

NHS West Midlands Regional Development Centre

Service Improvement +
Organisational Development +
Policy Implementation +
Sharing Good Practice

A 'Knowledge Organisation'

Our Story: Why Knowledge Management?

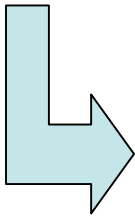
- Variety of work Programmes
- Mobile field workers; split locations
- Fewer than usual face to face meetings
- Needing to 'know what we know': '*honest brokers*'
 - Who are we working with?
 - Where's the good practice?
 - Who else needs to know...?
- Working with people to change their behaviour

How times change...

*'Knowledge Enthusiasts' (WMRO, 2005):
a lightbulb moment !*

. . .

5PCs + 1 Floppy disc



Multi-platform back office, open
source web systems, smartphones,
wifi etc..

~ Balance ~

People



KM

Processes

Technology

Our major 'KM' initiatives

- KM Awareness-raising
- Training & Development
- Mobilisation
- IT investment; VFM!
- 'Social' software
- Bespoke management tools
- Knowledge Roles; embedding (KSF)
- Supporting Teams & their Networks
- Supporting Project delivery
- Sharing through narratives

Knowledge Role

Knowledge Roles

KSF 'IK3' Level

Chief Knowledge Officer

4

KM Lead + KM Working Group

4

Programme Directors oversee maintenance of Knowledge Bases

Knowledge Base Owners

3

KB

KB

KB

KB

KB

1 or more Knowledge Base for each Specialist Subject Area

Knowledge Base Co-ordinators

2

Knowledge Workers

Everyone else in the Team

1

Knowledge Roles

Details of Role	Personal Skills & Qualities	KSF 'IK3' Level & details
Role - Chief Knowledge Officer: Strategic Champion for KM		
<ul style="list-style-type: none"> • Promotes the benefits of KM to external and internal stakeholders • Promotes the effective management of knowledge as a strategic asset to achieve organisational objectives • Embeds KM into the organisational culture • Ensures Senior Management support and active engagement 	<ul style="list-style-type: none"> • Has a very good understanding of the benefits of effective KM and the WMRDC KM Strategy • Demonstrates strong leadership and excellent communication skills • Is able to demonstrate and promote the strategic benefits of KM to external partners • Is a member of the Senior Management Team 	<p>Level 4</p> <p>Develops the acquisition, organisation, provision and use of knowledge and information.</p>
Role - Knowledge Base Owner: Manages one or more Knowledge Bases and champions KM in his or her specialist area		
<ul style="list-style-type: none"> • Takes responsibility for the effective maintenance of a Knowledge Base • Quality-reviews all new proposed additions to the Knowledge Base • Ensures the use of the most effective KM tools and processes for capturing, storing and sharing knowledge relevant to their Knowledge Base • Maintains personal awareness of internal and external KM developments 	<ul style="list-style-type: none"> • Has a good understanding of the benefits of effective KM and the WMRDC KM Strategy • Is a recognised Knowledge Specialist in subject/Programme Area • Is able to utilise knowledge resources, tools & processes • Is able and be sufficiently informed to develop Knowledge Bases that will meet the needs of appropriate knowledge communities • Demonstrates willingness to develop KM 	<p>Level 3</p> <p>Organises knowledge and information resources and provides information to meet needs</p>

One to One Meetings

Staff Member :	Line Manager:	Date :
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Health, Well-being & Work Relationships: Progress & Issues this month, Agreed Actions & Deadlines...	
Your Health & Well-being at work	
Performance: Progress & Issues this month, Agreed Actions & Deadlines...	
Work Delivery (in brief)	
Any other issues	
Knowledge Management: Progress & Issues this month, Agreed Actions & Deadlines...	
Additions to website	
Maintaining Shared Drive / other Knowledge Bases	
Publishing Project Outcomes?	



Perceived 'KM Maturity' @ West Midlands RDC 2006 - 2009

Critical Success Factors for Effective KM

**Perceived Maturity
2006 2009**

Organisational Culture

KM Awareness	Knowledge Aware	Knowledge Aware
Senior Management Engagement	Knowledge Levering	Knowledge Aware
Knowledge-Sharing Culture	Knowledge Levering	Knowledge Levering
Measures to gauge KM Benefits	Knowledge Levering	Knowledge Levering
Incentives & Rewards for Knowledge sharing	Still at Base Camp	Still at Base Camp

KM Infrastructure

Strategy	Knowledge Aware	Knowledge Aware
Processes	Still at Base Camp	Knowledge Aware
Structure	Knowledge Aware	Knowledge Aware
Systems	Knowledge Aware	Knowledge Levering

Knowledge Networking

Individuals	Knowledge Aware	Knowledge Levering
Team	Knowledge Aware	Knowledge Aware
Organisation	Knowledge Aware	Knowledge Aware
Inter-Organisation	Knowledge Aware	Knowledge Levering

Why share
our stories?

We

- learn more about each other's work
- share & pool our experience & skills
- have stronger relationships
- are likely to collaborate more
- are more efficient as a Team
- model our approach to our colleagues
- show our clients and partners how to do the same

Others

- find out more about our work
- understand why we are valuable
- want our services
- publicise our services
- share in our good work, with us and indirectly
- join in with the sharing!
- achieve higher standards in healthcare ('ripples' and 'snowballs'...)



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CKO Role

- Passion for sharing => collaboration
- Inspire through Leadership
- It can be lonely..... *until now?!*
- It can be risky - don't be afraid to:
 - o question
 - o admit when something hasn't worked: *LEARN!*
- Work with the willing - Champions, early adopters
- Keep at it!
 - o Don't lose sight of the goal
 - o And take time to look back

Give your staff permission to talk 
to each other! *West Midlands*
Regional Development Centre

More info & getting in touch

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- Our KM Strategy & more:

www.wmrhc.org.uk/km