## LIBRARY SERVICES ACTION PLAN

By Wayne Sime BSc(Econ), FCLIP – 29th February 2012

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External Library Partnership – towards a National Library of Medicine

Many models of library partnership and cooperative arrangements have been proposed and attempted over the years. The establishment of national libraries (NHS Evidence, British National Formulary – now both organisationally part of NICE), funded from general taxation, has undoubtedly enhanced access to health information, but even in this privileged situation, money is tight and access to materials is restricted. Access to health sciences publications is greatest in extent for university employees (representing a minority of library users overall), but restricted, and excluding all others, by the need for Athens access codes.

The CEO has produced a paper regarding the creation of a British Library of Medicine modelled on a cooperative arrangement. This initiative is looking to formalise a group of potential partners. A report to Council on the feasibility of this scheme is expected in April 2012.

Clearly this idea depends on willing partners that might include medical Royal Colleges and other medical charities, academic bodies and libraries situated in NHS facilities. Before approaching possible partners, it is essential that careful thought is given to why the project is being launched: is there a perceived need; what possible benefit might it have for other bodies; how could it operate to the benefit of participating partners and how would it be funded. The formation of such a national library would also need to ensure that the arrangements didn’t create a situation where members who currently join the RSM at least partly because of access to the Library, no longer need to because, for instance, of their Royal College membership. However, this is a potentially soluble problem.

In relation to the proposal to consider library partnering, it is relevant to consider the current provision of NHS library facilities. In 2009, there were 82 health library sites that received varying levels of NHS funding. These included NHS-managed libraries at District General Hospitals (DGH) and smaller libraries within Primary Care Trusts (PCT), as well as large facilities in medical schools and other university organisations. By early 2012, the number of library sites will have reduced to 70. This is mainly due to PCT reconfigurations, but there will also have been 3 closures on DGH sites, due to NHS Trust mergers. In these cases, smaller ‘learning spaces’, with computers and possibly a very basic collection of books, are being provided.

This trend may continue over the next two years, but it is expected that the number of library sites will not fall below 60. These facts indicate that provision of library services to NHS facilities is undergoing rationalisation, and that some of the libraries concerned are far from offering a comprehensive library service. This may provide an opportunity for collaborative approaches to the provision of medical library services, involving the RSM.

The RSM Library is already in discussions with the NHS London Deanery in order to progress this idea further.
Internal RSM collaborations supporting the work of the RSM

Academic Department

Exhibitions

The Library will continue to provide exhibitions that support the academic programme. From 2009 the Library has held over 20 exhibitions, based in the Heritage Centre and adjoining Library on the second floor. These are free of charge to RSM Members and to the public, who are encouraged to visit through advertisements and publications. It is suggested that awareness of and attendance at these exhibitions could be improved through carefully designed marketing campaigns (please refer to Increasing Library Income section).

Bibliographies for meetings

Production of bibliographies, in support of the 430-odd academic meetings of the Sections, the Dean’s programme and Regional meetings, has been discussed on occasions over several years. It is now time to begin to implement this.

Details have yet to be agreed, but for example, on a piloted basis, all speakers at meetings could be asked to submit abstracts of their presentations, including some key slides and references, several weeks prior to the date of the meeting. The Library would ensure that these references, and other relevant sources, were available to delegates at the time of the meeting and subsequently. The provision of this service would add value to the otherwise intrinsically ephemeral nature of the meeting itself, and contribute to putting the ‘continuing’ into CPD (Continuing Professional Development)

This project is already being taken forward by the Library and the Academic Department.

High profile lectures - Learning Resources

Bespoke learning resources for supporting high profile symposiums such as the Darwin, Harvey and Hunter lectures have already been created by the Library. It is envisaged that this area of activity will continue and increase, funding for this work coming from the sponsorship monies for the events.

Public engagement – Medicine and Me

The Medicine and Me meetings for patients, now in their eighth year, have proved to be very successful. They bring together patients with a particular condition, their families, advocates and a wide variety of health professionals and clinical scientists, to discuss issues of high priority to patients. They are organised jointly with the relevant patient support organisation(s). In a closed and safe environment, patients often share very personal and intimate experiences, and this limits the opportunities for wider broadcast of the content of the meeting verbatim.

However, many important issues and themes emerge from these meetings, worthy of wider dissemination. The Dean and others in the Academic Department are working with Library Services to create a patient and public resource, of physical and electronic materials, loosely based on the Medicine and Me programme, but containing additional resources of value to patients. As with the meetings themselves, it will be important to ensure that this resource, based in the Library, complements materials already available through patient support charities and other sources.
Global Health

The Library is committed to working closely to support the developing Global Health initiative. The Library has already offered support to the RSM Lead on this project and is looking forward to being involved in further discussion concerning specific projects.

RSM Press

Discussions are in progress about several new RSM Press projects in which Library Services will collaborate. One project is the development of a series of new online and print journals containing subject-specific collections of original papers and articles. It is envisaged that Library Services would conduct the research required for each publication, researching the suitable articles and distributing them for peer review. This would enable the creation of high quality editorial comment from which RSM Press would be able to produce commercially successful products in both print and online.

This initiative is currently being progressed by the Library and RSM Press.

Medical Innovations programme

The RSM Medical Innovations (MI) programme is concerned with highlighting leading thinking or new products / technology which can significantly improve diagnosis and treatment. The promotion of good science and clinical data will contribute to the uptake of new products, improving patient experiences and outcomes. The Library will make two contributions to this programme:

1. Provide bibliographies for all MI meetings and presentations, appearing with the video recordings of these meetings on the web, referencing in depth the subject matter of the innovations concerned.
2. The Library will develop a Medical Innovations blog, with the purpose of advertising the programme of meetings and flagging up other non-RSM innovations meetings. The blog might be shared with science journalists in various news media and with the venture capital community.

This initiative is being discussed by the Library and Development Office.
**Increasing Library Income**

While some sources of income are likely to reduce in the coming years, due to changing trends of library usage (e.g. document supply), LSRG agreed that the following projected budget for 2017 is a realistic estimate. However, it is predicted that certain items (* in the table below) will only be achievable if targeted campaigns, involving senior Library staff members, are undertaken. Recent experience of Library staff has shown that personal, well-informed approaches to appropriate organisations is much more likely to lead to corporate membership, sponsorship and donations, than other forms of marketing. This will involve additional resourcing within Library Services (to be costed).

<table>
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<th>Income</th>
<th>2012 Budget (£)</th>
<th>2017 Budget (£)</th>
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<tr>
<td>Sponsorship &amp; Library Endowment</td>
<td>27,000</td>
<td>100,000*</td>
</tr>
<tr>
<td>Corporate membership</td>
<td>15,000</td>
<td>30,000*</td>
</tr>
<tr>
<td>Document supply</td>
<td>60,300</td>
<td>50,000</td>
</tr>
<tr>
<td>Search &amp; enquiry</td>
<td>12,500</td>
<td>15,000</td>
</tr>
<tr>
<td>Royalty</td>
<td>17,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Room hire</td>
<td>20,000</td>
<td>35,000*</td>
</tr>
<tr>
<td>Donations</td>
<td>6,000</td>
<td>60,000*</td>
</tr>
<tr>
<td>Desk sales</td>
<td>4,200</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td><strong>162,000</strong></td>
<td><strong>305,000</strong></td>
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In addition to the personal approaches mentioned above, the key to realising the above income is for the Library to develop a distinctive web presence. Concern was expressed by LSRG on several occasions about the lack of reliable data about members’ access to the e-resources of the Library. These concerns were taken up with the Chief Executive directly and await satisfactory resolution (please refer to Section 3.3.10 of the LSRG Report). The current RSM website does not suit the Library’s purpose; it needs to be redesigned, with appropriate technical support. If the Library is to develop and supply more of its services electronically, it must have complete confidence in this medium. It is therefore recommended that Library web services are provided by the RSM IT Department and not the Marketing and Communications Department, as the current arrangement is cumbersome and represents an unnecessary business risk to Library Services.

The Library should create, with the assistance of external agencies, bespoke marketing material (physical and digital) that is customised appropriately for Library clientele. This would involve advertising, media and trade exhibitions. It is anticipated that Library customers would access and acquire services directly via the web; the look and feel of such an interface would need to be designed carefully with both internal and external clients in mind. The Library intends to liaise closely with RSM Support Services Ltd, which has successfully gone through this process.

An estimated £40,000 of additional expenditure would be required initially to cover the costs of the developments outlined above. This assumes that the current expenditure set aside centrally for web development can be utilised by the Library for its business requirements. If not, additional expenditure would be needed.
Sponsorship & Library Endowment

During 2011, the Library was successful in attracting sponsorship for the Nature e-journal collection, due to an RSM-wide initiative. The Library wishes to encourage and support more such initiatives. When the Society is approached by an individual or organisation, it wishes to be in a position to offer its services and products as potential sponsorship opportunities.

Creating RSM-wide opportunities for sponsorship should be the way forward. It is essential for the Library to be actively involved in all stages of this process (planning, design and implementation). Library staff should conduct all tours of potential sponsors through the Library, as they are the ones who have the appropriate knowledge, expertise and understanding of Library matters and can answer questions and engage in appropriate discussion. For this initiative to be successful, there needs to be a more co-ordinated approach across the RSM that would involve all areas of the business. It would not be appropriate for the Library to lead on this initiative, although it is vital that it is consulted before any RSM sponsorship campaign is undertaken.

The Library has many collections and can create a bespoke offering or package to suit the needs of the individual sponsor. For example, members of the Friends of the Library scheme donated over £20,000 of conservation work in 2011 for specific volumes which related to their individual medical specialty.

Donations

The Library will design bespoke digital marketing material suitable for its web presence and physical material that will support the Library team when approaching individuals directly. In addition, the Library wishes to incorporate subtle advertisements or messaging on appropriate Library products and services (e.g. Heritage Centre activities and exhibitions).

The Library recommends the development of an effective campaign to Members promoting Library Legacies. The most recent large legacy received by the Library was £291,000 from the Lumsden estate. Income from legacies comprises the Library Endowment Fund, currently valued at £515,254, that generates an annual income of £17,000 (please refer to Section 3.7.2 of the LSRG Report).

The Library also wishes to increase donation opportunities for Members. A package of initiatives could be offered: including conservation projects; specific subject areas of the collection could be offered as naming opportunities; physical spaces within the Library; and e-resources. Members could be incentivised by having their names recorded alongside the e-resources they sponsored, the physical resources they helped to preserve or have their names inscribed on a glass panel within the Library for donations of more than £1,000.

In addition, it is important that Members can give small amounts to the Library and feel that such donations will be valued and appreciated. The Library will continue to cater for this need and actively promote the Friends of the Library Scheme, currently priced at £30 per annum.
Corporate Membership

The Library has established partnerships with a large number of medical organisations (including other libraries) in the UK, through its programme of Corporate Membership (see full list in LSRG Report Section 3.3.10). There are currently 42 Corporate Members, including 5 Medical Royal Colleges, the Department of Health, the Food Standards Agency, the General Medical Council, the Ministry of Defence, several NHS Hospital Trusts, several publishers and some large patient charities. Corporate Membership has grown in the last few years, probably as a result of financial pressures and promotion by senior Library staff. It is known that a number of NHS libraries have either downsized or closed (see Section 4.2.3). This has provided RSM Library Services with an opportunity to offer services through its Corporate Membership scheme. Recent experience has demonstrated that with carefully targeted and personalised approaches, the benefits of RSM Library Corporate Membership can be disseminated to good effect.

The Library intends to design bespoke digital marketing material suitable for our web presence, and physical material that will support the Library Services staff when conducting face-to-face business. The Library wishes also to promote other services to existing customers. This will require incorporating suitable advertisements or messaging to all Library products and services.

Individual Membership

At present, almost all non-RSM Library members are Corporate Members. This is because individual Library membership, without other benefits of RSM membership, is not currently available at competitive prices (individual Library membership is charged at the top RSM Fellowship rate). This has been resisted in the past, on the grounds that there might be significant numbers wishing to have Library membership alone, to the detriment of overall numbers joining and/or renewing as RSM Fellows and Associates. However, LSRG recognised that this is a fear that has never been tested through appropriate market research. It may be that there is a potential new group of individuals who might welcome the opportunity to subscribe to Library membership alone, distinct from those who would continue to join to enjoy the other benefits of RSM membership. A substantial number of Library-only members could potentially significantly increase Library income.

The Library would look at creating two levels of membership: one would involve access to the physical resources at 1 Wimpole Street (it is suggested that this would be charged at £75 pa); the other additionally offering remote access to e-resources (this would be charged at £125 pa). It is anticipated that there would be a clear distinction between Individual Library Membership and RSM membership by excluding all non-Library entitlements (e.g. there would be no access to the club facilities, nor to privileged rates for the academic programme). Access to the Information Skills Programme, and posting physical items of the collection would become chargeable. The Library would also differentiate its prices for services, so that RSM members would still receive a preferential rate. It is anticipated that there would be three tariffs for services: an RSM member rate; an Individual Library Member rate; and a non-member rate.
Room Hire

With an anticipated increase in both individual and corporate members, the Library would be looking to promote more effectively the Library Boardroom, Heritage Centre, MacAlister Room and IT Training Suite to its clientele, through appropriate marketing activities as described above. This should increase both usage and income to the level indicated on page 5 (£35,000).
**Information Skills Programme**

Since March 2008, the Library has delivered an Information Skills programme. The workshops comprising this programme include an Introduction to Literature Searching, Advanced Literature Searching, an Introduction to Evidence-based Medicine and an Introduction to Critical Skills Appraisal. Some 31 workshops, involving more than 300 members and non-members have been run to date. Workshops are free to members and attract 4 CPD credits. Non-members are charged £100 per workshop. Formal (via evaluation forms) and informal feedback from these courses has been extremely positive. The LSRG supported the expansion of this programme, which is of clear generic benefit to Library users and a growing source of income.

As already outlined in the Increasing Library Income section, the Information Skills programme would remain free to RSM Members but would become chargeable to individual library members (Corporate Members already pay £100 per individual attending each course).

The Library intends to design a bespoke e-learning package that will deliver this programme through the Library’s new web presence (which is outlined in the section concerning increasing library income). This bespoke e-learning package would be interactive and require direct Librarian support in order that the training was delivered appropriately. The Library would price each module initially at £25, although this would need to be reassessed against market demand.

The Library’s Information Skills programme is currently suspended, due to a newly developed Dialog interface. The databases are being modified and this work will be completed in March 2012. The Information Skills programme will be reinstated after Easter 2012, with the newly developed Introduction to Literature Searching workshop going live in May.
Increasing the availability of electronic resources

The increased electronic availability of the existing journal and book collection would undoubtedly improve user satisfaction and enhance the experience of using the Library, both on-site and remotely. LSRG concluded the following:

- Selected journals should continue to be acquired electronically, together with their electronic archive editions.
- In the longer term, a schedule for digitisation of other journal back runs in the collection should be developed (subject to the usual constraints, including securing intellectual property rights).
- Digitisation of books, including rare books, should have lower priority than acquiring digital versions of journals.
- Sponsorship should be sought for specific titles / projects. Digitisation presents a specific fund-raising activity that should be considered in the light of the priorities for, and programme of, digitisation that will form part of the Library Services strategy from 2013.

A growing quantity of electronic material is now being accumulated by Library Services. It is important that this e-resource is systematically indexed and catalogued, in order to make it widely available and easily accessible.

- LSRG recommends that an e-archive is created that adequately catalogues and indexes the expanding e-resources provided by Library Services.

Priority 1

RSM members want greater access to e-journals, as expressed in several recent membership surveys.

The Library ceased to take the Springer Collection of e-journals (300 journal titles) at the end of December 2009, due to financial constraints, and it has not been possible to reinstate this collection, for the same reason (the approximate cost is in the region of £45,000 per annum). Sponsorship of the e-journal Nature Collection (30 journal titles) expired at the end of December 2011. The cost of this collection is approximately £30,000 per annum. The loss of both publisher collections represents a serious reduction in service to members, and is clearly not in keeping with the shared wish of RSM members and Library Services to increase the availability of remote access e-journal titles.

Both the Nature and Springer electronic journal packages need to be reinstated as the highest priority. This will cost in the region of £75,000. The cost benefit is high and represents better value for money than other options.

Priority 2

To obtain detailed pricing for providing the current paper journal collection remotely. It must be noted that not all publishers will sell their e-journals to the RSM because it is a membership organisation, although through a serials agent (EBSCO) we should be able to gain a reliable estimate of cost. This work is underway, and EBSCO will also price the back copies of the current paper collection and establish the total cost for providing an e-journal archive. This work is being supported by the Director of Library Services who needs to be actively involved in a dialogue and regular negotiations with publishers. It is expected that this work will take several months to complete, as the RSM collection comprises 1,200 paper journal titles. For comparison, when the e-journal collection was first created, this process took over 13 months to complete.
Priority 3

With the remaining 11,000 non-current paper journal titles, it is envisaged that a similar process is needed to that outlined in Priority 2 to establish the cost of having this collection accessible remotely. Where a particular journal title has ended, detailed work will be needed to establish ownership. This is a substantial piece of work that will take several months to complete and will involve the Director and senior staff of Library Services in detailed negotiations with publishers.

Where a journal paper title has ended and there is no on-going publisher interest, the Library will be looking for an open access solution in order to provide the journal electronically. This work could be undertaken provided funding through sponsorship can be obtained. Journal titles upgraded in this way would be made freely available to the general public.

This work is likely to take 5-10 years to complete, although the Library would be able to estimate digitisation costs within a few months.

Priority 4

Once the entire journal collection of over 500,000 volumes had been digitised, the Library would then be looking to digitise its book collection. This would involve a similar process to that described for the journal collection, involving negotiations with both agents and publishers, again involving the Director and senior staff of Library Services. This work would inevitably take several years to complete, as it would involve 110,000 individual items.

Priority 5

The Library would aim to digitise its internally generated archive, mainly consisting of Section papers and Council minutes. This work would take many months to complete, although compared to the digitisation of the journal and book collections, would be relatively straightforward, particularly as the RSM owns the copyright.

The Library will also need to consider the creation of its own digital resources (e.g. booklets concerning exhibitions, detailed bibliographies, etc.) when it conducts discussions with other internal RSM activities (Academic Department, Medical Innovations programme, Global Health, RSM Press, etc.). This work will require its own business plan and funding.

Digitisation and RSM Library Services: Summary

The need for a programme of digitisation was strongly recommended by LSRG. The high cost, the need for the development of a detailed business case, technical and copyright issues, and the potential to obtain sponsorship for specific digitisation projects, were all noted. The Group concluded that digitisation of journals should have higher priority than that of the book collection.

Over the medium term, it is likely that the way in which academic articles and other content are published will change. Evidence from other published media suggests that this will include disaggregation of content, new media platforms and formats, and the ability to create personalised digital libraries of content, enabled through more sophisticated metadata. This could have a major effect on the methods of content acquisition by libraries, but at the same time create new opportunities for service development, for example in helping Library users to create personalised content. The extent of this development and the speed of change in medical publishing, remain to be seen. It is important that the Library is in a position to respond appropriately to this anticipated
development in medical publishing. The Electronic Monthly Updates (EMU) offered by RSM Library Services represent a simple form of such personalised content, and the institution of this service demonstrates a willingness to respond to the needs of individual Library users.

User needs

We want to satisfy the needs of current and future users. In attempting to achieve this:

- We will seek to understand the needs of our users and meet them, as resources permit, in terms of the collections that we digitise and the means of resource discovery that we provide.
- We will develop, refine and monitor interactions with our digitised collections using a range of tools, and will use the feedback to improve the user experience.
- We will continue to investigate the digitisation landscape to ensure that we contribute to a growing corpus of national, European and international digital content.

Business models

We want to make the Library’s collection available to as wide a range of users as possible through digitisation and ensure sustainability of the service. We will develop a range of business models including:

- Open access, provided free of charge.
- Limited open access (where funding allows for free as well as fee-based models).
- Mediated access provided through a fee-paid service.
- Digitisation projects in partnership with publishers, external funding bodies and other sponsors and donors, technology providers, user communities and other content holders.
- In formulating a proposal for digitisation we will determine the full costs of the project, including the cost of access, delivery and sustainability.
- We will scrutinise each proposal before making a decision to go ahead with a digitisation project. We will assess each proposal in terms of:
  - Our drivers for digitisation
  - Business models, IP and copyright issues, and access to content
  - Operational viability, technical standards, outputs and preservation issues

Estimates for digitising 10,000 books are in the region of £1-1.5 million (Note: these do not necessarily include all cost items such as project management etc.). For further information please refer to Section 4.3.4 Digitisation on page 40 of the LSRG Report.
Refining Library Services user data

The Library Services Review Group (LSRG) commented that much information about Library usage is already being acquired, please see Section 3.3 of the LSRG report for further information. However, more accurate and refined data are required, and work needs to be done to identify the data that will have greatest utility in monitoring the use of different aspects of Library Services.

Library Income

In response to the above, IT Services have devised suitable reports for mapping Library income, they are as follows:

Overall Library income summary

The above graph shows monthly library income over the last three years.

Overall Library income by transaction

The above pie chart shows what chargeable library services our Members are purchasing.
Average Library income per transaction

The above graph demonstrates average income of lower value and more frequent transactions. Donations and permissions are excluded because they tend to be higher value and irregular.

Retention of Library Membership

The above pie chart shows that 95% of Library Corporate and Individual Members renew their subscription each year, which is significantly higher than overall RSM Member renewal rate.

Overall Library income by membership duration

The above chart demonstrates overall library income by length of individual membership.
Overall Library income by year

The above chart demonstrates major library income streams by membership type.

Overall Library income by membership grade
Additional work is being planned to show how Members interact with all the services that the RSM provides (e.g. Academic programme, Domus, restaurant, etc.). This may well demonstrate an interdependency or link between functions that would need careful consideration when planning future services.

Web statistics

Concern was expressed by LSRG on several occasions about the lack of reliable data about Members’ access to the e-resources of the Library, which used to be generated by analysis of the RSM website. These statistics have not been provided to the Library since February 2010. The Library’s concerns about the lack of statistics have been taken up with the Chief Executive directly and await satisfactory resolution at the time the LRSG report was written.

Electronic entry system

The LSRG recommended that the Library undertakes a piece of work to identify the user data that will be of greatest utility in monitoring Library usage and in planning services for the future, prior to the introduction of electronic entry / tracking technology in the Library.

The Library has been unable to undertake this work as a new electronic entry system has already been ordered without the involvement of the Library. If the Library had been consulted it might have been possible to gather more detailed information about usage of particular areas within the Library (e.g. basement).