Summer 2016

CapLits

Volume 32 Issue 2

Bulletin of the Pharmaceutical & Health Technology Division of the Special Libraries Association

In this issue

Chair's Message

By John Chu, DPHT Chair

I am sure most of you are aware by now that our Past Chair Janet Weiss has been inducted into the prestigious SLA Hall of Fame this year.

Instead of paraphrasing or parroting all of the accolades, I would like to take this opportunity to provide my personal take specifically on her amazing mentoring skills. Janet has single-handedly enabled me to transition from Chair Elect last year to the Chair this year, and believe me–I am still learning from her!

I have known Janet for a very long time–mostly from within SLA DPHT. She and I had both worked for Wyeth Labs at different times decades ago working for their corporate library. Since I had left a year or two before she joined Wyeth, we did not cross paths until later. However, we did have the same supervisor and the same cultural immersion in the "Wyeth Way."

When Janet contacted me in the fall of 2014 during my Chair-Elect candidacy, she immediately and thoroughly trained me in the duties and responsibilities of the position. Thank goodness she did! While I have been very active in DPHT, and have had frequent interactions with several past Chairs, I mistakenly assumed that the Chair position would be a piece of cake. I would provide leadership over DPHT, coordinate the Division's activities, run Executive Board meetings, provide oversight for the Advisory Board, and manage major decisions affecting the Division. I figured it won't be too time consuming, with not much more to learn beyond what I knew to that point. What I did not take into account was that I was expected to be the main contact for "mother ship interactions" with the SLA Board. I learned the hard way!

The first and the most memorable lesson was at the 2015 Leadership Summit. I was hesitant to attend, despite having Janet tell me this was a 'MUST' event for me as Chair-Elect. I assumed, incorrectly, that this was essentially an event for the Chair and the 2015 Annual Meeting DPHT program planner. I thought having another DPHT attendee would be a third wheel–and excessive. Janet assured me that I had a ton of things to learn and dozens of people to network with. So I reluctantly agreed to go.

It turned out to be a good decision. The 2015 program planner (Robin Fogel) was unable to make it. So, Janet immediately briefed me on everything after I showed up. Her knowledge of the "mother ship," familiarity of the process, and extent of contacts from both DPHT and DBIO were amazing. By the end of the day, after all those introductions, I could not keep track of who was who from their faces!

Janet also made a short and excellent presentation about the DPHT Spring Meeting at the event. Ironically, that very presentation started the discussion around having the DPHT Spring and the SLA Annual meetings co-located. Those discussions are ongoing.

On the second day of the Leadership Summit, in her typical fashion, Janet just "threw me to the wolves" and watched to see if I would "sink or swim" during the marathon of hectic sessions exploring potential joint-sponsoring options with other divisions. I managed to do as much as I could by networking with DBIO, Chemistry, and other science divisions, exploring common interests. I also reached out to other SLA Divisions' leaders.

Later, when I debriefed with Janet about what I learned, she nodded and as usual, instructed

"Chair's Message" *continued on page 2*

"Chair's Message" *continued from page 1*

me to get the DPHT lead planner Robin up to speed as well. After we got back from the Summit, I made sure that I delegated tasks with confidence (which I have done, of course).

Turning to 2016, the transition for me to take over as Chair, I must confess, was a bit slow because of me. In fact, I was kind of hoping Janet would continue to do what she excelled at – managing DPHT–and I tried to stay in the background. Well that lasted until the Orlando Spring Meeting, and I got kicked into gear. I am working hard to lead, but occasionally still look for her to throw me a lifeline. Janet is always available and gracious, and continues to be willing to mentor. I am very lucky!

In fact, Janet does a lot in the background for DPHT, and then just asks me to make a decision after all her hard work. The latest example is her work on the DPHT Awards (Student Award, Horizon Award, Distinguished Member Award). By the time the Executive Board voted, everything for the Awards had already been DONE!

There are many other mentoring process examples that I could relay, but they would fill this whole CapLits issue! But suffice it to say that this has been the most intense and rewarding mentoring experience for me in my entire career!

THANK YOU JANET FROM THE BOTTOM OF MY HEART!

Volume 32, Issue 2 *Summer 2016*

CapLits is published three times a year by the Pharmaceutical & Health Technology Division (DPHT) of the Special Libraries Association and is sent to Division members as a benefit of membership. Special Libraries Association assumes no responsibility for any of the statements and opinions advanced by the contribution to the Association's publications. Editorial views do not necessarily represent the official position of the Special Libraries Association. Acceptance of advertisements does not imply endorsement of the product by Special Libraries Association.

Editor: Kimberly A. Flanagan-Bouchard
Assistant Editor: Andrew Clark
Production Designer: Jay Fraser
Advertising Editor: Eric Stubbs

Pharmaceutical & Health Technology Division Officers 2016

EXECUTIVE BOARD

Chair: John Chu
johnsuyuchu@yahoo.com

Chair Elect: Tony Landolt
tony.landolt@gmail.com

Secretary: Melissa Brown
melissa.brown@bms.com

Treasurer: Stephen Cox
treasurer@pht.sla.org

Past Chair: Janet Cooper Weiss
jweiss@dsi.com

ADVISORY BOARD AND COMMITTEE CHAIRS

Archivist:
Paul Ziegler: *zieglerpc@comcast.net*

Awards:
Janet Cooper Weiss: *jweiss@dsi.com*

CapLits Committee:
Editor:
Kimberly Flanagan-Bouchard: *kflanagan-bo@dsi.com*
Assistant Editor: Andrew Clark: *Andrew.clark@ucb.com*
Advertising Manager: Eric Stubbs:
eric.stubbs@otsuka-us.com

Career Guidance/Student Relations Chair:
Laura Westendorf: *laura.westendorf@bms.com*

Discussion List Administrator:
Julia Parker: *juliadp@uw.edu*

Employment Relations Chair:
Cynthia Crane: *cinscrane@gmail.com*

Medical Devices & Diagnostics Section Chair:
Marjorie Greer: *marjorie.greer@av.abbott.com*

Membership Committee:
Chair: Rosalind Young: *rosalind.young@otsuka-us.com*
Amanda Adams: *amanda.adams1027@gmail.com*
Norman Laurin: *norman_laurin@vrtx.com*

Networking Chair:
Tony Landolt: *tony.landolt@gmail.com*

Nominating Committee Chair:
Christine Geluk: *christine.geluk@live.com*

SLA to Induct Noorlander, Weiss into Hall of Fame

Special Libraries Association Press Release

Pair Have Been Instrumental to Association, Unit Success

McLean, Virginia, 25 April 2016—The Special Libraries Association (SLA) has named Willem "Bill" Noorlander and Janet Weiss as the newest members of the association's Hall of Fame.

The two will be honored June 12 at the opening session of the SLA 2016 Annual Conference in Philadelphia.

The SLA Hall of Fame was established in 1959 and recognizes distinguished service and contributions to SLA or an SLA chapter or division. Induction is reserved for SLA members at or near the end of their active professional careers, and is granted to no more than three individuals per year.

About Bill Noorlander

Bill Noorlander is a partner at BST America in New York, a company that provides market data and technology consulting for the financial services, professional services, and other business sectors.

During his 16 years of SLA membership, Bill has been active in multiple units, including the New York Chapter, the Leadership & Management Division, and the Business & Finance Division. He is also a member of the Leadership & Management Division's Content Buying Section.

Bill has put his financial insight and business savvy to good use with SLA, especially during his time as treasurer of the New York Chapter (2008–2009) and as fundraising chair of the Leadership & Management Division (2014–2015). His business acumen and commitment to the long-term health of SLA also proved invaluable during his countless hours of service on the SLA Finance Committee (2012–2015). His dedication and loyalty ultimately earned him a seat on the SLA Transition Committee, where he played an instrumental role in preparing the request for proposal and conducting interviews during the search for an association management company to manage SLA's staff operations.

Bill's SLA colleagues frequently cite his tenacity and attention to detail as assets to the committees and groups with which he volunteers. Induction into the Hall of Fame is a fitting tribute to Bill and his many contributions to SLA.

About Janet Cooper Weiss

A member of SLA since 1976, Janet Weiss is Associate Director of the Scientific Library at Daiichi Sankyo Pharma Development, Inc., in New Jersey. During her four decades as an SLA member, Janet has been indispensable to several units, especially the New Jersey Chapter, the New Jersey-Greater Princeton/Trenton Chapter, the Pharmaceutical & Health Technology Division, and the Biomedical & Life Sciences Division.

Both the New Jersey Chapter and the New Jersey-Greater Princeton/Trenton Chapter (CPRT) have benefited from Janet's guidance. Though she has worn many chapter hats—treasurer, fundraising chair, consultation officer, program chair, president, and awards chair—Janet is particularly well known within both chapters for her tremendous sponsorship and fundraising efforts. Janet's ability to secure vendors to sponsor meetings is legendary—as fundraising chair, a position she has held in both chapters intermittently since 1993, she has been instrumental in making chapter meetings affordable to attend.

The Pharmaceutical & Health Technology Division has also been fortunate to count Janet among its members. Most recently chair of the division in 2015, Janet's successful efforts include guiding work on a division membership survey and reworking the procedures for member and student travel awards. Similarly, Janet chaired the Biomedical & Life Sciences Division in 2007, and has also served that unit over the years as fundraising, professional development, and vendor relations chairs.

Recently, Janet emboldened several members of the New Jersey Chapter to volunteer their expertise with a heavily relied upon, underfunded regional agency that was conducting a needs assessment. The assessment involved collecting and assessing information and formulating the findings into recommendations on reorganizing the agency's resource library. This collaboration is one of many instances in which Janet has helped to demonstrate the unique value of informational professionals to businesses and organizations.

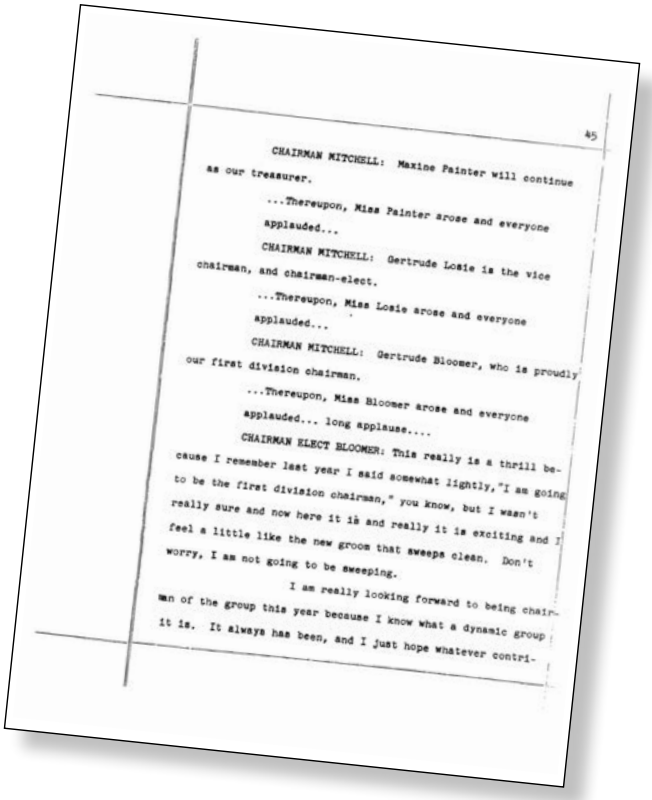
During the 40 years as an SLA member, Janet has served as a connecting link, bringing diverse ideas and people together. She has mentored new members and encouraged them to take up leadership roles within SLA. She is well deserving of induction into the SLA Hall of Fame.

Pharmaceutical & Health Technology Division Turns 50!

By Mark Domke

At the vendor reception on the opening night of the Pharmaceutical & Health Technology 2016 Spring Meeting, a cake commemorating the Division's 50th anniversary was presented. PHT Chair John Chu, Past Chair Janet Weiss, and Program Chair Sonal Shukla had the honors of cutting the first slice!

At the Special Libraries Association 57th Convention on May 30, 1966, the Pharmaceutical Section of the Science-Technology Division held its annual business meeting and transformed from a section within the S-T Division into the Pharmaceutical Division. There, the first Pharmaceutical Division Chair, Mrs. Gertrude Bloomer of the William S. Merrell Company of Cincinnati was introduced. And the rest is history!



45

CHAIRMAN MITCHELL: Maxine Painter will continue as our treasurer.

...Thereupon, Miss Painter arose and everyone applauded...

CHAIRMAN MITCHELL: Gertrude Losie is the vice chairman, and chairman-elect.

...Thereupon, Miss Losie arose and everyone applauded...

CHAIRMAN MITCHELL: Gertrude Bloomer, who is proudly our first division chairman.

...Thereupon, Miss Bloomer arose and everyone applauded... long applause....

CHAIRMAN ELECT BLOOMER: This really is a thrill because I remember last year I said somewhat lightly, "I am going to be the first division chairman," you know, but I wasn't really sure and now here it is and really it is exciting and I feel a little like the new groom that sweeps clean. Don't worry, I am not going to be sweeping.

I am really looking forward to being chairman of the group this year because I know what a dynamic group it is. It always has been, and I just hope whatever contri-

Professional Development Committee:

CE Chair:
Christopher Mundy: *christopher.m.mundy@gmail.com*
Assistant: Open
Webinars: Sean Smith: *sean.smith@infodesk.com*

Public Relations Chair:
Sean Smith: *sean.smith@infodesk.com*
Website Committee:
Webmaster: Earl Smith: *earl@wonderment.net*
Assistant Webmaster:
Carenanne Torrey: *Carenanne.Torrey@alkermes.com*

MEETING COMMITTEE CHAIRS

Logistics/Venue Management:
Chair: Karen Mirabile: *karen.mirabile@infodesk.com*
Assistant: Patrice Costa: *pcosta@mms.org*

ANNUAL CONFERENCE 2016

Program Chair: Robin Fogel: *r.fogel@elsevier.com*

Committee Members:
Mindy Beattie: *mindy.beattie@gilead.com*
Cindy Stenstrom: *cstenstrom@shire.com*
Tara Breton: *tbreton@healthadvances.com*
Jennifer Martin: *jennifer@ahsl.arizona.edu*
Sandy Kramer: *skramer@ahsl.arizona.edu*
Magan Stephens: *magan.stephens@gilead.com*
Kimberly Flanagan-Bouchard: *kflanagan-bo@dsi.com*
Mary Talmadge-Grebenar: *mary.talmadge-grebenar@bms.com*
Marjorie Greer: *marjorie.greer@av.abbott.com*
John Chu: *johnsuyuchu@yahoo.com*
Tony Landolt: *tony.landolt@gmail.com*

SPRING CONFERENCE 2017

Chair: John Chu: *johnsuyuchu@yahoo.com*
Program Chair: Robin Fogel: *r.fogel@elsevier.com*

ANNUAL CONFERENCE 2017

Program Chair:
Magan Stephens: *magan.stephens@gilead.com*

Pharmaceutical & Health Technology Division

SPECIAL LIBRARIES ASSOCIATION

2016 DPHT Spring Meeting

Keynote Speech: Knowledge Engineers of the Future

Dr. James Canton, CEO (Institute for Global Futures, Inc.)

By Marija Markovic (Myriad Genetics)

Dr. Canton kicked off the keynote session asking two thought-provoking questions: How many people are happy with where they are in their job? And, how many people think there is room for change? Only a small number raised their hands in response to the first question, while a bigger number responded affirmatively to the second one.

From there, Dr. Canton continued to uncover the challenging future that has caught up with us, that happens in real-time, and that is powerfully impacting the profession of librarians in the healthcare industry. He identified emerging trends in medicine: revolutionized therapeutic treatments, health enhancement through re-engineering and geomedicine, and "evolutionary redesign" based on genomic sequencing. With these trends come emerging technologies: nanotechnology, neurotechnology, quantum technology, biotechnology and last but not least, information technology. Dr. Canton referred to these as convergent technologies that will transform our world.

The named convergent technologies impact both the current and future research and researcher skills necessary for further developments: new use of 3D printing, big data management, data use for predictive analytics, convergence of consumer genomics, artificial intelligence, etc. The trends are already emerging with the tsunami of big data and the rise of data scientist roles. More data experts are required to manage disease predictability and create models for health management and health-longevity, to manage prediction, promotion and prevention with the use of better devices and better drugs.

In order to remain in tune and up to par with the convergent technologies, and thus maintain their relevancy within the healthcare industry, librarians must evolve as well. Rebrand, re-leverage and pivot!

James Canton, Ph.D.
CEO, Institute for Global Futures, Inc.
Futurist, Author and Visionary Business Advisor

Merely minding the store is insufficient. Rather, it is an easily automat-able commodity. Instead, becoming an integral part of the decision making process, having a reserved seat at the table when and where the critical company decisions are made is what will preserve the librarian function.

Dr. Canton asserts that the strategy should be to not just defend the current library territory but to ascend the position of the librarian. Ask the right questions about the business model, the customer and the product. If you ask the right questions, you will change the discussion dynamic even when you do not have all the right answers. Make your place in the C-Suite discussions, decision-making analytics discussion, clinical and pre-clinical projects. Do not take the side seat by merely being the content provider.

Recast yourself to reinvent and recast your industry.

Investing in Insight: Effectively Communicating the Value of Information Professionals (CE Course)

Mary Ellen Bates, Principal
Bates Information Services

Presenter: *Mary Ellen Bates (Bates Information Services)*

By: Kimberly Flanagan-Bouchard (Daiichi Sankyo)

It's always exciting to hear Mary Ellen Bates offer words of wisdom, whether in a speech at SLA Annual, during educational webinars, in white papers sponsored by vendors, or in the many publications she writes for magazines and online venues. The PHT Division was really fortunate to have Mary Ellen present her CE Course at the Spring meeting in Orlando.

The half-day workshop was well attended, and the room was abuzz with ideas. Mary Ellen's mission was three-fold: to help attendees understand their clients' needs; mapping information services around those needs and determining the subsequent value of the information center/professional; and then articulating that value in a compelling way to upper management.

The first step in this journey was to challenge attendees – could they describe what they do quickly, with a tag-line? Mary Ellen's firm, Bates Information Services, has espoused "Enabling better business decisions since 1991." Going around the room, some did not have one, while others had thought-provoking ideas around one they can develop. Some examples were "unleash your mind," "team of one," "your starting point

for information." Tasked with bringing their ideas back to the office, attendees had to challenge themselves and find a way to express their value in a quick bite.

What is value?

Donald Rumsfeld once gave a speech, outlining known knowns, unknown knowns, and unknown unknowns. As Mary Ellen asked, "What are the things that we do not see? "

> The message is that there are no "knowns." There are things we know that we know. There are known unknowns. That is to say there are things that we now know we don't know. But there are also unknown unknowns. There are things we do not know we don't know. So when we do the best we can and we pull all this information together, and we then say well that's basically what we see as the situation, that is really only the known knowns and the known unknowns. And each year, we discover a few more of those unknown unknowns.
>
> It sounds like a riddle. It isn't a riddle. It is a very serious, important matter.
>
> There's another way to phrase that and that is that the absence of evidence is not evidence of absence. It is basically saying the same thing in a different way. Simply because you do not have evidence that something exists does not mean that you have evidence that it doesn't exist. And yet almost always, when we make our threat assessments, when we look at the world, we end up basing it on the first two pieces of that puzzle, rather than all three. [1]

Mary Ellen likened looking for the unknown – what we don't realize our clients need, or the thing that is of *real* value to them – to the hunting of Woozles (the imaginary weasel marauders who threaten to steal honey from Winnie the Pooh). As Pooh was trying to find these menacing creatures, he inadvertently made more and more tracks in the snow. He began to think they were of the Woozles, but it turned out the tracks were his. So, the question is–where are the things that seems as obvious to us but actually aren't? You need to question your assumptions.

Mary Ellen explained how she learned this the hard way… Last year, she was not invited to speak at SLA Annual meeting. Anyone who has attended these meetings knows Mary Ellen presents every year. It was a very noticeable absence. Mary Ellen was taken aback by this, questioning herself. Did people no longer see her value? Her 'unknown unknown' was that she had to specifically mention that she would present for free as she has traditionally done. She didn't realize for 2015, the budgetary crunch SLA was under made the financial aspect of her proposal (or lack of mentioning the 'free' part) was more

valued than her expertise. This 'a ha' moment made her realize going forward she will have to modify her message.

Has your organization changed its focus like SLA? Did priorities shift? Is there new management on top that isn't familiar with your services? What do you have to spell out? What do you have to emphasize? What questions do you have to ask now? How do you flush out your 'unknown unknowns?'

Reality Check Interviews

One way to find your unknowns is via a reality check interview. This is not your ordinary reference interview. It's a conversation with your clients *and* those that don't use the library. Ask them–HOW are they doing something? WHERE are their needs? WHAT do you do if you can't find XYZ? What do you do next?

You may or may not get the answers. What's more important here is that you're *listening* for their process. What don't you know? What is their information culture? What are the information behaviors? How can you address those? What's going to make the penny drop (like Mary Ellen adding 'free' to her message).

FUD – Fear, Uncertainty and Doubt

Many employees tend to rely on Google, thinking it's the best resource for their information needs. Of course it's the most familiar… Many also feel they are quite proficient at searching, and don't need the library. While frustrating, this is a prime opportunity to pivot the conversation – and dig out the unknowns.

By acknowledging that employees *can* do something well enough, or that their default resource is fine, you gain their attention. Then, turn the conversation around and ask how

1 U.S. Secretary of State Donald Rumsfeld. Press Conference. NATO Headquarters. Brussels, Belgium: June 6, 2002. http://www.nato.int/docu/speech/2002/s020606g.htm

2016 DPHT Spring Meeting

they might handle special situations when *you* know Google will not be enough. Identify the FUD – when have they felt afraid, uncertain or doubtful about something (like the time they couldn't find something they needed before that big meeting) and then address that feeling…

When an employee doesn't use the library because they just 'Google' it, instead of *asking* for their reconsideration and hoping they use the library, *tell* them how you would eliminate the FUD – "that's really good Steve, but did you know we have 125 information sources in the library, and only one of them is Google?" Tell a story – "I just did research on that (insert special situation here…) and found (insert great story of the results you got from searching a special resource…)." Or tell them about the time that your client was going on a sales call to a new company, and didn't know they went bankrupt — you "prevent that from happening."

Talking Up Your Value

Before you can articulate your value, you have to know what the value is. How do you calculate it? How do you know what it is? How do we quantify our impact?

You have to first ask yourself questions, review your impact on the organization, and determine what happened differently as a result of your being there. Mary Ellen cautioned against doing surveys as many will not complete them, and those that do are already your biggest fans. That will not get you balanced insight around your value. Further, there is real survey fatigue that may lead your client to hit "delete."

Talk to people one-on-one, or ask questions during a project team debriefing meeting. DON'T ASK "how satisfied are you with the library services." Ask how they used your services strategically.

For example, ask what happened because we sent something to someone? Gather powerful stories that demonstrate the library's impact, like "we responded to FDA two weeks earlier." Ask your clients–did we save you money? Did we save you time? Did we speed a process up? Did this help you? Ask after every single project – what happens after I send this to you?

Collect outcome statistics. Look to key opinion leaders in your organization for feedback on work the library did for them. Ask–what's at stake? What is pending as a result of this research? What was the outcome? What was your deliverable? How did we contribute more to the organization's outcome? Where did we make a difference? What is the monetary value associated with that difference?

Don't leave your success to someone else. That's like depending on them to tell your success story, or advocating on your behalf. *You* are the best advocate for yourself. Mary Ellen doesn't look to distribute her business card, but will collect cards from people she's met, and then take action with them.

Key Performance Indicators

Determine your Key Performance Indictors (KPIs), and use those to benchmark your value. Is it measurable? Agreed-upon? Relevant?

Find services you can measure for your KPIs that not only show your value, but the impact you have on the overall organization's bottom line. Say yes to things that make sense at a higher level. Say no to lower-value tasks that can free you up to pursue value-added services. Where are you making the biggest impact?

For example, the pharmaceutical industry employs a lot of very smart – and some rather highly paid–people. However, if they are just "Googling it," can you show the dollars wasted when they are doing searches themselves? What does that cost your organization in real dollars? Be able to show how the library can help avoid that waste with superior efficiency. How do you determine that cost? Ask Human Resources, or benchmark professional salary surveys to determine the average salary of those people for whom you do the most important work.

Let's say the average salary for the Associate Director that keeps you most busy is $200,000 per year.

Now, calculate 45% on top of that salary for what it costs your organization to have that employee on board (benefits, real estate space,

etc.) In this case, that's $290,000 in overhead total. Then ask how many hours they work in the year? The average full-time employee works 2,000 hours. Divide the total overhead by the number of hours (2,000), and you get $145.00 = that's the per hour cost to the organization to have Mr. Associate Director "Google" it.

So, how can the library help the organization avoid that cost or be a more cost-effective solution as a strategic partner? Mary Ellen explained one way is to teach your users to go to and effectively use a specific information source, thereby saving the organization four hours of a professional's time, and several hundred dollars–using our previous example that would be $145.00 x 4 = $418.00.

The key is to know the value proposition, the value assigned to a task, the impact that task has on the bottom line – or why they should use the library versus going another route.

EARN Their Attention

"I tell them but they just don't pay attention." If the message is not getting through, you need to change the message. It's not their job to buy; it's our job to sell. Modify your message until they HEAR your value. Don't ask for their attention, talk to them when they are already paying attention to you. Talk about a message when you are in a project, at a meeting, presenting on a new resource they are eager to use.

Email blasts are spam, asking to be deleted because it's not of value at that moment, and competing with other priorities. You will need to tell them your value three times or in three different ways for it to finally register what you're saying. Your message needs to be in a context, when they are ready to hear you.

Own the conversation of what's available for free and what's available from value-added online subscriptions. Expand their expectations of what you can do, such as building summaries or more in-depth reports. Build their information dissatisfaction – show them what they will get from the library and they'll see how much less they're getting from Google.

Communicating Value Effectively

What skills or assets do you as an information professional bring to your job? What sets you apart from anyone else who could do this job? How you describe yourself to someone? Activity or results?!

Mary Ellen doesn't tell people what she does or how. She tells them what happens after she does what she does. Companies value skills *because* of what that does for the organization, not because your skills are better than someone else's. Describe to them not what you do, but *why* they pay you. Get to the *outcome* rather than the operation.

To get to the outcome, you need to know the impact. Just as you leverage the feedback after a project, you can also ask questions that will flush out how the library is perceived –

and then use those very words to describe what you do. How would you describe our services to a colleague? Most often, that person is going to talk about why they care about you, and your value to him/her or the organization. It's about the client's point of view.

Another method is 'Elevator Ping Pong.' This is much better than the proverbial "elevator speech." It's a provocative statement that invites further conversation, triggers a response (i.e. a salesperson for AEDs tells people "I sell human jumper cables"). What's the message you want people to have? It will be dependent on the situation. What will be the most useful thing to know? You may have different messages.

Staying Agile

There are times when even the best value proposition cannot change a decision made at the top. There are many competing factors and business priorities that can quickly shift an organization's focus. Often times, this is at work without your knowing it, or soon after a change agent is engaged in the business.

For example, a company decides to bring in a CRO to do the literature searching. Or the pharmacovigilance group is talking to vendors around you. What do you do? Well, you shift your focus to something new to meet the needs of the organization. We need to 'own' our clients. We need to earn and *re-earn* their business. We are OWNING the situation that IS, and doing something about it. Give them something that marks that the library is there (like a Google Scholar search string they can bookmark) to stay on their radar. We are always competing with "good enough." Look at the current situation, and don't fight it. Make the most impact with what is, and keep communicating.

2016 DPHT Spring Meeting

Embedded Librarianship: Knowledge Engineering on the Front Lines – Real Life Examples from Embedded Information Professionals

Presenters: *Molly Bernard (Seattle Genetics), Kathy Degenhardt (Medtronic), Tara Breton (Health Advances, LLC)*
Moderator: *Kim Emmons (WRF Capital / Washington Research Foundation)*

By: Kimberly A. Flanagan-Bouchard (Daiichi Sankyo)

Molly Bernard

Molly began the session by talking about what an 'embedded librarian' looks like. She pointed out there are several key characteristics for this role: relationships, targeted services, deep context, defined team-centric role, project/research continuity, proactive/anticipatory service, specialty/subject knowledge, shared team goals, additional duties, equal contributor.

As embedded librarian pioneer Gertrude Lamb laid out at the University of Missouri-Kansas City and Hartford Hospitals between 1970-1992, the librarian was a member of the service team, attending important meetings where they could answer questions, providing information support, teaching information-retrieval skills. As an integral part of the hospital team, they provided rapid support for clinical decision-making, which translated into proactive patient point-of-care, and built information literacy skills in clinicians. That's quite a forward-thinking legacy!

Molly spoke about ways librarians are becoming embedded throughout academia, health institutes, and pharmaceutical companies. Examples include: liaison librarians; informationists; product team, patent, competitive intelligence or clinical development librarians; taxonomists, and more.

At Seattle Genetics, the R&D organization recognized their information needs in 2013, and made the case to hire clinical development librarians the following year. The Clinical Development organization placed the librarians within the medical writing group, partly because of their dedicated need for information support, as well as key stakeholders having had good experiences with library services at their previous employers. The library also supports regulatory, drug safety, medical affairs, biometrics, and clinical pharmacology.

The types of services provided include literature searches, alerts for projects and targets, reference for regulatory filings, tracking company-authorized publications, licensing information resources, providing guidance on copyright compliance, developing communication tools such as the library's website and supporting clinical teams such as for the literature digest newsletter. Molly is also a participant on core teams, such as taxonomy governance, and publication planning. She is there for the questions–not waiting for the literature search requests to come to her. And if that was not enough, she is planning to reinsert herself into the bioinformatics team in the very near future!

Kathy Degenhardt

Kathy Denhardt of Medtronic spoke about her experiences as a librarian embedded in a medical device clinical department. Prior to Medtronic, she was a librarian at Target for many years, and was laid off in 2009. She was ultimately grateful for the layoff because it was a positive shift for her career, and brought her to a new industry.

Kathy's role at Medtronic was created because the company received a Warning Letter from the Food and Drug Administration (FDA) in 2007. The company was found deficient in their in their literature review process for adverse event reporting (AER). So, Kathy was brought on board to help maintain this process, which included article ordering, annual report bibliographies, study protocols, copyright tracking, search alerts, expanded labeling, and much more.

Kathy mentioned that Medtronic is experiencing recent changes in their organization, and her role has grown. As an embedded librarian, she is part of the process and the solution, and has to be audit-ready at any moment to explain the process to the FDA, TUV, and other regulatory bodies. She is also now working across projects and departments, acting as a bridge between them. One way she is bridging this connection is by establishing a repository (Quosa) of shared literature.

Encouraging knowledge management and providing input on how to best collect information are key tasks. The repository is the "glue" to sharing knowledge, bridging connections, preventing duplication of effort. She is encouraging copyright compliance, educating employees about sharing literature, and complying with the Sunshine Act. Kathy is also involved in tracking what's happening in Medtronic's therapeutic areas by gathering publications, conference posters, and other materials that can be leveraged by everyone – and creating a single

authoritative source (versus everyone maintaining their own bibliographic lists).

While being embedded is giving Kathy a unique perspective as a conduit of information to many business units, she does recognize there are threats and opportunities in this role. For one, she is a department of one. Can you develop your career if there is no ladder? Can you market your services when you're paid from one cost center? Then there are reorganizations, process centralizations, and other threats to job security that's par for the course in Pharma. But as Kathy stressed, part of our job as information professional is to offer perspectives on overlap, business processes, and share our expertise for maximum benefit to the organization.

Tara Breton

Tara is part of the Health Advances firm, which was recently acquired by Parexel. She described the Health Advances Library Services (HALS) team, and how they are embedded throughout the organization. The work Tara does for HALS keeps her very busy – and she expressed how lucky she is to have the support of her organization!

HALS consists of five professionals, who partner with the firm's Knowledge Management Committee that consists of fifteen professionals, including the CIO and CKO. HALS provides the information needed, when it is needed, to whomever needs it, in the most cost efficient manner possible. As their mission statement articulates, being a key player on the case teams, HALS assists with business development, leading the way for knowledge capture, and striving to ensure smooth workflow for HA staff.

One example Tara provided to demonstrate HALS' role as embedded librarians is a scenario typically asked of their firm: a large, multi-national company is about to start a Phase II trial for their drug. Their data in Phase I showed effectiveness for five indications – each supported by a different Vice President in the firm. The company has funding available to only pursue two indications. The question is: which two indications does the company pursue?

HALS will be involved in helping to solve this puzzle from the proposal phase, all the way through to the delivery phase. They are an integral partner on the chain, providing critical support to drive the business decision. For example, to help begin the journey to a solution, HALS will provide a list of resources to the team that could provide answers. They will identify additional costs for other resources if needed. They will examine current news, recent events, key regulations, clinical articles, etc. This information is then stored electronically for future access using KM file saving protocols and naming convention.

Next, in the kick-off phase, HALS attends every team meeting, taking note of team members and answering initial research questions. They would provide guidance on timelines to acquire specialized data, and may be asked to participate in issues/analysis meetings which discuss anticipated questions and possible resources to answer each question. Then in the data gathering, analysis, and presentations development phases, HALS works with teams on questions, answers, news updates and alerts. They might look for market research, conduct primary research, identify industry competitors, and secure additional documentation. Lastly, HALS will index slides in the delivery and post-case phase, document details around the resources used, scrub their document collection (i.e. deduplicate), and save this case file for future reference. As a key player in Health Advances, Tara is quite passionate about her role with HALS, and we can see why she loves her job!

The Evolving Information Professional: Core Competencies for the Future

Presenters: *Alex Feng (Novo Nordisk), Mindy Beattie (Gilead), Anne Caputo (Anne CAPUTO Consulting)*
Moderator: *Michael Keane (GlaxoSmithKline Consumer)*

By Amanda Adams (formerly of Otsuka America Pharmaceutical, Inc.)

Three very experienced and knowledgeable panelists presented their views on the evolving roles of information professionals and the core competencies needed now and for the future. This session forced us to think about what we need to demand of ourselves and from new candidates.

Alex Feng described his experience at Novo Nordisk, emphasizing the progression of roles and skill sets as designated by strategic priorities over the next five years. He shared four key trends: information evolution, open data, big data, and an evolving healthcare model. These trends, along with

2016 DPHT Spring Meeting

company priorities, create the department strategy. This includes continuing the traditional processes in a more efficient manner, but also new roles of assisting with evidence-based decisions and using information analytics.

A key takeaway is that we need to make information actionable. A majority of our users can probably find and get to the information they need themselves. Our role is to make the information work better for them, and to focus on what will further the enterprise. Alex identified two primary areas for growth: meeting and anticipating information needs, and using technology for better decision making. The future for information professionals will be more about data than literature. Some key functions include the utilization of more text mining and on-demand meta-analysis.

Next up, **Mindy Beattie** discussed her perspectives on core competencies, specifically some desirable job skills. Leading her team at Gilead, she must hone in on the types of qualities needed from potential candidates. As our roles and associated skills are changing, we might not only look to those with an MLS. For instance, she recently hired an information scientist from the lab. Mindy presented us with the TOP Model of career development, focused on three equal factors: passion, talent, and organization. A leader must recognize if their team members feel they have talent and passion. She suggests that if you have a certain talent keep assuming that strength and be known for a niche.

Where you see yourself fitting has a lot to do with soft skills. Mindy referenced a Bloomberg report on what recruiters look for from MBA graduates. Working collaboratively, communication skills, strategic thinking, and leadership skills are all recognized as some of the most important. You must be willing to stretch your role and your skills.

She also suggested conducting a SWOT analysis for your internal department in order to be prepared for the future. A staffing strategy should examine your core services and functions, and then understand where you want to go in the future. For instance, if you are going to promise something to your clients you have to deliver on it and prepare for the increased workload. You must look for gaps–understand the environment, how the team's ability to deliver services is changing, and everyone's aspirations in their role.

Anne Caputo then spoke, representing the SLA Task Force that was charged with updating SLA's Competencies for Information Professionals of the 21st Century. A group of seven individuals worked to refresh and revamp this guide, giving information professionals a basis for skill-development and career growth. Attendees had an early preview of the new competencies. This guide is meant to be a living document, updated every three to five years, and will be implemented in as many formats as possible (for free).

There are six core competencies. The document has a detailed explanation of the various components of each.

- Information and Knowledge Services
- Information and Knowledge Systems and Technology
- Information and Knowledge Resources
- Information and Data Retrieval and Analysis
- Organization of Data, Information and Knowledge Assets
- Information Ethics

The term librarian has been omitted from the title. This was done to emphasize that a MLS or MLIS is not required. "Librarian" is still at the core of what we do and how we describe ourselves, but this document is meant to include a larger group of people including employers and students. The Task Force focused on some key changes, including what information professionals do, where they do it, how they do it, and the value needed to remain essential. For example, many of our functions are now more decentralized. There are also some new elements included such as teaching and understanding human information behavior.

Everyone is encouraged to read, discuss, and apply these competencies. They have been formally approved and are available online at *https://www.sla.org/about-sla/competencies/*.

There was some consensus among all three panelists. Information

professionals have to move away from just providing information. Working strategically was also a common theme, as it makes you essential to your organization. Moderator Mike Keane highlighted that this whole discussion speaks to the value of taking risks. Overall, we have to be agile, and commit to lifelong learning.

Expanded Roles for Information Professionals for the Medical Affairs/ Communication Process

Moderator: *Scott Lawrence (Shire)*

By: Robin Fogel (Elsevier)

Scott Lawrence moderated this panel and drew upon his experience as a ghost writer in Medical Affairs (MA). He kicked off the discussion by considering how information professionals can become more embedded in MA. Here are some of the suggestions discussed:

Volunteer! Take the direct approach by meeting with the Medical Director. If the session goes well, set up a standing meeting and/or if you're not part of MA, get invited to the general departmental meeting.

Learn from your colleagues. Set up information interviews with members from our division. For example–Praveena Raman is now Director, Medical Communications and MA at Xenoport.

As you meet with colleagues, consider the value of your skill set to MA and identify opportunities to collaborate:

Demonstrate your expertise in citation management to help with the preparation of standard response letters in Medical Information, submissions, etc. Kathy Degenhardt-Vance at Medtronic Neuromodulation tracks the literature cited in medical letters in her repository, making it easier to update.

Help your MA colleagues with copyright compliance. Be the resource to answer questions on CCC and/or provide more formal training on reciprocal and redistribution rights.

Provide standard and alternative metrics which are useful in MA for tasks like finding key opinion leaders and identifying new target publications.

Assist with Sunshine Act compliance. For example, you might follow the lead of Otsuka where reprint requests for health care professionals (HCPs) are managed through the document delivery workflow to capture "transfers of value" to HCPs.

Be the source of last resort. Let MA know that they should seek your help when they want to ensure that their search strategy is authoritative, or when they can't find what they need.

Identifying yourself as the source creates challenges, particularly since so many in MA professionals are quite experienced searchers. When they do seek help it is often to find a needle in a haystack! Kathy brought up the challenge of proving the

negative — are there really no published studies on the topic? It's not just your own self-doubt you have to overcome. If you want to be a true partner with MA you must be trusted to be accurate and maintain confidentiality. It's a particular challenge if you're not a member of the department.

Since MA is a global function, another significant challenge shared by participants is conducting reference interviews by email. This makes it difficult to ask questions about a problem, which can be exacerbated by differences in language, professional background, or speaking style. There was a difference of opinion among session participants about how to extract the real question. A plain spoken request to state the question in a single sentence was encouraged by one participant, while patience in encouraging the requestor to go deeper was suggested by another. Other MA service challenges raised included the difficulty of finding older non-digitized literature, as well as managing translations so that they are associated with the originals (Hint! Pick fields that don't change like the author, and if you use a literature repository, link the files).

Turning the discussion towards a critique of the breakout session's premise, which was to ask whether information professionals should be structurally embedded in Medical Affairs, there was a mixed response. Several attendees cautioned that this can result in constrained opportunities limited by management fiat, or as a result of reduced visibility. At Shire, moving the information services team to the R&D Operations Group expanded opportunities in a good way.

The conversation ended with agreement across participants–both information professionals and vendors–that text mining and visualization tools are the future. A tool of choice is Linguamatics (another mentioned was Cambridge Semantics) but publisher offerings and other tools should also be explored. The need to re-train searchers and the expense of purchasing multiple seats are challenges shared by many. While it was acknowledged that information professionals are, generally speaking, not data scientists, they were encouraged to leverage their domain expertise in the selection and analysis of sources.

2016 DPHT Spring Meeting

Marketing and Outreach: Tactical Implementation Cases

Moderator: *Sean Smith (InfoDesk)*

By Amanda Adams (formerly of Otsuka America Pharmaceutical, Inc.)

Marketing guru **Sean Smith** led one of Monday afternoon's breakout sessions. Attendees came to share and learn marketing insights and challenges. This was an informal roundtable discussion covering common obstacles, ideas, and lessons learned. After everyone described a current problem or experience, Sean provided advice, and everyone then offered feedback.

One of the key tips provided was to view marketing activities as problem solving. There will always be the taint of being a salesperson. However, we must look beyond that. In one way or another, the goal with marketing services is to make some task easier for users and convince them to do something they do not want to do. Those who are not using our services do not believe it is in their best interest, and we have to convince them otherwise. A common theme is the challenge of making people aware of who you are and how they can rely on you.

Becoming an integral part of the company is a hard marketing challenge, and requires leaving your comfort zone. Getting users to you is the hardest part and this requires contacting them at the right time. Figure out how to market yourself so users realize the value, and that you will help solve their problems. If relaying your value works one-on-one, do it to a larger audience and through more communication channels. For example, perhaps there is an internal newsletter your team can appear in. Also, leverage champions who can help spread your message. Equally, when these champions leave the company, there will have to be some rebuilding and more marketing. One opportunity for marketing is to plan a re-launch or re-image of the department, or market a database as newly improved.

Another helpful tip is to know users' needs and help address their problems without being asked by providing something they can use. Develop your own list of top priority users and know what their needs are. At the same time, you must prepare for the added workload that comes from marketing.

This break out was a nice chance to share common experiences. As someone said, there are always users who comment, "Oh, we have a library?" Everyone smiled in agreement. Tactical marketing is all about problem solving and communication. Make it known that your team is synonymous with being helpful, a group that will help you find the best answers. If you removed marketing from this discussion, it was still about change management, communication, problem solving, and creating narratives with which people can connect.

Adding Value: What Have You Done and How Did You Do It?

Moderator: *Susan Gleckner (Johnson & Johnson)*

By: Rachel Meltzer (Abbott)

Susan Gleckner from J&J moderated the 'Adding Value' breakout session, and she appropriately started the conversation off by asking the question–*When we talk about adding value, what do we mean by* ***value?***

Participants shared their thoughts, which included:

- Time savings or cost savings for your group or for the company
- A tangible metric
- What we do that no one else can do
- Including the company strategy in the work product

We noted that one important way that information professionals add value is to use our 30,000' view to connect people. One participant shared that she connected people from two different groups who happened to be evaluating the same product at the same time–she added value by eliminating redundancies. However, she lamented that this connection happened serendipitously.

So, we asked ourselves: how do we ensure that our colleagues know from the start that they should contact the library so we

can potentially add value, rather than it happening by chance? At that point, our conversation shifted from 'how do we add value' to 'how do we market our value.' In some cases, we also realized that in some cases they are one in the same. Further discussion brought forth a robust exchange of ideas regarding adding and marketing our value.

Ways to market our value:

- Create a library committee to help get the word out
- Meet with people individually (building trust)
- Print quarterly reports (rather than email)
- Communicate metrics: Highlight your contribution, not just savings. Highlight instances where information led to a better business decision
- Ask clients to describe how work by the library impacted the business

Both add and market value:

- Raise awareness about and consult for copyright compliance
- Develop library portal content: alerts (use tinyURL) and product bibliographies
- Get a new article before anyone else (first-to-know)

Other tips:

- Keep your eye on generational shifts: e-books on mobile devices for younger generation
- Acknowledge small wins
- Ask vendors for help with ROI, impact discovery outcomes, customization, internal branding

Finally, text and data mining, visualization and analysis were also mentioned as ways to add value, but the session ran out of time for us to discuss specific initiatives.... Food for thought for next year's conference?

Stepping Off a Cliff: Going it alone, or how to survive in an outsourced world

Presenters: *Kerry Kuchinka and Donna Sees (PharmIntell)*

By Kimberly A. Flanagan-Bouchard (Daiichi Sankyo)

Kerry Kuchinka and **Donna Sees** of PharmIntell offered insights about life after being a permanent employee – from their perspectives as employees who over their careers experienced downsizing and outsourcing. Your employer closes the library – now what?

Donna kicked off the discussion by explaining that you can secure work as a contractor, which is rather prevalent throughout the pharmaceutical industry today. There are three different types of contractors engaged by companies for work-for-hire. Each arrangement has its pros and cons, but each gives you an opportunity to continue to build your network, and gain new experiences.

IRS Form 1099

1. Contract directly with a pharmaceutical or biotech company: As a direct contractor, you are closest to being an "employee." This arrangement is usually a for a short term, or a project-based assignment.
2. Contract directly with a service provider: You are an employee of the service provider, working as a contractor for the pharmaceutical company. The relationship is mitigated by the service provider, and tends to be the more popular option within the pharmaceutical industry. One option Kerry suggested is to register with an employment

2016 DPHT Spring Meeting

agency that specializes in library services, knowledge management, competitive intelligence or other information-based services. Some examples provides are The LAC Group, ProLibra, The Cadance Group, Kelly Services, TPR International, Copyright Clearance Center (who owns Infotrieve), and Kerry's own company–PharmIntell.

Business Ownership / Self-Employment

3. Business owner/self-employed: You would be contracted as a consultant, working directly with a client. The client relationship sits directly on your shoulders, as well as all financial and legal obligations.

If you are considering 'stepping off a cliff,' there are several key things to consider before you leap.

First, is to understand your personal work requirements, by asking important questions.

- Interpersonal: Do you need to be around people every day? Or are you more comfortable working independently?
- Flexibility: Can you work to meet deadlines when needed? Are you agile enough to meet a client's needs on their timetable?
- Accountability: How much responsibility are you comfortable with? Can you manage expectations successfully?

Second is to understand your professional goals. Ask yourself–where are you going? What do you want to do? Donna pointed out that there are some key characteristics of successful consultants:

- Capability to learn quickly and often remotely
- Ability to embrace change, agility and flexibility
- Adaptability and accountability
- Self-discipline and self-motivation
- Proactive in your approach, continuously building your network, and showing your value.

To get a sense of where you are, it may be beneficial to find a career coach, or someone who can act as a sounding board to help you examine your experience and your goals and discover a path forward.

Third, is to create a financial plan. As an independent consultant, you may be responsible for your retirement, insurance, disability, taxes, etc. It is important to know state and federal obligations, which may require hiring an accounting professional. Also, you should have a back-up plan should you experience a shift in work. As Donna pointed out, your clients will go through changes, either organizational or budgetary, and it can impact a project scope mid-stream. Kerry also recommended investing in a good accounting software program to help you manage your finances, which can also be used by or with your accountant.

Fourth, is to set up your business in a way that makes the most sense for you and your goals. You can certainly do this yourself, but Kerry recommends consulting with a business attorney to ensure you are established appropriately, and to confirm you are meeting local, state and federal regulations.

There are several additional resources you can leverage to get your business started. The Small Business Administration (SBA) is a US government agency that provides support to entrepreneurs. They also support local Small Business Development Centers (SBDC) through state and local colleges, where they provide free counseling and workshops to help get you started. Professional associations, such as the Association of Independent Information Professionals (AIIP), and the Leadership and Management Division (LMD) of SLA are another resource.

Kerry explained that there are two main business arrangements, which should be considered based on your personal objectives:

Sole Proprietor

Here, you are working as an individual. You would use your social security number or a federal employer identification number (FEIN). Your income and expenses are reported on your personal income tax return (you would receive a 1099 form from the client, and you report your earnings and expenses on a Schedule C form). You are also required to pay estimated quarterly taxes, which will also be reflected on your annual tax return.

The benefits of being a sole proprietor are that you are in control over your company, and have sole decision-making power.

You do not have to make corporate tax payments, and there are significantly less business requirements to meet.

However, there are some challenges which have to be weighed. A sole proprietor does not have the corporate protection, meaning that you are personally liable for debts and obligations of the business. You are also responsible for risks associated with decisions and liabilities. This means you would need to carry business insurance (depending on your clients' requirements, could be a simple business owner policy, or a whole multi-million dollar Errors & Omissions policy). Be able to handle the ebbs and flows of your income, handle workman's compensation and required taxes, as mentioned. Investors are usually not open to investing in sole proprietors, and companies are less willing to engage independent contractors. If a company sought to do business with you, many would require a thorough vetting process – which often times requires you have more than one client, an established business, separate banking accounts, etc.

Forming a Corporation

If you wish to protect your personal finances and minimize your risks, you can form a Limited Liability Corporation (LLC), or a Corporation (Inc.) business.

1. LLC – shields your personal assets from business liabilities, has flexible tax reporting options, but does require a separation of personal and business finances, as well as a management structure (which is flexible).
2. Inc. – also shields you personally, is preferred by investors and recognized outside of the U.S., but has a formal management structure, tax reporting requirements, etc. You would have the choice to be taxed as a C Corp, or an S Corp.

If you are planning to hire employees, there are additional considerations and legal obligations. As an employer, you would need to register with the State Department of Revenue in all of the states where your employees are located. That means if you have remote employees, you would have to register in the state in which they reside. You would also be responsible for their payroll, paying social security taxes, complying with U.S. Department of Labor laws, etc.

Finding Clients

Once you have established your business, you will need to find clients. First, determine what services you will offer; what expertise you have and what you may need to build through additional training; what resources your business will need to succeed; what external presence you wish to present. Then, design your company's services around client needs. Kerry suggests that when you first get started, you should keep your initial expenses to a minimum, but get the word out. Some consultants will market themselves or their business extensively, while others rely on word-of-mouth recommendations. Some suggestions include establishing a website for your business, informing your network of colleagues that you are 'open,' and setting up a company profile on LinkedIn (a page separate from your personal profile). Another suggestion is to pursue certification to help build credibility for yourself or your business, such as through the Women's Business Enterprise National Council (WBENC), the National Minority Supplier Development Council (NMSDC), or the SBA.

There are many workshops, webinars, and CE courses available through SLA, AIIP, SBA, and other organizations that you can leverage to grow your business. Take advantage of these resources, and talk to others who have become contractors or established a business. You will always learn something new, -or make a new connection!

From Automation to Augmentation: How to Navigate and Succeed in the New Cognitive Technology Driven Economy

Presenter: ***Christopher Mundy (Intercept Pharmaceuticals)***

By: Tara Breton (Health Advances, LLC)

The fascination of people, history, and the ability to forget and repeat mistakes has been of interest to Christopher Mundy throughout his life. His goal is also his advice to us: "continuously future-proof yourself."

There were three main topical questions he strove to answer in his presentation, driving home the importance of staying connected with the latest trends:

- *People:* what do you want to do?
- *Process:* how do you do it?
- *Technology*: how can technology support it?

2016 DPHT Spring Meeting

He was very clear: his degree is an information and knowledge management degree, not a *library* degree–although several of the professors at Columbia where he studied were fully qualified librarians (including this author's direct supervisor). Instead of learning the reference interview or cataloging skills, the focus of the KM degree was learning and sharing in the new technology and information world.

This education has been very applicable in his current situation, brought to New York to work at a company which has tripled in size during the last 18 months. He joined just as the growth commenced, and is therefore often looked at as the go-to-guy for knowing who knows what...

But, with so many new hires, there has been no way to personally interview everyone in every office across the globe. His team determined there had to be a better way, beyond what artificial intelligence programs have held. They needed a learning system.

Stepping away from this project, Christopher wanted to be clear in the explanation of cognitive technology. In essence it is the real world application of technologies out of the framework of artificial intelligence research.

Siri, he explained, is artificial intelligence. She answers a questions based on pre-programmed data. She cannot anticipate a user's future needs. She also doesn't learn–she only queries her internal database. Lastly, she apparently gives terrible directions, meaning she cannot act on any sudden changes in traffic or road construction.

Amelia, who Christopher noted as his "girlfriend" for the last few years, is described as the world's first cognitive agent. Initially, she could only answer questions based on what documentation she had been fed. But, if she doesn't know the answer, she listens as a human provides the information – and she absorbs it. She learns in the same way as the round robot from the movie, *The Incredibles*.

Amelia was tested in a call center to demonstrate her abilities in a real setting. In a matter of months after installation, her learned knowledge significantly reduced customer response time, provided a higher customer satisfaction rate, and ended up allowing the company to save costs by reducing their headcount by approximately 20 people.

Will this be you?

This is not a new trend. It has been in development since the 1970's. There should be no surprises as people continue to push the constraints of doing more with less. And it will only accelerate.

Will you be automated?

Artificial Intelligence is being used in the industry currently. Baylor College of Medicine teamed up with Johnson & Johnson to identify proteins. To speed up the process, they connected with IBM's Watson supercomputer. In what have been mere weeks, they have analyzed more proteins than what humans could have done in decades. Since they began more than two years ago, they are now working out on how to continue developing these proteins (http://www.fiercebiotechit.com/r-d/j-j-sanofi-apply-ibm-s-watson-to-r-d).

How did this all start? Someone started a conversation. They asked questions. They dared to dream big, even while starting small. They identified a need, and are working to fill it.

That *is* what librarians, and information and knowledge management professionals do: we identify a need and we work to fill it.

Returning back to Intercept and knowing who knows what, Christopher recognized that was a real need. People needed to connect with internal experts, once they figured out who that person could be. Christopher realized this when one day someone asked him "so, who does XXXX?" His answer was a less than impressive "I dunno."

So, he contacted a vendor, asking how they can take the age-old SharePoint website where people filled out their own expertise profile and actually make it useful.

His team has since hired an external vendor which uses a cognitive technology to watch searches that

people execute on key internet search engines. Once a certain number of hits has been reached by someone in a given topic, they are flagged as "useful" and "an expert." This information is then recorded within an internal database in real time — not waiting on a human to get back from vacation and click into the "waiting bin" to hit approve. It just happens, it just flows.

(Mr. Mundy did note they are in a test phase at this time, and are working on privacy issues and roll-outs worldwide, with assistance from the legal team.)

The entire point of Christopher's presentation is you need to be a cognitive human being in order to remain useful to your company. To continuously future-proof yourself, you need to learn to learn.

Go ahead. Learn.

From the Bench to the Bedside: Cutting Edge Big Data Initiatives in Pharma and Healthcare

Presenter: *Amy Affelt (Compass Lexecom)*

By Tara Breton (Health Advances, LLC)

Amy Affelt came to the PHT Spring 2016 meeting with little background in the pharmaceutical / healthcare world, but her message of big data resonated with everyone there. Her main message: "Stuff" is out there, it's useful, and in the end, unless something is done with it, it's just data.

Experts in the concept of big data estimate that, as a world, we are making significant headway into creating and retaining mind-boggling amounts of data. IBM estimated the world generated 2.5 exabytes—that's 2.5 billion gigabytes (GB)—of data generated every day in 2012. Yes, that was FOUR YEARS AGO (http://www.bbc.com/news/business-26383058). Imagine what's created today?!

So what exactly is in this data? Patient treatments, medical records, drug histories, even lab test results are tracked in electronic medical records (EMRs). Adverse events for drugs and devices. Demographics, drug developments statistics, clinical trial costs, laboratory notebooks, clinical literature, even every search run on Google is saved somewhere electronically.

This data is everywhere, including in the Internet of Things (IoT). The IoT in a very general sense is any device that has an electronic function inside which collects and shares data. This may be a vehicle, a building, an exercise band, a continuous glucose monitoring device (CGM), home monitoring, GPS navigation, and almost any device you can imagine. Information is being collected, disseminated, and saved at every point in our lives.

But, until someone touches it and does something to it, it's just data.

Amy shared a video on a big data project undertaken by the Chicago Tribune and Columbia University on deadly drug dose combinations. Together, for two years, they "mined thousands of patient files, millions of prescription orders, and billions of clinical measurements to ask single question: Could big data be used to discover deadly drug combinations? (http://www.chicagotribune.com/business/ct-drug-interactions-signal-detection-met-20160209-story.html)

Yes they could, and did, where the typical research had failed. They could save lives.

The Tribune team didn't use many of the available visualization software packages, such as Google Charts, Tableau, or

2016 DPHT Spring Meeting

Excel's PivotCharts. They used an algorithm against Columbia's patient records to get their results. This rudimentary tool shows the power of what can be done with big data, and even more-so with visualization platforms. The platforms available today are capable of taking impossibly large amounts of data and turning it into a result that can be digested by the human brain in an interactive format. Amy shared a few visual examples that offer impressive results.

The possibilities for using big data in meaningful ways are as endless as the devices on which to save the data. The IoT is larger than almost anyone realizes, and is now raising serious questions around privacy.

Additional questions include: How reliable is the device? Will this CGM device be precise enough for my needs? What are the security issues surrounding the way it shares data on the Internet? Or as it automatically connects to a physician's office to share diabetes information and patient adherence, what if either the doctor or the patient has communication issues, or don't have access to smart phones or a computer? These are all valid concerns that need to be addressed device by device, software system by software system.

Amy hypothesized–what about the projects that are not being done, and are in areas people want to see data? Are there studies on drug shortages? On Physician Malpractice Characteristics – how many times has the same doctor been sued? Is anyone doing anything about it? These untapped projects are opportunities for Information Professionals within the pharmaceutical industry to take this unusable data and turn into a functional system of knowledge. Instead of just creating a database and handing it over, take the data and turn it into a report, develop a storyline, create visualizations, show upper management the power and value of the data – that you made sense of.

Librarians–Amy stressed–can save lives by creating information out of data. Otherwise, until someone touches it and does something to it, it's just data.

Doing More With Less: Surviving and Thriving Despite the Budget Cuts and Budget Constraints

Moderator: *Marija Markovic (Myriad Genetic)*

By: Kimberly A. Flanagan-Bouchard (Daiichi Sankyo)

This breakout session was attended by a number of information professionals all facing the same question–how do you do more with less? Company reorganizations, shifting priorities, budgetary constraints, staff reductions and other impeding factors continue to affect us all, but we still have to deliver results to the business despite these changes.

Marija asked the group: what types of constraints are you facing in your organization? The running common themes were challenges to budgets, defending the library's value, seeking new funding, and fighting for additional staff.

Often times, these challenges cannot be overcome, but instead information professionals have to become quite creative in compensating. So, the question raised was – what are creative ways to justify your budgets or use certain vendors? Going around the room, there were a number of stories of downsizing in staff, and services their organizations stop doing. As one attendee put it, it's "doing less with less."

Many libraries have been cutting document delivery and moved to an individual ordering platform. Others are pushing out more services to employees as a self-service model. One company is requiring groups to fund the information support, or prove they need or want it. Another company limits the time researches can spend on a project, and whatever is found at that point is 'it.' Another example offered is centralizing all the information services, rolling the costs into one budget, streamlining processes. Yet another company set up business

process contracts for the information services (which are different from contractors).

Regardless of the ways you may 'do more with less,' there seems to be no shortage of ideas amongst SLA information professionals. You have to find what will make the most sense to your organization, what will have a positive impact on the business, and what will help ensure the longevity of information services – however it may look in the future. As many companies have found after closing library doors, eliminating the information service is often times more detrimental to the organization's bottom line. As your organization ebbs and flows, you will have a prime opportunity to meet management in the middle and perhaps be a part of the solution to safeguard everyone's future.

Change Management Breakout Session

Moderator: *Wendy Hamilton (AbbVie)*

By: Christopher Mundy (Intercept Pharma)

The Change Management Breakout Session was kindly moderated by Wendy Hamilton, Assistant Director of the AbbVie Library. The session started by providing the group with a definition of change management: a systematic approach to engendering organizational change. Next, Wendy asked attendees to share their personal experiences with change management.

Themes from each attendees' story emerged, aligning with the three pillars of change management:

- Adapting to change
- Controlling change
- Affecting change

Wendy began with her story of adapting change when three years prior Abbott separated into two entities–Abbott Labs and AbbVie. For the library, it was a traumatic time as Wendy's team was split along with the rest of the organization. Her story ended on a high note as her team emerged from the change with a new identity – a theme echoed in other stories shared that day. In times of change, it is important to communicate. In AbbVie's case, the new company made a concerted effort to change the culture after the separation, and increased communication from the top-down. Wendy likewise took the opportunity to communicate the library team's value.

Her path to success required elements that can be found in a number of change management books, many of which emphasize the need to establish a sense of urgency upfront, and forge connections to drive the change. Her library team quickly put themselves out in front of executives to tell their story and share the tremendous value that an effective library brings to the organization.

The need to put yourself out there was a theme echoed by other attendees. "It's a new company. It's a new day." This should also mean that it's a new opportunity for you to demonstrate the value you bring as an information professional.

Be ready to communicate that value. Be able to manage the change, and handle individuals that are resistant to it. Keep the evolving situation in perspective, and remember that people handle change differently. Be positive, and be a driving force affecting the change.

2016 DPHT Spring Meeting

Successful Surveys by Design: How to Increase Your Odds of Collecting Meaningful Data

Presenter: *Sean Smith (InfoDesk)*
By Amanda Adams (formerly of Otsuka America Pharmaceutical, Inc.)

Last year at the PHT Spring Conference in Las Vegas, Sean Smith offered advice on developing a user engagement strategy. This year, he shifted the subject to surveys. Admittedly, it was a marketing session disguised as a survey discussion. The candid presentation emphasized that surveys are often poorly designed, done for the wrong reasons, and rarely provide useful information. By the end, the audience likely thought much differently about user surveys.

When considering doing a survey, first know exactly what you want to know, how you will use the results, and if the responses will change anything? Do not collect data and information for the sake of it. What will change if you get answers that either support or oppose your thesis? Just as customers do not tell restaurants what to put on the menu, we should not ask clients how to design our services. Our job is to be informed, and to advise users on the best way to conduct research.

Whether or not surveys succeed depends on what you are trying to do, who you are surveying, the content (length and difficulty of questions), timing, promotion, and incentives offered. Sean provided some tips for creating the survey content. For instance, shorter is better–only ask what you need to know, make it easy, and do not include open ended questions. Often people will choose the first choice, so make sure this option is helpful and informative. A survey should be limited in scope and prove or disprove your thesis. Also, do not ask questions you can find the answers to yourself.

Remember, those who do respond to your survey are already using your services, and you probably already know what they think. Consider only surveying those who use your services once a month or less. These are the users you need to know more about.

Keep in mind that user surveys are not statistically significant because the answers are almost always skewed. There are various ways to promote the survey, each of which will impact the results. Perhaps you could get better answers from interacting with users in a different way. Offering incentives also makes a difference in responses. You may be bribing the wrong people to give you the wrong results, and proving the opposite of what you want.

Frequently information professionals decide to conduct a survey as a needs assessment or to find out about usage. Naturally, you will want the results to be in your favor and prove value. However, it is imperative to clearly define the reasons for doing a survey, and what will be done with the information afterward. Surveys should provide meaningful answers to support decision making.

Sean's presentation slides offered numerous recommendations for more helpful resources on surveys, including various tools, and links to Survey Monkey articles.

Identifying Trends / Shifts in Med Devices

Presenters: *Bruce Carlson (MarketResearch.com), Jocelyn August (Informa), Scott Pantel (Life Science Intelligence), Matt Eberle (BizInt)*
Moderator: *Sonal Shukla (Springer)*
By: Mark Domke (Prescott Medical Communications Group)

The progress of drugs through development pipelines–while complex has been possible for decades via many databases designed for competitive intelligence. Medical devices on the other hand, remain the Wild West frontier of health sciences in

this regard. The speakers at this session addressed this problem by presenting information about their companies' respective products. Each user presented a different approach to crack the nut of monitoring medical device development.

Matt Eberle of **BizInt Solutions** examined how drug monitoring is different from device monitoring in his presentation, *Insights from Clinical Trials, Literature, and Patents*. By focusing on the fact that 'A Drug is not a Device' helps you ask the right questions to perform successful searches. For device trials, you need to ask which companies are involved, what phases are they in, and what is the status of those products. For literature, you need to look for new developments and key opinion leaders. For patents, ask where there are key companies with novel technologies. BizInt SmartCharts uses a variety of visualizations to summarize these types of data points.

Kalorama takes a different approach to presenting medical device information. Rather than a data-driven set of graphics, **Bruce Carlson** explained the sources and methodology used to write Kalorama Information's in-depth reports on more than 50 medical device topics. Kalorama emphasizes primary sources, interviewing industry executives, device end users and others, for analysis of each market's report.

Jocelyn August introduced Informa's **MedDeviceTracker**, which in several aspects is similar in scope to BizInt's. Both compile trials, indications, companies and new developments. Informa offers more financial information, but has less focus on key opinion leaders. In 2015, MedDeviceTracker covered four subject areas (cardiovascular, neurology, psychiatry, and autoimmune/wound care) and for 2016 will add drug delivery technology, orthopedics and women's health.

Given the formidable difficulties and time required for medical device competitive intelligence, these three products are welcome tools for work in a growing portion of the healthcare market.

The Future of SLA

Presenter: ***Tom Rink, SLA President***

By: John Chu, DPHT Chair

This was the second year DPHT invited Tom Rink to attend the Division's Spring Meeting, and we were lucky to have him speak about the direction of the Special Libraries Association.

Tom provided a glimpse of the future of SLA, with a lot of detail around key events and developments, and with a view of what is forthcoming.

He started off with the slide with an alluring title: "SLA's Roadmap: The Future is Now." He also included a quote by Eleanor Roosevelt–"The future belongs to those who believe in the beauty of their dreams." It's certainly great to see the head of SLA with big dreams. I feel SLA is at cross-roads, and we need big dreamers to execute great things at this critical time.

In fact most of Tom's slides contained a memorable quote from a prominent person, both past and present. They are a testament to Tom's scholar of literature and his ability to drive home a point. The underlying overall theme of Tom's presentation was where SLA has been, where it is now, and where it is going.

He went through the change process driven by hired consultants–their recommendations, the drafting of a roadmap for change, the restructuring of the SLA staff, the hiring of an Association Management Company (MCI-USA), the recruitment of the new Executive Director, the HQ building sale, and finally the 2016 Annual in Philadelphia.

Tom highlighted some of the key accomplishments made to date at SLA:

1. Stabilization of the membership downturn
2. Completion of the Roadmap
3. The selection of MCI-USA and transitioning of the day-to-day operations of SLA staff
4. Meaningful progress towards the sale of the HQ building
5. Completion of the Core Competency document
6. Successful recruitment of the new SLA Executive Director

With so many new faces, new processes, and the new company, we can look forward to collaborating with headquarters for the shared benefits between DPHT and SLA at large.

DPHT Sponsored Sessions at 2016 SLA Annual Conference & INFO-EXPO June 12-14, 2016 – Philadelphia, PA

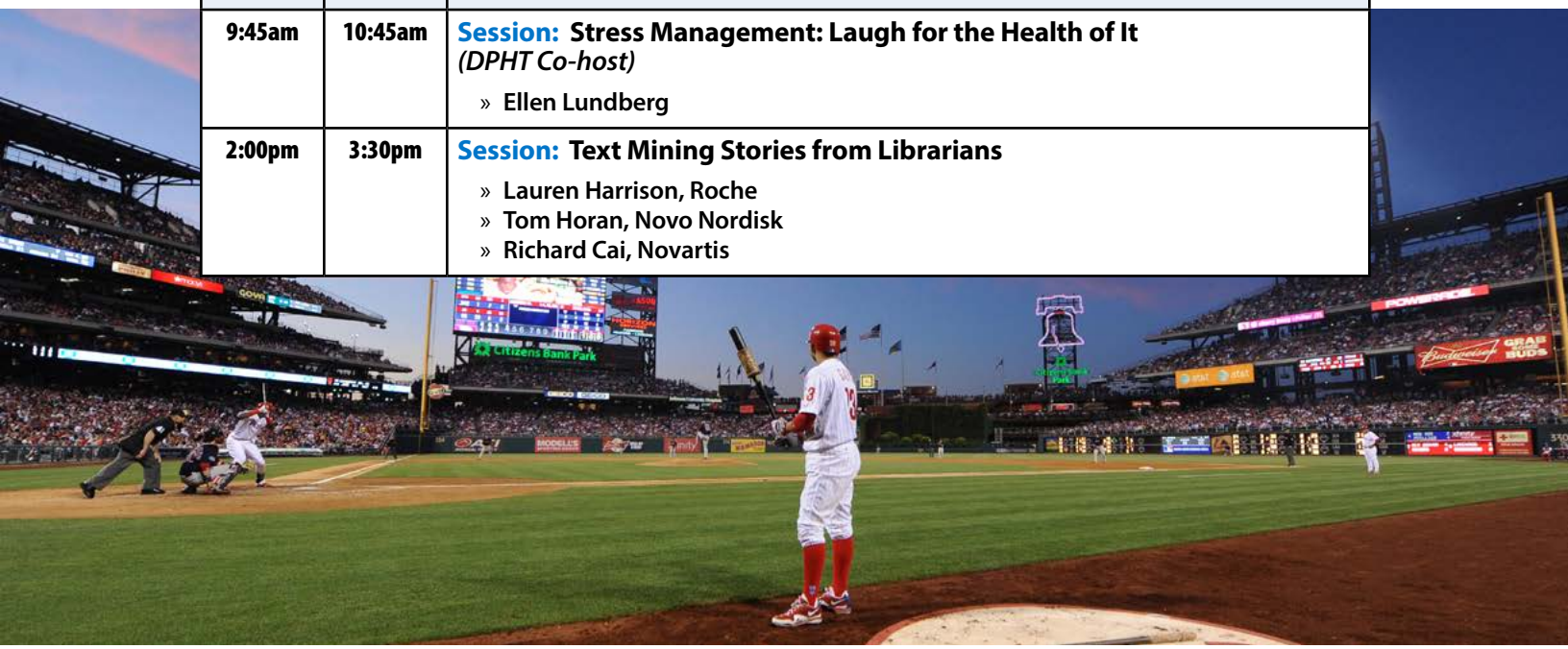
SATURDAY, JUNE 11, 2016		
8:00am	12:00pm	**CE Course: Project Management 101 for Librarians** » Jennifer Swanson, Senior Analyst, Charles Stark Draper Laboratory **Ticket purchase required**
6:30pm	9:30pm	**Event: DPHT Dine Around** (aka No Host Dinner)

SUNDAY, JUNE 12, 2016		
11:45am	1:15pm	**Session: Datmining Non-Patent STEM Literature – Roadblocks and Successes** *(DPHT Co-host)* » Geraldine Clement-Stoneham, Medical Research Council UK » Lesley Ellen Harris, Copyrightlaws.com » David Tang, Adjunct Professor, McGill University
1:30pm	3:00pm	**Session: Vaccines in the 21st Century** *(DPHT Co-host)* » Paul Offit, Children's Hospital of Philadelphia » John Perez, Vice President, Vaccine Clinical Research and Development Pfizer
3:30pm	5:00pm	**Session: The Indispensable Librarian: Talking About Your Value Proposition So They Get It** » Mary Ellen Bates, Bates Information Service
7:00pm	9:30pm	**Event: Networking Social**

Advertisers in this Issue

MONDAY, JUNE 13, 2016		
7:30am	9:30am	**Meeting: Pharmaceutical & Health Technology Division Business Meeting and Breakfast** Ticket purchase required » John Chu, Chair DPHT
12:00pm	2:00pm	**Session: "Crucial Conversations" (Tools for Talking When Stakes are High)** *(DPHT Co-host)* » A representative from Vitalsmarts.com
4:00pm	5:00pm	**Master Class: Surviving Your Next Merger (or Reorg)** » Ethel Salonen, Mitre » Stephanie Fitch, Regeneron

TUESDAY, JUNE 14, 2016		
7:30am	9:30am	**Event: Pharmaceutical & Health Technology Division Breakfast** Ticket purchase required » John Chu, Chair DPHT
9:45am	10:45am	**Session: Stress Management: Laugh for the Health of It** *(DPHT Co-host)* » Ellen Lundberg
2:00pm	3:30pm	**Session: Text Mining Stories from Librarians** » Lauren Harrison, Roche » Tom Horan, Novo Nordisk » Richard Cai, Novartis



Have Something to Say? Learned Something New? Publish in CapLits!

CapLits is the official newsletter of the Pharmaceutical and Health Technology Division. It has a long history as a key communication vehicle to members, reaching over 400 information professionals worldwide! It is also available on the PHT website.

We are always looking for new thought-pieces, conference session write-ups, industry analyses, and vendor ads!

Did you implement a new product or service in your organization? Tell us how it went!

Read a new book by an information/knowledge expert recently? Send us a review!

Sat in on a lecture at the PHT Spring or SLA Annual conference? Write up a summary!

Is something happening in the pharmaceutical industry that can impact our roles? Let us know!

Are there emerging trends in the information industry we should know about? Describe what's happening!

Want to advertise your product or service to generate more business? Give us your ad!

Take a look at past CapLits issues for ideas: http://pht.sla.org/caplits-issue-archive/

Please send your submissions by the following deadlines to:

- Ads to Advertising Editor, Eric Stubbs–eric.stubbs@otsuka-us.com
- Content to CapLits Editor, Kimberly Flanagan-Bouchard – kflanagan-bo@dsi.com

ISSUE	ADS	CONTENT
Fall/Winter 2016	September 16, 2016	September 30, 2016
Spring 2017	February 17, 2017	February 24, 2017