

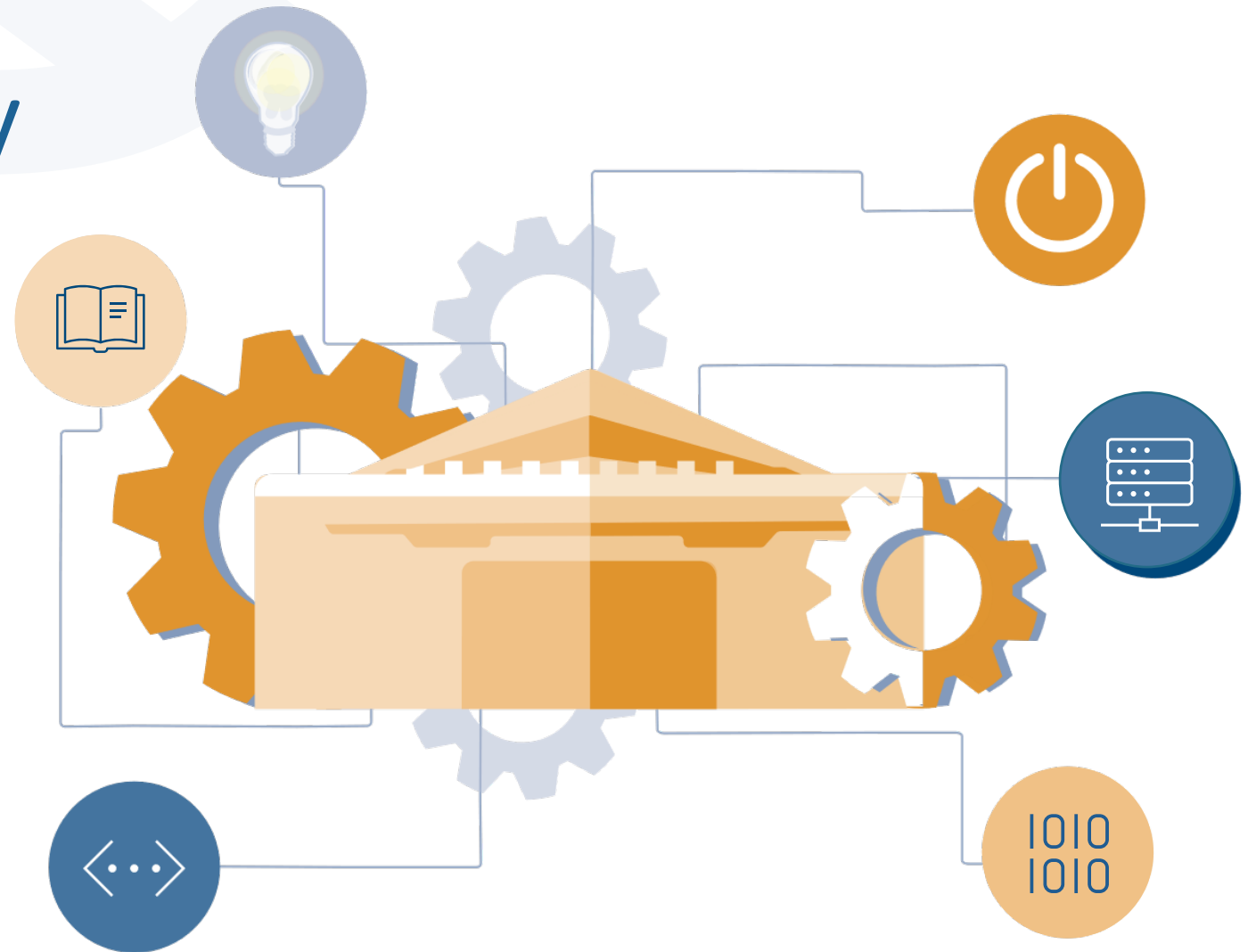
Achieving the 2036 Vision for NLM: Library Operations and the Network of the National Library of Medicine

May 26, 2022

ACURIL Virtual Health Libraries

Content Area Round Table Preconference Event

Amanda J. Wilson
National Library of Medicine



Topics

- Context for Change
- Example: Library Operations (LO) Long Range Plan
- Example: Network of the National Library of Medicine

NLM: Engine for Innovation and Discovery

A decorative graphic on the right side of the slide. It features a large orange gear on the left, a lightbulb in a blue circle at the top, and a stylized orange building with a pediment at the bottom. A blue line connects the lightbulb to the building, passing through a circle containing the binary code '1010 1010'. There are also several grey gears of various sizes scattered in the background.

Context

Library Operations (LO) Long Range Plan for 2036

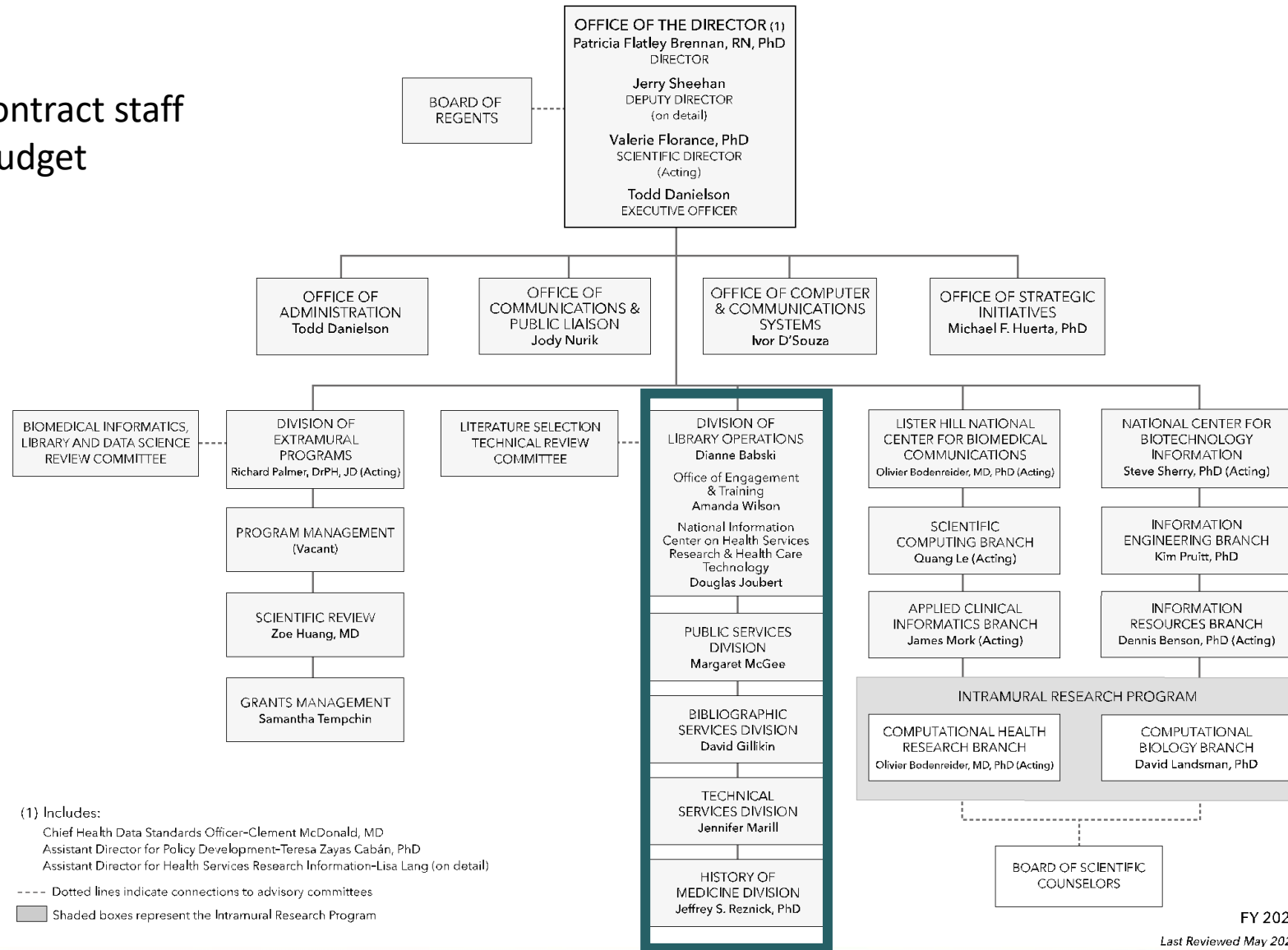
Network of the National Library of Medicine (NNLM)



National Library of Medicine

NATIONAL LIBRARY OF MEDICINE

~1700 fed and contract staff
~458M annual budget



FY 2021

Last Reviewed May 2021

NLM Library Operations Division

BIBLIOGRAPHIC SERVICES DIVISION



Chief
David Gillikin



Deputy Chief
Jeanne Goshorn



Index Section
vacant



MEDLARS Management Section

LIBRARY OPERATIONS



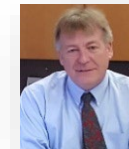
Associate Director
Dianne Babski



Chief Administrative Officer
Deborah Lockett-Jordan



Acting Deputy Associate Director
Amanda J. Wilson



Deputy Chief Administrative Officer
Dave Andrews

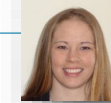
OFFICE OF ENGAGEMENT & TRAINING



Chief
Amanda J. Wilson



Engagement Section
Blair Anton



NNLM Project Director
Martha Meacham

HISTORY OF MEDICINE DIVISION



Chief
Jeffrey S. Reznick, PhD



Deputy Chief
Ken Koyle



Exhibition Section
vacant



Archives and Images Section
Rebecca Warlow



Rare Books and Early Manuscripts Section
vacant

PUBLIC SERVICES DIVISION



Chief
Margaret McGhee



Deputy Chief
Stacey Arnesen



Collection Access Section
Lisa Theisen



Reference & Web Services Section
Terry Ahmed



Preservation & Collection Management Section
Marie Collins

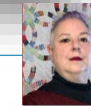
TECHNICAL SERVICES DIVISION



Chief
Jennifer Marill



Deputy Chief
Beth Weston



Cataloging & Metadata Management Section
Diane Boehr



Collection Development and Acquisitions Section
Julie Silverman



Library Technology Services Section
Jennifer Diffin

Diverse and GLOBAL Stakeholders

Our stakeholders are found in public and private sectors, **across America and the world.**



Rethinking and Rebuilding Our Future of Work



The Transformation of Physical Space



NLM

Collect, preserve, and
make accessible
biomedical information.



Lead or engage in initiatives
that advance NIH's priorities
for increasing biomedical
discoveries and improving
the world's health.

IC = NIH
Institutes and
Centers



Evolutionary Genomics and
Biomolecular Structure



Image Processing



Networks, Gene Regulation,
and Chromatin

NLM Intramural Research Program

Health Information
Standards and Discovery



Natural Language Processing



Statistical Methods





Context

Library Operations (LO) Long Range Plan for 2036

Network of the National Library of Medicine (NNLM)



National Library of Medicine



*Library Operations
2021-2036*

Long Range Plan (LRP)



National Library of Medicine

Library Operations: What We Do

Collect

Acquire and preserve unique and trusted collection of biomedical information

Curate

Make biomedical information findable through data normalization, metadata and data standards

Connect

Link our global audience to biomedical data and resources to make informed health decisions



Approach

Define Direction (Apr-Jun)

Establish high level direction



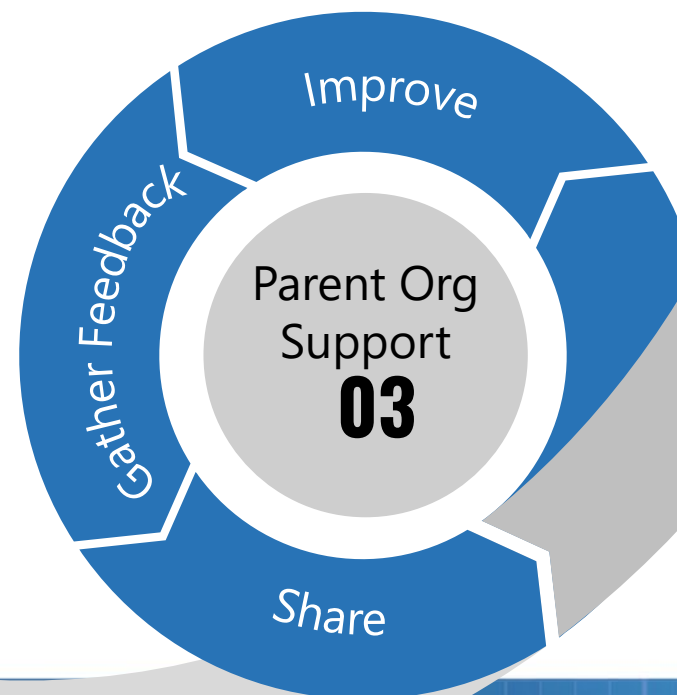
Develop Draft (Jul-Oct)

Used agile methodology and incorporated extensive feedback / participation from staff.



Finalize Plan (Nov-Jan)

Socialized across NLM to finalize and share broadly



Approach

Define Direction (Apr-Jun)

Establish high level direction



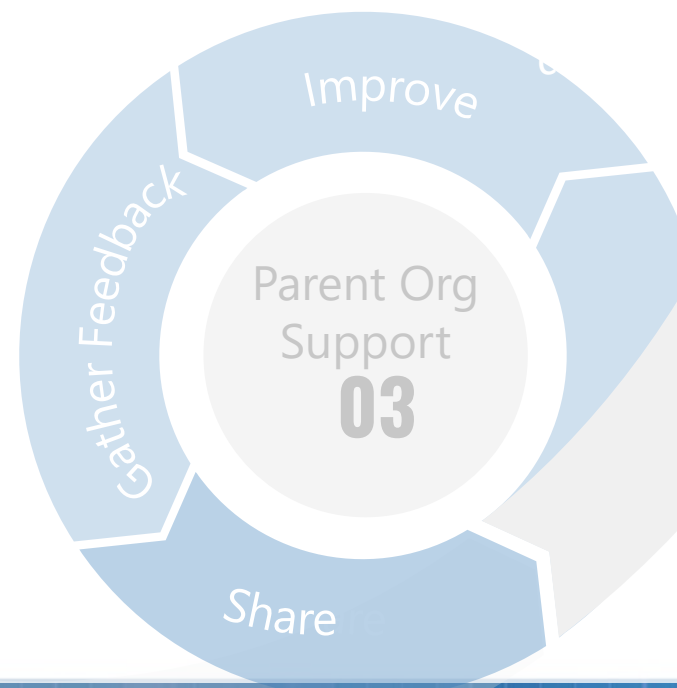
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Launch



LO's 2036 Long Range Plan Vision

MISSION

Our mission, and our federal mandate, is to *collect, preserve, and disseminate* biomedical information, and that will not change.



VISION

Library Operations envisions a future in which data and information will continue to *transform and accelerate biomedical discovery* and improve health and health care globally.

2036 Vision: Supporting NLM's Strategic Plan

NLM Strategic Plan



**Accelerate discovery
and advance health
through data-driven
research**



**Reach more people in
more ways through
enhanced
dissemination and
engagement**



**Build a workforce for
data-driven research
and health**

LO Long Range Plan



Feedback Platforms

**External User
Community**



**Virtual
Walkabouts**



**New Hire
Focus Group**



**Supervisor
Forum and
Lunch Chats**



**NLM
Feedback**



**Weekly Pulse
Surveys**



Long Range Plan

Approach

Define Direction (Apr-Jun)

Establish high level direction



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Launch





Approach

Develop Draft (Jul–Oct)

Used agile methodology and incorporated extensive feedback / participation from staff.



Working Group Lead

Facilitate working group conversations, schedule meetings, arbitrates points of conflicts to ensure alignment and completion of goal plans.



Group Member

Generate and challenge ideas, perform research, create plan content.

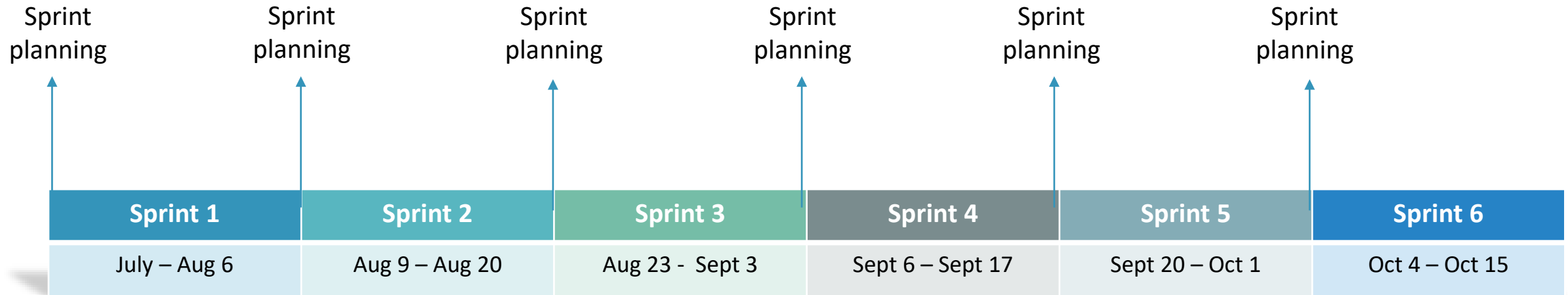


Reviewer

Provide subject matter expertise, a “fresh eye” perspective and editorial review to finalize plan.



Agile: Sprint Overview



1. 2-week sprints
2. Sprint planning at the beginning of each sprint
3. Kanban board format for tasks
4. Regular stand-ups

Approach

Define Direction (Apr-Jun)

Establish high level direction



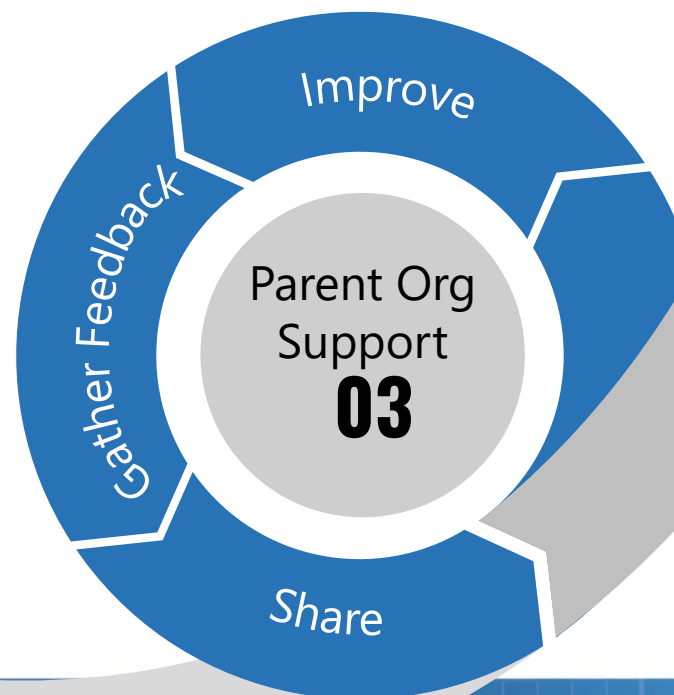
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Launch





And the results were a success!

- ✓ Developed overall concepts in 3 months, researched and defined goals and objectives in 4 months, refin(ing) final report 3 months
- ✓ Embraced Agile/Scrum training, tools and techniques
- ✓ Incorporated key stakeholder feedback into plan development
- ✓ Empowered next gen leaders and supervisor succession planning
- ✓ Fostered cross LO-divisional collaboration
- ✓ Mapped to all 3 pillars of NLM Strategic Plan

LO Long Range Plans Goals

1

Create a Modernized Organizational Structure



2

Unify and Transform NLM Collections



3

Support and Promote the Use of Health Data Standards & Terminologies



4

Provide Customer Design Experience Support



5

Know and Equitably Engage our Users



The background features a large orange gear on the left, a lightbulb in a blue circle at the top right, and a stylized orange building with a pediment at the bottom right. A network of blue lines connects these elements. A smaller grey gear is visible behind the building.

Context

Library Operations (LO) Long Range Plan for 2036

Network of the National Library of Medicine (NNLM)



National Library of Medicine



Network of the National Library of Medicine

The mission of the
professionals, public
with equal access

NNLM by the numbers:



More than **8,800** members

More than **\$4.77 million** in funding awarded



More than **1,800** outreach activities
completed by NNLM staff and subawardees

More than **600,000** participants reached
through NNLM and subaward activities



 More than **135,000** website visitors

researchers, health
professionals, and the public
information resources



National Library of Medicine

<https://nnlm.gov>

NNLM in NLM 2017-2027 Strategic Plan

GOAL 1

Accelerate discovery and advance health through data-driven research

- 1.1 Connect the resources of a digital research enterprise
- 1.2 Advance research and development in biomedical informatics and data science
- 1.3 Foster open science policies and practices
- 1.4 Create a sustainable institutional, physical, and computational infrastructure

GOAL 2

Reach more people in more ways through enhanced dissemination and engagement

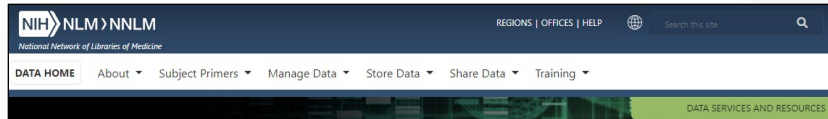
- 2.1 Know NLM users and engage with persistence
- 2.2 Foster distinctiveness of NLM as a reliable, trustable source of health information and biomedical data
- 2.3 Support research in biomedical and health information access methods and information dissemination strategies
- 2.4 Enhance information delivery

GOAL 3

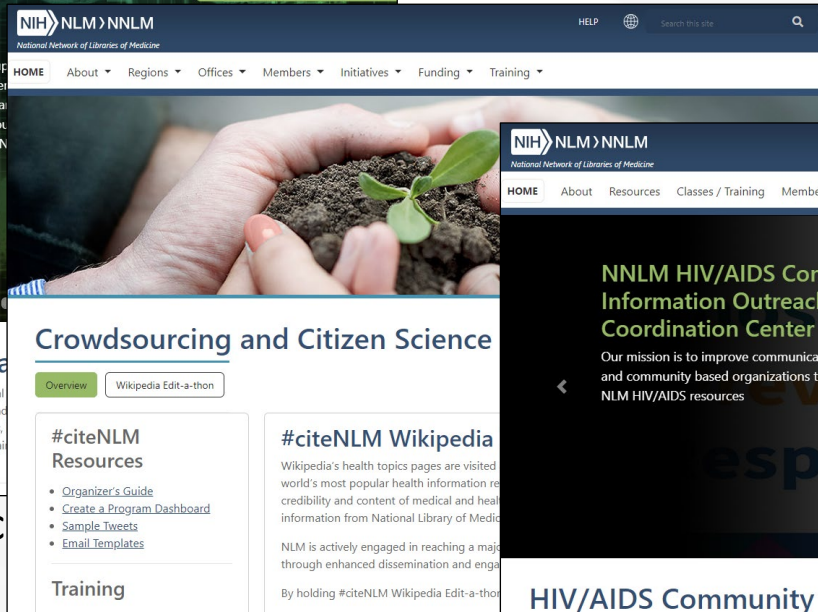
Build a workforce for data-driven research and health

- 3.1 Expand and enhance research training for biomedical informatics and data science
- 3.2 Assure data science and open science proficiency
- 3.3 Increase workforce diversity
- 3.4 Engage the next generation and promote data literacy

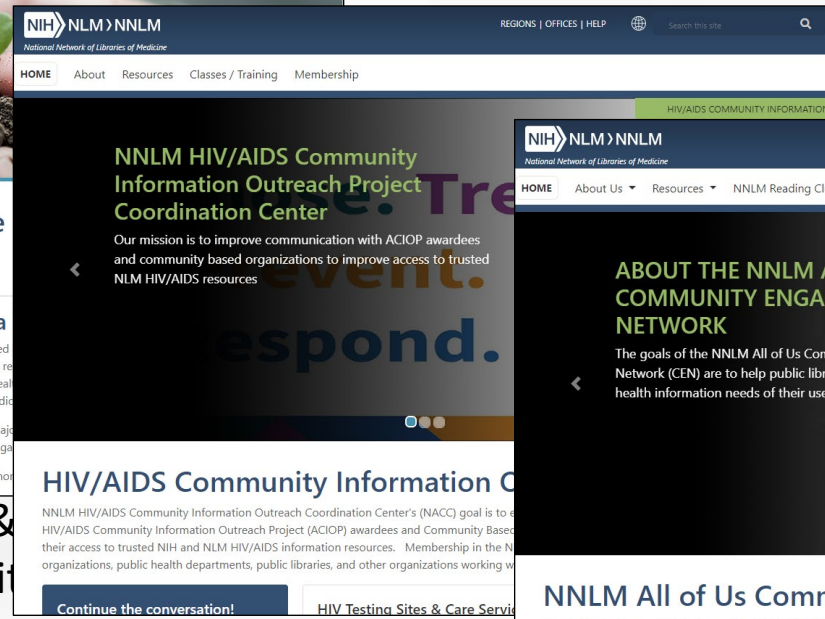
NNLM Supports NIH and NLM Priorities



Data Science



Citizen & Community Science



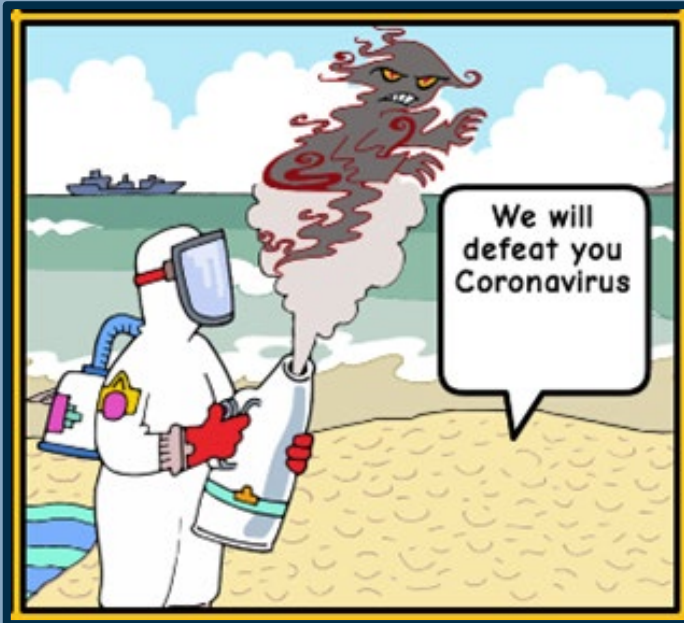
HIV/AIDS



All of Us

Virtual Programming in a Health Crisis

SELF-PACED & CUSTOM



Programming and Programs in a Box

TOGETHER & APART



Crowdsourcing and Citizen Science

WEBINAR SERIES



Kernel of Knowledge Webinar Series
(Greater Midwest Region)

Evolving the NNLN for the 2021-2026 cycle

Priorities

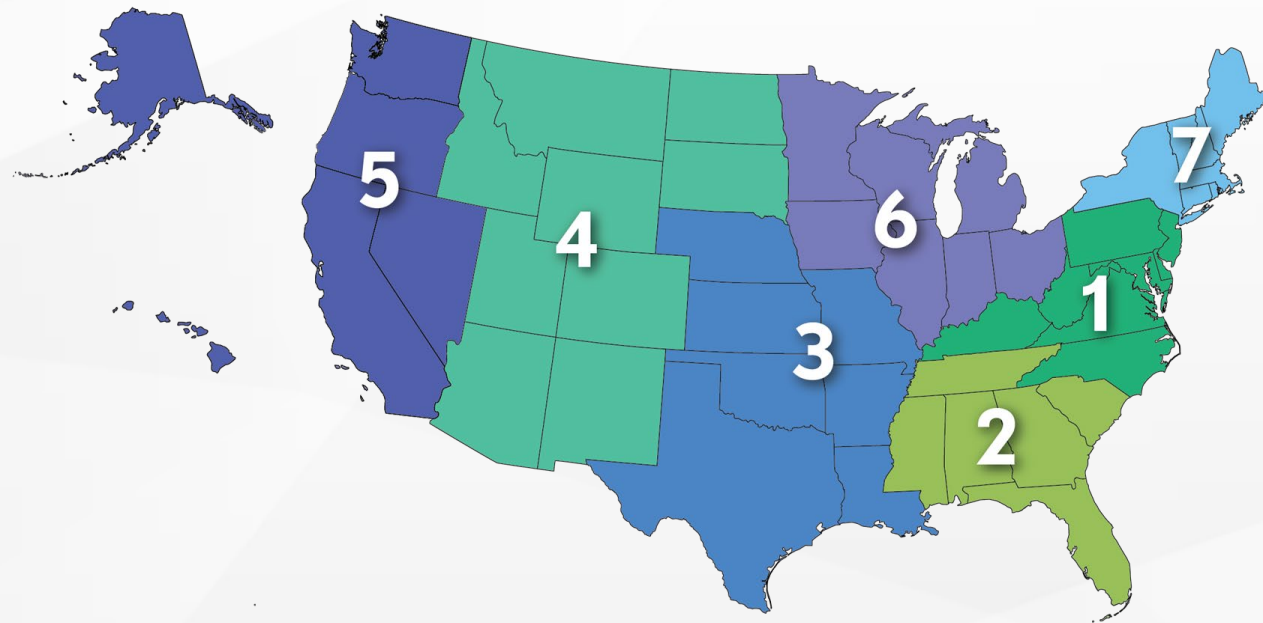
- Remain Cooperative Agreement
- From 8 to 7 Regions (balance distribution)
- New Evaluation Center
- DOCLINE Coordination Committee
- Emphasizing community-driven and -delivered projects
- Document plans for reaching underserved communities and populations

Shared Functions

- National focus
- Quality Service
- Innovative approaches
- Reaching diverse populations
- Promote and train of NLM resources and services
- Develop and support the workforce

NNLM Structure, 2021-2026

Regions



Coordinating Offices / Centers

NNLM Web Services
Office (NWSO)

NNLM Public Health
Coordination Office
(NPHCO)

NNLM Training Office
(NTO)

NNLM Evaluation
Center (NEC)

NNLM *All of Us*
Program Center (NAPC)

NNLM Center for Data
Services (NCDS)

NNLM Goals, 2021-2026



1. Support a workforce for biomedical and health info resources & data



2. Improve health literacy



3. Advance health equity through Information



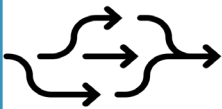
Trust



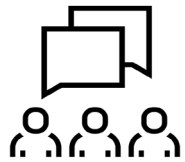
Diversity,
Equity,
Inclusion



Collaboration
&
Partnerships



Flexibility
and
Adaptability



Transparency &
Communication

NNLM Values in Action

Programmatic Approaches

- Innovative Outreach
- Think Nationally, Act Locally
- Prioritize Underrepresented Groups



NNLM National Initiatives, 2021-2026

National collaboration, focus,
and resources on complex topics
that impact communities across
the U.S.

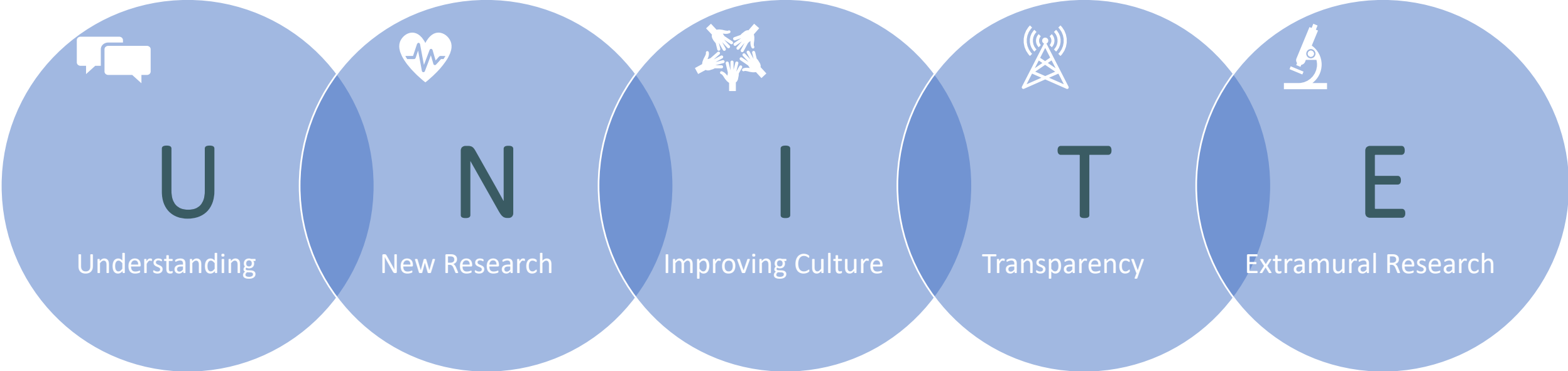




Closing Thoughts

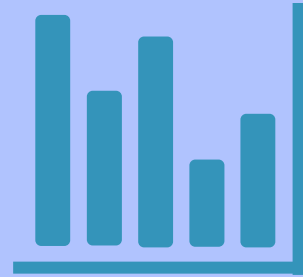
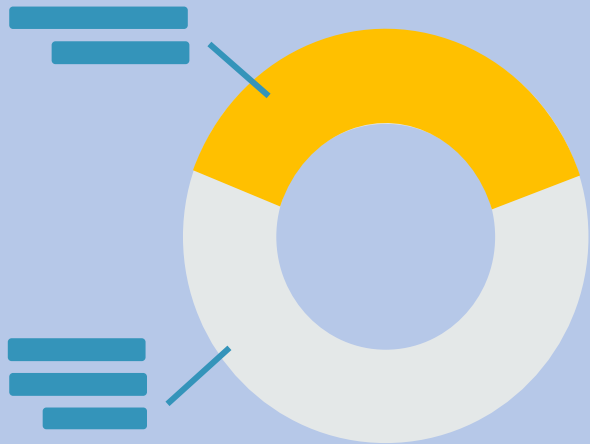
Resilience through change as the only constant

Systematically Applying an Equity Lens to the Core Mission and Programs



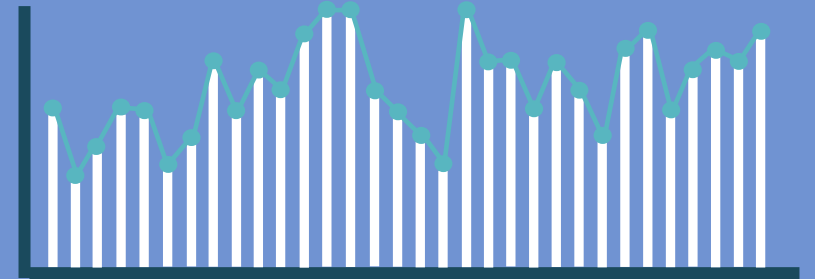
Feedback and Data-Driven Decisions

**Audits, Evaluation
& Analytics**

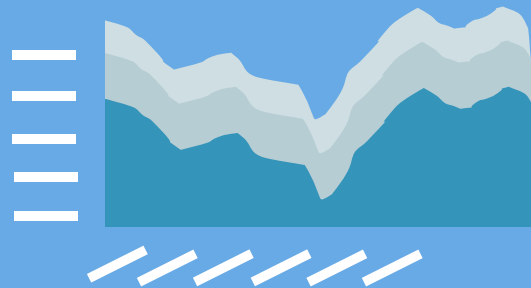


Webinars

**Service
Requests**



Conferences



**Request For
Information
(RFI)**

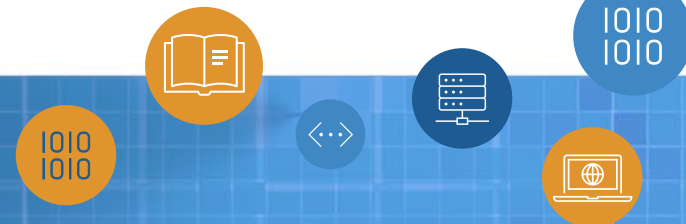


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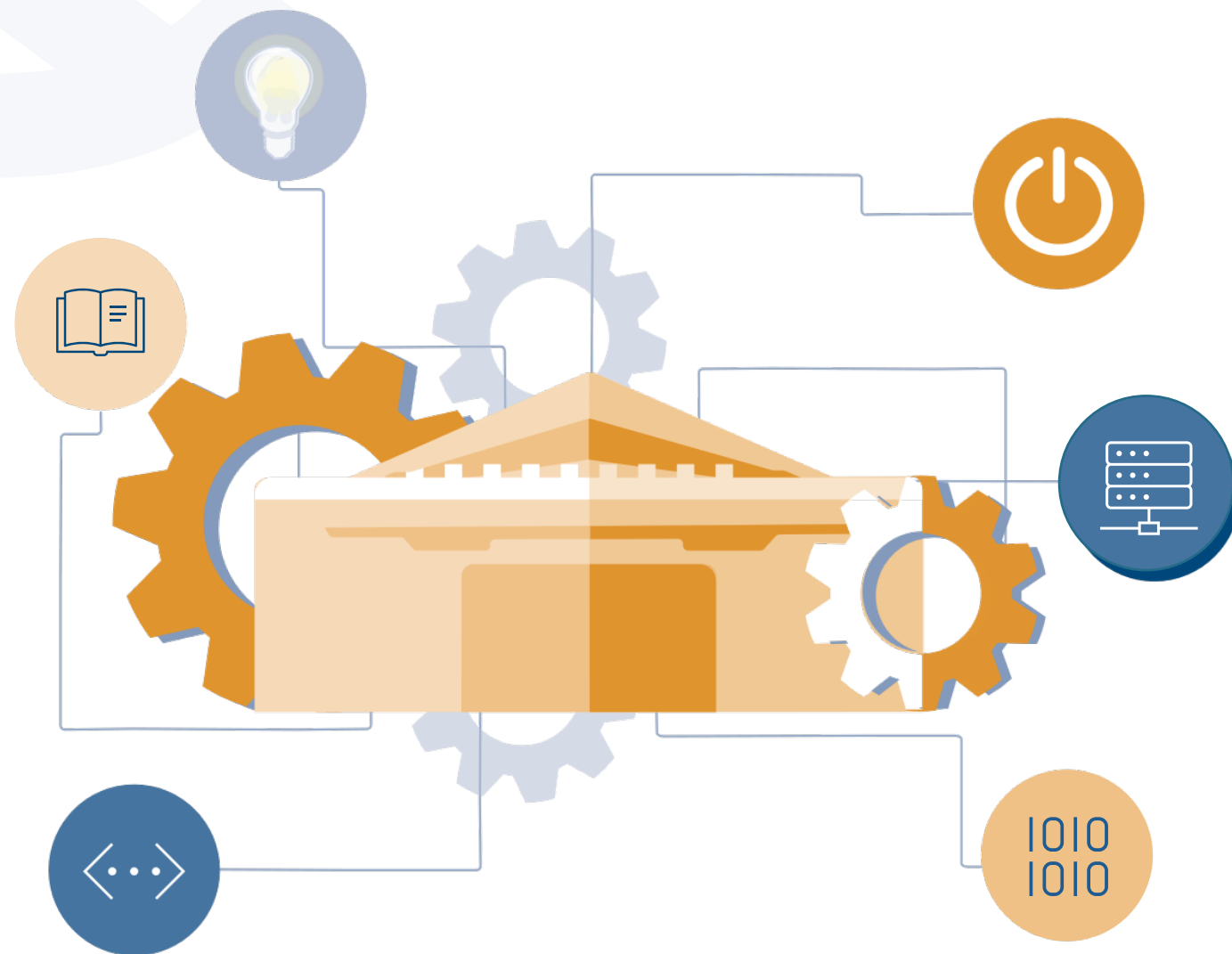


NLM Product Model – Embracing Agile

Using data and incremental delivery to provide the **best experience for our users, stakeholders, and staff**



Thank You



National Library of Medicine