. Francis, St. Joseph and Riverside), with 19 percent of these patients having no health insurance coverage.

As the largest tertiary health facility in the state, a staff of over 900 physicians and 4,000 employees provide state of the art care and treatment in the areas of cancer, diabetes, heart disease, organ, bone and tissue transplantation, neonatal intensive care, neuroscience, Level I trauma, behavioral health, pediatric oncology and substance abuse/addiction. Via Christi operates one of the two burn centers in the state of Kansas, providing 12 acute beds and an extensive burn prevention outreach education program.

In cooperation with the Kansas University School of Medicine (KU), Via Christi operates the second largest medical residency training program in the United States. On average each year approximately 100 new physicians complete training at Via Christi, with almost 50 percent remaining in Kansas to practice in medically underserved communities.

To complement hospital, clinic, outpatient and medical residency training, Via Christi carries out an extensive network of health outreach education and prevention programs which includes school nursing in elementary and middle schools, childhood injury prevention, cancer screening for the elderly through parish nursing, and obesity/diabetes prevention for adolescents and families. Last year 213,000 Kansans received free health screenings and preventive health education through the Medical Center’s Outreach and Prevention Department.

Founded in 1889 by the sponsoring organizations of the Sisters of the Sorrowful Mother and the Sisters of St. Joseph, today the Via Christi Regional Medical Center strives daily to fulfill its mission to provide the highest quality of health care to all in need – particularly the poor and underserved in our society. Service in meeting this mission can be evidenced through \$41.1 million in free or subsidized care provided to the poor and non-billed community outreach programs assumed by the Medical Center in 2003.

Since the tragedy of September 11, 2001, the city of Wichita has been severely affected economically due to the dramatic downturn in the aircraft industry. All of the nation’s largest airplane manufacturers are headquartered in Wichita – Boeing, Bombardier, Raytheon and Cessna, employing almost 70,000 residents during peak production in 2000. Since January 2002, it is estimated that 12,000 aircraft workers have lost their jobs, resulting in a rise not only in the unemployed, but a sharp increase in the number of uninsured visiting emergency rooms and clinics. In 2003, food stamp cases rose 38 percent in the city (compared to 28 percent statewide), with local food banks distributing over 1.3 million tons of food and the Lord’s Diner (the only site for free evening meal service in the city) feeding an average of 295 adults and children daily.

Via Christi Medical Libraries

The Via Christi Libraries are currently composed of three libraries, operating in the facilities of St. Francis, St. Joseph and Riverside. Two of the libraries became administratively joined in October of 1995, then in October of 2001 the purchase of the Riverside Hospital by VCRMCM added a third library to the Medical Center. The Libraries are currently staffed by a full-time leader of services, four (4) full-time medical librarians, one (1) full-time assistant librarian, and one (1) part-time library specialist. Between the three libraries, there is a combined collection of 11,102 books and combined subscriptions to over 500 print journal titles.

The mission of the Via Christi libraries is to enhance the educational, research, and service activities of the Medical Center, and to support the Via Christi Health System in its quest to improve patient health. The libraries facilitate timely access to knowledge-based, evidence-based health information in patient care, education, research and management needed throughout the health system. The Via Christi Libraries in Wichita also provide support and services to three other hospitals owned and operated within the Via Christi Health System (VCHS) – Mercy Regional Health Center in Manhattan, Kansas; Mt. Carmel Regional Medical Center in Pittsburg, Kansas and Via Christi Oklahoma Regional Medical Center in Ponca City, Oklahoma.

In order to meet this mission, the libraries launched a new web page providing access to over 4,278 electronic full-text journal links, a listing of print journal locations, journal article/literature search request forms and library contact information in January of 2004. This web page also provides links to the Online Catalog, the EBSCO research databases (Medline, CINAHL, Cochrane databases, Pharmaceutical Abstracts) and PubMed LinkOut. The libraries provide ARIEL electronic document delivery and are members of the Docline FreeShare group. With the addition of these services, the libraries have experienced an increase in resource usage from 21,517 items July 2002-June 2003, to 23,891 for the period of July 2003 through June 2004. The following table represents utilization activity for the libraries for the past two years:

	July 2002-June 2003	July 2003-June 2004
Non-Electronic Library Resource Usage	21,517	13,928
Electronic Library Resource Usage	not available	9,963
Articles/Books Retrieved for		
Via Christi Employees/Physicians	2,553	1,790
Articles/Books Loaned to other Libraries	1,968	2,076
Freeshare Rejects	682	598
Searches conducted by VC Librarians for		
Via Christi Employees/Physicians	500	473
Total Library Services Usage	27,220	28,828

Overall library utilization increased slightly (1,608) in the past year, with electronic usage accounting for 41% of total library usage in the first year of availability through the Via Christi Libraries. This significant change in the method that users retrieve library information warrants evaluation that will help answer the question of whether or not to expand electronic access capacity, which will affect future budget and operations of the libraries.

B. Question

Like all health care libraries, Via Christi faces the problem of reduced budget versus increased demands from users. No increase in 2005 budget for the Via Christi libraries is expected and unless justification can be presented for future years, it is anticipated that library services will remain unchanged, or even decreased. The obstacle is that current library staffing does not allow the time, nor expense, to carry out a comprehensive evaluation on which to base a valid and realistic long-term strategy for the Via Christi libraries.

With utilization increasing in the area of electronic resources, but requests for book retrievals declining; coupled with other Via Christi hospitals outside of Wichita depending on the libraries for service and support, many questions are needing to be answered through appropriately designed assessments.

- How do we best serve our patrons with limited time, resources and personnel?
- How can we best help our institution to improve patient care and outcomes under limited budgets and staffing?
- How should the collections and the budget be divided between the print and electronic materials?
- What changes would best serve the Medical Center and patients?
- Would these changes in library services lead to improved outcomes in patient care?
- Would changes in library services help retain medical staff?
- Do the libraries need to adopt a “marketing plan” to attract more non-users?
- Do the libraries need to explore other ways to attract funds to support expansion or operations?

The overall question that would be answered through this project will be:

What opportunities and benefits will Via Christi Libraries provide to users throughout the next five years?

C. Objectives

To achieve the project goal of the development and implementation of a long-term strategic plan for Via Christi Libraries, the following objectives (activities) will be undertaken:

1. Conduct utilization assessment of current users of Via Christi Libraries. The population to be surveyed under this objective, and the primary beneficiaries, will be registered nurses (RNs), physician assistants (PA), medical residents and physicians.
2. Conduct assessment of non-users of Via Christi Libraries. Effort will be made to identify professionals in this population and determine the reasons why they do not utilize the services of the libraries.
3. Conduct internal assessment and evaluation of current capacity and capability of the Via Christi Libraries. This information will establish our operations baseline. From here we will formulate changes and enhancements to the libraries over the next five years.

In the long-term, beneficiaries of these evaluations and assessments will not only be Registered Nurses, Physicians, Physician Assistants and medical residents, but ultimately all users of the Via Christi Libraries. Until we complete the surveys of users and non-users, we can only anticipate changes that may be made. Those include possible increase to electronic materials versus print, expansion of the web-based services, number or type of professional journals available or even changes in staffing at the Libraries.

Changes implemented will be measured against the baseline data and survey information collected during this 15 month project period. Standard points of survey and assessment will be established (such as quarterly or mid-year) in each of the five years of the strategic plan. Output goals will be established in the five year plan (i.e. number of physicians accessing journals increased by 10% in Year 2) in order to provide measurement of success or failure of the changes and improvements implemented.

D. Methodology/Action Plan

The assessments of users and non-users of Via Christi Libraries will be carried out utilizing the following tools (and minimum response population size):

- self-reporting surveys (360)
- telephone interviews (50)
- focus group interviews (2 groups – 12 persons each group)
- random self-reporting surveys (web-site users only) (360)

Users of the Via Christi Libraries will be invited to participate in a written utilization and satisfaction survey each time they make a physical visit to any of the three library sites. This gives potential for the same person to complete multiple surveys, but the instructions will request that all individuals only complete one self-reporting survey during the survey period (December 1, 2004 – May 30, 2005). At the end of the survey, users will be asked if they would like to participate in an extended telephone survey to secure greater detail on responses and/or recommendations to benefit the libraries. This participation, like the written survey is voluntary. If the user agrees to participate in the telephone survey, they must provide phone contact information to the surveyor and sign an attached confidentiality release form. Participants will also be asked if they wish to participate in a focus group interview to take place at one of the Via Christi Libraries (to be held June 2005). Again, participants must volunteer to participate and must sign the confidentiality release.

If they are also a web site user, they may receive a random “pop-up” survey. If they have completed either the written survey or the web site survey (both will be identical in questions and answers available), users will be provided opportunity to participate in the extended telephone interview and focus group interview.

For non-users, librarians of Via Christi will solicit nurses, physicians, medical residents and physician assistants to participate in the written survey, as well as the telephone and focus group interview. This will be accomplished through librarians personal contacts throughout the Via Christi facilities, through invitation to non-users through the weekly in-house newsletter publication “Via Christi This Week” (circulation 3,700) and presentations made by Librarians to monthly department staff meetings. Participation will be voluntary like that of the user group. For the purpose of this project survey and assessment, non-users will be defined as persons who have not used any of the library resources, including the web-site, since May 1, 2004 or six months prior to the start of the project survey period (December 1, 2004).

To provide incentive for both users and non-users to complete the written survey, and to garner a larger population for study, the Via Christi librarians will conduct noon-time survey activities in the employee cafeterias of Via Christi (St. Francis and St. Joseph locations) twice during the six month survey period. Employees completing the written survey during this noon-time stop will be eligible for drawing of area restaurant meal coupons, passes to the Sedgwick County zoo and free movie tickets. The goal will be to secure 125 completed written surveys from these four events.

The surveyor of the project (School of Library and Information Management (SLIM), Emporia State University, Emporia, Kansas) will be responsible for the design, preparation and administration of all surveys to users and non-users. The surveyor will collect responses and survey data to be presented to Via Christi no later than July 30, 2005, in order for the Libraries to begin formulating long-term strategy document.

The internal assessment and evaluation of current libraries capacity and capabilities will be carried out by the librarians at each respective site during the survey period (December 1, 2004 – May 30, 2005). Confirmation and updating of library holdings (books, journals, publications) equipment, furnishings, staffing plans and operational budgets will be included. The assessment will reveal deficiencies as well obstacles in providing services to users as experienced by the librarians.

The outcomes of all three assessments will be shared with the administration officers (CEO, CFO, COO & Vice Presidents) of the Via Christi Regional Medical Center no later than August 30, 2005, in order to include recommendations and requests impacting future budget planning to benefit the libraries.

Project Timeline

<u>Activities</u>	<u>Completion Date</u>
Public Announcement of Award	September 20, 2004
Contract to Emporia State University for Surveyor Services	September 30, 2004
Meetings with Librarians and Surveyor to develop survey tools	October 30, 2004
Survey Tools tested, finalized and printed	November 20, 2004
Web-site “pop up survey” ready for posting	November 20, 2004
Surveys begin with users & non-users	December 1, 2004
Librarians begin to conduct incentive events at Employee cafeterias	December 30, 2004
All surveys and internal assessment concluded	May 30, 2005
Librarians & Surveyor review survey outcomes, analyze data and draft recommendations for five-year strategic plan	July 30, 2005
Librarians meet with Via Christi Administrative Officers to present and discuss five-year strategic plan, outcomes are quantified (outputs)	August 30, 2005
Strategic plan, and accompanying budget for each fiscal year finalized and disseminated	September 30, 2005
Implementation of recommendations for first year of plan begins, plan to include frequency of user/non-user surveys in order to determine if strategic plan goals are being met	November 30, 2005

Strategic plan will cover FY 2005 – FY 2009. The fiscal year for Via Christi is October 1-Sept. 30.

Personnel

The Director (principal investigator) of the project will be Camillia Gentry, Medical Librarian for the St. Joseph location of the Via Christi Libraries. Ms. Gentry has served in this position with Via Christi since 1991 and holds a M.L.S. from Emporia State University in Emporia, Kansas. The three other Via Christi Librarians – Terri Barnard (Riverside), Sue Fleming and Kristin Sen (St. Francis) will participate in the internal assessment and preparation of the strategic plan along with Ms. Gentry. See attached resumes for these librarians. It is estimated that the four Via Christi Librarians will dedicate a total .25 FTE to this project at a cost of approximately \$13,432. However, only \$1,500 to cover this time will be expensed from the project award, with the balance (\$11,932) provided in match from the applicant.

We will contract with Emporia State University (Emporia, Kansas) School of Library and Information Management (SLIM) to assist us in the design, implementation and administration of the surveys to the users and non-user populations of this project. Dr. Cathy M. Perley, Assistant Professor of SLIM will provide expertise in this area and be responsible for the survey activities as detailed in this proposal on pages 4 and 5. From the project award, \$3,000 will be expensed to the hiring of this surveyor and will cover all time and expenses incurred by her to complete the survey activities.

F. Outcome

The project will be determined to have initial success upon completion and adoption by the Via Christi Regional Medical Center of the five-year strategic plan for the Via Christi Libraries. However, ability of the Medical Center to fund recommendations for improvement and enhancement to the libraries will also determine success but those will not be realized until the conclusion of each of the fiscal years in the strategic plan. Success during the five-year period of the strategic plan will also be determined from the routine surveys and responses that will be administered in each year of the plan.

II. Budget and Budget Narrative

<u>Expense Item</u>	<u>Grant</u>	<u>Applicant Match</u>	<u>Total</u>
<u>Salaries & Fringe</u>			
Via Christi Librarians (4) 520 hours (.25 FTE) \$25.83/hr X 520	\$1,500	\$11,932	\$13,432
<u>Contracted Surveyor</u>			
Emporia State University	\$3,000	0	\$3,000
<u>Non-Personnel Costs</u>			
Telephone/Long-Distance	\$ 500	0	\$ 500
Printing (surveys)	0	\$ 300	\$ 300
Web-site Maintenance	0	\$ 1,000	\$ 1,000
Photocopying	0	\$ 200	\$ 200
Incentive Items	0	\$ 200	\$ 200
Beverages for Focus Groups	0	\$ 50	\$ 50
Overhead/Indirect Costs @ 14.9%	0	\$ 2,038	\$ 2,038
Total	<u>\$5,000</u>	<u>\$15,720</u>	<u>\$20,720</u>