

# Knowledge Management for Health and Social Care

Mobilising knowledge to improve efficiency, lower costs and facilitate communication within health and social services

21-23 May 2003,

Hilton London Kensington, London

## Expert panel of speakers:



### KEYNOTE

**Dr. Liam Fox MP, Shadow Health Secretary**

**Margaret Haines**, Acting Director of Knowledge Management, NHS Modernisation Agency

**Linda Wishart**, Knowledge & Information Management, Department of Health

**Veronica Fraser**, NHS Library Adviser, Department of Health Information Policy Unit

**Tony McSeán**, Librarian, British Medical Association

**Bruce Madge**, Assistant Director - Patient Advice and Liaison Service, National Patient Safety Agency

**Ben Toth**, Head of Knowledge Management, NHS Information Authority

**Shane Godbolt**, Currently Head of London Library & Information Development Unit, London Department of Medical & Dental Education

**David Evans**, Research and Development Dissemination Facilitator, CHAIN (Contacts, Help, Advice and Information Network) and the London NHS Regional Office

**Patrick Hill**, Patient & Public Involvement, NHS Modernisation Agency

**Jon Brassey**, Director of ATTRACT Wales & TRIP Database, Gwent Health Authority

**Jackie Lord**, Head of Library and Information Services, Royal College of Nursing

**Kim White**, Library Services Manager, Bradford Health Informatics Service

**Jennie Kelson**, Library Services Manager, Wilfred Stokes Library, Stoke Mandeville Hospital

**Richard Beard**, Evidence Based/Knowledge Management Librarian, Brighton General Hospital and Brighton and Haywards Heath

**Diane Gwynne-Smith**, Director of Knowledge Management, Social Care Institute for Excellence (SCIE)

**Joy Ellery**, Director of Knowledge Management, University Hospital Lewisham

## Pre-conference full-day workshop, 21 May 2003:

### The Knowledge Management 'Swap Shop'

Facilitated by **Józefa Fawcett**, The Pol Experience

### What will you gain from attending?

You will discover what can be achieved by applying knowledge-management (KM) strategies within a healthcare context. Join us and equip yourself to make a positive and long-term contribution to your organisation.

- Assess the importance of exploiting information and knowledge-sharing behaviours
- Empower the service user and channel knowledge wealth
- Improve channels of communication
- Embed KM in strategy and practice

**Early bird discount - book before 10 March!**

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# Knowledge Management for Health and Social Care

## Embedding KM in strategy and practice

### 11.45 **Liberating literature: a case study of how ATTRACT has assisted knowledge acquisition in Gwent**

ATTRACT was created in 1997 in response to a large needs assessment exercise carried out with members of the primary care team in Gwent, South Wales. Clinicians were keen to practice evidence-based medicine but found that they didn't have the time and/or expertise in order to keep up to date with the latest developments.

This presentation will highlight and explore the processes and challenges that the ATTRACT service has faced through its implementation.

- Using ATTRACT to remove the arduous stages of knowledge acquisition (searching, appraising and summarising)
- Providing access to the highest quality literature
- Focusing upon the end-user: how was ATTRACT designed to meet their needs and how can they be met?

**Jon Brassey, Director of ATTRACT Wales & TRIP Database, Gwent Health Authority**

12.25 Networking lunch break

### 13.40 **Re-thinking the way you do business: case study of knowledge management within the Royal College of Nursing**

- Implementing an information strategy and setting knowledge management as a core objective
- How can you predispose people to change?
- Encouraging knowledge-sharing and networking
- Taking into account disparate groups and cultures within cultures: how can you overcome the knowledge-sharing deficit between them?
- Developing a communications strategy
- What lies ahead for the Royal College of Nursing?

**Jackie Lord, Head of Library and Information Services, Royal College of Nursing**

## LIVE DEMO

### 14.20 **Improving standards of practice through effective information management and quality assurance**

- Providing a real example of KM in action: a guided tour of the British Medical Association (BMA) intranet
- Assessing how this shared information source has enabled the BMA to improve internal communications
- How can you ensure that information disseminated on your intranet is of good quality and is reliable?
- Establishing good practice: what are the considerations for

the implementation of an intranet? How did the BMA decide upon the best route from theory into practice?

- Integrating the intranet with the staff training strategy?

**Tony McSean, Librarian, British Medical Association**

15.00 Afternoon refreshment break

### 15.30 **Providing knowledge resources to the frontline: knowledge management in Bradford**

- Supporting practitioners in primary care
- Assessing the practicalities of a seamless library service
- Working with multi-disciplinary teams
- Providing electronic resources: ensuring access to knowledge and information
- Information skills training
- Looking at HESS: Bradford's Health Evidence Support Service

**Kim White, Library Services Manager, Bradford Health Informatics Service**

### 16.10 **'Knowledgeshare' from the ground up: meeting the knowledge management needs of multiple Trusts through a local initiative**

- Examining the past and present of a health-libraries based, knowledge-management service
- Facing the challenge of knowledge flow within and between acute, community and primary care trusts
- Introducing knowledge management to the sharp end: information professionals in the clinical setting
- What the future holds for grass roots knowledge management as reflected in Knowledgeshare

**Richard Beard, Evidence Based/ Knowledge Management Librarian, The Knowledgeshare Service, Brighton General Hospital and Brighton and Haywards Heath**

16.50 Chairperson's summary and close of conference

**Knowledge  
Management**

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# Knowledge Management for Health and Social Care

"The absolute biggest challenge is communication. It is the key to getting everything managed. We need to rethink the way we do business and the way we organise working space to encourage natural knowledge sharing and networking."

**Knowledge Manager, Strategic Health Authority**

Over the summer the Government announced its biggest ever IT investment. The National Strategic Programme for the NHS outlines its strategy to:

'Support staff through effective electronic communications, better learning and knowledge management, a reduction in the time spent finding essential information and to make specialised expertise more accessible.' (*Delivering 21st Century IT*)

Despite this programme, research has shown that within health and social care services, knowledge management is still very much in the early stages of development and channels of communication are often disparate.

Effective knowledge management enables the maximisation of available resources through the efficient use of medical records and staff deployment. In practice, this will free up clinical time, save costs, give staff more attractive terms of employment and most of all, through the effective management of patient records, enable care to be managed in the interests of consumers.

You know that within health and social care, improved knowledge-sharing practices will assist clinicians in addition to distributing knowledge about the NHS and its services effectively.

This event has been tailored to provide practical examples of where knowledge management is working and how it has been kick-started

and achieved. Comments made about the programme during the course of our research include:

'This is a useful and interesting conference'  
**Stoke Mandeville Hospital**

'An impressive line-up of speakers.'  
**Islington PCT**

'A challenging and comprehensive programme.'  
**London Library and Information Development Unit**

Through our research we have put together an agenda that addresses your needs. This will be the ideal forum to get updated on the latest developments in healthcare and to hear from those leading the way. Take this opportunity to share good practice, explore future initiatives and ensure a quality-centred service.

## THE CONFERENCE WILL INCLUDE:

- Ample time for questions and answers: bring your questions and dilemmas for our panel
- Comprehensive documentation: an invaluable reference tool
- Excellent opportunities to network with peers and benchmark your ideas

## Who will you meet?

Heads of Knowledge Management	Change Managers
Librarians and Library Services Managers	Document Managers
Information Managers	Health Record Managers
Modernisation Project Managers	Training and Development Staff
Directors of IMT	HR and Organisational Development Managers

## Day One – Wednesday 21 May 09.00 - 16.00

### Pre-conference **workshop:** The Knowledge Management 'Swap Shop'

The aim of this workshop is to set the scene for the health and social care conference that follows, and generate health discussion. Its key outcomes are to give participants an opportunity to:

- Practice using KM tools to promote their own knowledge-sharing
- Discuss current KM methodologies and frameworks
- Identify their own personal KM contributions
- Produce further questions to be addressed by speakers during the conference

#### SECTION ONE: KM IN CONTEXT

Before we start to drill down into detail about how to implement KM we need to explore individual interpretations of what it is and what it is not. This section will consider how KM has progressed over the last two years to its current level of activity and focus:

- Overview of knowledge management
- 1st, 2nd and 3rd generation KM
- National KM drivers

#### SECTION TWO: KM IN HEALTHCARE ORGANISATIONS

There are so many methodologies available for those wanting to adopt KM, this section looks at four key dimensions and levels of intervention, and poses the following questions:

- What is a K-based healthcare organisation?
- How applicable are the KM frameworks to healthcare?
- What kind of knowledge are we trying to manage and share?
- Intelligent connections: do we have them?

#### SECTION THREE: KM AND YOU!

People are vital to the process and so are their attitudes to knowledge

sharing and networking. This section looks at the so-called 'soft issues' and your own contribution to the KM agenda:

- How can soft skills save your knowledge management programme?

The success of this workshop will depend on the willingness of the participants to share their ideas with others. A range of team and individual exercises and group discussions will be the norm - rather than a lengthy lecture, creating a useful day of learning and FUN!

#### About your workshop leader: **Józefa Fawcett**

Józefa holds membership of the *Chartered Institute of Personnel and Development (CIPD)*, the *Institute of Healthcare Management (IHM)* and the *Institute of Leadership and Management (InstLM)*. She has published articles on knowledge management and e-learning and regularly presents or chairs national conferences on knowledge management, shared services centres and e-learning. She is currently the London regional business manager for the IHM, project managing an NHS e-learning and KM pilot. She is also a visiting lecturer at Birkbeck College (University of London) and a core team member of the European 'Knowledge Angels' Network of Excellence (Bremen University, Institute of Industrial Technology and Applied Work Science, Germany).

She spent 15 years in the private sector and 12 years in the public health sector, the last 18 months of which were as Head of Workforce Development in an NHS Shared Services Organisation. In 2002, she set up her first company, The POL Experience (a Learning and knowledge consultancy).

Contact Józefa at: [thepolexperience@hotmail.com](mailto:thepolexperience@hotmail.com)



# Knowledge Management for Health and Social Care

Day Two – Thursday 22 May

## Assessing the importance of exploiting information and knowledge-sharing behaviours

09.00 Chairperson's opening introduction

### 09.15 KEYNOTE ADDRESS

Dr. Liam Fox MP will focus primarily upon the importance of genuine devolution of authority to front-line clinicians and managers, thereby reversing the centralising trend since 1997. He will also assess the role that improved and properly integrated IT can play.

**Dr. Liam Fox MP, Shadow Health Secretary**

### 10.15 Understanding your organisation's knowledge needs: the Department of Health experience

- Using KM to leverage investment in training, technology and resources
- How can you agree a common definition of knowledge management and select the right definition among many?
- How do you kick-start knowledge management?

**Linda Wishart, Knowledge & Information Management, Department of Health**

10.55 Morning refreshment break

### 11.25 Performing a knowledge audit to identify staff needs: developing your bottom-up know-how

- Mapping information assets and information flows
- Identifying gaps and unnecessary duplication
- Facilitating awareness about knowledge
- Bringing added value to information
- Overcoming inconsistency
- Pinpointing barriers to information and knowledge
- Identifying examples of good practice in information management

**Jennie Kelson, Library Services Manager, Wilfred Stokes Library, Stoke Mandeville Hospital**

## Empowering the service user and channelling knowledge wealth

### 12.05 Making patient-centred care a reality

- Assessing the potential for IT and knowledge management to revolutionise the NHS and provide a new vision for healthcare in the 21st century
- How far can knowledge management assist in improving patient outcomes?

- Overhauling the patient experience: what contribution can KM bring to patient care and informing patients?

**Bruce Madge, Assistant Director - Patient Advice and Liaison Service, National Patient Safety Agency**

12.45 Networking lunch break

### 14.00 Distributing knowledge about NHS services effectively: putting KM into practice in the NHS Modernisation Agency

- Ensuring that the knowledge and information assets within the NHS Modernisation Agency are shared in a timely and effective manner via the Agency's networks and communication channels but also through the National Knowledge Service
- Supporting capacity building for knowledge and information management in the NHS through development programmes in partnership with national and local NHS organisations
- Ensuring the Agency is a model of good practice in capitalising its own intellectual assets and encouraging an environment conducive to knowledge sharing
- Linking Agency KM implementation programmes to the national NHS Policy and Planning Framework and to wider Whitehall policy implementation programmes
- Ensuring Agency KM initiatives are based upon feedback

**Margaret Haines, Acting Director of Knowledge Management, NHS Modernisation Agency**

### 14.45 INTERACTIVE KNOWLEDGE-SHARING PANEL

*Facilitated by the Chairperson*

**Panel includes:**

**Józefa Fawcett, The Pol Experience**

**Margaret Haines, NHS Modernisation Agency**

**Diane Gwynne-Smith, Social Care Institute for Excellence (SCIE)**

**Joy Ellery, University Hospital Lewisham**

This session will give you the chance to pose your questions and dilemmas to our speaker panel. We will be answering questions such as those below. Come to this session armed with a barrage of questions that you want answered and be prepared to share your knowledge experiences with your peers.

- What information is there on the NHS KM agenda?
- How do you kick-start KM and get it onto a local agenda?
- Who owns KM in an organisation?
- How do you drive KM forward and engage people in the process?
- How can you motivate staff to share knowledge?



# Knowledge Management for Health and Social Care

- How can you set up communities of practice?

## 16.40 Overcoming fragmentation within health and social services

- Putting people in touch: using KM to get disparate groups talking
- Improving internal communications: how can KM assist with problems relating to communication and collaboration?
- Promoting connectivity in relation to information sharing
- Managing tacit and explicit knowledge
- Encouraging person-to-person contact while managing person-to-document contact
- Promoting knowledge-sharing behaviours between vertical silos

**Ben Toth, Head of Information Management, NHS Information Authority**

## Working together to improve interoperability

15.30 Afternoon refreshment break

## 16.00 Promoting a united knowledge front

- Looking into the future of knowledge sharing within the NHS and a single information gateway for health
- What is the potential for a national coherent framework for KM within health?
- Communities of practice: how can you develop these in order to encourage regular knowledge sharing?
- What information is there on the NHS KM agenda?

**Veronica Fraser, NHS Library Adviser, Department of Health Information Policy Unit**

17.20 Chairperson's closing remarks and end of day two

## Day Three – Friday 23 May

09.00 Chairperson's opening remarks

## 09.15 Building successful communities of practice: exploring myWorkPlace

- Reporting on the development of myWorkPlace for PALS
- Assessing developments with the Expert Patient Programme
- What is the potential for web-based community building and improved communications within this programme?
- How will this programme assist people in working together more effectively?

**Patrick Hill, Patient & Public Involvement, The Leadership Centre, NHS Modernisation Agency**

### LIVE DEMO

## Effective healthcare: exploring the CHAIN (Contacts, Help, Advice and Information Network)

This presentation will highlight and explore the potential for CHAIN as a prime example of a knowledge-sharing and community-building project. CHAIN was established as a feasibility/pilot project in the London region as part of the NHS Research and Development programme. Members are all either active or interested in using research evidence to improve the quality of healthcare.

In addition to demonstrating the CHAIN network, David will also discuss the network's main functions and aims:

- To enable people to identify and make contact with each other
- To show 'who is doing what'

- To provide a conduit for the sharing of experience and enthusiasm in research and evidence-based practice.

**David Evans, Research and Development Dissemination Facilitator, CHAIN (Contacts, Help, Advice and Information Network) and the London NHS Regional Office**

10.35 Morning refreshment break

## 11.05 Improving communication within library services: building a collaborative network

*'KM is 70% people, 20% processes and 10% technology'*

Whether or not you agree with the proportions quoted in this statement from the Director of KM at the Royal Mail, Shane Godbolt's personal experience of working within a regional co-ordinating unit bears out its overall premise. The challenge of overcoming fragmentation within library services serving NHS staff is ongoing.

This paper describes ways of working with a wide range of partners in the health sector. The aim of the project was to use the principles of knowledge management to build and nurture a collaborative network of health librarians and champions with the capacity to continually update and improve services for their users. Lessons learnt in applying these principles are transferable and can achieve productive cultural change amidst the maelstrom of conflicting pressures in a changing NHS.

**Shane Godbolt, Currently Head of London Library & Information Development Unit, London Department of Medical & Dental Education**

