

Fedlink Federal Small Library of the Year FY14 Nomination Packet

Darnall Medical Library, Walter Reed National Military Medical Center, Bethesda, MD

Attached please find:

- Nomination Form – 2 pages
- Selection Criteria Statements for Small Library of the Year FY14 – 3 pages
- Letter of Support from the Department of Pediatrics – 4 pages
- Letter of Support from LCDR Satyen Gada – 1 page
- Letter of Support from LTC Joshua Hartzell – 2 pages



Nomination Form

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FEDLINK Library/Information Center of the Year Award

INSTRUCTIONS: Please save a copy of this Nomination Form, complete the form in Word, print a copy and get signatures on (current) page 2*, and email or fax a copy with the Selection Criteria Statements and Supporting Materials to fliccfpe@loc.gov or 202-707-4828. All Nominations must be faxed or emailed no later than Friday, January 16, 2014. If you do not receive confirmation within one week, please contact Lizzie Daniels by phone at 202-707-4813. **(Completed form will probably be longer than 2 pages.)*

Use the exemplars at http://www.loc.gov/flicc/Awards/previous_year_exemplars.html as a guide in completing the application packet and writing the Selection Criteria Statements.

Please complete the boxes below. They will expand as you type.

NOMINEE:

Library/Information Center Name: **Darnall Medical Library**

Name of Director/Head: **Kimberly D. Adams**

Agency: **Walter Reed National Military Medical Center**

Library/Information Center Address: **8901 Rockville Pike, Building 1, Room 3458**

City: **Bethesda** State: **MD** Zip: **20889**

Phone: **301-400-3041**

Fax: **301-295-6001**

Email: **kimberly.d.adams42.civ@mail.mil**

Number and type of Users/Patrons: **4,000 medical, nursing, and research staff**

Number of Staff (federal and contracted): **8**

Total Annual Budget from all sources, including salaries, acquisitions and other operating expenditures:

\$1,665,655.00

Additional Comments or Explanations: None.

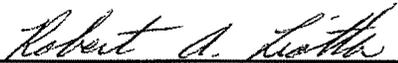


Nomination Form

NOMINATOR:

Name: Robert A. Liotta, M.D.
Title: Assistant Chief, Graduate Medical Education, Chief, Diagnostic Radiology, Medical Director, Darnall Medical Library
Organization: Walter Reed National Military Medical Center
Preferred Address: Department of Radiology, 8901 Rockville Pike
City: Bethesda State: MD Zip: 20889
Phone: 301-295-5051
Fax: 301-295-8970
Email: robert.a.liotta.mil@mail.mil
Relationship to Nominee: Military Supervisor

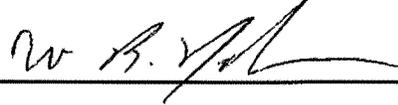
Nomination Statement (Mandatory): I believe the nominee should be Federal Library & Information Center of the Year for Fiscal Year 2014 because (50 words or less) **Darnall Medical Library has implemented significant changes in marketing strategies, a clinical librarian program, and improved search portals which have dramatically expanded the profile and utilization of the library's services. For example, there has been a 251% increase in website hits and a 133% increase in literature search requests as a result of these initiatives over the last year.**

Signature: 
Date: 1/13/2015

MANAGEMENT APPROVAL (Organization above the Library/Information Center):

Name: COL Michael R. Nelson
Title: Director, Education, Training, & Research
Organization: Walter Reed National Military Medical Center

Statement of approval: I approve this nomination for Library/Information Center for Fiscal Year 2014.
Comment: **I provide my most enthusiastic support for the Darnall Medical Library nomination for the FEDLINK Library/Information Center of the Year Award. The innovative dedicated library leadership has developed and fielded multiple initiatives such as specialty web reference portals and clinical reference librarians on interdisciplinary rounds. These efforts have irreversibly enhanced the quality of patient care and health education, and serves as a model for all academic medical facilities.**

Signature: 
Date: 1/13/2015

SELECTION CRITERIA STATEMENTS FOR SMALL LIBRARY OF THE YEAR FY14

Section I: Mission Support

Walter Reed National Military Medical Center Mission:

“Walter Reed Bethesda leads military medicine through outstanding patient-centered care, innovation, and excellence in education and research. We provide comprehensive care to prevent disease, restore health and maximize readiness.”

Darnall Medical Library Mission:

To provide quality information and services to support the readiness and care of the Uniformed Services and their families.

Darnall Medical Library (DML) serves the clinical and research needs of staff and students of Walter Reed National Military Medical Center (WRNMMC), Bethesda, MD, and a number of outlying facilities in the Washington, DC, capital region, including the White House and Pentagon clinics. WRNMMC was the result of the 2011 merger of the Walter Reed Army Medical Center and the National Naval Medical Center under the Base Realignment and Closure Act of 1990. It is the largest military medical facility in the world, providing health care to over one million service members and beneficiaries a year. The medical center has sixty-eight graduate medical education programs, with approximately 750 trainees; an additional 250 students cycle through various nursing subspecialty programs each year. WRNMMC is also the site of over 1/3 of the research conducted in the Military Health System.

DML maintains a collection of 5,500 print volumes, 7,500 eJournals, and 1,900 eBooks covering the scope of current evidence-based medical, nursing, and allied health literature. Standard services include literature searching, interlibrary loan and document retrieval, newcomer orientation, and computer access. By summer 2013 - two years after the merger - WRNMMC staff was still largely unaware of the library's existence. A small group of loyal patrons knew the library staff to be efficient and customer-focused; but with only one professional librarian performing the work of four, there was little time for outreach. With the hiring of a new library director in August 2013 and an additional librarian that November, DML had the manpower to implement best practices, to capitalize on library technologies, and to challenge existing models of resource delivery in military hospitals.

DML had three clear objectives for FY14:

- to provide patrons with a consistent and seamless online search experience regardless of the access point;
- to raise the profile of the library - its services and resources - among center staff and administration; and
- to be valued by center staff and administration as an integral component of quality healthcare delivery.

The library met these objectives and in doing so also met each of WRNMMC's 2012-2014 Strategic Pillars: education, research, service excellence, quality of care, the business of healthcare, and readiness.

Section II: Creativity/Innovation in Services for FY14

Goal 1: Consistent and seamless online experience.

DML had been maintaining a page on the WRNMMC internal SharePoint site, but IT restrictions prevented customization of the page for optimal organization of information and for aesthetics. Patrons on networked computers had IP-authenticated access to electronic resources from this SharePoint platform; but patrons not on networked computers accessed resources on the completely different OpenAthens platform. Furthermore, Athens was not compatible with all of the library's resources. In contrast, the library wanted to provide patrons with a *consistent* online experience across all access locations and devices.

DML abandoned the SharePoint site and purchased Springshare's LibGuides to serve as the library's sole website. In order to maintain autonomy of the site, the library hosted the site on Springshare's domain instead of moving it to WRNMMC's domain. DML also purchased OCLC's EZproxy, which was compatible with all of the library's resources, to authenticate remote users. Library staff undertook major ILS clean-up efforts. Staff also fully integrated resources by activating link resolvers across all databases and by cataloging all eBooks.

The combination of LibGuides and EZproxy gave patrons a single well-organized, visually-appealing website that was accessible from networked computers and any other device with Internet connectivity.

Goal 2: Raise the profile of the library.

DML engaged in "boots on the ground" marketing. The library director presented to twenty-seven departments, three hospital committees, the hospital Board of Deputies, the Graduate Medical Education Council, and the Quarterly Meeting of the Medical Staff. External presentations were made to the Navy Bureau of Medicine, the Defense Health Agency, and the White House Clinic. The library was featured on the base's quality podcast and in the base newspaper.

The new website helped the marketing effort. The library created "Specialty Portals" that included each specialty's most-used eBooks, eJournals, databases, and websites. But instead of collections selected by librarians, the portals were created in *direct collaboration* with the leaders in the medical specialties and nursing subspecialties. During the summer, the library also began featuring published WRNMMC staff on the website home page. Researchers were excited when approached about being "the face of research" for the month.

Goal 3: Become an integral component of quality health care delivery.

November 2013 the library hired a dedicated clinical librarian who introduced an embedded clinical service that rapidly expanded from rounding a few days a week with Internal Medicine (IM) and Pediatrics (PEDS) to daily scheduled rounding with teams from the Medical Intensive Care Unit (MICU), IM, and PEDS and to extensive collaboration with Graduate Medical Education (GME).

The library also initiated a hospital-wide database instruction program that included PubMed, OvidSP, RefWorks, CINAHL, and the Joanna Briggs Institute Database.

Section III: Customer Satisfaction

Impact of the Interventions

WRNMMC staff praised the usability, the look, and the varied accessibility the combination of LibGuides and EZproxy provided. Even remote users freely navigate the website on their tablets and smartphones at the point of care. When they attempt to access a subscription database, they are prompted for their personal EZproxy login. That one login allows patrons to access other databases on the website as seamlessly as they would from a networked computer. The new website, along with an emphasis on mobile resources, turned DML into the first choice for electronic resources even among staff who have access to other libraries' resources. The specialty portals engaged clinical and nursing staff in collection development and turned them into library stakeholders. WRNMMC staff regularly contacts the library with requests for titles to add to respective portals. DML's electronic resources experienced a massive increase in usage from FY13 to FY14.

- Website home page hits increased **241%**. (This figure does not include the home page hits for the specialty portals, which are the launch points for many WRNMMC staff.)
- Downloads from individual journal subscriptions increased **70%**.
- OvidSP database article downloads and eBook views increase **445%**.
- OPAC searches increased **242%**.

Embedded clinical service in hospitals is not new, but it was new at WRNMMC where there was no history or tradition for such an idea. Medical teams now rely heavily on the clinical librarian's real-time search expertise and ability to elucidate difficult clinical questions that directly impact patient care. The librarian's contribution to GME cannot be underestimated. She participates in journal clubs and morning reports and assists with clinical research projects. She developed and led a three-hour workshop on evidence-based medicine that is now required in the GME program in IM. She taught five of these workshops for IM in FY14, reaching 190 interns and residents. She reached another 208 staff through eleven research classes and evidence-based practice workshops that were requested by other medical specialties and nursing subspecialties. Almost 250 hospital staff benefited from the new hospital-wide database instruction program. The clinical librarian's interaction is the primary reason for the library's **133%** increase in literature search requests from FY13 to FY14.

DML's interventions directly impacted the library's resources. September 2014 WRNMMC administration approved filling a librarian billet that had been vacant since January 2012. This new biomedical research librarian position will create a research service that, too, will introduce new services and capabilities to the library. The library's FY15 budget was approved in twenty-four hours - without scrutiny - during across-the-board budget reductions at the medical center. The clinical service has been so successful that the library has not been able to accommodate additional requests for the librarian to attend rounds with other specialties; however, the Defense Health Agency Office of Innovation has been so impressed with the clinical program that it is submitting paperwork to fund a contract librarian to expand the service and to evaluate it for possible support throughout the Military Health Service. Darnall Medical Library truly had an exceptional year, successfully meeting its FY14 goals and laying the groundwork for continued outstanding mission support.

07 January 2015

LETTER OF SUPPORT OF THE DARNALL MEDICAL LIBRARY FOR SMALL FEDERAL LIBRARY OF THE YEAR

The Department of Pediatrics has witnessed and immensely benefitted from the transformation of the Darnall Medical Library at Walter Reed Bethesda into the tech-savvy, clinically oriented, medical information extender it is today. The leadership and initiative of Ms. Kimberly Adams and Ms. Sarah Cantrell has re-defined the terms 'library' and 'librarian' for all of our physicians – from the sometimes jaded older doctors who once roamed the stacks to our millennials who haven't stepped in a traditional library in years.

Early adopters of on-line PubMed searches and the Palm handhelds, we are no strangers to on-line and mobile medical data technology, and sometimes we are inundated and numb to promises of the 'next great thing.' Despite this, the Darnall Medical Library has allowed the use of mobile technology to flourish. They vet resources for us and push them out to our staff with group and one-on-one training. They have extended the library out of the stacks to our conferences, clinics, and patient bedsides.

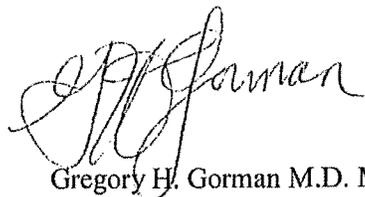
Here are examples of cutting-edge and innovative initiatives that are re-defining the concept of a "library" for our pediatrics department.

- Embedded Clinical Librarian: The library has embedded a clinical librarian with our inpatient pediatrics team. The librarian is an active participant helping to answer clinical questions on the spot, such as esoteric drug-drug interactions, whether the literature supports certain radiologic procedures, and accessing and applying up-to-date guidelines to patients with unusual circumstances. The health-care industry should take note of this Darnall Library initiative! The best point-of-care clinical decision support asset is not just a tablet; it's a live embedded clinical librarian who has the training to use these resources at the bedside to assist the care team.
- Evidence-Based Medicine Teaching: The Darnall Library has a vigorous outreach to help physicians leverage its resources. A librarian assists our pediatric residents in their journal club presentation, from the selection of a journal article to an in-depth review and preparation to the actual discussion at our 50+ physician departmental conference. Residents on their research rotation meet with our librarians to learn to use reference management software and take library classes on ways to search databases like PubMed in ways they never imagined.
- Information technology Troubleshooting: When military IT security regulations interfered with our participation in the electronic resident matching service, the Darnall Library offered a solution that the IT professionals could not.
- On-Line Medical Resource Portals: The Darnall Library has leveraged its archival expertise to prune, organize, and effectively present the dizzying array of electronic

resources that the military has purchased. Before Kimberly Adams and Sarah Cantrell transformed the Darnall Medical Library, getting access to these electronic resources such as digital journals and point-of-care medical apps was a word-of-mouth haphazard affair. The Darnall Medical Library set up individual web-page portals customized to each specialty so as not to drown out resources in the sea of all that is available. These are actively managed web-pages, with prompt response to requests for new material. In addition, the librarians seem to seek out new resources, vett them for us, and then present them to us.

- Mobile Medical Apps: The library is known in our department as the mobile medical experts. They understand mobile technology and know how to get it in the hands of our doctors. They use QR codes frequently to distribute information quickly, and their 'Intro to Darnall Medical Library Mobile Resources' which is part of our annual orientation for new doctors is known as the 'can't miss' session.
- Publication Submission Recommendations: An amazing service to our clinical researchers is the Darnall Medical Library's publication recommendation service. With just the abstract, keywords, and bibliography, the library provides a list of appropriate journals for the manuscript, ranked by Impact Factor. This has allowed my staff to consider new journals and medical audiences with whom to share their work.
- Innovation: The Darnall Medical Library team is an active participant in brainstorming new ways to deliver the curriculum. One exciting example, still in the developmental stage, is a mobile medical Olympics where teams compete to answer bedside clinical questions using mobile medical apps.

Under the leadership of Ms. Kimberly Adams and Ms. Sarah Cantrell, the Darnall Medical Library has transformed itself from a repository of information into an indispensable partner in the application of information to clinical pediatrics. Select the Darnall Medical Library as the Federal Small Library of the Year!



Gregory H. Gorman M.D. MHS
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07 January 2015

PEDIATRICIAN TESTIMONIES OF EXAMPLES OF THE EXCELLENT
SUPPORT OF THE DARNALL MEDICAL LIBRARY

“The librarians are all helpful when you reach out to them. That said: Ms. Cantrell is notable for being a very public and visible presence for the library. Doubtful that our medical teams would have time to interact in person with the librarian without them Ms. Cantrell coming to us. When there was a question of using a ketamine PCA for a child with an evolving chronic pain issue. Ms. Cantrell was about to track down resources that I never would have been able to find. This was a topic on which there was scant information searchable in PubMed but Ms. Cantrell took the time to track down some more obscure but helpful resources.”

- Dr Timothy Flynn

“The resources at Darnall library and the eagerness of its librarian Sarah Cantrell were a direct help to our inpatient pediatrics team. The physician-parent of a young infant was refusing interventions for jaundice with claims for a lack of efficacy in the method we were using. After hearing this as a participant in our rounds, Sarah had collected several studies that addressed this question. By providing this information to these savvy parents, they agreed to the interventions, and the doctor-patient relationship was strengthened. This is just one example of how Ms. Cantrell and the Darnall library provide real-time evidence-based medicine which affected patient care for the better.”

- Dr Sebastian Lara

“Sarah has been an invaluable resource to me and my clinical teams. She has routinely been able to provide the most up-to-date and useful electronic medical resources and can generate a useful lit review on clinical questions in minutes. Her presence on clinical rounding teams holds us accountable to practicing evidence-based medicine and has more than once appropriately re-tailored my team's approach to a clinical problem.”

- Dr Charles Groomes

PEDIATRICIAN TESTIMONIES OF EXAMPLES OF THE EXCELLENT
SUPPORT OF THE DARNALL MEDICAL LIBRARY (continued)

“Sarah Cantrell has been incredibly generous with her time and resources. She is always excited to show me new resources and help me find RCTs [Randomized Controlled Trials] that fit my presentation topics perfectly. I have emailed her for help when I am off site, and she replies within minutes with new ideas and articles. I don't think I will ever write a paper or put together a presentation without checking in with her first. She really seems to understand clinical guidelines and get excited about management controversies. We are so lucky to have her!”

- Dr Claire Daniels

“Sarah Cantrell has been a perfect addition to the Darnall Library. On her arrival she reached out to the Pediatric residency program offering clinical librarian support during rounds. She would listen to our reports on patients and instantly pull up articles pertaining to clinical questions allowing us to use the most current evidence in our medical decision making process. She also helped the residency start to utilize online and mobile resources more efficiently. She gave a talk at our morning conference making sure that we knew the resources available. She was extremely helpful in preparing for journal club. Taking time to meet and not just discuss relevant literature but also discuss the basics of Boolean searching and MeSH terms.”

- Dr Pasman

“Ms. Cantrell has helped me both individually and as part of the ward team. For my case report that I was writing up on a rare microdeletion syndrome, she helped me tremendously with my literature review. I had only found 7 or 8 articles, and she found >10 more articles on the topic! On rounds she is so valuable in helping us look up clinical questions and allows us to use evidence-based medicine in order to guide our clinical practice. She is also always very quickly responsive whenever we e-mail her from the ward with questions outside of our Wednesday rounds. Not only does she provide us with articles/data, but she also shows us how she arrived at the articles and how to use different tools so that we can find it ourselves in the future. She is always showing us new applications to aid in our clinical practice.”

- Dr. Katie Ottolini



WALTER REED NATIONAL MILITARY MEDICAL CENTER
8901 WISCONSIN AVENUE
BETHESDA MARYLAND 20889-5600

12 JAN 2015

To whom it may concern,

It is with great pleasure that I write this letter of recommendation on behalf of the Walter Reed National Military Medical Center Darnall Medical Library (DML) for the FEDLINK Federal Small Library of the Year. Rather than stagnate, in just one year the DML was able to transition from an independent platform providing library services to an integral part of the healthcare delivery team, a truly remarkable feat in a resource-limited setting. The many achievements of the DML during FY-14 were by no means the work of one, but accomplished through the shared vision and perseverance of the entire staff at DML. As a former Medical Director of the DML, I truly believe that our library is deserving of this significant recognition.

In FY-14, the DML put in place a streamlined business plan which enabled it to reach more end users and enhance services while providing a cost savings to our hospital. By maintaining a customer friendly approach, the DML embarked on an aggressive marketing campaign by meeting with key stakeholders, allowing the library to perform a comprehensive needs assessment. Recognizing that the change landscape of healthcare demanded instant access to content and best practices of medicine, the DML transitioned its difficult to navigate website to the user-friendly LibGuides platform, and created specialty portals focused on each departments frequently used content, increasing the library's website usage by 241%. The library also hired a clinical librarian to join the Internal Medicine and Pediatric services on hospital rounds, leading to a 133% increase in literature search requests as well as influencing real time decision making for the clinical teams. These modifications led to a positive impact on the experiences of our patrons, which has also garnered the praise of the hospital leadership and recognition through an article in the hospital newspaper and our clinical librarian being awarded Civilian of the Quarter for the entire hospital.

The staff at the DML has left a large footprint on the hospital in FY-14. They have put in a process of friendly, convenient, and comprehensive access to library content that has help shape the patient experience. Although it did not happen overnight, the tireless effort and indomitable spirit of the DML team has shaped what I believe is the model for Federal Libraries throughout the country. Although many libraries may have similar programs and innovation in place, I contend that none take more pride that the DML. I strongly recommend without reservation that the DML is recognized as the FEDLINK Federal Small Library of the Year.

Sincerely,

Satyen M Gada, MD
LCDR, MC, USN
Walter Reed National Military Medical Center



DEFENSE HEALTH AGENCY
WALTER REED NATIONAL MILITARY MEDICAL CENTER
8901 WISCONSIN AVENUE
BETHESDA, MD 20889-5600

5 January 2014

SUBJECT: Federal Small Library of the Year FY14 Award Nomination Letter of Support

Dear Award Selection Committee,

It is an absolute honor to write a letter of recommendation for the Walter Reed National Military Medical Center Medical Library in support of its nomination for the 2014 Federal Small Library of the Year Award. I have worked closely with the library in a variety of ways for the past two years. I believe that I am well positioned to make a respected recommendation for the library based on my interactions with it as well as my experience with graduate medical education.

The library had a resurgence of epic proportions in FY14. Under new leadership, the library and its staff have emerged as a vital resource for medical education and patient care. The library has instituted a number of innovative programs in order to support the work that we do here at the hospital. Not a single day goes by where I do not utilize a resource made available by the library. I will highlight only a few of these programs below, but it goes without saying that the medical library has become instrumental in the way that we deliver safe and effective evidence based care. The reach and involvement of the library is exponentially expanding.

The library completely redesigned its website in order to simplify ease of use. In addition, it created LibGuides and specialty portals to facilitate care. Speaking from firsthand knowledge, the Infectious Diseases specialty portal has become my go to resource for online assistance. It is marvelously organized and allows me to quickly find texts or other online resources to quickly and accurately answer patient questions. The library also developed the ability for the resource to be used from home computers via the web truly extending the reach of the more traditional library. Now trainees and staff easily access the library via the internet at home or on rounds using their smartphones or tablets. The library and its online resources have fast become essential to rounding on patients.

The clinical librarian, Sarah Cantrell, has initiated a program where she rounds with the medical teams in a variety of settings. She does on the spot searches of the literature to directly provide patient care answers as well as education to the housestaff and faculty. I have witnessed this first hand on the wards, and it is an incredible resource to have her be able to look up an answer and reassure a patient or better educate the patient and the team about a particular issue. The program is expanding to more services as word spreads about the educational and patient care value.

Sarah supports our evidence based medicine curriculum hospital wide. She helps teach these skills through a variety of venues within the hospital through small groups, lectures, and hands on exercises on numerous topics. She took part in teaching an academic half day session for the Internal Medicine Residency Program. Sarah was part of a working group that developed a day long research course for graduate medical education trainees, and the course has been attended by over 50 trainees to date. Sarah delivers approximately three hours of instruction with each

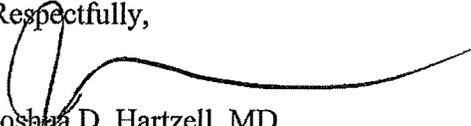
session and students frequently remark about how much more comfortable they are using PubMed following her instruction. Her teaching style is remarkable as she easily connects with learners and teaches complex material in ways that allow learners to rapidly assimilate those skills into their own repertoire.

The library continues to support clinicians through research endeavors as well. The library quickly finds and obtains articles for researchers across the GME programs. In addition, the librarians are a terrific resource to help residents and faculty complete high quality research, and they are currently supporting several studies. The ability to have this resource for our trainees is essential in helping our GME programs meet and exceed their research requirements.

In closing, the medical library at Walter Reed represents the finest of all medical libraries. The library directly impacts patient care, education, and research activities on a daily basis. It is without question deserving of the Federal Small Library of the Year FY14 award.

Please contact me if you have any questions related to this letter of support.

Respectfully,



Joshua D. Hartzell, MD
LTC, MC, USA
Associate Program Director, Internal Medicine Residency
Assistant Chief, Graduate Medical Education
Walter Reed National Military Medical Center
Associate Professor of Medicine
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