Knowledge management in mental health services: the role of NHS libraries

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September 13th 2002
What is KM?

A re-working / re-thinking of familiar concepts:

- Information management
- The “learning organisation”
- “info-mapping”
- Resourced-based theories of the organisation

etc.

(Corrall 1999)
The roots of KM

Japanese management philosophies:

- Total Quality Management (TQM)
- Kaizen
- Just in Time

all rely on

- Sharing of tacit and explicit knowledge
- Teamworking
- Management of change
- Exploitation of knowledge as a capital asset

“KM is a strategy employed by an organisation wherein its collective information resources, acquired knowledge and personal talents are shared and managed in order to increase productivity, create new knowledge and new value, and improve competitiveness”

(Lindsey-King 1998)
Definitions of KM (2)

- “Knowledge management involves efficiently connecting those who need to know, and converting personal knowledge into organisational knowledge”

(Godbolt 2002, after Yankee Group 2000)
"Knowledge management is the task of developing and exploiting an organisation’s tangible and intangible knowledge assets."

(DH 2001)
“People who define knowledge management are charlatans and carpetbaggers”

David Snowden, IBM Global Services
Aspects of knowledge (1)

- Data
- Information
- Knowledge
- Wisdom

…with apologies to T S Eliot
Aspects of knowledge (2)

- **Explicit**
  - what we may “know about” via an articulated and recorded “body of knowledge”

- **Tacit/implicit**
  - acquired through personal learning and experience
  - reflected in an individual’s capacity for action
  - could be articulated – but usually isn’t
Aspects of knowledge (3)

- Knowledge as individual or social construct
- The organisational environment in which people are encouraged to learn and to share knowledge
- Aspects of organisational “intelligence” that are amenable to planning and management processes

(Streatfield and Wilson 1999)
A caveat

- KM concept often associated particularly with the adoption of automated methods for capturing information and making it accessible

BUT – need to understand:

- representation and organisation of knowledge
- behaviour of information users

KM is not solely about IM&T

(Perez 1999)
Aspects of KM (1)

- Content
- Infrastructure
- Skills
- Culture

(Haines 2001)
Aspects of KM (2)

Two different emphases:

- **Codification**
  - Accessing and re-using existing knowledge
- **Personalisation**
  - Capturing tacit knowledge
## Aspects of KM and Technology Enablers

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<th>Existing KM Technology Enablers</th>
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<td>Knowledge assets</td>
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<td>• Document management systems</td>
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<td>• Data mining systems</td>
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<td>• Knowledge inventory systems (search engines, knowledge mapping and information retrieval systems)</td>
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<td>• Data/information repositories (best practices, storytelling and lessons learned)</td>
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<td>• Online training systems</td>
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Basic KM technologies

- Intranets
- Relational databases
- Groupware (e.g. Lotus Notes)
- Document management systems
- Data mining/data warehousing

www.billinmon.com
Information retrieval system developments related to KM

- Automatic generation of Web page metadata (Dublin Core)
- Relevance ranking
- Use of “intelligent agents” for searching and current awareness
- Automated abstracting and indexing
- XML (interoperability, data exchange)
Cf. the (traditional) role of the information professional

- Acquiring and organising information
- Making it available for use
- Disseminating it
- Disposing of it

“Librarians have always been knowledge managers”
(Lindsey-King 1998)
N.B. the information worker’s (tacit) knowledge...

- The organisational context of a practitioner’s work
- The patient population
- What type of information would be relevant
- How the practitioner works
- How the information would be used

(Fennessy 2001)
NHS “knowledge paradox”

- **Richness in content/poverty in infrastructure**
  NeLH, guidelines output
cf. access to NHSnet

- **Richness in skills**
  programmes/poverty of KM culture
  ECDL, CASP
cf. lack of organisational development or HR policies to encourage knowledge sharing

*(after Haines 2001)*
The “bad old days” (1)

Locating an answer to a clinical question required:

- A visit in person to the library
- A literature search using library facilities
- Locating articles/books within the stacks
- Placing an ILL request if the items not available locally
The “bad old days” (2)

Major disadvantages:

- Involved time away from the clinical area
- A poor use of a busy clinician’s time
Mooer’s law

“An information retrieval system will tend not to be used whenever it is more painful and troublesome for clients to retrieve the information than to live without it”
The clinician as knowledge worker

- **Data gatherer**
  Capturing and storing data, e.g. admission histories

- **Information user**
  Using information generated and displayed by a clinical information system

- **Knowledge user**
  Using sources such as textbooks, research literature, clinical practice guidelines in interpreting clinical phenomena

- **Knowledge builder**
  Generating new domain knowledge via clinical research

*(after Snyder-Halpern 2001)*
Factors involved in seeking answers to clinical questions

- “Cost” factors (see previous)
- Urgency of a patient’s problem
- Expectation that an answer exists

- **KM skills**
  - literature searching
  - critical appraisal
  - bibliographic management
  -- a major issue
The national policy context

- A First Class Service 1997
  - Clinical governance concept
- Information for Health 1998
  - NeLH and VBLs
- Building the Information Core 2001
  - IM&T implications of NHS Plan
- HSG(97)47 guidance on library services
- Mental Health NSF
Role of KM in EBP

As knowledge users, clinicians and managers have questions about:

- What is best practice?
- Is it effective?
- How do interventions compare in terms of their relative effectiveness?
Wider KM initiatives in health care: (1)

Many related to EBP, e.g.
- Specialised bibliographic databases
  DrugScope, HealthPromis
- Systematic reviews
- Secondary EBM literature
  *Effective Health Care*, evidence bulletins e.g. *Bandolier*, abstracting journals e.g. *EBMH*
- **TRIP guidelines database**
  [www.tripdatabase.org.uk](http://www.tripdatabase.org.uk)
- Clinical trials databases
- Research gateways e.g. TRIAGE
Wider KM initiatives in health care: (2)

- Centre for Evidence-Based Mental Health – gateway to evidence-based mental health resources [www.psychiatry.ox.ac.uk/cebmh/](http://www.psychiatry.ox.ac.uk/cebmh/)
- Critically Appraised Topics: CATbank [www.jr2.ox.ac.uk/cebm/docs/catbank.html](http://www.jr2.ox.ac.uk/cebm/docs/catbank.html)
- InfoPOEMS clinical awareness system [www.infopoems.com/index.cfm](http://www.infopoems.com/index.cfm)
- CLIP: database of clinical effectiveness initiatives etc. etc.....
Priorities for information system and service development:

- locate decision support tools as near as possible to the clinical decision maker, so as to reduce the perceived resource costs
- provide reliable, high-quality information resources that are user-friendly and convenient
- integrate information resources with clinical information systems
The National electronic Library for Health (NeLH)

- **Knowledge**  Cochrane Library etc.
- **Know-how**
  - **Explicit**  Clinical guidelines
  - **Tacit**  (development process)
- **Knowledge management**

www.nelh.nhs.uk
The National electronic Library for Health (NeLH)

- **Main NeLH**
  to integrate with local intranet content
- **Virtual Branch Libraries (VBLs)**
  e.g. NeLMH, NeLLD, NeLKM
- **Professional portals**
  portals for PAMs and librarians now available

-- **Link to and support (not replace)**
  existing NHS libraries
NeLH developments

1999-2003

- Integrating knowledge resources at the point of care
- Access to answers to questions at the point of care from with the EHR/EPR

www.nhsia.nhs.uk/nelh/

- National Knowledge Service
  Further integration of NeLH and nationally purchased information resources with NHS libraries
NeLMH home page

National Electronic Library for Mental Health

We have now developed three major gateways to answer your mental health questions:

| DEPRESSION | SCHIZOPHRENIA | SUICIDE |

The NeLMH is one of the first virtual branch libraries of the National electronic Library for Health (NeLiH), an initiative announced in the Government's Information for Health strategy. The NeLMH is also one of the main areas of focus for the Mental Health Information Strategy announced in the National Service Framework for Mental Health.

Please take a look around the site and let us know what you think.
Maximising access to explicit knowledge: the clinical intranet

- **Organisational information**
  - generated locally – “corporate memory”
    - directories (e.g. services, courses)
    - databases (e.g. vacancies)
    - documents (e.g. newsletters, policies, protocols)
    - other systems (e.g. IT helpdesk)

- **Training delivery**
  - generated nationally or internationally
  - Virtual Learning Centre
The clinical intranet: cont’d

“Soft” clinical information
generated locally, nationally, internationally

- Bibliographic databases
  PubMed, Cochrane Library etc.
- Other research evidence
  BMJ Clinical Evidence, Bandolier etc.
- Clinical databases
  e.g. OMIM
- Reference sources
  e.g. eBNF
- Clinical guidelines
  e.g. TRIP
- Care pathways
- Patient information leaflets
The clinical intranet: cont’d

- “Hard” clinical information: computerised patient record generated locally

Clinical intranet provides seamless access
e.g. Oxford Clinical Intranet

CCS soon to be available via SLAM intranet
The clinical intranet: future developments?

- How can clinical intranets provide context-sensitive linking to external information sources?
- How useful are decision support systems (DSS)?
Using and harvesting implicit knowledge

- **Promoting collaborative working in project teams using networked applications**
  - groupware
  - bibliographic management systems
- **Fostering professional networks via communication facilities**
  - web logs (“blogs”)
  - mailing lists/listservs
  - discussion boards
  - newsgroups
- **Auditing skills/building expertise databases**

(after Lacey Bryant 2001, Corrall 1999)
Roles of the librarian in supporting EBP

- Evidence locator
- Educator
- Disseminator
- Critical appraiser
- Resource provider
- Quality filter

After Booth (2000)
Common health library
KM activities: (1)

- Information services need to act as intermediaries between health practitioners and the knowledge available.
  - Working to improve networked access to the knowledge base, e.g. by building web/intranet sites.
  - Information skills training/outreach: locating and using clinical evidence.
- Access to knowledge does not change clinician behaviour by itself.
- Compiling lists of/guides to resources.
- Providing current awareness services.
Reay House library intranet pages include:

- Web subject guides
- Lists of freely-accessible Web databases
- Presentations on health information topics
- Links to full text electronic journals and books
- Advice on sources of research information, critical appraisal, PDA use, pay-per-use document supply etc.
- Networked access to indexing/abstracting services (proposed) e.g. HMIC, EMBASE
Library intranet: home page

LIBRARY BASICS: About > Access and membership > News > Staff > Contact > Library services > Location

About the library

The library occupies spacious and attractive premises within the Trust’s Lambeth Hospital site (built in vibrant yellow and red brick on the site of the old Stockwell Fever Hospital). We offer a comprehensive information service to local health professionals and charities as well as to trust and social services employees, aiming to support all clinical and staff development activities.

Our library guide is available to download in HTML format or MS Word format for convenient reference.

We are normally open Monday-Friday from 9.00 a.m. until 5.00 p.m. It is sometimes necessary to vary these hours in case of off-site meetings, staff training or sickness absence. In such a case, every effort will be made to publicise the altered times via e-mail and on the intranet beforehand.

In addition to providing an interface to library services, the library pages offer a gateway to information sources in the relevant professional specialties.

N.B. These pages incorporate many links to sites on the NHSnet and World Wide Web. You will not be able to access them unless you have Web connectivity enabled. Please contact your service director with any queries concerning Web access.

Please tell us what you think of them! There is a web version at http://slamlibrary.xly.net
Library intranet: web subject guides

“Of the making of many guides to Web sites there is no end” (with apologies to Ecclesiastes).

Over the years that the library has had an Internet connection, the librarian has put together a series of lists of key Web resources in various subject areas, rather coyly entitled “Catherine’s cool sites”. These started life as e-mail circulars to staff. They have been regularly revised and updated, and are reproduced here in the hope that they may be useful to health professionals and others.

Starting points
- Free bibliographic databases
- Mental health
- Lifelong learning - updated
- Useful Web-based services
- Meetings and conferences
- Health statistics - updated
- Mental health of older adults

Clinical governance
- Coronary heart disease
- Official publications
- Subject gateways
- Psychological tests
- Management - updated
- Disability
- Neuropsychology
- Web searching tutorials - new

Please tell us about any other topic areas or sites that should be included.
Library intranet: health statistics

INTERNET: Web subject guides > Health statistics

Health statistics

Guides to health statistics in print and online:

A guide to healthcare resources on the Internet, chapter 4: health statistics on the Web
Comprehensive list of links compiled by Julie Gimelle of the NHS CRD.

Finding Health Statistics
Comprehensive guide to UK and other health statistics in print and online. Includes material on Health of the Nation Key Areas.

Health Statistics: a Guide to Print and Online Resources
Produced by South Bank University Library. Includes numerous links to resources on specific diseases.

Major primary sources of health statistics online:

UK Data Archive
Formerly known as the ESRC Data Archive. Huge collection of social and economic data; requires (free) registration. Includes general studies, nutrition, morbidity and mortality, accidents and injuries, physical fitness and exercise, drug abuse, alcohol and smoking, health services and medical care, childbirth, family planning and abortion.

Department of Health
Statistics on the Web include public health, workforce, expenditure, social care, health care. Lists statistical publications, major surveys, statistical press releases, comprehensive list of links to other statistical sources.

Health and Safety Executive
Statistics on workplace and home accidents and injuries.
| Library intranet pages: list of electronic journals |

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Knowledgeshare NHS information support for evidence based practice

Knowledgeshare Alert 7 - March/April 2002:
Bi-monthly bulletin outlining the latest information in evidence based practice available from health care libraries in the East Sussex region, collated by the Knowledgeshare project, The Library, Sussex Postgraduate Medical Centre, Brighton.

Contents:
- NICE News
- Web Alert - recommended web sites
- Book Alert - latest books
- Journal Alert - latest journal articles
- Events and Courses - provided by East Sussex Health Care Libraries

NICE News
The National Institute for Clinical Excellence/ NICE has issued guidance in the following areas:

Appraisal consultation document: computerised cognitive behaviour therapy.
http://www.nice.org.uk/article.asp?a=29161

Appraisal consultation document: surgery for people with morbid obesity.
http://www.nice.org.uk/article.asp?a=28700

Guidance on the use of entanercept for the treatment of juvenile idiopathic arthritis.


References (cont’d.)


Lacey Bryant, Sue (2001) Putting the knowledge base to work. Clinical Governance Bulletin 2(5) 14-15

Lindsey-King, Cathy. Knowledge management: your link to the future. Bibliotheca Medica Canadiana 20(2) 74-75

