

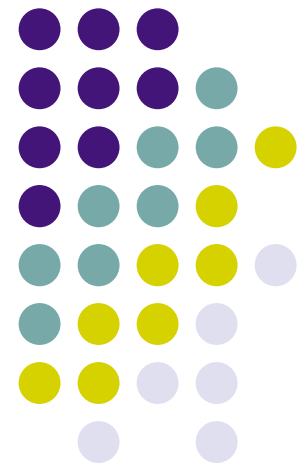


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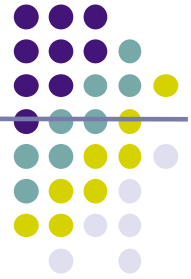
# Knowledge Management: A New Strategy to Drive Organizational Quality Improvement

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*Albuquerque Quality Network*  
Thursday, July 28, 2011



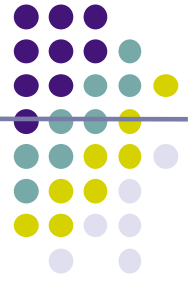
[www.ZPM1.com](http://www.ZPM1.com)



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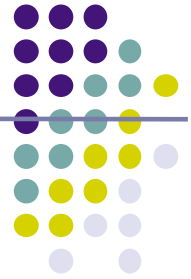
## Key concepts

- Knowledge management is an ill-defined yet important learning mechanism organizations should implement to support and inform quality improvement.
- Knowledge management is more about culture than technology
- Knowledge management benefits from a team-approach to designing and launching a sustainable initiative.
- Knowledge management requires a sustainable strategy, resources and leadership support to succeed



# Genesis of my thinking

- Connection with patient safety and quality improvement work
- Interest in identifying **NEW** roles for librarians in the hospital environment
- Application of a corporate concept to knowledge management in health care
- Recognition of the role of organizational culture in knowledge sharing

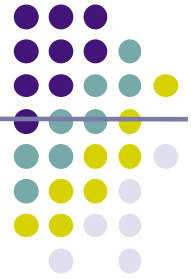


# Part I

## Knowledge Management

- Context
- Orientation

# Shared knowledge: fuel for high velocity



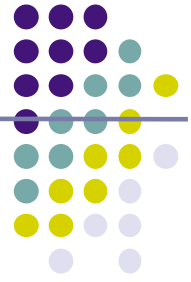
Organizations .... depend on their ability to accumulate useful knowledge more quickly than their competitors.

They need to see where:

- Knowledge is needed
- How to generate new knowledge
- How to share that knowledge so the function of the individual is combined with the experience of others.

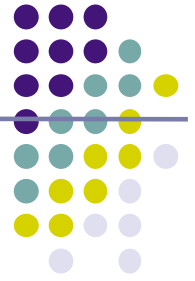
# Baldrige: Requires managing organizational knowledge

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**Best practice:**  
In a learning organization knowledge is currency, which is why a learning organization has processes for collecting and transferring knowledge and identifying, sharing and implementing best practices.

Baldrige Criteria:  
4.2 How to  
manage  
knowledge  
assets.  
2011-2012  
Criteria for  
Performance  
Excellence

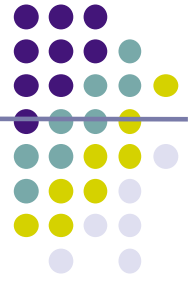


# Introductions

- Break into pairs / if possible with someone you don't know
- Spend 5 minutes discussing the question with your partner
- What two words would you use to describe “what knowledge is” after sharing your stories?

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# “Build on your experiences”



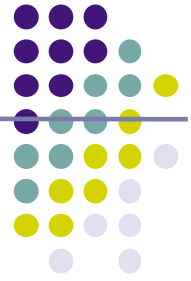
Tell a quick anecdote about a time when you felt you were able to share “knowledge” that helped someone make a decision that lead to action.

- We’ll collect terms to see if we get synergies
- Take note: we’ll use the stories again!

# What is KM?

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## Good Question!

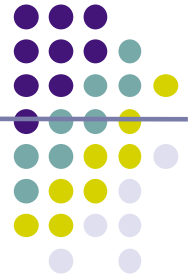


Knowledge management (KM) is a process that enhances organizational performance by explicitly designing and implementing **tools, processes, systems, structures** and **cultures** to improve the creation, sharing and use of different kinds of knowledge (human, social and structural) that are critical to decision making.”

DeLong D,  
Fahey L.  
Diagnosing  
cultural  
barriers to  
knowledge  
management.  
Acad  
Manage Exec  
2000;  
14:113-127.

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# Terminology

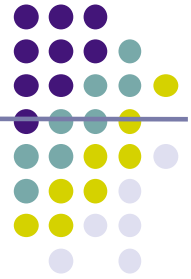


Knowledge: “What the knower, knows.<sup>1</sup>”

- Data
- Information
- Knowledge
  - >Explicit
  - >Tacit
- Understanding
- Wisdom

1. Davenport TH,  
Prusak L. Working  
Knowledge: How  
Organizations  
Manage What  
They Know.  
Boston, MA:  
Harvard Business  
School Pres;  
1998.

Russell Ackoff hierarchy serves as an interesting  
place to start ...



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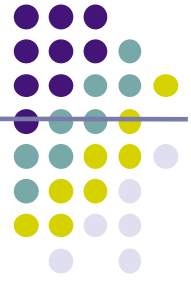
## Use of terms / different contexts

Problems with lack of a mental model around terms and reliance on jargon can hijack process, stall implementation and derail sustainability

- Knowledge
- Data
- Information
- Evidence
- Communication

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# Orientation concept: its about connections



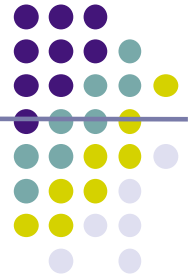
Prusak:

“**The future** is in connecting people and helping them find one another, rather than in capturing resources.”

- Dialogue
- Silo deconstruction
- Not about place

Build on what the “knower knows”

Prusak. Info  
Outlook Dec  
2009; pg 11

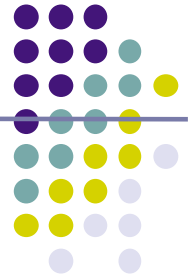


## Orientation concept: tacit resources

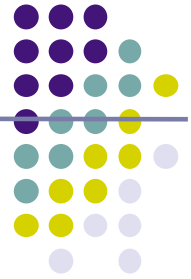
- Not about “stuff”
- What we carry around in our heads
- Building functionality around identifying and sharing what we, our colleagues and our organization “knows.”

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# Orientation concept: culture




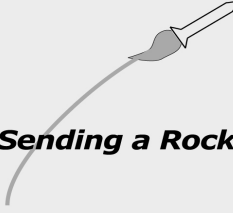

- Boundary spanning
- Starting local to reflect how “things are done here” / Culture eats strategy for lunch ...
- Trust & transparency
- Contributions of all to empower all
- Belief in the power of the concept

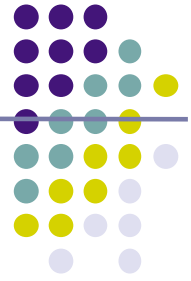


# Orientation concepts

- Innovation and spread
- Complexity theory

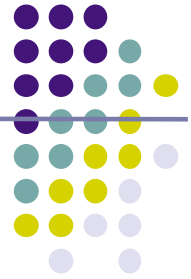
used with permission from Keith McCandless (2009) and Barbara Zimmerman (2006).

SIMPLE	COMPLICATED	COMPLEX
<p><i>Following a Recipe</i></p> 	<p><i>Sending a Rocket</i></p> 	<p><i>Raising a Child</i></p> 
The recipe is essential	Rigid protocols or formulas are necessary	Protocols have a limited application
Recipes are tested to assure easy replication of success	Sending one rocket increases assurance of future success: key elements are identical	Raising one child provides experience but no assurance of future success
No particular expertise is required (cooking skills can improve the success rate)	High levels of expertise in a variety of fields are necessary for success	Expertise can contribute but is neither necessary nor sufficient to assure success
Recipes produce standardized, predictable results every time	Rockets are similar as there is a high degree of outcome predictability	Every child is a unique individual with unpredictable "outcomes"



## Part II - Taking action

- KM elements
- Let's get real!
- Let's get started!
- Recap and close



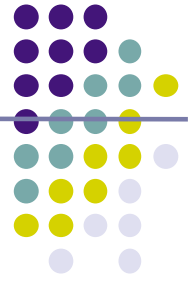
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## KM element: culture

- Systems thinking
  - Peter Senge
- Learning organization
- Willingness to learn from failure, share success
- Leadership engagement
- Value in everyone's contribution and knowledge

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## KM elements: culture

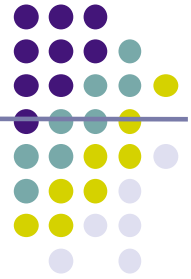


“... it remains important to **recognize the benefits of backstage knowledge sharing**. These not only relate to collective sensemaking, and situational awareness ... but in offering emotional support to staff, informing change, and in reinforcing professional norms.

Waring JJ,  
Bishop  
S. “Water  
cooler”  
learning.  
J Health  
Organ  
Manag.  
2010;24:32  
5-342.

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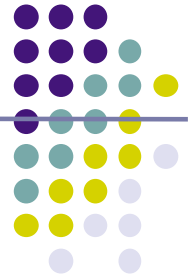
## KM elements: strategies



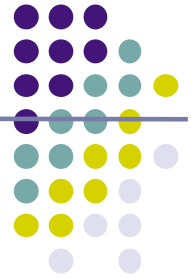
- Meetings
- Collaborative projects
- Embedded experts
- Management engagement / unit level
- Communities of Practice (CoP)

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# KM elements: systems and structures



- Story dissemination
- Systems needed to
  - Find;
  - Adapt and apply; and
  - Measure impact of “lessons learned”
- Knowledge retention

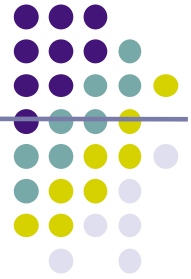


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## KM elements: processes

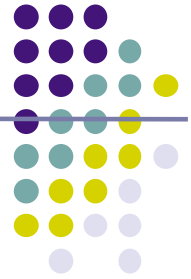
- Story dissemination
- Peer-to-Peer interaction
- Knowledge and information: what is known, where are gaps?
- Measurement and audit
- Feedback

# Knowledge transfer processes: one concept



Nancy Dixon author of *Common Knowledge* looks at 5 processes for transfer of knowledge gained by teams:

- Serial transfer
- Near transfer
- Far transfer
- Strategic transfer
- Expert transfer

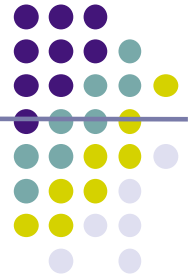


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## KM elements: tools

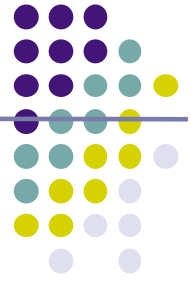
- Social Media
- Email discussion groups / listservs
- You Tube (ie audio and visual capture)
- Organizational knowledge repositories
- Knowledge maps

# Get real! Barriers to KM ...



- Time
  - Do you have the time to “halve” the time?  
(Collison Parcell, 2004)
- Hierarchy
  - Can dissolve your resolve
- Lack of culture change orientation
- The romance of technology
  - Dreaded “shared directory”
  - Let’s build a wiki!
- Org doesn’t nurture cross-discipline communication
- Doesn’t fit with “daily work”
- ROI difficult to calculate
- Lack of shared responsibility / personal commitment

from:  
Zipperer L.  
Knowledge  
Sharing in  
Hospitals.  
Chapter in:  
MLA Guide  
to Hospital  
Library  
Management  
2011.



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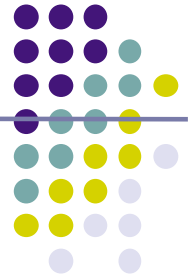
## Baldrige: Common Knowledge Management challenges

- The right information is either not collected or is not distributed to the right people when it can be useful
- Knowledge is lost when employees leave the company
- No processes exist to identify the organization's knowledge assets or to collect and use that knowledge
- The organization does not pursue, value or share best practices

Baldrige Criteria:  
4.2 How to  
manage  
knowledge  
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2011-2012  
Criteria for  
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Excellence

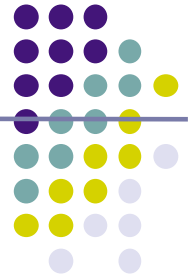
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# Get started !



1. Determine need
2. Build a cadre of champions
3. Pull together a multidisciplinary team
4. Align with the mission
5. Determine opportunities for improvement
6. Build a process that works for all
7. Be flexible
8. Demonstrate knowledge sharing behaviors
9. Be realistic
10. Use metrics that translate impact
11. Facilitate the learning for both the org and teams
12. Highlight importance of culture over technology

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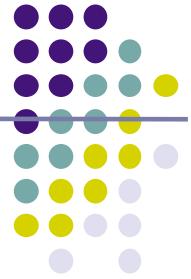
# 1. Determine need

- Listen: stories can be drivers (Waring and Bishop, 2010)
- Conduct group interviews and / or focus groups
- Audit an interprofessional set of clients, colleagues and non-users

DID ANYONE HEAR A STORY EARLIER  
THEY COULD USE AS A DRIVER  
FOR IMPROVEMENT AND CHANGE?

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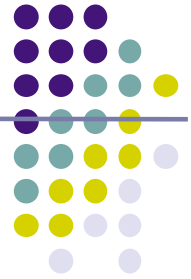
## 2. Build a cadre of champions



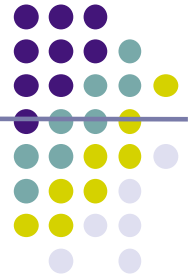
- Engage leadership  
(Davenport and De Long and Beers, 1998).
- Develop and seek opportunities to explore knowledge sharing concepts with others.
- Network with HR, leadership, information technology, front line experts, administrative staff.

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## 3. Pull together a multidisciplinary team



- Build on strengths of group to address culture
- Select the right people / attitude and vision is important!
- Cover skills required
- Enable a group to work together
- Ensure that the customer perspective is represented
- Cross boundaries to enable deeper opportunities for learning and spread (Rangachiari, 2008)



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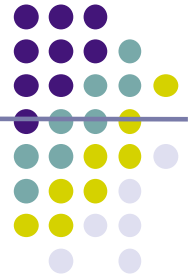
## 4. Align with the mission

- Incorporate goals of other units
- Address larger strategic issues
- Gain leadership and mid-level buy-in

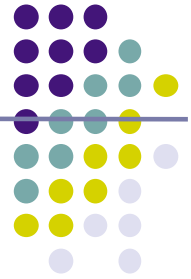
DID ANYONE HEAR A STORY EARLIER  
THEY COULD EASILY ALIGN WITH THEIR  
QUALITY MISSION?

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## 5. Determine opportunities for improvement



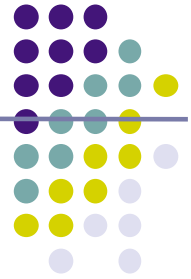
- Assess audit results
- Attend sessions to see systemic “knowledge gaps.”
- Apply systems thinking tools to explore solutions and consider impact
- Employ rapid tests of change to learn about what works and has impact



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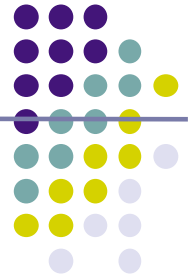
## 6. Build a process that works for all

- Enable a multi-channel strategy (online, phone, internet, face to face)
- Engage leaders (that means you!) and management to demonstrate and support sharing behaviors and processes
- Be sensitive to daily work



## 7. Be flexible

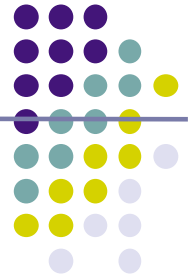
- Create a flexible process and program structure (Davenport, De Long, and Beers, 1998).
- Anticipate it will take time to get established
- Exercise patience



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## 8. Demonstrate knowledge sharing behaviors

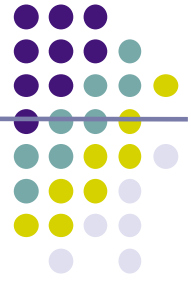
- Participate as both a team member and a manager
- Respond to emails/queries with knowledge, not only with citations and URLs
- Connect people to individuals, not just to materials
- Share what you know in a way that enables exchange and dialogue



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## 9. Be realistic

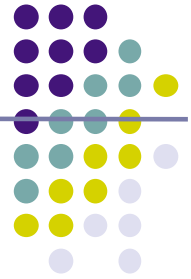
- Define what you mean
- Start small
  - PDSA
  - Unit level
- Test effectiveness
- Consider barriers



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## 10. Use metrics that translate impact

- Map to data efforts the organization is collecting
- Determine what ## speak to leadership
- Test ## in small projects
- Think about how to communicate them from the beginning
- Avoid “analysis paralysis”

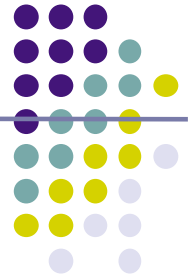


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# 11. Facilitate learning for the organization, unit, and team

- Enable people not only to collect knowledge, but to share it, respond to it, apply it (Gowen III 2009, Jacobson 2008)
- Reward the activity, although do not assume incentives will sustain it
- Think about translation and if the lessons are generalizable
- Take pride in personal contributions

**DID ANYONE HEAR A STORY EARLIER  
THEY COULD APPLY TO QUALITY EFFORTS  
IN THEIR ORGANIZATION?**

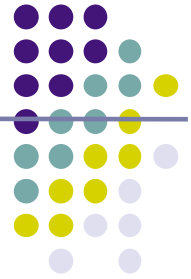


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## 12. Highlight importance of culture over technology

- Facilitate “people” as the conduit for the effort
- Build on learning organization and culture of safety characteristics
- Establish and earn the trust of staff
- Build on established roles to expand access to knowledge and new ideas

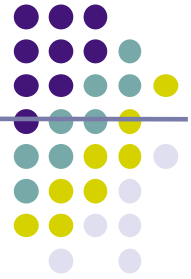
DID ANYONE HEAR A STORY EARLIER  
THAT WAS ENABLED BY A KNOWLEDGE  
SHARING CULTURE?



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## Session recap: what value is this?

- Improves organizational learning
- Expands impact of staff knowledge
- Increases spread of better practice
- Proactively recognizes potential problems
- Supports continuous quality improvement
- Captures knowledge of exiting experts



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We need leaders ...

“If only

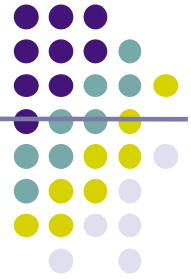
HP knew what HP **KNOWS**,  
we could be three times  
more productive ....”

Lew Pratt, former chief executive, Hewlett Packard.

Garfield S. Identifying objectives. [www.Kmagazine.com](http://www.Kmagazine.com)

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# Continue the conversation



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<http://patientsafetylib.blogspot.com/>

<http://libptsafety.ning.com/>

Knowledge Management: a new strategy to drive organizational quality improvement.

# Knowledge Management: a new strategy to drive organizational quality improvement.

## AQN session: July 28, 2011 - Agenda

### Key Take Aways

- Knowledge management is an ill-defined yet important learning mechanism organizations should implement to support and inform quality improvement.
- Knowledge management is more about culture than technology.
- Knowledge management work will benefit from a team-approach to designing and launching a sustainable initiative.
- Knowledge management requires a strategy, resources and leadership support to succeed.

### Plan for the day

#### Part I – Knowledge management

- Context
- Orientation concepts

#### Part II – Taking action

- KM elements
- Let's get real!
- Let's get started!
- Recap and close

### Attachments

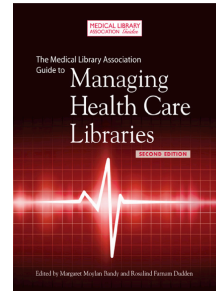
- Getting started
- Related readings

Knowledge Management: a new strategy to drive organizational quality improvement.

## Getting Started: 12 thought points.

from: Zipperer L. Knowledge sharing in hospitals. Chapter in: Bandy M, Dudden R, Eds. *MLA Guide to Hospital Library Management 2<sup>nd</sup> ed.* New York: Neil Schuman; 2011.

1. Determine need
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12. Highlight importance of culture over technology



Knowledge Management: a new strategy to drive organizational quality improvement.

## Some interesting readings ...

\_\_\_ Baldrige Criteria: 4.2 How to manage knowledge assets. 2011-2012 Criteria for Performance Excellence; 2011.

Carroll JS, Edmondson AC. Leading organisational learning in health care. *Qual Safety Health Care*. 2002;11:51-56.

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Li LC, Grimshaw JM, Nielsen C, Judd M, Coyte PD, Graham ID. Use of communities of practice in business and health care sectors: a systematic review. *Implementation Sci*. 2009;4:27.

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