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## Knowledge Management: the Bridge between Information and Best Practice

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*Beth Israel Deaconess Medical Center*

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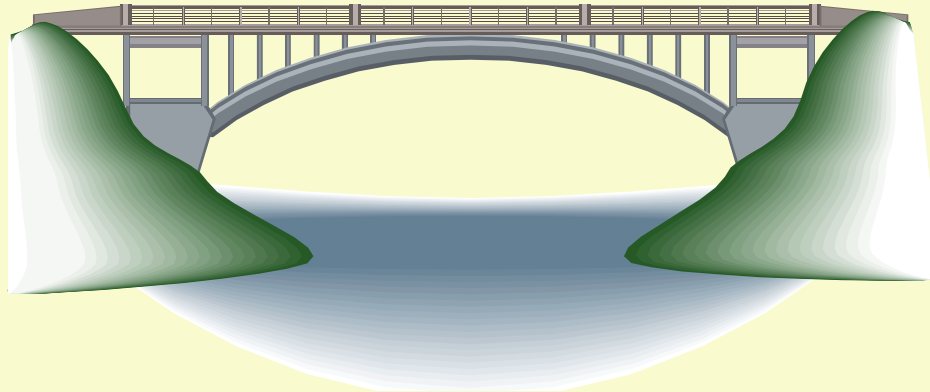
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# Knowledge Management: the Bridge between Information and Best Practice



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



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# 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)



A hole is to dig



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# How do we find and fill in the holes?

## Example #1: Medical Abbreviations

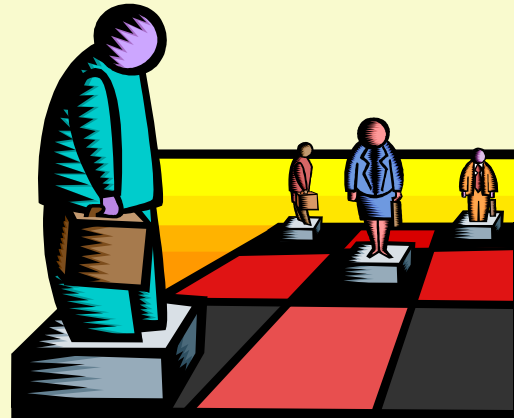
### Medical Abbreviations

IAA - interrupted aortic arch  
IABP - intra-aortic balloon pump  
IAC - internal auditory canal  
IASD - interatrial septal defect  
IBD - irritable bowel disease  
IBI - intermittent bladder irrigation  
IBW - Ideal body weight  
IC - intracutaneous  
ICA - internal carotid artery  
ICBG - iliac crest bone graft  
ICCE - intracapsular cataract extra...  
ICCU - intensive coronary care unit  
ICD - International Classification of ...  
ICF - intracellular fluid  
ICF - intermediate care facility  
ICH - intracranial hemorrhage  
ICM - idiopathic cardiomyopathy

Look Up : iab|.....



# The Strategy:



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# 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

Knowledge Services @  Beth Israel Deaconess  
Medical Center

Agoos Medical Library and Information Commons

**HSPO**

The  
HUMAN SUBJECTS PROTECTION OFFICE  
at Beth Israel Deaconess Medical Center

Present

## Consenting Adults: An Informed Consent Workshop



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# 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

The screenshot shows a web browser window displaying the 'Colorectal Patient Care Resource Site' on the Beth Israel Deaconess Medical Center website. The browser's address bar shows the URL: <http://bidmc.libguides.com/content.php?mode=preview&pid=58782&sid=449577>. The page header includes the Beth Israel Deaconess Medical Center logo and the text 'A TEACHING HOSPITAL OF HARVARD MEDICAL SCHOOL'. Below the header, there are navigation links for 'Knowledge Services', 'Knowledge Guides', and 'Colorectal Patient Care Resource Site'. A search bar is located at the top right of the page content. The main content area is divided into three sections: 'PATIENT CARE', 'DRUG INFORMATION', and 'NURSING RESOURCES'. The 'PATIENT CARE' section lists various services such as 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), and Visiting Nurse Associations (VNAs) of Massachusetts. The 'DRUG INFORMATION' section lists CareNotes, Micromedex, BIDMC Pharmacy Formulary, Pharmacy Policy & Procedures Manual, and Pharmacy Clinical Guidelines (IV administration guidelines). The 'NURSING RESOURCES' section lists Flu Central and AccessSurgery. The footer of the page contains the Beth Israel Deaconess Medical Center logo and the text 'A teaching hospital of Harvard Medical School'.

Home - Colorectal Patient Care Resource Site - Knowledge Guides at Beth Israel Deaconess Medical Center - Windows Internet Explorer

http://bidmc.libguides.com/content.php?mode=preview&pid=58782&sid=449577

File Edit View Favorites Tools Help

Home - Colorectal Patient Care Resource Site - Knowl...

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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  
This is a resource to better understand our patients' experiences in the ED and detailed

Internet 100%



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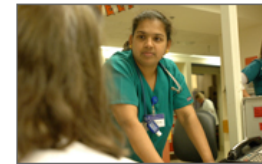
# The Outcome

## >> 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 of 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:



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# 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?"*



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# In the meantime...

NN/LM  
RAC  
HLS



HLS charge:

to explore ways to promote the value of hospital libraries.



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2011

# Template for Building a Healthcare Knowledge Services Center Model

*Developed by members of the Hospital  
Library Subcommittee of the Regional  
Advisory Council (RAC) of the National  
Network of Libraries of Medicine,  
New England Region (NN/LM NER)*

*Margo Coletti, Beth Israel Deaconess Medical Center, Boston, MA; Deborah Clark, Stephens Memorial Hospital, Norway, ME; Denise Corless, Norwood Hospital, Norwood, MA; Barbara Davis, Newport Hospital, Newport, RI; Anne Fladger, Brigham & Women's Hospital, Boston, MA; Mark Goldstein, NN/LM NER, Shrewsbury, MA; Mimi Guessferd, Parkland Medical Center, Derry, NH; Sheila Hayes, Portsmouth Regional Hospital, Portsmouth, NH; Alice Merrill, Northeastern Vermont Regional Hospital, St. Johnsbury, VT.*

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## AN UMBRELLA OF ADVOCACY SERVICES FOR HOSPITAL LIBRARIES



- ◊ Are you just arriving at your institution?
- ◊ Are you expecting reductions in staff, hours, services, or space?
- ◊ Are you leaving the library, hoping the institution hires a suitable replacement?
- ◊ Just got word that your library will be going through a consolidation or merger?
- ◊ Has your institution already announced that it's closing its doors?
- ◊ Are rumors circulating about eliminating the library entirely?
- ◊ Where can you find..
  - Help?
  - Someone to talk to?
  - Someone to understand?
  - Someone that will do something?

### Advocacy

- ◊ You're really not alone... there is someone you can talk to!
- ◊ Customizable to fit your situation and your institution
- ◊ Contact:

Mark Goldstein  
NN/LM NER, Network Coordinator  
508-856-5964  
Mark.goldstein@umassmed.edu

### Orientation Packets

- ◊ Ready to be sent out
- ◊ Contains information about:
  - NN/LM NER
  - Your local state organization
  - Education & training opportunities
  - Library acronyms & what they mean
  - Listservs available
  - Bibliography

### Marketing (in development)

- ◊ Sample strategic plan
- ◊ Practical ideas
- ◊ Do you have suggestions?
- ◊ Contact:  
Mark Goldstein  
NN/LM NER, Network Coordinator  
508-856-5964  
Mark.goldstein@umassmed.edu

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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

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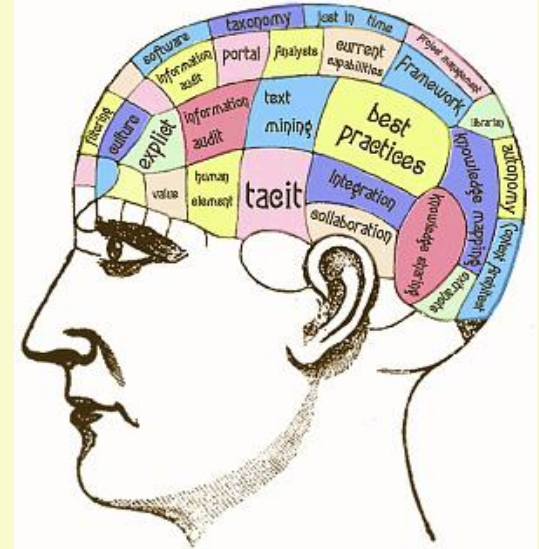
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# KM Definition

“ 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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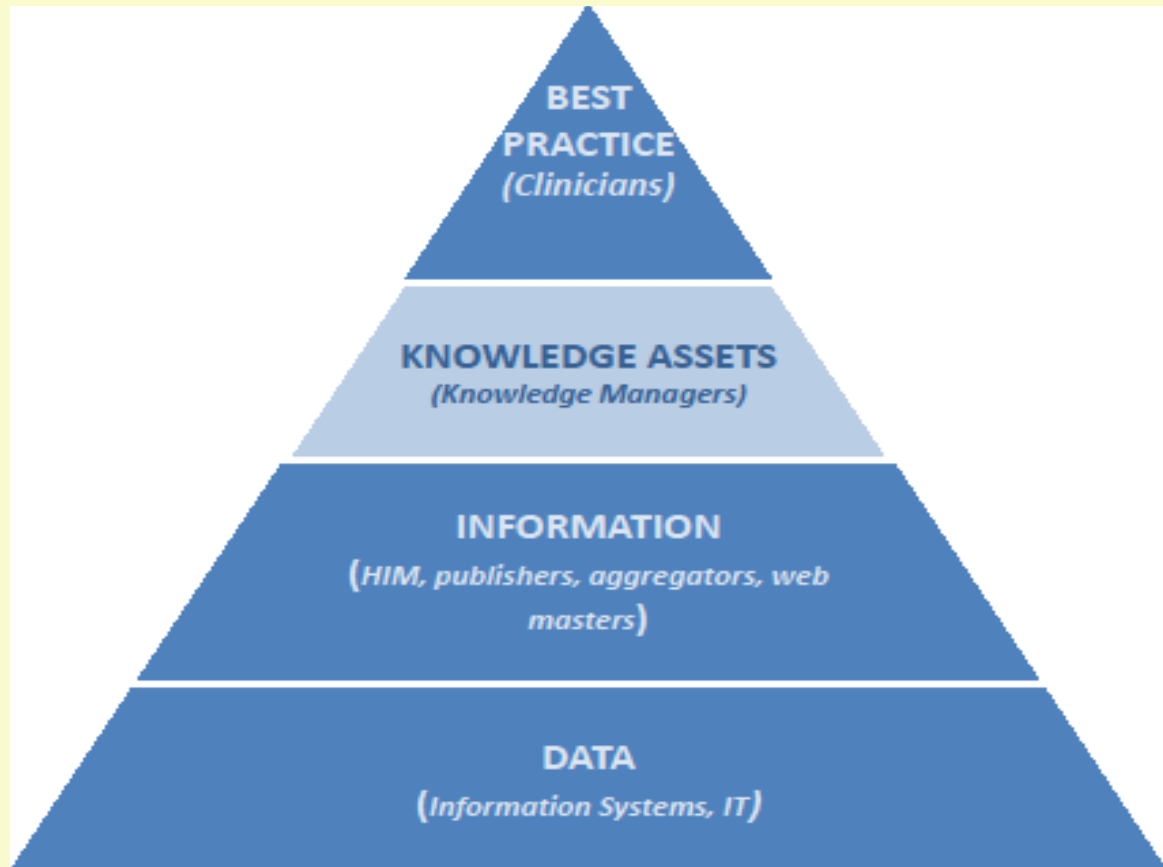


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# KM Pyramid



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

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# 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

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# PHASE III. EVALUATION

Period: 2013-2015

Deliverables:

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

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# Crossroads of Our Profession

Hospital  
Library



HKSC

## Hospital Library Services

Links to outside  
knowledge

## Healthcare Knowledge Services

Links to both outside *and*  
inside knowledge



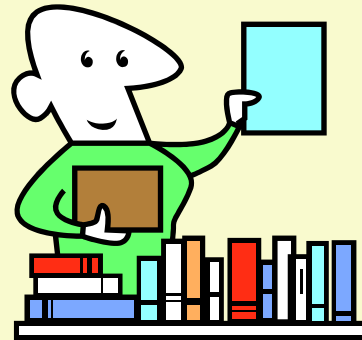
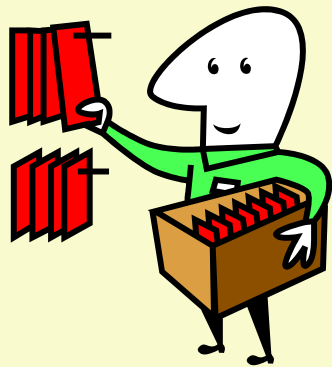
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# The Name Game

“Health Information Management,”  
anyone?”



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# 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](http://www.ahima.org)]**



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# 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](http://www.ahima.org)]**



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“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*

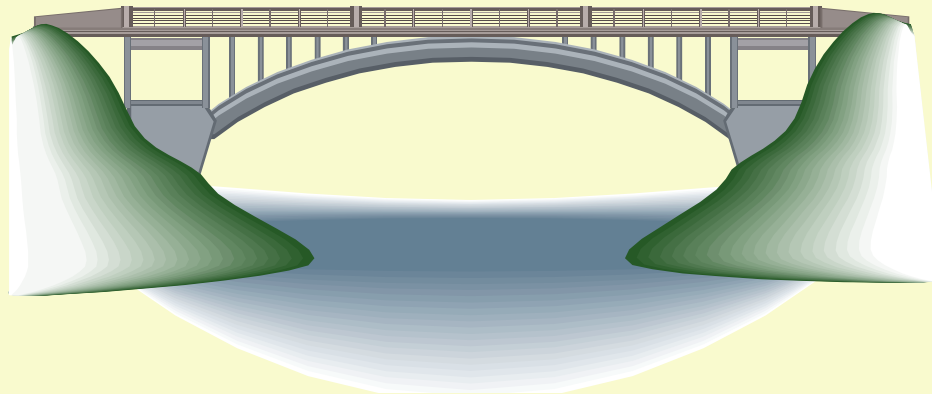


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# Thank you!



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