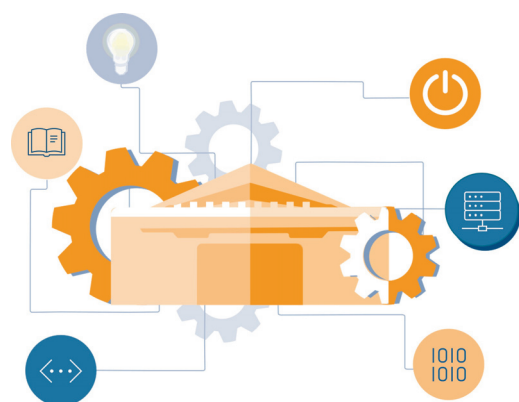# National Library of Medicine update for the Journal of EAHIL

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The National Library of Medicine (NLM) based in Bethesda, Maryland serves as an engine for innovation and discovery as the world's largest biomedical library and a leader in research in computational health informatics. Our mission is to collect, preserve and disseminate trusted biomedical literature and health information to improve public health. We sponsor research, development, and training in data science, information science, biomedical informatics, and health sciences librarianship, all of which facilitate open science and drive innovation through a wide range of products, resources, and tools that we make available. Over the course of the last year, NLM has made concrete efforts to strengthen our leadership and staff capacity, to carefully and strategically plot a course towards a future that anticipates users' needs, and to continuously improve access and discovery to biomedical information.

Leadership announcements

NLM's leadership team has had some exciting developments these past several months. In September of 2022, Stephen Sherry, PhD, was named the *Director for National Center for Biotechnology Information (NCBI)* and *NLM Associate Director for Scientific Data Resources*. In these roles, Dr. Sherry oversees the development and deployment of advanced computational solutions to meet life and health science information needs and facilitate open science and scholarship through a growing array of data, literature, and other information offerings and services from NLM.

NLM's Office of the Director also appointed Jerry Sheehan to the role of *Deputy Director for Policy and External Affairs.* This strengthens the role NLM plays at NIH and across the federal government related to policies on matters such as open science, public access to literature and research data, and data management and sharing policies.

Finally, NLM will be actively searching for a permanent candidate to fill the newly added *NLM Deputy Director for Operations and Innovation* role created to drive operational excellence and innovation at NLM.

In the meantime, Mike Huerta is acting in this position and helping to develop frameworks and models for innovation and new growth opportunities.

Library Operations 2036 long range plan update

Library Operations (LO) is the division that I head with Amanda Wilson as Deputy. As one of NLM's largest divisions, we comprise over 400 talented staff committed to furthering NLM's mission. With emerging technologies and managing information needs during a global pandemic, Libraries continue to evolve as their users' needs and expectations change.

In 2021, LO created a "3Cs" framework—Collect, Curate, and Connect—to describe the work we do. Each component represents the critical, interconnected work we perform to achieve operational success. Leveraging these 3Cs, we developed and initiated our Library Operation's Long Range Plan (LRP) to address the challenges that come with the accelerated pace of changing technology, the rise and spread of health misinformation, evolving user expectations, and need for equal and inclusive access to unbiased information. Staff in LO envision a future in which data and information will continue to transform and accelerate biomedical discovery and improve health and health care globally.

Our Plan, currently in its second stage of implementation, defines five goals:

1) to create a modernized organizational structure;

2) to unify and transform NLM collections;

3) to support and promote the use of health data standards and terminologies;

4) to provide customer design and experience support; and

5) to know and equitably engage our users.

The interrelated 3Cs and five goals will allow us to continue to collaborate across our institution and beyond to serve NLM's diverse users, enhance our role as a national library, maintain stewardship of the world's largest biomedical collection, and serve as a key NIH institute. Our core values of user focus, service, knowledge sharing, quality, and trustworthiness continue to serve as our beacon to confidently deliver on the goals outlined in this bold 15-year plan.

Improving access and discovery

Evolving into its 3rd century as a biomedical information and data powerhouse, NLM is also focused on policy and technological advancements to increase findability, accessibility, and interoperability of its vast and growing collection for research discovery.

2023 is being celebrated as the Year of Open Science and NIH was among several US Federal Agencies highlighted as part of this multi-member initiative. In support, we just announced the launch of the second

phase of our Preprint Pilot with the addition of more than 700 new preprint records to PubMed Central (PMC). NLM partnered with GreyNet International to cohost the all-virtual 2022 International Conference on Grey Literature, under the theme of "Publishing Grey Literature in the Digital Century" this past December.

On January 25, 2023, NIH's new Policy for Data Management and Sharing (DMS Policy) went into effect for most competing funding applications and intramural research protocols, requiring researchers to submit a DMS Plan with their application for funding detailing how they will share and manage the data derived from their research. This is a great opportunity for librarians to support research by encouraging policy use, answering researchers' questions, and pointing to relevant resources.

From a technology and product perspective, NLM is committed to making open and machine readable data the new default for biomedical information. We are unifying our platforms and databases to provide more interoperability and discoverability. We are making our interfaces consistent to help users navigate more easily. Last year, after refining algorithms to meet human indexing quality standards, NLM moved to fully automated MeSH indexing of MEDLINE citations in PubMed. This provides our users with access to MeSH terms within 24 hours, enables curation at scale for the growing volume of MEDLINE published biomedical literature, and has allowed us to pivot resources to new programs.

All this great work is disseminated and reinforced through our Network of the National Library of Medicine (NNLM) – a robust ecosystem of 8,000+ health science libraries and information centers extending into the public communities we serve. Our training and engagement programs are available to users across the world! Of particular interest, check out the Center for Data Services to help librarians to effectively support data policy and research in their organizations.

By bolstering leadership, strategically planning organizational change, participating in the community, and evolving our products and services, NLM is well poised to foster a culture of continuous innovation and to lead in the field of biomedical research discovery and integrity. I hope you continue to follow us on our journey!