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MISSION

The George T. Harrell Health Sciences Library is central to the provision of biomedical information resources and expertise in support of the education, research, patient care, and community outreach missions of the Penn State Hershey College of Medicine and the Milton S. Hershey Medical Center. The library creates and sustains a stimulating learning environment for the students, staff, faculty, and patients by providing high quality services, facilities and information resources in all formats.

VISION

Integrating discovery, research, education, service, community outreach, and patient care.

VALUES

Equity of Access
Diversity and Inclusion
Ethics and Integrity
Sustainability
Empathy
Excellence in Professional Practice

See the Penn State University Libraries’ 2014-2019 strategic plan for additional information.

PROGRAMMATIC AREAS

Discovery/Access/Preservation

Collection development, access, and preservation activities at the George T. Harrell Health Sciences Library (Harrell HSL) are conducted to support the four components of the Penn State Hershey mission: academic (education), clinical, research and community service. Library faculty liaisons proactively keep abreast of strategic priorities and new developments at the institutional, campus, and departmental levels. The library strives to make all of its resources and services discoverable and accessible without regard to physical location. The library’s collection development activities are conducted according to the Collection Development Statement: https://www.libraries.psu.edu/psul/colldev/selection_policy_statements/healthbiomedscicolldev.html
Goal 1: The library will improve its collections and their discoverability.

Strategies:

- Continue to partner with the University Libraries in systems and collection development activities.
- Complete the population of the Serials Solutions Electronic Resources Management System (ERMS) to improve discoverability, provide interlibrary loan services, and to prepare for license reviews related to health system partnership activities.
- Continue to monitor the development of the health system and the regional medical campus and any implications for collections acquisition and licensing.
- Complete the development of the collection analysis toolkit, including scripts for data analysis to improve the accuracy and efficiency of collection development activities. Promote the use of this toolkit across the University Libraries.

Assessment:

- Continue to assess the collections with regard to coverage and use, including benchmarking against known metrics such as the Doody's Core Titles list and Journal Citation Reports impact factor data.

Goal 2: The library will enhance access to its resources and services.

Strategies:

- Investigate further integration of consumer health information within the electronic health record for patients.
- Investigate further integration of evidence-based resources within the electronic medical record.
- Improve the accuracy of the library's holdings information, both on the Serials Solutions A-to-Z list, and in resource sharing sites such as SERHOLD, the National Library of Medicine’s serials database.
- Identify opportunities for data collection and use with regard to the library's internal and external dashboards.
- Continue to monitor developments related to web platforms at University Libraries and at Hershey, and have contingencies in place for migration to the most appropriate platform.

Assessment:
• Use assessment metrics such as Google Analytics to determine use patterns and continue to refine access pathways to library resources.

Goal 3: The library will preserve and provide access to its special collections.

Strategies:

• Continue to enhance the digital archive, creating a virtual exhibit space for the libraries' special collections.
• In conjunction with the Harrell HSL renovation project, improve the housing and accessibility of the Medical History Collection.
• In conjunction with the Harrell HSL renovation project, complete the assessment and reconfiguration of the library archives, including housing of necessary materials at the Harrell HSL and the relocation of appropriate parts of the archives to University Park.

Assessment:

• Assess use of the special collections in print (using Sirsi data) and electronic, using analytics data in LibGuides, ContentDM, and other relevant systems.

Teaching and Learning

The George T. Harrell Health Sciences Library will provide leadership in teaching evidence based practice, critical thinking, and curriculum support. We will partner with faculty and staff to teach life-long learning skills to students in all health and biomedical sciences programs. We will create an environment that bolsters educational opportunities for the Penn State Hershey community.

Goal 1: The library will expand our role as partners in graduate, medical, physician assistant, nursing, and resident education.

Strategies:

• Strengthen partnerships with teaching faculty, clinical faculty, and others to assist in facilitation and integration of evidence based practice and critical thinking skills across all educational programs.
• Identify opportunities to integrate and apply the ACRL Framework for Information Literacy for Higher Education across the COM curriculums to developmentally and systematically integrate information literacy and evidence based practice.
• Actively participate in curriculum design and educational committees such as the Office of Inter-Professional Collaborative Education and Teamwork (ICE-T) and the Junior Faculty Development Program to ensure information-related learning objectives are included.
- Provide instructional support and workshops in areas such as bioinformatics, data management, and problem-based learning (PBL).
- Provide support for evolving education programs at the State College Regional Medical Campus.
  - Co-locate a librarian at State College Regional Medical Campus to help support library services and support educational initiatives.
  - Partner with librarians at State College to provide orientation/training on the use of biomedical resources.

Assessment:

- Utilizing instructional statistics and student feedback to assess the impact and outcomes of librarian interventions.

Goal 2: The library will remain agile and respond to new educational programs, curricular changes, and other changes resulting from the evolution of the new academic health system.

Strategies:

- Connect with developing and expanding programs to provide access to collections necessary for education.
- Provide library needs consultation for new and expanding programs to ensure access to educational and learning resources.
- Provide support during accreditation processes.
- Leverage liaison program to gather intelligence about departmental changes and trends.
- Investigate new educational technologies and leverage library faculty’s expertise to reach students, faculty, and staff located on-campus and beyond.
- Use the library website to offer online and asynchronous educational programs and course modules.
- Encourage professional development opportunities to enhance the knowledge and skills of Harrell Health Sciences Library’s faculty and staff.

Assessment:

- Track online instructional statistics. Use liaison assessment data from LibAnalytics and faculty survey. Track library faculty presentations that focus on technology.

Goal 3: The library will continue to leverage the liaison program to foster relationships with Penn State Hershey departments, students, and programs, and integrate our knowledge and expertise into the curriculum.

Strategies:
• Develop a comprehensive video training archive to be embedded into courses for all relevant programs.
  o Identify learning objectives that would be valuable to classes and programs, i.e. how to form a clinical question, cultural diversity in health care, health literacy etc.
• Collaborate with faculty to integrate library resources into courses and clinical practice.
  o Create new workshops based on the needs of the Penn State Hershey community.
  o Work in partnership with residency program directors to incorporate resources into residency curriculum.

Assessment:

• Track which PSCOM faculties are using the videos in their courses, and how many times they have been viewed. Track workshops, workshop attendance, and provide evaluation forms. Report residency partnerships in liaison LibAnalytics.

Advancing Research and Clinical Care

The George T. Harrell Health Sciences Library offers collections and services that enhance the quality of clinical care and advance research activity at Penn State Hershey. We help clinicians stay updated in their fields and access evidence-based information at the point of care. We provide education and services that contribute to the institution’s effectiveness in obtaining research funding.

Goal 1: The Harrell HSL faculty and staff will learn more about the needs and concerns of researchers and apply that knowledge as a cross-functioning team.

Strategies:

• Increase internal library knowledge in research data management (RDM) among all librarians and staff through webinars, professional development, and peer learning.

• Increase internal library knowledge in bibliometrics, altmetrics, and other ways of measuring research impact among all librarians and staff webinars, professional development, and peer learning.

• Remain current with research activities across the institution in liaison areas, seeking ways to assist in the research process and providing support or collaboration where appropriate.

Assessment:

• Assess achievement of this goal through documenting activities in which HHSL faculty and staff are engaged related to scholarly communications, measuring
research impact, research data management, and other activities requiring research-related knowledge.

Goal 2: The Harrell Health Sciences Library will offer new and continued services that educate clinicians, researchers, and support staff, contribute to competitiveness in obtaining research funding, and enhance clinical care.

Strategies:

- Continue to educate our community in the systematic review process in order to expand use of HHS’s systematic review service.
- Educate the Penn State Hershey community on best practices in research data management and trends in scholarly communication.
- Plan services that meet researchers’ data management and scholarly communication needs and establish partnerships with other units involved in research data management at Penn State Hershey.
- Provide differentiated library resource portals to clinical faculty in various disciplines as appropriate, expanding on the work that has been done to date.
- Continue to support authors’ compliance with public access mandates from various funders.
- Educate the Penn State Hershey community on measuring impact of their work, for example, using informatics tools such as ORCID.
- Continue to monitor the evolution of the proposed expansion of the academic health system and identify opportunities for the growth of library services across the system.

Assessment:

- Assess achievement of this goal through user surveys and focus groups with clinicians and researchers on a periodic basis. Track statistics in LibAnalytics.

Space Renovation

The Harrell HSL will think holistically and collaboratively as we plan for the future. We will create spaces that support collaboration, teaching and learning, research, discovery and innovation. We will include social spaces that bring students and faculty together to encourage “idea incubation.” The library’s space will be flexible, adaptable, and usable. The library facility will support the ongoing expansion of new educational programs and the influx of students these programs will generate, as well as support changes in modes of teaching and learning.

Goal 1: Work with HBM Architects and Penn State Hershey Facilities to complete the design and construction of the library space.

Strategies:
• Design a single service point – combining reference, circulation and IT Helpdesk support.
• Build 10-12 flexible small study rooms – to include technology such as whiteboards/SMART boards, bring-your-own-device technologies, presentation rehearsal studio(s), videoconferencing, media support, etc.
• Upgrade the lighting, technology and electrical infrastructure. Include both single user and multiple user workstations.
• Build an integrated, flexible office suite to house library faculty and staff including a small meeting room, storage and a technical services processing area.
• Integrate a Technology Innovation Sandbox.
  o The sandbox will provide a scaffold for a variety of functions including educational technologies in support of new teaching skills, data analysis and visualizations.
  o It will encourage experimentation, provide an immersive environment, and be designed with the future in mind.
  o The sandbox will act as the catalyst for skill acquisition, knowledge creation and innovation for a new generation of faculty and students.
  o It will be platform agnostic and the design will be extremely flexible.
  o The underlying infrastructure will be robust and flexible in order to support ongoing technology advances.
• Create multi-use flexible social/lounge areas with a variety of furniture types and configurations, including both quiet and collaborative study areas and student locker storage.
• Create space highlighting the History of Medicine print collection.

Goal 2: Work with University Development to design a fundraising campaign in support of the Harrell HSL renovation.

Strategies:

• Establish Harrell HSL Development team charged with focusing on strategies to identify giving opportunities.
• Identify and define naming opportunities within the renovated space.

Goal 3: Develop a position description for an Educational Technologist to support program and services in the Technology Innovation Sandbox.

Strategies:

• Identify funding and recruit for the Educational Technologist role.
• Develop program and services in support of the Technology Innovation Sandbox based on resources identified within this space. (see above)
MARKETING AND COMMUNICATION PLAN

The purpose of this marketing and communication plan is to guide the faculty and staff of the George T. Harrell Health Sciences Library (HHSL) in accomplishing three objectives: increase our user population’s knowledge and usage of the high-quality information resources and services that we provide; design new services that satisfy unmet needs of our users; and increase the visibility of the George T. Harrell Health Sciences Library in the academic, research, and patient care activities of Penn State Hershey.

Goal 1: Library faculty and staff will communicate regularly with students, staff, and faculty of Penn State Hershey during the library renovation.

Strategies:

- Convene a communications group that will lead HHSL employees in designing a communication strategy for the renovation.
- Assure that all HHSL faculty and staff have answers for frequently asked questions about the library renovation.
- Create a blog about the library renovation that is prominently linked from the library website, as the primary means of communicating information about the renovation.
- Use the liaison program to communicate information about the renovation at every opportunity.

Goal 2: The Harrell Health Sciences Library will increase awareness of library resources and services among clinicians and researchers.

Strategies:

- Use the liaison and personal librarian programs to promote library services and resources and collect information to shape library services and resources.
- Promote library services through website “ads,” printed materials, and electronic displays.
- Differentiate promotional strategies for clinicians and researchers and continuously seek new ways to promote library services.
- As the Penn State Hershey healthcare system grows, expand library services to new clinicians and healthcare workers, as contracts and negotiations allow.

Goal 3: Increase HHSL faculty and staff’s knowledge and awareness of our user’s information needs and work practices in order to refine our promotional messages and design new services.

Strategies:

- Use data collected from the reference transactions database and web analytics to gauge the most popularly used (and most unused) resources and pages on our website, the most frequently used terms in our search box, and the most frequently asked questions.
• Use the liaison program to gather information on the information needs and practices of clinicians and researchers.
• Use focus groups and needs/perceptions surveys on a regular cycle for all major user groups.
Appendix A – Alignment

It is important the George T. Harrell Health Sciences Library (HHSL) align its goals and objectives with the Penn State Hershey Imperatives, Goals and Metrics, the University Libraries Strategic Plan, and Penn State's Institution-Wide Strategic Priorities (in development). The following table illustrates these linkages.

Inspire Penn State Hershey – Imperatives

1. Achieve the highest level of Quality, Safety, and Value
2. Educate and Invest in our People for Personal and Professional Success
3. Create an Extraordinary Patient Experience
4. Create Innovation through Research
5. Develop & Differentiate our Regional Integrated Academic Healthcare System

University Libraries Strategic Plan

1. Discovery, Access and Preservation
   1) The Libraries will enhance the findability of our collections and other information sources, simplifying access to these materials so that they may be used in any learning and research environment.
   2) The Libraries will appropriately steward its collections and other information resources for the benefit of future generations of researchers.
2. Teaching and Learning
   1) The Libraries will expand our role as a partner in online and resident education, increasing our capacity to develop and support engaged, critical, and informed learners through multiple forms of instruction.
   2) The Libraries will develop active and immersive learning environments that support and facilitate learning in all disciplines.
3. Advancing University Research
   1) The Libraries will provide scholarly collections and services needed for cross-disciplinary research by undergraduate, graduate and faculty researchers.
   2) The Libraries will maximize the array of research materials available to the Penn State community by broadening the concept of what constitutes “collecting” and by promoting new forms of scholarly communication.

Penn State University Institution-wide Strategic Priorities (in-process)

1. Enhancing Our Health and Well-Being
2. Managing and Stewarding Our Resources
3. Transforming Education and Access
4. Leveraging Our Digital Assets
5. Exploring and Promoting Our Cultures
<table>
<thead>
<tr>
<th>HHSL Goal</th>
<th>PSU Hershey Imperatives, Goals and Metrics</th>
<th>University Libraries Strategic Plan</th>
<th>Penn State University Institution-wide Strategic Priorities</th>
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<td>1.1 The library will improve its collections and their discoverability.</td>
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<td>1.2 The library will enhance access to its resources and services</td>
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<td>1.3 The library will preserve and provide access to its special collections</td>
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<td>2.1 The library will expand our role as partners in graduate, medical, physician assistant, nursing, and resident education.</td>
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<td>2.2 The library will remain agile and respond to new educational programs, curricular changes, and other changes resulting from the evolution of the new academic health system.</td>
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<td>2.3 The library will continue to leverage the liaison program to foster relationships with Penn State Hershey departments, students, and programs, and integrate our knowledge and expertise into the curriculum.</td>
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<td>3.1 The Harrell HSL faculty and staff will learn more about the needs and concerns of researchers and apply that knowledge as a cross-functioning team.</td>
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<td>3.2 The Harrell Health Sciences Library will offer new and continued services that educate clinicians, researchers, and support staff, contribute to competitiveness in obtaining research funding, and enhance clinical care.</td>
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<td>4.1 Work with HBM Architects and Penn State Hershey Facilities to complete the design and construction of the library space.</td>
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<td>4.2 Work with University Development to design a fundraising campaign in support of the Harrell HSL renovation.</td>
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<td>5.1 Library faculty and staff will communicate regularly with students, staff, and faculty of Penn</td>
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<td><strong>State Hershey during the library renovation.</strong></td>
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