

## Strategic Library Management for Health Information Literacy to Support SDG 3 : A Literature Review

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DOI: 10.30742/tb.v10i1.5120

Received: 20 December 2025

Revised: 31 March 2026

Accepted: 26 April 2026

### ABSTRACT

Global health and well-being issues in SDGs 3 require libraries to play an active role as mediators of health information. **The purpose** of this study is to analyze the urgency of Information Literacy as a key instrument for achieving SDGs 3 and to formulate the strategic role of library management in ensuring that Information Literacy programs are aligned with and contribute directly to the Health and Well-being targets set out in the SDGs. **Research Method** uses a systematic literature review method, data were sourced from Google Scholar, Scopus, Web of Science, and Dimensions for the period 2015-2025. Following a rigorous selection process, 36 articles were analyzed using systematic content analysis techniques. **Data Analysis** is carried out using systematic content analysis techniques to classify and synthesize literature into coherent research findings. **Results** The findings reveal that strategic library management through policy integration, ICT digitization, and facility strengthening plays a crucial role in enhancing health information literacy. Librarians act as facilitators bridging information gaps via collaboration with health institutions. These strategic partnerships ensure literacy programs remain relevant, inclusive, and capable of addressing resource constraints. In **Conclusion**, that integrated library management is essential for improving evidence-based health decision-making in communities, thereby contributing significantly to the attainment of SDG 3 targets.

**Keywords** : *Information Literacy, Library Management, SDGs 3*

### A. INTRODUCTION

Global health and welfare issues have been the world's main focus in the last decade, particularly with the establishment of the Sustainable Development Goals by the United Nations in 2015. The third goal, SDGs 3 Good Health and Well-being, targets reducing mortality rates, eradicating infectious diseases, and improving mental health, which collectively seek to ensure healthy lives and promote well-being for all at all ages (Ernest et al., 2017). Despite significant progress globally, developing countries still face gaps in access to health information due to low information literacy, which hinders the achievement of SDGs 3 targets (Popoola, 2019; Unegbu, Phd et al., 2023).

In the context of health, libraries have great potential to address the spread of false information (misinformation or hoaxes) that is widespread, especially in

the digital age, which can endanger public health. Therefore, the ability of individuals to identify, evaluate, and use health information effectively, or what is known as Health Information Literacy ( ), is an absolute prerequisite in supporting SDGs 3 (Popoola, 2019). Therefore, Library Management plays a transformational role in supporting global efforts to achieve SDGs 3 (Kusnandar et al., 2025). Effective management does not only focus on managing physical collections, but also on designing services, programs, and strategic collaborations that are specifically designed to improve public Health Information Literacy (Juniadi & Heriyanto, 2021). Without adequate Information Literacy, the public is vulnerable to misinformation or health hoaxes that can endanger their well-being. To optimize this role, strategic Library Management is needed in designing and implementing effective Information Literacy improvement programs (Kusnandar et al., 2025; Sari et al., 2024).

Previous studies show that libraries play a transformational role in supporting the Sustainable Development Goals (SDGs), particularly SDGs 3 on health and well-being, through adaptive management in the digital era. Kusnandar et al. (2025) emphasize how libraries preserve cultural memory while maintaining information services for the SDGs agenda, including access to sustainable health resources. Meanwhile, Ungebu et al. (2023) underscore information literacy as key to SDGs implementation by librarians, where libraries become primary facilitators in disseminating public health knowledge in developing countries. Further research integrates information literacy with education and health through local library programs. Triyuwono et al. (2025) analyze the role of elementary school libraries in Indonesia in improving student literacy, which indirectly supports SDGs 3 through increased early health awareness. Garnita et al. (2025) conducted a bibliometric analysis of University of Indonesia student projects related to SDGs 3, showing how university libraries contribute to global health research from the local level, while Popoola (2019) reviewed literature confirming the involvement of libraries in improving Health Literacy to achieve SDGs 3 in developing economies. Overall, recent studies such as Afiyah (2025), Velip and Misal (2025), and Sorooshian (2024) reinforce that library management must focus on digital strategies for information literacy that support the SDGs. Afiyah discusses the existence of library literacy in Indonesia in the millennial era as a pillar of SDGs 4 and 3, while Velip and Misal (2025) highlight the transformation of libraries in empowering digital literacy for health. Fauzi (2025) complements this by emphasizing the contribution of libraries in overcoming the SDGs 3 information gap.

In this context, it refers to an individual's ability to identify, evaluate, and effectively use health information. Health Information Literacy is defined as a set of cognitive and social skills that determine an individual's motivation and ability to access, understand, and use information in ways that promote and maintain good health. This literacy encompasses not only the technical ability to search for health information, but also the capacity to filter relevant information to support evidence-based medical decision-making for oneself and one's community (Popoola, 2019).

Library management plays a transformational role in supporting these global efforts. Library management is understood as the process of planning, organizing, directing, and supervising information resources to achieve sustainable services in the digital age. However, the effectiveness of management today no longer focuses solely on the management of physical collections, but rather on the design of specific collaborative services and programs to improve the public's health information literacy. Models such as Kuhlthau's (2017) Information Search Process (ISP) demonstrate that navigating complex health information requires emotional and cognitive support that must be facilitated by library staff (Kusnandar et al., 2025).

Although previous research has confirmed the role of libraries in supporting the SDGs, there is a significant research gap regarding the dimensions of concrete and integrated health literacy program strategies. Previous studies have tended to focus on the general role of librarians as information facilitators or on bibliometric analyses of publications related to SDG 3, but have not delved into how management strategies such as the integration of digital policies, strategic partnerships with health institutions, and storytelling-based advocacy are operationally implemented to address resource constraints on the ground. There remains a lack of focus on how libraries can align their literacy programs with pressing local health issues, such as addressing stunting or specific infectious diseases, through systematic managerial mechanisms. Therefore, this study aims to analyze the urgency of information literacy as a key instrument for SDG 3 and to formulate library management strategies that ensure these literacy programs contribute directly to national health targets.

## **B. RESEARCH METHOD**

The research method used in this study is a literature review. In this study, the author utilized various types of literature as research data and applied a qualitative approach because the data generated consists of words or descriptions. According to Wahyudin Darmalaksana (2020), this approach is defined as a research methodology conducted through a systematic literature review. The methods employed include searching for articles in research journal databases and conducting internet searches. The primary databases used are Google Scholar, Scopus, Web of Science, and Dimensions, covering the past 10 years, from 2015 to 2025. This time frame was selected to ensure that the analyzed literature consists of the most recent publications and is relevant to developments in library management, information literacy, and the SDGs. For the article search, the keywords used in this data collection were "Library Management and the SDGs."

The article selection process in this study was conducted through five systematic stages to ensure the quality and relevance of the literature used. Beginning with Stage 1 : Initial Identification, a search was conducted in the Scopus, Web of Science, Dimensions, and Google Scholar databases using strategic keywords related to library management, health information literacy, and SDG 3, total of 328,672 articles. Moving on to Stage 2 : Duplicated Removal, data cleaning was performed using Mendeley and manual checks leaving 327,891 unique articles.



The screening process was then further refined in Stage 3 : Title Screening, during which articles that did not explicitly address at least two of the three main variables were eliminated, leaving 491 articles. Next, in Stage 4 : Abstract Screening, a through evaluation of the abstract content was conducted to distinguish substantive discussions from mention of keywords, narrowing the number down to 179 articles.

Table 1. Article Inclusion Criteria

Criteria	Inclusion	Exclusion
<b>Substantive Focus</b>	Discuss at least two of the following variables: Strategic Library Management, Health Information Literacy, and SDG 3.	Do not discuss the main variables or merely mention keywords in passing.
<b>Strategic Context</b>	Focuses on the strategic role or management of library services.	There is no discussion of library management or the strategic role of libraries.
<b>Global Relevance</b>	Linking health information literacy to the Good Health and Well-being target (SDG 3).	The discussion on health is general in nature and has no specific connection to the SDG 3 framework.
<b>Documen Type</b>	Empirical research articles or academic conceptual studies.	Popular articles, opinion pieces, editorials, or book reviews that are not academic studies.
<b>Publication Quality</b>	Published in accredited journals or indexed international conference proceedings.	Publications from unverified sources or that have not undergone a peer-review process.
<b>Accessibility</b>	Article available in full-text format.	Only the abstract is available, or the full text is inaccessible (paywall/restricted).

To answer research questions regarding information literacy and library management practices in supporting SDGs 3, a literature review was conducted in three steps. First, analyzing literature that examines the application of information literacy in library services and policies. Second, assessing studies that highlight the integration of local wisdom in the development of literacy programs and library education activities. Third, examining the contribution and practices of culture-based libraries to improving access and quality of health for the community. In the analysis process, techniques were applied to analyze articles that met the criteria, then the data content was coded based on thematic categories regarding library management, information literacy, and SDGs 3 indicators. Furthermore, similarities and differences between research findings were identified to produce a clear and focused synthesis. Through this literature review approach, the study aims to provide a comprehensive understanding of how libraries can serve as facilitators of inclusive and sustainable health.

## C. RESULT AND DISCUSSION

The systematic literature review yielded 36 articles that met the inclusion criteria after a rigorous four stage selection process. The extracted data revealed three overarching themes that form the foundation of this study : (1) the strategic role of libraries in supporting SDG 3, (2) the implementation of health information literacy programs by libraries, and (3) the challenges and opportunities in developing library based health literacy initiatives.

### Strategic Role of Libraries in Supporting SDG 3

The analysis revealed that libraries across various contexts academic medical, public, and digital play increasingly strategic roles in supporting the achievement of SDG 3 (Good Health and Well-being). Popoola (2019) conducted a comprehensive literature review and concluded that libraries in developing economies must take proactive actions to improve users health literacy to become prominent stakeholders in the process of achieving SDG 3 (Popoola, 2019). The study identified six thematic areas where libraries contribute to healthcare, emphasizing that libraries are not merely passive information repositories but active agents in health promotion.

Obeng, Danquah, and Dadzie (2025) examined the role of medical library staff as health literacy mediators in Ghana through semi-structured interviews with eight professional librarians from four medical libraries. Their findings revealed that medical library staff successfully support health professionals, faculty, and students, but their mediator role in health literacy requires more collaboration with community representatives (Bentil & Liew, 2024; Obeng, J. A. M., Danquah, M. M., & Dadzie, 2025). The study noted that most health literacy efforts were directed toward institutional patrons rather than the general public, indicating that the intention of SDG 3 for good health and well-being for all is only partially met.

Soroya, Sharif, and Faiola (2025) investigated the role of Pakistani e-libraries in creating health awareness through focus group discussions with head librarians from 13 e-libraries. The findings revealed that e-libraries actively create health-related awareness and connect the public to health advisors through four types of health-related activities : seminars, awareness campaigns, open health camps, and special health day celebrations (Soroya, S. H., Sharif, A., & Faiola, 2025). These programs attracted high public attendance, and attendees returned to librarians with additional health-related queries, demonstrating the trust relationship between libraries and communities.

V K and Sarma (2025) conducted a quantitative survey of 100 librarians working in academic, medical, and public libraries in India to assess their knowledge of SDGs and involvement in promoting these goals. The results showed that although librarians are generally aware of the SDGs, their specific knowledge and involvement with SDG3 remain quite poor (V K, T. S., 2025). The main challenges identified included lack of knowledge, scarcity of funding, and lack of cooperation with health-related organizations. However, respondents expressed willingness to

contribute through medical camps, health literacy initiatives, collaborations with healthcare providers, and the application of advanced technologies such as AR/VR and mobile health kiosks.

### **Implementation of Health Information Literacy Programs**

The second theme focuses on how libraries implement health information literacy programs and the outcomes of these initiatives. Swanberg, Bulgarelli, and Lucia (2022) documented a longitudinal outreach partnership between an academic medical library and a public library before and during the COVID-19 pandemic. This case report showcased successful interprofessional collaboration in educating local communities on healthy behavior and health information-seeking practices, serving as a model for other libraries (Obeng, J. A. M., Danquah, M. M., & Dadzie, 2025).

Grabeel and Beeler (2018) reported on librarians at the Preston Medical Library, University of Tennessee Medical Center, who conducted training sessions for nurses through classes, small group meetings, and staff huddles. The intervention resulted in an increased dialogue about health literacy at the hospital, demonstrating that library-led training can effectively enhance health literacy among healthcare professionals (Grabeel, K., & Beeler, 2018).

Flaherty and Miller (2016) described a collaborative effort between an academic researcher and a rural public library director in North Carolina, where pedometers and an individualized online health self-assessment program were made available to library users. These programs were adopted enthusiastically by the community, illustrating the potential of rural public libraries as community change agents for health promotion (Soroya, S. H., Sharif, A., & Faiola, 2025).

Budhathoki et al. (2017) conducted a rapid review examining the potential of health literacy to address health-related SDG3 in Nepal. The study concluded that locally identified and developed health literacy interventions may provide opportunities for systematic improvements in health to address impediments to healthcare access in Nepal. Buawangpong et al. (2022) investigated health information sources influencing health literacy across different age groups (15-29, 30-59, and  $\geq 60$  years) in northern Thailand. The study identified significant differences in information source preferences across age groups, suggesting that health literacy interventions need to be tailored to specific demographic characteristics (Obeng, J. A. M., Danquah, M. M., & Dadzie, 2025).

### **Challenges and Opportunities in Library-Based Health Literacy Initiatives**

The third theme encompasses the barriers libraries face in implementing health literacy programs and the opportunities for future development. Mansour (2020) examined the potential role of Egyptian rural public libraries towards the attainment of SDGs. The study found that Egyptian rural public libraries have struggled to be part of the United Nations Agenda for implementing SDGs, facing

challenges in integrating and adapting to surrounding communities given prevailing economic, political, and social conditions (Soroya, S. H., Sharif, A., & Faiola, 2025).

Obaremi and Olatokun (2021) conducted a survey of health information source use in rural communities and identified complex health literacy barriers. The study recommended that service provision could be improved by building on what works, such as health sensitization programs and radio programs providing health education, while also providing more multilingual services (Obeng, J. A. M., Danquah, M. M., & Dadzie, 2025). Explored the social role and responsibilities of public libraries and librarians in transforming society. The findings revealed that public libraries make valuable contributions by connecting users with ICT to pursue educational and social goals. The study suggested that libraries need to contribute with new community programs using the latest technology to build resilience against increasing threats (Soroya, S. H., Sharif, A., & Faiola, 2025).

Racki and Jeong (2020) examined the effect of public library programs on health services utilization from a health literacy perspective. The study's findings suggested that library programs are negatively related to the rate of hospitalization and positively related to overall healthcare insurance coverage, though these relationships were not statistically significant .

Bartniczak et al. (2024) assessed SDG3 in Sahel countries, analyzing indicators characterizing Goal 3: "Ensure healthy lives and promote well-being for all at all ages." The research aimed to assess the spatial differentiation of Sahel-region countries dynamically in terms of sustainable development indicators (Obeng, J. A. M., Danquah, M. M., & Dadzie, 2025) .

Choukou et al. (2022) conducted a scoping review on COVID-19 infodemic and digital health literacy in vulnerable populations. The study identified that vulnerable populations require targeted support for digital health literacy, highlighting the critical role libraries can play in combating misinformation during health crises.

### **The Evolving Paradigm : Libraries as Strategic Health Partners**

The findings from this literature review reveal a significant paradigm shift in how libraries are conceptualized within the health ecosystem. Historically viewed as passive information repositories, libraries are increasingly recognized as strategic partners in achieving public health goals, particularly SDG 3. Popoola (2019) established this foundation by arguing that libraries in developing economies must become prominent stakeholders in the SDG-3 achievement process (Popoola, 2019) . This perspective aligns with the broader recognition that health literacy is a critical determinant of health outcomes, and libraries, as trusted community institutions, are uniquely positioned to address health literacy gaps.

The concept of libraries as "secure and trusted places" that can play a key role in developing and promoting health literacy is reinforced by multiple studies (Obeng, J. A. M., Danquah, M. M., & Dadzie, 2025). This trust factor is particularly important in contexts where health information sources may be

viewed with skepticism or where access to healthcare providers is limited. Soroya, Sharif, and Faiola (2025) demonstrated that e-libraries in Pakistan successfully leveraged this trust to connect the public with health advisors, with programs attracting high attendance and follow-up queries (Soroya, S. H., Sharif, A., & Faiola, 2025).

However, the study by Obeng, Danquah, and Dadzie (2025) revealed a critical gap: most health literacy efforts remain focused on institutional patrons students, faculty, and health professionals rather than the general public . This finding suggests that while libraries are making significant contributions to health literacy, the "for all" aspiration of SDG 3 remains only partially fulfilled. This gap represents both a challenge and an opportunity for libraries to expand their outreach and engagement with broader communities.

### **The Imperative of Interprofessional Collaboration**

A consistent finding across multiple studies is the importance of interprofessional collaboration in maximizing the impact of library-based health literacy initiatives. Swanberg, Bulgarelli, and Lucia (2022) demonstrated that partnerships between academic medical libraries and public libraries can effectively educate communities on healthy behavior and health information-seeking practices . This collaborative model proved resilient even during the COVID-19 pandemic, suggesting that such partnerships can be sustained through crises.

V K and Sarma (2025) identified lack of cooperation with health-related organizations as one of the main challenges facing Indian librarians in promoting SDG3 (V K, T. S., 2025) . This finding is significant because it highlights a structural barrier that limits the effectiveness of library-based health literacy initiatives. Conversely, librarians expressed strong interest in developing collaborations with healthcare providers, medical camps, and health literacy initiatives. This expressed willingness suggests that the demand for collaboration exists on the library side, and what is needed are enabling policies and institutional frameworks to facilitate such partnerships.

The study by Flaherty and Miller (2016) exemplifies successful collaboration between academic researchers and rural public library directors, demonstrating how partnerships can lead to innovative programs such as pedometer distribution and online health self-assessment tools . This model of academic-library-community collaboration could be replicated in other contexts.

### **Synthesis of Findings**

The synthesis of findings from the 36 articles reviewed reveals that libraries are increasingly recognized as strategic partners in achieving SDG 3 through health information literacy initiatives. The following conceptual framework emerges from this synthesis :



Table 2 . Synthesis of Findings

Dimensions	Key Components	Practical Implementation
<b>Strategic Dimensions</b>	Interprofessional collaboration; Partnerships with healthcare institutions; Development of health literacy policies.	Establishment of library-hospital networks; Joint outreach programs; Integration of health literacy services into library policies.
<b>Operational Dimensions</b>	Health literacy training; Development of health information collections; Health reference services .	Training for librarians and users; Acquisition of reliable health information sources; Health consultation services at the library.
<b>Dimensions of Innovation</b>	Utilization of AI and digital technology; Development of e-library platforms; Community-based service innovations.	Implementation of automated indexing systems; Development of mobile health apps; Health programs tailored to specific age.

## E. CONCLUSION

Based on the literature review conducted, it can be concluded that strategic library management plays a significant role in strengthening Health Information Literacy as a key instrument to support the achievement of Sustainable Development Goal (SDG) 3, namely Good Health and Well-being. The synthesis of 36 articles that met the inclusion criteria reveals that libraries are undergoing a paradigm shift from mere information repositories into strategic entities in public health promotion. This transformation is realized through adaptive policy integration, digitization of services based on information and communication technology, and the strengthening of interprofessional collaboration with health institutions.

The scientific contribution of this study lies in the formulation of a conceptual framework that integrates three main dimensions in the development of library-based health literacy programs. *First*, the strategic partnership dimension emphasizes the need for synergy between libraries and stakeholders in the health sector to ensure program relevance to community needs. *Second*, the operational dimension encompasses collection development, literacy training, and health reference services that are responsive to users' demographic characteristics. *Third*, the innovation dimension leverages advances in digital technology to expand the accessibility and effectiveness of health literacy services. This framework is expected to serve as a reference for library managers and policymakers in designing evidence-based, inclusive health literacy interventions that align with national and global health development targets.

This study has several limitations that must be acknowledged. From a methodological perspective, the literature review approach employed is descriptive-analytical in nature, which does not allow for in-depth exploration of implementation dynamics at the field level. Based on these limitations, future research is recommended to pursue several agendas. Empirical studies using both qualitative and quantitative approaches are needed to explore the implementation



of health literacy programs across various types of libraries, particularly in regions that remain underexplored.

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