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CHLA/ABSC

**Standards for Library & Information Services
in Canadian Healthcare Facilities**

Second Edition



**CHLA/ABSC Task Force on Standards for Library & Information Services in Canadian
Healthcare Facilities**

**HEALTH SCIENCES LIBRARY
TRAMICKI REGIONAL HOSPITAL**

103
98-9

STANDARD AREA 3 - RESOURCE MANAGEMENT

To effectively provide the services required to meet client needs, Library & Information Services must have an adequate base of human, financial, physical, technological and information resources. Where clients needs do not warrant the provision of any of these resources on-site, written contractual arrangements must be developed to ensure clients have ready access to these resources.

1.0 HUMAN RESOURCES

There is a human resources plan for Library & Information Services.

Interpretation:

A human resources plan is developed and implemented based on client needs, mission statement, strategic plan, goals and objectives and available resources. The plan is reviewed and revised whenever there is a significant change in any of these factors. The plan describes strategies for establishing and reviewing staffing levels, education and training requirements, performance standards and continuing education needs.

Criteria:

Staffing

- 1.1 Library & Information Services is managed by a qualified librarian.
- 1.2 There are adequate professional, technical and clerical staff to meet the needs of clients and the stated goals and objectives of the service. Factors considered in deciding staffing levels include, but are not limited to:
- * needs assessment
 - * service levels
 - * service use
 - * workload measurement
 - * cost-effective skills mix
- * { 1.3 All Library & Information Services staff have the necessary qualifications and skills to meet the needs and expectations of their clients, and the goals and objectives of the service. For librarians, the minimum qualifications are a graduate degree in library/information science from an American Library Association accredited institution. The required qualifications for a library technician are a certificate or diploma in library/information technology from a community college.
- 1.4 There is a written position description for each staff member which specifies the duties and responsibilities appropriate to the training level of the position, and ac-

curately reflects the requirements of the position. Position descriptions are reviewed regularly and updated as required.

The position description includes:

- * position summary
- * nature and scope of the position
- * duties and responsibilities
- * general and specific accountabilities
- * performance expectations
- * required qualifications and competencies

1.5 There are written performance evaluations for all library staff, according to the policies and procedures of the facility. Evaluation results are communicated and corrective actions are taken to improve performance as required.

1.5.1 Evaluation processes may include:

- * self-appraisal
- * performance review
- * peer review
- * team review

1.5.2 Criteria for evaluation may include:

- * interaction with clients/suppliers, staff and management
- * contribution to service delivery and quality improvement
- * acceptable performance based on preset standards
- * accomplishment of predetermined individual objectives
- * performance consistent with the position description, professional code of ethics and professional standards

1.6 There is a staff development program to meet the needs of all Library & Information Services staff, which includes:

- * a planned orientation program
- * on-site training
- * external continuing education opportunities

1.7 Where the needs of the library's clients do not warrant the services of a librarian on a full time basis, access to a librarian is available in one of the following ways:

- a) **Library Consultant:** A written contractual arrangement may be negotiated with a library consultant to provide ongoing direction and services at a level appropriate to client needs, facility programs and services, and the goals and objectives of the library.
- b) **Circuit/Outreach Librarian:** In some areas, larger health facilities or academic libraries may make the services of a circuit/outreach librarian available. The circuit/outreach librarian makes regularly scheduled

visits to the facility to provide information search and retrieval services and ensures that the available on-site resources and services will effectively meet client needs.

- c) **Joint Venture/Multi-Facility Arrangement:** The services of a librarian, as well as the mandate for the provision of information resources, may be shared among facilities through a joint venture or other multi-facility arrangement.

- 1.8 When client needs warrant the services of a librarian only on a contractual or part-time basis, a qualified library technician, or an employee with specific training in library techniques performs routine library operations to ensure access to and maintenance of library resources and collections.

2.0 FINANCIAL RESOURCES

There is a financial plan for Library & Information Services. The plan considers the ongoing provision and maintenance of services and resources as well as the long range financial needs of the library to support its vision and strategic plan.

Interpretation:

The financial plan considers current client needs, resource availability, cost-benefit ratios, and anticipated changes in the environment or programs of the facility. The budget is developed in consultation and collaboration with senior management, library staff and clients. Accounting and reporting methods are developed which allow careful monitoring and evaluation of expenditures, in accordance with facility practices, policies and procedures.

Criteria:

- 2.1 Library & Information Services develops its own budget for which it is accountable.
- 2.2 The budget is developed and reviewed on an annual basis.
- 2.3 The budget is sufficient to provide the resources and services required to meet client needs.
- 2.4 There are provisions made to ensure the availability of adequate funding for capital expenses and special projects or programs.
- 2.5 The budget is reviewed and amended whenever there is a significant change in the programs and services provided by Library & Information Services and the facility.



Excerpt.



Achieving Improved Measurement

ACCREDITATION PROGRAM

Canadian Council on Health
Services Accreditation



Conseil canadien d'agrément
des services de santé

Human Resources

The Human Resources standards allow an organization to assess and evaluate its activities in the area of managing the people who provide both direct and indirect service to clients. This may include staff, volunteers, students, contracted providers, and independent practitioners. The managing of human resources includes more than the activities carried out by the human resources department or service.

The Human Resources standards are divided into the following seven sections:

- **Addressing Needs**
covers the topic of human resource planning. It is standard 1.0.
- **Being a Learning Organization**
covers the topics of improvement, research, benchmarking, and using information. It is standard 2.0.
- **Having the Right People**
covers the topics of recruitment, retention, and credentialing. It includes standards 3.0 and 4.0.
- **Enhancing Performance**
covers the issue of orientation, training, and performance appraisal. It is in standard 5.0.
- **Good Working Relationships**
covers the topics of reporting relationships, roles and responsibilities, professional practice, and personnel file confidentiality. It includes standards 6.0 to 8.0.
- **Providing a Healthy Work Environment**
covers the topics of communication, complaints, and occupational health and safety. It includes standards 9.0 and 10.0.
- **Achieving Positive Outcomes**
covers the topic of best results. It is standard 11.0.

The organization's self-assessment against the Human Resources standards should be completed by a team of people who have responsibilities for the following: overall planning for the service; staffing; planning; recruiting; compensation; employee recognition;

Guidelines

“External sources or standards” may include government laws or regulations or professional bodies, e.g. nursing association, medical association. Research may include both formal academic studies or in-house informal studies.



2.3 The organization uses the evaluation information it collects to

- make decisions about human resources activities
- plan future human resources services

Required Information

List any quality improvement initiatives resulting from the indicators monitored by the team.



2.4 There is evidence that human resources processes have been improved on an ongoing basis.

HAVING THE RIGHT PEOPLE

3.0 *The organization has adequate numbers of qualified staff, independent practitioners, and volunteers to provide quality services.*

Intent

“Independent practitioners” may include physicians, pharmacists, midwives, psychologists, dentists, physical therapists, occupational therapists, etc.

Where industry shortages make it challenging to have “adequate numbers of qualified staff,” the team should note this in its self-assessment.

Organization's Rating

1 2 3 4 5 6 7

NA

Surveyor's Rating

1 2 3 4 5 6 7

NA

Strengths:

TO BE ENTERED IN SOFTWARE

Areas to Improve:

TO BE ENTERED IN SOFTWARE

Organization's Rating

1 2 3 4 5 6 7

NA

Surveyor's Rating

1 2 3 4 5 6 7

NA

Strengths:

TO BE ENTERED IN SOFTWARE

Areas to Improve:

TO BE ENTERED IN SOFTWARE

RATINGS

Poor 1

Fair 3

Good 5

Excellent 7

Not Applicable NA

Organization's Rating

1 2 3 4 5 6 7 NA

Surveyor's Rating

1 2 3 4 5 6 7 NA

Strengths:

TO BE ENTERED IN SOFTWARE

Areas to Improve:

TO BE ENTERED IN SOFTWARE

Organization's Rating

1 2 3 4 5 6 7 NA

Surveyor's Rating

1 2 3 4 5 6 7 NA

Strengths:

TO BE ENTERED IN SOFTWARE

Areas to Improve:

TO BE ENTERED IN SOFTWARE

Organization's Rating

1 2 3 4 5 6 7 NA

Surveyor's Rating

1 2 3 4 5 6 7 NA

Strengths:

TO BE ENTERED IN SOFTWARE

Areas to Improve:

TO BE ENTERED IN SOFTWARE

3.1 The organization selects and recruits staff, independent practitioners, and volunteers based on



- the community's needs
- its goals and objectives
- statistics and trends in the environment
- their qualifications, including licences, registration, or certification
- their knowledge and skills
- their references and criminal record checks

3.2 The organization's processes for recruiting and selecting qualified staff, independent practitioners, and volunteers



- are timely
- result in a mix of people that reflects the community's diversity
- are fair, free from discrimination, and are applied to all persons in the same way

3.3 The organization assigns staff, independent practitioners, and volunteers to clients based on



- accepted standards of practice
- legal requirements
- their qualifications, including knowledge and experience
- changes in workload, resulting in staff or volunteers who are capable of managing the volume or complexity of the caseload