Sustaining a special library in times of transition and low-hanging fruit
The case of a drug abuse prevention special library

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Using the Indiana Prevention Resource Center (IPRC), part of the Department of Applied Health Science in the School of Public Health at Indiana University-Bloomington, this presentation will illustrate how a special library can help secure its own survival and its ability to thrive and advance the mission of its agency. This presentation will increase your understanding of audiences within your organization’s infrastructure, your potential audiences in the public or broader sphere, how to match librarians and library services with your organization’s mission, and how to match librarians and auxiliary library services to the broader or public audiences that support the core goals of your organization and the field.

The learning objectives for this presentation concern:
- Audiences in the public sphere
- Core services to target internal audiences
- Core services to target external audiences
- Innovative services to target external audiences
- Integration of librarians’ expertise throughout agency

This presentation will describe the recent strategies employed by the IPRC Library to remain relevant and survive the most recent grant renewal cycle.

It was hard to draw the above image, which seemed appropriate because in terms of audiences the lines are often blurry and they do overlap, so it’s hard to tell where one ends and another begins. We wear many hats; we belong to many cultures, some by choice, some by circumstance. Types of audiences include internal and external audiences. The
IPRC pertains to the Department of Applied Health Science in the School of Public Health.

The Indiana Prevention Resource Center (IPRC) was established in 1987 to assist Indiana based alcohol, tobacco and other drug (ATOD) prevention practitioners to improve the quality of their services. In recent years our purview has expanded to include problem gambling prevention and ATOD treatment. The IPRC, located in Bloomington, is part of the Department of Applied Health Science at Indiana University. Our primary target audience is the community of prevention professionals and volunteers, and government officials who are providing or monitoring delivery of ATOD and problem gambling prevention and treatment services to Indiana residents. We enable prevention and treatment professionals to deliver evidence based programs, policies and practices to the general public. Our mission is "Strengthening a behavioral health system that promotes prevention, treatment, and recovery." We work to bring together research and practice and thereby better ensure that Indiana’s residents receive state of the art prevention technology. Our vision is to promote and sustain healthy environments and behaviors across the lifespan. The IPRC is administered by its Executive Director, Dr. Ruth Gassman, who has recently launched a new Institute for Research on Addictive Behaviors, part of the School of Public Health.

**Internal Audiences**

The IPRC has 31 FTE staff and about a dozen PTE at any given time. I believe this audience is as important as any other, if not more so, because if the IPRC staff don’t value the library, they will not use it or advocate for it. This IPRC organizational chart describes the position of the library within the IPRC over the past decade. Along with IT, the library provided support to the entire Center and generally to the public. The library includes GIS services, a virtual library, and reference services. We will return to a discussion of library staffing and services later in this article.

This organizational chart shows the position of the IPRC in the Department of Applied Health Science, which is committed to preventing disease and promoting the health and well-being of individuals, families, and communities through research, teaching, and service related to healthy lifestyles. We are fortunate that the research interests of Dr. David Lohrmann, who chairs the department, are school health promotion programs, school health education, alcohol, tobacco, and other drug abuse prevention. We have a strong advocate in Dr. Lohrmann, who is very appreciative of our work. Prevention of health problems has become increasingly important in our society and our Department’s mission is futuristic in responding to this growing need.

We also have a strong ally in our Dean, of the School of Public Health, Dr. Mohammad Torabi, who was previously Chair of the Department of Applied Health Science. His research extends into health promotion and key factors related to individual’s decisions in the prevention of drug abuse, cancer, and HIV/AIDS infection. His career has focused much attention on the dangers of smoking and smoking-related cancer. These examples from among his recent publications attest to this interest:


If we were less embedded into the research interests of the leaders of our department and school, we would need to focus more on them as target audiences. We need to keep this in mind for future years, as personnel change.

Here we see ourselves shrinking into the background. We recognize Dean Torabi at the top. Happily the School of Public Health Library is up at the top of the organizational chart, too, though it is affiliated with the IU Main Library and our little library is not. Preparing this presentation suggests that this is an area we have not really explored, namely, how partnering with the university library system could benefit the IPRC Library.

Another internal audience to the IPRC is the Indiana State Government, Family and Social Services Administration, Division of Mental Health and Addiction (DMHA). The primary face of DMHA to the IPRC is again a very supportive ally of our Center, David Bozell, Assistant Deputy Director, Office of Recovery, Integration, Prevention and Policy. He and the IPRC staff are in frequent communication and attend meetings at the IPRC, the IN Government Center and as part of other organizations such as the State Epidemiological Outcomes Workgroup (SEOW). A large portion of the Indiana SAPT Block Grant are spent on prevention programs in the form of grants to communities across the state, for which the IPRC is contracted by DMHA to provide technical assistance, evaluation and fiscal monitoring services.]

About DMHA

The Division of Mental Health and Addiction (DMHA) sets care standards for the provision of mental health and addiction services to Hoosiers. DMHA is committed to ensuring that clients have access to quality services that promote individual, family and community resiliency and recovery. The division also certifies all community mental health centers and addiction treatment services providers. DMHA operates six psychiatric hospitals (Larue D. Carter Memorial Hospital, Evansville Psychiatric Children’s Center, Evansville State Hospital, Logansport State Hospital, Madison State Hospital and Richmond State Hospital).

DMHA provides funding support for mental health and addiction services to target populations with financial need and administers federal funds earmarked for substance abuse prevention projects. On the DMHA organization chart the IPRC would be represented by Debbie Hermann, Deputy Director of Recovery, Integration, Prevention
& Policy. You will note that the IPRC Library is falling further into the background.

It is necessary to understand the mission and funding priorities of the organizations with which you are affiliated. DMHA is a division of the Family and Social Services Administration (FSSA). In the FSSA organizational chart, the IPRC Library contract is within the unit headed by the Director Mental Health and Addiction, Kevin Moore. A major area of concern for DMHA is Mental Health Promotion and Addiction Prevention. Five pages of the Substance Abuse Prevention and Mental Health Promotion Strategic Plan: 2012-2017 are devoted to the topic of drug prevention.

The IPRC has helped to advance this effort for more than 25 years through contracts to serve as the technical assistance center. This past spring, we competed once again for the contract renewal. In this role, the IPRC works in cooperation and collaboration with the State Epidemiological Outcomes Workgroup, attending their meetings and reporting out on our work, especially the Partnership for Success II or SEOW Supplement Grant. The IPRC provides expertise, counsel, and helps brainstorm plans for state prioritization and for the state annual report. This year the SEOW added chapters on four high-risk populations: veterans returning from wars in Afghanistan and Iraq, people in re-entry from the correctional or prison system, persons identifying as LGBTQ; and individuals with dual diagnosis (co-occurring SA and MH disorders). The State, the SEOW and the IPRC have expanded their focus from youth to the lifespan, and to include mental health, recovery, maintenance, and SBIRT. A huge emphasis is placed on use of evidence-based prevention strategies. Priorities of the State for 2012 – 2017 are: 1) Reduce underage drinking and binge drinking, 2) Reduce tobacco use among adults and, specifically, among pregnant women (18.5% is baseline for IN) 3) Reduce nonmedical use of Rx drugs [Baseline for pain relievers among HS seniors (baseline is 6.6%) and of other Rx drugs (baseline, 5.9%)] 4) Reduce marijuana use (18-25 year olds and HS 12th graders). Also, the prevention of problem gambling is a concern.

Federal links

DMHA works closely with the Substance Abuse & Mental Health Services Administration (SAMHSA) which includes the Center for Substance Abuse Prevention (CSAP), Center for Substance Abuse Treatment (CSAT), and Center for Mental Health Services. SAMHSA is a unit in the U.S. federal Health and Human Services Department

Within HHS, the connection of the IPRC currently is SAMHSA, though in the future we could hold grants from other HHS units. The IPRC currently holds grants from CSAP and CSAT. The largest and longest running relationship with DMHA is mainly SAPT prevention grant dollars associated with
CSAP and its priorities. Hence the IPRC Library focuses on collecting in the area of SAMHSA’s strategic initiatives. It is necessary to understand the mission and funding priorities of the organizations with whom you are affiliated. For the IPRC and its Library, those organizations include all three of the above with the greatest emphasis on CSAP, especially as we most recently competed to become the Prevention Technical Assistance Center for the DMHA of FSSA Indiana State Government. At IPRC we are very much dedicated to the work of treatment and mental health as a package within health behaviors.

**Current Approaches and Themes**

To be relevant and contribute to the missions of the IPRC and our affiliated funding agencies, the IPRC Library prioritizes current approaches and themes, which emphasize the components of the Strategic Prevention Framework, Communities That Care, Screening Brief Intervention and Referral to Treatment (SBIRT), gambling prevention, environmental strategies, and evidence-based prevention strategies.

![Strategic Prevention Framework Diagram](image)

**External Audiences**

The external audiences served by the IPRC include the communities receiving grants from the DMHA, Indiana schools surveyed by the IPRC, and other audiences served by grants that use funds from CSAP and CSAT through DMHA. Beyond these targeted audiences, the IPRC serves the residents of the state of Indiana and through the IPRC web site we also serve the residents of the U.S. and the world, who receive benefits from the IPRC through the web site.

Driven by developments in the fields related to the IPRC mission and our internal audience of funders, targeted external audiences include subpopulations of veterans and military personnel and their families, the re-entry population transitioning out of the correctional system, persons with mental illness, and those with co-occurring disorders. And whereas in the past the focus was on youth, it is now across the lifespan with some particular focus on older adults as well as pregnant women and children. The Library takes its cues from the grants and projects of the Center.
Library Staff

This organizational chart displays the roles of the IPRC Library faculty/staff, who are supported by two part-time employees. The library staff consists of two full-time faculty holding PhDs, the author of this article and Dr. Carole Nowicke, reference librarian, who holds a PhD in Library Science. In addition, there is a part-time library cataloger, Naomi Pardue, MLS, and a research assistant, Guillermo Martinez, PhD. (It so happens that the author of this article also serves as Deputy Director for the Center). In addition to these staff members, the library is supported by three professionals, who hold other positions at the IPRC and provide IT, web site, and database support for library services. Clint Mahoney, IT Coordinator, assists with data and IT; David Tidd, Programmer and Data Analyst, supports online resource database programming; and Junghun Lee, Manager of Web Services, supports the Library’s GIS in Prevention County Profiles online web site.

Library Services

To best support the work of the Center, the Library must change its emphases in accord with the activities of the Center, which has become increasingly diversified in its funding sources. The library and its longevity depend on its serving multiple roles to multiple audiences by providing a variety of services appropriate to each.

Core Library Services

At this time core library services include:
- E-Resource databases
- GIS in Prevention (PREV-STAT) services (Data and Mapping)
- GIS in Prevention County Profiles (basic demographics, risk and protective factor data, community Level epidemiological indicators data)
- Custom Reports

The IPRC library is transforming into a virtual Public Health Informatics, Reference Resource and Information Services Center. The IPRC operates what is primarily a virtual on-demand information center that includes e-resources providing information related to substance abuse and its associated risk and protective factors, screening, treatment, maintenance and harm reduction, reference services, GIS and data services. The substance abuse and treatment clearinghouse has been part of the IPRC since the beginning, when connecting the public and prevention professionals with government documents was very difficult. The clearinghouse function is still part of an international network for dissemination of this type of information. Limited amounts of physical resources distributed at conferences, workshops and trainings allow networking with other professionals and assist them in locating those types of documents as well as government-sponsored research, grants, and
funding. The services offered vary by customer group. The IPRC Information Center offers information services to IPRC and DMHA staff to support the deliverables work performed by their staff and service units. A somewhat different set of services are offered to DMHA grantees, Indiana prevention professionals and practitioners, and to Indiana residents.

**Special services**

Special services provided to IPRC staff and DMHA include the following: Information reference and research services (extensive research support for IPRC and DMHA staff. Some research and resources made available to clients by the library staff are “pass through” in that they were requested by a staff member who then may give the resource to the client, make the client aware of how to locate the resource online, or uses it to serve that client, community or agency needing assistance. The hard copy collection of curricula, books, DVDS, and reference materials, with new purchases limited to staff requests and retention based on utility to IPRC staff (the physical collection is gradually being reduced, making more room for storage of training and clearinghouse materials). The Library offers public health Geographical Information Systems (GIS) services and data - community epidemiological indicators, including custom reports upon request. Also, for the IPRC staff and other internal audiences, e-mail announcements are sent out about new e-resources of interest for their work, which will be added to the e-resources databases, with the Subject: Courtesy of IPRC Library – [Title of Resource].

Services targeting prevention and treatment providers and community prevention professionals and practitioners, and the public -- especially targeted segments of the public, across the lifespan, include: E-resources available online (multiple searchable databases on topics and for targeted populations); ready reference service available by phone, email, or through IPRC web site ([drugprc@indiana.edu](drugprc@indiana.edu)); Geographic Information Services (data tables and maps with demographic and other regularly collected data, such as meth lab busts, alcohol licenses, food stamp, TANF, TRIP compliance rates, etc.) by county available online, including Indiana by county maps showing distribution, prevalence and rankings of counties; and Geographic Information Services custom reports upon request, including data tables and maps, much of it available not only by county but also by zip code, city, neighborhood and school district and other levels. Also, library staff members have participated in and have had lead roles in trainings on data and the use of data, including GIS, sponsored by the IPRC for such audiences as LCCs, coalition members, school administrators and teachers, SPF communities, and other prevention professionals and practitioners.

The Virtual Collection includes e-resources (approximately 5,000 websites, online videos, webcasts, electronic publications like articles and factsheets, webcasts) on prevention (HOME and Prevention in Practice databases), on specific drugs (e.g., Prescription Drugs e-resources), topics (e.g., Bullying e-resources), and for targeted populations and their service providers. These are organized into searchable databases, including:

- Veterans e-resources
- Hispanic/Latino portal to drug prevention e-resources
- African-Americans e-Resources
- Teachers, K-12 e-resources
- College Students (and young adults) e-resources
- Older Adults e-resources
- LGBTQ e-resources
- Multimedia, online video resources
- Prevention in Practice (applied prevention, research translation)
- HOME Library (which includes all of the above)

The library has been changing drastically in character over the past few years and would now be better described as a virtual
information center (it is not a walk-in facility – IPRC does not seek walk-in clientele, but does assist visitors if requested). Use of our in-house collection is by the IPRC staff to support work on deliverables of contracts held by the IPRC. Purchases are almost entirely limited to items requested by the staff to support their work on deliverables. The collection is a virtual one, made available through IPRC web site (currently about 5,000 items). All loaning of books and curricula ceased several years ago. Although AV/DVD loans are still available to Indiana residents upon request, the collection is no longer being expanded and is being reduced as outdated items are removed. This physical collection has been supplanted by an even larger (780 items) collection of online multimedia, video, webcasts, YouTube, and audio iPod resources available through the IPRC homepage via the AV searchable database. Many copyright-free items are stored as electronic files in a repository on an IU server that is accessed by the IPRC web site to make these resources available to our clients via the searchable databases. Reference services are available and used by IPRC staff, DMHA, DMHA grantees and other prevention and treatment providers, professionals and practitioners, government officials, the media, teachers, and members of target audiences, and residents of Indiana. Extensive and in-depth reference services are provided to DMHA and IPRC staff upon request. Examples of extensive research on topics over the past year include methadone maintenance for pregnant women, the effect of bullying on substance abuse by youth, and the prevalence and problem of “Molly” (MDMA). Besides reference and e-resource databases, we provide Geographic Information Service products and services, including extensive demographic, risk and protective factor, and community level epidemiological indicators data online through the GIS in Prevention County Profiles and in the form of custom reports upon request. These services support the various service units of the IPRC. Because maps are quickly understood and dynamic way to demonstrate and disseminate prevention messages, they have been used and showcased in presentations by IPRC staff in a multitude of settings, including NPN, APHA, SALIS, DOE workshops, state and national conferences, and trainings. They are also used in technical assistance work by CPF. IPRC staff members are in communication and receive and exchange resource information with such important partners as the National Guard, the Indiana Latino Institute, and the IU Dean of Students, and the Indiana State Police.

Auxiliary Library Services

In order to be most helpful and relevant, the IPRC Library staff have reached out to provide auxiliary services by participation in the Center’s revenue projects, by serving on in-house committees, by serving on the boards of outside agencies (e.g., the SEOW, the Indiana Latino Institute, and the Indiana Latino Coalition Against Domestic Violence and Sexual Assault), and by presenting paper sessions and workshops at conference such as NPN and APHA. Other auxiliary library services that support the various service units of the IPRC include presenting webinars; specialized e-Resources, and participation in strategic planning for the Center. Energy has gone into offering support in as many places and in as many ways as possible, including offering webinars for the Strategic Prevention Framework (SPF) and Communities that Care (CTC) for the Community Prevention Framework service team on the topics of assessment (archival data and survey data) and mental health, participation in the biweekly meetings, developing e-Resource databases for specific service units and projects. This way the database is posted twice on our website, once under library and again under; for example, the KeepRxSafe web site main menu. The College Students e-Resources database has now been linked to from the IU Dean of Students Office and the IU Student Alcohol and Drug Information Center. The Library is excited and planning for similar placement of links to e-Resource databases from the IPGAP.
(Problem Gambling Awareness) website, from the SBIRT website, and from the Community Prevention Framework website. This networking internally and externally is vital to the Library's sustainability.

Regarding participation in the Center's revenue projects, examples of projects in which library staff have participated include an Indiana Hospitals Community Health Assessment, HOLA—Southwestern Indiana/Kentucky Latino Health Assessment.

Using archival and survey data and GIS mapping techniques, the objectives of the six county hospitals project were to review inpatient discharges by zip code and by diagnosis, reviewing the hospitals’ County Health Rankings, and discuss conclusions and recommendations. The resulting report showed significant correlation between health risk factors and discharge diagnoses. In the report we can confirm that the relationship between socioeconomic and other health-related factors is consistent with the diagnoses information.

For the Latino Health Assessment library staff helped to understand or identify: current demographics and needs in the areas of health, education and community engagement. This involved the creation and analysis of written surveys, the conducting of focus groups and group discussions, mapping of the distribution and density of Latinos in the communities. A final PowerPoint with narration presented and posted on the IPRC website in English and with Spanish translation provided conclusions and recommendations.

In Conclusion
In this case study the techniques employed to achieve sustainability include attending to internal and external audiences. Offer services that meet the needs of your audiences and do what is necessary to reach the intended audiences through promotion and having a presence via in-person participation or via technology. Target core services to specific internal and external audiences by providing traditional and innovative services that address their missions and their needs. And integrate library staff and their expertise throughout your agency or organization and beyond to others that are related to your mission. In short, be relevant and be there!

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