


# Knowledge Management (KM)

**Katie Nicholas**

**Knowledge Officer**



Developing people  
for health and  
healthcare

[www.hee.nhs.uk](http://www.hee.nhs.uk)

# Background - HEE

“to support the delivery of excellent healthcare and health improvement to the patients and public of England by ensuring that the workforce of today and tomorrow has the right numbers, skills, values and behaviours, at the right time and in the right place”

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Regions across England

- a) North
- b) Midlands and East
- c) South
- d) London and South East

2,000

People (variety of leadership, education and support roles)

# About the team



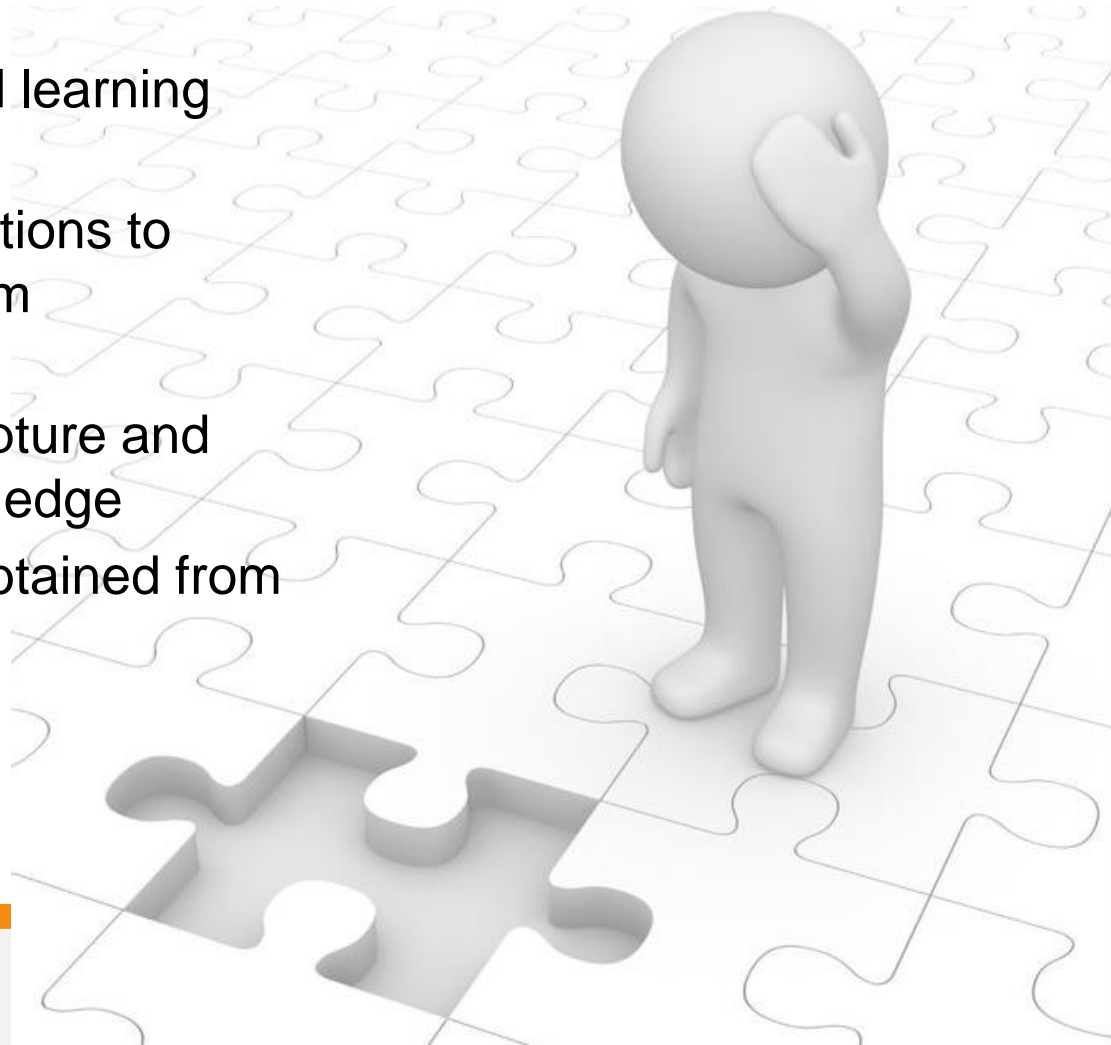
1. Programme Manager, KM
2. Knowledge Officer

National team (cover whole of HEE) but managed by David Stewart in the North

Not to be confused with HEE LKS leads (they look after the external LKS workforce)

# The team will enable staff to

- Share their knowledge and learning from experience
- Share and promote innovations to further HEE's role in system transformation
- Consider solutions that capture and share organisational knowledge
- Use and apply evidence obtained from research and best practice



# Defining Knowledge Management



*“At the centre of successful knowledge management is the right **organisational culture** – one in which knowledge is valued, and **knowledge sharing is embedded** within day to day working practice”. (p.23)*

*“Knowledge is a valuable asset that needs to be managed so that healthcare organisations are able to **apply knowledge, build know-how and continue to learn** in order to improve organisational efficiencies and patient outcomes. Knowledge management is a **vehicle for organisational development and service improvement.**” (p. 23)*

<https://hee.nhs.uk/sites/default/files/documents/Knowledge%20for%20healthcare%20-%20a%20development%20framework.pdf>



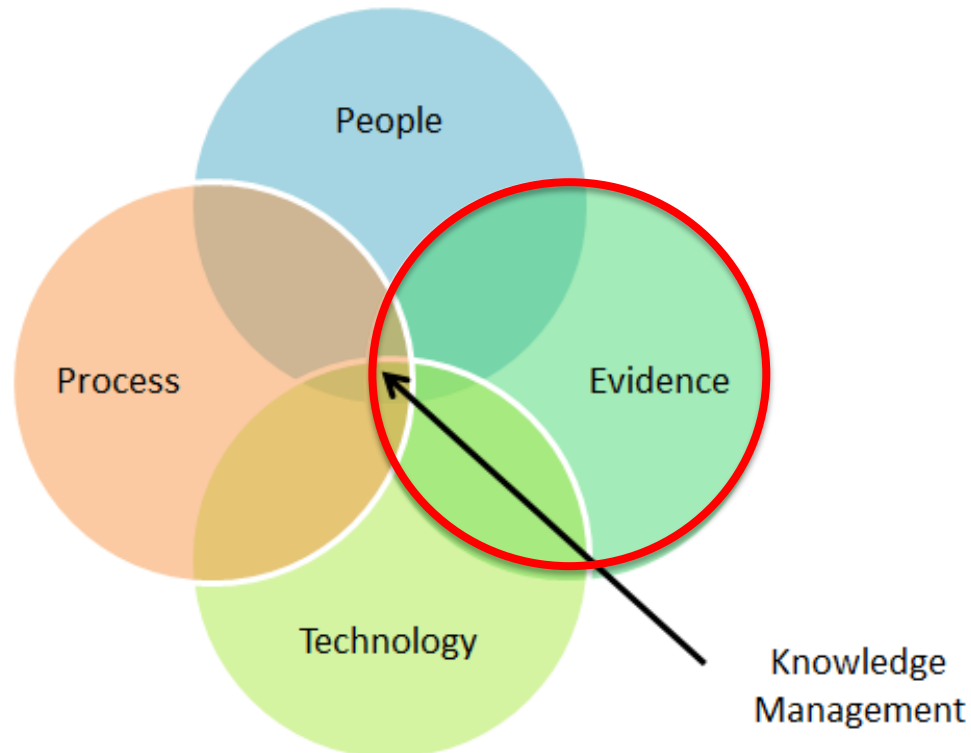
# Information Management and Knowledge Management

Knowledge Management	Information Management
Structured information or understanding or wisdom	Data – numbers and facts (both structured and unstructured)
People	Technology driven
Tacit/ implicit (unarticulated, hard to identify and share)	Explicit (articulated, well identified and easy to share)
Know How	Know what (statistics)
Hard to copy	Easy to copy

Goals	Key activities
Connecting people to people	Helping colleagues share ideas, question and learn; supporting networks and communities of practice
Connecting people to the evidence base	Providing access to knowledge derived from research; literature searching and synthesis; providing tailored information products; signposting to services and knowledge
Connecting people to best practice	Providing access to knowledge derived from experience; investigative searching; capturing and spreading best practice; sharing knowledge through communities of practice; using social media; signposting high quality patient information
Helping people keep up to date	Horizon scanning; alerting services; policy briefings
Sharing learning	Facilitating e-groups and learning sets; implementing techniques to learn from experience (including knowledge harvesting and After Action Reviews)
Connecting people to corporate knowledge	Mapping knowledge assets; collating and enabling shared access to directories, policies, guidance and protocols
Collegiate working	Contributing local information to national electronic resources; facilitating distributed authorship



# How I try to think about KM in the NHS



*Adapted from Collinson and Parcell (2004)*

# The KM challenge



“People and what they know is at the center of an organization’s growth and success. The real challenge or the fun part of KM is **how to harvest what people know** (as experience, leading practices, skills, and know-how) and **make it relevant, available and actionable** to others in the firm.”

[\(Iyer, 2017\)](#)

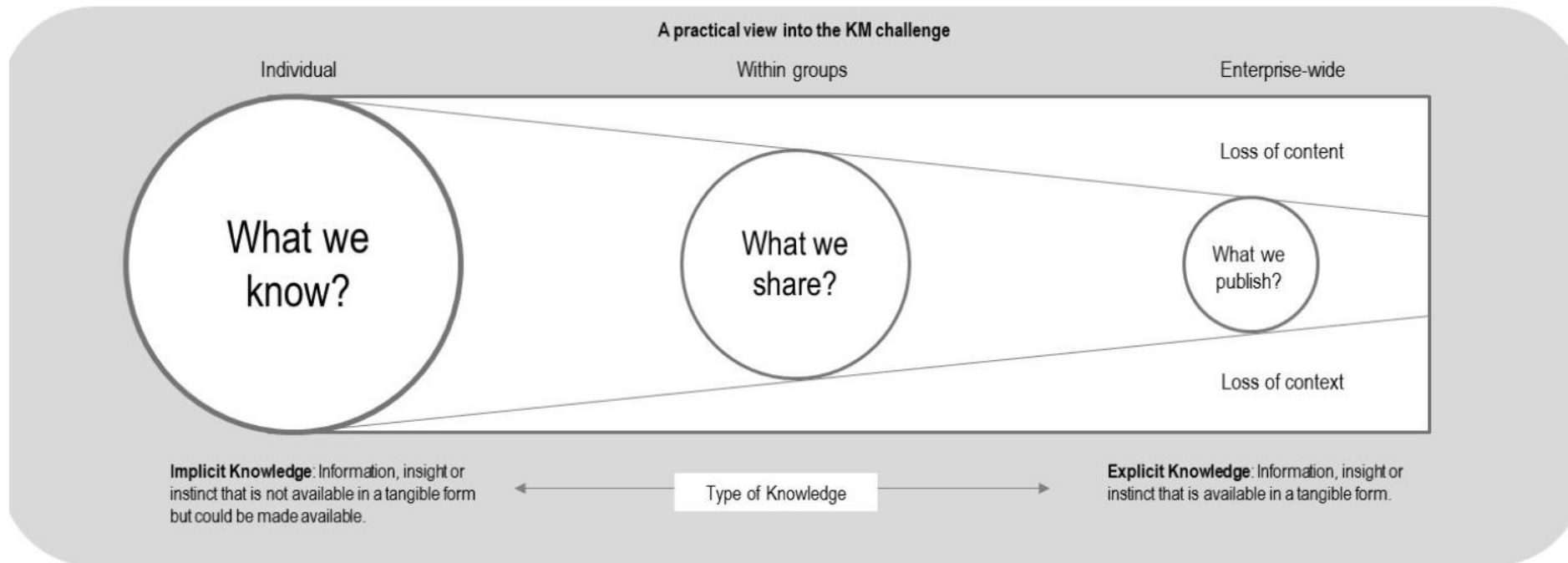


Image inspired by Dave Snowden's 7 Principles of Knowledge Management

“How do we establish and nurture an ecosystem, a culture and discipline where access to knowledge is instantaneous and seamless?” ([Iyer, 2017](#))

# So, what are we doing?



# Lunch and Learn programme

## Connecting people to people, Sharing learning

- Session planned for every 4-6 weeks
- 1 hour over lunch
- Presentation/ workshop on hot topics or areas of work followed by time for questions
- I arrange rooms, speakers and promote
- People bring their lunch, learn something new and meet colleagues



Workforce Strategy

Global Health Exchange

Veterans and Health

Workforce Transformation

Future of Emergency Medicine #FOAMed

Office365/ Skype

Genomics

Reviewing progress in Medical Training

KM and Info. Skills

Apprenticeship Levy

Schwartz Rounds





# Randomized Coffee Trials

## Connecting people to people



- Twice a year
  - Fun and easy way to connect people across the organisation
1. Get staff to sign up (promotion)
  2. “Randomly” pair them
  3. Encourage them to have a chat (in person, over the phone or on Skype)

1<sup>st</sup> Round January 2018 “Start the new year with a new conversation”.

2nd round in the Summer

23 pairs (86% would do it again)

# Topol Review

Recommendation of Draft Workforce Strategy

Major, independent technology review, commissioned by the  
Secretary of State

To enable NHS staff to make the most of new technologies  
to improve services and ensure a sustainable NHS

<https://hee.nhs.uk/technology-review>

# Topol review continued...

## Connecting people to the evidence base, Helping people keep up-to-date

- Weekly email to the Topol team including news and reports under three themes;
  1. Genomics
  2. Artificial Intelligence (AI) and Robotics
  3. Digital Education
- SharePoint space created (an active repository and store for key evidence) tailored feeds for each panel

# Current Awareness

**Connecting people to the evidence base,  
Helping people keep up-to-date**

- “In the Know” opt-in monthly update of evidence (mostly grey lit)
- Weekly news/ evidence update for senior team
- Matrix of newsletters and bulletins organised by theme (available on SharePoint)



# Search/ information requests

**Connecting people to the evidence base,  
Connecting people to best practice, Connecting  
people to people**

- ✓ Nowhere near the numbers of requests you get!
- ✓ Synthesis or summary
- ✓ 100% not PICO
- ✓ Strategic Googling (domain searches, Ctrl F)
- ✓ Usually grey lit (board papers, reports, case studies, option papers)

# Examples of requests



Hyper Acute Stroke Service Unit options, Training Needs Analysis or Learning Needs Analysis examples for Stroke



Patient and Public Involvement in education in HEIs in the North of England



Assistant Practitioners as a successful workforce in different parts of the system, cases studies or an impact report



Number of Alevel students going into nursing, distribution by gender



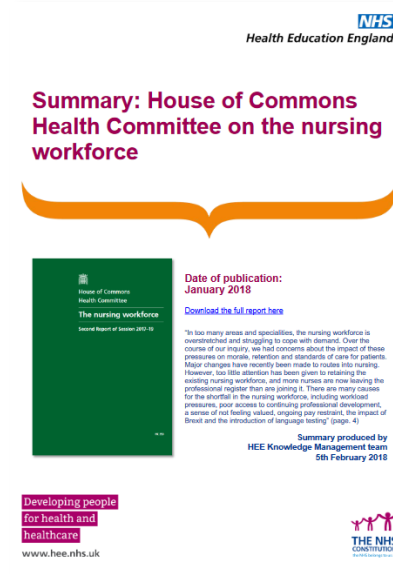
Human Factors and Ergonomics in the NHS, example of guidance



# Briefings and Summaries

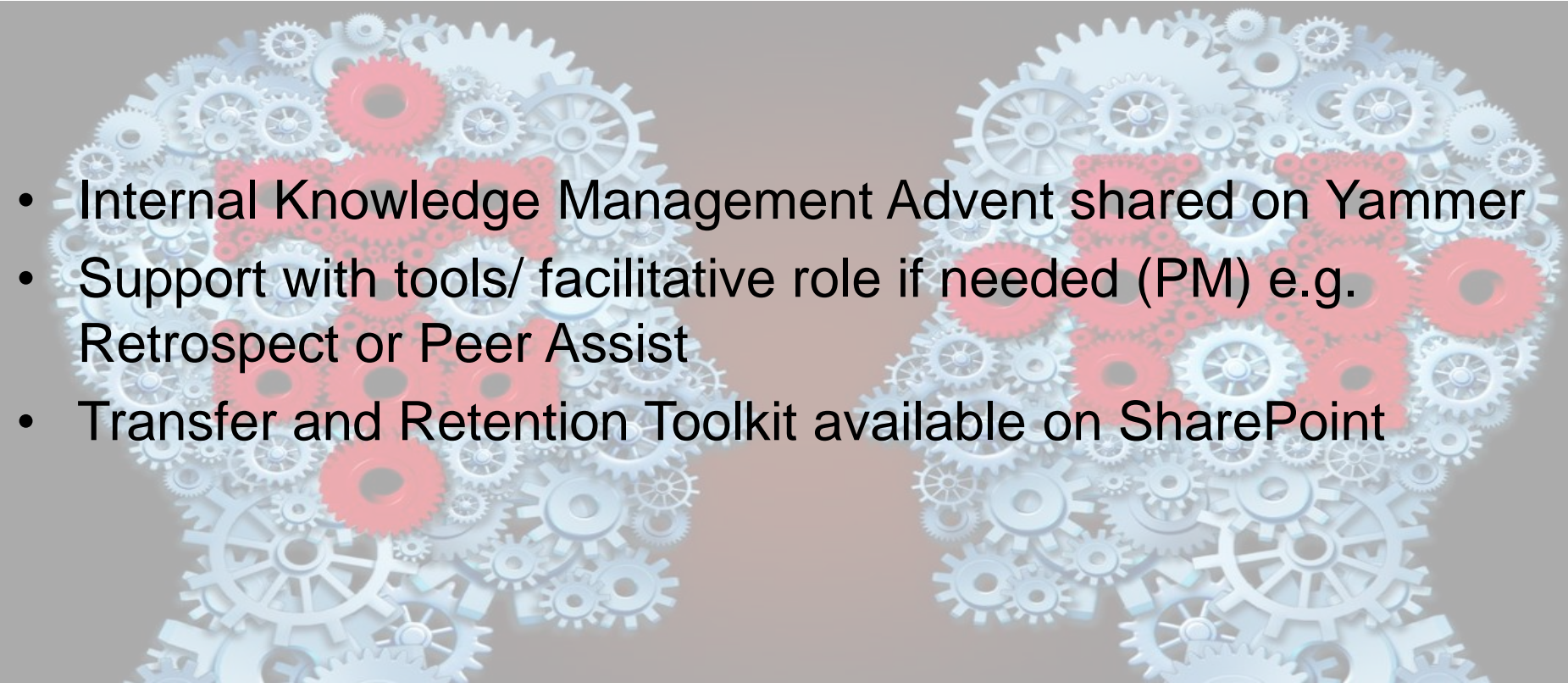
## Connecting people to the evidence base, Helping people keep up-to-date, Connecting people to corporate knowledge

- Pull out key headlines and recommendations from workforce/ education publications
- 2-3 page summary
- Share on Yammer, SharePoint and in our bulletins



# Promoting KM resources and tools

**Connecting people to people, Sharing learning,  
Connecting people to corporate knowledge,  
Collegiate working**



- Internal Knowledge Management Advent shared on Yammer
- Support with tools/ facilitative role if needed (PM) e.g. Retrospect or Peer Assist
- Transfer and Retention Toolkit available on SharePoint

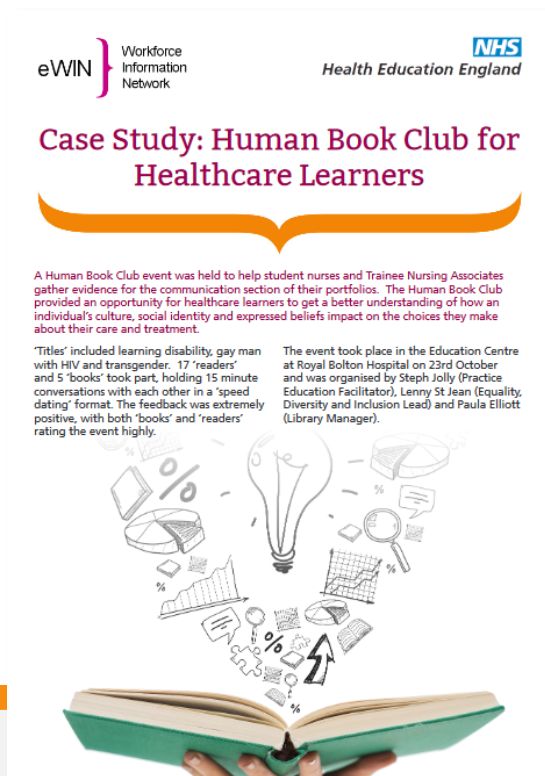
# eWIN (Workforce Information Network)

## Connecting people to best practice, Sharing learning

- Open Access workforce best practice repository
- Manage, produce and upload the resources (Case Studies and Hot Topics)
- Includes lessons learned and how key challenges were overcome (plus contact details)

[Search eWIN Tools and Resource](#)

[Submit a Case Study](#)



## Other things we do...



- Supporting Communities of Practice and Networks (Armed Forces and LWABs and guidance)
- Mapping and corporate knowledge (who does what where requests?)
- Office365 support (sharing learning, guides, getting the most out of apps available)

# Want to know more about KM?

Knowledge Management Sharing Events across the country

Save the date

**When?** Thursday 13<sup>th</sup> September 2018

**Where?** Leeds, Carriageworks

“Knowvember” campaign

Remember the KM list

[km@libraryservices.nhs.uk](mailto:km@libraryservices.nhs.uk)



## Useful resources

- [Knowledge for Healthcare framework](#)
- [Knowledge Management Toolkit](#)
- KM postcards: [Before Action Review](#), [Peer Assist](#), [After Action Review](#), [Collaboration](#), [Knowledge Harvesting](#), [Knowledge Assets](#), [Retrospect](#)
- [Knowledge Management Advent](#)
- [MEOK resources](#)
- The Board Tool (available on request)



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