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HAM-TMC Library Strategic Plan - FY 2013-16

Houston Academy of Medicine-Texas Medical Center Library

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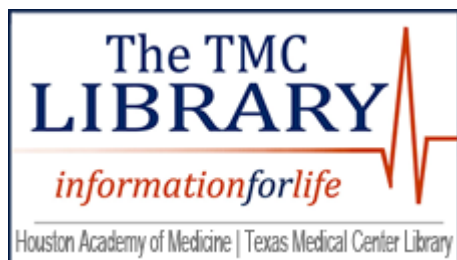
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The Texas Medical Center (TMC) Library Strategic Plan - FY 2013–16

Mission:

The Mission of the Texas Medical Center organization is to promote the highest quality health status for all people by assisting institutions of the Texas Medical Center to achieve individual and collective goals of the highest possible standards of patient and preventive care, of research and education, and of local, national and international community well-being. In its support of the Texas Medical Center's mission, *The TMC Library brings together resources, information, and expertise to provide innovative support for the acquisition, management, and delivery of biomedical knowledge to the Institutions of the Texas Medical Center.*

Vision:

The TMC Library is the premier SOURCE of INFORMATION FOR LIFE contributing to the health care, research and educational goals of the Texas Medical Center and its institutions. We do this by offering comprehensive, innovative library services and resources that optimize People, Location, Access, Collaboration and Education.

We will evolve over the next 5 to 10 years into a contemporary center for health science information and education. Starting Sept. 1, 2013, we will be known as the TMC Library and Health Sciences Resource Center. We will promote our institution as the Library Without Limit.

Guiding Principles:

In the pursuit of the TMC Library mission, we will:

- Improve access at point of need by applying emerging technology
- Evaluate and promote high-quality e-resources that are accessible anytime and anywhere
- Collect, preserve and provide access to valuable TMC historical collections and rare books
- Provide a center for study and collaboration
- Teach Strategies and Develop Techniques for Knowledge management
- Partner with the teaching schools' faculty, staff and students to anticipate and serve their needs

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Values:

In attaining its vision and goals, the TMC Library will maintain the following values:

- Commit to personal, timely and professional service through the embodiment of excellent customer-service skills and attitudes with the public and each other
- Ensure integrity, accountability and open communications in all that we do
- Encourage internal and external collaboration, cooperation and transparency
- Provide leadership in defining the future role of the library with its supporting institutions of the TMC
- Uphold professional standards and ethics within a positive work environment that values teamwork, respect, creativity and good humor
- Promote the principles of innovation, accountability, excellence, collaboration, education, outreach, integrity and leadership among the staff of The TMC Library.

Goals: In order to realize this mission, vision and values, the Library's goals are to:

- Collect, Provide and Conserve Biomedical Information
- Teach Strategies and Develop Techniques for Knowledge Management
- Provide a Center for Study, Research and Collaboration
- Implement Public Relations and Marketing Strategies

Tag Line: THE PLACE
People, Location, Access, Collaboration and Education

Goals:

1. Collect, Provide and Conserve Biomedical Information

- Enhance the Collection to position the Library as the pre-eminent resource for biomedical information
 - Focus services and resources for constituents with emphasis placed on the academic institutions that constitute the Library's TMC Governing Institutions (Collections, Collection Development Team, Reference)
 - Pursue initiatives to enhance the provision of services and resources for the Library's TMC Supporting Institutions and others (Reference)
 - Establish an appropriate budget with built-in growth potential (ED, Controller, All Managers)
 - Continue the Assessment Model based on a component budget of core, physical, and electronic library services (ED,BoD)
 - Identify significant research and educational programs among the Governing Institutions and link these to development of print and electronic collections (Reference, Collections, ILL)
 - Continue to collect accurate data for electronic access and physical usage of the Library and link these data to collection development (IT, Collections, Circ)
 - In house
 - Remote
 - Analyze, improve and increase access to electronic collections as a top priority (Collections)
 - Benchmark Library services with nationally recognized best practices (Executive Team)
 - Increase overall support and gain additional funding via grants and philanthropy to complement the Assessment Model
 - Establish new funding mechanisms (Executive Team, Finance Committee, Development Director)
 - Identify new internal and external funding sources and partners
 - Establish additional targeted funds for collections and services
 - Work closely with the Friends of the Texas Medical Center Library to increase their support (Friends Coordinator)
 - Fund a named endowed position for the Executive Director (ED, Board Chair)
 - Investigate corporate partnerships (ED, Development Director)

- Develop a gift policy (Development Director)
 - Develop a fundraising plan incorporating annual giving, major gifts and planned gifts (Development Director)
 - Identify appropriate funding sources and methods
 - Develop an accurate and usable database of donors and potential donors
 - Conduct a Capital Campaign for Library renovation and operational capacity development (ED, Development Director)
 - Develop an optimal remote storage and archive plan (Collections, McGovern, HRC)
- Make the McGovern Center a world-class special collection in medical history (McGovern, HRC, ED)
 - Acquire and maintain rare book and archival collections (McGovern, HRC)
 - Make list of important rheumatism, gout, arthritis and other resources not held (McGovern)
 - Locate historical medical books and manuscript/institutional collections that relate to Texas nursing (McGovern)
 - Make McGovern website user friendly and donation information clear (McGovern, HRC, Webmaster)
 - Work with Library Web Developer to upgrade McGovern website (McGovern, HRC, Webmaster)
 - Develop on-line exhibits (McGovern, HRC, PR Committee)
 - Make historical resources available to the public through cataloging, finding aids and digitization (McGovern, Collections)
 - Catalog Dow and Menninger rare book collections (McGovern, Collections)
 - Acquire and maintain electronic archives in collaboration with *DigitalCommons@The TMC* (HRC, Collections)
 - Create viable and robust electronic preservation policy (McGovern, HRC)
 - Collaborate with Digital Projects Librarian and IT staff (McGovern, KK, IT)
 - Determine video and audio streaming capabilities (McGovern, IT)
 - Attract researchers and donors of historical material (McGovern, HRC, ED)
 - Develop a new booklet for McGovern Historical Collections (without UTMB) to be available online and in print format (McGovern, HRC)
 - Develop relationships with history departments of area universities (McGovern, HRC)
 - Create a collections advisory committee (McGovern, HRC)
 - Collaborate with other special collections and related institutions (McGovern, HRC)
 - Participate in historical committee of Texas Medical Association, Houston History of Medicine program, rare book associations (RBMS of ALA) and archival associations (AHA, SSA, SAA, TLA and ALA) (McGovern, HRC)

- Develop TARO like database of ABCC related collections in collaboration with other institutions (HRC)
 - Be supported by an active financial donor base (McGovern, HRC, ED)
 - Contact people who have contributed to the McGovern Endowment Match Maker over the last 5 years with specific request (Development Team)
 - Solicit support from donors of a collection (McGovern, HRC)
 - Provide community outreach (McGovern, HRC)
 - Continue to raise awareness with nursing organizations and nursing schools to preserve records (HRC)
 - Develop presentations on topics of interest to specific groups and general public (genealogy, nursing, gout, ABCC, preserving personal papers, etc.) (McGovern, HRC)
 - Encourage faculty on high school and college level to use the archive for teaching activities (HRC)
- Enrich resources available to our clients by strengthening consortial agreements (Collections)
 - Strengthen the consortial agreement with the University of Texas System (Collections)
 - Optimize existing consortial agreements, including those with THSLC and SCAMeL (Collections)
 - Investigate other local and regional consortial groups (Collections)
 - Establish consortial agreements outside the biomedical subject areas
- Promote open access for scholarly publications (Collections, Reference, NN/LM SCR)
 - Support NIH Public Access Policy (Collections, Reference, NN/LM SCR)
 - Increase TMC-wide awareness of scholarly publishing issues (Collections, Reference, NN/LM SCR)
 - Implement federated authentication (Shibboleth) (IT)
- Provide access to biomedical resources for unaffiliated professionals and consumers throughout the South Central Region by retaining the National Network of Libraries of Medicine South Central Region contract (NN/LM SCR, ED)
- Provide access to healthcare professionals and consumers through the implementation of a World Center for Health Information (ED, Executive Team)
 - Develop partnerships and MOUs with institutions and countries (ED, BoD, Executive Team)

2. Teach Strategies and Develop Techniques for Knowledge Management

- Develop innovative methods for teaching and learning (Reference)
 - Create virtual teaching, including web-based tutorials (Reference)
 - Investigate new tools for online education (Reference, IT)
 - Utilize audio/video studio capabilities (Reference, IT)
 - Assist educators with video presentation skills
 - Develop video/webcasts of all Library training programs
 - Integrate curriculum management tools used by our educational institutions and partner with the educational institutions to provide added value (Reference, ED)
 - Conduct an environmental scan of curricula of all TMC educational institutions (Reference)
 - Identify faculty champion partners in all TMC educational institutions (All Professional Staff)
- Integrate library resources into clinical/patient information systems (Reference, IT)
 - Create task force to study current informatics and library joint systems (Task Force with reps from IT, Reference, Collections)
- Implement an E-science agenda, including:
 - Participation in Expert Profility and Research Networking Tools, especially focusing on VIICTR in use at the Baylor College of Medicine and SciVal at The University of Texas Health Science Center at Houston (Reference)
 - Continue to develop the *DigitalCommons@The TMC* as an open access repository of scientific publication and data (Collections)
 - Collaborate with the School of Biomedical Informatics at UTHSCH on collaborative efforts in clinical informatics and biomedical informatics (IT, Collections, Reference)
- Participate in implementation of meaningful use of the EMR and HCR as called for in the 2010 Patient Protection and Affordable Healthcare Act (ED, Reference, IT)
- Increase number of classes and participation for TMC institutions (Reference)

- Identify educational partners in each institution
- Pursue curriculum innovations
- Provide continuing education credit for appropriate classes
- Strengthen our relationships with the region's library school programs (MM & DH)
- Provide new educational opportunities for employees (HR)

3. Provide a Center for Study, Research and Collaboration

- Establish a world-class physical library (Redesign Committee)
 - Develop and implement a site redesign to meet the educational and business needs of the Library as a contemporary health information and learning center (Redesign Committee)
 - Determine the changing needs of our clients (DH)
 - Use focus groups, needs analysis, environmental studies, surveys and visits to other libraries
 - Obtain usage data for the site (Ongoing)
 - Install a gate count system (Done)
 - Determine employee needs (Redesign Committee)
 - Utilize interdepartmental service approach
 - Obtain architect plans (In Process)
 - Develop a timeline (LMB & DH)
 - Conduct a feasibility study on the possible success of a Capital Campaign
 - Conduct a Capital Campaign (Development Committee, Consultant)
 - Maintain a safe environment for everyone (DH, JG, RB)
 - Maintain physical security 24/7 (JG, DH)
 - Upgrade and maintain surveillance equipment (JG, IT)
 - Work with TMC security personnel (JG, DH)
 - Maintain the internal safety program (JG)
 - Purchase ergonomic furniture (Redesign Committee)

- Maintain an emergency preparedness plan (Disaster Team)
- Establish a world-class electronic library
 - Provide access to all electronic resources via federated authentication or library credentials (IT, Collections)
 - Use TMC institutional authentication sources where appropriate (IT)
 - Maintain alternate to Shibboleth for authentication where the institutions cannot provide the service (IT)
 - Maintain and enhance automated reporting mechanism (IT)
 - Provide feedback reports
 - Provide 24/7/365 access and support for electronic resources (IT)
 - Maintain a standby co-location site for web and proxy servers to insure access to electronic resources (IT)
 - Define IT service levels aligned with business commitments (IT)
 - Provide infrastructure, including monitoring, hardware, support and connectivity
 - Provide standby co-location site for business critical systems such as the accounting system
 - Expand electronic reference service to on-call during off-hours (Reference)
 - Expand electronic resource triage to on-call during off-hours (Collections)
 - Maintain a state-of-the-art internet interface (IT, SY)
 - Provide clients the resources to build their own web interface (IT)
 - Explore EMR for patient-tailored information retrieval with UT School of Biomedical Informatics (ED)

4. Implement Public Relations and Marketing Strategies to Promote Brand Loyalty

- Research and adapt successful promotion strategies
 - Create a public relations and marketing committee
 - Consider creating a business development department
 - Considering hiring a business development professional
 - Prove our worth to member institutions
 - Brand electronic resources paid for by the Library
 - Expand use of Library brand
 - Install a branded library sign on the exterior of the building

- Attend marketing sessions at conferences
- Network with institutions successful in public relations and marketing
- Continually update website
 - Increase mobile presence
- Develop public relations and marketing skill sets for all employees
 - Develop a unified *elevator* speech on the importance of the Library
 - Solicit ideas from all employees
 - Divide employees into non-department teams to develop speech
 - Seek contributions from marketing, public relations and media professionals
 - Attend educational opportunities from non-profit organizations such as United Way
 - Increase marketing skills of the staff through training
- Develop and implement marketing plans for specific clients
 - Conduct an environmental scan of our user community
 - Define our products and services
 - Raise awareness of Library's services
 - Foster multilevel relationships with Governing institutions
 - Develop schedule for directors and other staff to regularly visit clients in person
- Build a passionate workforce that is committed to the mission of the Library
 - Introduce all employees to the charter, mission, direction and finances of the Library
 - Increase the customer service skills of all employees
 - Ensure a clear line of communication between Library staff and administration
 - Design a management-by-objectives program
 - Support employees continuing education opportunities at all levels
 - Ensure safety and wellness opportunities of all employees
 - Continue employee events that build solid work relations

- Work closely with the Friends of the TMC Library to build strong community support
 - Assist in reinvigorating the organization
 - Assist in fundraising and membership activities
 - Develop close working relations with Friends Board members

- Collaborate with other business, community and philanthropic institutions
 - Co-sponsor events and programs
 - Serve as a liaison between leadership of other organizations and Library
 - Encourage Library staff to identify collaborative efforts with other institutions and community based organizations