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Knowledge Management: the Bridge between Information and Best Practice

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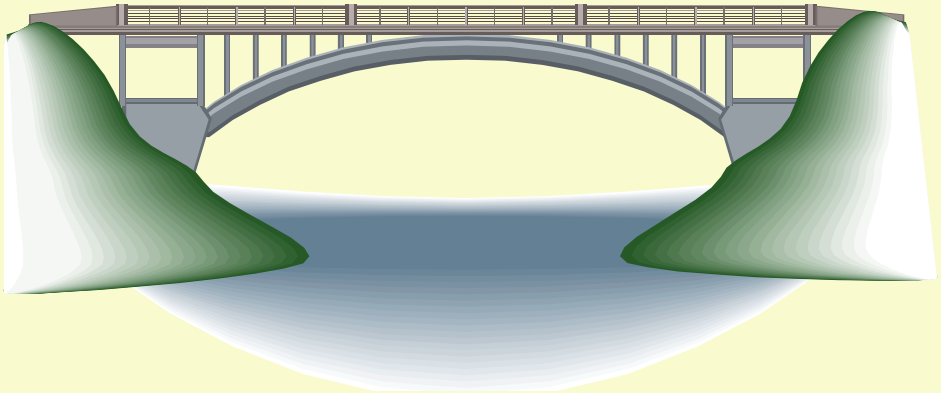
Knowledge Management: the Bridge between Information and Best Practice



Midwest Chapter, MLA/IHSLA
Annual Meeting
Indianapolis
October 9, 2011

Beth Israel Deaconess Medical Center
A teaching hospital of Harvard Medical School

Today's Talk

1. Background: How we got here.

BIDMC (Once upon a time…)

NN/LM NER (In the meantime…)

[questions]

2. KM: What is it and why is it good for us?

[questions]

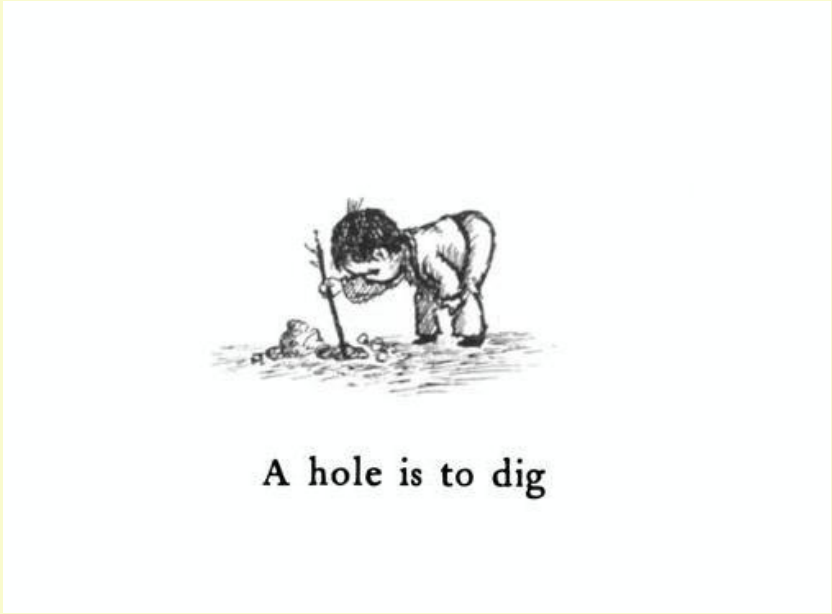
3. The KM Initiative in New England

4. Conclusion / Questions

Once upon a time…

"A hole is to dig."

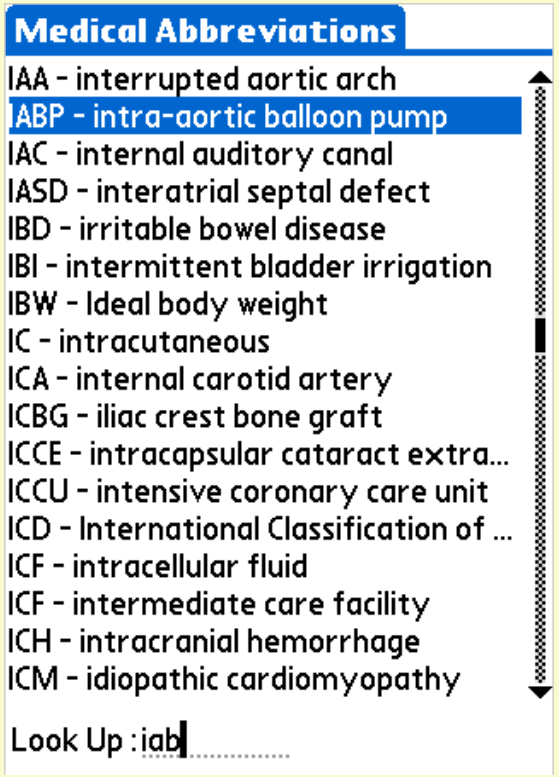
Ruth Kraus *Children's Author (*1901-1993)



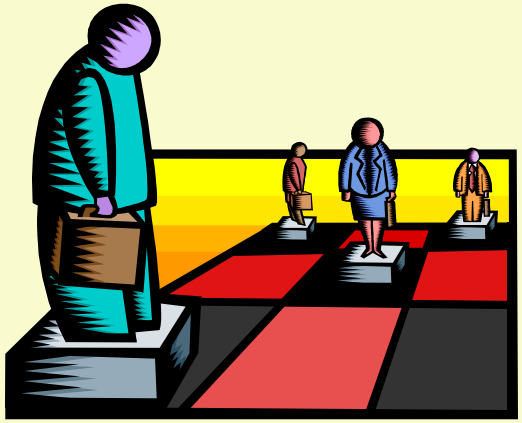
How do we find and fill in the holes?

Example #1:

Medical Abbreviations



The Strategy:



The Outcome

- Standards & Procedures*
- Database of Approved Abbreviations
- Conference Presentation
- AHIMA Publication

*Patient Safety initiative

How do we find and fill in the holes?

Example #2: Informed Consents

The Strategy:

- Invitations:
  - ✓ Legal Department
  - ✓ Risk Management
  - ✓ IRB
  - ✓ Community Benefits
  - ✓ Interpreter Services

- Planning meetings, creating slides, rehearsals, applying for CME and Nursing Units

The Outcome

Present

Consenting Adults:
An Informed Consent Workshop

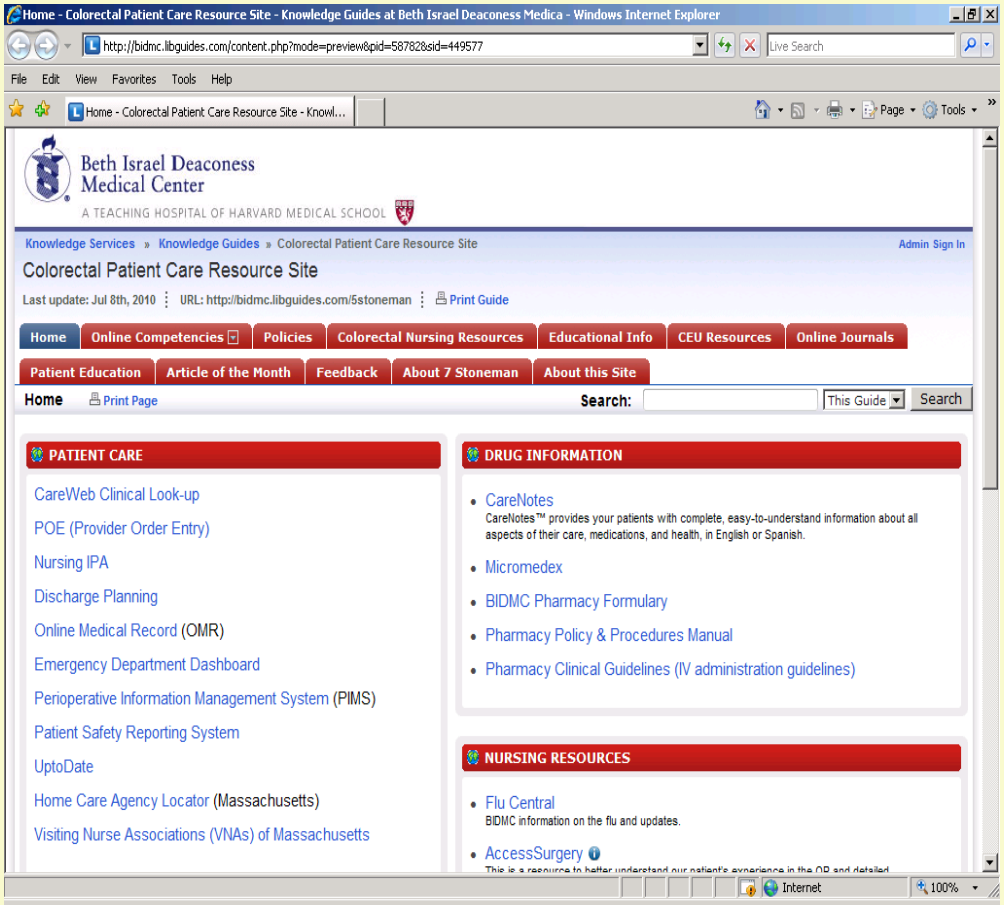
How do we find and fill in the holes?

Example #3: Nursing Portal

The Strategy:

- Build a team
- Survey needs
- Select a tool
- Develop the tool
- Survey for feedback
- Measure usage
- Monitor

The Outcome

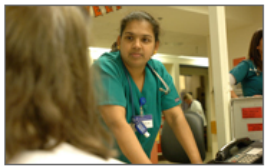

Home - Colorectal Patient Care Resource Site - Knowledge Guides at Beth Israel Deaconess Medica - Windows Internet Explorer
http://bidmc.libguides.com/content.php?mode=preview&pid=58782&sid=449577
Live Search
File Edit View Favorites Tools Help
Home - Colorectal Patient Care Resource Site - Knowl...
Page Tools
Beth Israel Deaconess Medical Center
A TEACHING HOSPITAL OF HARVARD MEDICAL SCHOOL
Knowledge Services » Knowledge Guides » Colorectal Patient Care Resource Site
Admin Sign In
Colorectal Patient Care Resource Site
Last update: Jul 8th, 2010 URL: http://bidmc.libguides.com/5stoneman Print Guide
Home
Online Competencies
Policies
Colorectal Nursing Resources
Educational Info
CEU Resources
Online Journals
Patient Education
Article of the Month
Feedback
About 7 Stoneman
About this Site
Home
Print Page
Search:
This Guide
Search
PATIENT CARE
CareWeb Clinical Look-up
POE (Provider Order Entry)
Nursing IPA
Discharge Planning
Online Medical Record (OMR)
Emergency Department Dashboard
Perioperative Information Management System (PIMS)
Patient Safety Reporting System
UptoDate
Home Care Agency Locator (Massachusetts)
Visiting Nurse Associations (VNAs) of Massachusetts
DRUG INFORMATION
CareNotes
CareNotes™ provides your patients with complete, easy-to-understand information about all aspects of their care, medications, and health, in English or Spanish.
Micromedex
BIDMC Pharmacy Formulary
Pharmacy Policy & Procedures Manual
Pharmacy Clinical Guidelines (IV administration guidelines)
NURSING RESOURCES
Flu Central
BIDMC information on the flu and updates.
AccessSurgery
Internet
100%

The Outcome

» NURSING

- Patient Care Tools
- General Nursing Resources
- Professional Development
- Nursing Events
- We Promise
- Nursing News Brief
- Announcements

NURSING



Professional Nursing at Beth Israel Deaconess Medical Center is grounded in the values of accountability, collaboration, and respect. Through our collaborative practice model, BIDMC nurses continually strive for excellence in the delivery of care to our patients and families. In supporting and advancing patient care, we continually pay attention to our professional relationships, our work environment, patient care outcomes, and the development and advancement of our nurses. In doing this, we steadfastly enhance our work to improve patient safety and quality, to improve patient satisfaction, and provide care in a fiscally responsible way. Every member of our team is valued for his contributions to our growing, evolving BIDMC community.

Key Leadership

Marsha Maurer, RN, BA, BSN, MS	Senior Vice President, Patient Care Services, CNO
Laurie Bloom, RN, MA	Director of Professional Development
Mary Jo Brogna, RN, MS	Associate Chief Nurse, Throughput
Elena Canacari, RN, CNOR	Associate Chief Nurse, Peri-Operative Services
Jane Foley, RNC, BSN, MA	Associate Chief Nurse, Critical Care & Med/Surg
Cynthia Phelan, MS, RN	Associate Chief Nurse, CardioVascular Institute
Kim Sulmonte, RN, MHA	Associate Chief Nurse, Quality & Safety
Phyllis West, RN, MSN	Associate Chief Nurse, East Campus

If you have questions, need help or have suggestions, please send us a message here:
BIDMC Nursing Intranet Advisory Committee

Charge & Scope:
Develop, Update and Maintain the Nursing Intranet through efficient technology use to create a comprehensive, simple tool that saves our staff time and effort. We will do that through the efforts or our workgroup, feedback from our staff and the formal communication channel that we created with our communications department. To see the committee's charter click HERE.

Chairs:

How do we find and fill in the holes?

Example #4:

"The space committee is looking at the library. Can you give me an idea how the space is used?"

The Strategy:

- The "quick & dirty" survey:
  1. What is your role at BIDMC?
  2. What is your department?
  3. What was the purpose of *this* library visit?
  4. What did you do while you were here?
  5. How often do you visit the Medical Library facility?
  6. Comments, suggestions or feedback regarding the library

- Packaging the survey results (graphs, slides & executive summary)

The Outcome

- The space is saved!
- Discussion w/CIO
- Research into alternative nomenclature
- Decisions on division, staff & facility names
- Changes in HR, Finance, Facilities

How is "Knowledge Services" received?

"My question is: Are we making an impact?"

In the meantime…

NN/LM

RAC

HLS

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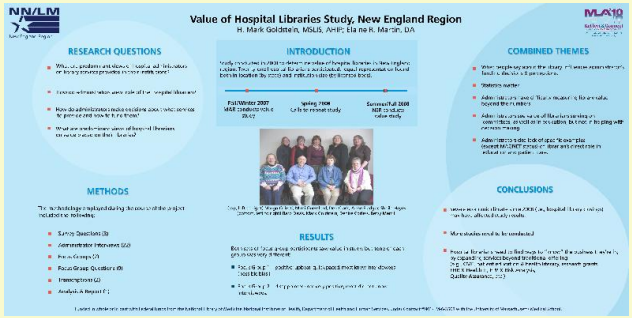
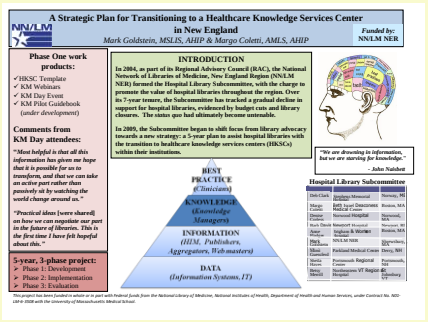
HLS charge:

to explore ways to promote the value of hospital libraries.





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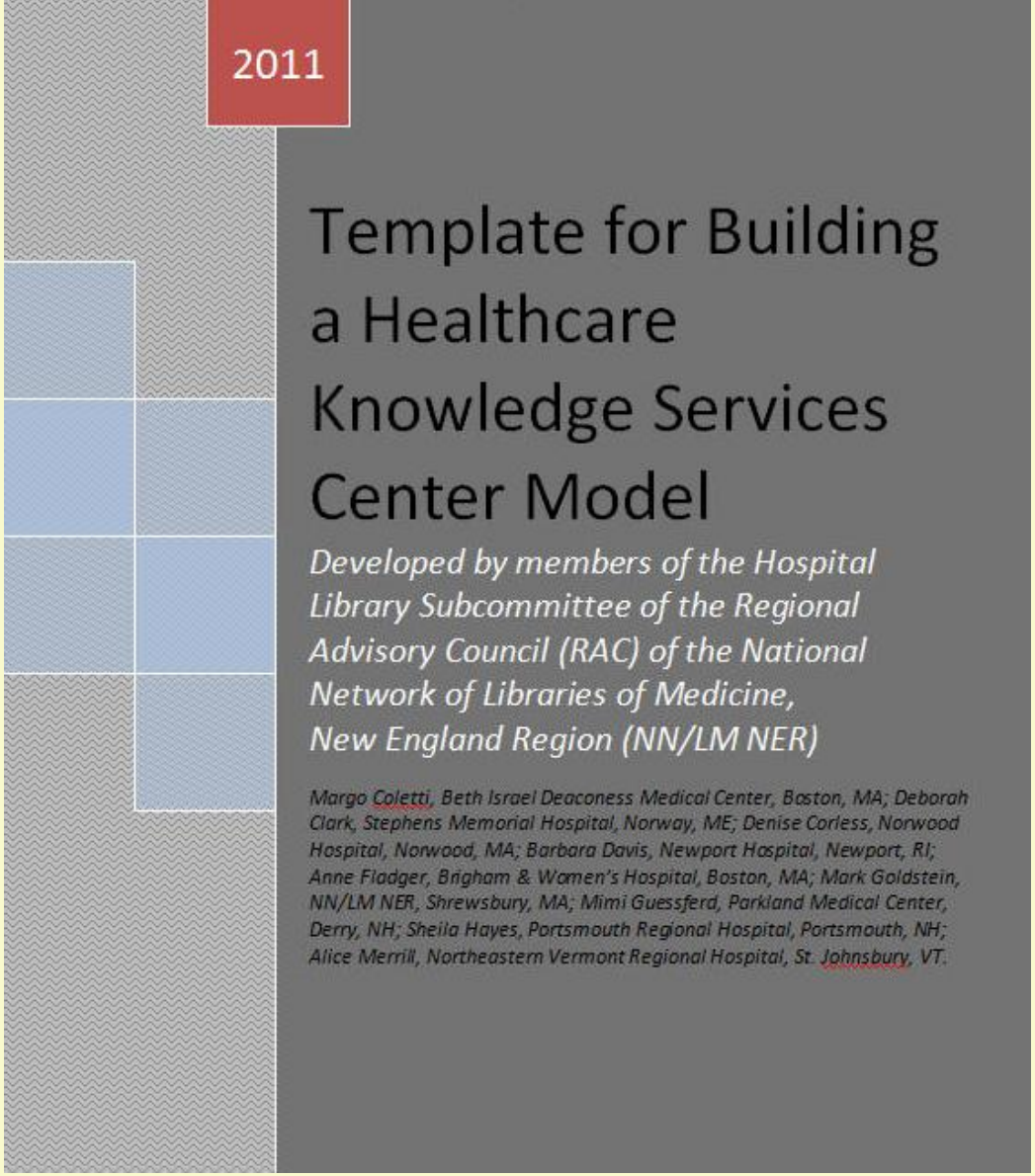

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The Turning Point

- November, 2008: global economic meltdown
- 3 months – 3 libraries gone

A New Strategy: a New Model

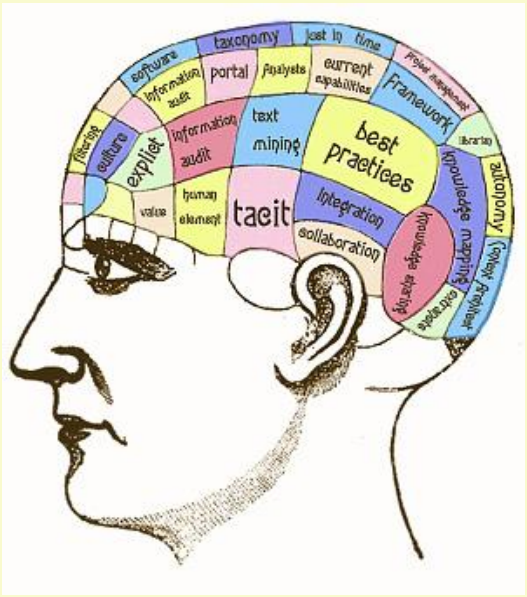
- Rooted in Knowledge Management
- Redefines our role
- Gives us a “place at the table”
- Provides recognized value

Why KM?

- positive push forward
- bridge between information and BP
- support for institutional goals
- competitive edge in marketplace
- window of opportunity
  - ✓ navigators
  - ✓ facilitators
  - ✓ EBP collaborators
  - ✓ patient educators

KM Definition

" Within a healthcare organization knowledge management is responsible for providing the ***assessment of*** and ***accessibility to*** refined information (knowledge), serving a widely diverse population, guided by evidence based practice."



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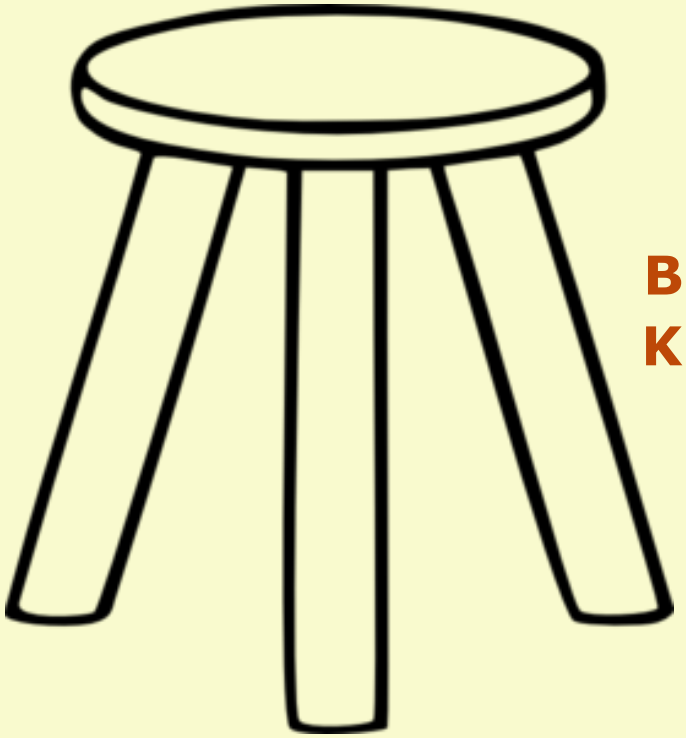
KM: a 3-Legged Stool



Technology

Bodies of Knowledge

People / Customers

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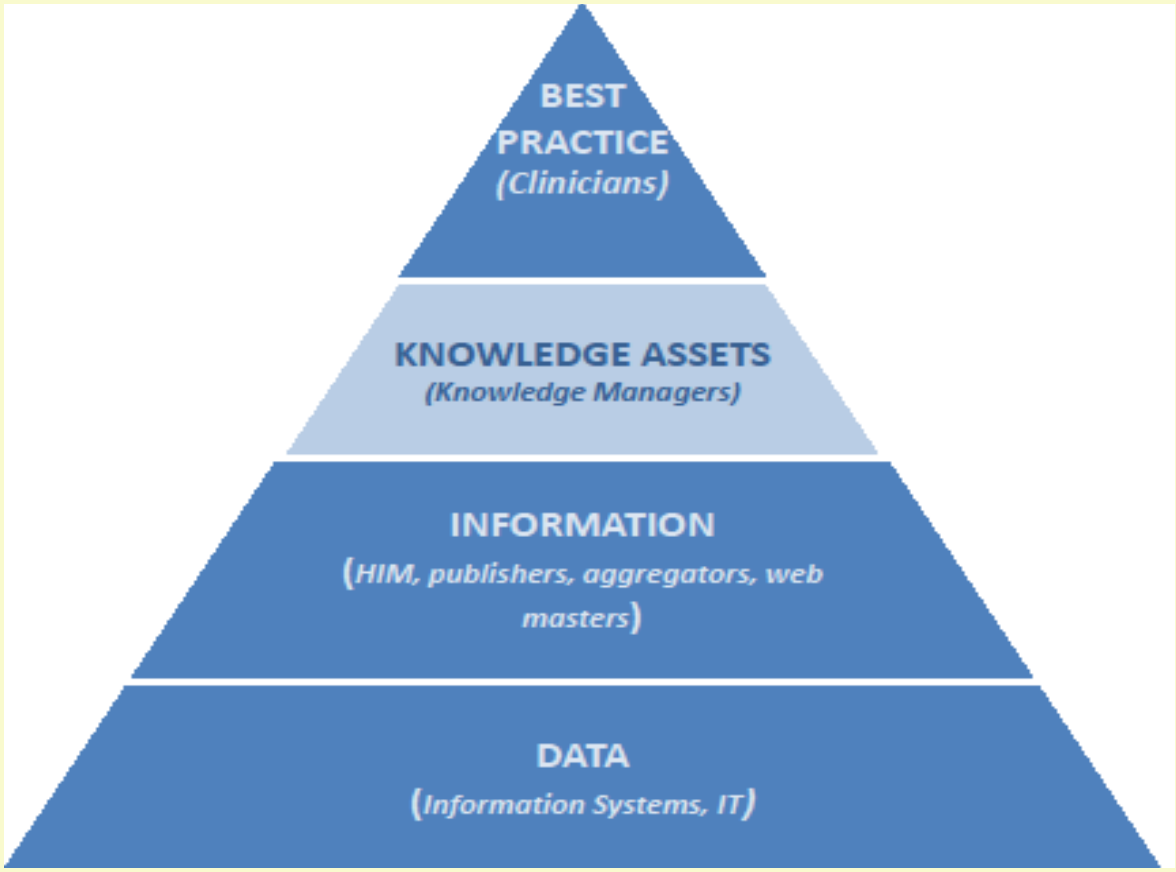
KM Pyramid



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What does Knowledge Management look like in a health care setting?

- Abbreviations Database
- Plain Language thesaurus.
- EMR links to KBI

- Decisions on **both** internal and external knowledge-based resources (***acquisitions and access***)
- Web portal for **both** internal (in-house) and external resources.
- Meta tags for internal documents and intranet pages.

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Library Services (link to the outside knowledge)	Knowledge Services (link to both outside and inside knowledge)
Current Awareness: TOC	**Current Awareness**: TOC *plus* blogs, etc.
Database Management: Journals Check-In Book Circulation Knowledge-Based Info: (PubMed, Ovid, ISI, CINAHL, etc.)	**Database Management**: Journal Check-in [*still value?]* Book Circulation [*still value?]* KBI *plus* Internal Knowledge Bases: (Abbreviations, Institutional Publications Repository, etc.)
Finding documents: using indexed terms	**Finding documents**: *plus* Indexing and meta tagging documents so others can find them
Decision Making: KBI Resources	**Decision Making**: KBI Resources *plus* Content Management Systems

Developed from work of the Hospital Library Subcommittee, NNL/LM NER

A Strategic Plan for KM in the New England Region

(aka "The KM Initiative")

3 Phases:

I. Development

II. Implementation

III. Evaluation

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PHASE I. DEVELOPMENT

Period: 2010-2011

Deliverables:

- HKSC Model Template
- KM Awareness webinars
- KM Day
- HKSC Field Guide for Pilots
- Journal of Hospital Librarianship article

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Template for a Healthcare Knowledge Services Center

Purpose:

1. To help facilitate the development of several sustainable HKSC models, and
2. To assist hospital libraries in their transition to knowledge services centers within their institutions.

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HKSC Template: Core Components

I. KM Definition
II. Knowledge Pyramid
III. Attributes of the HKSC
IV. Competencies for the Knowledge Manager
V. Collaborations & Alliances
VI. Comparative Table of Services
VII. Addenda
    - *A. Sample Job Description*
    - *B. Sample Mission Statements*
    - *C. Sample Strategic Plans*
    - *D. Sample Line Items for an Operating Budget*

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Pilot Field Guide Modules

A	AUDIT
B	DOCUMENTATION
C	COMPETENCIES
D	COLLABORATIONS (Internal)
E	COLLABORATIONS (External)

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Pilot Field Guide Modules

F PRIORITIZATION

G RISK ASSESSMENT

H BUDGET & COST ALIGNMENT

I CHANGE MAP

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PHASE II. IMPLEMENTATION

Period: 2011-2013

Deliverables:

- Pilot selection & funding
- Implementation of:
  - Model Template
  - Pilot Field Guide

PHASE III. EVALUATION

Period: 2013-2015

Deliverables:

- Surveys, focus groups
- Quantitative + Qualitative research, results & review
- Publication

Crossroads of Our Profession

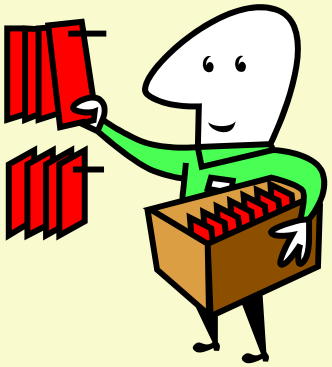
Hospital Library

HKSC

Hospital Library Services	**Healthcare Knowledge Services**
Links to outside knowledge	Links to both outside ***and*** inside knowledge

The Name Game

"Health Information Management," anyone?



Lessons from AHIMA

"…in 1991, association leaders believed that **the management of information – rather than the management of records** – would be the primary function of the profession in the future."

Health Information Management Technology: An Applied Approach. ML Johns, ed., AHIMA [no date] [available at www.ahima.org]

Lessons from AHIMA

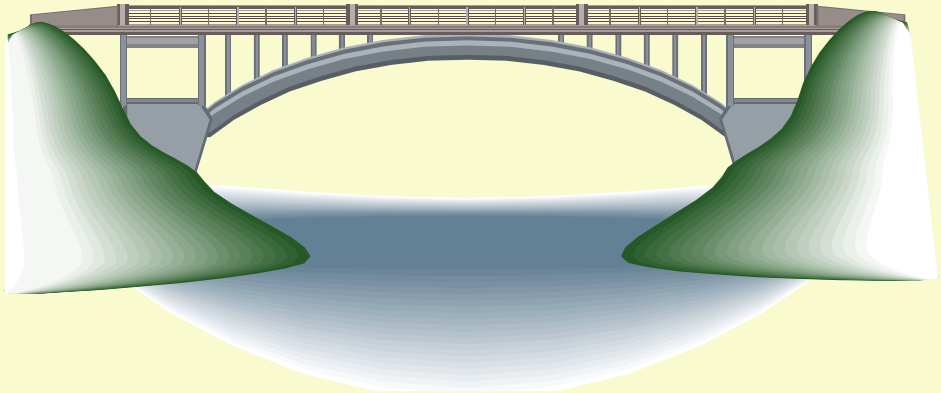
"What does the changing of the organization and credential names say about the profession?"

"Probably one of the most significant things that it indicates is a significant shift in what professionals do and how they fit within their environment."

"The combined forces of new information technologies and the demand for more, better and more timely information requires the profession to change radically."

Health Information Management Technology: An Applied Approach. ML Johns, ed., AHIMA [no date] [available at www.ahima.org]

"You can approach change in one of three ways. You can make it happen, you can watch it happen, or you can wake up one day and say, 'What happened?'"

Mitchell T. Rabkin, MD *CEO, Beth Israel Hospital, 1966-96*

Thank you!