

Knowledge Management for NSW Health

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Presentation to Electronic Information in Health Libraries
Workshop, St Vincent's Hospital, Sydney 23 November 2006





Why is this a NSW Health priority ?

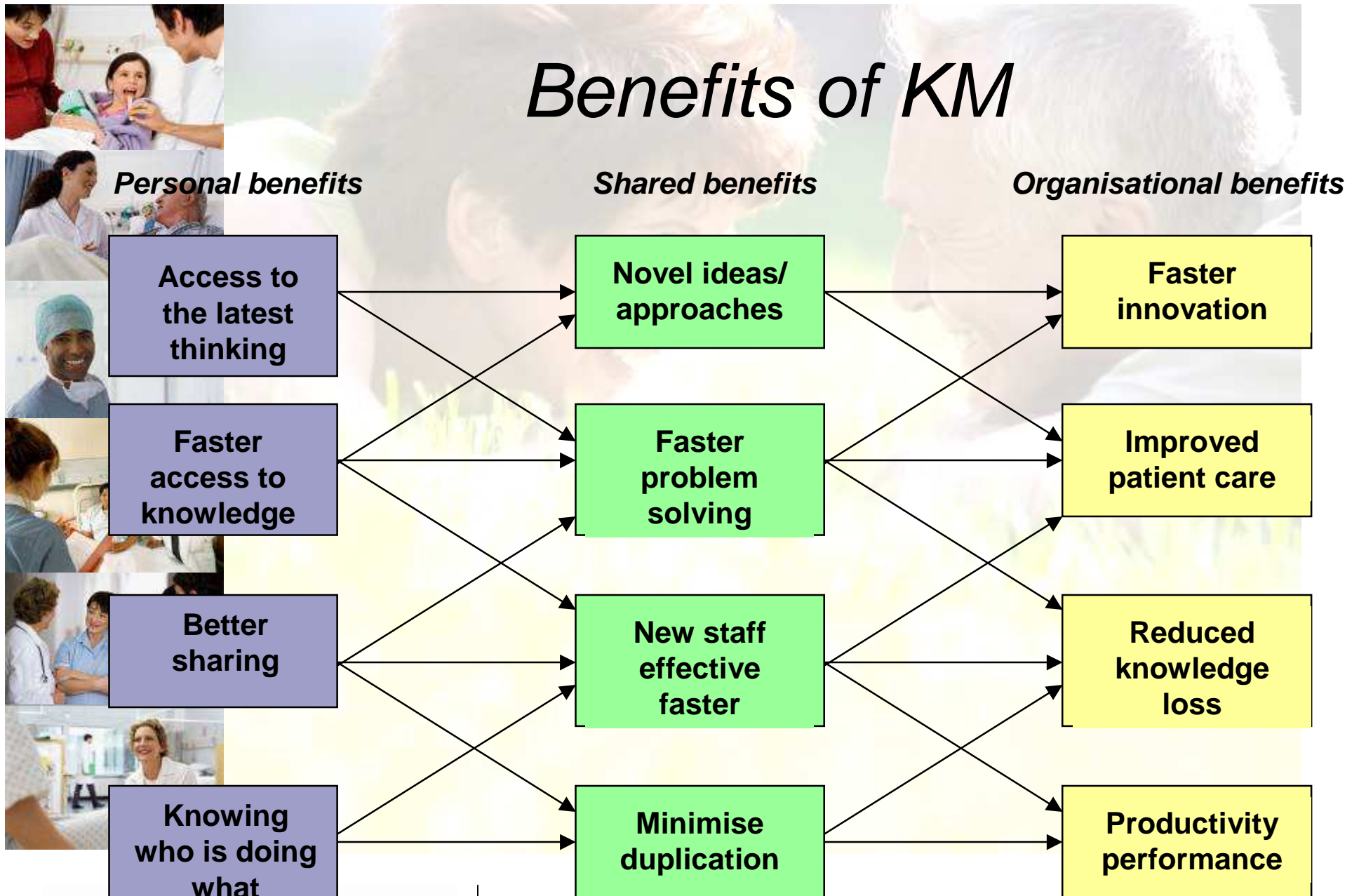
- What is Knowledge Management?
- What are the benefits
- What tools are there to help
 - NEW Knowledge Framework
 - Current tools – ARCHI, CIAP, Gateway.



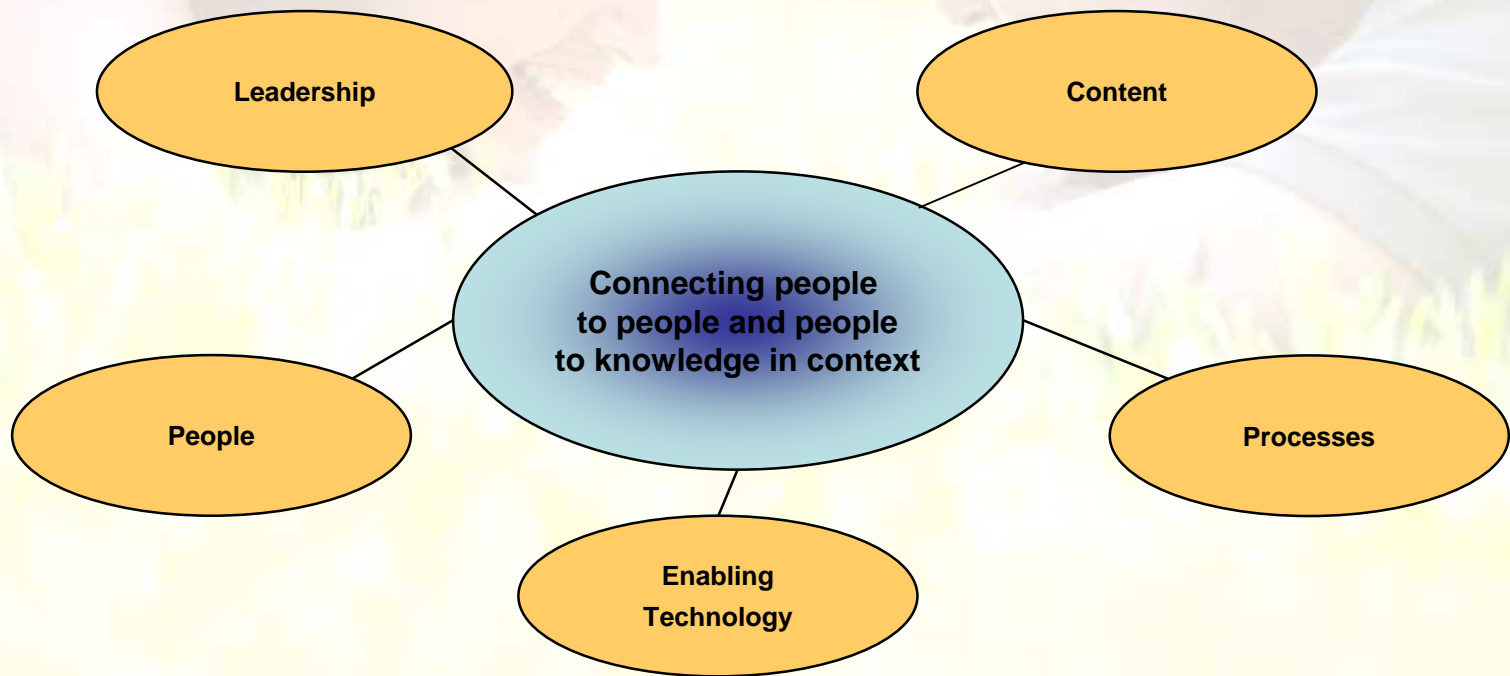
What is knowledge management?

- *Sharing expertise: The capability to effectively share and act on all relevant experience, learnings and information to improve patient care.*
- Nothing additional—we do it now
- Everyone's responsibility
- NOT just an IT system or document repository – these are enablers.

Benefits of KM



How do we get there?



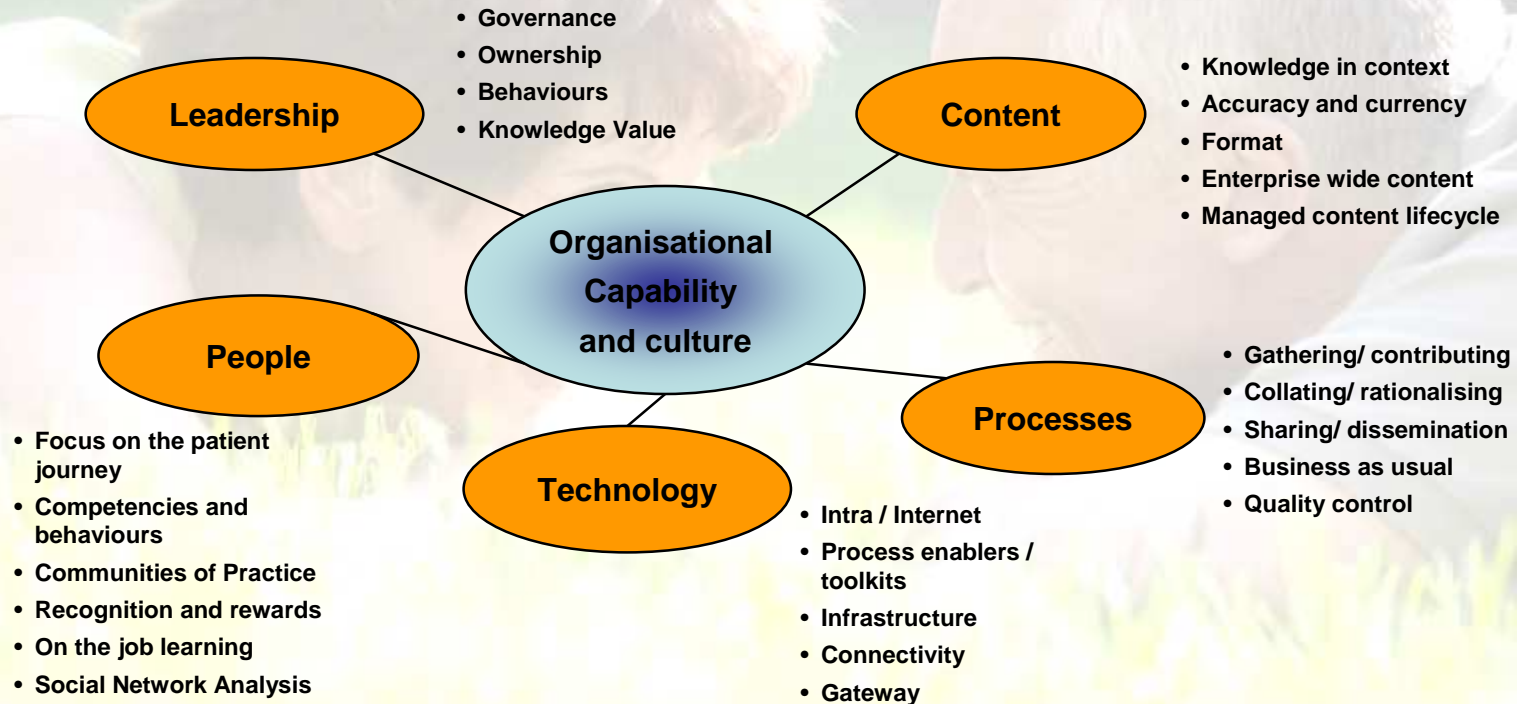


Vision in practice – we understand what knowledge is needed to make effective decisions

- ***People – collaborative, learning culture and behaviours***
- ***Processes – patient-focussed continuous improvement***
- ***Technology – fit for purpose***
- ***Content – current and relevant***
- ***Leadership – clear direction and skilled resources***



Knowledge Management must enable explicit sharing of knowledge



— KM is the strategic and all pervasive capability of an organisation to effectively share and act on all its relevant experience, learnings and information to enhance delivery of patient care

— KM wisdom needs to be applied and used in action to be valuable - focused specifically on "value adding, re-useable processes"

— KM is NOT an IT system or document repository - although technology and document management tools will provide an enabling role



The Reality - NSW Health KM capabilities today

Rated as 'poor' against Australian Standard benchmark

Role

People/
Leadership

Information,
Content and Data

Processes

Technology

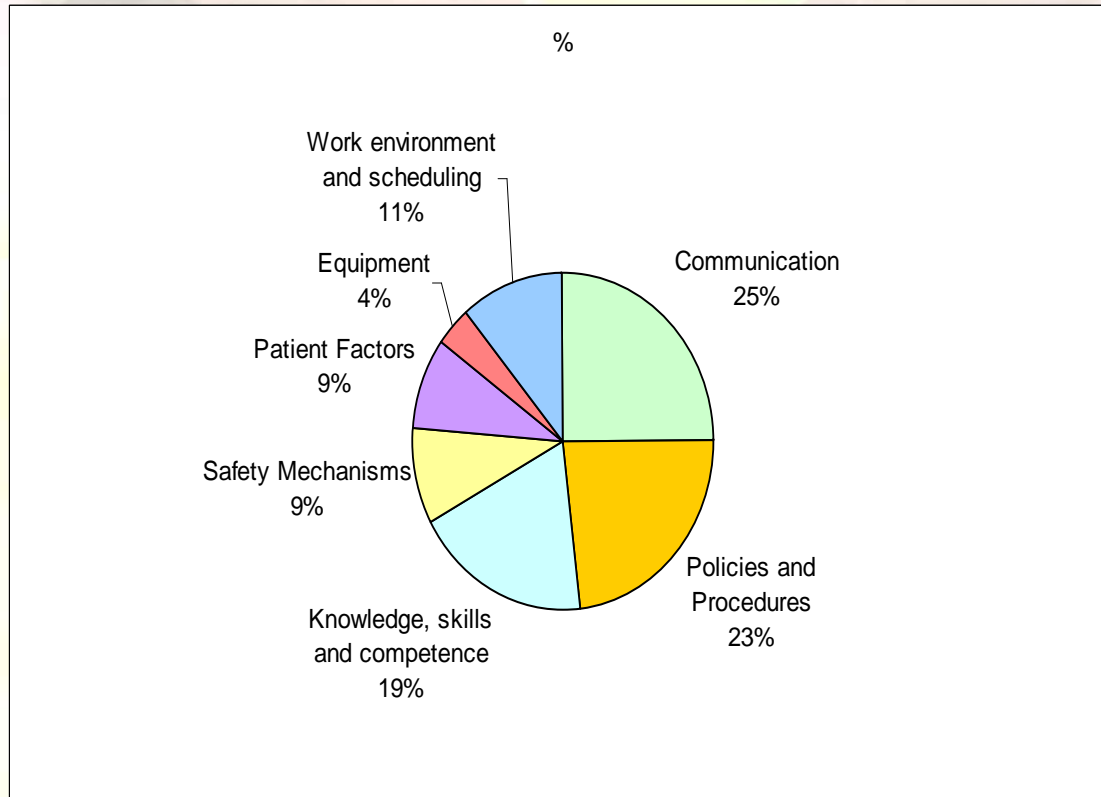
Current State

- Lack of current management support for KM
- Reactive, tribal culture – 'reinvent the wheel' instead of looking to leverage from experience of others
- Silo thinking focused on own areas
- Medical professionals traditionally only 'share by publishing'
- ✓ Many informal 'knowledge connectors' exist
- ✓ Willingness of staff at all levels to collaborate/ share wisdom
- ✓ Example communities of practice – time to participate is an issue
- Telephone directories, telephone and e-mail
- Word of mouth referrals
- Personal files
- ✓ Clinician's toolkit
- Ad hoc analysis of processes
- White papers and ad hoc reports
- ✓ CEC activities can be leveraged – domino effect
- ✓ Annual NSW Health Awards for thought leadership
- CIAP, ARCHI - navigation, taxonomy issues
- Use of Google for searching and reliance on accuracy of content – other facilities poor
- Existing databases



KM can be an enabler for high quality, safe clinical practice

Research into serious incidents indicated that lack of communication, incomplete knowledge of up-to-date policies and processes and lack of knowledge, skills or competence were contributory causes in > 66% of all incidents in 2004.



SAC1 Incidents

Source: Patient Safety and Clinical Quality Program: Report 2004/5



Current Tools: ARCHI and CIAP

- Complement each other
- CIAP supports evidence based practice at point of care – literature, journals
- ARCHI provides practical tools for innovation - toolkits, models, guidelines, lessons learned, discussion groups.

Helping you to make better decisions.



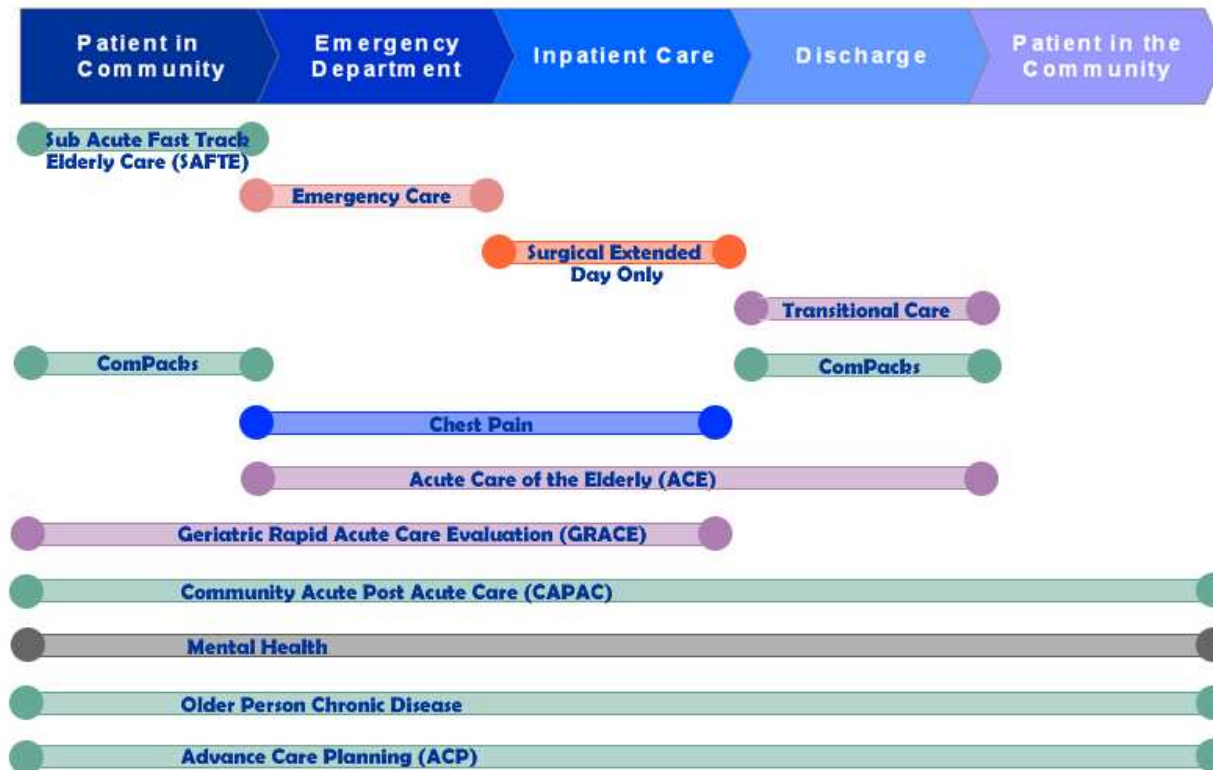
Models of Care

ARCHI - Models of Care - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://www.archi.net.au/e-library/build/moc>

Access the Models of Care



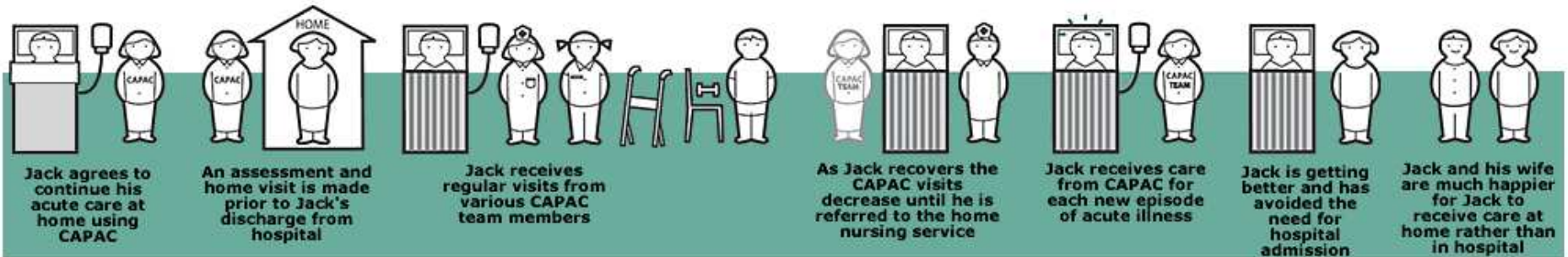
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You are here : [E-Library](#) » [Building Blocks for Clinical Redesign](#) » [Models of Care](#) » [CAPAC](#)

Community Acute/Post Acute Care (CAPAC)

Under the CAPAC Model of Care, selected types of acute/post acute care are delivered to suitable, consenting patients at their home as an alternative to inpatient (hospital) care.



[Download the CAPAC Model of Care pdf \(2M\)](#)

[About CAPAC](#)

What is CAPAC and why use it?

[Implementing CAPAC](#)

Guidelines, tools and hints to implement CAPAC

Contacts – to find out more about CAPAC

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The Knowledge Gateway

www.knowledge.health.nsw.gov.au

NSW HEALTH Knowledge Gateway

www.knowledge.health.nsw.gov.au

Contact us | Help

Search >>

Welcome to the new Knowledge Gateway!

This is your **first step** to searching important health resources including journals, events and other information.

Search using the powerful **search engine above** or just click on the **links below to access individual sites**.

Calendar

July 2006						
Mo	Tu	We	Th	Fr	Sa	Su
* 26	27	28	29	30	1	2
* 3	4	5	6	7	8	9
* 10	11	12	13	14	15	16
* 17	18	19	20	21	22	23
* 24	25	26	27	28	29	30
* 31	1	2	3	4	5	6

submit event

GO DIRECTLY TO A SITE IN THE GATEWAY

- Australian Resource Centre for Healthcare Innovation (ARCHI)
- Clinical Information Access Program (CIAP)
- NSW Health Quality and Safety
- Greater Metropolitan Clinical Taskforce (GMCT)
- Clinical Excellence Commission (CEC)
- Cancer Institute NSW
- Australian Commission on Safety and Quality in Healthcare
- Department of Health and Ageing
- HealthInsite
- Institute for Healthcare Improvement (IHI)

Feedback



Contact us with your comments, questions and suggestions

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NSW HEALTH

Clinical Services Redesign Program



What is the Knowledge Gateway?

- Simple and searchable one-stop-shop for acquiring knowledge
- Provides access to resources that support clinical best practice and redesign
- Internet site available to anyone, anywhere 24/7/365



Knowledge Gateway benefits

- Portal website that allows users to search across multiple health-related sites which hold a variety of tools and resources to support innovation and system redesign
- Sophisticated search engine that intuitively guides users in searching varied and complex websites
- Search technology that has the potential to support other NSW Health websites in future



Future phases

- The Knowledge Gateway will continue to grow
- Sites to be added in future phases include:
 - NSW Health internet site
 - Area Health Service internet sites
 - Other States and Territories Health Department internet sites



KM Program Delivery Strategy - principles

- Recognising that effective KM in an organisation starts with people – focus on :
 - establishing effective Governance and visible leadership/ support for delivery
 - illustrating desired behaviours at all levels of staff, and including positive incentives to participate and actively share learnings
 - communicating clearly and frequently on the targeted benefits to the individual and to patients – and the actual outcomes
 - ensuring content is accurate reflecting better practices
 - implementing technology to support people
 - measure and communicate results to illustrate the benefits to the individual as well as to the organisation.



KM Delivery Program Objectives

<i>Leadership – clear direction and skills</i>	Provide an appropriate governance forum for developing knowledge capabilities including leadership, skilled resources and investment
<i>People – a collaborative culture</i>	Create a culture of knowledge sharing through describing and rewarding significant changes in staff values, behaviours and participation for CSR participants
<i>Processes – Patient focussed</i>	Establish and support the social and technical processes for learning to improve patient journeys, including links to other national and international clinical redesign programs
<i>Content – current and relevant</i>	Improve the quality and currency of NSW Health information and data
<i>Technology – fit for purpose</i>	Develop better practice systems for identifying and capturing knowledge and disseminating learnings Provide tools which allow NSW Health staff to make better decisions in their work, and to contribute their 'wisdom' for use by others



More than just technology

What are you doing already to manage knowledge to help decision making for patient care/project delivery?

What can you do today to better manage knowledge in your area?