Knowledge Management Toolkit

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The challenge from KfH

- At the centre of successful KM is the right organisational culture…knowledge is valued, and knowledge sharing is embedded…

- Knowledge is a valuable asset that needs to be managed…

- …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.

Knowledge for Healthcare pp 23-25

KM Goals

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

Mobilising knowledge

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Mobilising knowledge to deliver on NHS priorities	
Using knowledge to inform healthcare policy	Embedding best evidence into practice
Developing an organisational memory	Supporting innovation
Making implicit knowledge explicit	Meeting the information needs of staff
Horizon scanning; keeping staff up to date	Meeting the information needs of patients
Knowledge sharing – to spread the learning	Promoting actionable knowledge tools

Our mission…

- How to get services to deliver those goals…

- Improve involvement in organisational KM activities

- Improve LQAF 5.4a scores??

The approach

- Didn't want to reinvent the wheel
- Good examples already out there – many services already carrying out some activities
- Wanted to 'fill in the gaps' for people looking at the goals and wondering what they meant in practice
- Link it back to the KfH goals and framework

What we did

- Reviewed existing tools, e.g. the KM postcards produced by NHS Digital, e-learning, websites…
  - Standard definitions
  - 'How to' guides (*know-how*)
  - Established and recognised processes
  - Tools we already used and found useful
  - Our own examples – e.g. Rachel's Knowledge Retention and Transfer toolkit
- Decided on structure

Case studies

- Case studies/KM stories to bring it to life
  - Shows the reality of what people are doing
  - Proves it can be done
  - Not 'one size fits all' – many small-scale projects
- Scoped examples already out there
  - LQAF database of good practice
  - Asking networks via LKS leads
  - Our own contacts and networks
  - Our own examples
  - Submission form on the toolkit

The toolkit

- Aims to bring together the tools & examples

- Access e.g. the template for an after action review

- Read about how other services meet the goals

- Diverse range of case studies

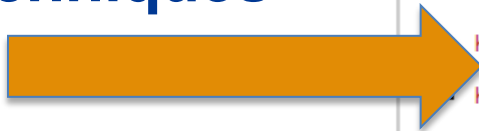- Not a single 'correct' way to meet all goals

Goal/activity

Tools & techniques

Case studies/stories

Sharing Learning
Key activities: Making implicit knowledge explicit	Knowledge sharing – to spread the learning	Supporting innovation	Promoting actionable knowledge tools

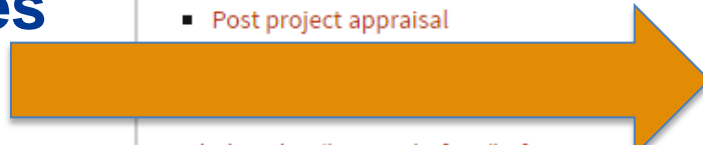| KM Activities, Tools & Techniques	Case Studies

Facilitating action learning sets
 	
Implementing techniques to learn from experience:
 	
Knowledge Harvesting
Knowledge Retention & Transfer
   ■ After Action Reviews
   ■ Elicitation interviews
   ■ Knowledge assets
   ■ Rapid on boarding
   ■ Retrospective / Baton passing
   ■ Post project appraisal
 	
Knowledge Plan (lessons before/before action reviews)
	Leavers toolkit – knowledge retention & transfer
	
	Knowledge Capture Tools
	
	Healthcare professions forums – intranet chat rooms
	
	Knowledge Cafe
	
	Library Book of Revalidation

http://kfh.libraryservices.nhs.uk/knowledge-management

Question – how can the toolkit help you?

- Which of the goals would you like help to meet?
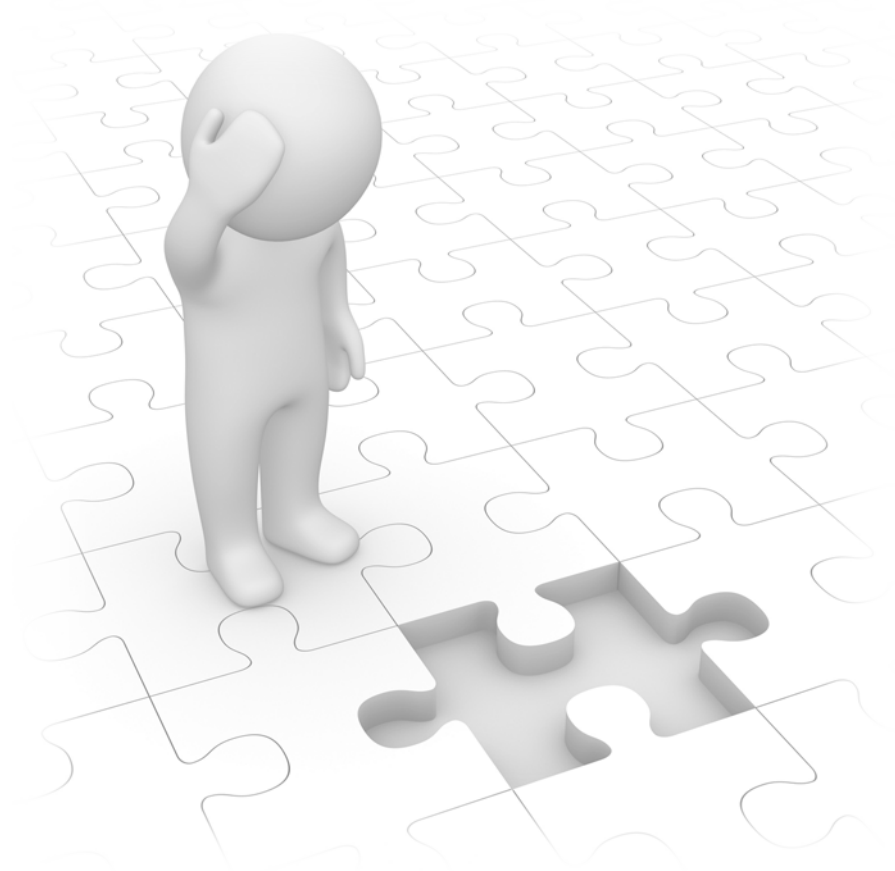
Clinical guidelines

Example case study

Name: Jackie McGuire

Email: jackie.mcguire@nhct.nhs.uk

Your Service: Northumbria Healthcare NHS Foundation Trust

Who asked: Senior clinicians with responsibilities for medical education

What did they say?: Can you:

- Write a Clinical Guidelines Policy for the Trust
- Ensure the clinical guidelines process meets governance requirements
- Transform paper-based system into an electronic system
- Make clinical guidelines easy to access
- Organise and update existing clinical guidelines
- Provide a focal point for all clinical guidelines in the Trust

What did you do?: With top level support of senior clinicians, I sent an email invitation to all staff with clinical responsibilities if they were interested in being part of a Trust-wide Clinical Guidelines Group. The first meeting was chaired by a senior member medical education who shared his vision and a Chair was elected.

- I wrote a Clinical Guidelines Policy with contributions from the Clinical Guidelines Group and got it agreed through the Trust process by Clinical Governance. Spread sheets were created to keep records of all clinical guidelines and expiry dates of a maximum of 3 years introduced.

Example case study

Nurse revalidation knowledge guide

Name: Jackie McGuire

Email: jackie.mcguire@nhct.nhs.uk

Your Service: Northumbria Healthcare NHS Foundation Trust

Who asked: Practice Development Matron

What did they say?: Can you support us with nurse revalidation?

What did you do?: • Created a "knowledge guide" on the Intranet – http://library.northumbria.nhs.uk/revalidation/

- Attended nurse revalidation sessions to find out a bit more
- Agreed to help staff with any IT support and/or search skills training they needed
- Created a leaflet for nurses revalidating and handed these out at meetings and made available in the libraries.
- Create displays in the libraries

How did it help?: The knowledge guide provided resources which were linked to the nurse revalidation Intranet pages so everything was in one place.

Displays in the libraries promoted reflective practice books and put them in one place for nurses to see what was available.

We provided support to nurses with their portfolios although this proved to be easier than was first envisaged.

Having a point of contact where all nurses going through the process can go was important to the Practice Development Matron and we have provided that and are seen as an important part of the process:

Example case study

Knowledge Capture tools at Public Health England

Name: Caroline De Brún

Email: caroline.debrun@phe.gov.uk

Your Service: Public Health England

Who asked: Public Health England Quality and Governance Team

What did they say?: They wanted us to capture experience from their Effective Practice event, in February 2016. The aim of the event was to share and capture examples of good practice within PHE Centres around England. Eight presentations took place via 3 workshops.

What did you do?: The PHE Knowledge and Library Service (KLS) was asked to develop a template for note-takers to capture the key points and lessons learned from each presentation, and appoint some note-takers for the event, in addition to the knowledge capture template.

The KLS team were also asked to develop a template for capturing PHE innovative practice. This template will be completed by each of the presenters, from this and future

Example case study

Yammer at NWAS

Name: Matt Holland

Email: Matt.Holland@nwas.nhs.uk

Your service/ organisation: North West Ambulance Service NHS Trust

Who asked: Senior Managers from Workforce Development, Learning & Development and Clinical Education seeking to develop the NWAS NHS Trust research capability.

What did they say?: An initial meeting discussed the early stage of research in prehospital care in general and the need to nurture research skills within NWAS NHS Trust before developing larger research projects. The consensus was that research themes / projects would emerge as the research capacity developed and could be guided by a newly established Research Group.

What did you do?: Typically NWAS NHS Trust staff are engaged in research through formal University courses from PhD. and MPhil./MSc./MA. to BSc./BA. Staff are geographically dispersed. Many come to higher education from non-traditional routes and are studying part time at a distance while working. There was no NWAS wide fora for researchers, although staff know colleagues in their area/region who are also students.

The challenge was to find a channel that reached across the organisation to share information with researchers that would broaden the collective knowledge of research practice, ongoing research and training opportunities. NWAS LKS had previously suggested a Yammer Group for researchers and put this forward as a first action.

The Yammer Research Group was set by the organisational research lead, a Consultant Paramedic, with a core membership. Yammer had been adopted through a soft launch in NWAS. Staff choose to join Yammer and establish groups as and when there was a motivation or a need. Membership of any group is voluntary. The Research Group has grown incrementally to 110 plus members (August 2016).

NWAS LKS began contributing material two or three times a week. Initially bespoke posts on basic research skills. Typically, about searching, using social media, forms of publication, the academic writing and publication process. More recently material has been se-

Example tools

Peer Assist

Definition

A structured facilitated meeting or workshop where people are invited from other business units or other businesses to provide their experience, insights and knowledge to a team who have requested help.

Source: Department of Health Knowledge Management Framework

e-learning

View the Department of Health Knowledge Management Framework e-learning on Peer Assists.

KM Postcards

Peer Assist – KM Postcard from NHS Digital

What are the benefits?

- Peer assists are part of a process of what BP calls "learning before doing", in other words gathering knowledge before embarking on a project or piece of work, or when facing a specific problem or challenge within a piece of work. The benefits of peer assists are therefore quickly realised: learning is directly focused on a specific task or problem, and so it can be applied immediately.
- A peer assist allows the team involved to gain input and insights from people outside the team, and to identify possible new lines of enquiry or approach – in short,

Peer Assist

?

We approached it like this...

A structured facilitated meeting or workshop where people are invited from other business units or other businesses to provide their experience, insights and knowledge to a team who have requested help.

NHS

Exercise – your challenge!

- How are you meeting one of the goals?
  - Do you have a Case study to share?
  - Do you have a tool to recommend?
- What else do you want to see on the toolkit?
- How might you use the toolkit?

Thank you, contacts, etc…

The Toolkit TaF:

- Rachel Cooke
- Emily Hopkins
- Jackie McGuire

- Nick Smith
- Caroline Storer
- Laura Wilkes

Contact us:
kmstories@libraryservices.nhs.uk

Visit the toolkit:
http://kfh.libraryservices.nhs.uk/knowledge-management/