



Knowledge Management Strategy 2013-2017

**“Promoting the management & use of
knowledge for the best patient care”**

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CONTENTS

		Page
1	Executive Summary	4
2	Purpose	5
3	Background	5
3.1	Current context	5
3.2	Best practice	6
3.3	Trust vision and strategic objectives	6
4	Our vision for knowledge management	8
5	Realising the vision	8
5.1	Strategic objectives	8
5.2	High level actions	8
5.3	Critical success factors	9
5.4	Key enablers	9
6	Roles and responsibilities	9
7	Monitoring and compliance	10
8	Summary	10
9	Appendix A: Departmental structure	11
10	Appendix B: Action plan 2013-2014	12



1. Executive Summary

The Knowledge Management Strategy 2013 – 2017 supports the Worcestershire Acute Hospitals NHS Trust's Workforce and Organisational Development Strategy, which in turn helps achieve the Trust's five year business plan.

Our vision is to harness the body of knowledge and exploit it at point of need so that the right information will be available to the right people in the right format at the right time. We believe that the effective management of knowledge and information is essential for the provision of the best patient care.

The strategy has five key strategic objectives:

- To improve the quality and safety of patient care
- To contribute to the creation of a reflective learning culture
- To provide and promote access to the knowledge content base using appropriate technology
- To provide our staff and stakeholders with the facilities and skills to find, share, evaluate, organise and use knowledge and undertake research
- To reduce variation in clinical practice and improve communication between care settings through evidence based care pathways.

To deliver these objectives, the Knowledge and Library Team will:

- Focus on getting information into clinical teams and areas
- Ensure staff have access to the knowledge base that provides right information at the right time
- Work collaboratively with higher education and the public sector
- Seek out opportunities to develop pathways that can streamline services, share knowledge and reduce variation
- Provide training to staff to utilise and maximise access to information at the point of care.
- Assist in the creation of document management systems to enable effective retrieval of core documents, guidelines and policies.

The Trust Board will oversee the implementation of the strategy with the Director of HR accountable for its delivery and the Workforce Committee will monitor the action plan which will be revised annually.



2. Purpose

The aim of the Knowledge Management Strategy 2013 – 2017 is to support the Worcestershire Acute Hospitals NHS Trust's Workforce and Organisational Development Strategy, which in turn helps achieve the Trust's five year business plan.

Knowledge Management has been defined as involving the transformation of unconnected data or information into meaningful and connected knowledge, and efficiently connecting those who know with those who need to know. It is a vehicle for organisational development and it is essential for evidence informed practice in healthcare.

Information, Knowledge and Libraries are vital to ensure Worcestershire Acute Hospitals NHS Trust is a world class organisation. This strategy will help develop an organisation that can provide the best patient care based on the best available evidence. Through Knowledge and Libraries the Trust can ensure it has a professional, skilled evidence-based workforce. An environment can be provided that supports a strong leadership culture and fosters professional development, whilst keeping patients at the centre of everything we do.

3. Background

3.1 Current context

3.1.1 The report of the High Level Group on clinical effectiveness (Sir John Tooke, 2007) emphasises the need for clinical decision making to be based on evidence based practice.

“There is a need for clinicians to critically appraise, understand and be able to use the results of evidence-based implementation.

In general, evidence-based medicine skills are still absent or poorly developed in much of clinicians' education work-stream to identify inappropriate interventions”.

3.1.2 The report of a national review of NHS library services in England: from knowledge to health in the 21st century (Prof. Peter Hill, 2008) identified the following key themes and roles for the NHS Library Services of the future:

- Clinical decision making that is not informed by the best available evidence may lead to harm or death.
- Library and knowledge services are therefore part of the core business from top to bottom in NHS organisations.

Library services in the NHS should support:

- Clinical decision making by patients, their carers as appropriate, and health professionals
- Commissioning decision making and health policy making
- Research
- Life-long learning by all NHS staff

The Hill Report also established the concepts of Chief Knowledge Officer and Team Knowledge Officer.



- Chief Knowledge Officers are Board level directors who are passionate about the importance of making full use of an organisation's knowledge for the benefit of patient care and service improvement. They lead the development, management and sharing of knowledge within the NHS and partner organisations to maximise its use in supporting the improvement of patient care.
- Team Knowledge Officers have responsibility for ensuring the effective input of evidence to enable the team to function properly.

3.1.3 The NHS health & well-being review: interim report (Boorman, 2009) emphasised the importance of having an adequately skilled workforce with knowledge of and access to high quality and up to date evidence:

"It is important that the evidence base on effective treatments is strengthened. As important, however, is the dissemination of information and research findings on a systematic and comprehensive basis."

3.1.4 High quality care for all (Darzi, 2008). The Darzi report recommended that Clinicians should use the evidence-base to inform their practice, and the importance for all staff to keep knowledge and skills up-to-date

3.1.5 Improving patient care – meeting the NHS challenge to improve quality and productivity through innovation in library and knowledge services (*The West Midlands Framework: Library and Knowledge Services 2010-2015*) This Framework has been developed in order to demonstrate the role of library and knowledge services in improving quality and value for money in the West Midlands and to consider their development. Within these broad concepts, eight principles have been agreed:

- Improving the quality and safety of health services and reducing and avoiding errors and risks.
- Focusing on the agenda to prevent ill health in order to deliver best value.
- A high quality workforce who are fit to practice and innovative in approach.
- Sharing of knowledge and information on new approaches and good practices across the West Midlands.
- Quality improvement is at the centre of ongoing delivery and development of library and knowledge services.
- Modernisation through innovative practices and new ways of working.
- Efficient use of resources to support effective delivery and to demonstrate value for money.
- Fostering partnerships working across the West Midlands health economy.

3.2 Best Practice

The West Midlands Framework (paragraph 3.1.4) demonstrates best practice for library and knowledge services in the region. It supports the national NHS Library Quality Assurance Framework (LQAF) which was published in April 2010. Our self assessment for 2012 was verified against this framework as 84% compliant.

This strategy needs to be implemented Trust-wide. Success is dependent on all members of staff understanding the importance and value of high quality information and knowledge and the direct impact this has on patient care.

3.3 Trust Vision and Strategic Objectives

Title		
WAHT-code	Page 6 of 13	Version 1.3



The Trust is currently undergoing a joint services review in conjunction with Worcestershire Health & Care NHS Trust and the Clinical Commissioning Groups. A longer term strategy and integrated business plan will be put in place following completion of the review. Currently the Trust's Annual Plan 2013/14 brings together clear joined up detail and narrative on risks, activity, finance, workforce, quality and strategy. The annual plan is aligned with the plans of local commissioners and with regional and national priorities.

The Trust's strategy for Workforce and Organisational Development focuses on meeting the challenges of the Government's commitment to staff engagement which has been proved to achieve better outcomes for patients and better use of resources. The Workforce and Operational Development Strategy will be advanced through four key goals:

- Harnessing team and Trust spirit
- Transformational leadership
- Health and wellbeing – promoting a healthy and productive workforce
- Excellence in workforce innovation, training and transformation

The achievement of excellence in workforce innovation will be achieved through

- Safe practice through mandatory and statutory training
- Managing pay costs, annual recruitment plans and talent pools
- Developing workforce flexibility
- Workforce data analysis
- Process transformation: supporting the digital agenda through multi media
- Learning and development strategy, IT training and knowledge management.

The Trusts Annual Plan 2013/14 sets out how the Trust will deliver further improvements in quality, safety and patient's experience of care across the Trust. The vision by 2018 is for the Trust to be:

- Known for driving improved outcomes through clinical centres of excellence, innovation, enhanced research / development and application of new technologies
- Known for a skilled, compassionate and committed workforce that embraces customer service, where decisions are informed by relevant accessible information.
- Actively working in partnership and contributing to the delivery of the wider health and social care economy strategy

The Annual Plan has 18 objectives. The following relate to Knowledge Management and Libraries

- Reduce unwarranted clinical variation
- Engage and empower staff
- Develop transformational clinical leaders
- Ensure a fit for the future workforce
- Develop our staff
- Enhance staff health and wellbeing
- Improve our ICT and information
- Strengthen partnership working and seek opportunities for alliances



4 Our Vision for Knowledge Management

Worcestershire Acute Hospitals NHS Trust is committed to using knowledge management to support its overarching Workforce and Organisational Development Strategy.

Our vision is to harness the body of knowledge and exploit it at point of need so that the right information will be available to the right people in the right format at the right time. We believe that the effective management of knowledge and information is essential for the provision of the best patient care.

Individually and collectively we will:

- Recognise the value of knowledge
- Use and share knowledge for the benefit of the local health economy as a whole
- Be equipped and skilled at exploiting and contributing to the Worcestershire NHS knowledge base
- Store information and extract and use knowledge cost effectively
- Consider the evidence base before making decisions
- Be effective as a learning organisation, learning before, during and after doing.
- Reduce variation in clinical practice and improve communication between care settings through Care Pathways.

Our vision relies upon Trust commitment to the following:

- Improving quality of care by referral to the evidence base
- Creating a reflective learning culture
- Research being embedded within the core business
- Developing the talents of all staff
- Working with partners
- The use of innovative information and communications technology

5 Realising the Vision

5.1 Strategic objectives

This strategy has five key strategic objectives:

- To improve the quality and safety of patient care
- To contribute to the creation of a reflective learning culture
- To provide and promote access to the knowledge content base using appropriate technology
- To provide our staff and stakeholders with the facilities and skills to find, share, evaluate, organise and use knowledge and undertake research
- To reduce variation in clinical practice and improve communication between care settings through evidence based care pathways.

5.2 High Level Actions

- Facilitate access to the best evidence and quality resources to support evidence-based decision making
- Support clinical teams and contribute to clinical effectiveness and the development of clinical guidelines, audit and care pathways.
- Establish a role in the delivery of high quality information to patients and the public.



- As part of the multi-disciplinary education infrastructure within the Trust, work towards enabling an information literate workforce.
- Support the development of new learning practices within the organisation.
- Work in partnership with colleagues to facilitate the capture and organisation of corporate knowledge
- Facilitate horizon scanning to help the Trust to prepare for future developments and innovations.
- Undertake collaborative procurement of resources and streamline services where cost effectiveness and value for money can be demonstrated.
- Work in partnership across organisations and sectors to enable patients and the public to have the skills and resources to access high quality information.
- Provide physical and virtual library services across the county from key sites.
- Work with trust teams to ensure an effective document management system is provided
- Provide an environment and support system for staff to undertake e-learning.

5.3 Critical Success Factors

There are a number of critical success factors that will determine the success of the KM Strategy:

- Investment in knowledge resources and the infrastructure to enable their management.
- Successful restructuring of the KM Department to refocus on key objectives
- Development of KPIs which will show level of achievement of identified goals
- Effective leadership of the KM Team

5.4. Key Enablers

To mainstream the strategy, the following are considered critical:

- Board support and endorsement
- Greater understanding of the importance of effective knowledge management
- Working with other departments and partners with common understanding
- Promotion of the concepts, aligning the strategy with the Trust's vision
- The development of a workable action plan that is owned by its implementers.
- Service Level Agreements with partners to enable service development, including the development of care pathways.
- IT support.

6. Roles and Responsibilities

- The Trust Board will oversee the implementation of the strategy with the Director of HR accountable for its delivery
- The Workforce Committee will monitor the action plan developed from this strategy
- The Head of Knowledge Management will
 - Produce an annual action plan
 - Constitute a means for Chief Knowledge Officers (CKOs) and other stakeholders to steer the development of the Knowledge Management agenda.
 - Provide analysis and statistical reports to CKOs and the Workforce and Organisational Development Group that identify progress against objectives
 - Review and identify funding streams, seek collaborative purchasing agreements and ensure value for money when selecting resources.



- Enhance external relationships with the public and academic sector.

The Knowledge and Library Team will

- Focus on getting information into clinical teams and areas
- Ensure staff have access to the knowledge base that provides right information at the right time
- Work collaboratively with higher education and the public sector
- Seek out opportunities to develop pathways that can streamline services, share knowledge and reduce variation
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- Assist in the creation of document management systems to enable effective retrieval of core documents, guidelines and policies.

7. Monitoring and Compliance

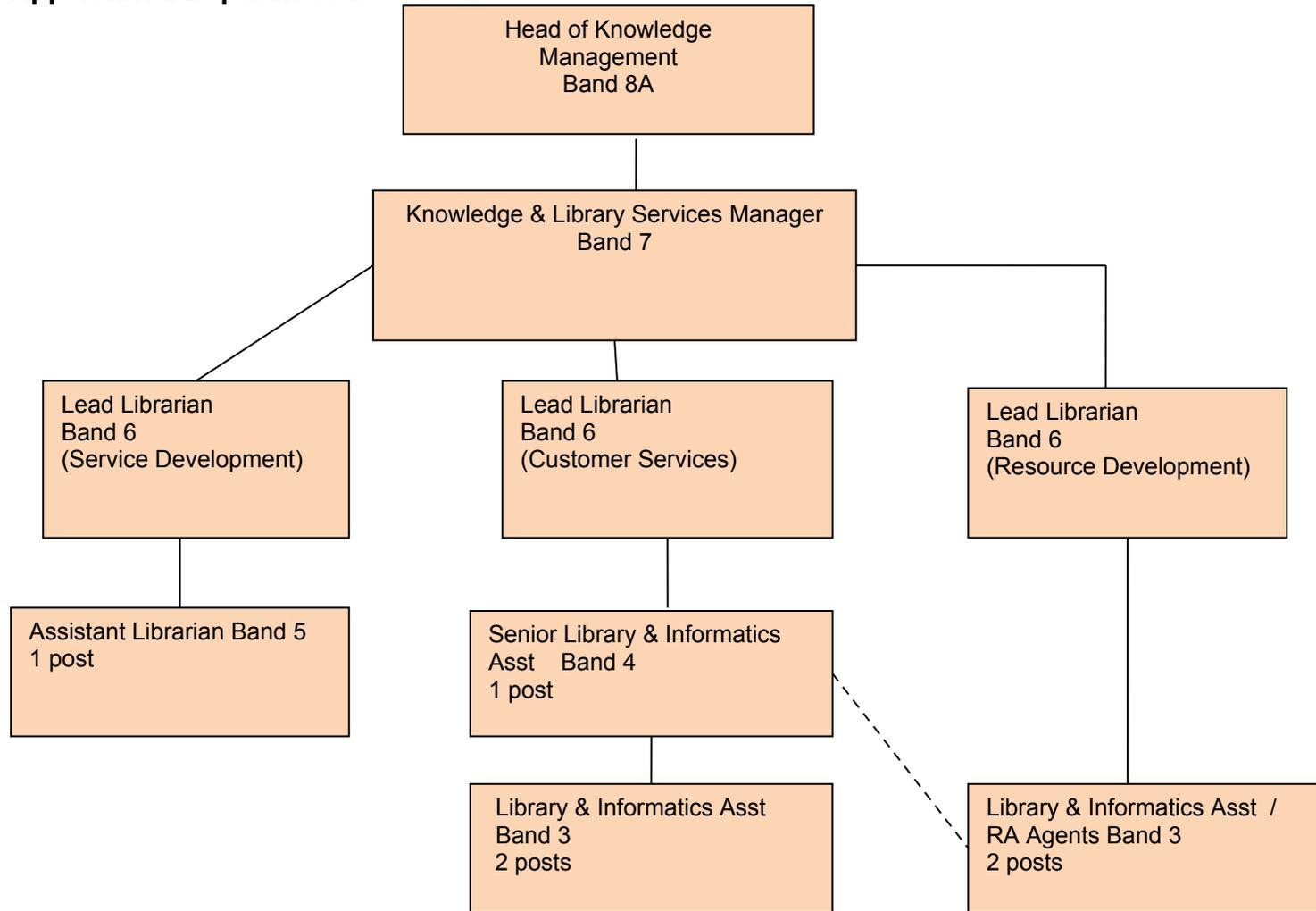
- KPIs relating to the strategic objectives will be agreed and reported to the Workforce Committee quarterly
- Further impact studies will be carried out
- Implementation and regular review of the action plan
- Adherence to LQAF criteria will be collated and analysed

8. Summary

The Knowledge Management Strategy identifies the importance of knowledge and information and emphasises the use of the best available evidence to inform decision making which results in better patient care.



Appendix A. Departmental Structure





B. 2013/14 Action Plan

Objective 2013-2017	High Level Action	Actions 2013-14	Action	Date	Notes
1. Improve quality & safety of patient care.	1.1 Support clinical teams & contribute to clinical effectiveness & the development of clinical guidelines, audit and care pathways	1.1.1 Forge links with Research and development, clinical audit, medicines Information.	NS	Dec 2013	Links have already been established with WH&CT. Explore creating a publications database (NS and LVH)
	1.2 Work in partnership across organisations and sectors to enable patients and the public to have the skills and resources to access high quality information.	1.2.1 Continue to work with partners to provide Books in Prescription	MR	ongoing	MR chairs BOP implementation team
		1.2.2 Investigate ongoing work with partners to compile & update information such as the Stroke Handbook	RB	July 2013	Re-establish contact & investigate funding
2. Contribute to the creation of a reflective learning culture.	2.1 Support the development of a reflective learning culture in the Worcestershire Health Economy	2.1.1 Establish links with the Worcestershire Health & Care Trust/ CCGs/ Ambulance Trusts/ County Council to reform CKO's Forum or similar stakeholder committee	MR/ NS	July 2013	CKO for WAHT is Bev Edgar; WH&CT Sandra Brennan. Update SLAs.
		2.1.2 Continue promoting the use of knowledge resources by circulating books and journals targeted to specific wards and departments.	JB/DC	May 13-Mar 14	Book boxes deposited with Ward 10 at ALX; renal Dialysis unit at KH. Print journals circulated at KH. Extend service to WRH and other units at ALX & KH
		2.1.3 Support literacy and	JB	Dec.	6 book challenge underway. NS to investigate

