



# Bridging the gap between knowledge and practice:

## Knowledge management in the NHS

Caroline De Brún  
Knowledge Management  
Associate



## Aims and Objectives

To provide an overview of knowledge management in the NHS England by:

- Describing the structure of the NHS;
- Demonstrating the need for knowledge management;
- Presenting examples of current activities.

## My role

- Knowledge Management Associate  
NHS Institute for Innovation and Improvement
  - NHS Institute Alert  
<http://www.institute.nhs.uk/alert>
  - Expert on Call  
[http://www.institute.nhs.uk/nhs\\_alert/expert\\_on\\_call/expert\\_on\\_call.html](http://www.institute.nhs.uk/nhs_alert/expert_on_call/expert_on_call.html)
  - Centre for Evidence Based Medicine
  - Critical Appraisal Skills Programme

## What is the NHS Institute for Innovation and Improvement?

- Set up in July 2005 - funded by Dept of Health
- Goal:
  - To develop with frontline staff, solutions that can be taken by organisations and clinical teams and applied in their settings.
- Key priorities:
  - Service improvement
  - Innovation
  - Spread and Adoption
  - Commissioning

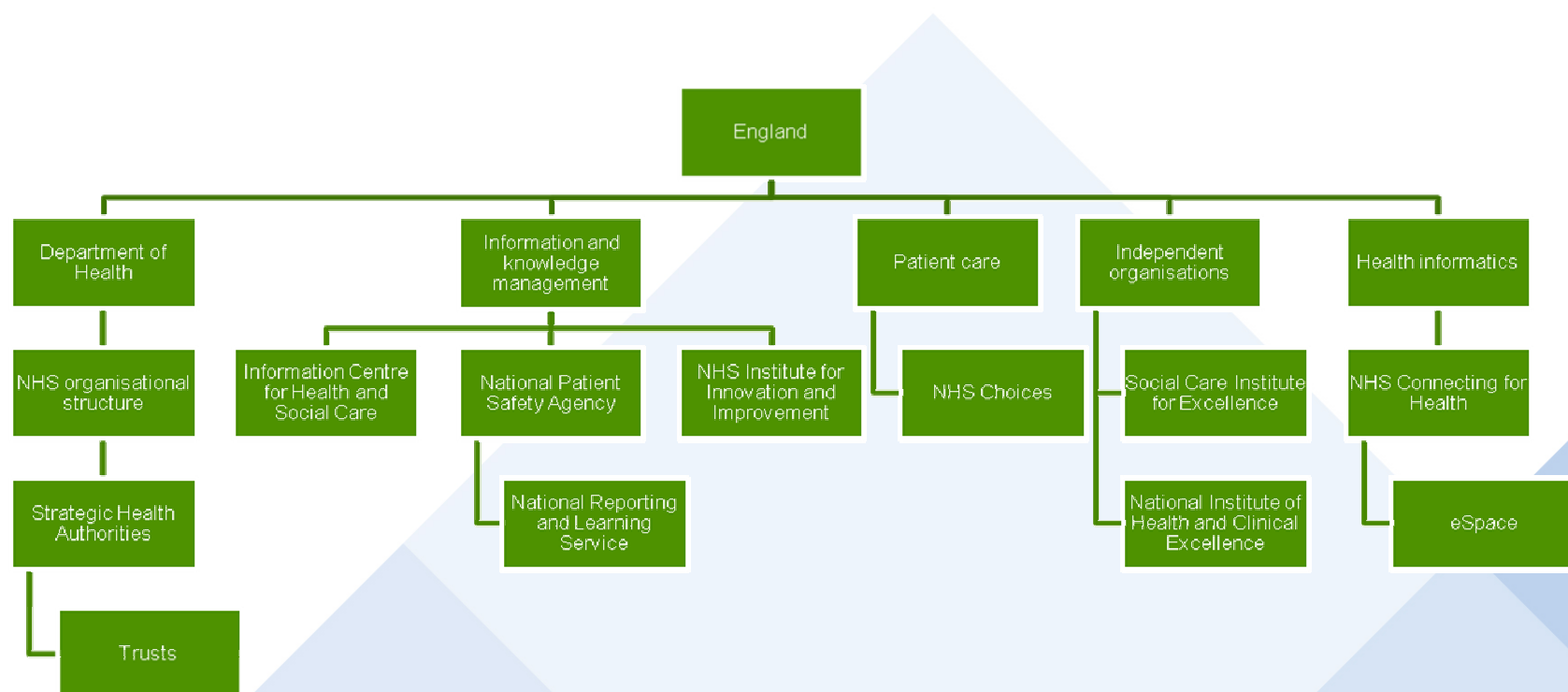
**<http://www.institute.nhs.uk>**

# National Health Service England



- Largest organisation in Europe and 5<sup>th</sup> in the world
- Governed by Department of Health
- Policies implemented by 10 Strategic Health Authorities
- Local services provided by 152 Primary Care Trusts
- 1.3 million staff (Sept 2005)
- Patient population of 49,632,436 (GP lists 2003)

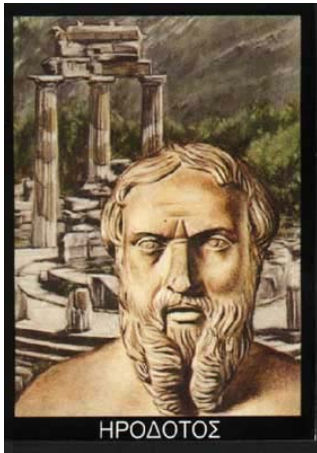
# Key health organisations in England



## NHS priorities

- Improved decision making to support commissioning
- Patient safety and harm reduction
- Increased patient satisfaction
- Standardised service delivery across the UK
- Waste reduction
- Time and cost efficiency
- Abolishing ignorance and lack of understanding
- Implementation of new systems

## Knowledge management in health



[1.197] The following custom seems to me the wisest of their institutions next to the one lately praised. They have no physicians, but when a man is ill, they lay him in the public square, and the passers-by come up to him, and if they have ever had his disease themselves or have known any one who has suffered from it, they give him advice, recommending him to do whatever they found good in their own case, or in the case known to them; and no one is allowed to pass the sick man in silence without asking him what his ailment is.

Histories of Herodotus

**A history source of Persian Empire of Achaemenian era**

**By: Herodotus (c. 484 - 425 BCE);** Translated by: George Rawlinson

[http://www.iranchamber.com/history/herodotus/herodotus\\_history\\_book1.php](http://www.iranchamber.com/history/herodotus/herodotus_history_book1.php)



**“Knowledge  
is the enemy  
of disease”**

**Sir Muir Gray**  
**NHS Chief Knowledge Officer**



## KM is integral to EBM



**“integration of best research evidence with clinical expertise and patient values.”**

*Sackett David et al. Evidence Based Medicine: How to Practice and Teach EBM. Churchill Livingstone: Edinburgh, 2000*

## Benefits of KM in health

### **Commercial organisations**

- Increase profits
- Increase market share
- Work more efficiently

### **NHS**

- Improve patient care
- Work more efficiently
- Cost savings

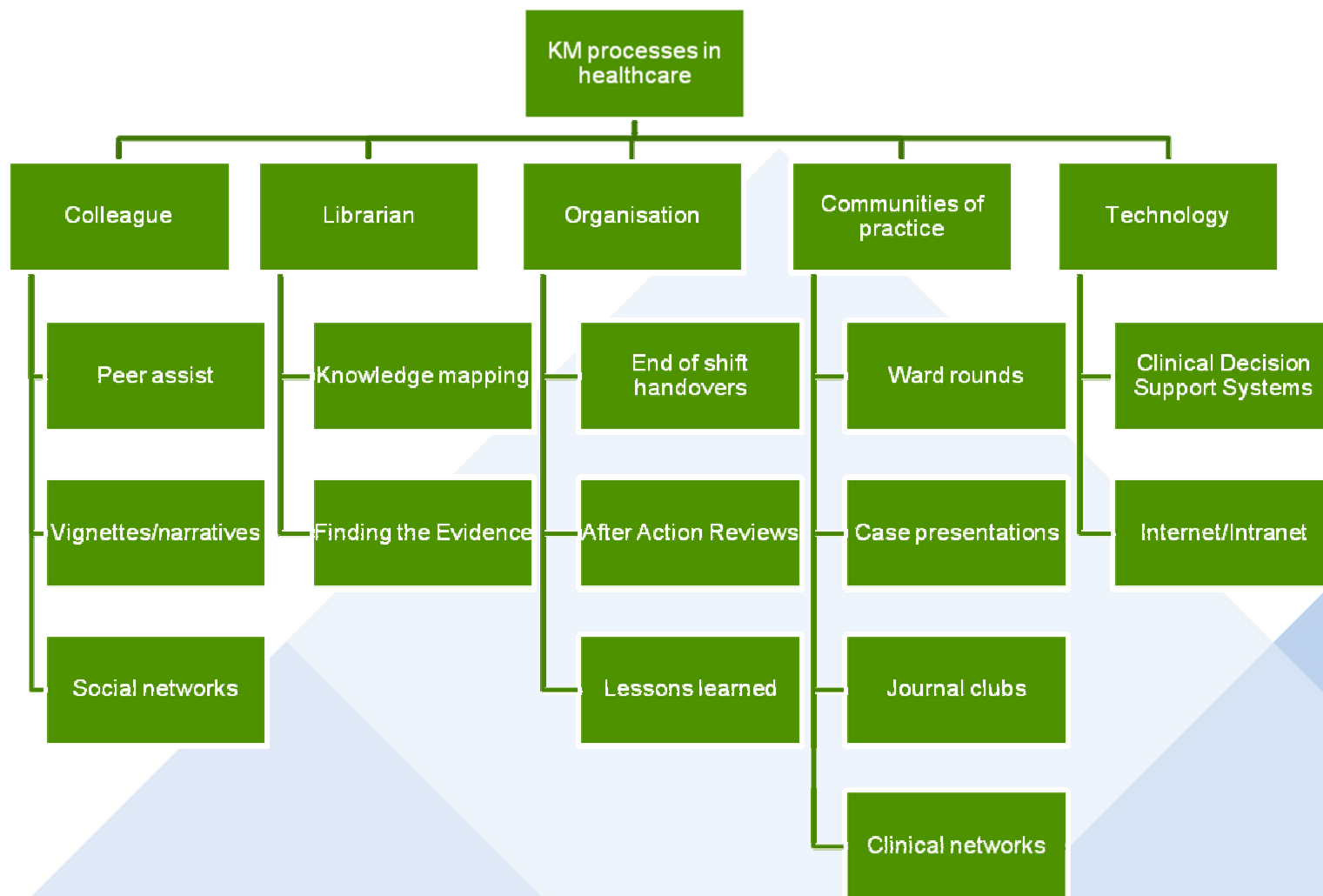
## Definition of Health KM

Multi-disciplinary healthcare teams, sharing and learning from experiences to improve the service and quality of care delivered to patients.

## Why do we need KM?

- 10 major reorganisations in the last 13 years leading to:
  - Reorganisation }
  - Restructuring }
  - Redeployment } = **knowledge loss**
  - Redundancies }
  - Retirement }
  - Rotation }

## Existing KM processes in healthcare



# KM and the NHS



## *An organisation with a memory*

Report of an expert group on learning from adverse events in the NHS  
chaired by the Chief Medical Officer



## Building a safer NHS for patients

IMPLEMENTING AN ORGANISATION  
WITH A MEMORY



## An Organisation with a Memory

Report of an expert group on learning from adverse events in the NHS

Department of Health, 2000

## Building a safer NHS for Patients

Implementing an organisation with a memory

Department of Health, 2000

## Recommendations:

- open, trust-based culture
  - Knowledge management techniques
- mechanisms from learning from lessons
  - National Reporting and Learning Service (National Patient Safety Agency)
- value of the system approach
  - Productive Series - NHS Institute for Innovation and Improvement

## World Class Commissioning

### World Class Commissioning Competencies December 2007

#### *5. Managing Knowledge & Assess Needs*

Manage knowledge and undertake robust and regular needs assessments that establish a full understanding of current and future local health needs and requirements

#### *8. Promote Innovation & Improvement*

Promote and specify continuous improvements in quality and outcomes through clinical and provider innovation and configuration

<http://www.dh.gov.uk/en/Managingyourorganisation/Commissioning/Worldclasscommissioning/index.htm>



## Whose Leading KM?

### Innovation

- NHS Institute for Innovation & Improvement

### Technology

- NHS Connecting for Health


### People

- National Knowledge Service
- NHS eSpace
- NHS Networks
- CHAIN
- Care Services Improvement Partnership

### Information

- National Institute for Health and Clinical Excellence

## Barriers to KM in the NHS

- Turnaround (staff)
  - Technology
  - Terminology
  - Trust
  - Time
- 
- Decorative geometric shapes in the bottom right corner, consisting of several overlapping triangles in shades of light blue and medium blue.

## Quote from the field

“It is only by testing ideas, learning what works best and sharing our knowledge that we really make things better for our patient.”

David Fillingham  
Director of the Modernisation Agency  
(CEO Bolton Hospital NHS Trust)

# **Some examples of KM in practice in the NHS**

## KM Toolkit

### Pipeline - share learning & knowledge

How can I capture and share knowledge and learning from my project as it moves through the pipeline?

Click [here](#).

### Best Practice - knowledge sharing

What can I do to improve the way I share knowledge and learn from other?

Click [here](#).

### Events - share learning & knowledge

What activities can help with sharing learning & knowledge at events?

Click [here](#).



## Tools included:

- After Action Reviews
- Expert on Call
- Knowledge exchange
- Knowledge retention and transfer
- Peer assist
- Storytelling circles

# After Action Reviews

Intranet Work

Knowledge  
Retention &  
Transition

Learning from  
Projects

NHS Collaborate  
Work

## After Action Reviews (AAR)



[What is the technique?](#)

[How do I do it?](#)

[When should I use it?](#)

[Facilitators tips](#)

[Additional resources](#)

[Examples](#)

[For further help](#)

### What is the technique?

The After Action Review (AAR) is a simple military technique which is now widely used in organisations to capture lessons learned. It is a structured review after an activity or stage in a project, including handover or close, that analyses what happened, why it happened, and how it can be done better. The key benefit of AAR's is that it helps you turn the successful and less successful elements of a project/activity into learning opportunities.

### How do I do it?

An AAR can be done at the end of any stage in a project or gateway point of the pipeline, or after an event. You just need to take the 'stage' as a theme and be able to think about what was done.

The AAR centres around the following questions:

1. *What was supposed to happen?* - what were the project objectives/what did you set out to achieve?
2. *What actually happened?* - review project plan/what did we achieve? How did we do it?
3. *Why were they different?*
4. *What did we learn?* - what could have gone better and why? what went well and why?
5. *What will we/would we do different next time?* - how can success and lessons learnt can be applied in the future? How do you avoid the same problems in the future? How do we repeat successes in the future?

### When should I use it?

It is a quick and easy way to get immediate feedback. You can use an AAR for personal reflection and learning or as part of a team.

## Expert on Call

### Expert on Call



[What is the technique?](#)

[How do I do it?](#)

[When should I use it?](#)

[Facilitators tips](#)

[Additional resources](#)

[Examples](#)

[For further help](#)

#### What is the technique?

Expert on Call is a service the NHS Institute is offering to NHS England. It gives you the opportunity to share insights from product development or NHS Institute research virtually with our customers. NHS staff are then able to ask questions and discuss how they can put the products or research into practice.

#### How do I do it?

This service is facilitated by the Knowledge Management Team using an online tool called webex. It is a great way to connect with our customers in a short space of time without the need to meet face-to-face.

All you need to do is spend 20 minutes talking about your work and how it can improve service delivery. Health professionals then have the opportunity to ask you questions about your product or research.

Please contact the [Knowledge Management Team](#) for more information and an explanation on how this would work.

#### When should I use it?

- Are you ready to spread a product?
- Have test sites got valuable learning to share with others who are about to implement your product?

# Expert on Call



## Institute for Innovation and Improvement



Google™ Custom Search



Quicklinks to popular pages



[Home](#) | [About us](#) | [Log In](#) | [Create a profile](#) | [Jobs](#) | [Catalogue](#) | [FAQ](#) | [Contact us](#)



**Institute for Innovation and Improvement**

### Expert on call

[Print](#) | [E-mail](#)

Expert on Call is a monthly webinar, freely provided by the NHS Institute, where leading thinkers in the NHS Institute and beyond share their insights from research or product development via Webex. NHS staff then have the opportunity to ask questions and discuss how they can put these insights into practice. This service is provided as part of [NHS Institute Alert](#). Sign up [here](#) to receive the monthly newsletter containing latest evidence in key improvement topics.

Expert on Call takes place on the **3rd Thursday of the month**, between **4pm and 5pm** GMT Daylight Time (GMT +01:00, London). This [recording](#) lasts about four minutes and provides an introduction to NHS Institute Alert, Expert on Call and Guest Editorials. (Please note: the software is from Webex and will automatically download when you click on the link).

To register for these events, all you have to do is click on the URL next to the topic you are interested in, from the list below, and fill in the form:

Date	Topic	Expert	Register
20 Aug 09	Lessons learned: using service improvement tools successfully	Julia RA Taylor	<a href="#">Listen to recording</a>
17 Sept 09	Organisational health	David Welbourn	<a href="#">Listen to recording</a>
15 Oct 09	The importance of relationships to achieve High Quality Care For All	Maggie Morgan-Cooke	<a href="#">Register now</a>
19 Nov 09	Social Movement	Liz Carter	<a href="#">Register now</a>
17 Dec 09	Safety in Primary Care	Robert Varnam and Alison Tongue	<a href="#">Register now</a>
21 Jan 10	Innovation Culture	Lynne Maher	<a href="#">Register now</a>

Please note: You will need access to an Internet connection, computer and telephone to participate in this Webex. [Instructions for using Webex](#)

- ▶ [NHS Institute Alert home](#)
- ▶ [About NHS Institute Alert](#)
- ▶ [Commissioning](#)
- ▶ [Improvement](#)
- ▶ [Innovation](#)
- ▶ [Knowledge improvement and research](#)
- ▶ [Leadership for innovation and improvement](#)
- ▶ [Patient safety](#)
- ▶ [Guest editorial](#)
- ▼ [Expert on call](#)
- ▶ [Archive: Alerts](#)
- ▶ [Archive: Guest editorials](#)
- ▶ [Contact us](#)
- ▶ [Register for the bulletin](#)

October 2009

M	T	W	T	F	S	S
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

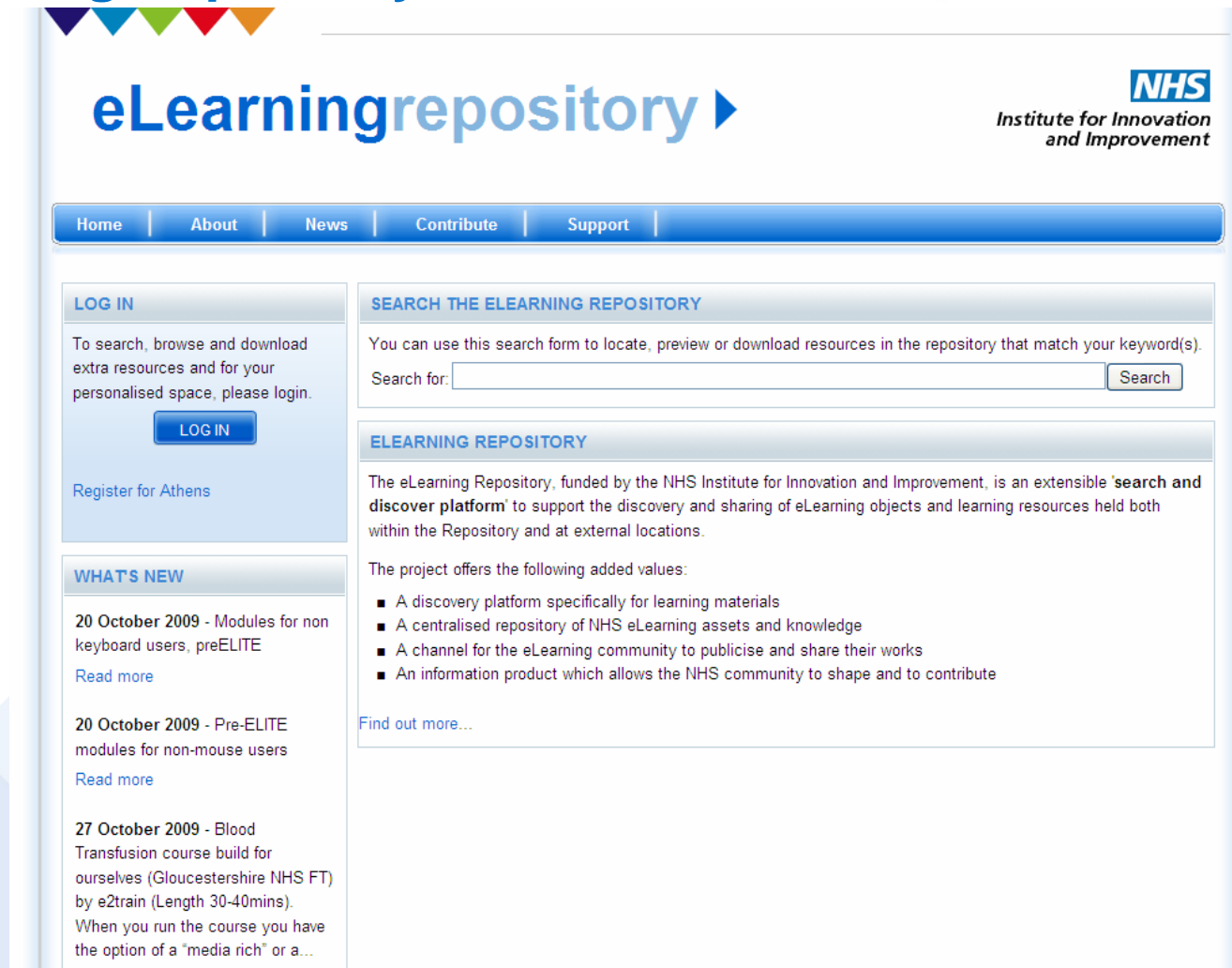
#### Key events this month

- Tue, Oct 6th
- National Dementia Strategy Commissioning Conference
- Tue, Oct 13th, @9:30am - 04:00PM
- Improving patients' experiences in hospital: yes we can
- Thu, Oct 15th, @4:00pm - 05:00PM
- The importance of relationships to achieve High Quality Care For All



## National E-Learning Repository

- Duplication
- Wastage
- No standardised practice



The screenshot shows the NHS eLearning repository website. At the top, there is a navigation bar with links: Home, About, News, Contribute, and Support. The main header features the 'eLearningrepository' logo and the NHS Institute for Innovation and Improvement logo. The page is divided into several sections: 'LOG IN' with a description and a 'LOG IN' button; 'REGISTER FOR ATHENS'; 'WHAT'S NEW' with three recent updates; 'SEARCH THE ELEARNING REPOSITORY' with a search form; and 'ELEARNING REPOSITORY' with a description and a list of added values.

**LOG IN**

To search, browse and download extra resources and for your personalised space, please login.

[LOG IN](#)

[Register for Athens](#)

**WHAT'S NEW**

**20 October 2009** - Modules for non keyboard users, preELITE  
[Read more](#)

**20 October 2009** - Pre-ELITE modules for non-mouse users  
[Read more](#)

**27 October 2009** - Blood Transfusion course build for ourselves (Gloucestershire NHS FT) by e2train (Length 30-40mins). When you run the course you have the option of a "media rich" or a...

**SEARCH THE ELEARNING REPOSITORY**

You can use this search form to locate, preview or download resources in the repository that match your keyword(s).

Search for:  [Search](#)

**ELEARNING REPOSITORY**

The eLearning Repository, funded by the NHS Institute for Innovation and Improvement, is an extensible 'search and discover platform' to support the discovery and sharing of eLearning objects and learning resources held both within the Repository and at external locations.

The project offers the following added values:

- A discovery platform specifically for learning materials
- A centralised repository of NHS eLearning assets and knowledge
- A channel for the eLearning community to publicise and share their works
- An information product which allows the NHS community to shape and to contribute

[Find out more...](#)

<http://www.elearningrepository.nhs.uk>

## The Productive Series

The *Productive Series* shows healthcare providers how to improve productivity through empowered teams, leadership and system improvement.

The screenshot displays the NHS Institute for Innovation and Improvement website. At the top, there is a navigation bar with links: Home, About us, Log In, Create a profile, Jobs, Catalogue, FAQ, and Contact us. Below this is a secondary navigation bar with tabs: Safer Care, Quality & Value, Building Capability, Commissioning, No Delays, **Productives**, Share & Network, and Leadership. The main content area is titled "The Productive Series" and includes a "Print | E-mail" link and a prompt to "Click on the icons below to view the websites for The Productive Series programmes:". There are six program cards, each with a green background and a clock icon. The cards are: "The Productive Ward" (Releasing time to care, NOW AVAILABLE), "The Productive Community Hospital" (Releasing time to care, NOW AVAILABLE), "The Productive Mental Health Ward" (Releasing time to care, NOW AVAILABLE), "The Productive Leader" (Releasing time to lead, NOW AVAILABLE), "The Productive Operating Theatre" (Phased launch starting September 09, BEING DEVELOPED), and "Productive Community Services" (Phased launch starting October 09, BEING DEVELOPED). A partial card for "The Productive Improvement Agent" is visible at the bottom. On the right side, there is a sidebar with a "The Productive Series Home" section containing a list of links, an "International partners" section with a link to the NHS Institute partner in Australia and New Zealand, a "Latest Productives Events" section with "No events", and a "Latest Productives news" section with a list of news items.

**The Productive Series**

Print | E-mail  
Click on the icons below to view the websites for The Productive Series programmes:

- The Productive Ward**  
Releasing time to care  
ON WARDS NOW  
NOW AVAILABLE
- The Productive Community Hospital**  
Releasing time to care  
NOW AVAILABLE
- The Productive Mental Health Ward**  
Releasing time to care  
NOW AVAILABLE
- The Productive Leader**  
Releasing time to lead  
NOW AVAILABLE
- The Productive Operating Theatre**  
Phased launch starting September 09  
BEING DEVELOPED
- Productive Community Services**  
Phased launch starting October 09  
BEING DEVELOPED
- The Productive Improvement Agent**

**The Productive Series Home**

- The Productive Ward
- The Productive Community Hospital
- The Productive Mental Health Ward
- Productive Community Services
- The Productive Operating Theatre
- The Productive Leader
- The Productive Improvement Agent
- Quality and Value Home
- Submit new content
- Productives news

**International partners**

Link to NHS Institute partner in Australia and New Zealand.

**Latest Productives Events**

No events

**Latest Productives news**

- The Productive Operating Theatre rolls out to NHS England
- AIPP on The Productive Operating Theatre
- Practical advice to facilitators implementing The Productive Ward
- Implementing The Productive Ward across a university teaching hospital
- The Productive Operating Theatre - Programme launch

# Local Intranets

The screenshot shows the NHS Institute for Innovation and Improvement intranet homepage. At the top, there is a header with the NHS logo and the text 'Institute for Innovation and Improvement'. Below this is a navigation bar with links: I-Home, I-Teams, I-Communications, I-People, I-Resources, I-Blog, I-Help, and Quick Links. A search bar with the Google logo is also present. The main content area is divided into several sections:

- Video:** A video player showing a person in a black hoodie. Below the video is a description: 'Mugshot.' and a link to 'Video archive'.
- Latest Articles:** A section with a table of articles. The first article is 'Latest Expert on Call recording is now available', which discusses a seminar on Thursday 17 September with David Welbourn. It includes an image of a target with an arrow in the bullseye and the text 'NHS Institute Alert: Better research, better results'.
- In Focus:** A section titled 'Service Improvement Tools' that promotes an online library of more than 80 quality and service improvement tools, tips and techniques available free of charge to the NHS.
- Latest Health News:** A section with a date 'Mon, 05 Oct 2009 13:29:11 GMT' and two news items: 'New gout treatment clinical trial underway' and 'Health claims on probiotic drinks dismissed'.
- I-Calendar:** A section titled 'What's on today...' with a link to 'Productive Ward International'.

The bottom of the page shows a taskbar with the text 'Done' and a status bar with 'Local intranet' and a 100% zoom level.

# Blogs

My Site | Feedback

**NHS**  
Institute for Innovation  
and Improvement

I-Home I-Teams I-Communications I-People I-Resources I-Blog I-Help Quick Links

Blogs Home

Blogs Home > Knowledge Management

This is the blog for the Knowledge Management team where Margaret, Lesley, Shelley & Simon will share their thoughts, musings, ideas and questions (rhetorical and otherwise). Please feel free to post a comment in response.

25/03/2009

## The link between Knowledge Management & Performance

Filed under: General

Have you ever had a wave of apathy come over you the minute you come to the part of a workshop agenda that states: "Interactive exercise"? I did. I was intrigued about the strangely named exercise 'Bird Island' but also thought: "Can't you just tell me what I need to know?" Well, the experience was a strong reminder of the power of experiential learning.

To set the scene, I attended a visit to Network Rail to hear about their lessons learnt process along with other attendees from other industries all with a role in Knowledge Management.

The group was split into two teams and we were given materials to build a structure as tall as possible to withstand 'wind' (hairdryer) and 'earthquake' (bulky book dropping) tests. To stimulate our imagination, we had to envisage a person stranded on a desert island who needed to find new ways of capturing the birds that were blissfully depleting the fruit in the trees as they learnt to fly higher and higher to avoid being caught.

Here's what happened:

In our groups we talked about the best ways to use the materials and estimated the height we thought we could achieve. Some people wanted to discuss ideas further and others just wanted to build the structure and make adjustments as we went along. Fuelled by competitiveness and time pressures we started building and re-building. I have to tell you we were immensely proud of our structure and were blindly

**Categories**

- General
- Intranet
- Knowledge Retention
- Social Networking

☐ Add new category

**Other Blogs**

There are no items in this list.

☐ Add new link

**Links**

- Photos
- Archive
- Archive (Calendar)

☐ Add new link

RSS Feed

**Admin Links**

- ☐ Create a post
- ☐ Manage posts
- ☐ Manage comments
- ☐ All content
- ☐ Set blog permissions
- ☐ Launch blog program to post

Done Local intranet 100%

## Knowledge Officers

- Professor Sir JA Muir Gray
- Biography
- 270 CKOs in the NHS (as of 09/11/09)
- Key role to protect organisational knowledge
- Next step...Team Knowledge Officers
- Role descriptions



<http://www.cilip.org.uk/groups/hlg/conf2008/muirgray.html>

<http://www.library.nhs.uk/knowledgemanagement>



# KM Specialist Collection

**NHS Evidence - knowledge management**  
*formerly a Specialist Library of the National Library for Health*

[NHS Evidence Home](#) > [Specialist Collections](#) > [Knowledge management Home](#)

Search   [Help](#) [About us](#) [Contact us](#) [Site map](#)

**NEWS** **EVENTS** **GLOSSARY** **LEARNING ZONE** **RESEARCH ZONE**

- About KM
- KM strategy
- KM skills
  - KM tools & techniques
- Measuring knowledge
- Capturing knowledge
- Mobilising knowledge
  - Embedding KM
  - Evaluating KM
  - Barriers to knowledge

**NHS Evidence - knowledge management**

## Welcome to

### NHS Evidence - knowledge management

*Bridging the gap between knowledge and practice*

*"Knowledge management is a conscious strategy for moving the right knowledge to the right people at the right time to assist sharing and enabling the information to be translated into action to improve the organizational performance." (O'Dell & Grayson 1997)*

The aim of this site is to provide the best available evidence and practical examples of health professionals successfully sharing and applying knowledge and experience to their daily activities. Research in this area is still in the early stages and for that reason, much of the current content has been selected from the business sector. However, the material available in this collection has been chosen because the content can also be applied to the health sector.

The criteria for selecting appropriate material for this site is detailed in the development strategy, which is available [here](#).

As this is a pilot site, your opinion is vital so please send your [comments](#) to us.

**Transfer to NHS Evidence**


As part of the transfer to NHS Evidence, the specialist libraries have changed their names and, as a group, are now called specialist collections. This individual collection is now **NHS Evidence - knowledge management**. You will continue to be able to access all the content and features. The existing URL for the collection will remain for now, but is likely to change later in the year as the specialist collections become fully integrated with the NHS Evidence portal.

This specialist collection will not be maintained for the time being, while a review of all the collections takes place over the Summer. Later in the year, a decision will be made over the future of **NHS Evidence - knowledge management**.

The Advisory Group will continue to meet to advise on the future of this resource and the [eSpace community](#) will continue to be available for knowledge sharing and collaboration.

During April and May 2009 a survey of this collection was carried out and a [report summarising the results](#) was written.

With many thanks for your continued support.



**Join our community!**

Share what you know, learn from each other, spread good practice! **NHS Evidence - knowledge management** has created an eSpace to enable knowledge professionals in the NHS to work together, sharing experience and resources. You need to register to join [eSpace](#), and then submit a request to join the [NHS Knowledge Management community](#).

<http://www.library.nhs.uk/knowledgemanagement>

# NHS Evidence My Library

The screenshot shows the NHS Evidence My Library website. The top navigation bar includes links for 'About Us', 'For Librarians', 'Tools', 'Customise My Library', 'My Library Help', and 'Help'. A user greeting 'Hello Caroline DeBrun' is visible, along with 'My Account' and 'Logout' links. The main header features the 'NHS Evidence' logo and a secondary navigation bar with 'Home', 'NHS Evidence', 'News & RSS', 'My Library', and 'Clinical Knowledge Summaries'.


The 'My Library' section is the central focus, displaying a 'MY HOME LIBRARY' with a list of 'Local links' including 'University of Oxford Health Care Libraries - Cairns Library, John Radcliffe Hospital'. It also features a 'MY UPDATE' section with a list of feeds and a 'MY LINKS' section for managing personal links. A sidebar on the left contains a 'Healthcare Databases Advanced Search' box, a notice about the 'My Journals' service, and a 'Communities of Practice' section with various links like 'Care Services Knowledge Community' and 'KM Wiki Space'.

<http://www.library.nhs.uk/mylibrary/Default.aspx>



**Institute for Innovation  
and Improvement**

skip to content | help | contact us | My Profile | my email alerts | log out | Logged in as caroline-debrun.

espace  Connecting for Health

Home Communities Sharing Experience What is eSpace? My eSpace

member directory | community insights | tell a friend about eSpace

caroline-debrun

**NHS Knowledge Management** <

News

Events

Discussions

Documents

Links

Member List

Home → Communities → NHS Knowledge Management

**NHS Knowledge Management** ////////////////

A community for anyone involved in or interested in knowledge management in the NHS.

As this is a member driven resource, we would love you to send any information, events, documents or stories which you think members would appreciate having access to. We have a discussion forum. Please post your hot topics and key questions; anything you want to share related to knowledge management.

For further resources, please also visit the [National Library for Health Knowledge Management Specialist Library](#), which provides access to research and tools on knowledge management.

From the 1st April 2009, as part of NLH, the KM Specialist Library will be transferred to [NHS Evidence](#). The site will not be maintained for the time being, while a review takes place over the Summer. Later in the year, a decision will be made over the future of the KM Specialist Library.

The Advisory Group will continue to meet to advise on the future of this resource and the eSpace community will continue to be available for knowledge sharing and collaboration.

With many thanks for your continued support.

Just email [Caroline De Brún](#), Community Coordinator, with any ideas, questions and comments.

♦ [Strategic Leadership](#) ♦ [England](#) ♦ [Knowledge Transfer](#) ♦ [Lessons Learned](#)  
♦ [Organisational Change](#)

**<http://www.espace.connectingforhealth.nhs.uk/>**



## Other networks

- CHAIN (Contact Help Advice and Information Networks)  
<http://chain.ulcc.ac.uk/chain/index.html>
  - R & D in healthcare
  - Work-based and e-learning
  - Improvement and innovation
- CSIP Knowledge Community  
<http://kc.csip.org.uk/>
- NHS Networks  
<http://www.networks.nhs.uk>
- The Knowledge Exchange  
<http://www.theknowledgexchange.co.uk>

## NHS Networks Editorial – 1st March 2007

*Institute for Innovation  
and Improvement*


We know that many of you appreciate the informal, light-hearted nature of these editorial comments but sometimes we have to put our serious face on.

You are all aware, either from personal experience or because you've read it in the papers, of the serious threat posed by '**superbug**' **Clostridium difficile** ('c.diff').

Yesterday **a new idea for tackling c.diff** was presented at an NHS event. In the hospital that developed the process c.diff rates were reduced by about 75 per cent.


NHS **Chief Exec David Nicholson specifically asked the NHS Networks** team to get this information out through New@Networks so please take a look [<http://www.networks.nhs.uk/news.php?nid=1347>] and make sure the info **reaches the appropriate person** in your Trust.

It's not often that **NHS Networks** gets the chance to do something which **might actually save lives** so we're very proud of being involved with this.

support for clinical practice  
national, local and personal  
evidence based content  
broad in scope

view next



Closing the Gap | Distilled Practice | In Action | Localised | Summary

Home  
Benefits of the Map  
Access the Map  
Early adopters  
News archive  
Events  
Videos  
About us  
Contact us

### What is the Map?

The Map is a web-based visual representation of evidence-based patient care journeys covering 28 medical specialities and 390 pathways. As healthcare provision becomes much more specialised the need to plan and then benchmark clinical practice against national standards whilst incorporating local intricacies is key.



### Map of Medicine now available across NHS Wales

The Map of Medicine, an online clinical knowledge resource which helps healthcare professionals plan the best possible treatment programmes for patients, is now available across NHS Wales.

[See more about the Map of Medicine now available across NHS Wales](#)

UK | 20 May 08



### Map of Medicine supports cancer networks to implement Cancer Reform Strategy

The Map of Medicine announced that from today onwards, it will be partnering with all cancer networks across England to localise the cancer care pathways already provided by 'the Map'. The partnership is key to enabling the networks to

### Access the Map of Medicine

- Send us your request
- Participate in the content process

### Events

**MHLNDL Autumn Conference** 21st November  
The Jury's Inn, Birmingham

**NICE 10th Anniversary Conference** 3-4th December  
Manchester Central Convention Complex

### Resources

[Map of Medicine brochure](#)

[Map Display Quick Reference Guide](#)

[Summer newsletter 2008](#)

**Case studies**  
Improving care delivery and

## Formula 1 – learning from others

- Problem: Poor handover between theatre and ward
- Solution: Pitstop strategy
  - Visit to McLaren and Ferrari F1 teams
  - Discussion on leadership and process
  - Highlighted problems
  - Suggested solutions
- Outcome:
  - Improved speed
  - Errors reduced by a third
- Read more here:

<http://www.asq.org/healthcare-use/why-quality/great-ormond-street-hospital.html>





## Next steps



*Institute for Innovation  
and Improvement*

- Training and network for CKOs and TKOs
- Learning from international health organisations
- Sharing experiences with the private sector
- Promoting KM successes (and failures)
- Publication of research on KM in the NHS
- Creating a knowledge sharing culture



# Bibliography



**Healthcare Knowledge  
Management: Issues,  
Advances and  
Successes**

RK Bali, A Dwivedi  
Springer, 2007  
ISBN 978-0-387-33540-7



**Healthcare Knowledge  
Management Primer**

Nilmini Wickramasinghe,  
Rajeev K. Bali, Brian Lehaney,  
Jonathan Schaffer, M. Chris  
Gibbons Steve Clark  
Routledge, 2009  
ISBN 978-0-415-99444-6



**Knowledge  
Management Primer**

Rajeev K. Bali, Nilmini  
Wickramasinghe, Brian  
Lehaney  
Routledge 2009  
ISBN 978-0-415-99233-6



NHS Institute for Innovation and Improvement  
<http://www.institute.nhs.uk>