Building to Empowerment: 
A New Library that Encourages 
User Independence

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Technology Division Spring Meeting

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Agenda

- Introduction
- History of Knowledge Management Services
- Building Process
- User Empowerment
- Analytics
Informal library services had been divided amongst three divisions at Alkermes (R&D, IT and Regulatory).

Internal library repository, there were no enterprise journal subscriptions, all articles were purchased through document delivery.

In 2014, Alkermes made the commitment to create a formal Knowledge Management Services department by hiring a professional librarian.

Major Objectives: Create centralized repository, reduce duplication of ordering articles.
KMS Historic Timeline

Prior to 2014
Discussion and exploration of a dedicated Knowledge Services department

2014
Recognized need for a more formal department

2015
Established Alkermes KMS Initiatives

2016
Expanded Alkermes KMS Initiatives
KMS Then and Now

THEN

• Access to information was difficult – no official centralized holding
• Citation Management - supporting Regulatory citations – ad hoc repository
• Limited access to important data - no enterprise subscriptions/resources
• Waste - duplicate orders of articles
KMS Then and Now

NOW

- Centralized management by professional librarians
- Content Management System
- Citation Management System
- 3000+ subscriptions
- Centralized databases, and reference sources
- Tools reducing duplicate purchasing
KMS Progression

Drivers

- Potential for long term relationships
- KMS networking capabilities
- Vendors watching, waiting and wanting to partner with Alkermes

Expanding services/resources drivers

By 2016 KMS brought previously outsourced functions back in house now via department
## KMS Today

<table>
<thead>
<tr>
<th>Resources</th>
<th>Services</th>
</tr>
</thead>
</table>
| • Global content management system  
• Citation management system  
• Comprehensive global clinical trials database  
• Global enterprise-wide intelligence solution  
• Business intelligence  
• PubMed/Medline  
• Scientific literature databases  
• Chemistry database  
• Pharmaceutical drug database  
• Regulatory resources  
• Patent resources  
• 3000+ global enterprise journal subscriptions | • Research: Med Affairs, R&D, Commercial, Business Development  
• Trainings: Global training for services, databases and resources  
• Literature searches: Med Affairs, R&D, Legal, Commercial  
• Document delivery  
• Literature & Clinical Trials surveillance  
• Regulatory: Literature and citation support for all submissions  
• NDAs: In house literature searching and support  
• Drug Safety: AE literature surveillance, AE lit support, DSUR  
• Dossier: Literature surveillance & article procurement |
Two major initiatives for Knowledge Management Services for FY2016

- Create a new library landscape with content management system core
- Provide global enterprise pharma, clinical trial, R&D and business intelligence
Process Timeline

- **KMS**
  - 2014: KMS Created, Librarian Hired, Formal Services
  - 2015: Strategic Plan Budget, Training, Website Update, Drug Safety Searches, Sunshine Act
  - 2016: NDA, Scientific Analyst, Strategic Team Member, Launch Lunch, Ohio

- **Subscription**
  - 2014: Chemistry and PubMed
  - 2015: First Subscriptions, Second Subscriptions, Trainings, Enterprise Subscriptions
  - 2016: Pharma Intelligence Suite, Launch Intel, Trainings

- **Content Management**
  - 2014: Preview System, Goals, Stakeholder Management
  - 2015: Demo, Preparation, Kickoff, Communication Plan
  - 2016: Train the Trainers, Technical Meetings, Upload Content, Launch, Trainings

- **Citation Management**
  - 2014: Need for new system
  - 2015: Update, Maintain, Demo, Technical Trouble-shooting, Install
  - 2016: Testing Group, Launch, Training

- **Document Delivery**
  - 2014: License Review
  - 2015: Explore Options, Demo, Kick Off, Technical Meetings
  - 2016: Data Transfer, Integration Content, Testing Group, Launch, Training
Goal 1: Content Management System

Building the Story
• Message to Management

Preparation
• Insuring that we had the time, resources, and manpower to build a complex system

Implementation
• Months of working with IT and Customer Service Teams
• Uploading Content and Testing

Training
• Learning the System
• Message to Users

Launch
• Soft Launch to begin
• Trained Groups and Users
• Slow Uptake
Citation Management Transition

Identify Needs
- System with Technical Support
- Needs of Users
- Comparing Systems

Test
- Testing Group
- Administrator Testing
- Technical

Launch
- Launch in Conjunction with Content Management System
- Weekly → Monthly Trainings

Integrate
- Build into User Work Flows
- Developed Company Output Style
Integrating New Resources

Migrating Repositories
- Archive to Cloud
- FTP Transfer
- Building Input Style

Testing
- Document Delivery
- Content Management
- Importing and Exporting to/from each System

Subscriptions
- Subscription Management
- Integrating into Systems
- Simultaneous Updating
Goal 2: Pharma Intelligence

Supplement existing resources with a suite of pharma and clinical trials intelligence resources

- Delivers enterprise intelligence resources – where other existing resources are limited to specific department or number seat
- Provides staff more information and expert analysis for comparison and forecasting
- Multiplies primary sources of information via product
- Expands clinical trial awareness
- Compliments business intelligence information sources
- Grows existing regulatory and technical intelligence
- Offers a snapshot of awareness of what others know about us
- Reduces staff information gathering, research and analysis time
- Keeps Alkermes competitive in a competitive market
Fostering Empowerment through Intelligence

Empowering users via pharma and clinical trial intelligence resources

- Previewed products with stakeholders prior to implementation
- Discussion with departments regarding existing resources marketing new product as an addition not an exchange
- Global onboarding and account creation prior to launch
- Launch with onsite trainings by department, product, and interest
- Opened cross functional discussions with similar goals
- Integrated KMS created alerts into existing weekly disseminated reports with direct links
- Marketed resources and links via email and incorporated into the internal KMS website
- Information used and sources cited in daily regulatory intelligence
- Presented at all new hire trainings
Outreach Goals

Engagement
- Building users with confidence
- Reaching out to repeat users

Empowerment
- Education
- Insourcing literature searching for Regulatory and Drug Safety

Messaging
- Linking to resources
- Include educational links
- Acknowledgement

Response
- Expected response time
- User satisfaction
## Engagement Examples

<table>
<thead>
<tr>
<th>User</th>
<th>Action</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Phobic</td>
<td>Librarian 1:1 Training</td>
<td>“I did it myself”</td>
</tr>
<tr>
<td>Confident Researcher</td>
<td>Attended Library Training</td>
<td>“I don’t know how I did my job without you”</td>
</tr>
<tr>
<td>Information Seeker</td>
<td>Intelligence Dense Training</td>
<td>Finds answers in a few key strokes</td>
</tr>
</tbody>
</table>
# Empowerment Examples

<table>
<thead>
<tr>
<th>Group</th>
<th>Topic</th>
<th>Empowerment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team</td>
<td>Clinical Library</td>
<td>Searchable, collaborative, product specific library</td>
</tr>
<tr>
<td>Department</td>
<td>Safety Searches</td>
<td>Drug Safety approached KMS for internal searching</td>
</tr>
<tr>
<td>Company</td>
<td>NDA Literature Searches</td>
<td>KMS encouraged Regulatory to change model</td>
</tr>
</tbody>
</table>
Messaging

Answering Queries
- Link to resources
- Include educational links
- Message of empowerment

Literature Surveillance
- KMS gathers information
- Integrated new systems
- Required users to use KMS resources
- Format for users to access information in resource

KMS Branding
- Email signature
- Template
- Links to KMS internal website
Response

Request Form
• User drives and sets parameters
  • Type of request
  • Time of deliverable
  • Level of depth
  • Purpose

User Satisfaction
• Acknowledgement that requests are received
• Follow up on deliverable
• Reference interview
Analytics of Empowerment

2014
- 1234 employees
- 104 users
- 6,000 articles
- 7,672 subscribed PDFs

2016
- 1798 employees
- 234 users
- 16,000 articles
- 57,790 subscribed PDFs
Article Analytics

Document Delivery Orders

Document Delivery Cost

Average Article Cost

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Website Analytics

### Annual Statistics

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<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>%↑</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Page Views (per year)</td>
<td>13,444</td>
<td>10,056</td>
<td>34%</td>
</tr>
<tr>
<td>Average Page Views (per day)</td>
<td>37</td>
<td>28</td>
<td>32%</td>
</tr>
<tr>
<td>Average Unique Visitors (per day)</td>
<td>11</td>
<td>5</td>
<td>120%</td>
</tr>
<tr>
<td>Total Referrers (per year)</td>
<td>4,658</td>
<td>2,056</td>
<td>127%</td>
</tr>
<tr>
<td>Average Referrers (per day)</td>
<td>13</td>
<td>6</td>
<td>117%</td>
</tr>
</tbody>
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### Top KMS Pages

- Home Page
- Information Resources
- Training Page
- Bibliographies
- Content Management
- Regulatory Resources
Takeaways

Intelligence resources encourage cross functional dialog

Empowering users allows KMS to expand services

Users want to be empowered (whether they know it or not)

Managing change is always evolving
## Challenges and Solutions

<table>
<thead>
<tr>
<th>Technical Issues</th>
<th>Moving Parts</th>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaging Users</td>
<td>Staff</td>
<td>Budget</td>
</tr>
<tr>
<td>Resistance</td>
<td></td>
<td>Fear</td>
</tr>
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Next Steps

Internal Marketing
• New avenues for advertising

Continued Outreach
• Product anniversaries

Developing Education
• Moving from training format to workshop format

Information Audit
• One year assessment

Redesign Website
• Highlight resources