



Memorial Sloan Kettering
Cancer Center



Memorial Sloan Kettering Cancer Center Library

Strategic Plan 2022-2024

Drive Effective Library Services and Collaborations

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Library Director's Introduction

The Memorial Sloan Kettering (MSK) Cancer Center Library's strategic plan could not have been developed without stakeholder engagement and involvement from the entire library team. In order to gauge immediate and future client information needs, set priorities, and determine staff capacity for the next three years, we gathered feedback from our users and benchmarked with other external research libraries to develop three overarching statements to focus our attention on that will propel us forward. These strategic focus statements were further broken down into concrete goals and objectives.

We sought feedback from all user segments (e.g., researchers, clinicians, pharmacists, nurses, postdocs, students, MSK senior leadership, and administrative staff), through extensive one-on-one interviews, focus group sessions, Yammer polls, and a client feedback survey about current and potential library resources and services. We also reached out to four other research libraries for insights about their operations, user support, and their vision for the future of their institutional library.

Though it is difficult to predict the future, especially where science, research, technology, and innovation intersect, the information we obtained from the MSK community and external libraries has helped us to build a solid foundation on which to continue to deliver authoritative resources and services. While this strategic plan will set our immediate course, we hope our user population will continue to increase, that we see repeat business and engagement from new departments, and that our users position us as a collaborative and vital partner supporting their research and work activities.



Donna Gibson

Director, Library Services

Executive Summary

In mid-October 2019, MSK hired their first Chief Digital Officer and Head of Technology, and departments within Information Systems began a collective journey to rethink operations and set in motion plans for a digital transformation. Within months, the COVID-19 pandemic turned the world upside down and had a profound impact on the ways in which we conducted business and supported users. The MSK Library was not the only research library that had to make quick decisions, to shift or redesign existing services to fit a socially distant world.

These events were the catalyst for the decision to craft a strategic plan to determine how best to continue to support our users. We used a variety of methods to solicit and obtain feedback from users about their use of the library, their research activities, and their suggestions for how we could support their day-to-day work. With data provided by a client feedback survey, focus group sessions, individual interviews, Yammer polls, and benchmarking with four external libraries, we have produced a strategic plan with a clear vision of where the MSK Library needs to invest its resources to maximize its impact over the next three years.

Successful execution of a library strategic plan requires a balanced representation of client expectations aligned with the reality of what can be delivered. Through this process we uncovered new research areas that require our support and resources, as well as the need to find new ways to promote and market our existing services.

There was one critical question we asked ourselves: “What can the MSK Library do to continue to provide a positive user experience that will support our clients and ultimately enhance patient care and cancer research?” Our strategic plan answers this question by centering around three priorities. Each of the three strategic focus statements has its own goals, objectives, and time frame for completion. The input from our users coupled with the insights and drive from the library team will help us to implement this plan in an ever-evolving research environment. We encourage our users to continue the conversation on how the MSK Library can support their work, and we look forward to future feedback and ideas.

Client Feedback Methodologies

We leveraged several methods to gather data to inform our strategic plan. A survey was launched and was available to users from August 9 to September 30, 2021. Eighteen library focus group sessions and 14 individual interviews were conducted with approximately 100 MSK staff. A series of polls were sent to 18 Yammer groups, and four external library leaders were contacted to capture their experiences, thoughts on evolving library users' information needs, and what they envision for their libraries moving forward.

The following appendices include detailed information about the approaches used along with brief summaries and highlights from the client feedback obtained:

Appendix 1

Client Feedback Survey

Appendix 2

Client Focus Group Participants and Session Highlights

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One-on-One Interviews with Selected Staff

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Yammer Vote Summary

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External Library Benchmarking Participants' Interviews

Strategic Focus



1

Prioritize and Build Resources that Focus on Institutional Needs

The MSK Library will expand on resources that reflect the changing needs of users and increase collection development subject scope. Providing institutional access to published information and resources is an essential library investment. The MSK collections (print and digital), coupled with the right services and a strong library research and training program, will continue to support staff, patients, affiliated institutions, and healthcare consumers who need evidence-based information.



2

Communicate and Partner with Purpose

Develop appropriate engagement and personalized communication strategies to increase awareness of library services, user training opportunities, and available resources. By expanding outreach, library staff will be better positioned to support different user segments and address emerging client information needs.



3

Train for the Future

The focus on training is two-fold and revolves around library staff and library users. There is a need for a highly skilled team to support current and future services and collections. An emphasis should be on prioritizing time and resources to support the library staff's continued professional development. Our library users will be best supported by collaborating with other internal/external trainers to extend the reach of our educational content and develop new curricula and training programs.

What We Do



The work of the MSK Library is directly connected to MSK's institutional mission and describes our purpose for the user communities we serve.

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 team also developed a statement that helps us to focus on our future and drives us in our daily work.

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, Goals, and Objectives

Based on client feedback, the following three areas were identified as where we need to focus attention and form the basis of the MSK Library's Strategic Plan. Each identified focus statement outlines the related goals and objectives that will best support our user community.

Prioritize and Build Resources that Focus on Institutional Needs



The MSK Library will expand on resources that reflect the changing needs of users and increase collection development subject scope. Providing institutional access to published information and resources is an essential library investment. The MSK collections (print and digital), coupled with the right services and a strong library research and training program, will continue to support staff, patients, affiliated institutions, and healthcare consumers who need evidence-based information.

GOAL 1

Better understanding of information needs and awareness of library resources and services at all MSK locations.

2022 OBJECTIVES

- Reach out to regional site administrators to determine their information needs.
- Partner with Corporate and IT Procurement to determine if resources have already been acquired to avoid duplication of purchases. Where appropriate, focus on institutional access for best return on investment.
- Segment and analyze client research support requests by location and produce quarterly reports.

GOAL 1 CONTINUED**2023 OBJECTIVES**

- Explore borrowing options for the library's print collection and MSK client interlibrary loans for materials requested from other libraries. Investigate ways to track and monitor delivery of items and their return to the loaning library. Schedule discussions with regional locations about on-premises support for delivering internal and other libraries' print materials.

2024 OBJECTIVES

- Assess remote usage statistics, track user interactions with digital collections via OpenAthens (supports remote access to the library's digital content), and establish quarterly reports.

GOAL 2

Build a business and competitive intelligence resource collection to support early-stage discovery, product development, commercialization initiatives, and foster innovation. Expand other research subject areas.

2022/2023 OBJECTIVES

- Identify and work with internal departments/groups that need business-related or other subject-specific resources to support their work activities and informed decision-making.

2023 OBJECTIVES

- Hire a business informationist/reference librarian to support business-related questions and projects.

2024 OBJECTIVES

- Request funding to expand the collection development budget to include business and competitive intelligence resources, as well as other identified research-related resources.
- Develop customized business-related LibGuides.

GOAL 3

Revitalize the MSK Archives and bring awareness to MSK community and other interested external users.

2022 OBJECTIVES

- Assess current collection to determine what needs to be kept and/or digitized and where the MSK Archives will be housed. Transfer headcount to the library.
- Develop a new section to promote the MSK Archives on the library website.

2023 OBJECTIVES

- Explore digital repository software for the collection.

GOAL 4

Incorporate new features and strengthen integrations between library applications to enhance user experience.

2022 OBJECTIVES

- Integrate Synapse and the MSK Data Catalog to strengthen the link between publications and their underlying datasets.

2023 OBJECTIVES

- Implement Ex Libris' Primo VE to upgrade the Integrated Library System and Discovery Service.
- Create an MSK Data Catalog workflow for ingesting dataset records from external repositories.

2024 OBJECTIVES

- Strengthen the MSK Data Catalog/Primo pipeline and display functionality by beginning with links to associated publications.

Communicate and Partner with Purpose



Develop appropriate engagement and personalized communication strategies to increase awareness of library services, user training opportunities, and available resources. By expanding outreach, library staff will be better positioned to support different user segments and address emerging client information needs.

GOAL 1

Improve the online presence of the library to create an engaging and efficient experience for our users that informs and drives access to our services.

2022 OBJECTIVES

- Develop promotional and marketing materials that focus on ways to connect with library staff.
- Continue to build our social media presence to promote MSK authors by making Synapse publications tweetable.
- Continue to move to single sign-on (OpenAthens) for all resources.
- Add chat features to all library webpages and applications.

2022-2023 OBJECTIVES

- Redesign library website and explore customization based on user segment.
- Improve the current library dashboard and produce quarterly metrics and client reports.
- Develop a knowledgebase of frequently asked client questions to support virtual assistance.
- Move ILLiad, the library's document delivery application, to OpenAthens.

GOAL 2 Develop an MSK Library Ambassador Program.

2022-2023 OBJECTIVES

- Solicit testimonials to leverage in a marketing and promotional campaign, as well as our bi-annual library report.

2023-2024 OBJECTIVES

- Recruit individuals from all MSK locations that are department/division “influencers.” Seek their support for communicating customized messages for their group about resources, training classes, and services.
- Host quarterly virtual meetings for ambassadors to exchange information about the library and their information needs.

GOAL 3 Formalize a client relationship management program as another method to engage clients.

2022 OBJECTIVES

- Improve workflow for documenting incoming requests from internal and external users. Produce quarterly metrics and assignment reports.

2023 OBJECTIVES

- Explore Springshare’s Customer Relationship Management application to better manage client data/interactions.

2022-2023 OBJECTIVES

- Seek opportunities for project collaboration with Research and Technology Management, and Technology Strategy.

Train for the Future



The focus on training is two-fold and revolves around library staff and library users. There is a need for a highly skilled team to support current and future services and collections. An emphasis should be on prioritizing time and resources to support the library staff's continued professional development. Our library users will be best supported by collaborating with other internal/external trainers to extend the reach of our educational content and develop new curricula and training programs.

GOAL 1 Develop staff skills to enhance client service and training offerings.

2022 OBJECTIVES

- Inventory assessment of library staff's current skill sets/interests.
- Identify relevant libraries (academic medical centers) to benchmark services and training offerings. Develop questions and conduct selected interviews.
- Identify relevant industries or information providers to help us develop our roadmap for future initiatives. Determine how our skills would overlap with their future product plans.

2023 OBJECTIVES

- Develop and implement processes that support ongoing learning and professional development for library staff.

GOAL 2 Improve and expand our MSK Library Training Program.

2022 OBJECTIVES

- Adapt what we have learned from the pandemic to improve our teaching and learning services. Discuss and document lessons learned and best practices.
- Review and update current training classes and identify potential new classes from survey feedback.
- Review and update instructional metrics.

2023 OBJECTIVES

- Identify ways to deliver training in formats that best support the various user segments.

2023-2024 OBJECTIVES

- Reach out to internal trainers to see which programs they offer that could be enhanced by library instructions, research support, and/or knowledge of library resources. Establish ongoing relationships.

GOAL 3 Establish an outreach program to help recruit a diverse library staff.

2022 OBJECTIVES

- Reach out to the MSK Equality, Diversity, & Inclusion group to discuss best practices for recruitment.

2022-2024 OBJECTIVES

- Leverage external sources and organizations when recruiting for open positions. Identify and develop relationships.

Performance Indicators

In order to know if we are reaching the goals and objectives outlined in our strategic plan, objectives will be assigned annually to specific library staff members. Regularly scheduled meetings will determine how we track our progress, show success, and take corrective measures if objectives are not unfolding in the indicated time frame.

Appendices

Appendix 1: Client Feedback Survey

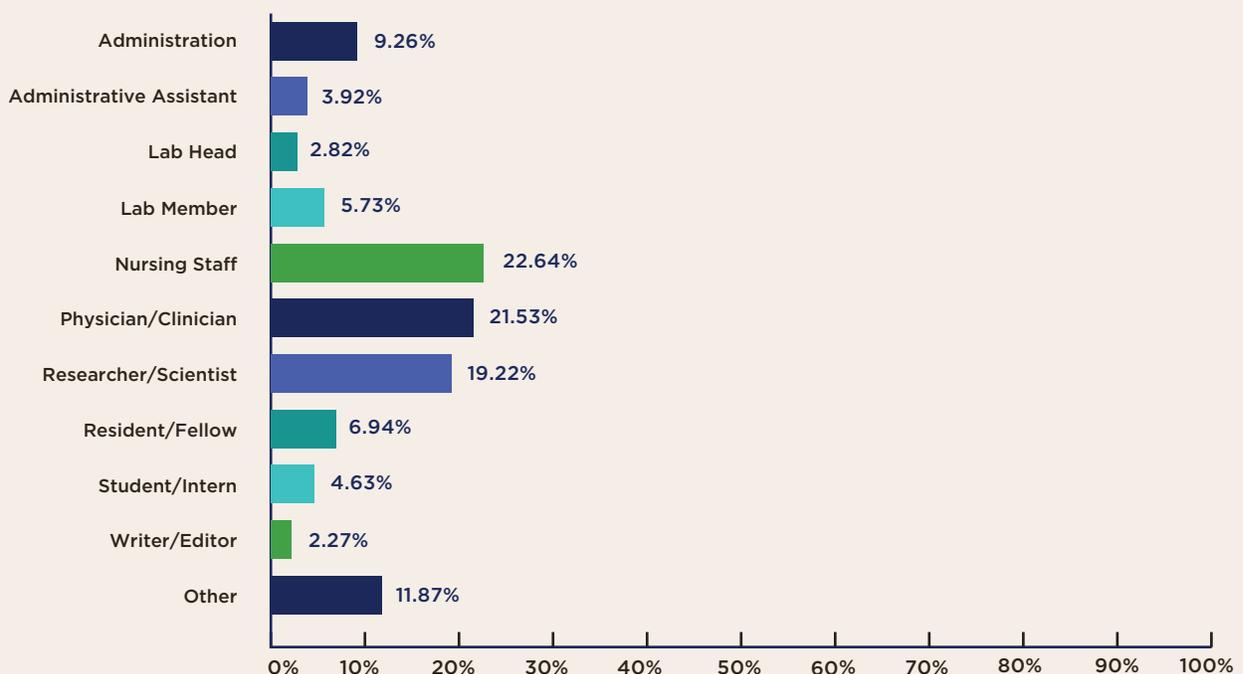
The survey was available to our user community from August 9 to September 30, 2021, and closed with 994 completed responses. Announcements and emails were sent during this period to remind and encourage our users that their feedback would help contribute to the library's strategic plan.

The survey includes 11 questions, with the last question asking respondents to share their contact information. This was not mandatory. There were three questions that were essay type and were crafted to solicit 1) what additional resources/content respondents thought the library should purchase, 2) if they could suggest a new service to better support their workflow, and 3) if they wanted to share any possible training topics with us.

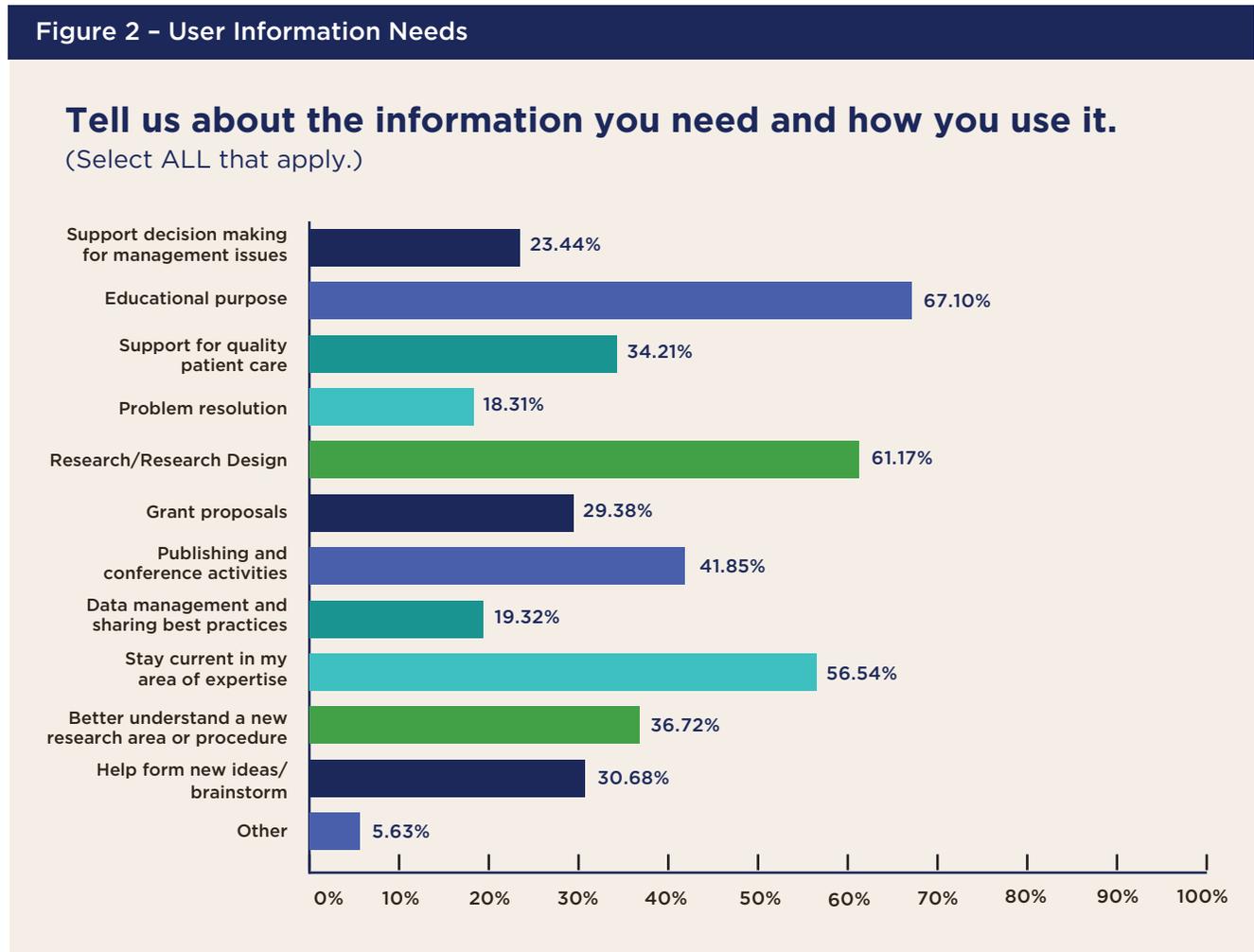
The position demographics reflected our top user segments with 225 respondents selecting Nurses, 214 identifying with Physician/Clinician, and another 191 selecting Researcher/Scientist. The remaining 364 responses were distributed among the other position options available. See Figure 1 for this breakdown.

Figure 1 – Position Demographics

What best describes your position at MSK?



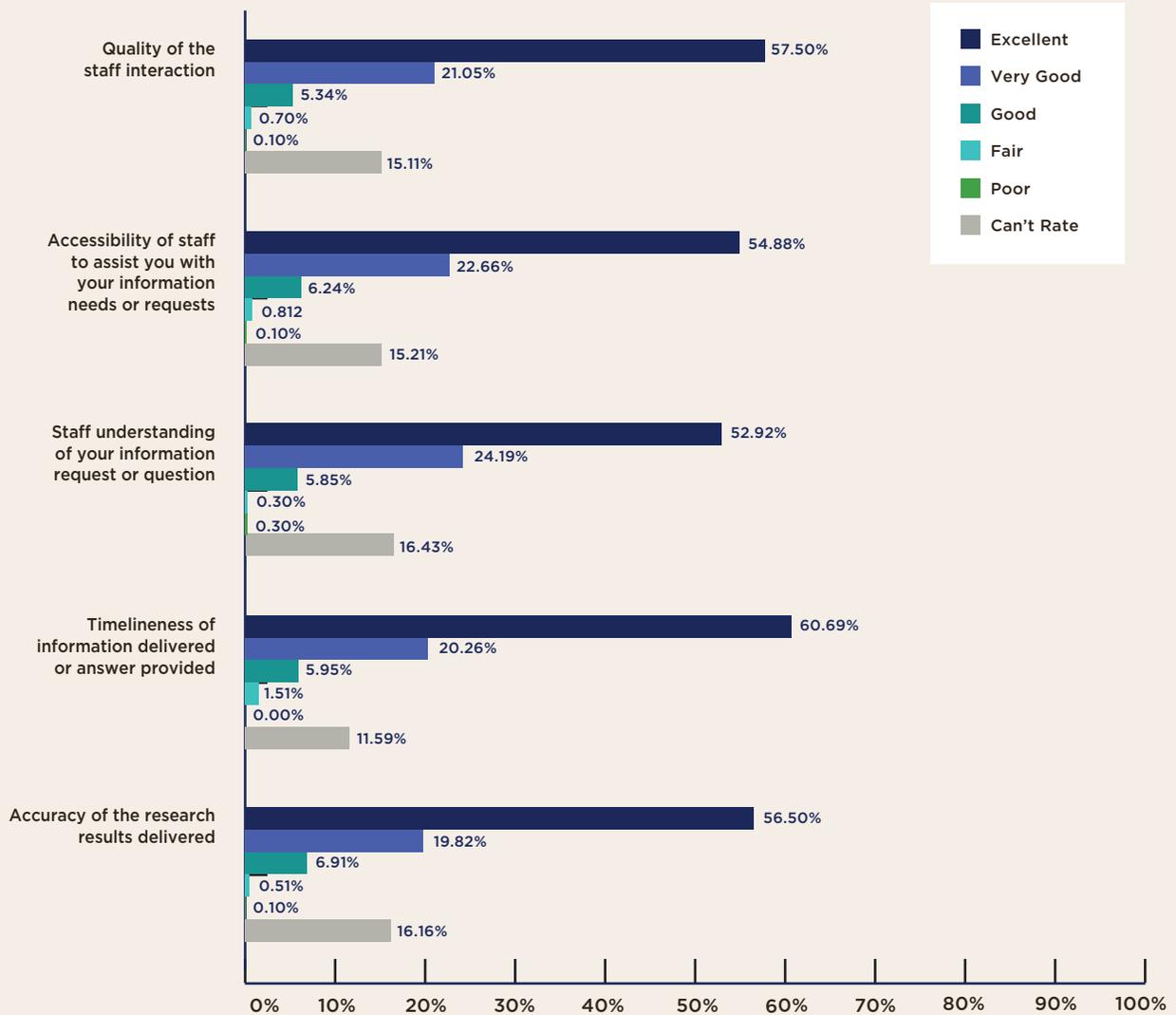
There were a few surprises with the responses regarding users' information needs and how they use the information. See Figure 2 for this breakdown. The top answers were for educational purposes, research/research design, and staying current in their area of expertise. Of interest was the response option "Data Management and sharing best practices," which validated our relatively new service focused on research data management, with over 19% selecting this answer. With the National Institutes of Health (NIH) data sharing policy taking effect in January 2023, we will continue to develop services and an infrastructure that will support our researchers/scientists.



Question three required respondents to rate library services and staff. See Figure 3 for this breakdown. Overall, the feedback was positive, with most respondents rating various listed attributes either excellent or very good. A small percentage of respondents selected "can't rate" services and staff. Depending on the characteristic provided, the number of respondents who didn't rate ranged between 115 to 163.

Figure 3 – Rating: MSK Library Services and Staff

Rate the MSK Library Services and Staff on the following characteristics relative to information content and interaction.



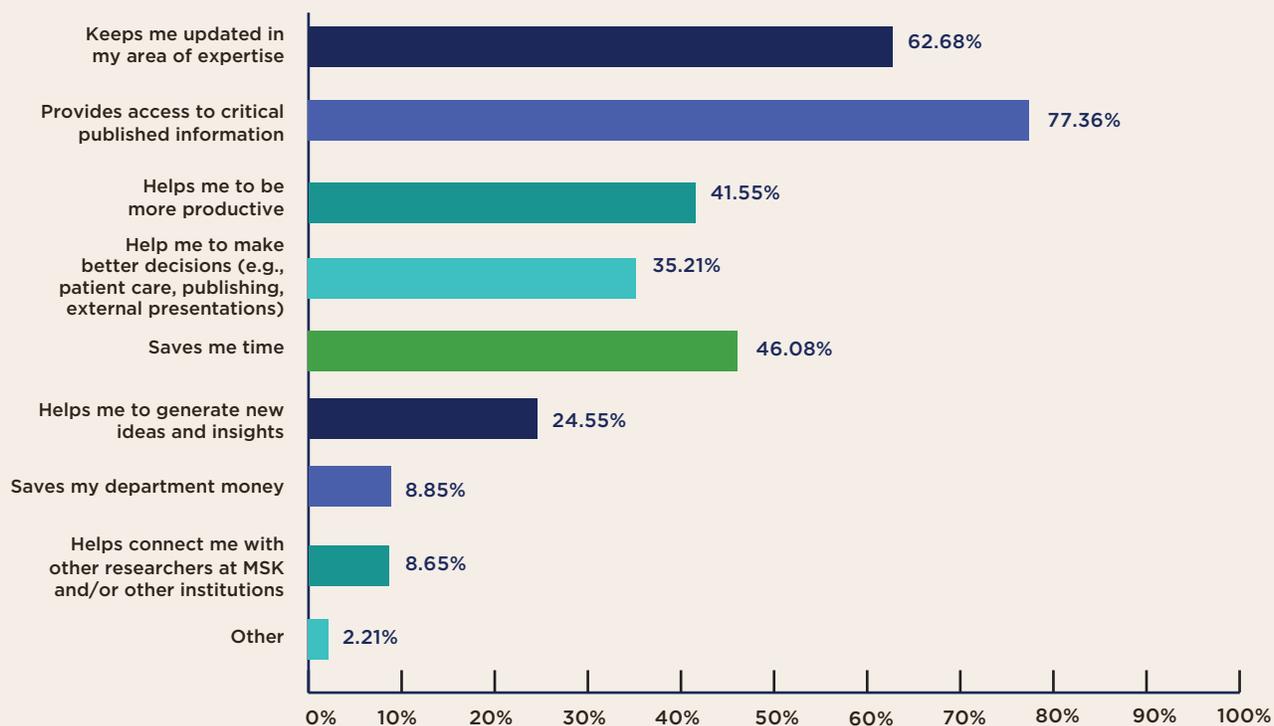
Survey results showed that Document Delivery Services (for obtaining materials not available within the library’s collections) and Reference & Consultation were the two top services that users valued. The third top service selected was ORCID@MSK. With many publishers requiring authors to submit their ORCID iDs with their manuscripts, this service has grown in popularity. The physical space was also important to our user community, with printing and photocopying valued as a top service by 34% of users. Comments included expressing the need to have space to conduct research, a quiet place for reflection, and the ability to connect with library staff in-person. Recommendations included having areas that could be reserved, extending the daily hours of operations, and being open on weekends. There was also an emphasis on knowing what services we offer and the need for short training sessions and more individual or small group consultations.

We asked respondents to think about value and select the top three answers from a list of viable options. See Figure 4 for this breakdown. The top three options selected were: (1) Provides access to critical published information, (2) Keeps me updated in my area of expertise, and (3) Saves me time.

Figure 4 - Library Values

When you think about the value the library brings to your work, which of the following would you include.

(Select your TOP THREE answers)



Survey question nine was skipped the most by respondents (698 out of 994) regarding suggesting a new library service, but this reflected a desire by many of the respondents, as well as those that participated in the focus group sessions, to better understand what services and resources were available to them. The survey uncovered interest in specific software, tools, and programming languages, as well as support for grant writing, manuscripts, and the NIH Public Access Policy. There were several suggestions that also went beyond the scope of the library.

A deep dive into responses to open-ended questions showed a need to look for additional opportunities and ways to promote library resources and services. Respondents also cited other areas of research they want the library to support: Integrative Medicine, Holistic Medicine, Pediatrics, Dermatology, Pharmacy, Critical Care, Hematology, Chemistry, Ophthalmology, Aging, Artificial Intelligence, Machine Learning, Imaging, Physics, Laboratory Medicine, Neuroscience, Neurology, Surgery, Perioperative Medicine, Bioengineering, Engineering, Immuno-Oncology,

Immunotherapy, Genetics, Genetic Counseling, Epigenetics, Biostatistics, Statistics, User Experience and Design, Health Disparities, Equity and Inclusion, Management and Administration, Business, and Competitive Intelligence. While we do have eJournals, eBooks, and other resources that cover some of these subjects, this confirmed the need to promote what we already have while also augmenting our collections with additional resources in these new subject areas.

Appendix 2: Client Focus Group Participants and Session Highlights

Eighteen client focus group sessions were organized with MSK staff from Nursing, Sloan Kettering Institute (SKI) Administration, Hepatobiliary Service, Dermatology Service, Office of Academic Administration, Gerstner Sloan Kettering (GSK) Graduate School, Pharmacy, Laboratory Medicine, Patient and Caregiver Engagement, Research and Technology Management, Core Facilities, Department of Radiology, Analytics, Strategy and Innovation, Breast Imaging Service, and Immigrant Health and Cancer Disparities Service (IHCD).

Session questions were focused on their key job responsibilities and whether they access library resources or services. We were interested in how they monitored the published literature to stay current in their areas of expertise, and, if they use the library, how they looked for information to support their research. We wanted to understand if they used the library website, and if so, if they experienced any challenges navigating the site or connecting with library staff. We also wanted to learn the best way to let them know about new resources or services.

Saving our users time to address their job responsibilities was a repeated comment made by various focus group participants. This would include making it easier to retrieve article PDFs and finding ways to filter the published literature for content that would be of interest to MSK staff (e.g., Disease Management Teams). Current awareness solutions would be of value and could help address the overwhelming volume of scientific publications and issues around staying up to date. In one focus group, a suggestion was made to provide publication summaries of what internal researchers are working on to increase collaboration. We also uncovered the importance of being proactive in supporting users and helping them to understand the potential of having a library staff member on their project team. It was clear during these sessions that users do not know all our skill sets and what we are capable of supporting.

Document Delivery Services, which supplements our current collection, surfaced as one of the top resources being used. Another traditional library service that was mentioned by some participants as a time saver for them was Reference & Consultation. They appreciated having librarians conduct research or seek information to answer specific questions on their behalf.

Overall comments from participants confirmed that we need to be using the same communication channels as our users or potential users. For example, there are groups using Slack, and if we are to promote and market our services, we need to be using their prime communication method to be visible and effective.

Client Focus Group Participants

Tina Alano

Clinical Trials Nurse II

Marci Andrejko

Nurse Practitioner

Tarsha Barton

Assistant to Chair, SKI

Margaret Barton-Burke

Director, Nursing Research

Michael Bellamy

Assistant Attending, Medical Physics

Katie Benn

Clinical Nurse IV

Barbara Benson

Writer, Marketing & Communications

Victoria Blinder

Associate Attending, Psychiatry

Amanda Blouin

Assistant Attending, Lab Medicine

Beneysha Bolden

Project Coordinator, SKI Administration

Alexandra Budhai

Assistant Attending, Lab Medicine

Michael Buege

Clinical Pharmacy Specialist I

Julia Caple

Clinical Trials Nurse IV

Andrew Chua

Senior Project Manager, Radiology

Melvili Cintron Colli

Assistant Attending, Lab Medicine

Emily Cowen

Medical Student, Graduate Medical Education (GME)

Ana Crawford

Lead, SKI Administrative Assistant

Celeste Dang

Attending, Medicine

Mary Elizabeth Davis

Clinical Nurse Specialist

Gabrielle DePalo

Senior Administrative Assistant, Marketing & Communications

Meghan Dewitt

Associate Director, Competitive Intelligence and Strategic Insight, Strategy & Innovation

Meg Distinti

Senior SKI Administrative Assistant

Steven Dominguez

Senior Director, RTM Systems, Research and Technology Management

Sarah Eskreis-Winkler

Assistant Attending L1, Radiology

Michelle Eusebio

Project Coordinator, SKI

Wandella Facey

Nursing Professional Development Specialist

Mayl Fenelus

Assistant Attending, Lab Medicine

Inés Fernández Maestre

Research Fellow, SKI Surgery

Kristen Fessele

Senior Nurse Scientist

Michael Galiano

GSK Graduate Student

Zaza Gelashvili

GSK Graduate Student

Jessica Goldberg

Nurse Practitioner

Jessica Gotterer

Associate Director, SKI Administration

Lily Gu

Medical Student, GME

Gloria Guman

Director, Radiology Strategic Projects, Radiology

Gaurav Gupta

Assistant Attending, Radiation Oncology

David Gutman

Assistant Attending L1, Radiology

Cynthia Ierardo

Health Education Specialist, Marketing & Communications

Adonis John

Lead, SKI Administrative Assistant

Meaghan Jones

Strategic Initiatives Manager II, Strategy & Innovation

Achim Jungbluth

Attending, Pathology

Devika Jutagir

Assistant Attending, Psychiatry

Manasi Kapoor

Project Manager, Research and Technology Management

Mark Klang

Coordinator, Research Pharmacy

Alyce Kuo

Medical Student, GME

Jennifer LaRoy

Fellow, GME

Sabrina Lee

Project Manager, SKI

Madeline Leung

Program Coordinator, SKI Administration

Thomas Magaldi

Assistant Dean, GSK

Jenni Majumdar

Nurse Scientist

Victoria Mango

Associate Attending, Radiology

Chanel Martinez

Specialist, Community Outreach,
Immigrant Health & Cancer
Disparities (IHCD)

Marius Mayerhoefer

Attending, Radiology

Annamarie Mazzella

Nurse Scientist

Asia McCoy

Clinical Trials Nurse III

Leeza Menon

Program Coordinator, IHCD

Nujbat Meraji

Research Project Associate, IHCD

Maika Mitchell

Associate Director, Research and
Technology Management

Cara Monaco

Lead, SKI Administrative Assistant

Natasha Monga

Fellow, GME

Kelly Morrison

Senior Director, Research and
Technology Management

Katelyn Mullen

GSK Graduate Student

Raymond Muller

Pharmacy Director

Bharat Narang

Clinical Research Manager, IHCD

Tiffany Newman

Data Scientist II, Strategy &
Innovation

Kevin Nicholas

Data Scientist II, Strategy &
Innovation

Evangelos Ntrivalas

Assistant Attending, Lab Medicine

Laura Paloubis

Manager, Patient Education &
Engagement

Allison Reichel

Manager, Patient Education &
Engagement

Ria Rodney

Clinical Nurse II, Breast Imaging

Debra Schaller-Demers

Vice President, Research and
Technology Management

Alexander Settle

GSK Graduate Student

Zhouyang Shen

GSK Graduate Student

Joseph Stember

Assistant Attending L1, Radiology

Christopher Stromblad

Operations Research Engineer III,
Strategy & Innovation

Janice Sung

Associate Attending, Radiology

Katie Thoren

Assistant Attending, Lab Medicine

Maria Torres

Administrative Manager, SKI

Kathleen Ughetta

Per Diem Registered Nurse

Katie Vicinanza

Clinical Coordinator, Pharmacy

Isaac Wagner

Senior Director, Analytics, Strategy
& Innovation

Chasity Walters

Senior Director, Marketing &
Communications

David Widmer

Manager, Research and
Technology Management

Sungmin Woo

Assistant Attending, Radiology

Fuwang Xu

Clinical Coordinator, Pharmacy

Robert Young

Associate Attending, Radiology

Appendix 3: One-on-One Interviews with Selected Staff

Recruitment for individual interviews was also planned, resulting in 14 one-on-one sessions. This was done to accommodate senior leadership with very full schedules, as well as those who frequently use the library or manage departments that have specific information needs.

One of the themes that surfaced from these interviews was the continued need to support early career researchers, postdocs, and students. This population segment represents our future researchers. Sharing best practices for finding scholarly information and improving their knowledge of library services and resources contributes to a supportive and productive research environment, both now and in the future.

Several interviewees were concerned that the MSK journal collection was too cancer-focused and that expanding collection subject areas would be an overall benefit to many departments. It was also recommended to move beyond a medical library and have content that would support groups conducting market research, intellectual property, biotech research, and in general, seeking information about competitors' activities and medical/research trends.

Another theme was information overload, and this should be an area for us to probe – How can we help users explore the published literature that matters to them? Could we develop an application or resource that would highlight papers/works from specific key opinion leaders or identified researchers from other organizations conducting similar research? Could we develop a bibliometrics service for authors, a dashboard for faculty publication metrics?

One interviewee spoke on behalf of his team about improving ILLiad, our Document Delivery Services software, and if there could be a more transparent way to leverage ILLiad to add new titles to the MSK eJournal collection.

A final question was asked about communication methods and how we might better share information about library services and resources. Interviewees mentioned Twitter, Slack, flyers, possible links on internal SharePoint sites, and notifications at the library's physical entrance. While email was also mentioned, email overload was acknowledged as an issue. Even with this acknowledgement, email was still a communication channel shared. One recommendation was to have a clear and concise statement in the subject line about the email's content.

Finally, some individuals stated they appreciated the library's physical space. For our users, this space represented a destination to conduct research, write manuscripts, and/or reflect, and it provides an opportunity to consult with the library team.

One-on-One Interview Participants

Michael Bellamy

Assistant Attending Physician,
Department of Medical Physics

Alexandra Boardman

Fellow, GME

Anna Dare

Fellow, GME

Jill Fraser

Director, Strategic Initiatives
& Marketing, Research and
Technology Management

Laura Liberman

Director, Faculty Development,
Office of the President

Alexandra MacDonald

Director, Office of Academic
Administration, President's Office

Joan Massagué

Director, SKI

Ushma Neill

VP, Scientific Education &
Training, SKI

Wendy Perchick

SVP, Strategic Planning
& Innovation, Executive
Vice President

Monika Shah

Deputy Physician-in-Chief,
Office of Physician-In-Chief

Sherry Shen

Fellow, GME

Carol Slattery

VP, SKI Administration

Louis Voigt

Associate Attending,
Anesthesiology - Critical Care

Frances Weis-Garcia

Associate Laboratory Member,
Head, Antibody & Bioresource
Core Facility

Appendix 4: Yammer Vote Summary

To complement data gathering from MSK staff, a series of polls were conducted among various MSK Yammer groups between August 13 and October 12, 2021. Yammer is a social networking tool that launched in June 2019 to the MSK community. This application includes communities that represent such groups as Nursing and Medicine, to more social groups such as Toastmasters.

Eighteen groups were selected based on membership size, which ranged from 292 to 4,042 members. The 10 questions sent centered around MSK Library services and resources. Each Yammer group was asked two questions, depending on group characteristics. For example, research-centric groups were asked research-based questions such as, "Did you know the MSK Library has services that can help you prepare for NIH's new Data Management and Sharing policy?" Overall, response rates to the poll questions were low, indicating that Yammer may be an underused communication method among MSK communities. Groups with the highest response rates were Pharmacy (3.3%), Laboratory Medicine (2.83%), Clinical Research (1.7%), and the Department of Medicine (1.29%).

MSK Yammer Groups

Group	Member Count	Group	Member Count
Clinical Research	292	PAMA Appropriate Imaging	529
Strategy & Innovation	310	Office of Career & Professional Development	572
Commack	316	Memorial Hospital Administration	784
Bergen	386	Ambulatory Care	821
Patient & Caregiver Engagement	399	Department of Medicine	1,131
Radiology	412	74th Street	1,248
Laboratory Medicine	423	MSK Koch Talk	1,512
Pharmacy	453	Research & Technology Management	2,618
Surgery	496	Nursing	4,042

Appendix 5: External Library Benchmarking Participants' Interviews

External Library Participants

<p>City of Hope</p> <p>Lee Graff Medical and Scientific Library Keir Reavie, Director, Library Services <i>*An NCI-designated Comprehensive Cancer Center</i> www.cityofhope.org/education/graff-library</p>	<p>Mayo Clinic</p> <p>Mayo Clinic Libraries Anna Beth Morgan, Executive Director of Mayo Clinic Libraries, Archives, and Heritage Days www.college.mayo.edu/academics/libraries/ www.libraryguides.mayo.edu/plummer</p>
<p>MD Anderson Cancer Center</p> <p>Research Medical Library Clara Folwer, Library Director <i>*An NCI-designated Comprehensive Cancer Center</i> www3.mdanderson.org/library/</p>	<p>NASA Jet Propulsion Laboratory</p> <p>California Institute of Technology JPL Library Carolinne Coward, Supervisor www.jpl-nasa.libguides.com/beacon</p>

Peer benchmarking provides an opportunity for a library to compare its performance to libraries that have similarities in size, users served, services offered, resources provided, or any combination of these or other factors. We selected two comprehensive cancer center libraries (City of Hope and MD Anderson Cancer Center), a nonprofit academic medical center focused on integrated health care, education, and research (Mayo Clinic), and one innovative library outside the health-care industry (NASA Jet Propulsion Laboratory). The Library Directors from these Institutions were contacted, and arrangements made for individual phone interviews.

Questions asked included their reporting line and where they sit within the organization, their operational model, if they had a mission statement and a public-facing website, the number of library staff, and the institution's employee population size. Other questions addressed what they considered were their top contributions to the organization, top services provided, communication methods used to stay in touch and engage with their users, and their vision for what the future of their library might look like.

The majority of responses from the interviewed library directors regarding their top services were similar. They mentioned customized collections (both digital and print) and providing expertise searching of scholarly literature to support research. Lee Graff Medical and Scientific Library (City of Hope) developed a "just for fun" reading collection which was exceedingly popular with users to relax and take a break from their busy days. MD Anderson Cancer Center Medical Research Library provides an editing service which complements existing scholarly publishing support with all editors reporting to the library director. Mayo Clinic Libraries' executive director felt her top service was their ability to negotiate contracts and conduct eResource management and the JPL Library supervisor believed that their taxonomy service should be included in their top three.

Outreach efforts and staying in tune with users' research and information needs is essential for delivering the right resources and services. It would be difficult to imagine a library without outreach and marketing services. It is important to devote time and attention to promoting programs, services, and resources. From the interviews with the selected library directors, the following communication methods are used: Twitter, blogs, newsletters, targeted email lists and direct emails, Slack, department presentations, library participation on internal committees, involving users on internal library advisory boards, informal conversations, indirect assessment (e.g., eJournal usage), and seeking out thoughts from frequent library users. City of Hope, one of the comprehensive cancer center libraries, is currently working on their strategic plan and has identified that one of their significant issues is a low awareness of what the library does.

The final interview question focused on the future vision and direction of each library and where they felt they needed to invest their time. Both comprehensive cancer center library directors and the JPL library supervisor felt that their current physical space needed to be reexamined with an emphasis on creating segmented areas to support user-driven meetings and collaborative activities. Lee Graff Medical and Scientific Library's staff will be exploring self-service check-out stations and consultation services areas. The Mayo Clinic Libraries' executive director sees her staff supporting the Chief Executive Officer's 2030 strategic plan to transform healthcare worldwide by serving affiliated staff working in global locations. The MD Anderson Medical Research Library's director will also continue to encourage her staff to push the boundaries on delivering research results to their users and foresees decision tools being incorporated into bibliographic databases and artificial intelligence technology impacting the development of search strategics.

Some of the answers provided were organized in a table to highlight similarities, as well as differences among the research libraries. See Table 1 below. All library directors interviewed had

mission statements that supported their institutions along with a public-facing presence. The reporting lines did differ with two of the individuals having a direct reporting line to an educational function, one reporting directly to the main user group they support, and one reporting to the Senior VP, Research Informatics. The MSK Library recently changed its reporting line in late 2021, and is now under the Digital Program Management Office, part of the Technology Division.

The libraries' organizational structures had a variety of functional areas, but all handled similar user services and operational activities. What was most revealing was the number of library staff supporting their user communities, with the MSK Library having the least number of information professionals per overall employee population size. Mayo Clinic Libraries had both the highest number of library staff, as well as the largest employee population.

Table 1: Peer Libraries Comparison Chart

City of Hope	Mayo Clinic	MD Anderson Cancer Center	NASA Jet Propulsion Laboratory	MSK Library
REPORTS TO:	REPORTS TO:	REPORTS TO:	REPORTS TO:	REPORTS TO:
Senior VP, Research Informatics	Chief, Education Division	Chief, Education & Training	Manager, Enterprise & Information Systems Engineering	VP, Digital Program Management
DIVISION	DIVISION	DIVISION	DIVISION	DIVISION
Digital Strategy	Education	Education & Training	Engineering & Science <small>(the primary user community)</small>	Technology Division
LIBRARY MISSION STATEMENT?	LIBRARY MISSION STATEMENT?	LIBRARY MISSION STATEMENT?	LIBRARY MISSION STATEMENT?	LIBRARY MISSION STATEMENT?
Yes	Yes	Yes	Yes	Yes
PUBLIC-FACING WEBSITE?	PUBLIC-FACING WEBSITE?	PUBLIC-FACING WEBSITE?	PUBLIC-FACING WEBSITE?	PUBLIC-FACING WEBSITE?
Yes	Yes	Yes	Yes	Yes
LIBRARY OPERATIONAL MODEL	LIBRARY OPERATIONAL MODEL	LIBRARY OPERATIONAL MODEL	LIBRARY OPERATIONAL MODEL	LIBRARY OPERATIONAL MODEL
<p>Two Main Functional Areas:</p> <p>Office of Educational Technology and Library Services</p>	<p>Sixteen Libraries; four divisions with a mix of patient and academic (staff) libraries.</p> <p>Two Libraries support public and technical services (cataloguing, content & acquisition, negotiates and handles all licenses agreements and a medical book-store</p>	<p>Six Functional Areas Include:</p> <p>Administration (Dept), Collections & Access Services, Education, Editing Services, Historical Resources Center, Research Services.</p> <p><i>Note: They also have The Learning Center, patient education libraries (three locations) managed by librarians and health education specialists.</i></p>	<p>Seven Functional Areas Include:</p> <p>Reference and Consultation, Collection Development, Electronic Collection, Marketing & Outreach, Data and Information Science (first data repository, data governance and metadata, taxonomy, develop and minting DOIs); Technical Report Service, Author Database</p>	<p>Seven Functional Areas Include:</p> <p>Content Management, Research Data Management, Scholarly Communication, User Services, Virtual Library Services, and MSK Archives.</p>
NUMBER OF LIBRARY STAFF <small>(temp or student in brackets)</small>	NUMBER OF LIBRARY STAFF <small>(temp or student in brackets)</small>	NUMBER OF LIBRARY STAFF <small>(temp or student in brackets)</small>	NUMBER OF LIBRARY STAFF <small>(temp or student in brackets)</small>	NUMBER OF LIBRARY STAFF <small>(temp or student in brackets)</small>
10 (1)	75 (plus students)	34 (0)	8 (1)	17 (5)
NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES
7,000	70,000	21,000	6,500	21,600



Memorial Sloan Kettering
Cancer Center