

National Network of Libraries of Medicine
MidContinental Region

Strategic Communication Audit Report and Recommendations

Submitted by:
Cyndy Salzmann, Principal
Salzmann & Associates
Omaha, Nebraska
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I. Overview

To know you is to love you.

This sentiment, expressed by members who receive and assimilate communication disseminated by the National Network/Libraries of Medicine MidContinental Region (NN/LM MCR), is a reflection of both the strengths and opportunities for improvement discovered during the strategic communication audit conducted January-March 2011.

The public relations firm, Salzmann & Associates, was contracted to conduct the audit which included interviews with membership and staff, a written survey and a content analysis of publications and practices. The data, detailed in the body of this report, resulted in a series of recommendations which build on the many strengths of the organization including:

- A creative, proactive staff;
- Innovative online training programs; and
- Publications which are rich in content.

While the research project also indicates the MCR faces some communication challenges, the good news is that the fixes are relatively simple and straightforward. The MCR can build on the strength of its staff as well as the well-received distributive model to target and thereby enhance communication with its membership.

II. Purpose

Communication strategy is important to the success of any organization. In the case of the NN/LM, however, it is central to the network's mission of "providing all U.S. health professionals with equal access to biomedical information and improving the public's access to information..." As part of the organization's ongoing efforts to provide service to members which exceeds expectations, the MidContinental Region (MCR) of the NN/LM underwent a communication audit in the first quarter of 2011. The purpose of the research project was to help MCR management and staff better understand which communication practices are working effectively as well as identify opportunities for improvement.

Specifically, the research process was designed to:

- Define key external audiences;
- Identify what communication practices and vehicles are most effective;
- Identify existing efforts that are ineffective;
- Locate communication gaps; and
- Offer recommendations to enhance communication to key audiences.

The successful completion of the communication audit presents NN/LM MCR with a clear picture of the communication needs and preferences of its members as well as the most effective way to deliver this information.

III. Process

Since the information gathered during a communication audit is crucial to enabling NN/LM MidContinental Region to make wise use of resources, a research plan was designed to include both quantitative and qualitative analysis. After meeting with MCR staff to discuss information needs, scheduling and likely time constraints of members, the following methodologies were proposed:

- Telephone interviews (30-60 minutes) with key staff to determine communication goals and messaging;
- Telephone interviews (20-30 minutes) with a stratified sample of 20% of the membership to ensure key audiences were represented;
- Content analysis of communication and methods of delivery used by the MCR; and
- Written questionnaire distributed to all members via an online survey tool.

The research plan was designed, executed and analyzed by Cyndy Salzman, APR, Principal of the communication firm Salzman & Associates, located in Omaha, Nebraska. Ms. Salzman is an accredited public relations professional with more than 25 years of experience in strategic communication research, planning and execution for clients ranging from nonprofit entities to Fortune 500 corporations. An award-winning journalist, Ms. Salzman is a popular speaker on the subjects of strategic communication, marketing, writing for publication and social media.

IV. Timeline

The timetable for the project was planned and executed in three phases.

Phase One

- Instrument Design (interview guide) January 10-31
- Data Collection (member and staff interviews) February 1-11

Phase One was designed to incorporate staff input before and during the interview process to assist in clarifying issues that might arise during data collection. This input proved to be very helpful and allowed the consultant to more fully probe specific areas of concern. (A copy of the Interview Guide may be found in Appendix A.)

Phase Two

- Instrument Design (online questionnaire) February 12-25
- Data Collection (online questionnaire) March 9-14
- Content Analysis January 10-April 1

Phase Two used data gathered from the staff and member interviews in Phase One to develop the written questionnaire. The goal was to test the veracity of information gathered during the interview process. Survey Monkey (<http://www.surveymonkey.com>) was selected as the online survey tool, in part, because the service had been previously employed by MCR to solicit feedback from members, thus reducing the likelihood that the tool would be a barrier to participation. (A copy of the questionnaire may be found in Appendix B.)

During Phase Two the consultant also reviewed material provided by MCR staff including membership lists, past research studies and publications. The consultant was granted access to the MCMLA listserv for the purpose of monitoring the content of information distributed through this communication channel. Content and delivery from the NN/LM MCR website (<http://nnlm.gov/mcr/>) was also evaluated in context of information gathered during the first two phases of the process.

Phase Three

- Report and Recommendations March 15-April 22

Phase Three consisted of an analysis of the data collected during Phases One and Two and compilation of the information into this report. Based on the issues identified during the communication audit process, the consultant has made recommendations to capitalize on the strengths of the organization as well as address opportunities for improvement.

V. Results

The communication audit for NN/LM MCR was designed with the expectation that data collected from the qualitative and quantitative portions of a research project would converge to present a cohesive picture. In this case, qualitative data collected during the interview process was supported by quantitative data collected through the online questionnaire. The following is a summary and analysis of this data.

Telephone Interviews

Salzmann & Associates conducted a total of 77 telephone interviews from February 1-11, 2011. This included 10 interviews with MCR staff and 67 interviews of both full and affiliate members from MCR, representing 20.1% of the membership. Participants were selected using a stratified random sampling method to ensure those interviewed were reflective of the membership. The interviews were conducted by the research consultant and lasted approximately 30 minutes each.

The tables below provide a comparative summary of the interview sample and membership:

Membership Type				
	Sample (actual)	Sample (%)	Membership (actual)	Membership (%)
Full	33	49.2%	151	45.3%
Affiliate	34	50.7%	182	54.6%

Library Type				
	Sample (actual)	Sample (%)	Membership (actual)	Membership (%)
Hospital	23	34%	139	42%
Academic	19	28%	87	26%
Public Library	17	25%	86	26%
Other	8	12%	21	6%

State				
	Sample (actual)	Sample (%)	Membership (actual)	Membership (%)
CO	19	28.7%	77	23.1%
KS	5	7.4%	39	11.7%
MO	18	26.8%	90	27.0%
NE	12	17.9%	70	21.0%
UT	7	10.4%	36	10.8%
WY	6	8.9%	21	6.3%

Participants were assured that responses would be reported in summary format and would not be identified by name or organization. Interviews were also recorded, with permission from participants, to ensure accuracy. (Full text of the interview guide is available in Appendix A.)

Audience Demographics

The first set of questions asked participants to share information regarding the organization, his or her position within the organization, staffing and most frequent health information requests. The goal was to create a picture of the diverse audiences served by NN/LM MCR.

Responses ran the gamut from solo librarians supporting a hospital staff to directors of public library systems. The comments,

segmented by member type, offer insight into the challenges faced by each group.

Academic (Full)

"I'm the Director of a health sciences library responsible for oversight and budgeting. We have 45 people on staff – plus some student workers."

"I'm the director of a veterinary medical library. We have ten staff members."

Academic (Affiliate)

"We are a private university with three full time librarians. Most of our health info requests come from nursing students." (Affiliate-Academic)

"We are a business college with approximately 1500 full time students. The library has two full time librarians, six part-time student employees and a library clerk. The college has a medical assisting [and coding certification] programs so we get questions from students about coding or general information about the health profession like medical law or ethics case studies."

"We are privately owned with 150 students. The support of the regional medical library has been invaluable to helping me do my job."

Hospital (Full)

"We have three full time librarians and three part time students staffing the library. Our first clientele are students, faculty and staff here at the college – but we are also the library for all of the health system – four hospitals and 18 clinics. We take physician

requests for literature searches, article doc delivery, ILL. We do the same for nursing staff."

"Our med library supports the whole health system. We have one main hospital and five regional hospitals with 40 beds or less. We also have a community health library which is open to the public. Including me, we have a staff of four."

"I'm the single medical librarian at a teaching hospital and I work part time. We are an AOA affiliated hospital so we have to keep journals on the shelf for seven years. I mostly get requests for surgical and medication info from physicians, nurses and other staff."

"I'm a solo librarian for a VA hospital. The last time I had any help was a student intern three years ago. A lot of what I do is get articles through interlibrary loan for doctors and nurses."

"I'm the library director – the sole medical librarian – but I'm not technically a medical librarian. I do medical searches for the medical staff and nursing students."

Hospital (Affiliate)

I'm a data management specialist and do a lot of report writing, CMS, Medicare data collection. The library isn't much of a library anymore. It's primarily for staff to use as research. We subscribe to less journals and have switched from full to affiliate membership. Most of the requests I get are for Loansome Doc articles that focus on rehab – brain injury or stroke.

Public Library (Affiliate)

"We are the headquarters and have one branch library. I have 16 employees serving a county-wide population of 14,000

patrons. Our health requests are very general – usually major health topics or dietary information.”

“I’ve been the interlibrary loan department manager since 2009. Prior to that, I managed a branch. We get requests for books on health issues, sometimes periodical requests on consumer health issues.”

“I’m a reference librarian and the adult services coordinator. We have a large retired population so we get a lot of requests from caregivers on things like Alzheimer’s, diabetes and cancer.

“We have 100 full time staff at five locations. I’m the electronic coordinator – which means I select all the databases. I’m also responsible for PR. We get a lot of health information requests from consumers looking to supplement what their doctor has told them.”

“The motivation behind joining the organization was not so much the health information but that we were interested in being a lead organization applying for grant. I frankly didn’t know much about the organization prior to that – until I found out that we could join as a public library and be eligible to apply for this grant – which we did receive.”

“We’re a medium-sized library serving a small population in a tiny county in the mountains. We have six staff – three full-time and three part-time who work 10-12 hours a week. We get all sorts of health information requests – often to look up terminology or symptoms so a person can self-diagnose. Or one person might come in several times as they begin to understand their own health information. In lieu of calling a doctor, they want to get health info but our staff tries not to explain what something means or give medical advice.”

“I’m the director of a public library that serves a community of 80,000 people. We have 70 people on staff. Most of our health information requests are about wellness issues or illnesses of

family members. We used to subscribe to a database for health information but I'm pretty sure we cut it due to budget issues. We had an employee who used to work at the hospital so health questions would go to her – but she's gone now."

"I was once known as reference librarian but I do just about everything. We are a public library with four full time and 20 part time people. When we get requests for more than print materials, we refer to them to the University Medical Center."

Other (Full)

"I'm the library services manager – a one person operation with a part time assistant. We are a professional association so our requests come from members – usually about patient care."

Other (Affiliate)

"I am the program manager over a cancer research library. We have five health educators on staff."

"We are a non-library entity and I'm a non-librarian. We are an area health information center (AHEC) which was originally started as a federal program to improve workforce health. I now mostly work with public health clinics, physicians and satellite locations for the library."

The interviews clearly show that while the members of NN/LM-MCR share the common desire for access to high quality, reliable health information, they are also very diverse. Some of the unique challenges identified during the interview process include:

- Hospital members (both full and affiliate) faced with shrinking budgets and more responsibility;

- Members who are not medical librarians – and in some cases do not have a library background;
- Public libraries, due to budget cutbacks, no longer have access to the health information databases they once subscribed to; and
- Hospital members, due to the cost and changes in licensing of journals, transitioning from full to affiliate membership.

Information Flow

The next set of questions was designed to probe participants' perceptions regarding the information distributed by the NN/LM MCR. Members were asked to recall:

- what kind of information they receive from the RML;
- how they most often receive the information;
- how much information they receive; and
- if they are satisfied with the communication channels.

Members who are subscribed to the MCR-MCMLA listserv can most easily identify the various types of information sent by the RML. Comments include:

"Two things pop into my head immediately and that is the newsletter that comes out via email. Then, in terms of the training opportunities, I have received information on those. And then I do receive an occasional email with a heads up to specific topics of interest from Rebecca Brown. Also the same is true with Claire Hamasu – I do receive some emails from her." (Affiliate –Public Library)

"I am on the listserv and get links to websites. This is very valuable as busy as I am." (Affiliate-Other)

"I get email and things in the mail like postcards about sessions or classes they are doing." (Full – Hospital)

"I get a variety of communication; email alerts, Breezing Along training updates. I also get communication from the RML due to our resource library role as well as informal communication between resource library directors. Oh – and then the newsletters." (Full-Academic)

"Survey requests, newsletter, training information." (Full-Hospital)

"I get information about upcoming training – that's about it." (Affiliate-Academic)

"I request free share articles because I can get things really quickly and then forward it to the person who requested it. It's very easy." (Full-Hospital)

"Mostly I just use PubMed as a search site. I do also listen to their Breezing presentations - the webinars." (Full-Hospital)

Several members commented about duplication across communication channels, particularly the listserv and blog.

"I get their email but also the RSS feed. I need to cancel one because there is a lot of duplication. Something will come across first by email and a duplicate later in the day through MCR News." (Full Member - Hospital)

Some public libraries report receiving most, if not all, of their information from their state liaison rather than the listserv.

"I get most emails from [state liaison]. She sends a wealth of info on a variety of subjects. Things like Medline Plus improvements and updates, seminars, online emergency disaster and resources for public libraries. I try to stay updated so can answer questions." (Affiliate-Public)

"I get email from Rebecca on funding and training." (Affiliate-Public)

"I recall seeing some emails in the past and I use the database. Also Jim Honor stopped by – he's been really wonderful." (Affiliate-Public)

Unfortunately, interviewers found that some members are receiving little, if any, information from the RML.

"I've never received anything from the RML. It would be great to have some training for public libraries on providing health information with shrinking budgets." (Affiliate-Public)

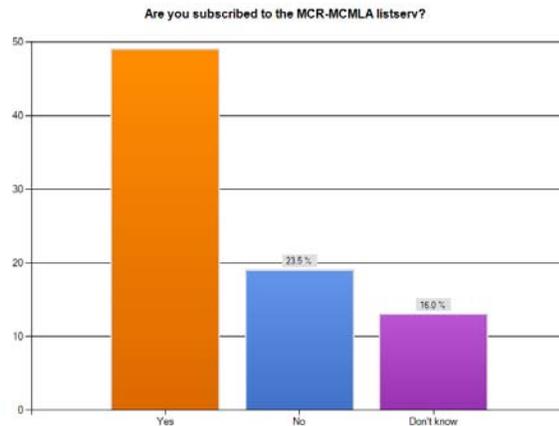
"I've been in this position four months and haven't received any information or email from the RML." (Affiliate-Academic)

"We generally don't get anything directly from the RML except occasional information about workshops and webinars." (Affiliate -Public)

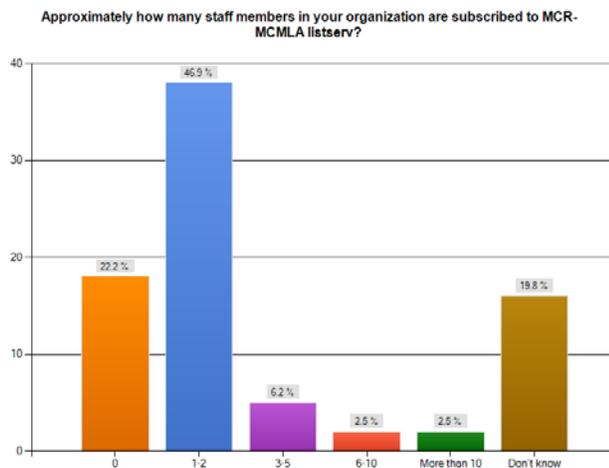
"I'm sure I get some stuff in the mail but I don't see it. I work from home." (Affiliate-Hospital)

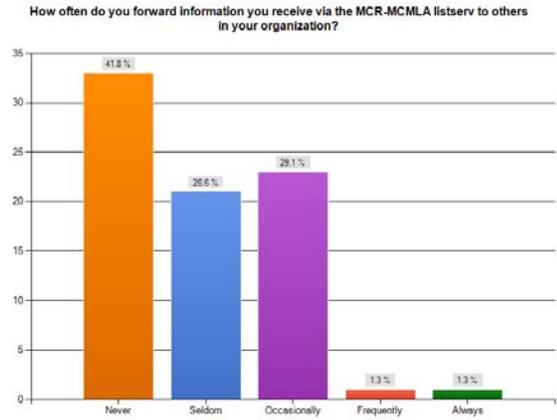
As the interview process progressed, it became apparent that a significant number of participants were not receiving email from the RML because they were not subscribed to the listserv or their contact information was incorrect in the membership database. After staff confirmed that the listserv is a primary communication channel between the RML and members, a series of questions on the written survey were included to determine if this trend was an anomaly.

The first question asked if the member was subscribed to the listserv. As illustrated in the chart below, almost 40% of members are either not subscribed to the listserv or they aren't sure. This supports the findings of the interview process and represents a significant communication gap.

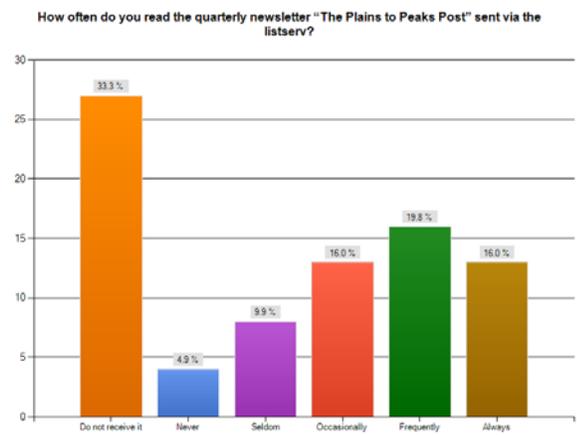
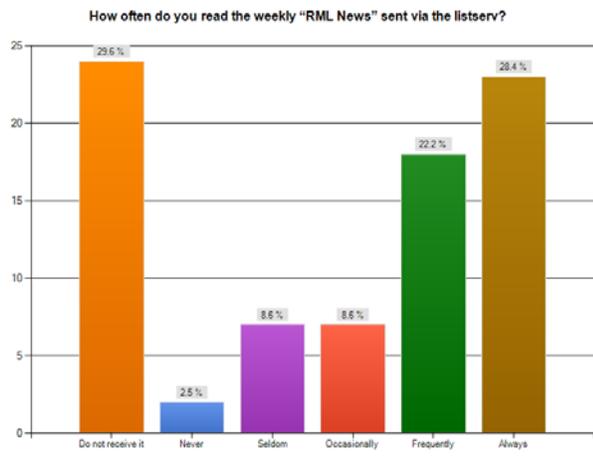


Another puzzling trend emerged during the interview process as it became apparent that the person identified as the contact in the database was often not the appropriate staff member to make best use of information from the RML. Consequently, two questions were added to the survey to determine if communication from the RML was forwarded to the appropriate staff member or if additional staff members were subscribed to the listserv. Unfortunately, as the charts below indicate, neither proved to be true in significant numbers. Approximately 47% of members report that only one or two staff are subscribed to the listserv – almost 70% seldom or never forward the information to others in the organization.





The consequence of this communication gap is demonstrated in the readership of both the popular RML News and Plains to Peak Post. In both cases, the answer with highest response rate is “Do not receive it.”



The interview process also revealed that some members feel the information sent by the RML is not applicable to their jobs. In the case of public libraries and certain other affiliate members, this perception is fueled by the combined listserv with MCMLA.

"I believe I'm on the listserv but so far I haven't really found much stuff that's applicable. My background isn't in Library Science- I'm a health educator - so it's hard to connect with the library community." (Affiliate-Other)

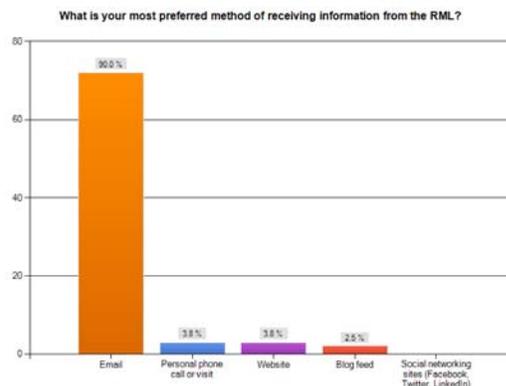
"Interesting info – but not always applicable to what I do." (Affiliate-Academic)

"I read the emails that talk about certain programs - training, but I don't attend very often because of time." (Affiliate-Hospital)

"A lot of what comes by email does not apply to me." (Affiliate-Hospital)

"I'm on the listserv but don't read it unless a headline jumps out." (Affiliate-Hospital)

Almost all members interviewed identify email as their primary method of communication from the RML – and they like it this way. The written survey supports this finding as indicated by the data on the chart below.



"I would prefer to focus on one method to receive information. I check my email very regularly so this is the best way to communicate with me." (Affiliate-Academic)

"Email is perfect for me. I use it much more than social media and I think it is an effective way to get the information out and avoid the cost of printed pieces which are not at all needed for getting information from the organization." (Affiliate-Public Library)

"Email is great. I'm too busy to try and dig for information." (Full-Academic)

"It's easy to scan email." (Affiliate-Hospital)

"I can quickly read through the links and see if there's anything I need to respond to." (Affiliate-Hospital)

As far as the amount of information sent to members, almost all report that it is "about right."

"I've never felt like it was too much. In addition to the formal communications – the emails -- I receive occasionally from members on different topics. I'm comfortable." (Affiliate – Public)

"I'd say it's a modest amount." (Full-Academic)

One participant reports only receiving the postcard advertising upcoming webinars.

"Frankly, I get very little. I wish it was more." (Affiliate-Academic)

Finally, one participant expressed concern about the amount of "chatter" on the MCMLA listserv.

"Sometimes people on the listserv hit reply when they don't need to and it gets chatty. I think this is because it's part of the MCMLA listserv." (Affiliate-Other)

Preferred Communication Channels

With email being the most preferred method of communication with the RML, members were queried regarding two publications distributed via email.

RML News

For the most part, participants had extremely positive comments about both the content and format of the RML News that is sent out weekly through the MCMLA listserv.

"It's very well organized, I love it. I'm able to scan through sort of a table of contents at the beginning of it and then link to an article of interest." (Full-Hospital)

"When I first started, it would take me four hours just to get through it. There is always such good information." (Affiliate-Academic)

"I like the way they write their information – straight and to the point. If they can say it in twenty words – they say it in twenty words – not in 100 words." (Full-Hospital)

"The descriptions are good. I have a pretty good idea of what I'll find if I click a link instead of being surprised." (Full-Hospital)

"The information overall is good. I pass it along to the library staff." (Affiliate-Public)

"I would say on average I might find one or two things out of the email each week that might be useful." (Full-Hospital)

"I would say all of the info is useful. Sometimes doesn't pertain to me but I still think this is one of the stellar activities of the RML. It's organized and concise." (Full-Academic)

Topics participants mentioned as being of particular interest include:

- Health information
- Training opportunities
- Funding and scholarships
- Tech tips
- Library advocacy
- JCAHO

"I always like to see the latest findings on cancer. We get a lot of requests for this type of information." (Affiliate-Public)

"Generally all the info a person needs is there to take action. If you want to register for a class, the link is there." (Full-Hospital)

"I do find [information about funding] useful as well but they don't always apply to us." (Full-Hospital)

"I am always on the lookout for grant opportunities." (Affiliate-Public)

Participants were asked for their suggestions on making the RML News better. Comments include:

"I think they seem to stay on top of things. They communicate certain things on a weekly schedule and

others on an as needed basis.” (Full-Hospital)

“I think it’s very well organized. I don’t have many suggestions. I’m a faithful reader so it’s effective.” (Full-Hospital)

“I would like more information and training on searching techniques or changes in databases. Also, I’m interested in any special websites deal with policies and procedures.” (Full-Hospital)

“I think there should be a designated listserv for the RML.” (Full-Hospital)

“For me, maybe less frequent would be fine but then I’m not in a health library. I rate it highly because it’s not excessive.” (Affiliate-Public)

Plains to Peaks Post

The quarterly Plains to Peaks Post received mixed reviews. For the most part, members like the content. However, several expressed concern about the length and format.

“I use it to keep up with what people are doing more on a personal level. Not just programs – people.” (Affiliate-Academic)

“I like it – it looks nice and doesn’t come out that often so I’m more interested in what’s new. I can pull it up while multitasking.” (Affiliate-Other)

“This tends to be something I really don’t have time to go through anymore.” (Affiliate-Public)

"I would get more out of it if I read the whole thing but I never have time. I prefer things in small bits." (Full-Other)

"Some of the articles don't seem to be very professionally written." (Full-Hospital)

"It usually ends up in a pile and by the time I get to it, it's no longer relevant." (Full-Hospital)

"It's too long and hard to read online. I have to print it out if I want to read it and that takes too long." (Full-Hospital)

"It gets lost in my email." (Full-Hospital)

"I've seen it in print, but not recently." (Full-Hospital)

"I've read it a few times but it is not very helpful for a consumer health library." (Affiliate-Other)

"A lot of times it's just repeating things that came out previously. It seems to be a holdover from old ways. Plus I don't like the format with the columns. It's hard to read onscreen." (Full-Academic)

"You know, I remember print version from a year or two ago. I used to read it pretty thoroughly – but I don't think I even get it anymore because I can't recall it." (Affiliate-Public)

"I like reading it but it's so few and far between. Maybe if it came monthly and was shorter rather than quarterly and longer." (Full-Hospital)

"I would recommend that if they want to write an article that they put it in with the weekly listserv. Then, if I decide it's worth reading, I can link to it." (Full-Hospital)

"The email alerts are more relevant but the longer articles can be useful." (Full-Academic)

"The article on the very front – I always look at. It applies to others as well as librarians." (Affiliate-Other)

"Let's put it this way, I don't eagerly await my Plains to Peaks." (Full-Hospital)

"When it was hard copy, I used to look at it, but not now. I never think to print it." (Full-Hospital)

"I print it out and put it in a pile but by the time I get to it, the information is old." (Full-Academic)

I like the "Who" column and the question and answer. The questions are right on and the answers are great. Good articles on folks who are dealing with shrinking resources. Also the little tidbits of info. (Full-Other)

"Frankly, it's not that interesting to me." (Full-Hospital)

"I like to read about news in the region." (Full-Hospital)

"I would rather have it come in bits and pieces. Maybe two mailings a week instead. It isn't crucial to go in-depth." (Full-Academic)

MCR Website

Members have a generally favorable view of the website, reporting satisfaction with the large amount of information available. Most however, don't visit very often.

"I appreciate the access to articles." (Affiliate-Other)

"There's a lot there that I don't fully take advantage of because I don't have time." (Affiliate-Other)

"I only go there for DOCLINE." (Full-Hospital)

"Although I don't go there a lot, I know it's always there when I need it." (Full-Hospital)

Some members expressed a desire for a more user-friendly site:

"I can't always find what looking for but Barb Jones has been extremely helpful." (Full-Other)

"I sometimes have trouble maneuvering about." (Full-Hospital)

"I don't get a lot by just going there and looking around." (Full-Hospital)

"I don't use it very often. It's hard to find things." (Full-Academic)

"Have to dig most times – had to call liaison one day because I couldn't find a webinar." (Hospital-Full)

The top reasons members report visiting the website include:

- Contact information
- EBooks
- Training
- Archived programs
- Document Delivery
- PubMed
- ROI calculator

"I LOVE that they have the eBooks on the website." (Full-Hospital)

"I've looked at it when I've had questions about document delivery, when I'm looking for a course or if I need to look up a contact number or address for someone." (Full-Hospital)

"I might visit the website if I'm looking for a factual piece information such as contact info, spelling of name or information about a meeting." (Full-Academic)

"I usually go to look up information about a meeting or some training." (Full-Hospital)

"Definitely the archived webinars and the member search." (Hospital-Full)

A few members had suggestions to make the website more valuable.

"I'd like to see more about what the people of the RML are doing. Maybe a report on the weekly meeting of liaisons." (Full-Academic)

"Shared info from other RMLs around the country. Like – there's a great program in South Carolina." (Affiliate-Other)

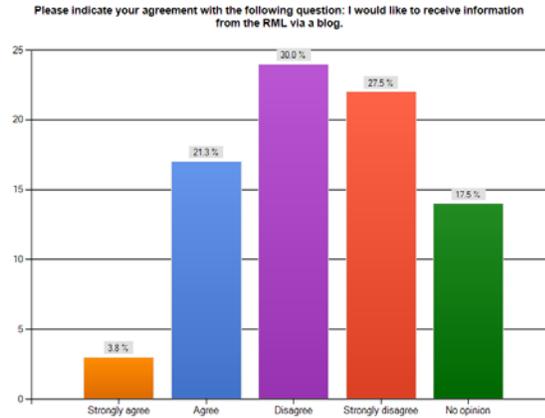
"There was a discussion recently about what type of support hospital librarians are going to get due to budget cuts and the resources available to help you show what you're doing to support the institutions. It would be great to show how to do this for academic librarians – how we can show that the library contributes to the retention of students and increased graduation rates." (Affiliate-Academic)

"Maybe an interactive area for members." (Affiliate-Academic)

News Blog

Other than social networking, the news blog received the lowest rating as a preferred source of communication with the RML in both the interviews and survey. Participants were asked to

comment specifically on the News and Information blog. The Community Health blog was excluded from this study because it targets the general public rather than RML members.



Only one interview participant reported receiving the RSS feed. In addition, a majority of participants were not aware that the RML had a blog.

*"The RSS feed is redundant. Same info that's on the listserv."
(Full-Hospital)*

*"I don't visit the news blog- I rely on the listserv."
(Full-Hospital)*

*"I'm not a blog lover. I don't find them rewarding because they are not interactive. It's like you are preached to instead of having a conversation."
(Affiliate-Other)*

*"I didn't know there was one."
(Full-Academic)*

Participants in both the interviews and written survey report blogs being blocked at work.

A comment from the written survey also expresses the sentiment of many of the interview participants:

"Taking time away from email to check out a blog means I may miss an email that requires immediate response. Not that

this applies to everyone, but as a manager, I need to be looking at emails (part of my job) not reading blogs. And blogs are extremely difficult in finding the specific information you need."

Two interview respondents offered suggestions that would make it more likely they would read the RML blog.

"I might go to it if it was linked in a Facebook post." (Affiliate-Other)

"I really like blogs that are frequently updated with valuable information." (Affiliate-Academic)

The prevailing sentiment among members is best summed up by the following comment:

"It would take a lot to get me to visit the blog." (Affiliate-Other)

State Liaisons

Next to email, personal contact (call or visit) from the state liaisons was reported as a preferred method of communication with the RML. Liaisons also received high marks from members for both knowledge and service.

"They are both great. Lovely people. Very approachable." (NE) (Full-Hospital)

"She's sort of, in a way, a mentor when it comes to this organization and I do appreciate it." (KS)(Affiliate-Public)

"I think our personnel at RML [MCR] do a very good job at communicating what needs to be communicated to us. But they also do a really good job because they are all on the same team – trying to provide the best services to us for us

to provide to others. They have a professional approach but also know how to connect personally. I have lived in three other RMLs and I find this staff is great. It works very well and there's stability I haven't seen in other regions." (Full-Other)

"She and I worked together to put together a computer lab based training on access to web health information through CDC that was very well-received by the folks who participated in it. She also made me aware of an award that's available to an organization based on the timeliness and applicability to other libraries of the grant we received. She emails me occasionally on other thoughts. I think she's great and communicates very effectively." (KS) (Affiliate-Public)

"I know both of them professionally and get a lot when we do our 'library talk.'" (NE) (Full-Hospital)

"She sends me a lot of info." (MO) (Full-Affiliate)

"I've spoken to him several times. He was very helpful." (UT) (Affiliate-Other)

"Marty has called a few times since we went from full to affiliate. She's been very good about helping us make the transition from DOCLINE to Loansome Doc." (NE) (Affiliate-Hospital)

"I know Barb and she is very helpful." (MO) (Affiliate-Hospital)

"Dana is really great about sending me information about training." (CO) (Affiliate-Academic)

MCMLA Conference Workshop

Very few members report attending the MCMLA conference for a variety of reasons.

"There are other conferences that are more applicable to public libraries so I decided to pass." (Affiliate-Public)

"I haven't attended in years." (Affiliate-Other)

For the most part, those who have attended the RML's presentation at MCMLA, appreciate the content of the presentation.

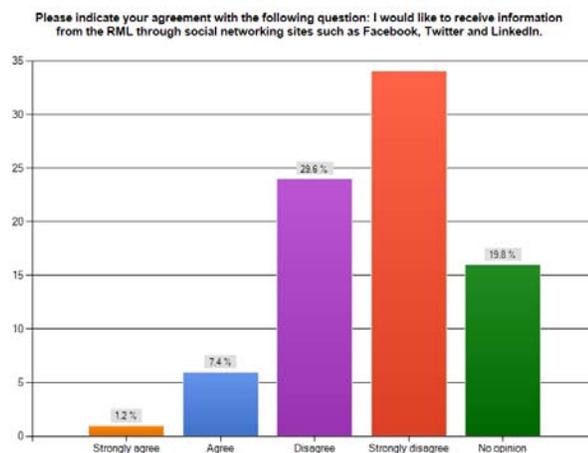
"The information is very important and useful – but it always seems rushed." (Full-Academic)

"It doesn't always apply to me but it's good to know." (Full-Other)

"A lot of times they are just giving a very top level overview and I find I already know [the information]. Sometimes you find a new little bit of information." (Full-Hospital)

Social Networking

In both the interviews and survey, participants report social networking as their least preferred method of communicating with the RML. In the written survey, less than 9% of respondents indicated a desire to receive information from the RML via social networks.



One of the most prevalent concerns among members is an aversion to mixing personal and work-related communication. In addition, a majority of hospital members report that they do not have access to social networking sites at work.

"I don't have work friends on Facebook." (Affiliate-Public)

"I only use Facebook socially." (Affiliate-Academic)

"I am not a Facebook user. I even have a note on my Facebook page that I don't regularly check my account. I have a few friends on it so I occasionally go in. But some people tried to contact me that way and I had to tell them this is not the best way to get in touch with me." (Full-Hospital)

"Some at the library use Facebook but I don't use it for work-related information." (Full-Academic)

"I only go there if I am directed to a page by a link." (Full-Hospital)

"I have a problem with mixing personal with business." (Full-Academic)

"I just don't like it." (Affiliate-Public)

I just don't see the advantage to Twitter unless it's something urgent. Also as a director, I don't want it to appear like I'm wasting time when Facebook is up. An email would tell me the same thing and it's easier to manipulate." (Full-Academic)

"That wouldn't be best idea because then I would be receiving the same information three different times." (Full-Hospital)

"On library related websites –there's not much give and take. It's almost always just posting of info. Until we can get a format where people do some give and take, it's better just to have an RSS feed of the info." (Full-Hospital)

"I know some people do a lot with Twitter feeds and such. But I'm so overwhelmed with information that comes across that I don't need more." (Full-Hospital)

"I really use Facebook and Twitter so that would be an effective way to communicate." (Affiliate-Public)

"I have noticed on my Facebook page that says I only visit about once a month. So if people need to get in touch with me – send an email." (Full-Hospital)

"It's not a policy barrier. It's just not my preference for work-related information." (Full-Other)

"I think it would be hard to get through all the muck." (Affiliate-Academic)

Others report not having time to seek out information from social networking sites.

"I have an account but it's just too much in terms of time. I would much rather have an email." (Full-Other)

"I don't have time for Facebook. I don't have a personal Facebook page so I don't find it useful for work." (Affiliate-Other)

Only three interview participants report visiting social networking sites at least once a day. The remainder reported visiting from 1-2 times a month to "never." Only one member reports adding the RML Facebook page to her network.

"I try not to mix work with personal but I do use the RML's page a lot." (Affiliate-Other)

An important aspect of the study was to probe member's feelings regarding the use of Web 2.0 technologies. Interviews with staff during the study indicated a feeling that seasoned librarians might be averse to taking the time to learn the new technology required to use social networking as an information source. Since the data collected during the interview process did not appear to support this conclusion, questions were added to the written survey to determine if the aversion to using social media was age-related. By cross-tabulating the results with demographic questions, the chart shows that librarians most interested in receiving information from the RML via social networking are those who have been in the profession 11-20 years while those least interested have only been librarians for 1-3 years. The same pattern is indicated for receiving information via blog. The most seasoned librarians, in the profession more than 20 years, are the most amenable to receiving information from the RML from a blog while the least interested are those who have been librarians less than three years.

Q1: Social Networking

Please indicate your agreement with the following question: I would like to receive information from the RML through social networking sites such as Facebook, Twitter and LinkedIn.

Answer Options	How many years have you worked as a librarian?			
	1-3	4-10	11-20	More than 20
Strongly agree	0.0%	0.0%	0.0%	0.0%
Agree	0.0%	7.7%	11.8%	7.0%
Disagree	66.7%	38.5%	42.2%	20.9%
Strongly disagree	33.3%	30.8%	35.3%	51.2%
No opinion	0.0%	23.1%	11.8%	20.9%

Q2: Blog

Please indicate your agreement with the following question: I would like to receive information from the RML via a blog.

Answer Options	How many years have you worked as a librarian?			
	1-3	4-10	11-20	More than 20
Strongly agree	0.0%	7.7%	5.9%	2.4%
Agree	0.0%	15.4%	7.6%	26.2%
Disagree	33.3%	38.5%	41.2%	23.8%
Strongly disagree	33.3%	23.1%	17.6%	31.0%
No opinion	33.3%	15.4%	17.6%	16.7%

Webinars

The use of webinars to offer training is highly valued by members. The programs receive high marks for both content and convenience.

"I think they are very well done." (Full-Hospital)

"Webinars are a good vehicle for training. I really like Adobe Connect." (Affiliate-Academic)

"I haven't been involved in a webinar offered by the RML but have taken ones offered by other groups. I find them a very effective way of training and will probably do an RML based session." (Affiliate-Public)

"It's very convenient. I can do it at my desk at work. If I don't attend, they record it and I can watch it later." (Hospital-Full)

"I like them because they are on Wednesday once a month and they announce the topic ahead of time. They are always very well done and have time for questions. It's very concise – just what librarians need to know." (Full-Other)

"The training is really good and it saves money on travel." (Full-Academic)

"I like that you can see the person [presenter] and how many others are attending." (Full-Hospital)

"I like that I don't have to leave work. They provide good info in an hour. I also like that they record it so I can go back to review." (Full-Hospital)

"The fact that the training is free is a huge benefit. We have a very limited training budget and the presenters know

what they are talking about. It's also really convenient." (Affiliate-Academic)

"I've only done one but it was very good." (Full-Hospital)

Some members report struggling to find an uninterrupted hour to participate in a webinar.

"It really takes a chunk of time that I don't have." (Affiliate-Public)

"I wish I had time to attend." (Full-Hospital)

"I'd like to try one but I can't get away that long." (Affiliate-Public)

"I've thought about attending a couple of times. The topics look interesting. But I don't have time to figure out how to access it." (Affiliate-Other)

Most members report a preference for attending the webinars live but appreciate the flexibility available of the archived programs. Only one interview participant says she almost always views the archived programs.

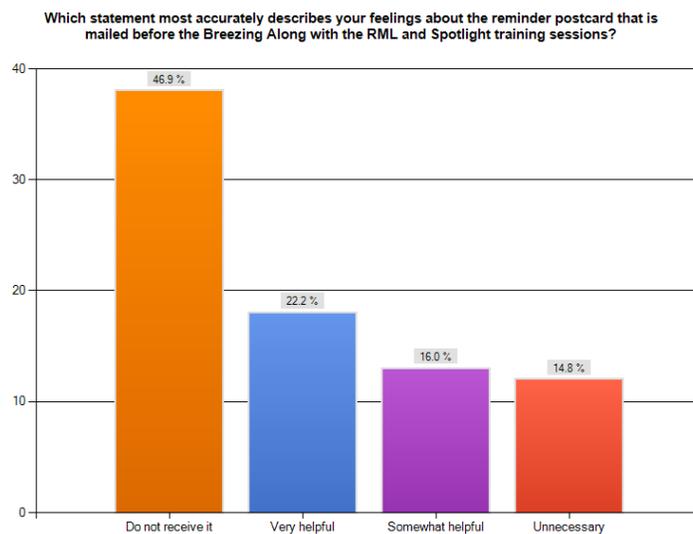
"If I can attend live, I do." (Hospital-Full)

"I usually do watch them live because when I miss them I don't always go back." (Hospital-Full)

"Typically live and sometimes in a group setting. At our library we will advertise a webinar and project it on the screen for people who come to us. I also do webinars where I'm sitting at my own computer. They both work." (Public)

"I attend live if I can but frequently I can't. Thankfully it's archived." (Affiliate-Academic)

Member attitudes are mixed regarding the usefulness of the postcard announcing upcoming training. Some members feel the postcard is extremely helpful and others feel it is unnecessary. Also, a significant number of those interviewed report not receiving it. Again, this is supported by data from the written survey.



"Email is fine for me." (Hospital-Full)

"It's a good reminder but I wouldn't be heartbroken if I didn't get it." (Affiliate-Academic)

"I have it right in front of me, actually, on the table under my computer." (Hospital-Full)

"I post it next to the computer." (Full-Hospital) - 2

"I've never seen one." (Full-Academic)

"I think it's a waste of money. If you are going to do something electronically – the announcement should be electronic." (Full-Academic)

"One more reminder is always nice. A lot of times it gets lost and then resurfaces." (Affiliate-Other)

"I like the postcard but the email is also important." (Full-Other)

Final Comments

Before concluding both the interview and written survey, participants were given the opportunity to share additional information, comments or concerns regarding communication with the RML that they felt might be helpful to the study.

Comments include:

"I would say that overall I'm very satisfied."

"Overall, I think the communication is extremely effective – and valuable even to public library members of the organization. I feel very much at home and that we are part of the group even though we are not a health sciences library and that's a neat thing."

"I was part of another RML for quite a while, but this group, even when I first came here, was much more available. With the other one, I had to go find their stuff. Here they are proactive instead of reactive. Also, you don't really know who anybody is. I can talk to Claire as much as Marty – with no indication that Claire is the big kahuna. I never feel anyone is not accessible. They also go above and beyond instead of just saying, "Try checking here..." The other RMLs have good information but the customer service here is like frosting on the cake." (Affiliate-Other)

"I don't feel like I'm missing anything so I must be getting what they have to share." (Full-Hospital) NOTE: This interviewee also reports not reading the weekly RML News, Plains to Peaks Post.

News Blog or Facebook. Her primary source of information is the postcard regarding upcoming training.

"I think they do a terrific job. I feel informed. Of course, I don't know what I don't know – but I don't think I have any significant knowledge gaps. It seems they are very proactive about keeping us informed – and I enjoy what I read." (Full-Academic)

"I would like to be added to the listserv. It seems like I'm missing a lot." (Affiliate-Academic)

"I've been such an infrequent user. Our company was sold and we need get preapproval to buy articles now – so people don't request as much." (Affiliate-Other)

"I just think the RML is great. It's good to know it's there and know that we can refer to it." (Affiliate-Public)

"It just seems that everything focuses on medical librarians – and they use MLS lingo. I'm just not sure what's available or pertinent to me and I don't have time to sort it out." (Affiliate-Other)

"I have no complaints but since we aren't library focused anymore, the RML isn't really relevant." (Affiliate-Hospital)

"They are very good people. Very easy to work with. I appreciate that they aren't all tech heads." (Affiliate – Academic)

"Biggest thing for me is to separate the RML from MCMLA. I thought the RML was part of MCMLA." (Full-Hospital)

"I really appreciate the Breezing and Spotlight programs. They are very helpful and I've learned a lot." (Full-Hospital)

"I think, in an attempt to be on cutting edge and do everything, communication becomes too diluted. Everyone does email – so I think the Tuesday thing is GREAT." (Full-Academic)

"I would like to visit their website so I know what RML has to offer and be added to listserv." (Affiliate-Public)

"I would like to receive updates pertinent to public librarians." (Affiliate-Public)

VI. Recommendations

Technology has transformed the way people access information as well as the volume of information available to them. While this offers a host of exciting new opportunities for communication, it has also resulted in significant challenges for organizations of all types. For NN/LM MCR, whose mission relies on the effective sharing of information, finding the right mix of content and delivery is imperative.

One of the most exciting findings resulting from the communication audit of the MCR, bears repeating. To know you is to love you.

The available programs and resources are extremely valuable to members. The challenge, however, is breaking through the glut of information that bombards librarians today– the same members who face shrinking budgets and increasing responsibilities.

While the MCR faces some significant communication challenges, the good news is that the fixes are relatively simple and straightforward. The MCR can build on the strength of its staff as well as the well-received distributive model to enhance communication with its audiences. Doing so will build relationships with members.

While communication vehicles seem to change in the blink of an eye, the principles of effective communication remain the same. To reach the intended audience, communication must be:

- ✓ Targeted;
- ✓ Relevant; and
- ✓ Easy to access.

The recommendations that follow are designed to help MCR achieve these goals.

1. Update and Expand the Member Distribution List

As noted in the research, a significant portion of the information distributed to members does not reach them due to outdated contact and email lists. We suggest utilizing the state liaisons to contact members in their areas to:

- ✓ verify contact information, particularly email and phone numbers;
- ✓ ask individual members how he or she prefers to receive information from the RML; and
- ✓ determine if additional staff members within the organization should be added to the distribution list.

Action

To expand our communication reach:

- Coordinators will forward RML News to their library staff.
- As part of our membership renewal at least one contact from each member institution will be added to the mcr-mcmla listserv.

Keeping contact information up-to-date:

- An annual update drive for the Institutional Record.
- In our questionnaires add the question: "Are you still the official contact for your institution?"
- At the MCMLA annual meeting have members check their institutional record.
- At state library association meetings have members check their institutional record.

2. Discontinue use of the MCR-MCMLA listserv as the primary source for MCR communication.

Information distributed on the listserv leaves the impression that it is intended for medical librarians, specifically MCMLA members. Those

who do not belong to the association feel this information is not relevant. Discontinuing use of this list as the primary source of MCR communication will provide more flexibility to distribute targeted messages.

Action

See recommendation #3

3. Develop and deliver targeted communication to members by employing an email marketing service. Inexpensive, easy-to-use services, such as Vertical Response (<http://www.verticalresponse.com/>), Constant Contact (<http://www.constantcontact.com/index.jsp>) or Emma (<http://myemma.com/>), allow users to create and send emails, newsletters and special notices to a targeted mailing. These email services allow users to segment their mailing lists and use of graphics to make a bigger impact. Emma, in particular, offers template design services that would allow MCR to design a template for each audience, e.g. – Health Resources for Public Libraries. This type of service would also allow the MCR to segment the member database to create smaller lists based on interests resulting in messages that are more relevant. Another important feature is the ability to track when an email is opened – offering a built-in evaluation feature. MCR would also be notified if a member unsubscribes – giving the liaison an opportunity to follow-up.

Action

We will move to focused email communication. The following will be addressed:

- The interest categories for our emails (e.g., consumer health etc.).
 - Transition of members from mcr-mcmla listserv to focused email communication.
 - How individuals will determine the categories of emails they will receive.
 - How we will send our emails to specific groups based on their interest.
 - How to re-structure the RML News by category.
4. Reformat *From Plains to Peaks Post* from print layout to online format.

The research shows that while MCR members value the publication, it has become difficult to read. Consider reformatting so it can be easily read online while offering a “print ready” option. In addition, sending shorter articles more often is proven to increase readership so MCR might consider the Plains to Peaks Post with the RML News.

Action

We will use the blog platform for our newsletter.

5. Develop and implement a plan to personalize Web 2.0 communication or discontinue.

Web 2.0 is all about interaction and is not intended as a bulletin board. Instead of looking at social networking as another “spot” to post information, it’s important to view it as a way to build relationships – realizing that these have to be nurtured. For example...

- ✓ Each liaison might use Twitter to only send reminders to her list.
- ✓ The MCR Facebook page could become a forum to share ideas. Make it interactive with questions and photos that tag members. Look up members on Facebook and invite them to join the MCR-FB page with a personal note.
- ✓ Invite members to write a post for the blog and encourage discussion.

Successful social networking takes a big investment in time to nurture. The research indicates members are not that interested so this may be something to “let simmer on a back burner.”

Action:

We believe that health sciences librarians should be leaders in the use of technologies. In order to support member adoption of social media the MCR will continue using 2.0 communication technologies.

Twitter

Why are we using Twitter?

- Because it’s new
- To reach members using Twitter
- Reach a wider/different audience
- Provide a model for our Network members

Intent: Information that can be retweeted by our members to their constituents and clients

Non- MCR Tweet Sources	Responsible party(ies)
Various sources selected by staff	All

MCR Tweet Sources	Responsible party(ies)
BHIC content	Health Information Literacy Coordinator
Links to archived recordings	Education Coordinator
Exhibits and presentations at non-librarian meetings	Person exhibiting
Spotlight sessions of interest to non-librarians	Education Coordinator
Training sessions of interest to non-librarians	Trainer

Schedule	Responsible party(ies)
Post 2-3 tweets a day	All
Each staff deposits in hootsuite 2-3x /week	All
Schedule hootsuite to regularly tweet	All

Policy	Responsible party(ies)
We won't include our individual names when we post.	All

Building our Twitter base	Responsible party(ies)
Email campaign (RML News)	All
Follow pertinent Twitter members	All
Add Follow-us button to MCR website https://twitter.com/about/resources/followbutton	Technology Coordinator
Add Twitter button to email signatures	All
Include in communication audit article	Associate Director
Add twitter info to final Spotlight slide	Education Coordinator
Add to business card	All

Facebook

Why are we using Facebook?
Intent: To provide a place for interaction, exchange of ideas, obtain feedback with/for our Network members.

Examples of information that can be relayed in Facebook	Responsible party(ies)
Summary of a class just held inviting comments on the class or additional discussion on the topic of the class	Trainer
Major events in the RML (e.g., staff leaving) and inviting responses	Associate Director
Inviting comments on an idea we heard/read	All

about	
An additional location to administer surveys	Assessment & Evaluation Coordinator
Water cooler type topics	All
Fun, interesting topics that may be tangentially related to health information	All
Schedule	
	Responsible party(ies)
Post 1 item a day	All
Each staff deposits in hootsuite 1x /week	All
Schedule hootsuite to post 6-8pm	All
Policy	
	Responsible party(ies)
The Project Coordinator will monitor comments and forward appropriately. The comments will come through our RML4 email account.	Project Coordinator All

6. Redesign the MCR webpage to make it more inviting and user-friendly.

The more information that's available, the more important it is to make it easy to find. Although options may be limited due to a shared site for the NN/LM, we noted that the NLM has a more user-friendly website. If a significant redesign is not possible, we suggest incorporating graphics and a larger placement of the newsfeed to make the site easier to navigate.

Action

Weed our web site of all the pages that are not being viewed often. These pages will be archived on the dev site. A notice will be put on each page of the new mcr web site so that members ask us for information they cannot find that used to be on the site. We can then pull it from the dev site and make it public.

7. *Develop and implement a comprehensive plan to guide member communication.*

One of the repeated complaints of members was the redundancy of information sent out. For each communication strategy, the plan should specify the purpose, target audience, communication channel, timetable and responsible staff. This would eliminate duplication of effort and frustration of members.

Action

A communication plan will be created based on the action items responding to the communication audit.

8. Develop a new member orientation protocol.

Taking the time to introduce new members to the RML will pay dividends far into the future. Consider developing...

- ✓ 10 minute online tutorial introducing the resources available through the NN/LM MCR with directions on how to sign up for the participant's preferred method of receiving information;
- ✓ Introduce new members to the membership in the RML News; and
- ✓ Schedule the state liaison to follow up with a phone call to answer any questions.

Action

Produce recordings 1 minute or less, that introduce them to the RML resources and services. [Member Services Coordinator]
Send out quarterly messages announcing orientation resources.
Partner with MCMLA membership committee to include NN/LM membership material in new member packet.

9. Consider segmenting training offered via webinar.

Although the webinars are very well received, members report difficulty finding an hour of uninterrupted time. Consider structuring future webinars so each program runs no more than 20 minutes and perhaps provide an additional "after the show" segment to take questions.

Action

We decided against segmenting our webinars for the following reasons:

- As much work goes into a short as an hour long session.
- Attendees would lose out on CE.
- If participant can't stay for the hour, they can view what they missed on the recorded version.

VII. Appendix A

Interview Guide

I'm _____ from Salzmann & Associates. As you know, we've been contracted by the MidContinental Region of the National Network Libraries of Medicine to measure how effectively the RML communicates with its members and – if needed – make recommendations to improve communication. The interview is confidential. Individuals are not identified by name and answers are only reported in summary format. If it's okay with you, I'd like to record the interview. The recording allows me to listen to your responses rather than focus on taking notes. It will not be turned over the RML – and will be destroyed at the end of the project. Do I have your permission to record our interview?

Great, let's get started...

GENERAL

- First, would you mind telling me a little bit about you and your position? (Probes – how many people staff the library? What kind of information requests do you get most frequently – and from whom?)

Let's start with some general questions ...

- What **kind of information** do you receive from the RML?

(Probe - news about upcoming events such as training opportunities, changes in resource offerings from the National Library of Medicine, links to information of interest to audiences you serve, information to help you do your job better)

- **How do you most often receive** the information – in other words – by what communication vehicle?
(Probe: website, email (listserv) blog, newsletter – Plains to Peaks Post)
- Is this method working for you – or would you prefer to receive the information another way?
- How would you rate the **amount of information** you receive from the RML? *(probe: too much, too little, redundant)*

Now I'd like you to rate some of the communication methods used by the RML...

- On a scale of one to five... with **one being least preferred** and **five being most preferred** ... how would you rate the following communication methods used by the RML to inform you of news and events?
 - Listserv announcements
 - Tuesday weekly update delivered through the Listserv
 - Plains to Peaks Post Quarterly Newsletter
 - Website
 - News Blog
 - Personal contact (call or visit) from liaison
 - Presentation at MCMLA conference
 - Facebook
 - Postcard sent out before the Breezing Along with the RML and Spotlight sessions

LISTSERV

Now... let's talk a little more specifically about the Listserv...

- Are you subscribed to the Listserv?
(Probe: IF NO, why not?)

IF ANSWER IS NO... SKIP TO WEBSITE (PAGE 6)

- Do you read the weekly news updates that are sent on Tuesdays?
(Probe: IF NO, why not?)

IF NO – SKIP NEXT QUESTION (below)

- What information included in the weekly updates is most useful to you? (probe: announcements of training opportunities, information about the National Library of Medicine, funding opportunities, regional library news)
- How do you feel about the **amount of information** you receive via the Listserv?
(probe: about right, not enough, redundant)
- Do you have any suggestions for making the Listserv better?

Now let's talk about the Plains to Peak Post (delivered through the Listserv)...

- Do you read the Plains to Peaks Post newsletter?
(Probe: IF NO, why not?)

IF ANSWER IS NO, SKIP TO WEBSITE (PAGE 6)

- What information included in the newsletter is most useful to you?

(probe: announcements of training opportunities, information about the National Library of Medicine, funding opportunities, regional library news)

- What information would you like to see in the newsletter that is not included?

WEBSITE

Now, let's talk about the RML website....

- Why do you typically visit the RML website?

IF RESPONDENT HAS NEVER VISITED TO WEBSITE, SKIP TO SOCIAL NETWORKING PAGE 7

- How often do you visit?
(Probe: Daily/Weekly/Monthly/Yearly/less often)
- Are you generally able to find the information you are seeking?
(Probe - IF YES -- Is it easy to find the information you're looking for- or do you have to dig?)
- Are there any features of the website that are especially useful to you? *(Probe: Document Delivery – Docline and Loansome Doc, DOCLINE Out of Office Planner, NN/LM members search, LinkOut, archived webinars)*
- What **type of information** would you like to see on the website that's not there?
- What **function** would you like the website to have that's not there? *(example – member search)*

SOCIAL NETWORKING

I have a few questions about social networking...

- Are you able to access social networking sites such as Facebook and YouTube at work?
IF NO, SKIP TO PAGE 8
- How often do you visit social networking sites for work-related information?
(Probes: daily, weekly, monthly, less often)
- Would you like to receive information from the RML through social networking sites?
(Probe: Why or why not?)
IF NO, SKIP TO BLOG, PAGE 8
- What kind of information would you like to receive from the RML through social networking sites?
- Is THE RML's Facebook page a part of your social network - in other words -- have you accepted the invitation to "like" the RML's Facebook page?

BLOG

Finally, I have a couple questions about the RML News and Information blog...

- Do you read posts from the the RML blog?
IF NO, SKIP TO "CONCLUSION" ON PAGE 9
- How do you access these posts?
(Probe: RSS or news reader feed, visiting the blogs online , forwarded link)
- Do you have any suggestions for making the blog more valuable to you?

CONCLUSION

That's all I have but...

Is there anything else regarding communication with the RML that you think would be helpful to this study?

Thank you so much for your time! The report will be available in few months on the RML website.

VIII. Appendix B

Written Questionnaire

1. Please indicate the type of institution your library is affiliated with.
 - Academic
 - Hospital
 - Public library
 - Other

2. How many years have you worked as a librarian?
 - 1-3
 - 4-10
 - 11-20
 - More than 20
 - My primary job is not as a librarian

3. What is your most preferred method of receiving information from the RML?
 - Personal phone call or visit
 - Email
 - Website
 - Social networking sites (Facebook, Twitter, Linked-In)
 - Blog feed

4. Are you subscribed to the MCR-MCMLA listserv?
 - Yes
 - No

5. Approximately how many staff members in your organization are subscribed to MCR-MCMLA listserv?
 - 0
 - 1-2
 - 3-5
 - 6-10
 - More than 10
 - Don't know

6. How often do you forward information you receive via the MCR-MCMLA listserv to others in your organization?
- Never
 - Seldom
 - Occasionally
 - Frequently
 - Always
7. How often do you read the weekly "RML News" sent via the listserv?
- Do not receive it
 - Never
 - Seldom
 - Occasionally
 - Frequently
 - Always
8. How often do you read the quarterly newsletter "The Plains to Peaks Post" sent via the listserv?
- Do not receive it
 - Never
 - Seldom
 - Occasionally
 - Frequently
 - Always
9. Please indicate your agreement with the following question: I would like to receive information from the RML through social networking sites such as Facebook, Twitter and Linked in?
- Strongly agree
 - Agree
 - Disagree
 - Strongly disagree
 - No opinion

10. Please indicate your agreement with the following question: I would like to receive information from the RML via a blog?

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- No opinion

11. Which statement most accurately describes your feelings about the reminder postcard that is mailed before the Breezing Along with the RML and Spotlight training sessions?

- Do not receive it
- Very helpful
- Somewhat helpful
- Unnecessary

12. Please list any additional comments you think would be helpful for the RML to know regarding communication with you?

IX. Appendix C

Survey Results

Question One:

Please indicate the type of institution your library is affiliated with.		
Answer Options	Response Percent	Response Count
Academic	28.0%	21
Hospital	56.0%	42
Public library	16.0%	12
Other (please specify)		9
<i>answered question</i>		75
<i>skipped question</i>		6

Other:

School Library
non library, but use all three for resources
Both Hospital and Academic
Developmental Disabilities
Health Departments
Special - Medical
community organization
solo librarian working in for profit education
[for]accelerated bachelor of science [program]in nursing
Doctoral nursing and allied health programs

Question Two

How many years have you worked as a librarian?		
Answer Options	Response Percent	Response Count
1-3	3.7%	3
4-10	16.0%	13
11-20	21.0%	17
More than 20	53.1%	43
My primary job is not as a librarian	6.2%	5
<i>answered question</i>		81
<i>skipped question</i>		0

Question Three

What is your most preferred method of receiving information from the RML?		
Answer Options	Response Percent	Response Count
Personal phone call or visit	3.8%	3
Email	90.0%	72
Website	3.8%	3
Social networking sites (Facebook, Twitter, LinkedIn)	0.0%	0
Blog feed	2.5%	2
Other (please specify)		2
answered question		80
skipped question		1

Other:

don't really need info from RML, not a medical library not a DOCLINE library
postcards are nice also

Question Four

Are you subscribed to the MCR-MCMLA listserv?		
Answer Options	Response Percent	Response Count
Yes	60.5%	49
No	23.5%	19
Don't know	16.0%	13
answered question		81
skipped question		0

Question Five

Approximately how many staff members in your organization are subscribed to MCR-MCMLA listserv?		
Answer Options	Response Percent	Response Count
0	22.2%	18
1-2	46.9%	38
3-5	6.2%	5
6-10	2.5%	2
More than 10	2.5%	2
Don't know	19.8%	16
answered question		81
skipped question		0

Question Six

How often do you forward information you receive via the MCR-MCMLA listserv to others in your organization?		
Answer Options	Response Percent	Response Count
Never	41.8%	33
Seldom	26.6%	21
Occasionally	29.1%	23
Frequently	1.3%	1
Always	1.3%	1
<i>answered question</i>		79
<i>skipped question</i>		2

Question Seven

How often do you read the weekly "RML News" sent via the listserv?		
Answer Options	Response Percent	Response Count
Do not receive it	29.6%	24
Never	2.5%	2
Seldom	8.6%	7
Occasionally	8.6%	7
Frequently	22.2%	18
Always	28.4%	23
<i>answered question</i>		81
<i>skipped question</i>		0

Question Eight

How often do you read the quarterly newsletter "The Plains to Peaks Post" sent via the listserv?		
Answer Options	Response Percent	Response Count
Do not receive it	33.3%	27
Never	4.9%	4
Seldom	9.9%	8
Occasionally	16.0%	13
Frequently	19.8%	16
Always	16.0%	13
<i>answered question</i>		81
<i>skipped question</i>		0

Question Nine

Please indicate your agreement with the following question: I would like to receive information from the RML through social networking sites such as Facebook, Twitter and LinkedIn.

Answer Options	Response Percent	Response Count
Strongly agree	1.2%	1
Agree	7.4%	6
Disagree	29.6%	24
Strongly disagree	42.0%	34
No opinion	19.8%	16
Comment		27
<i>answered question</i>		81
<i>skipped question</i>		0

Comments:

It would be ok, but would prefer via email. Through facebook etc., it would limit my ability to store the information, share the info and reference the info.
I just don't use these sites and can't find time to get to know them well enough.
I only use Facebook and that is for personal use. Our institution is somewhat ambivalent about the staff using social networking sites, I believe. I think the College only supports Facebook.
Social networking is blocked at our facility
Some of the sites are blocked at my institution.
The Army does accept these.
My hospital blocks access to Facebook and other social networking sites.
Linked-In only; I don't "twitter" and FB is personal social not business social
I am unable to access social networking sites on hospital computers.
Our hospital blocks Social Networking sites.
Some social networking sites are blocked by Inf Tech - Facebook and LinkedIn are among them. For some things, twitter can't communicate enough information. For example, I am currently trying to understand how Pubmed Health compares to MEDLINEPlus.
Firewall issues
Unable to do so on office computer.
Our hospital does not allow us to use any of those sites,

even for business purposes.
My hospital has social networking sites blocked.
I cannot access those sites in my workplace.
Army firewall prohibits social networking on our computers.
I recognize that there are generational changes occurring re: use of e-mail vs use of social media, but I'm not sure using Facebook is a more efficient means of official communications. The case for that in terms of impact on my efficiency and productivity hasn't been made in my opinion.
I would not mind when such updates are on these social media outlets, but getting an email is considered WORK. Updating Facebook or sending a tweet is not - at least not in the culture where I work. Communicating to the students using FB, sure - but not other professionals.
Hate them. Wouldn't use them for business purposes.
Facebook and Twitter are blocked. I access LinkedIn rarely.
Blocked at my institution, although I might make the case to allow it at my desk computer if professional groups used social networking.
I rarely log in to my own Facebook or Linked In accounts, and I am not a twit. The listserv has the best chance of capturing my already fragmented and overburdened attention.
Our facility blocks social networks, although I am able to access LinkedIn and do have an account there, but do not use it.
facebook and twitter are blocked at my work
I'd like to get emails
Connecting to Social Networks in not allowed at work

Question Ten

Please indicate your agreement with the following question: I would like to receive information from the RML via a blog.

Answer Options	Response Percent	Response Count
Strongly agree	3.8%	3
Agree	21.3%	17
Disagree	30.0%	24
Strongly disagree	27.5%	22
No opinion	17.5%	14
Comment		10
<i>answered question</i>		80
<i>skipped question</i>		1

Comments:

most blogs are blocked at our facility
Agree if the site is not blocked at my institution.
not a big blog fan in general...
I do read the BHIC and MCR News blogs, but also getting the reminder email helps me look.
Again, most blogs are blocked as well.
Most blogs are also blocked content in my workplace.
Taking time away from email to check out a blog means I may miss an email that requires immediate response. Not that this applies to everyone, but as a manager, I need to be looking at emails (part of my job) not reading blogs. And blogs are extremely difficult in finding the specific information you need.
As long as I could subscribe to it. I subscribe to the news via Google reader.
Blogs are blocked also.
I have to remember to go to my rss feeds which I do monthly

Question Eleven

Which statement most accurately describes your feelings about the reminder postcard that is mailed before the Breezing Along with the RML		
Answer Options	Response Percent	Response Count
Do not receive it	46.9%	38
Very helpful	22.2%	18
Somewhat helpful	16.0%	13
Unnecessary	14.8%	12
<i>answered question</i>		81
<i>skipped question</i>		0

Question Twelve

Please list any additional comments you think would be helpful for the RML to know regarding communication with	
Answer Options	Response Count
	20
<i>answered question</i>	20
<i>skipped question</i>	61

Comments:

I get the Breezing Along with the RML and Spotlight training session emails from another listserv and by the time I get the information it is no longer useful. Often there are classes or webinars I am interested in that I'm finding out about the morning before the class or webinar.
Love this interaction.....it shows one more time how the RML really cares about what members want! Very impressed
I did read the printed newsletter when it came. I understand saving paper, but just have way too much email.
You or the survey writer assumed the reader of the email would recognize RML and did not bother to identify for what it stands. I think abbreviations and such can be a determinant to an organization. People assume, because they know the abbreviations, that all people recognize those letters. Good communication includes identification of what one represents.
Many of the RML emails have [BULK] either in the address or the subject fields. Those items get automatically sent

to my spam folder. Is there a way to not put that in the email?
be an organization that helps in what I need and I'd participate more...
To elaborate on #11, I use the postcard to schedule sessions for the coming months. But this could be sent via email as well - especially as a single email so it isn't lost among other content.
As a public library in an area with very good medical resources, we usually refer customers to them.
email seems to work fine
none
While yes, social media is certainly a wonderful tool for some types of communications, it is not considered WORK
I think they do a good job of keeping us informed and offering training opportunities.
I think they do a great job! Thanks!
Not sure why I've been asked to participate in this survey. We aren't a medical library nor a DOCLINE library.
Repeated reminders about upcoming RML training events is a good thing.
I notice communications that come TO me rather than those I have to go get. There is just too much competition for my attention -- and memory.
I do post the postcard so I think it has some value.
The reminder postcard could be sent electronically, if you want to save postage. We route it around, and log the dates into our calendars, in the hope that when the time comes we will be able to attend.
They are an excellent resource. Keep it up.
I'm relatively new to the area. PLEASE add my name to the mail list. Joy Harriman RMUoHP jharriman@rmuohp.edu

Cross-tabulated survey results

Are more seasoned librarians more or less responsive to Web 2.0 technologies?

Q1: Social Networking

Please indicate your agreement with the following question: I would like to receive information from the RML through social networking sites such as Facebook, Twitter and LinkedIn.

Answer Options	How many years have you worked as a librarian?			
	1-3	4-10	11-20	More than 20
Strongly agree	0.0%	0.0%	0.0%	0.0%
Agree	0.0%	7.7%	11.8%	7.0%
Disagree	66.7%	38.5%	42.2%	20.9%
Strongly disagree	33.3%	30.8%	35.3%	51.2%
No opinion	0.0%	23.1%	11.8%	20.9%

Q2: Blog

Please indicate your agreement with the following question: I would like to receive information from the RML via a blog.

Answer Options	How many years have you worked as a librarian?			
	1-3	4-10	11-20	More than 20
Strongly agree	0.0%	7.7%	5.9%	2.4%
Agree	0.0%	15.4%	7.6%	26.2%
Disagree	33.3%	38.5%	41.2%	23.8%
Strongly disagree	33.3%	23.1%	17.6%	31.0%
No opinion	33.3%	15.4%	17.6%	16.7%