



# APPLYING A KNOWLEDGE MANAGEMENT FRAMEWORK AT THIS TIME OF NHS TRANSITION

## KNOWLEDGE TRANSITION TOOLKIT

The Knowledge Management (KM) team within [Connecting for Health \(NHS CFH\)](#), is part of the Department of Health Informatics Directorate (DHID). This team has developed a [Knowledge Transition Toolkit](#) to support the NHS capture and share learning as it transitions to the future state.

This toolkit supports business continuity, providing the means by which the NHS of the future can build on the experience and good practice of its predecessors. Looking forwards, it also supports the drive towards increased efficiency and service transformation by providing the means to capitalise on the insight and experience of NHS employees.

Some of the feedback received to the toolkit includes:

*The framework is a very practical simple model that focuses on the learning after and learning before, which is very practical and very useable for everybody in the NHS. It's about organisational memory and ensuring that we don't have a stop-start in the new world.* -

Jo Butterfield - Transformation lead, Y&H SHA

*"The work you and your colleagues have been doing is just great – it will mean we can get something started here reasonably quickly and we have high quality resources at our fingertips which have been tested and validated in other NHS settings."* Alison Turner -

PCT Chief Knowledge Officer

## KNOWLEDGE MANAGEMENT FRAMEWORK

In the field of health informatics, the DHID KM team provides a training and advisory service for the NHS. Their work is underpinned by a [Knowledge](#)

[Management Framework](#). Available directly to the NHS it supports:

- a continuous cycle of learning through the application of learning before, during and after tools and techniques
- collaboration through the application of on-line communities
- development and publication of knowledge assets, capturing experience and insight, lending context and meaning to formal outputs

## KNOWLEDGE CHALLENGES

The NHS is currently working through its biggest ever reform programme. It does so against a broader backdrop of economic constraint when it will be expected to achieve more with fewer resources. With some NHS organisations now working towards closure, new organisations forming in their place, and others merging or taking on new functions.

This period of transition throws up distinct knowledge challenges, nationally and locally:

- How can current NHS organisations mitigate against **corporate memory loss** as they work towards closure?
- How will continuing and successor organisations **acquire knowledge** from their predecessors?

Taking the activities of the Knowledge Management Framework, the transition toolkit provides guidance, tools and templates that address these two questions. It is designed so that it can be adopted with regard to the local context and can add value if implemented either in its entirety or in part, according to local need. It is not intended to replace other effective, locally proven approaches and resources.





## SUPPORT PROVIDED

The work of the DHID KM team reflects an increased interest in KM as a discipline and a growing appreciation of the importance of knowledge capture, sharing and application.

The team works to provide the following six levels of service to organisations throughout the NHS. The table below shows a summary of what is provided within each service.

Click here for [further information](#) available from the Connecting for Health Website.

SERVICE	Division	Staff numbers
Guidance	Providing access to KM toolkits online, KM web pages, Postcards.	The KM team can initially send the links or postcards to the requestor, or anyone in the NHS can search on our website on our <a href="#">postcard page</a> .
Presentations	Attending meetings or team meetings to provide presentations to introduce the concepts of KM and the tools and techniques that are available.	The KM team will respond to requests for presentations and will tailor their presentations to suit the needs of the audience.
Training	Providing training for teams or individuals on the use of KM tools and techniques and to help people decide what tools are applicable at what time. Training can consist of a full days training covering all the KM tools and techniques using videos, presentations and exercise to demonstrate. ½ day or individual technique training is also available.	The KM team will work with the organiser within the requesting team to plan a training course and length of course that suits their requirements. The team would expect that anyone who receives training would agree to keep in touch with them or agree to answer surveys about how the how utilised the KM tools and techniques within their area.
Delivery	KM Consultants will (as necessary) facilitate sessions (AAR / Retrospect etc) Hold Knowledge Harvesting interviews Provide assistance in building a Knowledge Asset.	A member of the KM team will work with the requestor to agree the details and will facilitate the session and assist with the documenting of the results.
Support	Providing help and support to teams or individuals who have already received previous services from the KM team eg follow up from KM training.	The KM team will provide the necessary assistance as required.
Advice	Helping a team with an initial self assessment to analyse their KM needs and interpreting the requirements and help them implement this.	A KM consultant will run an assessment and agree a course of action with the requestor.

## BENEFITS

Enabling the use of existing lessons, experience and knowledge will help organisations in the emerging service to operate more efficiently, reducing wastage from 'reinventing the wheel' or making mistakes that have been experienced before. In particular, the KM Team's guidance can help:

- highlight the success, progress and good practice of existing organisations
- identify and impart a legacy
- enable the future NHS to get off to the best possible start by building on existing good practice and operating with the benefit of their predecessors' hindsight
- support the future NHS to operate more efficiently

## USEFUL TOOLS/ACTIVITIES

The Toolkit is divided into sections which address the distinct knowledge challenges:

- [Full Knowledge Transition Toolkit](#)
- [Preserving corporate memory](#)
- [Acquiring relevant knowledge](#)

For general guidance on Knowledge Management, and the team's services go to:

- [Sharing and Managing Knowledge](#)
- [NHS Knowledge Management Learning Resource](#)
- [Knowledge Management postcards](#)
- [Knowledge Harvest Toolkit](#)
- [DHID KM team's journal article](#)



## CONTACT FOR FURTHER INFORMATION

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