Cairns Hospital
Library & Knowledge Centre

Annual service performance report 2014-2015
Ver. 1.0
1. Introduction

This report provides an overview of activities undertaken, and services provided by the Library & Knowledge Centre (LKC) team throughout 2014-15. This includes an evaluation of service effectiveness; specifically how the library performed against new key performance indicators outlined in the LKC business plan 2014-2019.

The new business plan further consolidates the shift towards a knowledge centre approach and improvements during this period have again focussed on making services accessible and supporting evidence based practice and research. Key initiatives included further online service improvements such as new LKC website and Library Management System and additional upgrading of the facilities and study areas within LKC.

2. Summary

The main challenges for the LKC team during the 2014-15 financial year related to establishing a website for staff to access LKC services remotely and migration to a new library management system.

Key activities during this period, in addition to ongoing service delivery, included:

- Negotiation of subscription for CHHHS subscription to *UpToDate Anywhere* following approval from Cairns Hospital Medical Executive (paid through Library from Option B Trust Fund)
- Establishing trial for *Bates visual guide to physical examination* online on behalf of Nurse Education and Research Unit
- Procurement and implementation of the new library management system (open source, web hosted, Koha system through vendor Prosentient Pty Ltd.)
- Publishing library website using LibGuides (open source web content management software) in August 2014; with migration to version 2 (LKC website upgrade) and re-publishing a number of former CKN specialty guides (9 exCKN guides in total) in May 2015
- Proposal for painting and re-carpeting LKC (approved in late June 2015)
- Review of usage and student numbers to inform negotiation of a new Service Agreement with James Cook University (which expired 31/12/2014)
- Implementation of door counter to measure on-site usage of LKC
- Reclassification of AO2 Library Assistant position and recruitment for new AO3 Library Officer role

The implementation of the first business plan in 2012 introduced a significant number of key performance indicators and measures; these were further refined for the 2014-2019 business plan. There are now a total 36 new or revised KPIs against which progress has been reported.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Total KPIs</th>
<th>Achieved</th>
<th>In progress</th>
<th>Not achieved</th>
<th>Not yet due</th>
</tr>
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<tbody>
<tr>
<td>Objective 1</td>
<td>11</td>
<td>7</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Objective 2</td>
<td>8</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>2</td>
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<tr>
<td>Objective 3</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>2</td>
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<tr>
<td>Objective 4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Objective 5</td>
<td>6</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>0</td>
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<tr>
<td>Objective 6</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>1</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>36</strong></td>
<td><strong>17</strong></td>
<td><strong>10</strong></td>
<td><strong>1</strong></td>
<td><strong>8</strong></td>
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KPIs in progress also include KPIs for which some work has been undertaken but they are not yet due; KPIs listed as ‘not yet due’ were not yet commenced. Details of each business objective and associated KPIs are outlined in section 3. The KPI that was not achieved related to the LKC refurbishment and workspace redesign which was impacted by delays outside LKC control (eg BEMS coordination of external contractors for painting works).

Overall, the LKC team continued to provide a service that was highly valued by clients. Occasions of service were slightly down (decrease of 7%) compared with the previous year; but including web usage statistics there was an overall increase in usage of 10.3%. The change over in library management system, development of web services and continued improvement of physical space was the key focus of teams’ efforts. Consequently, QHEPS and internet site usage increases (ie 40.1% increase) indicate that clients can ‘self-help’ with more basic service information; possibly resulting in decrease for other types of requests. There were improvements in client satisfaction levels: 100% of all clients indicated they found services *Very Useful or Useful* or they were *Very*
Satisfied or Satisfied with services that were measured during this period (compared with 96% in the previous year).

In reviewing JCU usage, the LKC team met the KPI with 100% of occasions of service (requests) provided within 16 hours or as negotiated with client (KPI is 85%); with a 2.7% decrease in demand from JCU clients from 2013 to 2014 (calendar year only). This was due to changes with automated overdue notices for loans and no orientation sessions provided to any students at the beginning of the calendar year (ie 2014).

Areas for further development in 2015-16 include:
- Scoping out a solution for a searchable digital knowledge repository for the CHHHS
- Continued improvement of the library collection’s relevance and utilisation based on an updated collection management document is overdue; the updated guidelines and instructions will incorporate e-resource purchasing guidelines and requires immediate completion

The most immediate challenges for the LKC team are:
- Establishment of a new JCU service agreement
- Introduction of a self checkout facility for the Library Management System
- Enhancing networked computer access including alternative options such as BYOD (bring your own device access) and online registration at LKC reception, and
- Implementing an online authentication solution for e-resources purchased for CHHHS staff use
- Finalising the LKC refurbishment including purchasing a new printer / copier, painting and new carpets

3. Business plan objectives & Key performance indicators

With regard to the Objectives and KPIs for 2014-15, the LKC has demonstrated the following levels of performance and achievement.

<table>
<thead>
<tr>
<th>Objective 1: For our clients</th>
<th>We support evidence based decision making, knowledge creation and learning by empowering our clients to use information effectively</th>
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<tbody>
<tr>
<td>KPI / Measure</td>
<td>Performance / Achievements</td>
</tr>
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</table>
| 85% clients Satisfied or Highly (very) satisfied with services provided, annual and ongoing (achieved) | Of clients requesting Literature searches that responded to evaluation forms:  
  - 100% Satisfied (14.3%) or Very Satisfied (85.7%) with results  
  - 100% Satisfied (21.4%) or Very Satisfied (78.6%) with LKC response time |
| 90% of clients rate the LKC’s overall performance as Above Average or Excellent | To be determined in 2015-16 LKC Client survey (due to be conducted in Oct 2015 / Feb 2016). 89.6% in 2013 survey |
| 90% of requests actioned within 1 working day or negotiated timeframe, annual and ongoing (achieved) | 99.8% of all requests were supplied within 1 working day or as negotiated with the client in 2014-15; as compared with 99.8% in 2013-14 (no change) |
| 90% of clients find training provided by the LKC Useful or Very Useful (achieved) | Of clients attending training that completed evaluations forms:  
  - 100% found Useful (13.6%) or Very Useful (86.4%) |
| 10% annual increase in occasions of service (OOS), including intranet and website visits and document downloads (achieved) | Overall, there was a 10.3% increase in OOS and web usage  
  *Occasions of service (requests)*  
  - 7.1% decrease in overall number of occasions of service (OOS - requests) for all services offered. There was a total number of 42,202 OOS in 2014-15; as compared with 45,415 OOS in 2013-14. |
Issues impacting on these figures are outlined below in notes.

- **Increased demand** was experienced for following services:
  - Items purchased by units (37.7% increase)
  - Short enquiries (3.3% increase)

- **Decreased demand** was experienced for all other services counted. Of specific note:
  - Documents supplied by LKC (37.9% decrease)
  - Literature search request (44.7% decrease)
  - Client instruction or training (48.5% decrease)

**Intranet & website visits, page-views and downloads**

- Total page visits, views and downloads (QHEPS & new LKC website and guides) was 36,728; a 40.1% increase on the previous year (eg 26,174 visits, views or downloads in 2013-14) (current figures include 12 specialty or topic guides and 30 FAQs published in addition to LKC website).

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<th>Reduce the number of clients unaware of library services (from LKC Survey) eg from 58.3% in 2015 to 50% in 2015; and a decrease of 5% each subsequent year</th>
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<tr>
<td><strong>To be measured in the 2015 Client Survey to be conducted in October / November</strong></td>
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<tr>
<th>80% of client requests are satisfied from within the LKC collection which includes CKN resources (eg loans, journals articles, etc) compared with those sourced from external sources (eg interlibrary loan and document delivery)</th>
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<tr>
<td><strong>(achieved)</strong></td>
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<tr>
<th>Average cost per loan for new resources purchased is less than $16.50</th>
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<td><strong>(in progress)</strong></td>
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<th>For the 2014-15 financial year:</th>
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<tr>
<td>94.2% of requests for journal articles were supplied from LKC or CKN collection (compared with 92.9% in 2013-14)</td>
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<td>96.4% of requests for book loans were supplied from the LKC or CKN collection (compared with 96.1% in 2013-14)</td>
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<tr>
<th>With the change over in Library Management System (LMS), it was not possible to run the same type of report for comparison with previous years. Loan statistics for new resources purchased during October 2013 and March 2014 were reviewed as a representative sample. To allow sufficient time for items to attain a borrowing history, the previous financial year data was collated rather than the current year. While it appears there may be incomplete or inconsistent data on the new LMS for checkouts (ie loans), indications are as follow:</th>
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<tr>
<td><strong>2012-2013</strong></td>
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<tr>
<td>Resources never borrowed</td>
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<td>Resources borrowed only once</td>
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<tr>
<td>Average no. of loans per item</td>
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<tr>
<td>Cost per average loan</td>
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<td>Cost per loan / total cost of items</td>
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| While data is not directly comparable (ie 2012-13 are full year figures) costs appear to have risen. However, the number of average loans per items has slightly increased and items never borrowed have decreased significantly. In reviewing 2013 Oct and 2014 Mar resource loans, a number of more expensive texts, some of them core texts, were borrowed only once. This KPI may need further refinement in future as LMS data becomes more reliable. The current KPI average cost (ie $16.50) does not account for acquisition cost (eg postal charges). |
95% of clients rate literature search results provided by LKC as *Relevant* or *Very relevant* (achieved)

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<th>Of the 14 people who responded to LKC request for feedback:</th>
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<tr>
<td>• 100% found search results <em>Relevant</em> (42.9%) or <em>Very Relevant</em> (57.1%)</td>
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<td>o compared with 2013-14 where 96.7% found results <em>Relevant</em> (46.7%) or <em>Very Relevant</em> (50%)</td>
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</table>

Submit proposal for refurbishment of LKC (painting & carpets) by 30/06/2015 (achieved)

| Proposal submitted to Executive Director of Nursing & Midwifery CHHHS for consideration on 7/05/2015; this proposal was subsequently approved on 28/05/2015. The refurbishment work was expected to commence prior to end of financial year, however this did not occur. |

60% of clients rate the LKC facilities as Above average or Excellent

| *To be measured in the 2015 Client Survey to be conducted in October / November* |

### Other initiatives or activities contributing to this objective:

- Planning and development underway for a number of additional specialty guides, eg Midwifery Education, Searching for evidence
- Negotiation with Wolters Kluwer publisher for CHHHS subscription to UpToDate Anywhere (following further complaints from clinicians to medical executive, 3 year subscription approved)
- Establishing trial for Bates visual guide to physical examination to support Nurse Education & Research Unit professional development objectives and approval to proceed with subscription from 1 July 2015
- An estimated total of 615 items (out of a total of 820) discarded from the LKC collection were offered to health units and activity is time intensive for the LKC team. It is a highly valued service by clients. This figure is not currently included in total requests but will be included from next financial year

### Notes:

- LKC has streamlined and automated a number of services which were previously provided manually; eg overdue notices which are now automatically emailed to clients registered email. This has resulted in a decrease in OOS (requests) counted for direct LKC staff service provision.
- While there is a reduced number of requests recorded for a range of services, there has been an increase in the more value-add, time intensive services. For example:
  - Purchasing resources for health units (eg on average, each item request takes 20-30 mins to process)
  - Advertising and distributing give-away books and resources following weeding process
  - Publishing 12 specialty or topic guides to support clinical and other staff to located specific information
- There has always been strong interest from staff to attend sessions held at Cairns Hospital. However, of the advertised sessions and available places, only 32.9% of places (that is, 46 out of 140 places) were booked – which is a significant decrease from the previous year (ie 54.72% of places were booked in 2013-14). This may again indicate that clients’ capacity to attend sessions at scheduled times may be constrained by clinical or workplace pressures; and that LKC advertising needs to be more targeted and within shorter timeframes for scheduled sessions (ie a 6 monthly program without regular emailed reminders was ineffective).
- LKC staff trialled booking the HIM Computer training room on Level 3 A Block with 6 computers; however, this was unsuccessful. Scheduled LKC training session bookings had to be changed due to conflicting HIM bookings despite previous confirmations being issued. Existing priorities for the room meant that LKC were trying to schedule sessions around when the room was available rather than times that would be suitable for clients and LKC staff.
- A LKC Webex account was established and this training option was trialled with Thursday Island Hospital (TIH) Learning & Development Unit staff and while technically challenging, LKC team proceeded with organising a session. There were no attendances and it was decided, due to local health service pressures, to defer session for TIH staff until later in the year.
- The number of interlibrary loans (ILL) or document delivery requests requested from other libraries was expected to increase again this financial year due to removal of un-authorised CKN
electronic holdings from Gratisnet in 2013. Library Collection management guidelines will need to be refined to ensure LKC is meeting its cooperative interlibrary loan network obligations.

- Clients do not need to be registered to use the library’s facilities onsite, eg any staff onsite can access library computers, printers, copiers and newspapers during opening hours or after hours (AH approved clients only). LKC staff are finding non-authorised clients can access services after hours despite an audit and requesting Access Control office to remove these clients from LKC AH access.

- A door counter was installed in March 2015 to measure the number of clients using the LKC space. Initial improvements to the space since 2013 have increased on-site LKC usage (estimated to have at least tripled); however as the door-counter was only recently installed, an opportunity to measure the actual increase has been missed.
<table>
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<tr>
<th>Objective 2:</th>
<th>We will support our clients to maximize learning, create new knowledge and foster innovation</th>
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<tbody>
<tr>
<td><strong>KPI / Measure</strong></td>
<td><strong>Performance / Achievements</strong></td>
</tr>
<tr>
<td>New LMS implemented by 30/12/2014</td>
<td>Procurement for new Library Management System (LMS) was approved in June 2014. Following finalisation of the GITC contract in August 2014, the LKC team commenced working with Prosentient Pty Ltd to plan for system configuration and migration from the HealthCat Voyager LMS to the open source Koha LMS. Following training at the end of November for the LKC team, and Mackay HHS Library Manager, the system went live on 1/12/2014.</td>
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<tr>
<td></td>
<td>(achieved)</td>
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<tr>
<td>Implement an LMS shelf check-out facility for clients to borrow items by 30/12/2016</td>
<td>Solution to be scoped and discussed with Prosentient (Koha LMS supplier) and local IT experts – as required.</td>
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<tr>
<td>LKC website implemented by August 2014</td>
<td>Using LibGuides web content management software procured in April 2014, the LKC team launched its website at the end of August. With an upgrade to v2 of the software in May 2015, the site was reviewed, improved and relaunched. In addition, a number of specialty guides, formerly managed by CKN but transferred to LKC, were republished in addition to a number of specific LKC specialty guides (eg Oncology, Disaster management). LKC also hosted a number of specialty guides for other QH libraries as a temporary measure until they were able to take up ownership. A FAQ knowledge repository using LibAnswers module was also developed to aid clients with common or frequently asked library and related questions.</td>
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<td></td>
<td>(achieved)</td>
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<tr>
<td>Review and streamline intranet vs internet hosted service content online publishing processes by 30/11/2015</td>
<td>The Team undertook the migration of website to v2 LibGuides during April / May. In late 2014 all QH staff were entitled to internet access with their system login which removed a significant barrier for clients accessing LKC information via the web. Process for streamlining QHEPS intranet site content was discussed at team meetings and the decision was taken to reduce content intranet content and provide links to website information and documents. The aim is to minimise duplication, eg versions of forms, and enable timely web publishing on both platforms. An audit of QHEPS intranet content will be undertaken.</td>
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<td></td>
<td>(in progress)</td>
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<tr>
<td>20% increase in computer (and network and internet) access capacity by 30/06/2017</td>
<td>This target was met in previous business plan. Demand for access to networked computers and WiFi continues to grow and a sustainable solution for computer, network and internet access is required. Need to access WiFi account for monitoring usage.</td>
</tr>
<tr>
<td>Increase access to upgraded computing infrastructure within LKC (such as QH mobile computer stations, colour and wireless printing, etc); review and submit business case(s) for improvements, as required</td>
<td>Quotes for new multifunction device (printer, copier, scanning, faxing unit) requested and funding to be identified</td>
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<tr>
<td></td>
<td>(in progress)</td>
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<tr>
<td>Implement technology enabled knowledge management demonstration project, using available tools such as SharePoint Team Collaboration site, Lync,</td>
<td>LKC SharePoint site is already available for team testing. Lync integration with SharePoint to be investigated. Further work required.</td>
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<td>Lync and Webex software (systems) have been trialled for providing training for offsite clients with varying success</td>
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<tr>
<td>Number of learning and development (<em>and</em> research) initiatives to which LKC staff have contributed <em>(achieved)</em></td>
<td>The LKC team contributed to the following initiatives:</td>
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<td>---------------------------------------------------------------</td>
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<tr>
<td>• Nursing Education &amp; Research Unit Blended Learning working group (looking at scoping out requirements for a learning management system for CHHHS)</td>
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<tr>
<td>• Established Oncology specialty guide in collaboration with Sara Hurren, Nurse Educator for Cancer Care services – published in May 2015. Specialty guides aim to support clients’ professional development by providing guide to library or CKN topic or subject resources (e.g., books, journals, databases, organisations, publications, consumer information, etc)</td>
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<tr>
<td>• Manager, Library &amp; Knowledge Services (LKC) is the current chair for the PostGraduate Medical Education Committee</td>
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<tr>
<td>• LKC team supported clients through:</td>
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<td>o document delivery services supported publishing of research in journals</td>
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<td>o assisting with referencing styles, e.g., using EndNote for referencing and bibliographies</td>
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<tr>
<td>• There were 15 requests for access to and assistance with CHHHS Survey Monkey account during this period</td>
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<tr>
<td>Objective 3: Organisational performance</td>
<td>We maximise value and effectiveness of organisational information assets by providing services that support QH and CHHHS Board’s mission, operating principles and strategic priorities</td>
</tr>
<tr>
<td>KPI / Measure</td>
<td>Performance / Achievements</td>
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<tr>
<td>Review of collection management guidelines and procedures, including e-resources strategic directions, by 30/06/2015 and implementation from 1/07/2015 <strong>(in progress)</strong></td>
<td>The LKC team commenced weeding the collection from June 2015 and this process has further delayed progress on the review of the guidelines and instructions. Weeding of the collection is an opportunity to also review gaps and areas that require updating. Medical series titles for core texts requiring regular review and updates were identified (May 2015). It is expected that these instructions will be completed following the weeding process. A solution to e-resources authentication is also required before e-book purchasing (specifically) is undertaken.</td>
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</table>
| Continue to participate in shared purchasing arrangements across Queensland public health libraries sector **(achieved)** | ▪ LKC participates in and contributes to the review of the Book Purchasing Standing Order Arrangement (SOA) for QH Libraries
▪ LKC has taken advantage of discounts offered by vendors to QH Libraries, eg Bates visual guide online, Joanna Briggs, UpToDate
▪ LKC offered joint e-journal purchasing offer via Ovid / Lippincott (distributed by QH Library representative) |
| Review KPI and data collection framework to enable implementation of cost benefits and service impact measures, by 30/06/2015 **(in progress)** | Review of KPI and data collection framework commenced but not finalised due to delays in final version and approval of the LKC Business Plan 2014-15. |
| Demonstrate cost savings for value added LKC services, eg training, by 31/12/2016 | Initial investigations conducted in 2012-14 period. To be further developed. |
| Investigate feasibility of implementing a searchable digital repository of CHHHS knowledge and information assets (integrated with LKC LMS), in collaboration with ICT services, by 31/12/2016 | Proposal to be scoped in 2015-16 for discussion, consultation and approval. |

**Other initiatives or activities contributing to this objective:**

- Consultation for the draft LKC business plan for 2014-2019 to be finalised by the end July 2015.
- Approval given for LKC to trial in consultation with Nursing Education & Research Unit during May – June 2015, then purchase discounted subscription for CHHHS, Bates Visual Guide.
<table>
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<tr>
<th>Objective 4: How we work</th>
<th>We build strong relationships with our clients, partners and stakeholders</th>
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<tbody>
<tr>
<td><strong>KPI / Measure</strong></td>
<td><strong>Performance / Achievements</strong></td>
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</table>
| JCU service agreement (SA) reviewed by 30/12/2015, as per agreement or as required (in progress) | - Current Service Agreement expired 31/12/2014.  
- Manager, LKS undertook review of student numbers and JCU student usage. Proposal for changes to agreement including new flat rate fee for 2015 (ie increase by est. 40% - for negotiation) submitted to Executive Director of Nursing, Midwifery and eHealth CHHHS in January 2015. To be negotiated as part of whole of CHHHS review of JCU agreements – yet to be resolved. |
| Annual report of service performance against JCU SA – by end of each calendar / financial year (achieved) | For services provided to JCU clients for the 2014 calendar year:  
- 100% of occasions of service (requests) were provided within 16 hours or as negotiated with client  
- For comparable services*, JCU represented 15.4% of requests (ie not all services are available to JCU clients) compared with 17% in previous year  
- WiFi requests – of clients who have requested passwords Nov 2013 to Dec 2014, 91 (46.7%) were JCU students  
- JCU students represented 32% logins recorded for the Jul-Dec 2014 period on CHHHS networked computers available in the LKC (compared with 29% in Apr-May 2011 survey period).  
(See Appendix 1 of this report for further details and specific figures.) |
| Service demand from Torres & Cape HHS clients is monitored and regularly reported, on an annual, ongoing basis (achieved) | Torres and Cape HHs amalgamated as at 1/07/2014; consequently following are combined figures. Cape & Torres HH Service client requests represented:  
- 0.29% of total service requests *(compared with 0.34% in the previous year)*  
- 0.01% of LKC staff time *(compared with 1% of LKC staff time in previous year)*  
This represents a slight decrease in usage. Further promotion of LKC services to TCHHS client groups is required. |

**Notes:**
- *JCU students are not entitled to all services provided by LKC to HHS clients, eg literature searches.*
<table>
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<tr>
<th>KPI / Measure</th>
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| Increase library staff knowledge about alternative service strategies, ongoing (achieved) | - Regular LKC team meeting discussions about service improvement strategies or technology trends. Discussions documented in team minutes for 2014-15 include:  
  - Apps on iPads provided by HSIA (policy)  
  - using Google docs  
  - electronic signatures for authorising requests  
  - tablets for self check in and online registration  
  - Privacy and social media  
  - Converting web pages to PDF to save in EndNote Libraries  
  - HDMI cable to test with mobile devices and data projectors  
  - Application of 3D printers in libraries  
  - Sharepoint 2013 implemented by TAFE  
  - Planning, configuration and migration to the new LMS including review of reporting requirements, item and collection categories, etc  
  - Planning migration and redesign of LKC internet site (using LibGuides) and how to manage reusable content & content assets |
| High level compliance with ACHS EQUIP standards and Health Libraries Australia guidelines for libraries – ongoing (achieved) | - LKC business plan objectives and all currently reviewed work instructions have the relevant EQUIP and / or ALIA Health Libraries criteria and standards listed  
  - All LKC current, new or updated, work instructions have the relevant legislation, policy or related procedures, standards, EQUIP or ALIA Health Libraries criteria listed, as applicable. All work instructions are reviewed and approved by each staff member at team meetings |
| 100% of library staff are aware of legislation, standards and policies related to their work, ongoing All LKC work instructions or procedures document the related national or local standards that apply, ongoing (achieved, in progress) |  |
| Redesign of library work spaces, including main office, reception area and training room by 30/06/2015 and identify other future developments (not achieved) | Redesign of space deferred due to delays in painting and recarpeting  
  - As per Objective 2. Redesign of QHEPS site flagged following upgrade website to LibGuides v2. Audit of QHEPS content to be undertaken, then wireframes to be developed. |
| Streamline internet and intranet content management process to ensure consistent service information and reduce duplication of effort by 30/11/2015 (in progress) |  |

Other initiatives or activities contributing to this objective:
- Instructions updated as and when required (eg when changes occur) referencing standards, etc
**Objective 6: Our staff**

We develop and value library and knowledge centre staff by enabling them to be innovative, skilled and adaptable

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<th>KPI / Measure</th>
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| PaD processes process undertaken on 6 monthly basis, ongoing *(in progress)* | • Regular PaD undertaken by Manager with LKC staff and 6-7 monthly intervals or dates as negotiated by team depending on work priorities.  
• Manager LKS PaD undertaken line manager (EDONM CHHHS); with 6 monthly reviews scheduled. |
| Library skills audit and task analysis to be completed by 31/12/2015 *(in progress)* | • Reclassification of A02 Library Assistant (casual) role undertaken and AO3 Library Officer (contract) approved and advertised.  
• Skills mapping exercise to be undertaken in new financial year. |
| Develop and implement LKC team training and development plan that compliments individual plans by 31/12/2015 | To be undertaken once skills audit and PaD completed for Jul-Dec 2015 period. |

**Other initiatives or activities contributing to this objective:**

• Teamsite web content management editor training (for QHEPS intranet) undertaken by Library Technician in May 2015, as per PaD commitments and this will provide additional support for web content management and publishing for LKC team

---

4. Budget

The Finance operating budget allocation for LKC was $310,771 (this figure is less the JCU revenue allocated / budgeted $48,873) – total operating result $359,644. Finance overestimated the revenue figure for the current year.

Actual revenue and reimbursements received totalled $38,837.29. Actual year to date expenditure for LKC as at 30/6/2015 was $315,986 less revenue; with a total operating result of $354,823.

Additional funds will be required for 2015-16 to cover costs of Bates visual guide online subscription (being US$6,550); and accruals for Year 2 of UpToDate Anywhere subscription (to be refunded from Option B Trust Fund – Medical Administration). These additional costs were factored into the budget build process during April - May 2015.

5. Observations

While there was a drop in overall occasions of service (OOS or requests) during this period excluding web visits, views and downloads, there was a shift in the types of requests received from clients. That is, there were increases for services that were more time intensive (eg purchasing items for other units) and LKC team focus on the development of websites to support access to clinical resources. Publicising and managing requests for giveaway items have not been counted and this represents a significant work load for LKC staff. Website statistics increased over 40% demonstrating shift in service emphasis.

This was another year of significant change for the team with move to a new Library Management System and upgrade of web content management system LibGuides to version 2. Consequently there were many service changes that impacted on clients and the team was focussed on building resources to aid clients when using online services as well as redesigning and streamlining internal processes.

The LKC team continued to undertake improvements to facilities (eg planning for repainting and recarpeting of LKC and new equipment) which have resulted in increased usage in the onsite LKC space. However, this activity is not reflected in the usage data collated because a door counter for site usage was only installed in March 2015.
Further improvements to data collection practices were implemented to provide more reliable data for future evaluation activities and to support the revised 2014-2019 KPIs. Once the LKC Business Plan 2014-2019 is finalised, the data collection framework will be updated.

Some of the previous KPIs were ambiguous and were refined as flagged in the previous annual report. The changes are reflected above with reporting against all KPIs in the new plan. There may need to be further refinement as these KPIs are implemented.

With regard to the library training program, the key activities were to focus on developing an online solution for providing training to groups via Webex or video conferencing. While Webex is a useful tool, it is possibly a difficult platform for clients to use if they are not computer savvy. This will need to be reviewed for the 2015-16 program. In addition, a 6 month training program (Database searching, EndNote and Searching for Evidence sessions) using a computer training room outside the library (with more computers) was trialled. However, this was unsuccessful because:
- The HIM training rooms was unavailable at convenient times for LKC clients
- Even when bookings were made, LKC was asked to change scheduled programs at short notice because the owners of the room had not entered their standard booking on the system
- Without regular reminders, most current sessions booked out earlier and then bookings dropped off

As a result, more personalised (one-to-one) sessions were provided during the period. CKN Overviews were only offered on a one-to-one basis because CKN was providing regular online sessions. For 2015-16, the LKC team will trial small 2 group sessions to be conducted in the Library training room, with max 3 month program, regularly promoted.

6. Future service delivery improvements or initiatives

In reviewing activities in 2014-15, the following improvements or new initiatives have been identified:
- Review and provide sustainable training program using flexible, online delivery options (eg videoconferencing, Webex sessions, etc)
- Review of library collection development guidelines and purchasing practices to include online or e-resources
- Investigation of an online authentication solution for e-resources purchased for CHHHS staff use (eg Electronic Discovery Service by EBSCO which uses Athens)
- Preparing a project proposal for the implementation of a searchable digital knowledge and asset repository for CHHHS
- Implement client shelf checkout facilities for the new LMS
- Finalise 2014-2019 data collection and KPI framework to support the new business plan
- Repainting and recarpeting of the LKC to support a professional and ergonomic environment and new signage to improve client movement through the LKC space

7. 2015-2016 Deliverables

In addition to ongoing service delivery activities and measures, the following initiatives are due for completion or to be progressed during the 2015-16 financial year:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Activities</th>
<th>KPI / measure</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1 For our clients We will support our clients to maximise learning, promote knowledge management and foster innovation through the use of new technologies</td>
<td>LMS enhancements for computer and system access:  - identify options for purchasing tablets  - additional network computer access options  - update copier / printer  - monitor WiFi access</td>
<td>Implement an LMS self check-out facility for clients to borrow items  20% increase in computer access capacity within the LKC</td>
<td>By 30/12/2016  By 30/06/2017</td>
</tr>
<tr>
<td></td>
<td>Showcase online</td>
<td>Implement technology</td>
<td>By 30/12/2016</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Organisational performance</td>
<td>We maximise the value and effectiveness of information assets…</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------</td>
<td>-------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Allocate funds strategically to purchase resources relevant to client needs</td>
<td>Review collection development guidelines and instructions</td>
<td>Implement 1/07/2015 – overdue</td>
<td></td>
</tr>
<tr>
<td>Develop cost benefit or value methodology</td>
<td>Demonstrate cost savings for value added LKC services</td>
<td>By 31/12/2016</td>
<td></td>
</tr>
<tr>
<td>Contribute to capture and retention of CHHHS knowledge resources and assets and ensure they are accessible online</td>
<td>Review KPI and data collection framework…</td>
<td>30/06/2015</td>
<td></td>
</tr>
<tr>
<td>Review collection and development guidelines and instructions</td>
<td>Investigate feasibility of implementing searchable digital repository (integrated with LMS)…</td>
<td>By 31/12/2016</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 4</th>
<th>How we work</th>
<th>We build strong relationships with our clients, partners and stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain and monitor service agreement with James Cook University (currently expired)</td>
<td>JCU SA reviewed and updated</td>
<td>By 30/12/2015 (or asap)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 5</th>
<th>How we work</th>
<th>We use evidence based practice to improve our operational processes and service delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create an effective LKC workspace that maximises work flows and processes and meets OHS standards</td>
<td>Redesign of library work spaces – delayed due to painting and recarpeting delays</td>
<td>By 30/06/2015 (to be done by 30/12/2015)</td>
</tr>
<tr>
<td>Streamline internet &amp; internet content management processes</td>
<td></td>
<td>By 30/11/2015</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 6</th>
<th>Our staff</th>
<th>We develop and value library and knowledge centre staff by enabling them to be innovative, skilled and adaptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review skills and conduct task analysis to identify whole of team training requirements and address skills gaps</td>
<td>LKC skill audit review and task analysis</td>
<td>By 31/12/2015</td>
</tr>
<tr>
<td></td>
<td>Develop and implement LKC team training &amp; development plan</td>
<td>By 31/12/2015</td>
</tr>
</tbody>
</table>

8. Additional reports and data

In addition to the summaries provided in this report, detailed information is also available for specific service areas as follows:

- Literature search service evaluation spreadsheet and Survey Monkey report 2014-15
- CH LKC JCU Service Performance report 2014
- LKC Client Survey Report 2013
- JCU Annual summary statistics yearly comparisons 2011-current Spreadsheet
- QCBH stats yearly comparisons 2005 to Current Spreadsheet
- Training instruction stats annual comparisons Spreadsheet
- Training feedback stats percentages 2013-2014 Spreadsheet and Survey Monkey evaluation reports (CKN Overviews, Database Searching, Searching for Evidence and EndNote reports)
- Torres & Cape HHS Service Requests Feb 2012 to Current Spreadsheet

Compiled by:
Juliet Marconi | Manager, Library & Knowledge Services | Library & Knowledge Centre
Cairns Hospital, Cairns & Hinterland Hospital & Health Service | 22/09/2015
APPENDIX 1

Report of services provided to James Cook University (JCU) Student and Staff Use during 2014 | By Cairns Hospital Library & Knowledge Centre (LKC)
(External Library Services for Clinical Placements Service Agreement)

LKC provides services to JCU 4th, 5th and 6th year medical students and staff based at Cairns Hospital through a formal service agreement. JCU is invoiced for calendar year services based on an annual flat rate with CPI increase for each year.

JCU statistics are collated monthly with an annual, calendar year comparison, rather than financial year per other LKC services, as funding and student placements are calculated on this basis.

2012 was first complete year of detailed service data for JCU occasions of service (OOS) – requests. Detailed service request data, by service type, was not collated until June 2011. Service data was collected previously but it was ad hoc and general in nature (ie total number of OOS).

Following represents a summary of requests made to LKC staff that are formally counted as an OOS.

<table>
<thead>
<tr>
<th>Objective:</th>
<th>Provide quality library services to JCU students and staff on placement at Cairns Hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI / Measure</td>
<td>Performance / Achievements</td>
</tr>
<tr>
<td>85% of JCU requests will be actioned within 16 hours (ie 2 working days) or as negotiated (achieved)</td>
<td>100% of occasions of service (requests) were provided within 16 hours or as negotiated with client.</td>
</tr>
</tbody>
</table>

Comparisons with previous years OOS (requests)

- 162.7 average no. of OOS per month in 2011
- 174.7 average no. of OOS per month in 2012
- 239.3 average no. of OOS per month 2013
- 232.8 average no. of OOS per month 2014
- 7.8% increase in demand from 2011 to 2012
- 37% increase in demand from 2012 to 2013
- 2.7% decrease in demand from 2013 to 2014

*Note, these figures do not include on site access to facilities, CHHHS networked computer access and WiFi requests – demand on these services has increased significantly from 2013 to 2014.*

JCU requests as overall percentage of LKC requests

In 2014, JCU requests represented:
- 6.1% of all LKC OOS (requests)^;
- 15.4% of eligible, comparable OOS (service requests)*

As a percentage of all requests, there has been a slight decrease from the previous year, from 6.5% to 6.1% of all OOS (requests). With regard to comparable services, the usage has dropped slightly from 17% to 15.4%.

*All OOS figures exclude onsite use of facilities, computer usage and WiFi access. Excluding: literature searches, in house use of resources, number of articles printed/copied using library printer / copier, current awareness services (CAS), items purchased for other units, inter-library loans / document delivery provided to other libraries. Please note: it is not possible for library staff to identify articles printed / copied or in-house use by JCU students and staff but JCU students are high users of this service."

Peak demand times

Using figure of 8.33%+ (as average per month across year) to determine peak times / months:

<table>
<thead>
<tr>
<th>Objective:</th>
<th>Provide quality library services to JCU students and staff on placement at Cairns Hospital</th>
</tr>
</thead>
<tbody>
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Peak demand times

Using figure of 8.33%+ (as average per month across year) to determine peak times / months:
Peak times 2011: Mar Jun Jul Aug Oct
Peak times 2012: Feb May Jul Aug Sep Oct
Peak times 2013: Jan Mar Jun Jul Aug Sep Oct
Peak times 2014: Mar May Jul Aug Sep Oct

Computer access

CHHHHS networked computer use

JCU students represented 32% logins recorded for the Jul-Dec 2014 period on CHHHS networked computers available in the LKC. This compares with 29% in Apr-May 2011 Survey of JCU computer use survey.

An audit of LKC computer login sheets was conducted and data collated mid 2014. Comparison data for JCU vs other LKC clients usage for complete years was not collated prior to July 2014. Future reports will include comparison data.

JCU student usage has increase by over 100% from 2012 to 2014.

Wireless internet (WiFi) requests

WiFi access was introduced at LKC in November 2013 so that clients could use their personal devices. This also specifically addressed requests from JCU students about Eduroam access which was not available in the LKC.

Of the 195 users who have requested passwords Nov 2013 to Dec 2014, 91 (46.7%) were JCU students.

Type of Services provided

Following shows what types of services are requested and demand for 2014 calendar year:

- 45.3% General enquiries <5 mins (e.g., asking staff to find/reserve books, after hours requests, etc.)
- 24.6% Loans (text books)
- 12.6% Requests to renew loans (already borrowed items)
- 7.4% Overdue items (notices sent and phone calls)
- 3.5% Printing or photocopying queries
- 2.9% Interlibrary loans or document delivery (items sourced from other libraries)
- 2.1% Copies of journal articles (sourced from LKC collections)
- 1.1% Instruction or orientation
- 0.5% Enquiries – Detailed >5 mins (queries requiring further investigation)

For 2014, in comparison to 2013:

- There was an increased demand in short queries, loans and overdue notices.
- There was a decrease in the loan renewals, ILL/document delivery, Journal article requests, Instruction/Orientation sessions (down 73.7%) and photocopying/printing requests.

NOTE: Summary of figures/data is provided on page 4 of this report.

Other comments/observations (regarding usage):

- Students are high users of the LKC’s computing resources. While clients are expected to complete log sheets and the logs have been reviewed for levels of use, LKC staff know that not all clients complete log sheets. From the 2011 Computer Use survey, it was determined that JCU student and staff usage was approximately 29% as compared with other LKC clients and this has increased slightly based on the audit of all computer log sheets conducted in July 2014.
  
- Computer logins are now collated on a monthly basis to enable more consistent tracking of usage over time.

- Students and staff are frequent and heavy users of the quiet study areas within the LKC, in particular since the number of seating and reading areas increased threefold in June 2014 following reorganisation of the journal room.
5th & 6th Year medical students with approved after hours access (ie non-LKC business hours) to the LKC are also high users of the library space, particularly leading up to exam periods.

There was a significant increase in 2013 and then decrease in 2014 for orientation / instruction OOS. In 2014, the LKC Manager was not invited to address JCU medical students resulting in an overall decrease in OOS.

This ‘uncounted’ usage of library facilities is not reflected in the figures provided above. It is planned to install a door counter in early 2015 to assist with this data collection.

The 2012 Service Agreement is due for renewal in 2015 and re-negotiation regarding the service fee (based on updated student numbers and usage).

Full Service Performance reports for Calendar years 2012 and 2013 are available upon request.

**Summary of service statistics – data**

<table>
<thead>
<tr>
<th>Occasions of service</th>
<th>2012</th>
<th>2013</th>
<th>%age up/down</th>
<th>2014</th>
<th>2013</th>
<th>%age up/down</th>
</tr>
</thead>
<tbody>
<tr>
<td>Queries &lt; 5 mins</td>
<td>815</td>
<td>1207</td>
<td>48.1%</td>
<td>1265</td>
<td>45.3%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Requests &gt; 5 mins</td>
<td>23</td>
<td>13</td>
<td>-43.5%</td>
<td>13</td>
<td>0.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>within STDs</td>
<td>23</td>
<td>13</td>
<td></td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loans</td>
<td>422</td>
<td>639</td>
<td>51.4%</td>
<td>688</td>
<td>24.6%</td>
<td>7.7%</td>
</tr>
<tr>
<td>Renewals</td>
<td>329</td>
<td>386</td>
<td>17.3%</td>
<td>351</td>
<td>12.6%</td>
<td>-9.1%</td>
</tr>
<tr>
<td>Overdues</td>
<td>241</td>
<td>202</td>
<td>-16.2%</td>
<td>208</td>
<td>7.4%</td>
<td>3.0%</td>
</tr>
<tr>
<td>ILL or document delivery</td>
<td>68</td>
<td>106</td>
<td>55.9%</td>
<td>81</td>
<td>2.9%</td>
<td>-23.6%</td>
</tr>
<tr>
<td>within STDs</td>
<td>68</td>
<td>102</td>
<td></td>
<td>81</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Journal articles</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Copies</td>
<td>20</td>
<td>67</td>
<td>235.0%</td>
<td>60</td>
<td>2.1%</td>
<td>-10.4%</td>
</tr>
<tr>
<td>Instruction or orientation</td>
<td>22</td>
<td>114</td>
<td>418.2%</td>
<td>30</td>
<td>1.1%</td>
<td>-73.7%</td>
</tr>
<tr>
<td>Printing or photocopying</td>
<td>156</td>
<td>138</td>
<td>-11.5%</td>
<td>98</td>
<td>3.5%</td>
<td>-29.0%</td>
</tr>
<tr>
<td>Totals</td>
<td>2096</td>
<td>2872</td>
<td>37.02%</td>
<td>2794</td>
<td></td>
<td>-2.72%</td>
</tr>
<tr>
<td>Within 2 working days (STDs)</td>
<td>91</td>
<td>115</td>
<td></td>
<td>94</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total within STD services</td>
<td>91</td>
<td>119</td>
<td></td>
<td>94</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage delivered in STDs</td>
<td>100%</td>
<td>97%</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average no. requests per month</td>
<td>174.7</td>
<td>239.3</td>
<td>37.0%</td>
<td>232.83</td>
<td></td>
<td>-2.7%</td>
</tr>
</tbody>
</table>

STDs = within standard, ie within 2 working days or as negotiated (as per KPI).

Figures for 2011 available upon request.

JCU 2014 report Compiled by:
Juliet Marconi
Manager, Library & Knowledge Services | Cairns Hospital Library & Knowledge Centre
Cairns & Hinterland Hospital & Health Service | 20/01/2015