

# CHLA/ABSC Operational Plan 2020-2021

The full strategic plan can be found on the [CHLA-ABSC website](#).

**Goals:** Desired result

**Objectives:** Measurable actions undertaken to achieve goals

## 2018-2021 Strategic Directions

### Review of Year One and Two, and Establishment of Year Three Goals

#### 1. Strategic Direction 1: Build Competencies: Professional and Leadership Development

##### Goals:

- 1.1. Strengthen accessibility of educational offerings through on-line and virtual options, joint conferences, leveraging partner education programs, and supporting travel
- 1.2. Develop and deliver content on the 'business of libraries' (e.g., key business processes, collection development, guidance for solo librarians, and libraries without experienced librarians)
- 1.3. Explore the possibility of creating a comprehensive, multi-year leadership curriculum
- 1.4. Promote current educational specialty offerings (e.g., systematic reviews, critical appraisal) for delivery to professionals and information specialists in other health fields (e.g., nursing, medicine, primary care)
- 1.5. Review need and opportunity for mentoring



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## Objectives related to Direction 1:

Building on previous years (see below) the Board has set the following objectives at the 2020 fall Board meeting which we hope will lead to the successful completion of Goals related to Strategic Direction 1:

| Year 3 - 2020-2021 |  |
|--------------------|--|
| Goals              | Objectives (In progress)   |
| 1.1                | <p>Encourage engagement with international partners interested in developing a post graduate program in health librarianship.</p> <p>Continue to liaise with MLA &amp; ALIA re: health library standards &amp; trends.</p>   |
| 1.2                | <p>Develop and/or deliver Equity, Diversity &amp; Inclusion (EDI) content (CE offerings, web resources, etc.) to the membership.</p> <p>Investigate the need for and feasibility of standardized EDI training for Board members and JCHLA editorial team.</p> <p>Deliver content on the 'business of libraries' by the end of year 3.</p>  |
| 1.3                | <p>In year three, the CHLA/ABSC Leadership Institute continued with 12 participants. The Steering Committee will prepare a final report and submit to the Board.</p>   |
| Year 2 - 2019-2020 |  |
| Goals              | Objectives (Completed)   |
| 1.1 & 1.2          | <p>In year two additional advances were made: A call for new CE committee members went out. The newly formed CE Committee held two meetings to work on Terms of Reference and identify CE opportunities. The Committee met with the Knowledge Synthesis Interest Group (KSIG) and CHLA 2021 Conference Planning Committee (CPC) to review CE opportunities and drafted a CE plan for rest of 2020 (Nov/Dec) and early 2021 that was presented to the Board during the Fall Board meeting. The plan includes content on the Business of libraries among other offerings and takes advantage of the new virtual reality by using approaches that increase accessibility for members.</p> |

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Substantial improvements were made to simplify access to CE funding through our grants and awards program.

The Board signed new affiliation agreement with ALIA Health Libraries Australia.

The Standards task force liaised with MLA and ALIA Health Libraries Australia re: health libraries standards as both have also begun the process of updating their respective standards.

### Year 1 - 2018-2019

| Goals | Objectives (Completed)  |
|-------|---|
| 1.1   | Significant advances have been made on this objective primarily through the Special Subcommittee on Continuing Education, which has proposed a number of improvements to our grants and awards program, as well as our CE online offerings. Promotion of the association's Zoom account for use by committees, interest groups and chapters has significantly increased access to educational offerings and chapter engagement. We are currently in discussions with MLA regarding scheduling a joint conference within the next few years. |
| 1.3   | The Leadership Institute approved and launched in 2019 by CHLA/ABSC has largely met this objective. Continued exploration and collaboration by the CE Director and the LI leadership to make aspects of the LI curriculum available to non-LI participants will further enhance leadership capacity of our membership. The CHLA/ABSC Leadership Institute continued in 2020 with 12 participants.   |

## 2. Strategic Direction 2: Promote Knowledge Transfer

### Goals:

- 2.1. Build a knowledgebase of health information best practices, including a toolkit of impact measures, success stories, case studies, and documented standards
- 2.2. Continue efforts to keep members abreast of environmental trends and to advise how they can meet these challenges
- 2.3. Define information literacy in the context of the Association and its members' work; link information literacy to education and other Association activities
- 2.4. Explore opportunities for knowledge management of data from electronic health records
- 2.5. Support and encourage special interest groups to compile and share information on practices broadly; encourage networking with information specialists in other professions
- 2.6. Expand and refine the mechanisms for sharing knowledge e.g., our websites, listservs, newsletters, as well as the Journal of the Canadian Health Libraries Association.



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## Year Three Objectives related to Direction 2:

Building on previous years (see below) the Board has set the following objectives at the 2020 fall Board meeting which we hope will lead to the successful completion of Goals related to Strategic Direction 2:

| Year 3 - 2020-2021 |   |
|--------------------|---|
| Goal               | Objectives (In progress)  |
| 2.1                | The SSC will begin work on reviewing and updating the HSICT Library Value Toolkit.  |
| 2.5                | Investigate the creation or amendment to a grant to support members wishing to present at non-library conferences.  |
| 2.6                | Present at OLA with 2 members of our Leadership Institute.<br><br>Interest groups and Committees to present at Mountain Pacific Health Libraries Conference.<br>Continue to make and refine improvements to the website.<br><br>Finalize and implement the JCHLA Data Sharing Policy.   |
| Year 2 - 2019-2020 |   |
| Goal               | Objectives (Completed)  |
| 2.1                | In year two the Standards Standing Committee successfully reaching an agreement with HSICT to update the HSICT Library Value Toolkit and host it on the CHLA website. The toolkit provides guidance and tools the enable libraries to demonstrate value and will support libraries as they work towards implementing the Standards in practice.   |
| 2.6                | In year two a website redesign project was completed. The following improvements were made: <ul style="list-style-type: none"><li>• Improved navigation (navigation tiles, fewer dropdown options)</li><li>• Reorganization of information (sections collapsed together)</li><li>• Removal of redundant information or features</li><li>• Copy rewritten for clarity</li><li>• More emphasis on conferences, membership, and CE</li></ul> |

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A newly drafted JCHLA Data Sharing Policy was submitted for review by Board.

### Year 1 - 2018-2019

| Goal | Objectives (Completed)  |
|------|---|
| 2.6  | During 2018/19 the website was analyzed, and a number of enhancements were proposed, including enhancing visual appeal by reducing text heavy elements, providing easy access to conference programs, providing direct access to posters and newsletters, and improving navigation. These enhancements will be implemented in an ongoing manner. A communications task force has been created to draft a comprehensive communications plan. |

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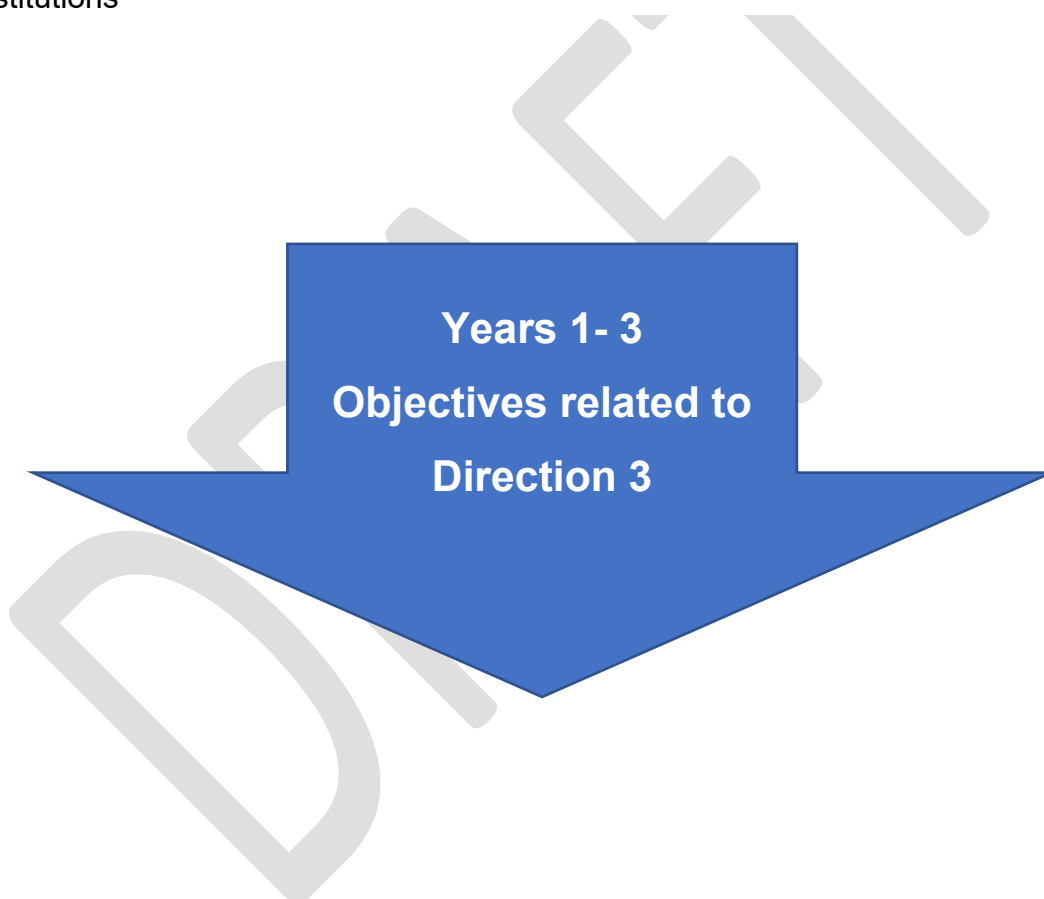
## 3. Strategic Direction 3: Demonstrate Value /Advocacy

### Goals:

3.1. Review and update *Standards for Library and Information Services in Canadian Healthcare Facilities*

3.2. Prepare and promote new tools and information resources on the value of health information services and professionals for broad audiences

3.3. Broadly share advocacy materials created by members for use in their own institutions



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## Year 3 Objectives related to Direction 3:

Building on previous years (see below) the Board has set the following objectives at the 2020 fall Board meeting which we hope will lead to the successful completion of Goals related to Strategic Direction 3:

| Year 3 - 2020-2021 |  |
|--------------------|--|
| Goal               | Objectives (In progress)   |
| 3.1                | The Standards Task Force will complete their mandate and the Standards Standing Committee (SCC) will take over long term stewardship of the Standards.   |
| 3.2                | <p>The Board plans to draft guidelines regarding statements &amp; other communications with the aim of clarifying the role the Association and Chapters play in advocating for health information professionals and health libraries and strengthen the support the Association offers to members.</p> <p>The board will explore avenues for communicating value of health information professionals in collaboration with Chapters: this might include a statement re: value of health libraries and concern re: library closure trend, a press release re: Standards, a template for chapters to use when responding to library closures etc.</p> <p>Review recommendations of the Diversity &amp; Inclusion Task Force and determine additional objectives.</p> |
| Year 2 - 2019-2020 |  |
| Goal               | Objectives (Completed)   |
| 3.1                | In year two the Standards Task Force continued work on the Standards and the document is almost complete. Several rounds of expert peer review were completed, and feedback was integrated. A member consultation was held, and member feedback was reviewed and integrated. Sixteen rapid scoping searches were conducted by volunteer Canmedlibs and relevant evidence was integrated. The document is in the final stages of review and the manuscript is being prepared for submission to JCHLA. A Standards Standing Committee was created.   |
| 3.2                | International cooperation resulted in international letter to ICMJE urging editors to include expert searchers as peer reviewers for knowledge syntheses.  |



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The Board drafted a Letter in response to questions re: Black lives matter and the President communicated a response to questions regarding climate change brought forth by members during the during 2020 AGM. In response to member engagement on the matter of Diversity and Inclusion, a call went out for members to join a newly formed Task Force with the aim of increasing inclusiveness and diversity of the Association and the Board.

### Year 1 - 2018-2019

| Goal | Objectives (Completed)  |
|------|---|
| 3.1  | The Standards Task Force was tasked with updating the Standards for Library and Information Services in Canadian Healthcare Facilities. Going forward a standing committee will monitor and update these standards and develop a toolkit on advocacy. |

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## **4. Strategic Direction 4: Advance the Calls to Action from the Truth and Reconciliation Commission**

### **Goals:**

- 4.1. Officially adopt an Indigenous Protocol for use at board meetings and the annual conference and provide guidance for members who wish to create protocols specific to where they live.
- 4.2. Form a task force with the mandate of advancing Calls to Action as they pertain to Canadian health librarianship
- 4.3. Collect and make available a list of members' organizations' responses and initiatives addressing the Calls to Action



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## Year 3 Objectives related to Direction 4:

Building on previous years (see below) the Board has set the following objectives at the 2020 fall Board meeting which we hope will lead to the successful completion of Goals related to Strategic Direction 4:

| Year 3 - 2020-2021 |   |
|--------------------|---|
| Goal               | Objectives (In progress)  |
| 4.1 & 4.2          | <p>The Indigenous Matters Task Force will continue work on the following initiatives:</p> <ol style="list-style-type: none"> <li>1. Review of the University of Alberta MOOC to ascertain if it makes sense to have it credentialed for CE credits;</li> <li>2. Review taxonomy to decolonize library terms;</li> <li>3. Review how to fully engage with Indigenous issues.</li> </ol>  |
| Year 2 - 2019-2020 |   |
| Goal               | Objectives (Completed)  |
| 4.1 & 4.2          | <p>In year two an Indigenous Matters Task Force was formed and has begun work on the following initiatives:</p> <ol style="list-style-type: none"> <li>4. Review of the University of Alberta MOOC to ascertain if it makes sense to have it credentialed for CE credits;</li> <li>5. Review taxonomy to decolonize library terms;</li> <li>6. Review how to fully engage with Indigenous issues.</li> </ol> <p><i>The Land Acknowledgement, Template for Personalization, Definitions, and Speaker Protocol</i> developed by the Northern Alberta Health Libraries Association was translated and distributed.</p> <p>The Board continued to use and improve the Indigenous land acknowledgement during Board meetings and the Annual General Meeting.</p> |

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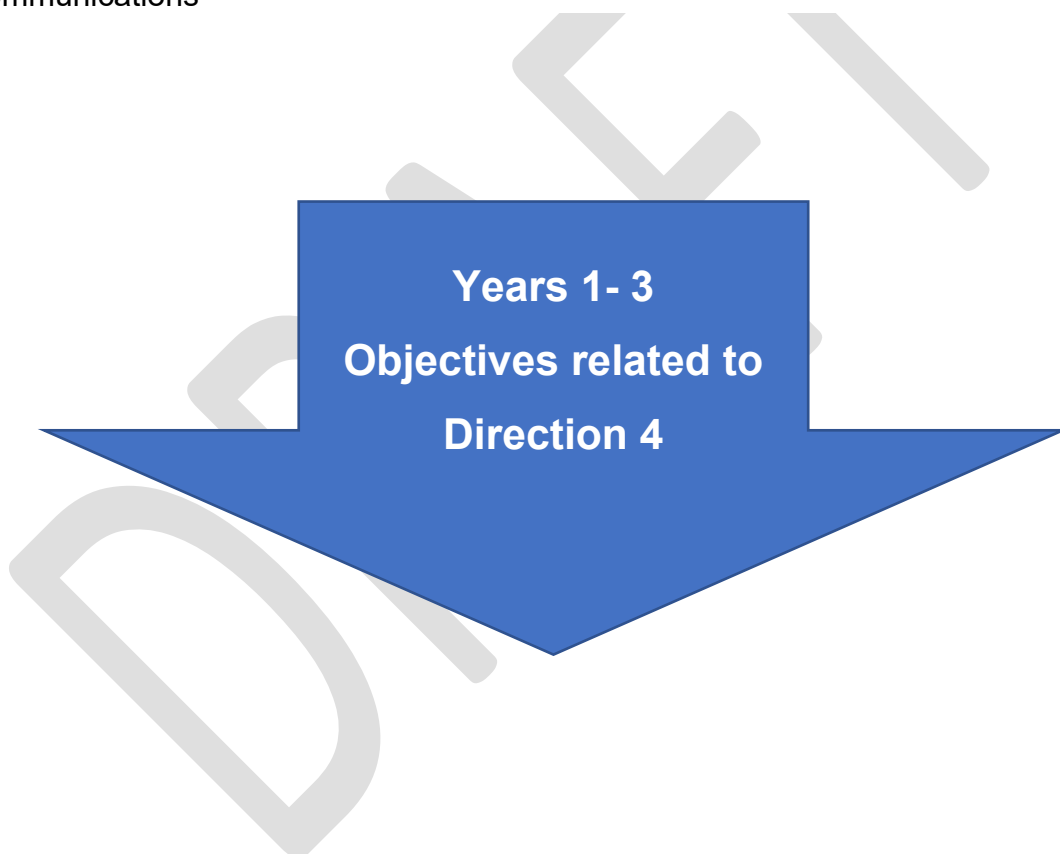
| Year 1 - 2018-2019 |   |
|--------------------|---|
| Goal               | Objectives (Completed)  |
| 4.1                | During the first year we successfully adopted and implemented an Indigenous Protocol for use at board meetings and the annual conference. Our Indigenous matters task force will continue to work to provide guidance for members who wish to create protocols specific to their locations. |

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### **5. Strategic Direction 5 Strengthen the Association Infrastructure and Communications**

#### **Goals:**

- 5.1. Assess the organizational structure, governance, membership structure, relationships with Chapters, and financial model
- 5.2. Explore funding opportunities from new sources; e.g., grants to fund new communities of practice and new mission-focused initiatives
- 5.3. Expand communications strategies to ensure broader reach and more timely communications



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## Year Three Objectives related to Direction 5:

Building on previous years (see below) the Board has set the following objectives at the 2020 fall Board meeting which we hope will lead to the successful completion of Goals related to Strategic Direction 5:

| Year 3 - 2020-2021 |  |
|--------------------|--|
| Goal               | Objectives (In progress)   |
| 5.1                | <p>Looking forward to the next strategic planning exercise, ensuring the viability of the association is going to be a major concern given the events of the past year. The Board plans to identify ways to better understand membership demographics and manage membership related processes. Identify trends, assess needs and propose solutions to increase membership and promote engagement. Proposed activities include improvements to member database &amp; communications related to renewal, as well as regular needs assessment surveys.</p> <p>Dedicated time at the winter Board meeting to conduct a strategic planning exercise through the lens of Diversity, Equity &amp; Inclusion. This exercise will focus on mapping documents recommended by the DE&amp;I Task Force and identifying objectives for year three. Include members of the DE&amp;I Task Force, the Indigenous Matters Task Force, and the JCHLA editorial team. Following the Board meeting, examine our current practices/policies to identify concrete and realistic areas to change on an ongoing basis.</p> <p>Broaden the scope of the Conference code of conduct to include all CHLA/ABSC events.</p> <p>Refine and establish a policy for use of official languages.</p> <p>The CHLA/ABSC Board of Directors is undertaking an evaluation/review of our management company, AssociationsFirst (AF). The Board will set a schedule for a regularized review of AF, including a process for the review.</p> <p>Develop a draft of a Chapter handbook.</p> <p>Update the orientation manual through the lens of equity, diversity &amp; inclusion.</p> <p>Clarify archival and records management policy and processes.</p> |

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Continue to pilot new approach to translation and send out a call for volunteer translators.

5.2 Investigate options for reducing dependency on the annual conference as our primary revenue source.

Review expenses with the aim of further reducing costs while continuing to retain or maximize value.

### Year 2 - 2019-2020

#### Goal

#### Objectives (Completed)

5.1

In year two a thorough review of the Governance manual was conducted and the revised manual was published.

Use of translation services was reviewed and an alternative approach was proposed and piloted with the aim of reducing costs. DeepL or other translation software will be used, and Bilingual Board members will review and edit for clarity and correctness. To ensure sustainability for the long term, volunteer translators will be needed.

Chapter President's meetings were opened to other Chapter members so that more of our members could become involved in national level conversations.

Chapter Annual Report template was revised based on feedback from Chapters and one year of actual use.

The expense reimbursement policy and form were updated to further streamline processes.

The Association achieved its goal of having at least one year's operating expenses in reserve.

5.3

In year two a Communications Task Force was formed and drafted communication guidelines that were presented to the Board for approval during the Fall Board meeting.

- Social media engagement with members increased and the approaches/ mechanisms for sharing of knowledge (e.g., CHLA/ABSC's website, listservs, newsletters, and Journal) were expanded through increased use of listserv, broadcast emails and website.

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The Board promoted the association's Zoom account for use by committees, interest groups and chapters has significantly increased access to educational offerings and helped improve chapter engagement.

### Year 1 - 2018-2019

| Goal | Objectives (Completed)  |
|------|---|
| 5.1  | <p>During 2019 a comprehensive survey to assess membership engagement at both the Chapter and national levels of involvement was conducted. Results have been communicated with the Chapters and ongoing communications via the Chapter Presidents Monthly Conference Calls (initiated in 2018) will continue to analyze and discuss the data.</p> <p>A thorough review of financial accountability practises was conducted and a number of changes to financial reporting were implemented to ensure that CHLA/ABSC was in legal compliance with CRA. Communications with Chapters regarding these changes will continue in 2019/20.</p> |

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