The Journey of a Knowledge Management Fellow

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Overview

- Fellowship Scheme
- Why I applied
- My understanding of Knowledge Management
- Self-Assessment Tool
- Working with Chief Knowledge Officers
- Improvement Methodology & the Improvement Adviser Program
Fellowship Scheme

- NHS (National Health Service)
- NHS Institute for Innovation & Improvement
  - “Transforming good ideas into workable solutions” in healthcare

- Fellowship Scheme
  - Practical not research based
  - Fellows as NHS leader in innovation

- Knowledge Management Fellowship
  - November 2007 to March 2009
Why I Applied – own experience

- 22 years range of NHS library posts
- Head of Library Service & Knowledge Management
- Librarians’ core skills
  - organization, retrieval & facilitation
  - same skills different context
- Some progress
  - not integrated into way organization worked
Why I Applied – case studies

Chartered Institute for Library & Information Professionals Conference

- Librarians make it look too easy so don’t get the support actually need
- KM is often misunderstood
- No culture of information & knowledge sharing
- Lack of leadership
- Constant state of change makes it hard to get input needed to get started
- Reliance on technology
Why I Applied – Challenge

- Failing to share
  - knowledge, sound evidence, experience & data
- Leads to
  - wasted time, effort & increases patient risk
- How to influence organizations to
  - make effective use of knowledge
  - change the way they practice
Knowledge management is a people centered process that demands culture change and an investment in resources before pay-back can be achieved, making the backing of senior managers essential to its success...
The challenge to healthcare librarians is to become involved in creating such an environment. The challenge has presented itself as KM, which requires a major change in organizational thinking and acceptance by the librarian that the service they provide may also be subject to continuous improvement.
Developing My Understanding

"...It's not about creating an encyclopaedia that captures everything that anybody ever knew. Rather, it's about keeping track of those who know the recipe, and nurturing the culture and the technology that will get them talking..."

Arian Ward of Work Frontiers International
4 types of knowledge

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<th>INDIVIDUAL</th>
<th>GROUP</th>
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| **EXPLICIT** | **CONCEPTS**  
The individual can learn, know & express Rules, processes | **STORIES**  
Successes, failures, phrases, common “language” and “habits” of the group |
| **TACIT**   | **SKILLS**  
The feel for how something should be done, the use of a tool  
e.g Riding a bike more than being told how to or being given a manual | **GENRES**  
The way something is presented effects how we respond  
e.g. How communicate  
How decisions are made organizational politics |
Experience-based knowledge (tacit, intuitive/gut, non-rational, immeasurable, naturalistic)

‘Expert’, research-data based, empirical knowledge (explicit, rational, measurable, experimental)
Evidence Based Healthcare

“integration of best research evidence with clinical expertise and patient values.”
Sackett David et al. Evidence Based Medicine: How to Practice and Teach EBM. Churchill Livingstone: Edinburgh, 2000
Self-Assessment
Knowledge & Organization Development

- Testing, reflecting & modifying
- 8 Workshops
  - Identify KM strengths & weaknesses
  - Identify 2 areas to focus on
  - Reflect, share ideas & learn
- Chris Collison & Geoff Purcell
  - Self-assessment, river & stairs tools
Self-Assessment
Knowledge & Organization Development

- Taking a strategic approach
- Leadership
- Building a learning organization
- Networking
- Measuring the value
- Capturing & reapplying knowledge
- Innovation
- Implementing efficiencies in our working practices
Building a Learning Organisation

- Group 1
- Group 2
- Group 3
- Group 6
- Group 8
- Group 9
- Group 10

- Something to share
- Something to learn

LEVEL

0 1 2 3 4

Target minus current level
Chief Knowledge Officers

- Hill Review March 2008
- Chief Knowledge Officer
  - Every NHS Organization
  - Board level director
  - Steer development of KM
  - KM aligned to business of organization
Chief Knowledge Officers

What do they need to do?

What are other organizations doing?
Chief Knowledge Officers

○ Workshop
○ Knowledge Culture
  ● Enable
  ● Mobilize
○ Reactions
  ● Energizing
  ● Uncomfortable
  ● Knowledge is power
Post the event

- Online community
- National Coordinating group for CKO development
- Working with individuals & organizations
- Practical KM module
Quality Improvement

- Improvement Adviser Program
  Institute Healthcare Improvement USA

- Why
  - Sustainable improvement
  - Apply methodology to knowledge management
  - Identify links
  - Underpin
Quality Improvement

Three
Quality Improvement
- What are we trying to achieve?

To Improve the quality of care at the bedside by ensuring that all the equipment needed at the time of admitting a new patient to the Paediatric Intensive Care Unit is in place and ready for use.
Quality Improvement

-How will we know a change is an improvement

- Of the beds that come available in a week 100% were set up ideal way

- Reduce the average time taken to set-up bedspace from 103 to 20 minutes

- Ensure the resources reacquired to set-up bedspace increases from 40% to 100%
Quality Improvement

- What changes can we make that will result in improvement?

PDSA Cycles

- Plan = change or test
- Do = Carry out plan
- Study = Summarise what was learnt
- Act = Determine what changes are to be made

Small steps build knowledge & understanding
Setting up the Ideal Bedspace

Time taken to set the bedspace vs the amount of ideal bedspace equipment that was available at the start of the process.

Scattergram

Target 20 minutes
In Conclusion

• Improvement methodology & KM  
  = Learning organizations
• KM tools  
  – create receptive environment  
  – Improved communication & sharing  
  – Access to all types of knowledge
The Fellowship scheme was an unsettling experience, but one not to be missed.
Sources

NHS Institute for Innovation & Improvement
www.institute.nhs.uk

Knowledge Management in the NHS: positioning the healthcare librarian at the knowledge management intersection. Health Libraries Review 17 p143

Learning to Fly: a practical knowledge management from the World's largest organizations Chichester, Capstone
Thank you

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