Annual Report 2013-2014

Houston Academy of Medicine-Texas Medical Center Library

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Message from the Chair of the Board of Directors

My service as the Chair of the Board of Directors over these past twelve months has been particularly rewarding. My predecessor, Dr. George Stancel, oversaw the development and initial planning of the “Library Without Limit” initiative for which we on the Board remain grateful. This year we moved into the implementation phase.

While the Board provided overall guidance and what we hope was useful advice, the Executive Director and the Library senior staff did the heavy lifting, performing admirably in executing the requisite changes. Change is not easy. To quote Virginia Rometty, CEO of IBM in her interview on the recent PBS documentary film, The Boomer List, “We learned growth and comfort; they never coexist.”

In this continually evolving digital age, the TMC Library is redefining its role as a contemporary academic/research library. Initial steps undertaken this year included, among others, updating the liaison librarian programs, reviewing all current technology functions, launching a new document delivery service, and implementing fundamental change in the use of space.

As our constituents increasingly rely on digital resources, the TMC Library has begun relocating print collections to the newly opened library storage facility jointly operated by Texas A&M University System and the University of Texas System. That facility will accommodate one million volumes with an expansion capability up to three million volumes. Print materials will continue to be available to users upon request. This effort has freed up valuable space on the upper floor of the library that can now be repurposed to address the needs of our users.

Good progress has been made this year on fundraising for the anticipated and necessary renovation of the library space. However, during the year, the building housing the TMC Library became available for sale. The pending transfer in ownership has necessitated some temporary adjustments in the campaign and the attendant planning for renovations.

Notwithstanding the challenges accompanying the changing role of academic/research libraries, the Library has had a very good year in large part due to the quality and professionalism of the Library leadership and staff. For over sixty years, the TMC Library has served the educational, research and clinical institutions of the Texas Medical Center, providing the best available health sciences resources, information products, services, and support to students, faculty, researchers, clinicians, and the public. Our model in the Texas Medical Center of having multiple and diverse institutions collaborate in supporting a consortial library is unique in the United States and continues to provide a successful and cost-effective solution ever more important in the digital frontier that lies before us.

On behalf of my fellow board members, whom I thank for their dedicated service to the Library, I eagerly look forward to the coming year and what the future holds for our TMC Library.

C. Michael Fordis, Jr., MD
Chair, Board of Directors
The TMC Library
Message from the Executive Director

What an eventful year we’ve experienced since our last report when we embarked on a journey of self-evaluation and reassessment envisioning how to become a Library Without Limit. This past year, we began the process of turning our vision of reinvention into actions to bring them to life. We have been busy.

It was a year of doing and overseeing major changes within. We began by walking through our action plan that we’d created to execute our vision. Our new COO worked hard to bring everyone on board, recruit new leaders, and raised the bar on expectations. A new organization chart emerged as we placed the right people with the right skills into the right positions. Every job description was reviewed for relevancy and new performance appraisals were designed that connected performance to relevant goals of the strategic plan.

We fostered a culture of customer service throughout the library, with the expectations that staff engage in behaviors and actions that create “positive user experiences” and strengthened our outreach into the schools with an increased emphasis on liaison librarians, classes and presentations.

We refreshed our communications outlets, and renamed our blog “Library Works” and did away with automatic emails at your suggestion. Instead, we totally overhauled our website to be easier to navigate and more user friendly, including a totally reworked announcement page. Then we retooled our logo to match our more outwardly focused ambitions.

Our aim during the past year and going forward, is to have a more integrated operation, be more outwardly focused and tie specific work expectations to staff performance. It is good to report that we are on track and on time.

Last year, we embarked on a capital campaign to renovate our 60 year old building and transform it into a health sciences resource center, filled with modern-day maker spaces, advanced technology for collaborative study, teaching and research. However, outside events forced us to delay our plans when the building went up for sale. While we had hoped for a speedy decision, these things take time and we are still awaiting resolution. In the meantime, we converted a rarely used computer lab into a student “study hub” replete with cool furniture, study stations, and two new private study rooms. Students have discovered the space and it has been a favorite spot ever since, proving our hypothesis that our users want space that is attractive, functional and inviting. One of our strategic plan goals was to provide a better user experience, and our small scale trial tells us that we’re on the right track.

I could go on and on about the plans that we put into action this past year and all the hard work that went into it, but instead, I invite you to read our report and see for yourself how we’ve changed and how we plan to continue to change.

L. Maximilian Buja, MD
Executive Director
The TMC Library

Cool fact about the Library

...The Library was born in 1915, before Memorial Hermann Hospital, before the Texas Medical Center was incorporated and long before air-conditioning ...
be, we must still meet accreditation standards set by the accrediting bodies that oversee our TMC institutions. We are our own non-profit organization, receive no state funds and our operating capital comes from assessments to our governing and supporting institutions. It’s an important distinction to make and understand, because it impacts everything we do, how we do it, and most importantly, how we’re financed.

**CHARTING OUR PROGRESS**

Charting our progress in becoming a Library Without Limit over this past year has been challenging and rewarding at the same time.

One of our first steps was to create a change management and engagement plan to bring our vision and strategic plan to life. We focused on four goals:

1. Collect, Provide and Conserve Biomedical information
2. Teach Strategies and Develop Techniques for Knowledge Management
3. Provide a Center for Study, Research and Collaboration
4. Implement Public Relations and Marketing Strategies to Promote Brand Loyalty

That is a lot at once, and it asked a lot of our staff, but as George Bernard Shaw said, “progress is impossible without change....”

**BETWEEN PLANS AND OUTCOMES IS THE DOING.**

Before we could address our goals, we had to ensure that we had the right people in the right jobs with the right skills.

The digital age has really turned things upside down. It has caused a total shift in culture, attitudes and patterns of thought in libraries everywhere.

Our new expectations now require our librarians to be outwardly focused, customer service attuned and above all, front line sales people.

Over the years, silos had built up between departments, and our first job was to tear them down by changing reporting lines and shifting staff into space where they could better interact.

Librarians from all departments now meet weekly in an open communication forum to share issues, seek solutions and try out new ideas.

Our goal in doing all of this is to have a dynamic staff that is engaged and integrated into the change process. Without their buy-in, implementing sweeping changes could never occur.

**WHAT IS THE TMC LIBRARY?**

Before reporting on what we’ve accomplished this past year, let’s look at what the TMC Library is.

The TMC Library is not a standard “traditional” library in the sense of being a departmental branch of a multi-purpose University. We are a unique, consortial health sciences library that provides access to resources and services to several medical and allied health educational institutions, all located on the sprawling Texas Medical Center (TMC) campus. However independent we may
**State of Collections**

It’s hard to believe that Google’s been around less than 20 years and there’s an entire generation of learners who’ve never lived without it. We’ve come to believe that all accumulated knowledge throughout history can be found there but that’s not true, especially in the medical and health sciences area, where libraries excel.

In the last year, we undertook a comprehensive study of our current collections and benchmarked them against both Texas and National Institutions. We found we ranked among the top 5 in all categories for information resources in both depth and breadth.

![Pie chart showing distribution of resources: eBooks 35%, Print Journals 20%, eJournals 80%]

**Joint Library Facility**

Last year, we began the process of identifying print materials that could be stored at the Joint Library Facility, a partnership between UT Austin and Texas A&M Libraries. This collaborative storage facility opened in May, 2013 and has a capacity to store 3 million volumes. Materials stored there will be easily retrievable and available for Inter-Library Loan. As more resources are accessed online, we are downsizing our stacks of bound journals. We have committed to retaining 13 volumes of print editions as part of the National Network of Medical Library’s preservation project.

![Image of Joint Library Facility]

**Mobile Connecting**

We purchased *BrowZine*, an app tool for mobile devices and made it free to our library users, letting them create a virtual bookshelf that’s easy to read, sort, and save articles for offline reading. Its usage has quintupled within the first 4 months of being up and running.

**Library Usage**

*Electronic access usage to our information resources increased by 6.48% overall from the prior year. A total of 1,726,677 full-text articles were downloaded during the same period.*

**5% Increase over last year**

**$2,610,621 collections budget**
The Library was designed for a different era, and the Google generation is a challenge to both educators and traditional libraries. Our plan is to make a technology rich space that can accommodate the diversity of scientific inquiry among the institutions of the TMC and the community, and provide functional class space that can be easily customized for project– and inquiry-based education.

“The only thing that you absolutely have to know is the location of the library.”

— Albert Einstein

Serving our Constituents

We’ve now moved into an economy that is driven by an information glut. Google’s research shows that every two days the human race creates as much information as we did from the dawn of civilization until 2003.

That’s a lot of information and the challenge becomes finding that specific piece of information waiting to be found amid the virtual shelves. This is what our Liaison Librarians do—they are teachers and navigation guides through the information maze to find the exact, one thing a researcher, student or faculty actually needs.

Reference librarian is an outdated term that doesn’t reflect what our librarians do these days. Our restructured department, now the Client Relationship Management Department sounds more like a bank than a library. However, our expectations are the same—satisfied customers, recurring visits, and an increased use of goods and services.

Our liaison librarians are first and foremost focused on providing personalized services to our constituents. We now offer free literature searches, systematic reviews, educational instruction and personal consultations and the list is growing.

Professional development is important to our liaison librarians, and they were busy attending workshops and webinars on systematic reviews, EndNote and RefWorks, bibliographic software and Embase.
NEWS FROM THE MCGOVERN HISTORICAL CENTER

As a leading archive of special collections in the field of medicine, we have an obligation to preserve our past to serve the future. Over the past year, we’ve taken steps to consolidate our audiovisual, digital and oversize material into clearly defined space, giving us better control over visual multi-media formats and allowing us to seek preservation grants that best fit our legacy formats.

Projects of note:
- Organizing, preserving and describing the original art of the Medical Arts Publishing Company that thrived in Houston in the 1950s and 1960s.

Acquisitions of note:
- Ernst W. Bertner, MD, papers, a new collection of photographs and papers from 1920-1940s, donated by Julie Thurmond, great-niece of Dr. Bertner.
- Leta Denham, RN, papers, a photographic record of the early history of nursing education in Houston in 1918.

$2.5 million appraised value of rare book collection
280 volunteer hours logged
17,895 book titles
2,535 linear feet of material

WOMEN’S HISTORY PROJECT

The Texas Medical Center Women’s History Project (WHP) started in 2012, induct five pioneering women in health care professions whose distinguished careers contributed greatly to the growth and prestige of the Texas Medical Center. Last year’s inductee’s (pictured above) are the latest groundbreaking women in health professions. Transcripts of each inductees oral history can be found on the TMC Library’s Digital Commons page. The purpose of the WHP is to collect the oral histories and written contributions to health sciences by the women of the Texas Medical Center.

Margaret Kripke, PhD; Patricia Starck, PhD, RN; Ritsuko Komaki, MD and Edith Irby Jones, MD. Missing is Kathryn Stream, PhD. 2014’s Inductees into the Texas Medical Center Women’s History Project.

FRIENDS OF THE TMC LIBRARY

The Friends have supported the TMC Library for 54 years, and their support allows our librarians to pursue advanced education and attend important conferences.

The Friends create awareness through their semi-annual events that bring noted speakers to the Library and the entire community is invited to attend.

They continue to grow and welcome new members.

The library hosts a dedicated webpage for the Friends for anyone interested in becoming a member, including online registration for membership and events.

$6,000 staff development
$2,500 general operations
$1,000 Women’s History Project
EVENTS AT THE LIBRARY

Part of bringing people into the Library and raising the level of awareness of our physical presence, we began using the entrance lobby of the Library for small events. With a little imagination, it transforms into an attractive venue for a variety of uses. From brown-bag luncheon lectures as part of the Library’s Medical Ethics Series to book readings, fundraiser and donor recognition functions, the lobby hosted a diverse crowd of visitors.

The luncheon honored Mrs. Kathrine McGovern and the John P. McGovern Foundation

DEVELOPMENT

In spite of the uncertainty surrounding the sale of the building, we were able to secure over $1 million in pledges and contributions to the campaign. It is now on hold until the building issue is resolved. However, on a positive note, the donor community is now aware of the TMC Library and its importance to the TMC Institutions.

Herbert L. Fred, MD and L. Maximilian Buja, MD. In recognition of the naming of the Herbert L. Fred, MD, 24/7 Study Hall

$1,020,000 for Capital Campaign
Nearly $137,000 in other funds
Over 250 new donors in two years

General fundraising activities include semi-annual mailing campaigns of about 4,500 pieces, averaging $10,000 in contributions per mail-out. This is a good beginning for a program that is still in its infancy. Foundations and individual solicitations for the library remained flat for the year, due to the potential sale of the building.

Dedicated giving pages were added to the website online, as well as a “donate now” button for convenience of our tech-savvy donors.

REBRANDING AND MARKETING

With a new vision came a new look. For over a year, we worked on producing a new website that was distinctive, easier to navigate and very user friendly. Our home page is a photo of the TMC campus, which we felt represented the scope of our services and whom we serve.

Simultaneously, a new logo was designed that is fun and has a contemporary look and feel. The colors represent the institutional colors of our constituents, reflecting the diversity of the TMC campus in our logo.

A renewed emphasis on communications and marketing led us to rebrand our Insider Express blog/newsletter to “Library Works” and link it to our home page announcement tab. We’re connected to the blackboards at our major educational institutions to keep them easily informed on classes, new trials, updates and matters of interest. The rejuvenated public relations committee implemented a new plan that organized the communications process, assigned responsibility and timeliness for pushing out news to multiple media outlets, both inside and outside the TMC.

Libraries are the heart of learning, and patrons and friends are the heart of a library.
**OUR FINANCIAL PICTURE**

“We have in place comprehensive accountability guidelines that are regularly reviewed by our Board of Directors, Finance Committee and our independent public auditors. We are committed to being transparent, accountable in our operations and to provide good stewardship of the funds entrusted with us.” Dorothy Cobbs, CFO, The TMC Library

**FY 2013 - 14 REVENUE**

- Institutional Assessments: $7,287,666
- Service Fees: $165,902
- Investment Income: $376,660
- Other Income: $9,455
- Contributions: $1,297,852
- Federal Contract: $1,589,541

**FY 2013 - 14 EXPENSES**

- Salaries & Benefits: $3,560,121
- Building Related Costs: $304,293
- Collections: $2,794,662
- Depreciation: $190,634
- Rent & Leases: $793,761
- Other: $1,474,858

**Total**

- **Institutional Assessments Total:** $10,727,076
- **Salaries & Benefits Total:** $9,118,329

**CELEBRATING 30 YEARS OF SERVICE**

JESSE GONZALEZ  
TERRIE SMALLS-HALL  
ELIZABETH HICKMAN  
BEATRIZ VARMAN

**CONGRATULATIONS TO OUR DEDICATED STAFF!**
Presentations, Posters and Publications

- **Joanne Romano** presented “Library Partnerships: Oh, the Possibilities!” at the South Central Chapter/Medical Library Association Conference on October 27, 2013. Ms. Romano shared emerging new partnerships between The TMC Library and Baylor College of Medicine and the University of Texas School of Biomedical Informatics. These new partnerships were partially developed as a direct result of The TMC Library’s participation in the 2012 DuraSpace E-Science Institute, a four-month project (Sept. – Dec. 2012) designed to help libraries develop new services to support scientific and computational research.

- **Donna L. Evans, Adela Justice, Cheryl Rowan and Beatriz Varman** presented poster The Unfunded Worksite Wellness Program at the South Central Chapter of the Medical Library Association, Annual Meeting, Fort Worth, TX October 26 – 30, 2013, and at the Medical Library Association, Annual Meeting, Chicago, IL May 16-21, 2014. The poster described the planning and implementation of a worksite wellness program at the TMC Library. The program was established in 2010 to help promote healthier choices by employees and to contribute to the creation of a healthy workplace culture.

- **Kate Krause** presented The Library as Journal Publisher at the Texas Library Association District 8 Meeting in October, 2013. She served on a year-long Texas Digital Libraries committee creating awards for the state’s best digital library projects. Kate began serving on an Institutional Review Board for Baylor College of Medicine.


Conferences and Classes

- **Joanne Romano**— August 2014, earned 16 CME hours from the Medical Library Association two-day workshop on the Fundamentals of Bioinformatics and Searching and Translational Bioinformatics. This coursework was created and presented by Dr. Diane Rein, Bioinformatics and Molecular Biology Liaison at the Health Science Library at the University of Buffalo. The information learned will be useful in building a more robust collection in the field of Bioinformatics, which is becoming more prominently integrated across a variety of health science disciplines.

- **Maianh Phi**—Computers in Libraries 2014, Washington DC, April 7-9


- **Beatriz Varman**—Systematic Review Workshop: The Nuts and Bolts for Librarians, University of Pittsburgh Health Science Center, October 27-30, 2013. 6th Annual Evidence Based Medicine half day workshop at UTHealth, August 27, 2014


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**Cool fact about the Library**

...The TMC Library became a consortial library serving more than one institution when the Houston Academy of Medicine and the Baylor College of Medicine combined their libraries and signed an operating agreement in 1949...
The TMC Library has served as the regional headquarters of the NN/LM SCR for over 20 years under a contract with the National Library of Medicine (NLM), part of the National Institutes of Health, serving a five state region of Texas, Arkansas, Louisiana, Oklahoma and New Mexico. Its mission is to assist the general public, librarians and health professionals not affiliated with an academic health science library to locate health information resources that can assist them with research, treatment, patient care and general healthcare decisions.

Classes, exhibits at regional and national meetings plus funding health information and technology projects for libraries and organizations are some of the primary methods of fulfilling the mission of the NN/LM SCR.

Sample classes include From Problem to Prevention: Evidence-Based Public Health assists public health professionals in locating evidence-based literature, and NLM’s Playground: Health and Science Resources from the National Library of Medicine target librarians and teachers in K-12 schools.

The NN/LM SCR provided $500,000 to fund projects to improve access to health information

Presentations and Publications

Presentations at Library Associations Annual Meetings and Conferences:

Emily Hurst: Information at your Fingertips: Tablet Technology, and Breaking Tech Trends (MLA)
Karen Vargas: American Indian Health Information Resources (MLA); Your Experiences with the Affordable Care Act (Arkansas Library Association)
Naomi Gonzales: PubMed for the Rest of Us; Train the Trainer (ALA), Getting Started with Information Outreach in Minority Communities (Arkansas Public Health Association Convention); Caring for the Mind: Locating Online Mental Health Information (National Commission on Correction Health Care Conference)
Cheryl Rowan: Off the Shelf: Free Science Programming @ Your Library (PLA); Update on the Patient Protection and Affordable Care Act (TLA); Health Literacy: Strategies for Clear Health Communication with Patients (San Antonio Health Literacy Conference)
Michelle Malizia: Grants and Proposal Writing (Arkansas Society for Public Health Conference); Bringing Health Information to Your Community; Eye of the Storm: The Library’s Role in Disaster Preparedness (TLA); No More Yawning: Designing and Delivering Successful Presentations (MLA, Ohio Health Sciences Library Association, Arkansas Society for Public Health Conference)

Publications:


MedlinePlus Mobile is now available for downloading to your mobile device at http://m.medlineplus.gov. This mobile app provides all of the content found on their site. It’s an excellent tool for finding accurate and up-to-date health information.
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