



OBJECTIVES

COVID-19 transformed the way clinicians, researchers, nurses, and other healthcare and administrative staff worked to provide or support cancer patient care. Health science librarians redesigned the delivery of existing services to support these individuals as they shifted to a remote or hybrid work model or adapted to onsite work during a pandemic. New work models and expectations for our users created an ideal opportunity to gather data for a strategic plan to reimagine library operations and services by addressing this changing work environment, identifying new users' information needs, setting priorities, and determining staff capacity in a post-pandemic era.

METHODS

In 2021, we used multiple methods to solicit and obtain feedback to inform our strategic plan for the next three years. Our strategy involved high- and low-touch approaches to learn about our users and their current and future use of the library, their preferred digital tools, their research activities, and how we might support their day-to-day work. High-touch methodologies included focus group sessions and individual interviews, while low-touch tactics focused on a large-scale client feedback survey and Yammer polls. To complement the user data, we included a peer benchmarking exercise to compare our performance against four similar libraries.

RESULTS

Using multiple approaches for collecting client feedback produced a rich body of data to use in preparing our three-year plan, which outlined three strategic focus statements with defined goals and objectives. Users' feedback balanced with library staff knowledge was the right approach for developing the Library Strategic Plan.

CONCLUSIONS & LESSONS LEARNED

- The online survey provided the easiest route for soliciting client feedback but limited potential follow-ups as many completed surveys were anonymous.
- Free text (essay) questions in the survey required additional time for coding.
- The individual interviews and focus group sessions were time-intensive to schedule and host but yielded more meaningful feedback and allowed library facilitators to qualify answers.
- When gathering data, it's important to target departments/groups with various levels of library usage. Aim for a balance and include new departments and those with potential to become library users.
- The least successful method was Yammer polling due to minimal response rate.
- Peer benchmarking added another perspective which complemented the user data.
- Allocate sufficient time for data analysis of survey questions, responses from focus groups and interviews, Yammer polls, and the peer benchmarking exercise.
- Data collected informed other work done in the library (e.g., suggestions for new training classes, proposed new service enhancements, and client ideas for promoting and marketing library resources and services).
- There is value in using an array of methodologies to gather client feedback.

Method	Data Gathering Methodologies				
	Online Survey	Focus Group	One-on-One Interview	Social Media	Benchmarking
Tool	SurveyMonkey	Structured questions	Structured questions	Yammer	Structured questions
Method Description	11 questions: 7 multiple choice/rating, 3 essay, 1 contact info (not mandatory)	Held virtually (Zoom or Teams), 8 questions, 2 library staff facilitators	Held virtually (Zoom or Teams), 6 questions, 1 library staff facilitator	18 groups, 10 poll questions with multiple choice answers	Held virtually (Zoom), 12 questions, 1 library staff facilitator
Client Time Commitment	5 mins	60 mins	60 mins	1 min	60 mins
Number of Responses	994	18 sessions, 86 participants	14 sessions, 14 participants	Out of 40 polls, 35 had responses	4 external libraries selected
Client Effort	Low	High	Medium	Low	Medium
Library Staff Effort	High	High	High	Low	Medium
Client Feedback (Anonymous, Identified, Mixed)	Mixed	Identified	Identified	Anonymous	Identified

Table 1: Characteristics of High- and Low-Touch Client Survey Methodologies Used to Inform Strategic Plan Decision-Making



WHO WE SUPPORT

The Memorial Sloan Kettering (MSK) Cancer Center Library supports our researchers, physicians, nurses, post-docs, fellows, students, other healthcare professionals, as well as patients, their families and caregivers. As a community resource we also participate in local, national, and regional library networks.

WHAT WE DO

The MSK Library ensures easy access to authoritative information resources, provides user-focused services, and advances research and education in support of evidence-based patient care and ongoing learning.

OUR AMBITION

The MSK Library serves as MSK's gateway to the world of research, providing expertise and innovative user-centered services that drive organizational productivity and passion in pursuit of the prevention, diagnosis, treatment, and cure of cancer and associated diseases.

STRATEGIC FOCUS ONE

Prioritize and Build Resources that Focus on Institutional Needs



STRATEGIC FOCUS TWO

Communicate and Partner with Purpose



STRATEGIC FOCUS THREE

Train for the Future



Access the
MSK Library Strategic Plan
2022 – 2024

<https://library.mskcc.org/sites/library.mskcc.org/media/lib-strategic-plan-2022-2024.pdf>

