



National Newsletter

A Personal View Of The Impact Of Privatisation On The Library In A Private Teaching Hospital

Ann Ritchie, Librarian, Hollywood Private Hospital

Hollywood is probably one of the first libraries to be affected by hospital privatisation. This report is an account of my experience of privatisation at Hollywood since February 1994, and I hope this will be of interest to others who may be going through similar processes. Kathy Saurine, the 1995 recipient of the Anne Harrison Award, is in the process of researching the implications of privatisation for health libraries.

Historical background

Hollywood was the first of the Commonwealth Government's Repatriation Hospitals to be sold in February 1994 to Ramsay Health Care Pty Ltd, a private company which owned a number of smaller hospitals (mostly psychiatric hospitals) in the Eastern States and New Zealand. The Ramsay Group has since acquired Queensland's Repatriation General Hospital, Greenslopes.

The former Hollywood Repatriation Hospital was a 330-bed teaching hospital, with a staff of approximately 1067 full-time equivalents. There are now 300 licensed beds and a staff of 550 fte's. Some services have been contracted out (e.g. pathology, radiology, pharmacy) and there is a \$20 million redevelopment programme, which is to be completed within 3 years. The Veterans and War Widows are still the hospital's main "customers".

The Hospital went through the ACHS accreditation process about 12 months after being privatised and achieved three years accreditation. The Library and Informa-

tion Service met the standard and eleven criteria with no recommendations. This was testimony to the previous librarians and their foresight in establishing and maintaining the service.

Privatisation : what does it mean?

Privatisation is part of a wider, global trend in health care systems reform, and much has been written on the issue in the medical and health management literature.¹ Probably many of us have been affected by privatisation in our workplaces in some way. For the purposes of this discussion, I suggest a working definition as follows:

In the context of the Australian health care system, privatisation refers to the transfer of responsibility and ownership of some aspects of health care from government to a private company. This may refer to :

- an entire hospital (e.g. Hollywood Hospital);
- a specific health service (e.g. a radiology service); or
- a part of a service (e.g. the cataloguing function of a library).

Ethical, medical and public policy implications have been discussed in the context of privatisation in health care. In my view, some of the questions which are raised include :

- is it logically ethical or unethical for health care services to be provided by a private organisation?

...contd page 9

Health Libraries Section
Australian Library & Information Association

inside...

How well do health libraries promote themselves
Library Profiles
Public-private hospital partnerships

page 2
page 4
page 8

How well do health libraries promote themselves?

In the June issue of this newsletter I asked the above question and raised the possibility of a general promotional leaflet. Stephen Due rang me to say that the Victorian group had been thinking along the same lines and had prepared a draft leaflet. Several other librarians contacted me and some sent copies of their own library leaflets. Many thanks to all those who have made contact.

In consultation with Stephen, I have worked out the next steps as:

1. The ACT group will continue the work done by the Victorian group and get the draft to the mock-up glossy stage.
2. Discussion at the Health Libraries Section AGM in October, seeking input from all State groups.
3. Seek funding from ALIA for design and printing.
4. Produce an Internet version.

Prue Deacon
Information Resources Section
Dept of Health & Family Services, Canberra

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ANNUAL GENERAL MEETING AUSTRALIAN LIBRARY AND INFORMATION ASSOCIATION HEALTH LIBRARIES SECTION

AGENDA

To be held on Tuesday 8th October 1996 at
1.00 pm at the ALIA Biennial Conference
in the Trade Centre Melbourne

1. Welcome to visitors. Present and Apologies
2. Minutes of the previous Annual General Meeting 28th August 1995
3. Business arising from the minutes
4. Correspondence
5. Anne Harrison Award report
6. Treasurers report
7. Planning progress - 1997 Specials, Health & Law Librarians Conference, Perth
8. International Medical Libraries Congress 2005.
9. National Guidelines for hospital Libraries.
10. Specials, Health & Law Librarians Conference Planning
11. Other business.

An Introductory Guide to Medline (OVID) Kit

The Conjoint Libraries of the Royal Victorian Eye and Ear Hospital and the Royal Australian College of Ophthalmologists are pleased to announce the release of the training kit entitled *An Introductory Guide to Medline (Ovid)* comprising an interactive video and manual.

These are available directly from:
Judith Quilter
Ronald Lowe Library
Royal Victorian Eye and Ear Hospital
Ph: (03) 9665 9331 Fax: (03) 9639 1808
email rveeh@vicnet.net.au

The videocassette is 23 minutes long, and has pauses for the tutorial exercises in the manual. At the end of the video, about one minute is devoted to saving Medline searches on the Library's dial-in system CITRIX.

Kathryn Waugh, then RACO Librarian, produced this training kit for her Postgraduate Diploma at RMIT.



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Library Profiles.....**The NHMRC National Breast Cancer Centre**

Breast cancer is the most common cause of death among adult women aged up to 65 years, with 1 in 14 women developing breast cancer at some time in her life. Each year in Australia more than 7,100 women are diagnosed with breast cancer and more than 2,400 women die from the disease. The incidence of breast cancer is rising by about 1% per year.

The Commonwealth Government established the NHMRC National Breast Cancer Centre at the end of March 1995 to improve breast cancer control. The Centre is managed by the NSW Cancer Council under contract.

The Centre is responsible for:

- developing evidence based guidelines for health professionals to ensure that all women with breast cancer receive excellent diagnosis, treatment and support
- providing the community, policy makers and health professionals with up-to-date, accurate information about all aspects of breast cancer
- monitoring our success in controlling breast cancer.

As Librarian, my role fits into one of the Terms of Reference of the Centre: to act as a clearing house for information on breast cancer. The Centre works at the information and policy level rather than providing direct contact or an information service for well women or women diagnosed with

breast cancer. The state and territory cancer organisations provide for direct contact through a number of services including the Cancer Information Service (13 11 20), and the Centre seeks to support these organisations in their work.

In October 1995 the NHMRC National Breast Cancer Centre launched its Home Page on the Internet (<http://www.nbcc.org.au>). The page includes breast cancer news, recent research, statistics, information on clinical trials, clinical guidelines (including the full text of the *Clinical Practice Guidelines: The Management of Early Breast Cancer*, and *A Consumer's Guide: Early Breast Cancer*), and its quarterly newsletter *Breast News*. A growing section is on Women's Stories and Consumer Viewpoints.

Just published is the NBCC's *Catalogue of Resources on Breast Health and Breast Cancer*. Part 1 is on Australian resources, and provides a guide to what booklets and brochures, books, videos and kits are published in Australia for well women, women diagnosed with breast cancer, and their families. It includes resources developed for women from a non-English speaking background and Aboriginal and Torres Strait Islander women.

To receive a list of NHMRC National Breast Cancer Centre publications, which are available free of charge in Australia, please contact Claire Pillar, ph (02) 9334 1716, fax (02) 9326 9329, email: claire.pillar@nbcc.org.au.

Claire Pillar, Librarian

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From the literature

Intellectual property: the property of the mind

The Economist, July 27th 1996, pp. 61-63

Digital technology and the development of the Internet are making it easy to copy or alter all sorts of information and art, from music to databases to computer software. Can copyright still be protected?

Beardman, Sue

The cost-effectiveness of access versus ownership: a report on the virtual library project at the University of Western Australia Library.

Australian Library Review, vol.13 (2) May 1996, pp.173-181

Cole, George

Copying considerations.

Gramophone, June 1996, pp.125-126

Discusses the pros and cons of copyright protection in domestic pre-recorded media.

Coleman, Ross & McDonald, Linda

The Electronic Medical Journal of Australia [EMJA] online peer review trial.

LASIE [Library Automated Systems Information Exchange], vol.27 (2) Jun 1996, pp.14-18

Gann, Robert

Health information for the Australian public: development opportunities.

Australian Library Review, vol.13 (2) May 1996, pp.122-134

James-Catalano, Cynthia N

Look to the librarians.

Internet World, August 1996. pp.28-29

Leckie, Gloria J. et al

Modelling the information seeking of professionals: a general model derived from research on engineers, health care professionals, and lawyers.

Library Quarterly, vol.66 (2) Apr 1996, pp.161-193

Mering, Margaret & Simpson, Pamela

The worst of the worst: celebrating 20 years of the Worst Serial Title Change of the Year Award.

Library Resources & Technical Services, vol.40 (1) Jan 1996, pp.41-48

Palowitch, Casey & Horowitz, Lisa

Meta-information structures for networked information resources.

Cataloging & Classification Quarterly, vol.21 (3/4), 1996, pp.109-130

Srinivasan, Padmini

Query expansion and MEDLINE.

Information Processing & Management, vol.32 (4), 1996, pp.431-443

Stoller, Michael A. et al

The economics of professional journal pricing.

College & Research Libraries, vol.57 (1) Jan 1996, pp.9-21

INTERNET

Some more useful sites

Australian Society of Indexers

<http://godzilla.zeta.org.au/~auss>

Contains the papers from the recent society conference/seminar held at Robertson in the Southern Highlands. The paper from Roxanne Missingham on a comparison of internet indexing is most informative.

Health & Medical Conferences in Australia

<http://www.csu.edu.au/faculty/health/conference>

The unofficial home page for a listing of health and medical conferences in Australia. It is maintained by the Faculty of Health Studies, Charles Sturt University.

Medical conferences around the world

<http://www.cyberplex.com/ses/>

Maclean Hunter Medical Publishing now offers a free online database of medical conferences around the world until the year 2000. You can search the database by conference name, location and specialty, and find contact names, phone numbers, email addresses and Web page links.

Medicine Net

<http://www.medicinenet.com>

A free comprehensive medical resource written for the public by a board of certified medical experts. Information regarding diseases, treatments, medications, and new developments can be found and is easy to understand and access. Viewers can also seek information from the physician writers and editors in the ASK THE EXPERTS section. Answers to selected viewer questions are posted for all viewers to see. Viewers can also interact with one another through the Chat and Messaging functions in the VIEWER INTERACTION CENTER.

Psychiatry Sites of Interest:

Networked Resources in Psychology and Mental Health

<http://plaza.interport.net/npsan/network.html>

Psychiatry On-Line

<http://www.priory.com/journals/other.html>

Psychiatry Star

<http://www.psych.med.umich.edu>

Report of the Victorian premier's drug Advisory Council

<http://www.vicnet.net.au/vicnet/vicgov/dac/dac.htm>

State Library of New South Wales home page

<http://www.slsw.gov.au>

A useful link to different internet indexes.

Citing the source of materials retrieved from the Web

APA-style Web citation:

<http://www.nyu.edu/pages/psychology/WEAPAS/>

MLA-Style Citations of Electronic Sources, by Janice R. Walker

<http://www.cas.usf.edu/english/walker/mla.html>

Citation Style for Internet Sources, by Mark Wainwright

<http://www.cl.cam.ac.uk/users/maw13/citation.html>

A Brief Citation Guide for Internet Sources in History and the Humanities is:

<http://www.nmmc.com/libweb/employee/citguide.htm>

CUNNINGHAM MEMORIAL INTERNATIONAL FELLOWSHIP

The Medical Library Association (USA) is again pleased to be offering the annual Cunningham Memorial International Fellowship to librarians from outside the U.S. and Canada. The fellowship allows a health sciences librarian to work in U.S. or Canada libraries for four months with a stipend of \$3,000.00 for living expenses and up to \$1,000 for approved travel within the U.S. and Canada.

Interested candidates must submit an application to the Cunningham Memorial International Fellowship Jury chair by December 1, 1996. Application forms can be obtained from:

Medical Library Association's Professional
Development Department, Suite 300
Six North Michigan Avenue
Chicago, Illinois 60602-4805
Tel. 312.419.9094 Fax 312.419.8950
E-Mail webb@mlahq.org or mlapd@mlahq.org

Copies can also be obtained from Cheryl Hamill.
(Contact details on page 11)

International Congress on Medical Librarianship, 2005

You may remember that Australia put in a bid to host the 8th International Congress on Medical Librarianship in the year 2000. We were unsuccessful and 8ICML will be held in London. So how about trying for 9ICML in 2005?

I checked with several HLS members around Australia and no one was aware of any plans. Yet we need to plan early so as to fit in with the IFLA timetable and also to have time to consult Australia-wide. Hence I have taken action to get some groundwork done before the Health Libraries Section AGM at the ALIA conference in October.

1. I have prepared a questions sheet for Ann Crewe and Virginia Walsh to take to the IFLA Conference and do some exploratory work.

2. I will discuss 8ICML with one of the organisers in London early next month, to get an idea of the work involved.
3. This topic can then go onto the agenda for the AGM. I feel that we should be forming a committee with at least one person from each State/Territory.

Prue Deacon, Information Services Section
Dept of Health & Family Services, Canberra

Public Private Hospital Partnerships

- implications for health libraries

Announcements of impending "partnerships" between public and private hospitals are making the news. To date some of these "partnerships" are up and running. The trend to allow private hospitals to build a facility on the campus of an existing public hospital could present an opportunity for a library to offer services to the new hospital. Unfortunately more often than not the issue of library services has, or is, being overlooked in discussions as to which services can be contracted between hospitals entering into these partnerships.

Recently I sent out a questionnaire to Library Managers who had indicated in an earlier questionnaire that they were contracting or considering contracting (that is contracting in - not outsourcing) library services. In the first instance questionnaires were sent to Gratis member libraries and health libraries in Western Australia.

I am keen to hear from any Librarians (not only Hospital Librarians) who are contracting services. Information will be presented in my final report currently in preparation as a result of receiving the Anne Harrison Award last year.

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...privatisation contd from page 1

- when the issue of financial gain is introduced into the equation, and the framework for analysis becomes an economic one, do ethical issues necessarily disappear from the picture?
- or, to put this question of ethics and financial gain another way, is it ethical to make a profit from supplying health care services, or should these be provided by the state with no profit-making criteria to be taken into account when making medical decisions about patient care?
- if the quality of care and resource efficiency are provided at least as well as, or in some cases, more cost-effectively, by a private organisation, then individuals are being better served, but what are the public policy underpinnings and cost-benefits on a societal level?
- and given the necessity of making ethical choices in the distribution of the health care dollar on a societal level, is there any logical reason that these services can't be provided by private organisations within a government regulated framework?

Public, nonprofit hospitals have embraced an egalitarian, social ethic, providing services to those who cannot pay, without regard for profitability. They have also served the community in ways such as a commitment to teaching and research. These are known in economic terms as "cross-subsidies", and it has been thought unlikely that a private hospital, with a profitability criterion paramount in its decision-making hierarchy, would operate in the same way.

Impact of privatisation on the Library

Although an economic analysis is part of the framework, it does not tell the whole story, and certainly the situation at Hollywood cannot be portrayed in such black and white terms. It has been my experience that Hollywood's traditional ethic and reputation of caring for the Veteran community, and among staff themselves, has continued with the new ownership.

The commitment to teaching and research, and the concomitant retention and resourcing of the Library service, may be viewed as links with the past. It is also, from my observation, a recognition of the value of continuing professional development for all staff and one of the mechanisms for creating and facilitating a "learning" organisation.

Role in teaching and research

Hollywood has continued its role as a teaching hospital affiliated with the University of WA (for medical undergraduate teaching), and Curtin and Edith Cowan Universities (for undergraduate and postgraduate nursing and allied health disciplines). Post-graduate registrar training has continued, and the College of Anaesthetists and Psychiatrists have granted teaching status for registrars' positions.

The Library's educational function is implicit in its mission statement, which is to meet the work-related information needs of all staff in support of the organisation's teaching hospital status through the provision of medical and health information resources and services. This role in information provision is similar to any corporate library in which the organisation's operational and management functions, as well as the subject-based information needs are served. However, rather than being in the business of information provision, the essence of the service lies in its educational purpose and focus, and the Library is arguably the place where the organisation's teaching/research function is most obviously expressed.

Organisational structure

Where the Library fits best in the organisational structure is an issue which most hospital libraries have faced. Hollywood's newly created Clinical Services Directorate absorbed Allied Health (to which the Library previously belonged, although Allied Health was formerly a part of the Medical Directorate) and Staff Development, along with Nursing. This is, at times, an uneasy fit, as most of our users and our budget priorities are in the Medical area. However, the positioning and close liaison with direct patient care services (and thus the visibility of the provision of information for decision-making in patient care) is an advantage.

Contracted services

There have been different arrangements made between the Library and Pharmacy, Radiology and Pathology (the services which were outsourced at the time of the changeover). Staff in these areas are still eligible to use the Library services, and there are varying degrees of support for the information resources of these areas. There are no charges made for normal Library usage, but any costs incurred by the Library are passed on.

...contd page 10

...privatisation contd from page 9

Resourcing

The Library has maintained its staffing levels and the resources budget has had a slight increase. Budgeting and financial reporting are part of normal library management, and although costing of library resources to departmental cost centres has not been a requirement, I have ensured that this information is available on demand so that questions regarding expenditure can be answered readily and economic accountability is assured.

Access to the collections of other libraries has been somewhat curtailed, due to changing external relationships.

Strong support for information technology and from the Information Systems Department has facilitated our ability to provide electronic resources and remote access, although sometimes things move rather more slowly than I would like.

Collection management

While noting that some areas are weighted more heavily than others for reasons of changing organisational and developmental priorities, the collection strengths have needed to be re-aligned to ensure the resourcing of a broad-based patient mix, which must be maintained for the purposes of clinical teaching. Geriatric and Palliative Medicine, also Anaesthetics and Psychiatry, and increasingly Gastroenterology, Urology and Orthopaedics are the strengths of the collection.

Marketing

A comprehensive marketing audit of the Library was performed in 1995. The marketing orientation has concentrated on researching the needs of our staff and creating a strong customer focus, promotion within the hospital, and facilitating the movement from a largely print-based collection, to electronic resources and access. This was seen as the major critical issue to be addressed in the next 12 months. It may seem ironic that a Library in a private organisation has not taken a more proactive approach to fee-based services, and while my belief is that the demand exists and the potential may not be recognised, the organisation's perception of the Library does not encompass this role.

From my observations, the trend towards "contracting out" in government services has meant that public hospital and health libraries have had to put a large

amount of effort and resources into various forms of marketing analyses. I believe that this refocusing on the customer will provide much useful information for libraries for the future.

External relationships and networks

The affiliation with Federal Government and Department of Veteran's Affairs libraries has been largely discontinued. Voluntary ties and reciprocal borrowing arrangements have been maintained with other regional health and hospital libraries and networks. We have been very aware of the need to maintain good working relationships with other regional health and hospital libraries, and for Hollywood to be an overall contributor. Close proximity to the UWA Medical Library helps to maintain an informal, cooperative relationship.

We continue to contribute to the ABN catalogue, the only change being our new NUC symbol (WHH), which we hope will lessen confusion with the Royal Perth Rehabilitation Hospital symbol.

Ramsay hospital library cooperative arrangements have not been formally established, although some contacts have been made and are likely to be strengthened in the future.

We have met with the other private hospital libraries, but these are very small and generally not as well supported by their organisations. However, with the growth of interest in the Australian Private Hospital Association in this state, there may be opportunities for future development in this area.

¹ See for example:

Robert Kuttner, "Columbia/HCA and the resurgence of the for-profit hospital business", *NEJM*, vol 335 no 5, 362-367, August 1, 1996.

Professor Naoki Ikegami, "Redefining public and private health sector roles", *Hospital Management International 1995*, London: Stirling Publications, 1995, 73-74.

Australian Health Review: Special Issue: Reform of the health care system, vol 18 no 1, 1995; this provides an international view of trends in reform, ranging from incremental changes (e.g. changes to the Medicare system) to more radical structural reforms (e.g. managed care and privatisation).

Sept 1996

From the president.....

National Executive

Please note the following changes to the National Executive. Gaye Sweeney has taken up a position in the Northern Territory. Robin Hull has kindly agreed to be the National Secretary until the end of the year. Robin will be on long service leave from 16th August until 23rd September. Please direct any correspondence in that period to Cheryl Hamill at Fremantle Hospital.

I will be on long service leave from 26.8.96 - 21.4.97. Cheryl Hamill has agreed to act as the National President in my absence. While I am away I shall be visiting lots of libraries in both Europe and America, attending the 5th European Conference of Medical and Health Libraries, and visiting Professor Joanne Marshall in Toronto. It will be lots of fun and I hope to come home with plenty of new ideas and enthusiasm. I know Cheryl will be an excellent National President and will work hard in the interests of the Section.

Tricia Scolaro, National President

**National Executive,
Health Libraries Section,
as at September 1996**

President

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◆◆◆◆◆**Newsletter Deadlines**◆◆◆◆◆

Copy deadline for the December issue is 13 November.

Copy can be sent on IBM formatted discs, or faxed to the editor on (09) 340 1124.

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