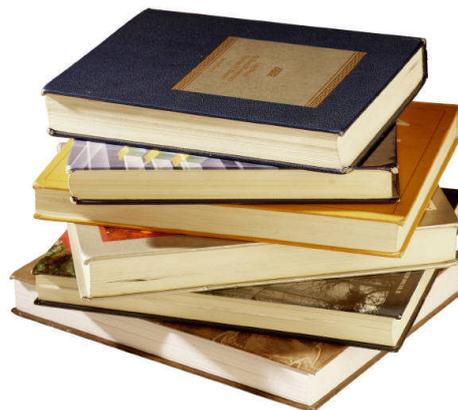




Knowledge & Library Service

Knowledge Management



February 2014

Knowledge Management Definition:

“Knowledge Management is the process that helps organizations find, select, organize, disseminate and transfer important information and expertise necessary for activities”.

Gupter, B., Iyer, L.S. and Aronson, J.E. (2000), Knowledge management; practices and challenges, *Industrial Management & Data Systems*, Vol.100 No. 1, pp. 17-21.

Introduction:

Knowledge Management identifies possible different approaches, invites new lines of enquiry and helps to develop strong networks amongst the people involved.

Knowledge Management is based on the idea that an organisation's most valuable resource is the knowledge of its people. Therefore, the extent to which an organisation performs well will depend on how effectively its people can create new knowledge, share knowledge around the organisation and use that knowledge to best effect.

The Peter Hill Review 2008, commissioned by the NHS Institute for Innovation and Improvement recommends that all NHS Trusts have a Chief Knowledge Officer, (supported by Team Knowledge Officers) who has responsibility to foster a Knowledge Management culture within the organisation.

The Knowledge & Library Service has produced this knowledge management leaflet which may provide some guidance as to how a knowledge management culture may best be achieved.

BENEFITS:

The benefits of successful Knowledge Management can be measured by improved quality, reduced spending, waste management, patient satisfaction, staff retention; improved access to and increased use of data, skills and resources.

There is evidence of increased awareness and understanding of Knowledge Management throughout the organisation.

BARRIERS:

There are many obstacles to introducing a knowledge philosophy; these can be based within its organisational structure and the inability to identify who are the knowledge champions within the organisation.

Another consideration is the failure to ensure employees are aware of the strategic value of their knowledge and possess a willingness to share it. Efforts therefore must be made to combat knowledge sharing hostility, when employees are reluctant to disclose how much or how little they know.

Other barriers to successful Knowledge Management can be seen in information overload, the lack of time to reflect and poor communication methods.

KNOWLEDGE RESOURCES:

Consideration must be given as to what kind of information should be utilised to create the knowledge hub, where this information can be obtained and who will be the contributors; how this information can best be disseminated, marketed and measured. There are various avenues from which knowledge can be pooled from internal and external sources and identifiers of knowledge/information need.

Areas of Knowledge within the Trust:	
Strategic:	Statistics, Evidence Based Practice, Research Activity, Outcome Data and Long Term Plans/Goals.
Operational:	Clinical, Financial, Workforce Data, Feedback (from staff /patients/public).
Performance Management:	Activity, Costs, Bench Marking, Target Achievements.
Library Service:	Enquiries, Lifelong Learning, Documentary Evidence, Training, Evidence-Based Practice.
Experience:	Opinions of Clinicians, Staff, Patients and Public.
Forums/Committees:	Opinions of Members.
Surveys:	To identify current information source, information limitations, generally gauge staff opinion, patient and public opinion.

Sources of External Information:	
NHS Information Centre:	National Comparative Data, Data Sets, Statistical Information, Analytical Tools, Quality Indicators & Population Health Needs.
NHS Evidence:	A collection of healthcare databases, NICE Pathways, Public Health and QIPP.
NHS Choice:	Identifying what matters to patients through on-line patient comments, supporting treatment choices, supporting healthy choices, a technical communication portal, downloadable tools, information prescriptions (for patients/health professionals).
Cochrane Library:	A collection of 6 different databases which support Evidence-Based Healthcare. Provides quality information to aid clinical decisions regarding effectiveness of interventions.

Identifiers of Knowledge Information Need:	
Department of Health	Provides strategic leadership for public health, the NHS and social care in England through guidance and publications.
Chief Executive	Developing and implementing the Trust's strategy and setting the direction and pace of change for the organisation. Playing a major role in embedding the vision, values and objectives of the Trust.
Chief Knowledge Officer	To lead the development, management and sharing of knowledge within the Trust and partner organisations to maximise its use in supporting the improvement of patient care.
Team Knowledge Officers	Library Service, Research and Audit, Risk, Health and Safety, Corporate Governance, Clinical Management Teams, Clinical Governance, Information Governance and PALS.
Staff	All staff has a role to play as experts in their area of work. All staff has a responsibility to share knowledge effectively.

KNOWLEDGE MANAGEMENT STRATEGY:

The strategy will provide an assessment of the current situation formulated from a knowledge audit. It will outline the benefits of knowledge management and show how improvements can be made and what can be achieved. It will describe the specific actions that will be undertaken to reach the goals identified.

A template for this could be as follows: -

Conduct a Knowledge Audit:
Identify the knowledge resources the Trust has and where it is to be found.
Identify the Trust's knowledge needs.
Identify what gaps exist in knowledge.
Evaluate how knowledge is disseminated around the Trust.
To what extent do people, processes and technology support or hamper the effective knowledge.
Create a map of knowledge that exists within the Trust.
Identify Our Goals of Achievement:
Build/improve on current practices.
Measuring success.
Narrow the gap between what we know and what we do.
Create an Action Plan:
Manage tacit knowledge, encourage person to person contact.
Manage explicit knowledge means encouraging person-to-document contact.
Understand Trust's explicit knowledge needs and sources.
Align the Knowledge Management programme with the Trust's Team Knowledge Officers specialities.
Provide special knowledge collections for the clinical priority areas such as cancer, coronary heart disease, diabetics and stroke.
Expand on Patient Story – Trust Board.
Create a knowledge template.

Establish a Knowledge Management Culture:
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Capture knowledge through exit interviews.
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Reward knowledge sharing.

Encourage clinical innovation, use evidence to develop guidelines, create story cards/knowledge template.

Invite staff to partake in a knowledge needs analysis.
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Introduce core Knowledge Management competencies/values across the workforce.

Include Knowledge Management in job descriptions.

All staff is required to demonstrate effective use of KM at appraisals.

Promote the value of knowledge management and publicise achievement.
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Intranet Development :

Introduce Knowledge Café/Exchange/Market Place by introducing an informal learning environment on topics of mutual interest.
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Include web-links.

KNOWLEDGE MANAGEMENT TECHNIQUES:

The following techniques complete a framework for managing knowledge. The framework encompasses seven stages.

After Action Reviews:

These are used to evaluate and capture lessons learned. It takes the form of a quick and informal discussion at the end of a project or key stage within a project or activity. The discussion should include a review of what has happened, identify what was supposed to happen, what happened and why. It helps to decide what action should be taken next and helps to focus whether any improvements can be made. It identifies what lessons have been learned from the experience and how barriers can be overcome. From a positive perspective a review can help to summarise new knowledge and define what went well and why and how this knowledge needs to be disseminated. The review may also include the measurement of key outcomes and impact. The review should involve major team members and must be conducted as soon as possible after the event and as such should be an informal brainstorming session.

Communities of Practice:

Should be encouraged, which form a network of individuals with common problems or interests who join together to explore ways of working, identify common needs and solutions, share good practice and pool resources related to a specific area of knowledge. Communities of practice provide an environment (virtual or face to face) that connects people and encourages the development and sharing of new ideas. These are beneficial as they can avoid repetition, save time, provide access to expert help and foster improved professional commitment. The communities help foster a peer assists approach, where representatives of other departments/teams provide their experience, insights and knowledge to a department/team seeking help.

Achieving Best Practice:

The creation of a knowledge hub can promote best practice by identifying user requirements, aid discovery of good practice, ensure the documentation of best practice, validate best practice; enable dissemination and provide technical infrastructure. The following table suggests how best practice may be achieved.

Identifying Users' Requirements:	Look at what areas of the Trust need attention because of poor performance or difficult challenges. Who will benefit from better knowledge & understanding of better practices? How can these be accessed & used.
Discover Good Practice:	Look at where excellent results are being produced as they are more likely to be fostering good practice. Also benchmark against other Trusts.
Document Good Practices:	Best practice descriptions to be kept in a database in a standard format. Create a template example can be seen in the next table.
Validate Best Practices:	Build a panel of peers & experts who evaluate potential best practice against their knowledge of existing practice. Also validate against evidence-based practice. There must be a combination of both on-job experience and sound research evidence. This panel could have Team Knowledge Officers as part of their membership role.
Disseminate and Apply:	As well as creating a database of knowledge it should be complemented with person to person knowledge sharing. This could incorporate a knowledge sharing café as well as formal meetings the latter may be time consuming. Consideration should be given to secondment or exchanges as a means of sharing best practices within the NHS.
Develop a Supporting Infrastructure:	Introducing a team of people to drive the processes through their initial stages, until best practices and Knowledge Management is successfully in embedded in the Trust's way of working. Create a technical infrastructure for best practice descriptions sharing and databases which facilitate ease of access in simplicity.

Descriptions of Best Practice:

As discussed above one method of encouraging good practices is to create, store and make accessible descriptions of good practice. An explanation of possible content is shown in the template below.

Title:	Short, descriptive title which may be accompanied by a short abstract.
Profile:	Several short sections outlining processes, function, author and keywords.
Context:	Explain the relevant circumstances.
Resources:	What resources and skills are needed to perform best practice?
Description:	List the processes involved.
Improvement Measures:	What targets are in place?
Lesson Learned:	What weaknesses have been found in alternative practices? What other avenues should be explored?
Resources:	Where information can be obtained.

Sharing Best Practice:

A Best Practice is a process or methodology that represents the most effective way of achieving a specific outcome. Once achieved it must be recorded and shared. Sharing best practice would mean that the template must be stored by some means which is accessible to all, especially to key staff groups. Technology provides the means for people to organise, store and access explicit knowledge, but it can also connect people to avenues of explicit knowledge. Intranets provide for ease of access and use creating a one stop knowledge shop. E-mail can be used between individuals or to a wider audience. The sharing of good practices can make individuals and teams more effective, by raising morale and promoting motivation. Discussion boards provide people with the opportunity to post, discuss or reply to messages in a common area. Evidence of achieving best practice can be included in staff briefing sessions.

Measuring Best Practice:

This can show that poor practices have been identified and replaced. Also, the workload caused by poor methods is minimised, repetition is avoided and increased productivity, efficiency savings and improved services to patients can be evidenced.

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Securing Knowledge:

Traditionally Exit Interviews are conducted with employees leaving an organisation. Their purpose is to provide feedback on why the employees are leaving. With regard to Knowledge Management this action has to be expanded as a means of capturing the knowledge of leavers. The benefits of exit interviews as part of a Knowledge Management exercise are that they can prevent vital knowledge being lost to the organisation when people leave and shorten the learning curve of new people joining the organisation.

Useful Information:

The Chief Knowledge Officer for Kettering General Hospital NHS Foundation Trust is:

Mr Andrew Chilton,
Medical Director/Consultant Gastroenterologist.

Knowledge Management Tools:

NHS e-learning Knowledge Management Courses -

<http://nhslocal.nhs.uk/story/knowledge-management-course-all-nhs-staff>

<http://www.ksslibraries.nhs.uk/elearning/km/>

Department of Health Informatics Knowledge Management Team -

<http://www.connectingforhealth.nhs.uk/km>

Knowledge Board - <http://www.knowledgeboard.com/>

The Gurteen Knowledge Website - <http://www.gurteen.com/>

BOOKS AVAILABLE IN THE LIBRARY: -

TITLE	CLASSMARK
A guide to the project management body of knowledge—PMBOK Guide	HD 66 AGU
ABC Of knowledge management	HD 66 ABC
Healthcare knowledge management: issues, advances & successes	HD 66 HEA
Healthcare knowledge management primer	HD 66 HEA
Knowledge management	HD 66 DEB
Knowledge management	HD 66 FRA
Knowledge management: a critical introduction	HD 66 HIS
Knowledge management: a guide to good practice	HD 66 KNO
Learning to Fly	HD 66 COL
Recommendations for safe trainee changeover	WA 540

Opening Hours & Contact Information

Knowledge & Library Service

Prince William Education Centre
 Kettering General Hospital NHS Foundation Trust
 Rothwell Road
 Kettering NN16 8UZ

Tel: 01536 492862 (Voicemail out of hours)

Library Email: library.index@kgh.nhs.uk

Monday - Friday
09:00—16:45

Saturday & Sunday
CLOSED

Library Intranet:

<http://kghintranet/knowledge/Pages/default.aspx>

Library Catalogue Access: <https://kgh.koha-ptfs.co.uk/>

