The Partnering for Patient Empowerment through Community Awareness (PPECA) project is developing a model to foster community partnerships to inform and educate consumers and librarians on patient safety awareness. Five public libraries in northern Illinois will host adult programs in their area with local hospital representatives participating in panel discussion on this important issue.

For more information:
www.galter.northwestern.edu/ppeca
847-328-5075
ppeca@ZPM1.com

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PPECA FACILITATORS MANUAL: 
BUILDING COMMUNITY THROUGH PARTNERSHIP

Preface

Patient safety has emerged as a major public health challenge for the 21st Century. As reported in the landmark Institute of Medicine publication, *To Err is Human*, medical error is estimated to be between the fourth and eighth largest cause of preventable death in the United States.¹ Patients and their families are part of any system that delivers care, and innovators are developing tools and strategies that these consumers can use to ensure that their interactions with the healthcare system are safe. Yet there are few organized dissemination efforts to get the materials to the public, or increase their levels of awareness and knowledge about their roles in improving safety.

The Partnering for Patient Empowerment through Community Awareness, or PPECA project, brought together members of the community to develop a model to improve communication among key players regarding patient safety information—the consumer, the healthcare professional and the librarian—so that the best quality care is provided to patients; and to improve consumer awareness about patient safety and healthcare resources so that patients can better understand the importance of information and feel empowered to accept an active role in health care.

We hope that the model described in this document will encourage and support the development of community-based patient safety partnerships between consumer groups, public libraries and healthcare institutions. Information dissemination, awareness building and consumer education on patient safety all begin at the community level. Through in-person access to librarians, healthcare professionals, and patients, all of whom have stories or knowledge to share, consumers will be shown pathways for taking an active, informed role in health care, thereby creating a safer healthcare system.

This was one of the most worthwhile programs our library has ever presented.

PPECA attendee
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- Praeger Publishers
I. Introduction

Why were libraries and librarians seen as partners to improve consumer awareness of patient safety?

Anyone who works in the field of consumer health information can relate hundreds of stories that illustrate the power of patients armed with knowledge. Here are two such stories.

A leukemia patient in his sixties was successfully treated for his cancer. When he came back to the medical center for an annual checkup, he brought both his wife and his daughter with him. While he was in the clinic, the two women came to the library. They explained that they were looking for a specific type of therapy for cerebral palsy, one not widely available in the United States at the time but firmly established in Europe and Canada. The family wanted a five-year-old boy, the first and only grandchild in the family, to start school with his class, but his handicap was so grave that the school district told the family he would have to have a special placement, where he could be educated with other children with severe disabilities.

The librarian found information about the therapy (conductive education) and also located a center in Toronto, Ontario, with a good record of treating children with cerebral palsy. The family took the little boy there for the entire summer. Thanks to this therapy, he was so improved by September that he entered kindergarten in his neighborhood school, just three blocks from his home. His grandfather, with his cancer in remission, volunteered two days per week in the school throughout the child’s first year.

In another case, an adult patient came to the library seeking information about a condition he could not even name. He told the librarian that he had been ill for fourteen years and had finally been correctly diagnosed but had not been able to find information about his condition, which he knew had to do with his circulatory system. He thought the doctor had used the words clavicle and steel. He insisted that the word steel was correctly spelled.

The Internet was of no help in this case. The index of a book, Vascular Nursing, revealed the term subclavian steal syndrome. With the correct term, the librarian was able to provide the patient with excellent information on this carotid artery disease. The patient was effusively grateful for the assistance, stating that for the first time in many years he had a diagnosis, an explanation for his symptoms, a treatment plan, and an actual illustration of his disease and a clear understanding of it.
ILLUSTRATING THE POWER

If librarians can assist patients by providing information that affects their care, as you have seen above, what could happen if similar exchanges happened on safety issues?

For example:
The elderly wife of a newly diagnosed glaucoma patient comes to the regional public library to learn more about her husband’s condition. She visits the reference desk to gain some insight into the best way to find good succinct information on the condition and what she can do to support her husband’s care plan. She tried to do research on her own on the Internet, but was overwhelmed by all the material and gave up. The librarian:

• took the patron aside to give her a quick tutorial on using MedlinePlus, a good starting point for consumer health research.

• asked if there was anything in particular she was concerned about with her husband’s care. The wife said that her husband had several allergies.

• located several articles for the woman, one of which pointed to XX. The patient’s wife exclaimed, “I better bring those to my husband’s attention. He may not have mentioned it to the doctor.”

A week later, the patron sent the librarian an email, stating that her husband had mentioned it to the nurse, who appreciated the material that alerted them to the possible allergic reaction.

THE PARTNERING FOR PATIENT EMPOWERMENT THROUGH COMMUNITY AWARENESS PROJECT

The Galter Health Sciences Library in collaboration with its partners, Consumers Advancing Patient Safety (CAPS), the Health Learning Center, Northwestern Memorial Hospital, and Zipperer Project Management developed a model for creating and implementing patient safety partnerships and programs for communities. The purpose for developing the model was to improve communication among key players regarding patient safety information--the consumer, the healthcare professional and the librarian--so that the best quality care is provided to patients; and to improve consumer awareness about patient safety and healthcare resources so that patients can better understand the importance of information and feel empowered to accept an active role in health care. The model was tested at five sites and revisions were made throughout the development phase based on attendee evaluations and a community participants (hospitals and libraries) focus group session.

This manual includes information on how to create a successful patient safety awareness program in any community. Before beginning any new program, remember that support from the library administration is key. Not only will they understand the amount of time this type of programming takes, but they can help facilitate partnerships with other organizations at the decision-making level. Additional information can be found at the Partnering for Patient Empowerment through Community Awareness Web site.
This facilitator’s guide will review the following key elements of a successful community outreach program:

- Performing a needs assessment
- Identifying appropriate partners
- Developing an education program
- Promoting the program
- Securing funding
- Evaluating the program

**PPECA Web Site**

Partnering for Patient Empowerment through Community Awareness

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**New to the Web Site!**

Click on **Webcasts** in the navigation bar to view streaming video of the PPECA presentations at Skokie Public Library. Click on the **Patient Safety Workshop** link under Upcoming Events for updated information on our training opportunity in February 2006.

**Who is PPECA?**

Partnering for Patient Empowerment through Community Awareness (PPECA) is a collaboration among patient safety advocates, health sciences librarians, health care institutions, and public libraries. During the first half of 2005 we held several informational sessions at public libraries throughout Northern Illinois to raise awareness and educate consumers on patient safety issues. Take a look at the calendar below for more information on specific sessions.
II. Performing a Needs Assessment

UNDERSTANDING THE TOPIC

When developing a new program, it is helpful to have background information on both the topic and on your community to justify why the program is needed. This information may be required to convince the library administration of its value, provide potential partners with data, or to secure funding from an outside source.

A hospital partner or local funding agency, while cognizant of the demographics in your community, will appreciate knowing that you are also aware of them so your program can effectively address their needs. For example, if a high percentage of the community is Hispanic, a session in Spanish may be worth organizing. Having statistics that relate directly to the public library user base will also be worthwhile to share. It will be easier to request funding if factual information is provided. Some tools for determining this statistical information are available at:


Published health and patient information can often be found on a national and state level. National data on patient safety provides an overall picture of the seriousness of patient safety and its potential impact on all types of communities. See a sample national assessment on page 5.

There are a variety of organizations, associations, and agencies that collect patient safety data. Some resources to consider for national information include:

- National Patient Safety Foundation (NPSF)
- National Academy of Sciences / Institute of Medicine
- Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
- American Hospital Association (AHA)
- Consumers Advancing Patient Safety (CAPS)

Error and medical systems failure can happen anytime to any patient in any healthcare delivery setting. It is critical to improving safety that consumers understand that they have a role and, more specifically, know what they can do to contribute to their own or their loved ones’ safety both in a healthcare delivery setting and while they are at home managing their own or a loved one’s condition. This project will help empower them to do so.
REACHING OUT LOCALLY

State and local information is also very helpful when establishing an outreach program on a new topic. The National Patient Safety Foundation Web site links to patient safety resources for each state. The URL is: http://www.npsf.org/html/state_resources.html.

For example, the Illinois Hospital Association patient safety Web page provides information about hospitals actively involved in patient safety initiatives, as well as general information about hospitals. An assessment of the local demographics and an estimate of need are useful additions to any presentation or request for funds to manage a program throughout a library or hospital system.

Example of national assessment

Patient safety has emerged as a major public health challenge for the 21st Century. As reported in the landmark Institute of Medicine publication, To Err is Human, medical error is estimated to be between the fourth and eighth largest cause of preventable death in the United States. Patients and their families are part of any system that delivers care, and innovators are developing tools and strategies that these consumers can use to ensure that their interactions with the healthcare system are safe. Yet there are few organized dissemination efforts to get the materials to the public, or increase their levels of awareness and knowledge about their roles in improving safety.

Surveys indicate that Americans continue to rely on obtaining second opinions and the recommendations of family and friends for information on safety. More specific information on such topics is increasingly available, but not well disseminated to or utilized by consumers.

Ambulatory patients are an important segment of the community to be considered in this awareness effort. A 2002 study of the U.S. non-institutionalized adult population indicated that more than 90% of persons aged 65 years or older use at least one medication a week. Approximately 20 million children receive care in emergency rooms each year. Because care and follow-up to care in the ambulatory setting are less supervised than in acute care hospitals, the role of the patient and lay caregivers in working closely with practitioners to ensure safety is even more important to producing good treatment results.

Example of state assessment

In Illinois, there are 194 community hospitals—that is, non-federal, short-term hospitals open to the general public. Among community hospitals, 95% are general medical and surgical hospitals. Other types of community hospitals are rehabilitation, children’s, children’s specialty, and other specialty hospitals. Hospitals that are not considered to be community hospitals are long-term care, psychiatric, military, and veterans’ hospitals.

Based on census figures, the Illinois population in 2000 was 12,419,293. During 2003, there were 1.6 million inpatient admissions in Illinois and 75,000 outpatients treated daily. Clearly, a large percentage of the population visits a healthcare facility each year.

The Illinois Hospital Association patient safety Web site states that, “Illinois hospitals are engaged in a continuing journey to provide safe, quality patient care. It is clear from current events and experience that our good work in this area must be visible to the communities we serve and our executives actively involved in leading patient safety improvements. Advancing a culture of patient safety is met by facilitating changes both in a hospital's internal operations, as well as the external environment.”
III. Identifying Appropriate Partners

**WORKING TOGETHER CREATES STRENGTH AND OPPORTUNITIES**

Public libraries have a history of providing educational programs on topics of interest to their patrons. Evening sessions on lowering cholesterol, income tax preparation, or improving adult literacy are regularly provided at the community level. Some people may feel more comfortable in a public library environment than a clinical setting for learning. Recent funding of national programs to help position libraries in this role – such as the Bill Gates Foundation supports this role for public libraries. One local example of how this funding has been utilized is the Health Sciences Librarians of Minnesota public librarian training program.\(^8\) In addition, institutional collaboration between multi-library collaborators has been used to improve consumer access and understanding of health information.\(^9\)

Healthcare organizations are often very community focused. They share the same clientele as the public library in the community. The advantage of partnering with a healthcare organization, such as a hospital, is the expertise they bring to the program. For instance, speakers may include a pharmacist, nurse, physician, or safety specialist for the hospital.

When a public library and a healthcare organization partner to provide community awareness on patient safety, it becomes very personal for the individuals in a given community, since it is very likely that they or a member of their family will have a stay in the hospital, clinic, or nursing home.

To get started on identifying partners, make a list of organizations that:

- share the same goals as the project
- bring something to the project that you don’t have
- want to reach your project audience
- might benefit from the project

Another useful strategy is to collect ideas from other library staff for possible partner organizations—consider businesses, as well as nonprofit groups and individuals. Here are some suggested partners for patient safety:

- Hospitals
- Rehabilitation centers and nursing homes
- Clinics
- Pharmacies
- Civic organizations, such as rotary clubs
- Local patient safety organizations (see the NPSF Web site for a list of state and community groups)

In addition, it’s important to build on professional networks. Perhaps the library director sits on the board of the local hospital, or is married to a physician. Talking with them to identify individuals who may be interested in developing this concept is a good step. Patient safety isn’t
the easiest topic to sell, yet it is still an important one. Bringing people together with a true passion for the work will facilitate greater outreach and commitment to the task at hand.

Library directors can also help you with your next step, especially if they are involved in the professional groups you’ll want to interact with to initiate the program. The biggest challenge will be identifying the person in the organization who is responsible for patient safety, has an interest in patient safety, or has an interest in outreach to the community. The contact person may be a pharmacist, nurse, risk manager, patient educator, administrator, or librarian.

If possible, review what programs and/or services regarding patient safety have already been created by your potential partner, this will give you a better idea of what they can contribute to your program. You can look at newsletters or annual reports or contact the medical librarian for the institution. In the end, a great deal of time will be spent setting up the partnership. Do not get discouraged; everyone is busy and often people have to wait until a new program can be built into their workflow.

Once contact is made, set up a meeting to begin planning the program. Briefly brainstorm the answers to these two questions to focus your thinking about the roles of the library and partner:

- What strengths does the library bring to the project?
- What strengths does the partner bring to the project?

**ROLES AND RESPONSIBILITIES**

For successful partnerships, it is vital for each organization to understand their role in the initiatives they undertake to ensure smooth communication and an effective program launch. Consider how activities will be divided. Which responsibilities are shared? How will these be coordinated? Create a “job description” and timeline for each agency (the library and each partner) that can serve as a sort of “operating agreement” between the organizations. Tasks that need to be completed include marketing, developing the program, identifying speakers, providing refreshments, developing handouts, logistics, seeking funding, and more. See the next page for a useful checklist of primary responsibilities for each organization.

The examples of partnerships listed here include urban, suburban, and rural partnerships and are made up of branch libraries, town libraries, district libraries, community hospitals, and medical centers. The more successful programs involved libraries and hospitals that already had an established relationship. The players knew each other and were more comfortable working together to develop a program. Keep the idea of established relationships in mind when seeking partners.
Library Responsibilities

Content
- Arrange for speaker for module #3
- Attend speakers coordinating call
- Library director to do welcome at the event
- Speakers should:
  - Use tag-team approach and present in a team-like manner
  - Refer to handouts to minimize length of session
  - Be sensitive to overlap

Communications / Media
- Create flyer for both organizations to use. (see Attachment 1)
- Contact local press to announce and promote program
- Contact library board and other civic leaders to encourage attendance
- Disseminate information to library staff to:
  - Encourage their attendance at the event and create word of mouth within the community
  - Inform staff so they are comfortable answering patron questions about the event

Logistics
- Arrange for meeting room, refreshments
- Place signage in the library

Materials
- Create patient safety readers advisory (See Attachment 2)
- Review collection for patient safety-specific medical materials (see PPECA readings list, for suggested titles)

Hospital Responsibilities

Content
- Work with the library or coordinator to identify consumer speaker for Module #1
- Arrange for speaker for module #2
- Attend speakers coordinating call
- Speakers should:
  - Use tag-team approach and present in a team-like manner
  - Refer to handouts to minimize length of session
  - Be sensitive to overlap
- Discuss support for audience members who require extra time and attention when telling their stories.
- Minimize hospital staff nervousness about consumer reaction to the topic

Communications / Media
- Present to Hospital Patent Safety Committee
- Contact local press to announce and promote program
- Coordinate hospital employees to attend event
- Disseminate information to hospital staff
- Announce program to hospital patients and their families
- Discuss program with hospital librarian

Logistics
- Coordinate multiple sessions watching for overlap and speaker work and travel schedules

Materials
- Develop drafts of media and publicity materials for team review
- Create handouts and/or decide upon handouts already created by outside organizations (See Attachment 3 for possible handouts)

Coordinator Responsibilities

Content
- Organize speaker calls
- Outline speaker responsibility to:
  - Use tag-team approach and present in a team-like manner
  - Refer to handouts to minimize length of session
  - Be sensitive to overlap

Communications / Media
- Coordinate media outreach

Logistics
- Coordinate multiple sessions watching for overlap and speaker work and travel schedules

Materials
- Create patient safety brochure for dissemination prior to the event at the off site location
IV. Developing an Education Program

There are many issues to consider when planning an education program. Here are a few things to think about when developing goals and objectives.

**BACKGROUND INFORMATION**

Do you know enough about patient safety to feel comfortable developing an educational program? If you would like to get up to speed on patient safety issues take a look at some of the materials available online at [http://www.galter.northwestern.edu/ppeca/reading_list.htm](http://www.galter.northwestern.edu/ppeca/reading_list.htm).

Tools to generate staff interest in partnering organizations should also be developed and implemented. For example, show a video on patient safety at a library staff meeting to engage them in the topic. Examples include:

- Lehigh Valley Patient Safety Video. Available in English and Spanish from: Broadcast Images, Kutztown, PA.

**AUDIENCE**

What are the characteristics of the intended audience? Is the topic broad enough to be of interest to the general public or should you aim for a target audience? Who is likely to attend? Is it seniors, thirty-something parents, suburban teens, the underprivileged, public librarians, hospital librarians? Should the presentation(s) be tailored to a specific group? If so, how will this be determined and accomplished?

Consider the time of day and day of the week when planning educational sessions. Is the target audience more likely to attend on a weekday evening or a Saturday morning? Be sure to check your community calendar to avoid scheduling on dates when other events might compete with yours.

**CONTENT AND DELIVERY**

What is the intended message? Is the message focused? Is the message important to the target audience(s) identified? What does the intended audience already know about patient safety? Is the content you’ve created appropriate for the educational level of the audience? What do you want participants to know or be able to do as a result of the workshop?

What educational facilities are available at the institution where the training will take place? How many people will the space accommodate? Is an Internet connection available? Is the public library the most appropriate forum for the program or should it be held at a nursing home, community center, or other venue?

Who will present the information? Do the chosen presenters have the expertise to deliver the message? For our program we contacted the partnering hospitals and asked each one to
The patient’s story was an eye opener and made me, as a healthcare professional, more conscious of the way practitioners need to interact with patients.  

PPECA participant

 Module one explores patient safety through the experiences of a family member who lost a loved one to medical error.

It is important to strive to have a consumer deliver this module. The PPECA program has a presentation by the consumer who helped develop the program on via streaming video on the project web site for organizations that would like to use it and were not able to find an appropriate speaker for this portion of the session.

Module one as it currently appears is centered on the personal story of the PPECA team member Roxanne Goeltz. We have provided notes in the presentations so someone could tell her story and reflect on it if that is the course the planning group would like to take or a consumer presenter isn’t available. Ms. Goeltz’s comments from a 2005 PPECA session are also available in streaming video from the project Web site for others to use.

Another strategy would be to work with the hospital patient safety officer or risk manager. They may know of an individual that would be appropriate to approach to do the talk. Hospitals are focusing more and more on creating an integral role for consumers to contribute to their patient safety work and may have individuals that sit on the patient safety committees that could serve in this capacity.

Another avenue to find a speaker would be support organizations that subscribe to the systems approach to minimizing error. Ask a local patient safety organization or PPECA co-developer Consumers Advancing Patient Safety for suggestions of individuals within your locale who may be good speakers to approach.

Module two is to be delivered by a hospital representative. It examines the complexities of the healthcare system, the processes that hospitals are improving, distinct clinical areas where
Librarians are now more sensitized to the topic and can better help people dealing with patient safety and personal/family advocacy concerns in the future.

PPECA participant

In the new world of patient safety, the roles of patients and doctors are changing. Resistance to this change, lack of skills to engage in the change, and the struggle to find the level at which each person is willing to engage can only be improved through the effective use of information. The role of librarians and the resources they make available will help in this transition. The more aware, informed, and participatory consumers are, the more they will look to the library and library resources for answers.

Module three discusses how information can help empower patients to be safer and outlines how patients and librarians can work together to find quality health information from trusted sources such as MedlinePlus.gov and healthfinder.gov.

When participants are confronted with a question about their health it is important that they understand they have a place to look for answers. Using the library does not cost them an appointment with their doctor and it is the natural place to look for information. The strategy of actively involving librarians in this session underscores their role in the process of providing information to patients/family members.

Errors can occur, and how patients can take a more active role in their or their family member’s safety as a patient. By introducing the notion of the complexity of the healthcare system, the consumer will begin to see that their active participation in their care will help the healthcare process operate as smoothly as possible.

Rather than pointing fingers to blame the doctor for lost x-rays, a patient who understands what it takes for those x-rays to end up in the right place at the right time allows the clinician and the patient to develop a connection and work together to make the system function in the best interest of the patient.

It was found to be effective for the speaker to connect an example of human error in a healthcare setting to something in everyday life that would be similar. There are slides that support this tactic.

Audience members who have had healthcare experiences that were not patient-centered or where their voices were not heard may become angry or upset. Do not discount such feelings. Acknowledge them as justified and encourage working through them to progress towards seeking care that is more patient-centered and based on a partnership.

When giving the information for this and other modules, remember to use a team or partner approach. The speaker should encourage involvement and engage the audience to share some of their experiences and ideas. This will generate buy-in for collaboration between healthcare professionals and patients.
In addition to the modules described above, we also offered hour-long educational sessions for public librarians and staff at the libraries we visited. These workshops covered a number of Web-based consumer health resources and how to evaluate health information on the Web. The handout from these sessions is included as Attachment 4 and the evaluation form as Attachment 5.

**A Series of Programs**

While the PPECA team presented the issue of patient safety broadly, another approach might be to focus programming on a specific issue and cover just one of the modules or topics at a time. Additional ideas include “How to prepare for a hospital stay” or “Safety tips for patients scheduled for surgery”. No matter which program is decided upon, the role of the librarian as a good information partner should be stressed.

**Collection Issues**

Take a look at your current collection. How robust is the consumer health collection? Are there materials in the collection that address patient safety? Consider the books on the Patient Safety Reading List [http://www.galter.northwestern.edu/ppeca/reading_list.htm](http://www.galter.northwestern.edu/ppeca/reading_list.htm) when making purchasing decisions. Solicit donations of patient safety materials from your partnering healthcare organization.

What materials will be provided to participants? The partnering hospital may already have patient safety brochures that they will want to distribute at the sessions. If this is not the case, as an additional result of their involvement they should be encouraged to create brochures they can distribute for the session, within their own institution and at other community centers. Peruse the [PPECA Patient Safety Web sites](http://www.galter.northwestern.edu/ppeca/ppeca@zpm1.com) page for other ideas. Some other helpful Web sites for handout ideas are the Agency for Healthcare Research and Quality [http://www.ahrq.gov/](http://www.ahrq.gov/) and the National Patient Safety Foundation [http://www.npsf.org/](http://www.npsf.org/). Request handouts by writing to health-related organizations. For example, for the model program wallet-sized medication record cards and bookmarks were obtained from MedlinePlus by taking advantage of the “Contact Us” link on the Web site.

The handouts used in the model programs were drawn from the reading list on the PPECA Web site. Programs that wish to use any of these materials in their workshops should be sure to obtain permission, if necessary, from the copyright holders of the materials prior to distributing the handouts.
V. Promoting the Program

CREATING AWARENESS

Getting people to show up to the programs can be challenging. Here are a few things to consider when promoting a program. How will you promote your project? Who will promote it? Do you have a media person on staff or will you hire one? How will you determine the promotional responsibilities of the library and the hospital? What about promotion through local radio and TV? Will you serve refreshments? Depending on the time of day, refreshments could be a bonus for participants and your volunteer speakers.

Here are some of the methods that we and our partners used to promote the program:

- Press releases
- Press conference
- Web site
- Kiosk
- Fliers
- Library and hospital newsletters
- Local cable and industry programming

Effective promotional pieces should answer the basic questions: who, what, when, where and why?

- Who will be speaking? Who should attend? Who is sponsoring the program?
- What is the program about? What activities make up the program? Are there lectures or hands-on workshops? Is it part of a series of programs? Will refreshments be served?
- When will the program be held? How long is it?
- Where will it be held? How do I get there? Is parking free? Is it close to public transportation?
- Why should people attend? How many people are affected? You may want to scour the patient safety literature and include statistics to hammer home the reasons why should attend.

There are templates for some of the promotional materials included as attachments, but it’s a good idea to develop the message and have the library staff review the materials prior to dissemination to determine if the message is clear and if it will attract an audience in the local community. Suggest to the staff to take the drafts home to their family and friends to look it over. It’s important that what is created speaks to the members of the community that you hope to attract to the program.

PPECA MEDIA WORK

We sent out two press releases—one announcing our press conference and one prior to our first set of workshops. The press releases we used are available online at
http://www.galter.northwestern.edu/ppeca/news.htm and a press release template is available as Attachment 6. Send your press releases to newspapers in your area. For best results, find out exactly who you should contact at each newspaper and contact them directly. You should also send your press release to relevant listservs and community bulletin boards.

If you are conducting a series of workshops, consider holding a press conference to kick off the series. In addition to alerting the public, a press conference is an excellent opportunity for all of your partners to get together and builds momentum for the program. When planning a press conference, be sure to invite local newspapers as well as TV and radio stations. Find out from the TV and radio stations what time of day to hold your press conference to make sure it is covered in the afternoon or evening news. Invite representatives of library publications and library organizations to your press conference. Create press kits prior to holding the press conference. The press kits should include bios of your speakers, a schedule of programming, and a list of participating and sponsoring organizations. Include bookmarks, pens, and other promotional materials in the press kit. An MLA News cover story about the program was written as a result of the press conference. The story is included as Attachment 7.

Some practical tips for working with the press are below:

**Publicity Checklist**

reproduced with permission from: North Suburban Library System. Get into Genes@your Library. http://www.nsls.info/genome/toolkit/tools.html#publicitychecklist

Publicizing your program is almost as important as planning the content—good PR is sometimes called “the sizzle that sells the steak.” While there’s certainly some appeal in glitzy presentations, the basics of good publicity are getting clear, accurate information out to the people who need to know. If you can answer the following questions—briefly!—you’ll have the outline of the basic information for all your publicity materials.

- Who are the speakers? Who should attend? Who are the sponsors?
- What is the title of the program? What is it about? What does the program include (refreshments, performances, lectures, etc.)
- Where will the program be held? How do you get there? Is there a charge for admission?
- When will it be held? How long will it last? Are there other related programs?
- Why is it being held? Why is the library involved? Why would people want to attend?

**Media Planning**

*What to send:*

The news release is the all-purpose workhorse—you may do several versions, one to announce your overall series and separate ones for individual events.

*Send it to:*

News, assignment, feature, book editors, and/or reporters who cover library/literary events—if you have names, by all means use them. If not, start with titles and build a contact file as you go.
Then what?

Follow up with a brief phone call—“I was just checking to see if you received the press release. Is this a good time/do you have any questions/need any additional information?”

Prepare press kits including photographs of major speakers, brief bios—have them available to send as requested.

What else?

Target radio/TV or print media for interview opportunities with the author/speaker—this can be done as soon as the appearance schedule is confirmed.

Include the press release with a cover letter to any other partners, friends, and colleagues, asking for their help in “placing” it with any of their media contacts.

MEDIA OUTLETS

Now that you have some idea of what you need to say, start thinking about where you want to say it. Consider both traditional and some non-traditional places.

• Calendars of events and community bulletin boards in newspapers, on radio, on local cable TV. Don’t forget “free” papers.
• Local TV or radio talk show interviews with library staff and/or program presenters.
• Feature articles in the newspaper that relate the program to other local interests and issues.
• Postings on signs and marquees at banks and businesses.
• Bulletins and newsletters of local groups and agencies—e.g., Chamber of Commerce, churches, civic groups, academic departments, boards, corporations, student organizations.
• Library newsletters, postcards, bookmarks.
• Campus or community-wide information systems (Web sites, freenets, listservs, bulletin boards).
• Exhibits in the library, focusing on eye-catching materials that relate to the scheduled program. Try them in high-traffic general interest areas and in areas that relate to the specific topic.
• Evaluation forms and flyers for other programs at the library—cross-promotion has the advantage of reaching an already interested audience.
• Posters and flyers both in and outside the library—in stores, offices, malls, schools, organization and agency buildings, public places.
• Banners and signs outside the library.
• Mailing lists of potential audience members for targeted mailings—these might be people who’ve attended other library events, members of partner organizations, etc.
• Invitations to civic officials, library leaders, and other dignitaries.
• Paid Advertising.

HOSPITAL/PARTNER OUTREACH ROLE

Hospitals can lend legitimacy to the topic of safety as a community effort. Their voice and involvement as a partner in the program should help draw audience members to the event.
Outreach to their patients, patients’ families, and staff will contribute to a program’s success. The community communications portion of the project has to be robust and hospitals should participate fully in the marketing aspects of the program.

**WEB SITE**

Due to the nature of the PPECA project, we created an entire Web site to serve as an educational and promotional tool. You may want to create a new page on your library Web site devoted to the program with workshop descriptions and an up-to-date calendar of events. We encourage program planners to link to the [PPECA site](http://www.galter.northwestern.edu/ppeca) as well.

**KIOSK**

We created a stand-alone kiosk to promote the program. The kiosk consists of a three-panel frame with slots for handouts and other promotional materials. On each panel is a different poster explaining a specific aspect of the PPECA sessions. The table-top design of the kiosk made it possible to create a display which included books and other print materials pertaining to patient safety.

If a kiosk is not within your budget, you should at least plan to print some posters and fliers to promote the event. Posters and fliers can be hung inside the library or at other locations within your community such as hospitals, banks, public buildings, local colleges, etc. You can also hand out fliers at other unrelated library events.

Finally, promote your program by writing about it in your library newsletter. Persuade your hospital partners to write pieces promoting the program in the hospital newsletters. The more places your message is seen, the more likely you will have good turnout to your programs.
VI. SECURING FUNDING

BUDGET

Budgeting for a patient safety program includes several elements. In some cases, the library and/or healthcare institution may be able to make an in-kind contribution towards the event or most of the resources needed may be covered under a consumer outreach budget. If the library must seek funding to present the program, here are a few things to consider:

- Personnel: Time spent planning and implementing the program; speakers
- Marketing: Flyers, radio or newspaper spots, kiosks or other materials
- Handouts: Folders, commercial handouts, copying
- Refreshments: Cookies, coffee, or other refreshments
- Equipment: Overhead projector, computer
- Supplies: Extension cords, toner, other

FUNDING

Consumer outreach initiatives are often funded by national, regional, state, or local organizations. Seek grant funding from the:

- Private Foundations:
  - The Foundation Center: [http://fdncenter.org/funders/grantmaker/gws_priv/priv.html](http://fdncenter.org/funders/grantmaker/gws_priv/priv.html)
  - National Assembly: [http://www.nassembly.org/nassembly/aboutus.htm](http://www.nassembly.org/nassembly/aboutus.htm)
- Local organizations, e.g. Evanston Community Foundation:
  - [http://www.evcommfdn.org/home.html](http://www.evcommfdn.org/home.html)

Focus the grant proposal on topics of interest to the funding agency. For example, if the state library is seeking projects that feature elderly populations (i.e. with a focus on medications or falls, for example), then develop a patient safety program for the elderly. If the funding agency is seeking projects that focus on women, then develop a patient safety program highlighting particular areas of interest to women as the key medical decision makers in most families today.
VII. Evaluating the Program

HOW DID WE DO?

Program evaluation is essential to measuring the success of your program and provides the feedback needed to continuously improve programs. Based on responses, the content, location, or speakers may need to be adjusted so that the program meets its goals and objectives.

The evaluation may look at process or outcomes. Process evaluation looks at the success of putting the workshop or program together. Questions may include:
- Was the size of the room appropriate?
- Were the speakers good?
- Were the handouts useful?
- Was the length of time for the program appropriate?
- How many people attended the session?

Outcomes evaluation attempts to determine whether the participants learned from the program and if they will use the information. Questions may include:
- How will you use the information you learned today?
- List the three most important points you learned

There are a variety of tools that can be used for evaluation:
- Questionnaires (See Attachment 8)
- Focus Groups
- Tests (pre and post)
- Observation

CONCLUSION

The importance of providing consumer health and patient safety information cannot be exaggerated. Libraries and librarians are uniquely positioned to offer such services, since they are located in neighborhoods and are already a part of the lives of many members of the communities they serve. With an additional service such as a consumer health and patient safety information center, libraries can even acquire new users and build additional partnerships. This facilitator’s guide and assistance, if needed, from the sponsoring PPECA institutions are places for public libraries to begin developing a service for their users that will not only improve their health but could even save their lives.

This was a very well-prepared and presented program. It really gave me the understanding of how important a part the patient and family play in the healthcare team.

PPECA attendee
REFERENCES


11 Things you Should Know before Entering the Hospital [DVD]. Chicago; Four Leaf Enterprises: 2005.
Safety

Understand how Systems Failure Occurs and your role in preventing patient injuries

The Partnering for Patient Empowerment through Community Awareness (PPECA) project is developing a model to foster community partnerships to inform and educate consumers and librarians on patient safety awareness. Five public libraries in northern Illinois will host adult programs in their area with local hospital representatives participating in panel discussion on this important issue.

For more information:
www.galter.northwestern.edu/ppeca
847-328-5075

Participating organizations

Libraries
Chicago Public Library/Bessie Coleman Branch
Dixon Public Library
Harvey Public Library
Schaumburg Township District Library
Skokie Public Library

Hospitals
Alexian Brothers Hospital Network
Ingalls Health System
Katherine Shaw Bethel Hospital
Mercy Hospital and Medical Center
Rush North Shore Medical Center

Principals
Consumers Advancing Patient Safety
Galter Health Science Library, Northwestern University
Zipperer Project Management

Design
RVD Studio

The Partnering for Patient Empowerment through Community Awareness (PPECA) session on patient safety will be held:

Thursday, March 3rd
6:00 pm - 7:30 pm

Chicago Public Library/
Bessie Coleman Branch
731 E. 63rd Street
Chicago, IL 60637
312-747-7760

Hospital Partner: Mercy Hospital
and Medical Center, Chicago, IL

This work was performed under a subcontract with the University of Illinois at Chicago and made possible by grant number N01 LM 1 3513 from National Library of Medicine, National Institutes of Health. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the National Library of Medicine, National Institutes of Health.
Improve Your Safety as a Patient

- Enhance communications with your doctor
- Find out how to make your medication use as safe and effective as possible
- Understand how and why errors happen in health care
- Learn how to find health information so you can make informed decisions
- Gain insight from a consumer's experience with medical error

The Partnering for Patient Empowerment through Community Awareness (PPECA) project is developing a model to foster community partnerships to inform and educate consumers and librarians on patient safety awareness. Five public libraries in northern Illinois will host adult programs in their area with local hospital representatives participating in panel discussion on this important issue.

For more information:
www.galter.northwestern.edu/ppeca
847-328-5075
ppeca@ZPM1.com

The Partnering for Patient Empowerment through Community Awareness (PPECA) session on patient safety will be held:

Thursday, May 12th
7:00 pm - 8:30 pm

Skokie Public Library
5215 Oakton Str
Skokie, IL 60077
847-673-7774

Hospital Partner: Rush North Shore Medical Center, Skokie, IL

This work was performed under a subcontract with the University of Illinois at Chicago and made possible by grant number N01 LM 1 3513 from National Library of Medicine, National Institutes of Health. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the National Library of Medicine, National Institutes of Health.
Improve Your Safety as a Patient

Library Resources

Print Sources

Protect yourself in the Hospital: Insider Tips for Avoiding Hospital Mistakes for Yourself or Someone You Love
362.11 Sharon, T

After Any Diagnosis: How to Take Action against Your Illness Using the Best and Most Current Medical Information Available
615.5071 SVE

The American Medical Association Guide to Talking to Your Doctor
610.696 AME

The Patient's Guide to Preventing Medical Errors
610 BERNSTEN, K

When Your Doctor Doesn't Know Best: Medical Mistakes That Even the Best Doctors Make-and How to Protect Yourself
613 POD

Wall of Silence: The Untold Story of the Medical Mistakes That Kill and Injure Millions of Americans
617 Gibson, R

616.075 JOHNS

The Patient's Guide to Medical Tests: Everything You need to Know about the Tests Your Doctor Orders
R 616.075 SEG

Professional Guide to Signs and Symptoms
R 616.047 PROFESSIONAL

Complete Guide to Symptoms, Illness and Surgery
R 616 GRIFFITH, H

Everything You Need to Know About Staying in the Hospital
362.11 Murphy, P

Hospital Smarts: The Insider's Survival Guide to Your Hospital, Your Doctor, the Nursing Staff - - and Your Bill!
362.11 TYB

Dr. David Sherer's Hospital Survival Guide: 100+ Ways to Make Your Hospital Stay Safe and Comfortable
362.11 SHERER, D
Periodicals (Medline)

Kane, Robert John "Information is the Key to Patient Empowerment" Annals of Health Law 11 25-44 2002

Lengnick-Hall, Cynthia A "The Patient as the Pivot Point for Quality in Health Care Delivery" Hospital and Health Services Administration v40n1, (Spring 1995)

Pittman, Mary A; Margolin, Frances S "Crossing the Quality Chasm: Steps You Can Take" Trustee 54, no.7 (Jul/Aug 2001)

Colias, Mike "Partners in Prevention" Modern Healthcare 34 no10 52, 62 Mr 8 2004

Spath, Patrice L "Can You Hear Me Now?" Hospitals and Health Networks 77, no. 12 (Dec 2003)

Goeltz, Roxanne J. "Be a Partner in Your Health Care" FDA Consumer 37 no3 My/Je 2003

Internet

HealthWeb http://healthweb.org/

Healthfinder http://www.healthfinder.gov/

Mayo Clinic http://www.mayo.edu/


National Cancer Institute http://www.cancer.gov/

American Heart Association http://www.americanheart.org/presenter.jhtml?identifier=1200000
ATTACHMENT #3 PPECA LIST OF HANDOUTS

Patient Safety Materials for Consumers
http://www.galter.northwestern.edu/PPECA/reading_list.pdf

Five Steps to Safer Health Care
http://www.ahrq.gov/consumer/5steps.pdf

USP Personal Medication Organizer

Quick Tips when Getting a Prescription

What You Should Know About Over-the-counter Medicines and Drug Interactions
http://www.pharmacyandyou.org/selfcare/PSCbrochure.pdf

Medicine: Before You Take It Talk About It

Quick Tips when Planning for Surgery

Advice for Patients Concerned About Correct Site Surgery

Quick Tips when Talking to Your Doctor

Quick Tips when Getting Medical Tests

20 Tips to Help Prevent Medical Errors in Children

The Patient's Role
http://www.spine.org/Forms/Patient_Safety_I.pdf

You Can Help Improve Patient Safety: A Consumer Fact Sheet
http://www.npsf.org/download/ConsumerFactSheet.doc
MedlinePlus and Beyond: A Survey of Consumer Health Resources

**Government Web Sites**

**MedlinePlus** [http://medlineplus.gov/]
Produced by the National Library of Medicine, MedlinePlus offers a medical dictionary and encyclopedia, drug information, and consumer-oriented information on hundreds of medical conditions from trusted government websites. Information is available in English and Spanish.

**healthfinder.gov** [http://www.healthfinder.gov/]
A service of the National Health Information Center, healthfinder is a directory of consumer oriented websites. The Health Library section includes information on diseases, conditions, and injuries. The site also includes a directory of federal and state healthcare agencies.

**DIRLINE** [http://dirline.nlm.nih.gov/]
A fully searchable online directory of health organizations produced by the National Library of Medicine. The entry for each organization includes office location, contact information, and an abstract describing the organization’s activities. Hyperlinked keywords and subject headings allow for quick retrieval of similar organizations.

PubMed is the National Library of Medicine’s freely available search interface to the MEDLINE database. It contains over 15 million citations to professional medical literature from the 1950's to the present. PubMed is intended for professionals but you may find it useful for patrons searching for medical studies cited in news articles. This is not a full-text database but more and more articles are becoming freely available. Typing [www.pubmed.gov](http://www.pubmed.gov) will redirect you to the long URL above.

**General Web Sites for Consumer Health Information**

**familydoctor.org** [http://familydoctor.org/]
From the American Academy of Family Physicians, a comprehensive site with sections on specific conditions, healthy living, and health tools. There are also pages devoted to women, men, and children’s health. A great deal of the information is available in Spanish as well as English.
A site sponsored by Aetna containing quality health information for consumers. Content is reviewed by a number of credible sources including Harvard Medical School. While the site does contain advertisements, the content is very good.

This site provides an abundance of quality consumer health information including in-depth synopses of diseases which describe causes, risk factors, screening, complications, and therapies. The drugs and supplements section offers excellent information on prescription and over-the-counter medications.

A version of the trusted Merck Manual meant for those of us without medical degrees.

**Evaluating Health Information**

**Is this Health Information Good for Me?**  [http://nnlm.gov/pnr/hip/criteria.html](http://nnlm.gov/pnr/hip/criteria.html)
The Pacific Northwest Region of the National Network of Libraries of Medicine compiled this helpful list of criteria to consider when evaluating health information.

A set of links to other sites with information on how to evaluate medical information on the web.

Practical guidelines for evaluating health information found on the Web.

The Health on the Net Foundation developed this set of principles for determining the quality and accuracy of health information on the Internet.

**Consumer Health Metasites**

**Consumer Health Information**  [http://www.dartmouth.edu/~biomed/resources.html?/conshealth.html](http://www.dartmouth.edu/~biomed/resources.html?/conshealth.html)
A comprehensive but manageable directory of consumer health resources from Dartmouth Biomedical Libraries.

**Websites You Can Trust**  [http://caphis.mlanet.org/consumer/index.html](http://caphis.mlanet.org/consumer/index.html)
A list of the top 100 sites for consumer health information from the Consumer and Health Information Patient Section (CAPHIS) of the Medical Library Association.

**Partnering for Patient Empowerment Through Community Awareness**  [http://www.galter.northwestern.edu/ppeca/web_resources.htm](http://www.galter.northwestern.edu/ppeca/web_resources.htm)
A collection of patient safety and consumer health Web resources.
Educational Program Evaluation

Class: MedlinePlus and Beyond

Date: May 26, 2005

Location: Chicago Public Library—Bessie Coleman Branch

Please indicate your overall reaction to the class.

Not useful                    Very useful
1                              2  3  4  5

Was the content clear and understandable?

Not understandable           Very understandable
1                              2  3  4  5

How much do you feel you learned?

Little                         A great deal
1                              2  3  4  5

Which aspects of this presentation were particularly useful?

Which aspects of this presentation were not useful?

What did we not cover in this presentation that you expected to be covered?
Library Name Partners with Hospital Name to Offer Patient Partnership Program

A program on how clinicians, hospitals and consumers can partner to ensure patient safety for themselves and loved ones will be held on Date of Event at Time. Hospital speaker information and credentials will talk about how hospitals work to ensure patient safety and about the role that consumers can play in contributing to the safety of care for themselves and their loved ones. Also presented will be methods for consumers to improve their awareness of available healthcare resources, so patients and caregivers feel empowered to accept an active role as partners in ensuring optimal care.

Library name believes in the importance of innovative approaches to increasing consumer awareness of healthcare resources and patient safety issues. This educational session will assist patients in feeling empowered to play an active role in their health care. Library Director Quote

We are looking forward to this opportunity to meet with consumers to talk about their safety as patients.” says “Hospital representative’s name and credentials” ... not only can we share what we know and what XXX hospital is doing to improve safety, but we'll learn about what their concerns are directly from them, which always opens the door to increased learning.”

The hour-long awareness session will be held date and time, in location.

Refreshments will be served.

Project boiler plate: The project materials are gleaned from "Partnering for Patient Empowerment through Community Awareness" session materials. These materials and the concept were developed by the Galter Health Sciences Library, Northwestern University Feinberg School of Medicine, Consumers Advancing Patient Safety (CAPS), and Zipperer Project Management to encourage community partnerships to inform and educate consumers and librarians on effective methods of gathering medical and patient safety information. This project has been funded by the National Library of Medicine, National Institutes of Health.

Library Boilerplate.

Hospital Boilerplate.
Patient Safety Program Pairs Hospitals with Libraries
Submitted by Lynanne Feilen, MLA Director of Publications

Patient safety is a major public health issue. A report by the Institute of Medicine, *To Err Is Human: Building a Safer Health System*, suggests that medical errors are the eighth leading cause of death among Americans, exceeding those from motor vehicle accidents, breast cancer, or AIDS.

To address this public health issue, the Galter Health Sciences Library, Feinberg School of Medicine, Northwestern University, Chicago, launched Partnering for Patient Empowerment through Community Awareness (PPECA) in February. The program is made possible with funds from the National Library of Medicine, National Institutes of Health. PPECA has been developed in collaboration with Consumers Advancing Patient Safety (CAPS), the Health Learning Center of Northwestern Memorial Hospital, Zipperer Project Management, and the Chicago Metropolitan Library System.

The new program pairs hospitals and libraries in hopes of increasing patient safety awareness among consumers and librarians. The partnerships include MedlinePlus training in a train-the-trainers workshop for librarians, a Website, a display, and educational materials.

Another goal of the partnership is to improve communication among consumers, health care professionals, and libraries. PPECA supports the notion that consumer health librarians are in an excellent position to help people be...
active participants in their own or a family member’s health care. These librarians can serve as quality filters for health and medical information.

“Public libraries have a history of providing educational programs on topics of interest to their communities,” says Linda Walton, Galter Health Sciences Library, and PPECA principal investigator. “Many people feel more comfortable in a public library environment than in a hospital setting for learning.”

A Personal Perspective

“Patients and their families are part of the health care system,” says PPECA partner Roxanne J. Goeltz, CAPS, “yet there are few organized efforts to increase the public’s awareness and knowledge about their role in improving patient safety.” CAPS, a Chicago-based nonprofit organization, was founded in December 2002 to provide a collective voice for consumers on health care safety issues. It serves as a patient-centered resource for reform initiatives. The founders, Goeltz and Susan E. Sheridan, have dedicated CAPS to the memory of Goeltz’s brother, Mike, and Sheridan’s husband, Pat, who both died due to medical failures.

Goeltz has turned grief and the experience of her own medical emergency, a malignant thymoma, into advocating for compassionate care. She is a member of numerous patient safety groups and shares her perspective at seminars across the country. Goeltz wrote about her experience in the Patient Safety Handbook and the Food and Drug Administration’s magazine, FDA Consumer. She has contributed to educational efforts at the M. D. Anderson Cancer Center in Houston, The Hastings Center in Garrison, NY, and the School of Pharmacy at the University of Wisconsin–Madison.

MLA’s Public Health Initiatives

MLA is keenly aware of the importance of medical librarians in the public health arena. The MLA Public Health/Health Administration Section has existed since 1980. On March 9, MLA presented “Partnering for Public Health: Information, Librarians, and the Public Health Workforce,” a teleconference and Webcast. Videotapes and DVDs of this educational opportunity are available for sale. MLA also offers a Consumer Health Information Specialization Program and has many publications devoted to consumer health. Complementing these efforts is the work of the Health Information Literacy Task Force. A suite of continuing education courses on public health will be offered at MLA ’05 in San Antonio as well as the May 15 symposium “Role of Information Services for Emergency Preparedness and Response.”

Visit PPECA online at www.galter.northwestern.edu/ppeca/.

Patient Empowerment Participants

To test the PPECA model, five northern Illinois hospitals are collaborating with local libraries through May to offer a ninety-minute adult education presentation featuring experts and consumers.

- Chicago Public Library, Bessie Coleman Branch, and Mercy Hospital and Medical Center
- Dixon Public Library and Katherine Shaw Bethea Hospital
- Harvey Public Library System and Ingalls Health System
- Schaumburg Township District Library and Alexian Brothers Medical Center
- Skokie Public Library and Rush North Shore Medical Center

The sessions include four short presentations designed to raise awareness of:

- The consumer’s role in working with health care providers to manage risk of avoidable patient injury
- Patient-centered and systems-based approaches to patient safety
- Safe medication use
- Effective medical information gathering
**Program Content:**

In general, I feel more informed about the issue of patient safety than I did before I saw the program.

<table>
<thead>
<tr>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Neutral</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
</tr>
</thead>
</table>

I see the value of being a partner in both my and my family’s health care.

<table>
<thead>
<tr>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Neutral</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
</tr>
</thead>
</table>

I better understand the complex nature of safety in health care.

<table>
<thead>
<tr>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Neutral</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
</tr>
</thead>
</table>

I now have concrete ideas on how I can contribute to the safety of my health care.

<table>
<thead>
<tr>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Neutral</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
</tr>
</thead>
</table>

I see the value of the library in helping me find the information I need to contribute to the safety and effectiveness of my care.

<table>
<thead>
<tr>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Neutral</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
</tr>
</thead>
</table>

**Presentation Method:**

The panel was effective in how it presented the information.

<table>
<thead>
<tr>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Neutral</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
</tr>
</thead>
</table>

The workshop content was well organized.

<table>
<thead>
<tr>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Neutral</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
</tr>
</thead>
</table>

The length of workshop was appropriate.

<table>
<thead>
<tr>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Neutral</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
</tr>
</thead>
</table>

The question and answer format was effective.

<table>
<thead>
<tr>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Neutral</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
</tr>
</thead>
</table>

The workshop objectives met my expectations.

<table>
<thead>
<tr>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Neutral</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
</tr>
</thead>
</table>