

2012-2013 Annual Report
Houston Academy of Medicine -
Texas Medical Center Library



Message from the Chair of the Board of Directors



It has been my pleasure to serve as Chair of the Board of Directors for The TMC Library these past twelve months. Reflecting on the year in brief, the Library has taken great strides in mapping out a new future that will be aligned with the contemporary ways in which students learn, faculty educate, researchers investigate, and clinicians deliver healthcare. What has impressed me most is the new vision for the future for what the library can become within the current and future environments for the delivery, storage and management of information.

Envisioning a Library Without Limit that operates unconstrained from physical borders requires a transformational mindset that understands that change is inevitable, and that trends can be used to anticipate future needs and the services required to meet them.

This past year, the Board had the opportunity to watch the planning for a contemporary library unfolding and play a role in the process. Through analysis of collected data, we were able to offer assistance and support for the direction the Library has set for itself with a clearer understanding for the need for redefinition of its physical setting, its outreach services and its virtual reality.

The TMC Library has been a fixture of the Texas Medical Center (TMC) from the beginning, grown with it, and constantly did its utmost to make sure the institutions had the best library possible throughout the changing decades. Indeed, looking back, we can see how each decade left its imprint on the Library, its space and services, at one time adding square feet to house more print materials, then adding computers and labs and now, repositioning itself for the digital age.

Today as it has in the past, the TMC Library plays a key, critical role in not only the accreditation of the institutions of the TMC, but also as a collaborative gathering space sans borders, open to everyone who works hard to advance education and research here at the TMC. Being a part of the process as the Library undergoes exciting changes for the future has been very meaningful on a personal and professional level, and allowed me the satisfaction to help contribute to their ongoing success.

I thank my fellow Board members for sharing the responsibility of guiding this important institution forward into the future. Dr. L. Maximilian Buja, a distinguished educator, researcher and health care practitioner in his own right, continues to lead and inspire the library staff to meet the challenges of, and the responsibility for, serving an ever growing and sophisticated audience within and beyond the borders of the TMC. I look forward to seeing the fruition of his vision of a Library Without Limit.

George M. Stancel, Ph.D.
Chair, Board of Directors

*"The Library is extremely valuable. It's essential to our basic work.
It's a key factor in our accreditation and in us being able to
maintain excellence vs. mediocrity."*

*Respondent, Yates Communication survey for the TMC Library.
December, 2012*

Message from the Executive Director

I am pleased to report that this has been an exciting year for the Library. As part of our continuous goal to make sure we bring you the best in resources and services as possible, we started our fiscal year by asking for your feedback on how we were doing. The results, compiled by Yates Communications, an independent consulting firm, gave us insight into what you think we do well, and what needs improving. Your overall message was that without exception, you believed the TMC Library helps accomplish your goals and the goals of your institutions, students and faculty in a variety of ways.



You also felt our mandate as an independent, stand-alone, consortial library servicing the entire Texas Medical Center (TMC) campus gives us an edge over traditional institutional libraries. While you were supportive of the Library and acknowledged our critical role, many of you believed the Library must redefine itself in order continue to meet changing needs, and to become a better conduit for collaboration, cooperation and learning across the TMC. In short, to rethink our traditional role as a library.

We view reinventing ourselves as a tremendous opportunity. Using the tools we put in place in the preceding years, we were able to collect enough data to apply analytical measurements to physical and electronic usage - a first step in the evaluation process of our resources and services. One thing that stood out was that the irrelevancy of libraries is a myth. Our usage ran into the tens of thousands for unique visitors using the library facilities and into the thousands of gigabytes for accessing our library resources electronically.

Realizing that the future doesn't stay the future for long, this past year we dove into the reinvention process by redefining our mission, vision and strategic plan and examining all facets of our operations and services. We created an action plan to bring to life our new vision and a blueprint to integrate our new strategic plan into visible services. And just as importantly, we designed an engagement/communications plan that puts emphasis on as much direct communications with our stakeholders as possible.

We are so much more than a warehouse for books.

We are literally and figuratively at the heart of the TMC, providing essential resources to advance education, research and patient care.

As we take steps to evolve from a traditional library into a contemporary *health sciences resource center*, we will become as we envision, a Library Without Limit, exploring new ways to add value beyond the walls of traditional Library form and function; changing with the times to become a more proactive, collaborative and technologically savvy Library.

This past year was a year of reassessing what we are and do, and envisioning what we will become. This next year will be about becoming what you envisioned for us.

L. Maximilian Buja, MD
Executive Director
The TMC Library

Creating the Library for the Future – Now

“The library [of the future] is almost a digital library but with a fun, bright productive space for people of wide age range to use, that’s a multi-functional space.”

Respondent, Yates Communication survey for the TMC Library.

December, 2012

It has been a thoughtful year for the TMC Library. We took time to reassess our role as a unique health sciences library serving the many institutions of the Texas Medical Center. We looked inside ourselves to determine how we functioned as a library as institutions across the country continue to debate the relevancy of libraries in today’s digital world.

For over 64 years, we have been a traditional library. Upon reflection, it was not where we wanted to be.

Not only did we look at ourselves, but we asked you to look at us also.

Our big questions are:

How do we advance the mission and priorities of the institutions we serve?

How do users learn about us and how can we better communicate?

How functional is the library space?

We contracted with Yates Communications, an independent consultant group who collected and reported your objective feedback to us. A few of your responses appear in this report.

You told us and we listened, then we set about crafting a new vision for our future, along with the blueprints to get there.

“The traditional library model is old... Libraries can now take advantage of new technologies and do an uplift on what they’re trying to achieve.”

Respondent, Yates Communication survey for the TMC Library.

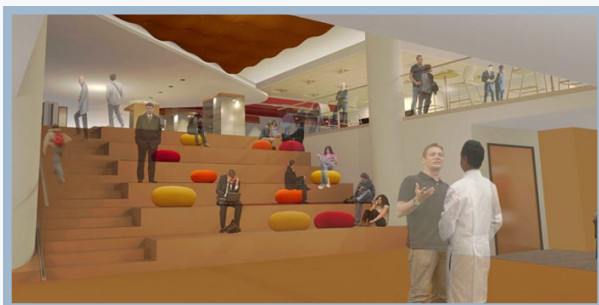
December, 2012

WHAT LIES AHEAD?

The first step in creating the library of the future was to recognize our uniqueness. There is not another academic medical or research library across the country like us. We are a private, stand-alone and not-for-profit 501(c)3 organization unaffiliated with any university or research institution.

Instead, we are a consortial library that serves as the accrediting library for the health sciences teaching universities, research institutions and health care organizations that make up the Texas Medical Center. We are expected to be all things to all people. A task we relish.

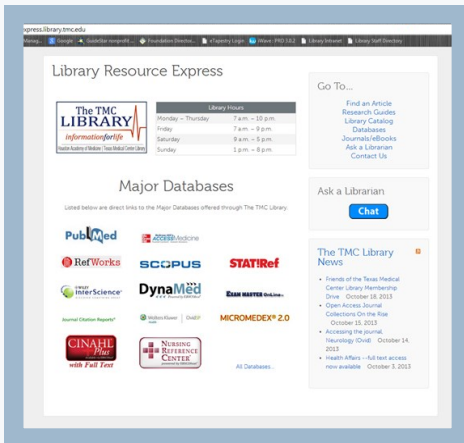
In Library Redesign



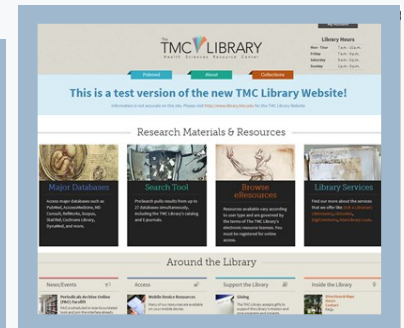
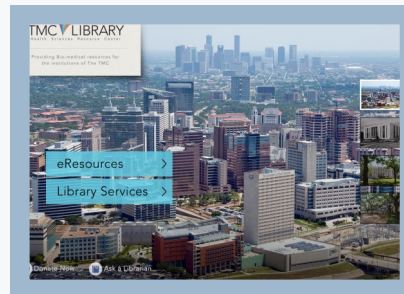
Libraries continue to transform into contemporary spaces that are unrecognizable from the libraries of the last century that were passive repositories of print materials. The library of this century is the place where new social relationships are forged and knowledge is created, explored, and shared. Today’s library space is wide open, a dynamic informational exchange and study hub. It’s where the TMC Library is headed.

In Communications

In our plan, open and transparent communications became a top priority. A totally redesigned website is in the making. We reformatted the Library blog and combined it with the newsletter to make it easier to read and post on the UTHealth and Baylor College of Medicine's message boards. These new functional communication formats help us keep you updated on the latest library news.



<http://express.library.tmc.edu/>



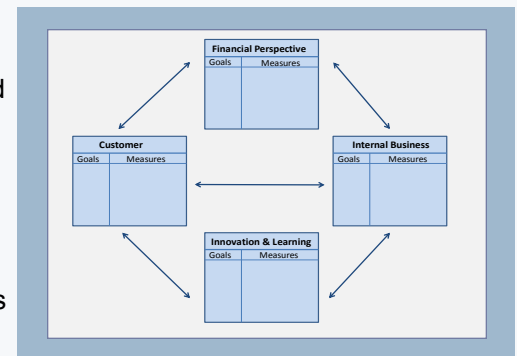
Sample Web Designs

In Metrics

Over the summer, the Library hosted a student intern from the University of North Texas School of Library and Information Sciences. Her white paper on metrics, methodologies, and measurement tools explored the definition of “value” in libraries, how to measure it, ways for evaluating it and the impact metrics have on our user institutions’ understanding of the unique services we provide.

Available metrics and their successful implementations at other academic and medical libraries were analyzed from which recommendations were made to the executive team as to which tools might be the most appropriate for future data analysis.

These metrics tools will help us and our stakeholders derive a clearer picture of the Library’s role and impact on the mission and priorities of the institutions we serve.

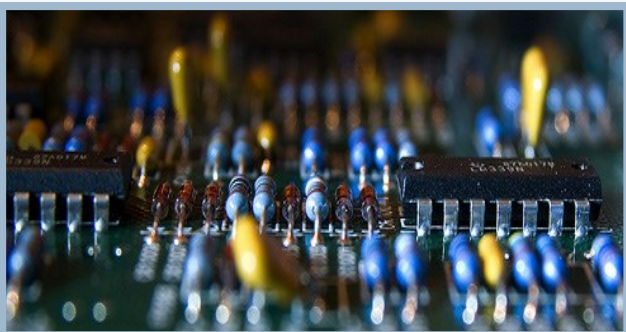


Sample Metrics Matrix

ARE WE THERE YET?

Highly skilled, e-savvy staff is a key element for the future for the Library to remain relevant in a primarily digital world. An increasing complex library environment dictates exceptional information literacy skills to navigate the growth and complexity of the knowledge landscape.

Our challenge is to maintain a workforce that is flexible, adaptable and able to anticipate and embrace the future. Every year brings new challenges and opportunities for us to conquer.

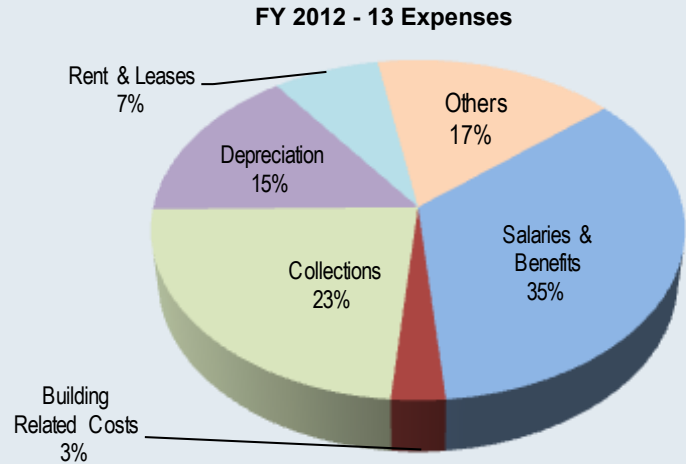
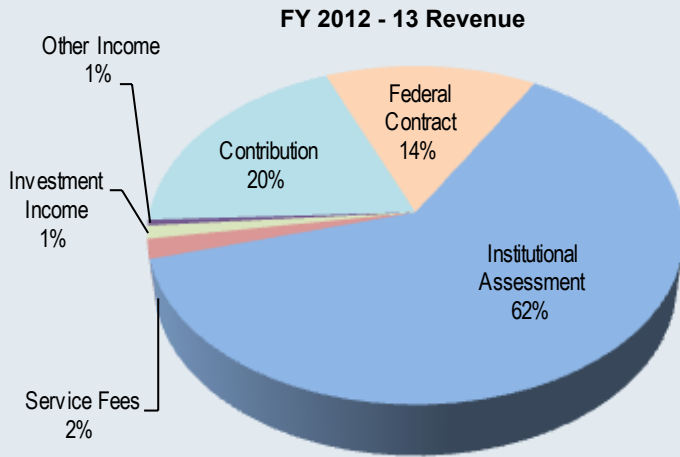


Big data for e-science, open source publishing, 3-D imaging teaching tools, ever sophisticated search engines and data mining tools and an explosion in scientific publishing push the library forward and to its limits.

We know we're not there yet, but we are striving hard to reinvent ourselves to be the Library of the future. One without Limit.

Financials

We are committed to a high standard of financial accountability and good stewardship. An independent public accounting firm overseen by the Finance Committee of the Board of Directors conducts an annual audit of the Library's finances. Additionally, we have established a set of guidelines that are reviewed by our Board of Directors as we continue to be accountable and transparent in our operations.



Institutional Assessment	\$	6,929,361
Service Fees		208,367
Investment Income		139,980
Other Income		59,752
Contribution		2,170,912
Federal Contract		1,614,208
Total	\$	11,122,580

Salaries & Benefits	\$	3,746,911
Building Related Costs		312,855
Collections		2,528,320
Depreciation		1,630,969
Rent & Leases		793,761
Others		1,800,795
Total	\$	10,813,611

Development

In September, we re-established a Development Department after an absence of several years. New policies, procedures and internal processes were developed to comply with standard accounting procedures. A fundraising plan included the creation of a capital campaign to renovate the interior of the library, enhance technology, create a permanent fund to secure collections and build staff capacity.

In February, we engaged Harriet Latimer & Associates, a fundraising consulting firm specializing in capital campaigns to assist us. While still in the silent phase, we're pleased with the progress made toward the overall campaign goal of \$22 million.

Fiscal Year 2012-13

Capital Campaign:

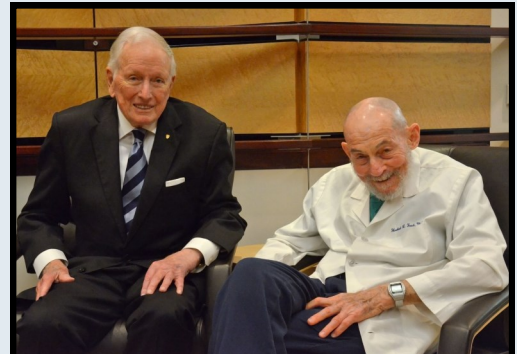
(Pledges and Cash) \$2,042,105

General Fundraising: \$ 128,807

Total: \$2,170,912



Reception honoring Dr. Cooley for gift to the Library. Left to Right: Dr. L. Maximilian Buja, Dr. Robert "Bobby" Robbins, Dr. Denton A. Cooley and Dr. Herbert L. Fred.



Dr. Denton A. Cooley and Dr. Herbert L. Fred reception in recognition of their lead gifts to the capital campaign.

Education and Research Services

Education and Research Services is at the forefront of services to the faculty, students, staff and patients of the institutions of the TMC and the community.

Our librarians teach classes in information retrieval, search tools and data management, along with one-on-one training sessions.

Medical librarians collaborate with researchers on in-depth, systematic literature reviews, provide curriculum support to faculty in medicine, nursing, and allied

Fiscal Year 2012-13

Outreach Exhibits

- ◆ Regional Hospital Preparedness Council Annual Preparedness Symposium—Galveston TX
 - First responders and emergency management personnel
- ◆ The Girl Scout "BIG" Event—Houston TX
 - Girl Scouts of San Jacinto Council
- ◆ Harris Health System Trauma Conference—Houston TX
 - Emergency healthcare professions

Fiscal Year 2012-13

Instructions

◆ Classes	93
Attendees	1,944
◆ Special Topic Research Guides	31
Views	7,700
◆ Questions Answered	6,839
In-Person	4,309
Electronically or Telephone	2,530

health and teach users how to find reliable, evidence-based health information resources. A sampling of classroom instructions included: 'How to use PubMed and RefWorks,' 'Evidence Based Medicine,' 'Tracking Publications' and 'Copyright for Authors'. Specialized course offerings are created upon requests from users.

Additionally, outreach librarians provided instructions on the National Library of Medicine products and services to 434 consumers and health care professionals in underserved markets at three exhibits and in eight classes.

Information Technology

A private cloud system based on VMware virtualization technology was installed and by the end of the fiscal year, 70 percent of all library computing services were virtualized. Backup and recovery were improved to accommodate the new robust infrastructure. For further security, all servers have been replicated to a redundant, off-site location even as backups servers remain on-site.

New automated measures were activated to ensure that electronic resources are available around the clock with minimal downtime. Work advanced on the log file analysis program allowing us to track and categorize users more effectively.

Fiscal Year 2012-13

Circulation

◆ Registered Users	12,314
◆ Badge Access Visits	69,663
◆ Visitor Passes	4,464
◆ Average Length of Visit	2 hours

Fiscal Year 2012-13

Electronic (Virtual) Usage

◆ System Uptime Goal	99.999%
- Goal Met	99.931%
◆ Electronic Usage in Gigabytes	3,200
◆ EzProxy Log-ins*	over 202 million
*Allows users remote access to content	
◆ Resources downloaded**	over 2.1 million
**Estimated from vendor reports	

Collection Development

Our electronic collections continues to grow apace, and we now provide access to 8,577 electronic journals. *JoVE* was a particularly valuable addition to our journal collection. We were

able to negotiate a multi-year contract to provide users four sections of *JoVE* at a 50 percent discount through December, 2015.

authorized user institutions within the TMC. Over a four month period from May through August, the program saw an aggregate increase of 225%.

Fiscal Year 2012-13

New Titles:

- ◆ Academic Forensic Pathology
- ◆ Breast Cancer Research
- ◆ Medical Teacher
- ◆ Bulletin of the History of Medicine
- ◆ Microscopy & Microanalysis
- ◆ Journal of Mixed Methods Research
- ◆ Journal of Child Neurology
- ◆ Journal of Parenteral and Enteral Nutrition
- ◆ Congenital Heart
- ◆ Journal of Visualized Experiments ((*JoVE*))
 - General
 - Clinical & Translational Medicine
 - Immunology and Infection
 - Neuroscience

The number of e-books accessible to our users has passed the 12,000 mark and is still growing. This year, we participated in a trial to ascertain the value of Patron Driven Acquisitions (PDA) program with E-brary for access to 223 e-books. PDA allows for the Library's patrons to "test drive" an e-book before actually purchasing it, saving money and time. The positive response means we will continue to offer the PDA program for the coming year.

In May, we began to offer inter-library loan, a document delivery service, at no cost to our

Fiscal Year 2012-13

Document Delivery

	2012	2013
◆ Document Loan	568	1189
◆ Document Copy	978	2349

Through our institutional repository, "The Digital Commons," we publish the *Journal of Family Strengths and the Journal of Applied Research on Children*, a joint undertaking with Texas Children's Hospital, Baylor College of Medicine and the TMC Library.

The Digital Commons now contains nearly 5,000 works.

National Network of Libraries of Medicine South Central Region

For over twenty years, The TMC Library has served as the regional headquarters of the National Network of Libraries of Medicine South Central Region (NN/LM SCR). This year marked the third year of its current five-year contract with the National Library of Medicine (NLM).

The NN/LM SCR's mission is to assist unaffiliated healthcare professionals and the public in a five state region that includes Arkansas, Louisiana, New Mexico, Oklahoma and Texas, in locating health information resources that can assist them with research, treatment, patient care and general healthcare decisions. This mission is fulfilled through classes, exhibits at regional and national meetings, and funding coordinated partnership opportunities. Workshops and presentations included topics on how to reach diverse populations, using mobile technologies, finding nutrition information resources, locating health statistics, and health information literacy.

NN/LM librarians demonstrated how to use the NLM databases at the annual conferences for the American Academy of Pediatrics, the National Commission on Correctional

Health Care, and the Healthcare Information and Management Systems Society.

The NN/LM SCR provided funding for projects designed to improve access to health information, provide a forum for the exchange of ideas and encourage professional development. Several organizations received funding for the first time, including the Arkansas Cancer Coalition, CHRISTUS Spohn Health System, and Easter Seals of Arkansas.

Fiscal Year 2012-13

NN/LM/ SCR:

◆ Workshops and Presentations	
- National Level	7
- State Level	8
- Regional Level	<u>47</u>
- Total	62
◆ Attendance at all meetings	1,300
◆ Funding Provided	\$400,000

John P. McGovern Historical Collections and Research Center



Fourth year students from the UT Health Medical School examining mid-19th century surgical kits and medical supplies.

During the year, a new processing plan was put in place to create efficiencies in processing archival materials to make them more readily available to the public, allowing us to double our processing capabilities.

With support from the Japan Society for the Promotion of Science, we partnered with them as well as archivists from the National Academies of Science to preserve, digitize and make accessible finding aids and key items from the Atomic Bomb Casualty Commission, a collaborative project among the

Hiroshima City University, the Gakushuin University in Tokyo and us.

We partnered with the Houston History of Medicine Society on creating the Women's Oral History Project, an ongoing effort to preserve the voices of influential women pioneers in medicine who dedicated their careers to the institutions of the TMC.

Fiscal Year 2012-13

Processed

- ◆ Cataloged: 1,200 volumes
- Menninger Psychiatric Collection
- ◆ Digitized: 2,252 items
- Photos, slides, documents, images

Collection Acquisitions:

- ◆ Cheves Smythe, MD papers
First dean of UTHealth Medical School
- ◆ Richard Wainerdi, PhD memorabilia
President, Emeritus, TMC Corporation
- ◆ William Schull, Atomic Bomb Commission
photo collection, Japan after WWII

Friends of The TMC Library

Since 1960, the Friends of the TMC Library have supported the Library financially and by raising awareness of the Library's critical role for the institutions of the TMC to carry on education, research and patient care.

The Friends involvement in the Library is vital to its success. Each year, we contribute needed funding to the Library for projects and staff development that fall outside of its normal operating budget.

In fact, we were proud to be among the first contributors to lay the groundwork for a capital campaign, by providing \$30,000 in the previous year for the initial architectural planning for a major renovation of the Library's interior.

We continue to support staff development and new initiatives, such as the patron-driven acquisition e-book project, wherein a book may be taken for a test drive before it is actually purchased.

This year we launched a note-card project to supplement our membership drives for funds. The initial series showcase nursing images from historical photos that are part of the Library's archives and are for sale by our members.

Also, our organization took time to review our bylaws and expand the diversity of the board and we created a Linked-In page for board members to stay in touch between meetings. We continually work to increase our membership through annual drives and friends asking friends.

We invite interested individuals and businesses to join us in support of the TMC Library.

Fiscal Year 2012-13

Friends Support:

Patron Driven e-book Acquisition Project	\$5,000
Health Museum Gala	\$500
Mary & Ben Anderson Fund - staff development	\$2,846
Webinar Fund	\$500

Library Activities

Library Activities

DuraSpace/ARL/DFL 2012 E-Science Institute, Washington, DC

Curriculum for eResearch support planning and non-traditional library services of data curation, open access publishing and research collaboration.

Ethics Series: Vaccines, Epidemics and Ethics Lecture Series

Forgotten People, Forgotten Diseases – Peter J. Hotez, M.D., Ph.D., Dean, Baylor College of Medicine National School for Tropical Medicine and President of the Sabin Vaccine Institute

How will Houston Deal with a Pandemic? – David E. Persse, M.D., FACEP, Emergency Medical Services, City of Houston and Public Health Authority, Department of Health & Human Services, City of Houston

Immunization in the US – the Best or Worst of its Class? – Anne Schuchat, M.D. (RADM, USPHS), Assistant Surgeon General, United States Public Health Service and Acting Director, Center for Global Health, Centers for Disease Control and Prevention

Emerging Zoonotic Viral Infections: Do They Find Us or do We Find Them? – C.J. Peters, M.D., Director for Biodefense, Center for Biodefense and Emerging Infectious Diseases, University of Texas Medical Branch

Polio: A Look Back at America's Most Successful Public Health Crusade – David Oshinsky, Ph.D., Professor, Jack Blanton Chair in History at the University of Texas Austin

New Vaccines: How and Why ACIP Makes Vaccine Recommendations – Larry Pickering, M.D., FAAP, Senior Advisor, National Center for Immunization and Respiratory Diseases and Executive Secretary, Advisory Committee on Immunization Practices, Centers for Disease Control and Prevention



Professional Activities

Publications:

- ♦ Romano, Joanne V., Lopez, Allen and Phi, Maianh. (2012), "Understanding eScience: Reflections on a Houston Symposium." *Journal of eScience Librarianship*, September, 1(2): Article 6.
- ♦ Mailizia, Michelle and Rowan, Cheryl. Addressing eHealth needs in underserved populations: A coalition approach to increasing access – Poster presented at the 2012 Summit on the Science of Eliminating Health Disparities, National Harbor MD.

Presentations:

- ♦ Hurst, Emily. "There's an App for That: The Use of Mobile Devices, Apps, and Resources for Health and Sci-Tech Librarians and Their Users." American Library Association Annual Conference, Chicago IL.
- ♦ Romano, Joanne V. "Library Partnerships: Oh, the Possibilities!" 2013 Texas Library Association Conference – Springer Symposium on Scholarly Communications, Fort Worth TX.
- ♦ Romano, Joanne V. "Jumping the Hurdle: Managing Publisher Price Increases." National Catholic Educators Association 2013 Conference/ Catholic Library Association Annual Conference, Houston TX.
- ♦ Romano, Joanne V., Lopez, Allen and Phi, Maianh. "Understanding eScience: Reflections on a Houston Symposium." 2012 Charleston Conference, Charleston SC.
- ♦ Rowan, Cheryl. "Beyond Google: Helping Kids Find Good Health Information on the Internet." National Catholic Educators Association/Catholic Library Association Annual Conference, Houston TX.
- ♦ Rowan, Cheryl. "Tips and Tricks for Effective Written Messages." Oklahoma Health Literacy Summit, Norman OK.
- ♦ Rowan, Cheryl. "Barriers to Serving the Health Information Needs of Diverse Communities." American Library Association Annual Conference, Chicago IL.
- ♦ Vargas, Karen. "Partners in Health Education: Community Colleges and the National Library of Medicine." Texas Community College Teachers Association 2013 Convention, Houston TX.
- ♦ Yates, Sandra. "Community Archiving Workshop." Association of Moving Image Archivists, Seattle WA.

The TMC Library Board of Directors 2012-2013

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"Physical library space is still very important... it's about the quality of your facility, the service and the location."

*Respondent, Yates Communication survey for the TMC Library,
December, 2012*



Alfred P. Sloan Award

For the third year in a row, the Library was one of ten regional recipients of the prestigious *Alfred P. Sloan Award* recognizing employers proven to be leading practitioners of workplace flexibility.

Governing Institutions

Baylor College of Medicine
Houston Academy of Medicine
Texas Medical Center
Texas Southern University College of Pharmacy and Health Professions
Texas Woman's University
UTHealth
UT MD Anderson Cancer Center
University of Houston

Supporting Institutions

Harris Health System
Harris County Institute of Forensic Sciences
Houston Community College: Coleman Campus
Houston Department of Health & Human Services
LifeGift
Memorial Hermann Hospital System
The Methodist Hospital
Prairie View A&M University College of Nursing
St. Luke's Episcopal Hospital
Shriners Hospitals for Children
Texas A&M Institute of Biosciences and Technology
Texas Children's Hospital
Texas Heart Institute