

Fostering knowledge management in healthcare organisations: virtual KM platform TK3™

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Introduction

Knowledge Management (KM) has evolved as one of the most important sources of competitive advantage. Notwithstanding the foregoing, little evidence is available on fruitful KM project designs, processes, platforms and results; this lack of evidence is even more notorious in the healthcare service sector. Little guidance exists on how to distinguish organisations capable of reaping the benefits of innovation management from those that not and how managers can maximise the return on their investments in knowledge. Healthcare organizations are learning how to tap into knowledge management to capitalize on what the organization knows and learns.

Triangle del Koneixement.TK3™ was created to offer a collaborative space in which specific campaigns are being launched, this way aligning the submissions according to the company's challenges and strategies. Employees are called upon to contribute to requested challenges and rely the presentation, evaluation, dissemination and implementation process for all three pillars. The set up and management of the KM platform of the KM process are necessary to better adapt to new demands from employees, students, customers and markets, and the company's business environment.

Objectives

The key Hypotheses of TK3™ are:

- The knowledge management project will nurture new ideas, increase best practices and render better papers.
- By offering a collaborative space in which co-sharing knowledge, we will increase the share of participation of our employees in KM projects.

The general Objective of TK3™ is:

Our final objective should be to take profit from people's knowledge in order to improve efficacy and efficiency of processes and therefore, our organization's outcomes

The specific objectives of TK3™ are:

- Maximise the leverage of corporate knowledge.
- Enhance participation and thought leadership.

Method

To tackle the challenge of bundling and managing in the most effective way corporate knowledge as driving force of innovation management, our university healthcare centre, MútuaTerrassa, has conceptualized a KM project - aided by a virtual KM platform - based on the following three knowledge pillars: Scientific and Academic production, Best Practices and Innovative Ideas.

The procedure of TK3™ will be as follow:

- Registration throughout the year of idea/BBPP/scientific contribution eventually fostered through corporate campaigns (demand- and supply-driven KM).
- All participants may vote and give feedback; this vote will be integrated into the final score.
- Regular Evaluations undertaken by specific Committees according to time line, based on specific criteria, pondered in a pillar-specific way with specific thresholds.
- Final decision and communication of resolution once per year for each pillar and for the four impact areas.

Pilot study:

In order to evaluate the user satisfaction with different aspects of TK3™ platform previous to launch it we did a pilot trial.

Participants: Although all employees from MútuaTerrassa are potential participants, for this trial only professionals from hospital and primary care centre staff will be invited to participate (N= 13 persons).

Enrolment of participants will take place via an official presentation of the online-tool and with the supporting of all coordinators staff of TK3™

Tools of TK3™ platform: the evaluation of Ideas (innovation database) and Best practices will be undertaken at for impact levels: Healthcare quality and effectiveness services, Social impact, Organisational aspects and Logistic developments.

There are different participating roles in the pilot trial:

- Users only, users and evaluators: representative and multidisciplinary professionals (scientific and strategic expertise)
- Coordinators supporting platform staff: organisational aspects.

The procedure will be as follow:

- Registration an idea/BBPP/scientific academic contribution and corporate campaigns.
- All participants may vote and give feedback; this vote will be integrated into the final score.
- All participants were invited to answer to the questionnaire ad-hoc supported by Survey Monkey program. The questionnaire includes age, gender, professional category and place where professionals do it (workplace/out of workplace). The questionnaire five main domains, base on Likert score (1-5) punctuation. The domains were structured in five principal domains:
 1. Structure and visibility: Intuitive, effective, friendly and support on line.
 2. Utility: Visibility to my knowledge, internal knowledge networks, internal collaboration, learn the knowledge generated, gain recognition, to present an idea or project.
 3. Contents: Tool for continuous learning, I may find knowledge generated and clear concepts for introduction of contents.
 4. General evaluation/global satisfaction: score 1-10. Satisfaction, use and recommendation other.
 5. Highlight positive and negative aspects

Analysis data:

Apart from the results obtained from Survey Monkey program we analyzed deeply by statistics package Stata S/E vs. 13. The score of different items from questionnaire and principal domains were described as percentages or median and percentiles.

Finally, there was a presentation and discussion of the results with the participants in the pilot trial.

Results

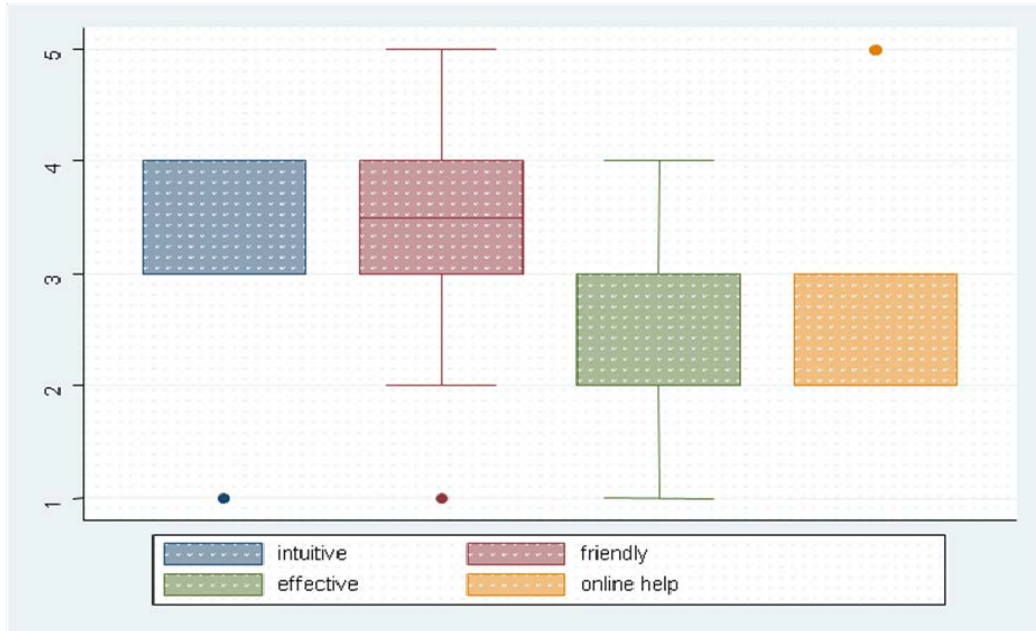
Out of 13 persons who invited to participated, 10 accepted, with 50% from 30-50 years old, 50% physicians. Majority the access to TK3™ platform will perform out of workplace.

Ten participants do it the user role, and the results of evaluation of Structure and visibility; Utility, Contents, and general evaluation has been evaluated with a median score between 3-4. Eight of ten participants also performed the role of evaluator and answered to the questions related with evaluation process (Clarity, transparency, ease, compression, realibility and ideality of criteria). The median score of most of the items were between 3-4. The items with the best punctuation were: Know the knowledge generated for other professionals in the company, and transparency of the evaluation process.

The positive aspects that participants highlighter were: visibility, share knowledge, innovation, easy access to contents, friendly format, ability of the TK3™ platform for impulse and generate participation, availability of a knowledge tool in the company. The negative points remarked by participants were: poor campaigns visualization, insufficient information to contents introduction, technological errors and excess of notifications via e-mail in the evaluation process.

The global evaluation about the platform based on score 1-10 punctuation has been evaluated with a median score between 6-10.

Fig. 1. Technology Level



Likert scale 1-5: been 1 the lowest punctuation and 5 the highest.

Fig 2. Contents

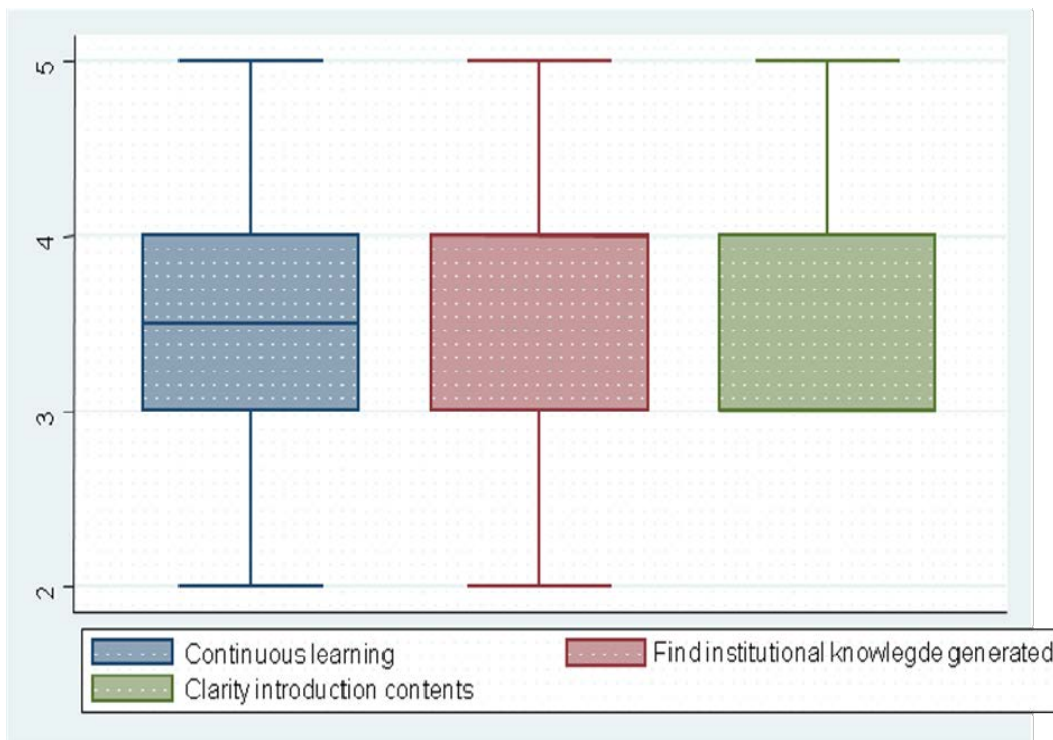


Fig. 3. Utility

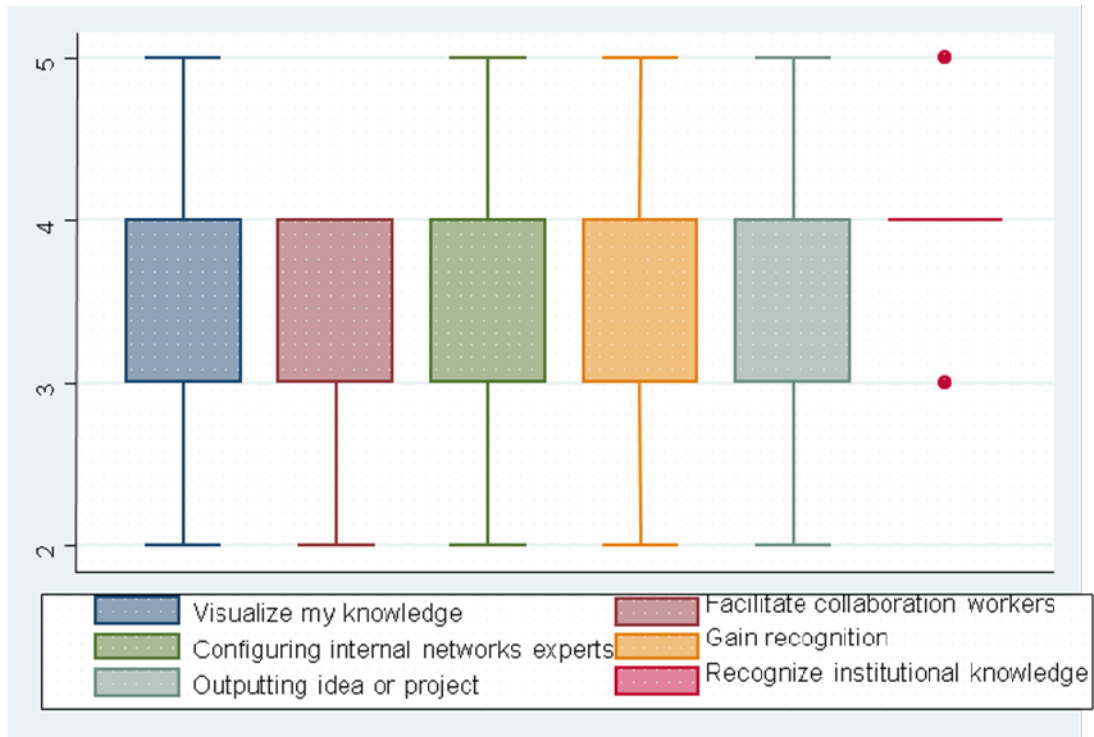


Fig. 4. Evaluation Process

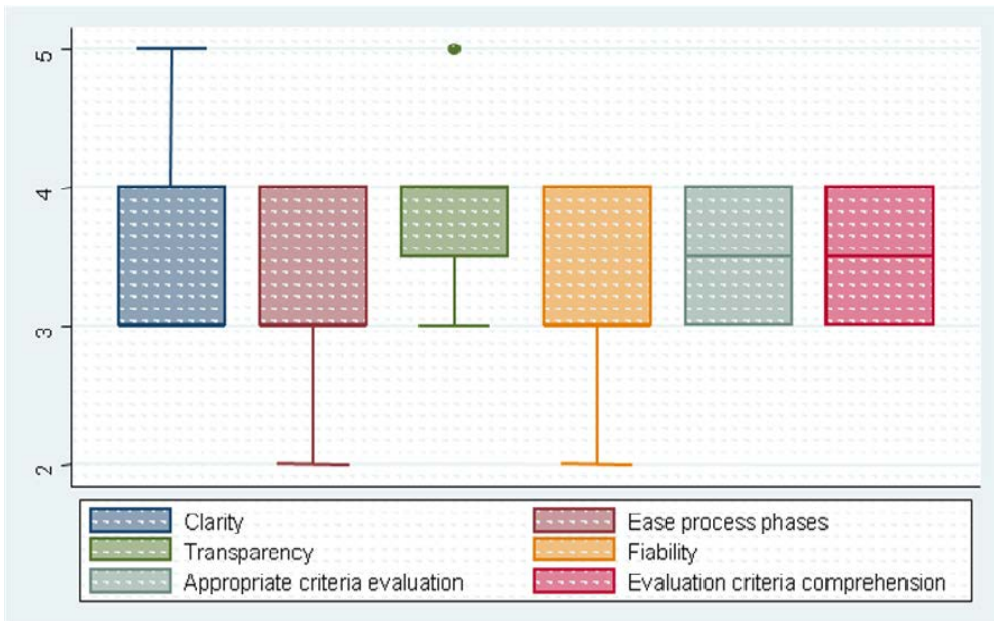
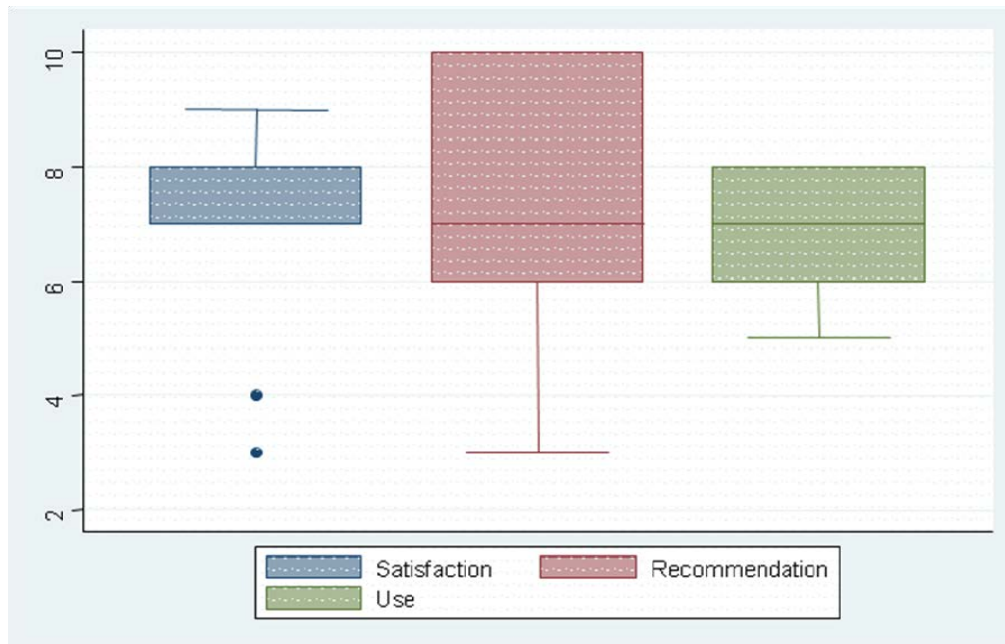


Fig. 5. General Evaluation Platform



Discussion

Based on these results is foreseen once the deployment in different corporate levels, KM project's use has been proven beneficial both at innovation and at organisational level for the implementation in other enterprises belonging to the organization. On the other hand they have had to propose actions for improvement on the platform from the result of the pilot.

The implantation platformTK3TM promotes, integrates and systemises all three knowledge pillars, collecting, sharing and rewarding of knowledge-related results based on the four pillars and aligned with health corporate strategies and processes.

The current phase does not yet target the involvement of external innovation partners, such as suppliers, R&D partners, patient associations and other organisations, in order to become an open innovation platform and the other external actors (Open Innovation).

Conclusions

The collaborative platform is only an integrated instrument that fosters innovation culture in a very specific sector, and intangible benefits such as more participation, the company's support on innovation. Projects or better knowledge about corporative challenges will be key driving forces for its success.

Knowledge management at firm level triggers anticipation of the institution's response to convert knowledge into innovation and while highlighting the employee's role as key contributor. In this sense, the initiative is profitable for all staff levels, for customers, for society, and for providers.

Firstly, for management staff, improving the process and/or reducing costs, secondly, for employees, as they get rewarded for their efforts and participation in the process of creativity, granting recognition and visibility to their work and talent. In addition, it is beneficial for society, offering new products and better healthcare and social services.

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