

Knowledge Management for Healthcare

Using knowledge to achieve cost savings, increased efficiencies and improved patient care

Two-day, executive-led forum

April 28-29, 2003 • Back Bay Hilton, Boston



Keynote address from:
Tom Davenport

**Baking Knowledge into Knowledge
Work: Partners HealthCare Case-Study**

Event highlights include new case-studies on how to:

- Relate knowledge management (KM) to e-learning, corporate intranets & extranets and other health information technology infrastructures
- Plan, launch and manage successful KM projects
- Link knowledge initiatives to your business needs
- Form knowledge communities among physicians
- Build a collaborative e-learning network

Post conference workshops:

April 30, 2003

1) Implementing KM in Your Healthcare Organization

Facilitated by Douglas Goldstein, Janet Guptill and Hank Fanberg

2) Roll your sleeves up and get to work - the KM Challenge!

Facilitated by Pat Shafer, Praxinet Inc.

Hear, Learn From & Meet:

*Kaiser Oakland Medical
Center*

Health Canada

*Memorial Hermann
Healthcare System*

Nemours Foundation

Catholic Health Initiatives

*American Medical
Informatics Association*

Banner Health

University of Arizona

KM at Work

Estco Medical

Cleveland State University

*The Healthcare
Management Council*

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**Knowledge
Management**

www.kmmagazine.com

The story so far

Healthcare organizations will face major challenges during 2003: increased costs, greater pressure towards accountability and transparency, as well as a diminishing labor supply pool.

Consequently, leading healthcare organizations are looking closely at the benefits associated with knowledge management (KM). Across the health sector, new initiatives which focus on interaction, collaboration and increased sharing of information and knowledge are taking place. Industry leaders are achieving optimal healthcare outcomes through developing the capacity to create, distill and distribute knowledge.

You can meet these leaders at Ark Group's *KM for Healthcare* conference in Boston. Delegates will discover what can be achieved by applying knowledge management strategies within a healthcare context. Join us, and equip yourself to make a positive and long-term contribution to your health organization.

DAY ONE – MONDAY, APRIL 28

08.30 Registration and coffee

09.00 Introduction and goal-setting

Delegates will define their key objectives for the conference, which will serve as a roadmap for the speakers to follow.

Douglas Goldstein, President, MEDICAL ALLIANCES INC.

09.15 KEYNOTE PRESENTATION FROM TOM DAVENPORT

Baking Knowledge into Knowledge Work: Partners HealthCare Case-Study

- The scope of knowledge in healthcare
- Linking knowledge management to knowledge work
- What it takes: Information systems architecture, informatics department, culture
- Lessons learned from Partners HealthCare and from history

Tom Davenport is Director of the Accenture Institute for Strategic Change and a Distinguished Scholar in Residence at Babson College.

10.30 Networking break and refreshments

10.55 KM Projects within Banner Health's Care Management Department

- Relating KM to processes
- Collecting, distilling and distributing knowledge and meta-knowledge
- What are our key culture and organizational change issues?
- What is the optimal role of technology?

Dr Howard Silverman, System Director of Medical Informatics & Clinical Innovation, BANNER HEALTH and *Dr Bradford Kirkman-Liff*, Professor, College of Business, Arizona State University and College of Public Health, UNIVERSITY OF ARIZONA

11.35 Understanding the State of Knowledge Management in Healthcare today

- How is KM being adapted to healthcare and how does it relate to e-learning, corporate intranets & extranets and other health information technology infrastructures?
- Profile of case-studies in progress: review what two leading health care organizations are doing to research, plan, implement and improve first generation knowledge management and innovation acceleration solutions
- What is the business case and ROI rationale for KM investment?
- Technology infrastructure and application issues and options

Douglas Goldstein, President, MEDICAL ALLIANCES INC.

Richard Singerman, Director of Innovation Advancement, ASCENSION HEALTH VENTURES

12.15 Health Canada's Vision and Strategy for Knowledge Management

- The knowledge environment at Health Canada
- Principles of knowledge management
- Strategies and strategic initiatives
- Strategic priorities
- Implementation plan

Dr David Mowat, Director General, HEALTH CANADA

12.55 Lunch

2.10 Barriers and Facilitators to Knowledge Dissemination in Work Organizations

The big questions facing healthcare organizations in their Knowledge Management initiatives – from Ark Group's 2003 research.

- How do we synthesize knowledge from information?
- How do we facilitate sharing of knowledge between 'silos' within the organization?
- What methodology works best for sharing various types of knowledge?
- How can we increase the signal:noise ratio in our knowledge acquisition and sharing efforts?
- What is the optimal role of technology in facilitating this sharing?
- What are the cultural, structural or other barriers facing us in this effort?

- Knowledge and knowledge management systems (KMS) in work organizations
- Organizational barriers and facilitators
- The human aspects of disseminating knowledge in work organizations
- Economic barriers and facilitators
- Role of management as inhibitors and facilitators
- Ways to overcome the barriers and enhance the facilitators
- Making your KMS applicable and workable without costly consulting

Dr Elie Geisler, Professor of Organizational Behavior and Associate Dean for Research, STUART GRADUATE SCHOOL OF BUSINESS, ILLINOIS INSTITUTE OF TECHNOLOGY

2.50 Transforming Data to Knowledge

What are clinical information systems teaching us about our own behavior: are we in Orwell's 1984?

- Examples from a paediatric system that has used clinical informatics for over 14 years
- Demonstration of how Six Sigma can be utilised in this process

Steve Lawless MD, Chief Knowledge Officer, NEMOURS FOUNDATION

3.30 Networking break and refreshments

3.55 How Aspect Medical Uses KM to Communicate, Educate and Validate

Learn how Aspect was able to set up an online study to collect information from 50,000 patients at various institutions in the United States during a one-year period. You'll learn how they have incorporated online outreach into their complete marketing program.

- Why is it important to integrate the three phases of marketing: communication, education and validation?
- How can you streamline exchanges of information from different audiences while ensuring consistency in messaging?
- Is there an efficient and accurate method to collect patient data, keep track of enrolment counts, generate real-time reports and send announcements?
- What tools are available to analyze and leverage data from research studies to help with product development and marketing?

John Estafanous, President, ESTCO MEDICAL

4.35 e-Knowledge in Health Care

Kaiser Permanente-Ohio have developed and are using MARS (medical automated record system), an e-knowledge management system in health care. From case study data, Dr Wickramasinghe will show that MARS has not only enabled Kaiser to provide "... high quality cost effective service to its enrollees but also to enjoy many strategic advantages by being used as a knowledge management system.

- Realising the full potential and power of automated medical record systems
- What is the strategic imperative of an e-knowledge focus in healthcare?

Dr Nilmini Wickramasinghe, CLEVELAND STATE UNIVERSITY, Ohio

5.15 Chair's closing summary and end of Day One

DAY TWO – TUESDAY, APRIL 29

08.30 Registration and coffee

09.00 Chair's introduction and objective-setting
Douglas Goldstein, President, MEDICAL ALLIANCES INC.

09.15 Forming Knowledge Communities among Physicians in Critical Care: How to Overcome Challenges and Improve Economic Outcome

- How can the organization be prepared for customer community enabling?
- How can customer communities be enabled?
- What are the major challenges and how can they be dealt with?
- What are the performance implications?
- What are possible implications for other companies?

Pablo Erat, Founding Partner, EXECUTIVE INSIGHT (Switzerland)

10.00 The Oakland Medical Center Pilot Project for Intranet Communications for Physicians

- Content: who creates what?
- What are our killer applications?
- What is the effect on internet portal use?
- Where are we adding value?
- What clinical links are available from the site?

Tom Barber, M.D., Assistant Physician in Chief for Information Technology, KAISER OAKLAND MEDICAL CENTER

10.45 Networking break and refreshments

11.10 Cross-Hospital Collaboration Among Front-line Managers: Harness Untapped Knowledge from the Bleeding Edge

Hospitals and healthcare systems possess huge reservoirs of untapped potential - the experience and brains of the front-line employees and managers. What tools are available to unlock this wealth of value and make it available to peers? When they are re-inventing the wheel again, what are your choices to break this cycle? Peer-to-peer external collaborations can harness the "experience capital" of your organization and others, to strengthen your management team and improve your organizations' performance: at all levels.

Shelley Burns, Director of Knowledge Management, THE HEALTHCARE MANAGEMENT COUNCIL, INC.

WHO WILL YOU BE NETWORKING WITH?

Recent delegates at Ark Group conferences include:

US Army Medical Center	Wellpoint Health Networks
High Point Regional Health Care	IMS Health
CIGNA Healthcare	Pacificare Health Systems
Harvard Medical School	Aetna US Healthcare
McNeil Consumer Healthcare	Virginia Mason Medical Center
Cook County Health Network	St. Francis Hospital & Health Center
HCA Healthcare	Center
Sierra Health Services	Tyco Healthcare

11.55 Building a collaborative e-learning network

- Designing an e-learning infrastructure
- Starting a collaborative network
- Regulatory, leadership and certification content
- How can we link knowledge to business needs?
- How do we make dormant knowledge active and available?

Eric Kugler, Chief Learning Officer, MEMORIAL HERMANN HEALTHCARE SYSTEM

12.40 Lunch

1.45 Understanding the Growth and Power of Online Community Networking Among Healthcare Providers

- What is an online community and how does it enable networking?
- What is special about healthcare and its relationship to online networking?
- Case-study*: how do healthcare workers and organizations benefit from participation in an online community?
- What principles and resources make it effective?
- What is the future of online networking in the healthcare industry?
- Take homes: communication ideas and concepts that you can use

Lee LeFever, Online Community Manager, SOLUCIENT

2.30 Supporting Knowledge Communities to Achieve Organizational Strategy:

A Case Study of Catholic Health Initiatives

How a system of affiliated hospitals has undertaken a KM effort, why "knowledge communities" are considered the key building blocks to the KM strategy, and how KM is expected to help the organization implement its strategic goals. The case study will share insights and lessons learned regarding:

- Background: how did the KM initiative get started?
- What pilots were chosen to help determine a KM strategy?
- Structure: how is the KM function organized? What are its short-term and long-term goals? What resources are needed to implement the KM strategy?
- Lessons Learned: what has changed from the original vision of KM? Why? How can we evaluate

and measure the impact of the KM effort as we continue to implement it?

- Future Scenario: what is the "ideal future state" of a KM initiative at CHI? What are the anticipated barriers and obstacles?

Colleen Elliot, Director, Knowledge Management, CATHOLIC HEALTH INITIATIVES

Janet Guptill, President, KM AT WORK, INC.

3.15 Networking break and refreshments

3.40 Moving Along the Curve: Accelerating Technology Adoption through Knowledge Management

The dynamics that govern technology adoption and diffusion in healthcare are complex. Learn about drivers of innovation and what organizations can do to accelerate the pace of technology adoption across the clinical enterprise.

- What are the drivers of technology adoption and diffusion in healthcare?
- The hierarchy of technology adopters
- Knowledge management activities that can affect the pace of technology adoption

Patricia Baniewicz, Vice President, SG-2

Louis Kolssak, Vice President, SG-2

4.25 Knowledge Discovery and Data Mining: Findings of the American Medical Informatics Association

- What are knowledge discovery and data mining?
- How do they apply to knowledge management?
- Applications from real-life clinical situations - recent case-studies from an AMIA workshop

Dr John Holmes, Center for Clinical Epidemiology and Biostatistics (CCEB) of the UNIVERSITY OF PENNSYLVANIA SCHOOL OF MEDICINE

5.10 Chair's executive summary and close of conference

TARGETED EXHIBITION AND SPONSORSHIP OPPORTUNITIES

This KM for Healthcare conference provides an excellent opportunity for you to showcase your products or services to senior-level decision makers. Where else will you have the chance to liase and network with so many targeted potential partners from the healthcare sector?

If you are interested in sponsoring or exhibiting at this conference, please contact either Charlie Williams or Oliver Burgess on +44 (0)208 785 2700 for further information.

FORTHCOMING CONFERENCES FROM ARK GROUP

KNOWLEDGE MANAGEMENT FOR R&D

London, 19-21 March 2003

Case-studies from Buckman Laboratories, Pfizer Research University, Vodafone & more

The very nature of R&D demands that you share knowledge and manage information in innovative and effective ways. Knowledge sharing can power the innovation for competitive advantage and, implemented effectively, can directly impact the quality of your innovations – making them bigger, bolder, and more creative.

'Knowledge management for R&D' will scrutinise the tools that you will need to ensure your company's knowledge-sharing effectiveness in the long-term.

BUILDING A KNOWLEDGE FRAMEWORK: PRACTICAL TAXONOMY DESIGN AND APPLICATION

London, 19-20 March 2003

Case-studies from BBC, Barclays Bank, Siemens, Reuters, Department of Work & Pensions & more

Whether you are building an intranet to support your internal processes, an extranet to serve your company's value chain, or a web portal – your primary objective is to structure your knowledge and data in a framework which is meaningful, accessible and user friendly. However, getting started, or building the next generation of information architecture is difficult and resource heavy. In recognition of this we have designed the Building a Knowledge Framework: Practical Taxonomy Design and Application to provide you with practical take home advice on how to apply a successful taxonomy in your own organization.

For more information, and to reserve your places, please contact Jacquie Bran on jbran@ark-group.com or call +44 (0) 208 785 5908.

08.30 – 12.30 A: Implementing KM in Your Healthcare Organization

Problem: Knowledge is power, yet most health care organizations fail when it comes to sharing and transferring vital problem solving resources between departments and business units within their enterprises!

This dynamic workshop will allow the participants to apply and expand on the principles of KM that have been presented throughout the conference. This highly interactive session will involve group problem solving and case studies to internalize the lessons learned from other healthcare KM applications. Specific topics covered will include:

- Garnering CEO and senior management support for a KM effort
- Determining the right KM infrastructure strategy and structure for your organization
- Identifying alternative organizational "ownership" models for a KM effort
- Developing evaluation and measurement tools to capture the benefits of a KM effort
- Incentives and rewards for knowledge creation, sharing and reuse, and issues that can hinder effective knowledge exchange
- Developing a realistic timetable, budget, and goals for a KM initiative
- Examining intra-organizational opportunities and barriers for sharing knowledge and technology that can improve patient safety, preparedness and public health

Attend and learn how to increase productivity in your organization by providing a multi-channel Healthcare Knowledge Management (HKM) forum for leaders, managers, physicians, and staff to share

information and resources. You'll hear how HKM negates the need for hospitals or departments to reinvent the wheel by posting innovations and data on a shared system that's available across the corporate entity. And you'll leave with a set of action steps toward launching an HKM online service in your healthcare organization.

LEARNING OBJECTIVES:

- **Understand the 'State of Art of Knowledge Management in Healthcare' Today**
- **Examine How Knowledge Management Works Inside Your Health Care Organization**
- **Investigate How Knowledge Management Can Work Across Organizations**
- **Identify Technology Infrastructure and Application Issues and Options**

Your workshop Leaders:

Douglas E. Goldstein: Practical Futurist – Leadership, Technology and Healthcare

President, Medical Alliances – eHealthcare.net

Janet Guptill: President, Knowledge Management at Work

Hank Fanberg: Executive Director, Medsource Alliance – The Healthcare Technology Exchange

1.30 – 5.30 B: Roll your sleeves up and get to work - the KM Challenge!

What you will experience:

A fun, lively and uniquely practical session, bringing the conference findings to life. The group will apply the issues and questions which have emerged during the past two days to attendees' real-life challenges.

Facilitated by the engaging and highly experienced Pat Shafer, participants will be called upon to contribute their experience and perspectives to yield a broad range of practices and lessons learned.

1.30 – 2.30 Each attendee will identify their organization's current knowledge status: their capability, readiness and objectives for developing KM projects to drive business goals and needs.

2.30 – 4.00 The group will tackle a theoretical case-study that reflects the attendees' goals for the workshop. Participants will script the challenge based on their own cultural and technical operating environments.

4.00 – 5.30 Delegates will receive practical advice and steps for the development and implementation of KM projects in their organizations. Great take-home tools!

About your workshop leader:

Pat Shafer, Practice Leader, Strategic Services, PRAXINET, INC.

Praxinet provides information technology consulting and software solutions that improve 'business' performance across the organization. Pat's specific business competencies include Prioritization and ROI Analysis, Knowledge Management,

Performance Measurement, Competitive Analysis and Organizational Development.

Some of his recent clients have included MetLife, Save the Children, Gibraltar Steel, Pfizer Pharmaceutical Group, Pepsi International, KPMG, New Balance, State of New Hampshire Department of Health and Human Services.

Pat has chaired conferences, speaks and leads benchmarking workshops and tours in the areas of Knowledge Management, Content Management, Taxonomy and Developing Communities of Practice.

HEAR WHAT ATTENDEES AT PAT'S WORKSHOP AT ARK GROUP'S PRACTICAL TAXONOMIES CONFERENCE (NEW YORK, NOVEMBER 2002) HAD TO REPORT:

"Flexible – honest expertise. Focused and interactive." **(US Postal Service)**

"Practical - very informative." **(Givaudan)**

"Thank you for your approach. You were able to translate the concepts to my business needs. That made it relevant!" **(Hewlett Packard)**

"Interesting and most helpful" **(Jones Day)**

5 ways to book



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Knowledge Management for Healthcare

Conference: April 28-29, 2003

Post-conference workshops: April 30, 2003

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I would like to attend Workshop A B

Substantial discounts are available for the not-for-profit sector.

Please call Dougal Thomson on +44 (0)208 785 5931

- I am booking before 28 February 2003 and would like to receive my 10% early bird discount (please note this offer cannot be used in conjunction with any other offers)

For implementation team discounts please call +44 (0)20 8785 5928



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Booking conditions

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- In the event of the booking not being accepted by Ark Group the total amount will be refunded.
- Payment must be received in full prior to the course.
- All speakers are correct at the time of printing, but are subject to variation without notice.
- If the delegate cancels after the booking has been accepted, the delegate will be liable to the following cancellation charges:
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 - In the event of a cancellation being between 45 and 30 days prior to the event, a 20% cancellation fee will be charged.
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Conference venue and accommodation

Preferential rates have been arranged for delegates at the following hotel. Please contact the hotel directly to make your reservation directly, quoting 'ark group' as your reference. In order to secure rooms at the preferential rate, bookings must be made up to four weeks prior to the event.

Hilton Boston Back Bay

40 Dalton Street

Boston, MA 02115-3123

Tel: 1-617-236-1100 Fax: 1-617-867-6104

For more information, please contact Hannah Cole on + 44 (0) 20 8785 5915 or email hcole@ark-group.com

PLEASE NOTE

arkgroup cannot be responsible for assisting potential delegates in obtaining visas to the country in which this event is being held. Delegates are responsible for their own travel, accommodation and visa requirements.