



DEVELOPING AN EVIDENCE SYNTHESIS SERVICE

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AGENDA

- About me and UIC SR service
- Brief intro to Lippitt-Knoster Model
- Workshop through 5 elements
 - Vision
 - Skills
 - Incentives
 - Resources
 - Action Plan

ABOUT

Liaison to Medicine
and Pharmacy (10Y)

Previous experience
in laboratory based
research
data/project
management (18Y)

Current exp in SR

Me

R1 with 6 health
science colleges &
acad. medical center

SR service:

2 tiered

Working group

Ad hoc development

[https://researchguides.uic.edu/
SystematicReviews](https://researchguides.uic.edu/SystematicReviews)

UIC

SR experience

Project mgmt. experience

Roles

Types of institution

Solo vs dept

WHO ARE YOU?

SET UP FOR SUCCESS

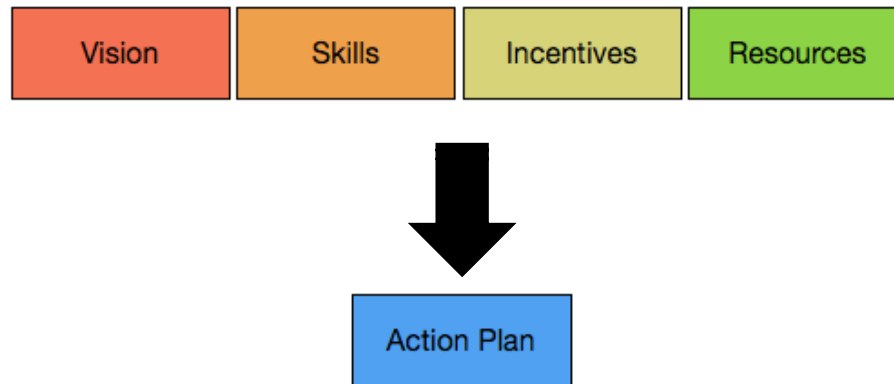
(LIPPITT-KNOSTER*)

Model for Managing Complex Change



Adapted from Knoster, T. (1991) Presentation in TASH Conference. Washington, D.C. Adapted by Knoster from Enterprise Group, Ltd.

TODAY: INVENTORY AND MAP



MORE ACCURATELY...



ASSUMPTIONS

Interest

Willingness

Opportunity

Support

Abigail Goben

<https://hedgehoglibrarian.com/2019/04/23/interest-willingness-opportunity-support/>

MANAGING EXPECTATIONS

- Goal is to discover
- Cover comprehensively but at high level, not in depth
 - Move fast, don't overthink
 - Identify areas to deep dive later
- Short, frequent activities
- Talk to your tablemates! Crowdsource!
 - Be respectful, listen
 - Don't hog conversation, encourage others to speak
 - No criticism/judgement. Spaghetti on the wall!
 - Personal info is kept confidential

WHAT *MIGHT* A
SUCCESSFUL SR
SERVICE LOOK LIKE
(FOR YOU)?



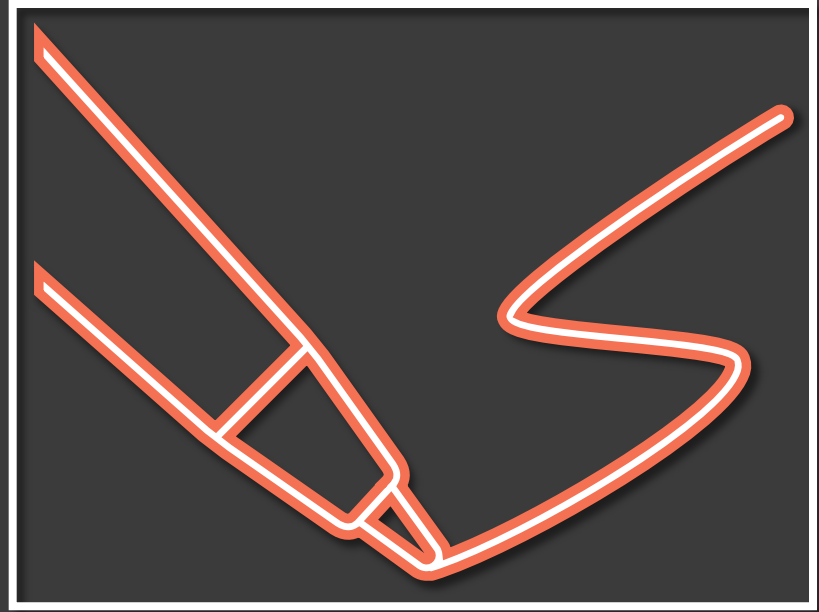
Created by NAPISAH
m Noun Project



WHO ARE THE SERVICE USERS

- Which departments are demand coming from?
- Which units are producing research already?
- What are the appointments? Status?
- Identify Personas
 - Resident/Fellow, 2 years, Family medicine, expected to publish
 - Asst. Professor, Tenure track, Pharmacy practice, demonstrate impact
 - Clinic director, grant writing, wants SR as rationale
 - Nursing student, on someone else's SR, guideline development

- Select or create persona
- Note where you need to gather data/research



Activity:
2 min

ALIGNMENT



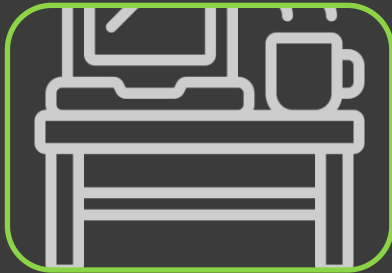
Institution



Library



Hospital/Clinic



Job Description

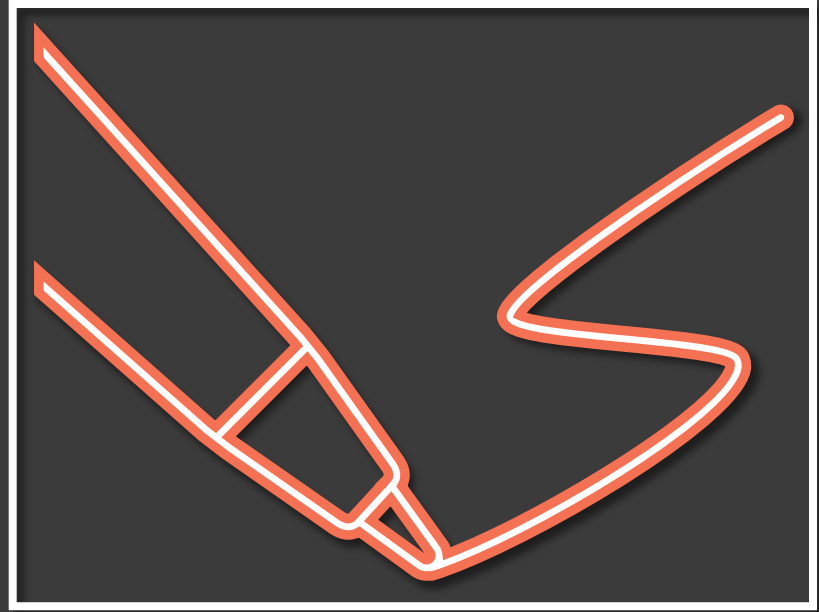


Accreditation
standards



Competency
frameworks

- Identify which influences apply
- Note how this service serves the mission or values
- Note where you need more research/data gathering



Activity:

10 min

WHAT SERVICES ARE
INVOLVED IN SR WORK?



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SERVICE EXAMPLES

https://go.library.uic.edu/UIC_SR



https://go.library.uic.edu/UPenn_SR



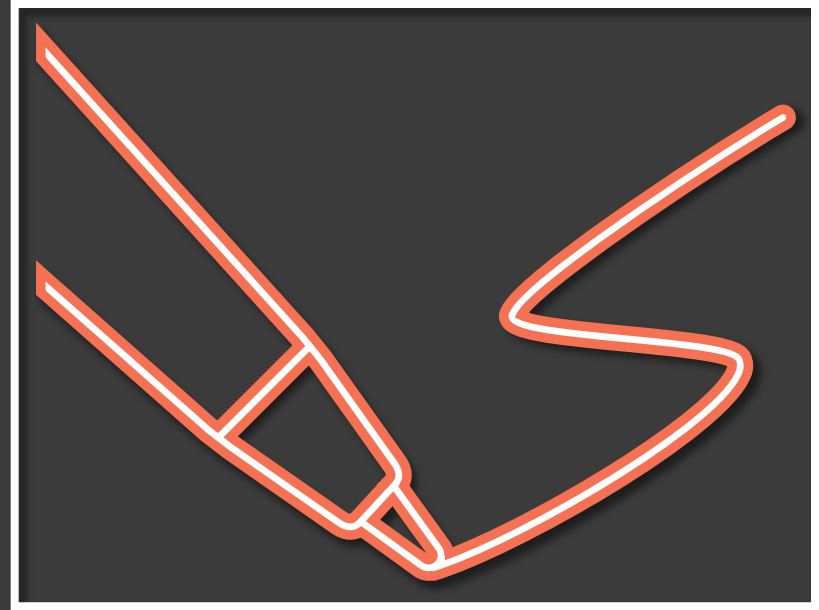
https://go.library.uic.edu/Harvard_SR



https://go.library.uic.edu/UT-Health_SR

Using persona as a guide:

- List potential SR service activities and/or deliverables
- (Google Systematic Review Service tiers for ideas)
- Sort into Advisory vs technical
- Note estimated time to complete



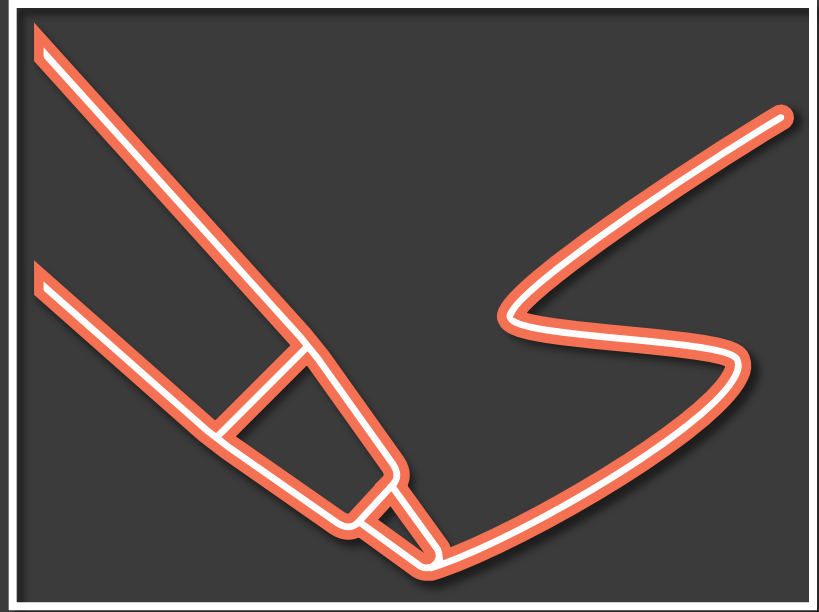
Activity:

10 min

SUCCESS DEFINITION

- What will you use to determine success?
 - Number of papers published
 - Authorship/acknowledgements
 - Number of consults provided
 - Service “name recognition”
 - Number of requests made
- How will it be communicated and to whom?

- How do you plan on assessing your services
- Note: who will this be shared with?



Activity:
5 min

WHAT SKILLS ARE
REQUIRED TO PERFORM
SR?



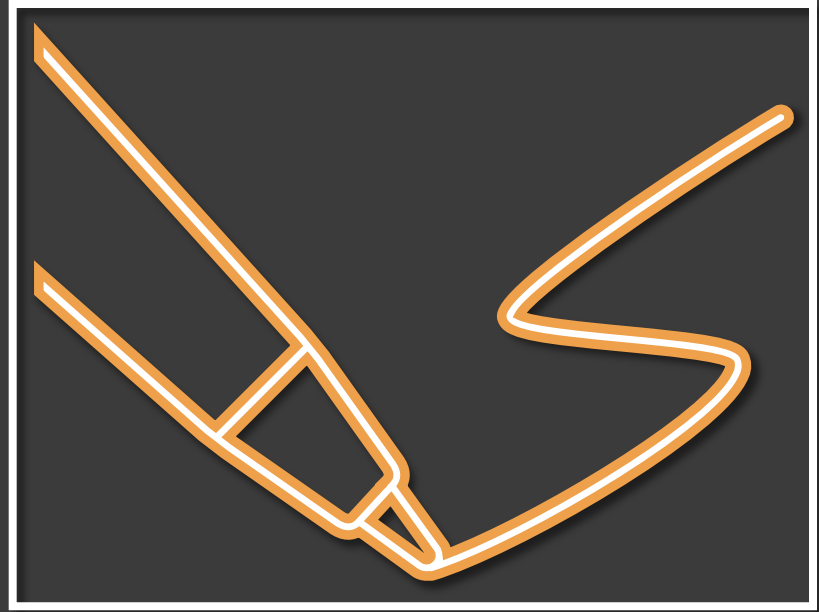
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Skills

SKILL INVENTORY

Skill
Search Design (which databases)
Excel or SR software knowledge
Document management
Database feature expertise (which ones)
Citation manager expertise (which ones)
Reporting guideline expertise (which ones)
Writing experience
Time management
Project management
Communication skills
Scholarly communication knowledge
Protocol registration/knowledge
Understanding review types/SR design

- Potential skills that needed to fill service vision
- For skills you have, indicate skill level
 - Beginner
 - Intermediate
 - Expert



Activity:
5 min

DEVELOPMENT AND PARTNERSHIP

Can you offer training?

Formal

Self-directed

None

Who are your partners?

Within unit

Within library

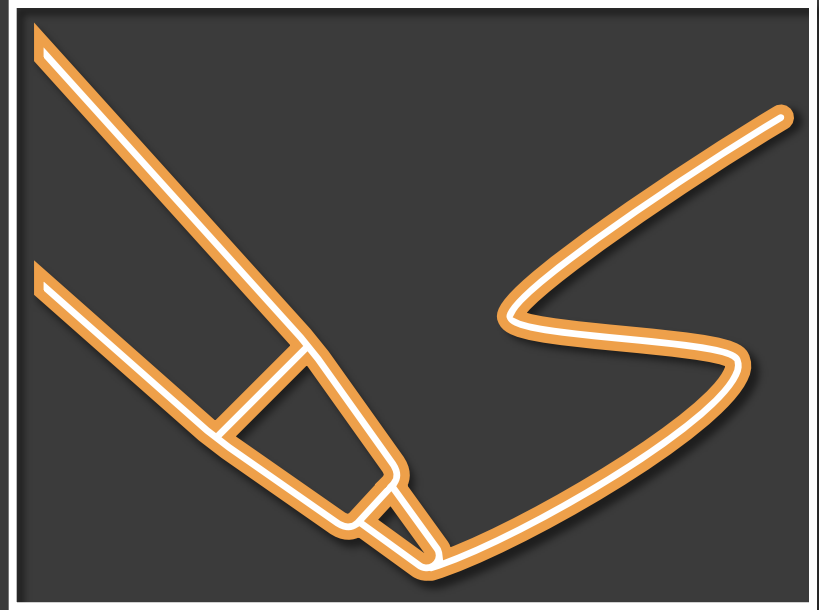
External

For the skills you don't have:

- Indicate if you can develop or partner to get it
- Indicate
 - How you can train

or

 - Who you can partner with



Activity:
10 min

WHAT INCENTIVES ARE
NEEDED/DESIRED?



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DETERMINE INCENTIVES

- Promotion
- Recognition
- Bonus/pay
- Agency
- Independence
- Awards
- Collaboration

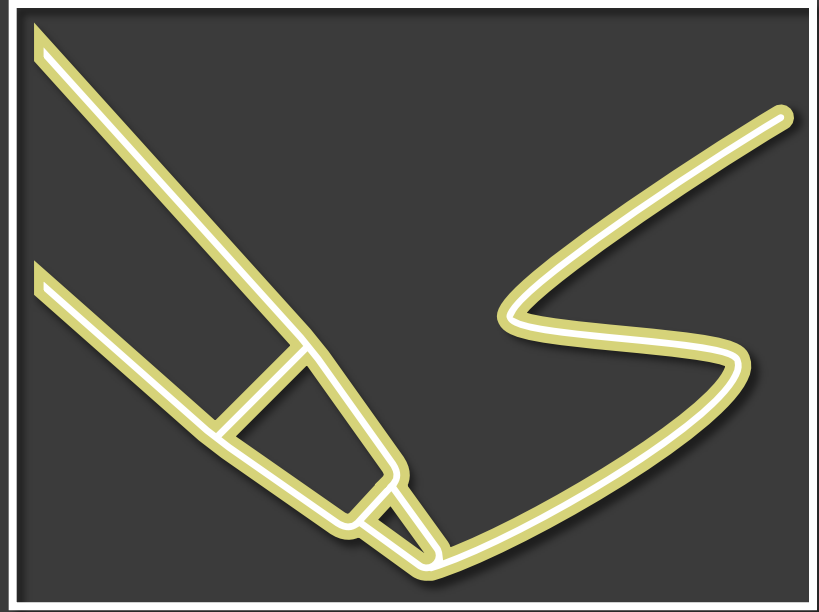
External

- Recognition
- Satisfaction
- Personal development
- Mastery
- Purpose
- Enjoyment
- Challenge

Internal

Brainstorm as a group

- Possible external incentives
 - What can I do to get them
- Possible internal incentives
 - Why could this matter to me?



Activity:
10 min

WHAT RESOURCES ARE
NEEDED FOR SR SERVICE



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Resources

DETERMINE RESOURCES

Resource

Personnel

Expertise of others

Time

Money

Stakeholder support

User support

Web Design/Libguide

SR resources (books, training materials, other)

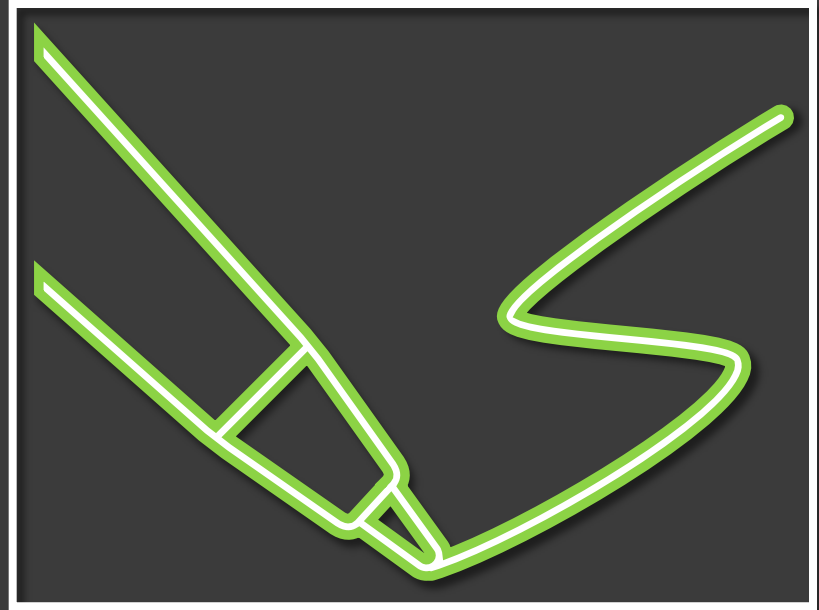
Authorship/writing resources

Software

Storage

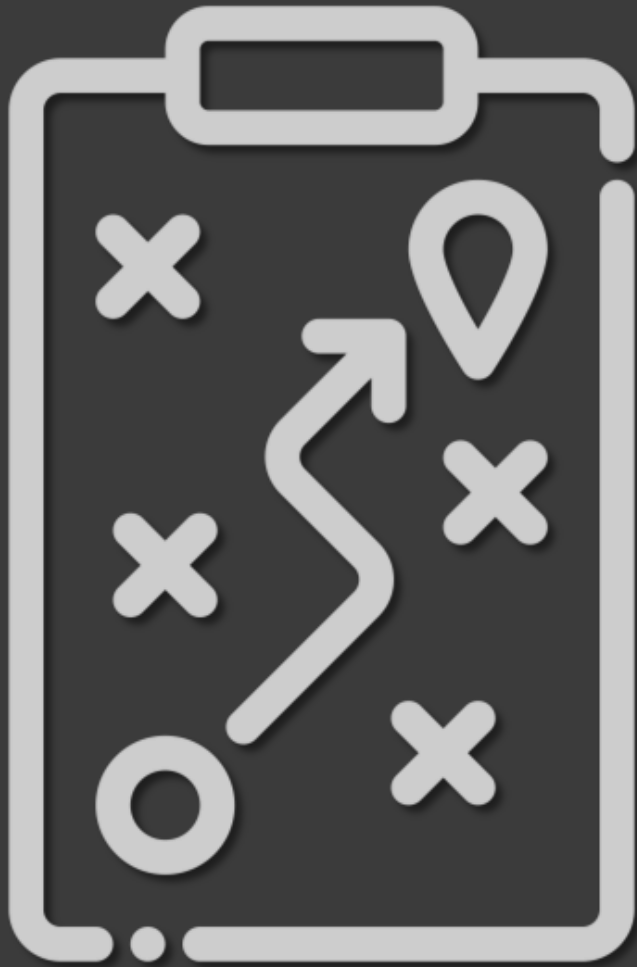
Brainstorm as a group

- What resources are required
 - Note have vs need
- For needed resources
 - What is next step to get



Activity:

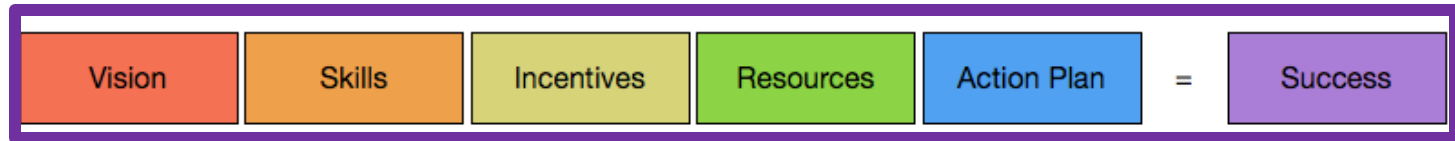
10 min



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THIS IS COMPLEX



This is where we want to be.

Consider using project management software/tools:

- Gantt Charts in Excel
- Kanban boards
- Microsoft Project or Planner
- Monday.com, Asana.com

NOTE ON DECISION MAKING

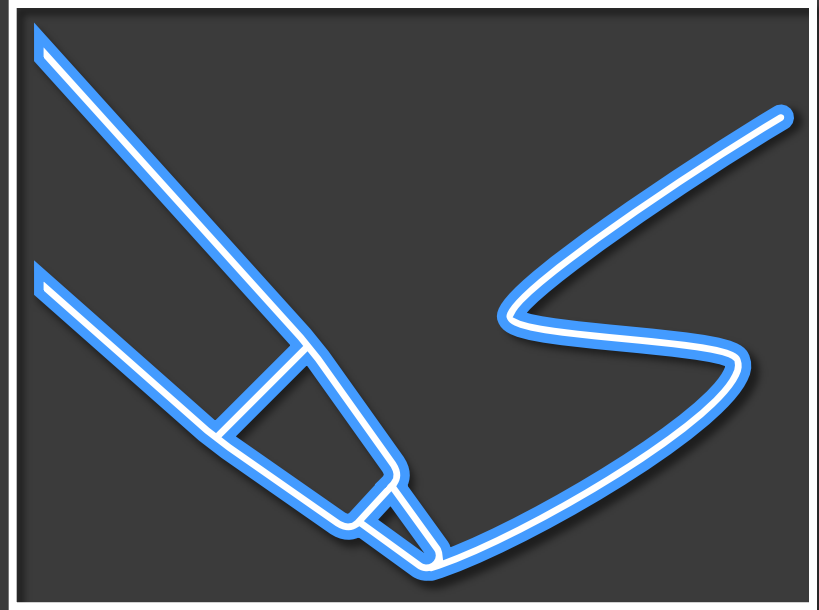
- Is the decision easily reversible? Low risk?
 - Need maybe 50-75% info to decide and move on
- Is the decision *not* easily reversible? High Risk?
 - Need maybe 75% or more to decide, but don't push to 100.

<https://www.inc.com/jim-schleckser/75-of-the-information-is-all-you-need-to-make-a-decision.html>

EASY WIN TO START

- What short term service task/goal can be offered now with the current skills, resources, incentives.

- Describe it
 - What is the service task/piece
 - Who needs to do it
 - What are the resources, skills and incentives already in place.
 - How much time to launch?

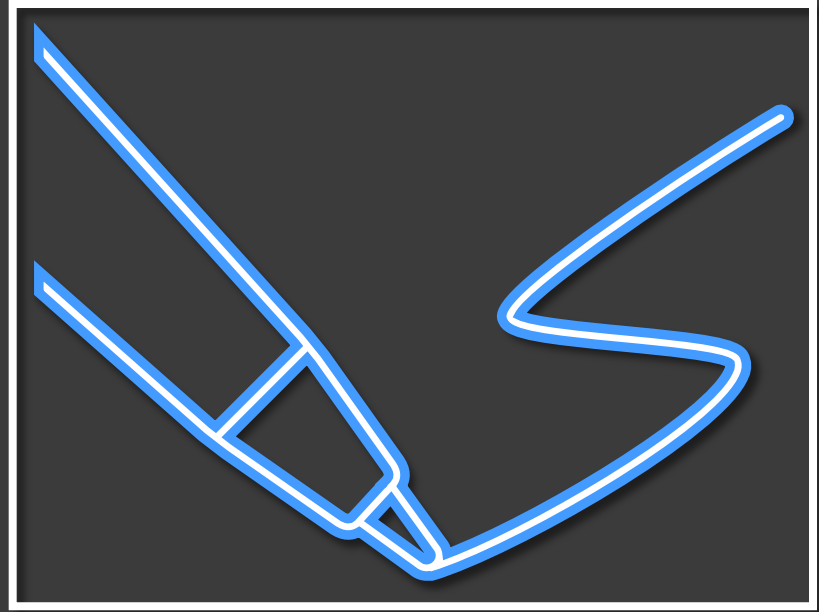


Activity:
5 min

CREATE A ROADMAP

- Task list/tracker
 - What is the task
 - What is its category
 - Who needs to do it
 - What are the dependencies
 - What is needed (resource or task) before it can start
 - When is the deadline
- Agency
 - What can I do?
 - What is out of my control? (Revise tasks to those under your control.)

- Pick a task (or a few) from today's work
- Describe
 - What is the task
 - What category it's from
 - Who needs to do it
 - What are the dependencies
 - What is needed (resource or task) before it can start
 - When is the deadline



Activity:

5 min

TIMELINE

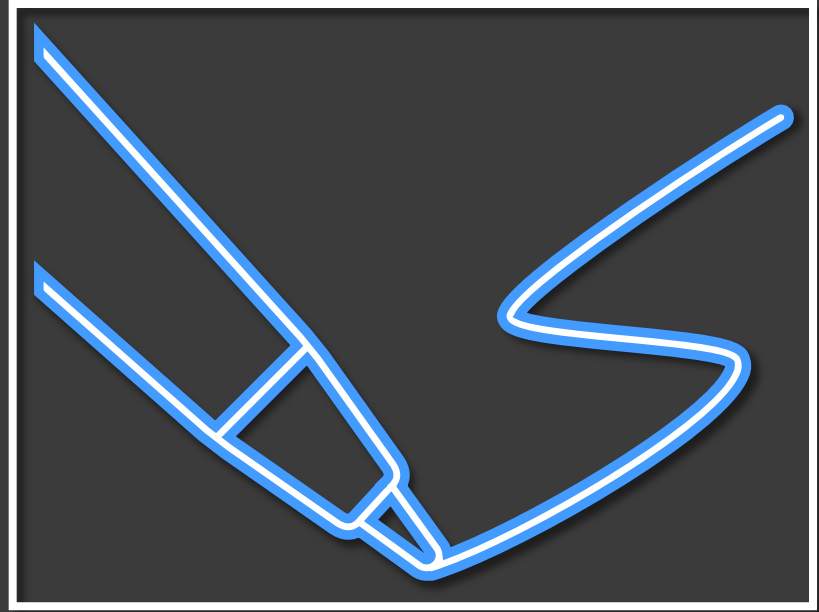


OTHER CONSIDERATIONS

- Marketing and communication strategy
 - Who is your audience
 - What do you want to say (who, what, where, when, why)
 - How will you communicate
 - When will you communicate
- Sustainability
 - Timeline for service implementation evaluation

Marketing & communication

- Who
- What
- When
- How



Activity:

5 min

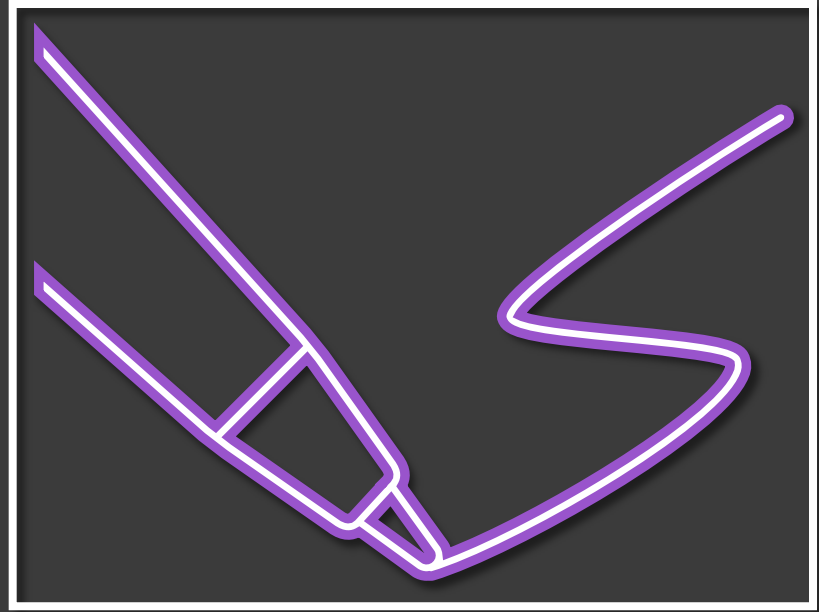
WE MADE IT!

Model for Managing Complex Change



Adapted from Knoster, T. (1991) Presentation in TASH Conference. Washington, D.C. Adapted by Knoster from Enterprise Group, Ltd.

- List incomplete data gathering
- Compile task list
- Organize tasks into timeline
- Set accountability markers



Next Steps

SUMMARY

- Vision, Skills, Incentive, Resources and a plan are needed for a sustainable SR service
- Use information collected to map an action plan
- Implement in stages using map as a living document

