


EPOS Forum on International Health Consultancy -Applied Knowledge Management in the Health Sector-

Knowledge Management and Communities of Practice

18th of May 2006

Technische Universität Kaiserslautern
IMO Institut zur Modernisierung von Wirtschafts-
und Beschäftigungsstrukturen;
Abt. Gesundheitswirtschaft und
Krankenhausmanagement


www.ingolf-rascher.de / www.imo-institut.de





Agenda

- Knowledge Management – basics for communities
- Knowledge; Management and Process
- Communities of Practice
- Example
- Activities / Reference



Many Studies circumstantiate the long-term character of Knowledge Management

Improvement of Knowledge Management is an important trend.

Study of the Foundation for the Malcolm Baldrige National Quality Award

100% of the bigger and 87% of the smaller consulting companies say that KM is crucial for their survival or mostly very important.

Study of the management berater

For 50% of the top managers KM has high priority in their organization, for 61% it is the key driver for long term success of their organization.

Executive Technology Pulse Study of the OmniTech Consulting Group

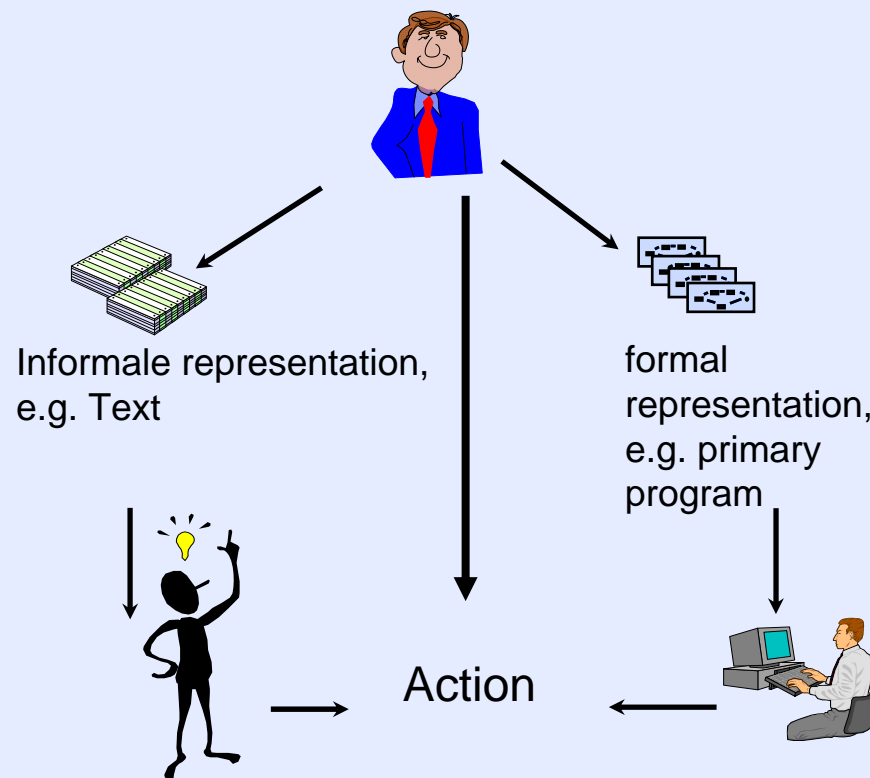
Only 2 of 100 managers rate KM to be only a temporary fashion-trend

Knowledge Management Research Report of the KPMG Consulting Group

92% of the interviewed companies say that their organization is knowledge intensive, 31% confirm to be inefficient in development of knowledge in their organization.

International Survey on Knowledge Management Drivers

Knowledge Process



People are knowledge carrier

KM qualified for action

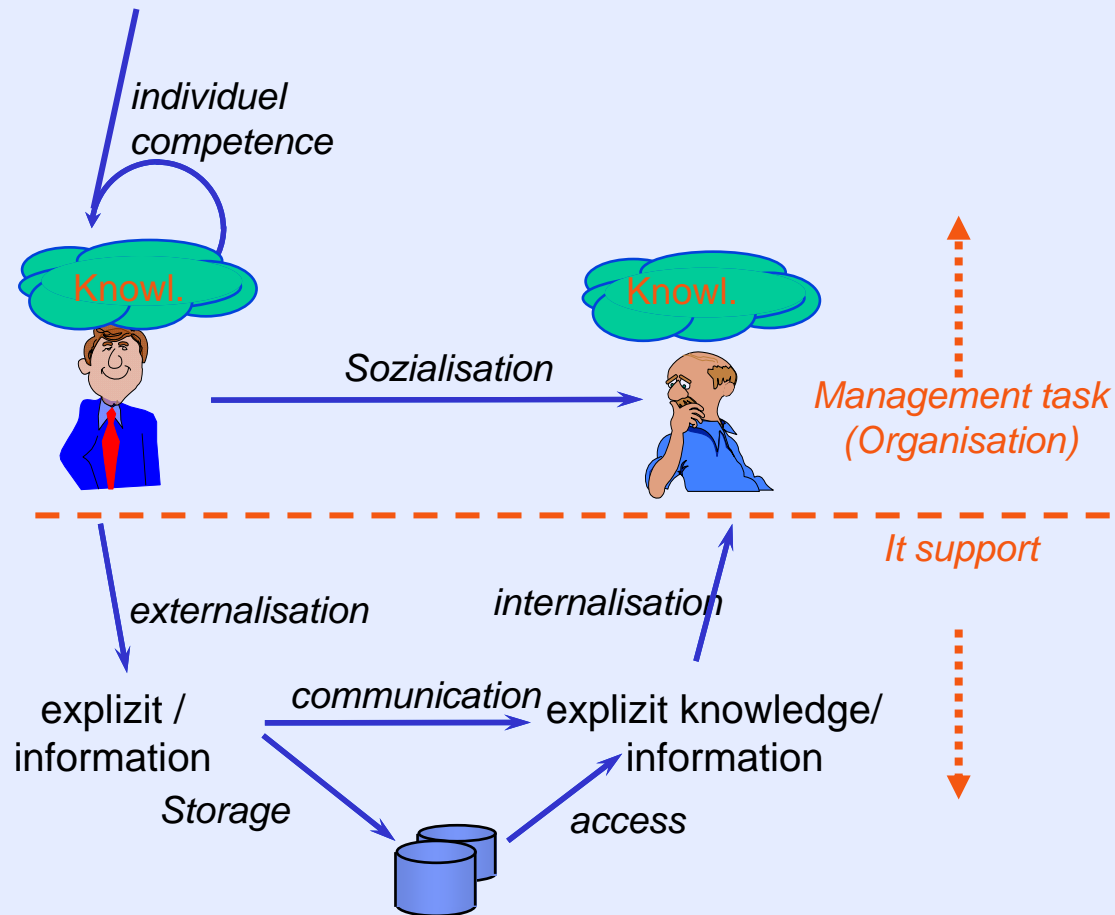
Explizit knowledge can be
represanted and store

result: Information

- **Information become benefecial knowledge by interpretation in practical kontext**

“Knowledge can and should be evaluated by the decisions and actions to which it leads“
(Davenport & Prusak, 1998)

KM navigate different learning process in organization



■ Individuel learning

- ◆ to collect eyperience
- ◆ trainings/seminars

■ Learning by collaboration

- ◆ teamwork
- ◆ joint action

■ Learning ba communication

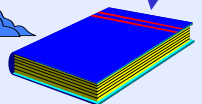
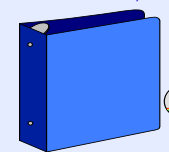
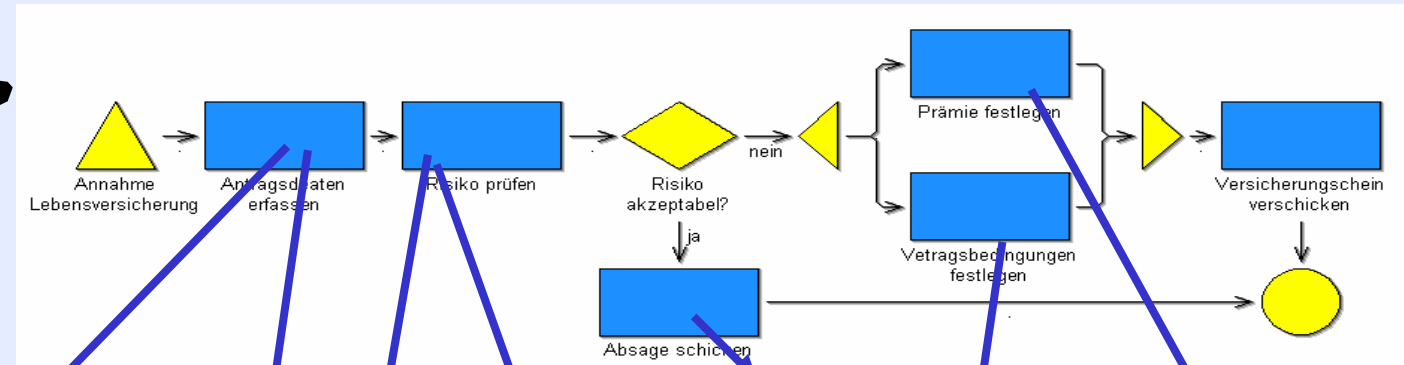
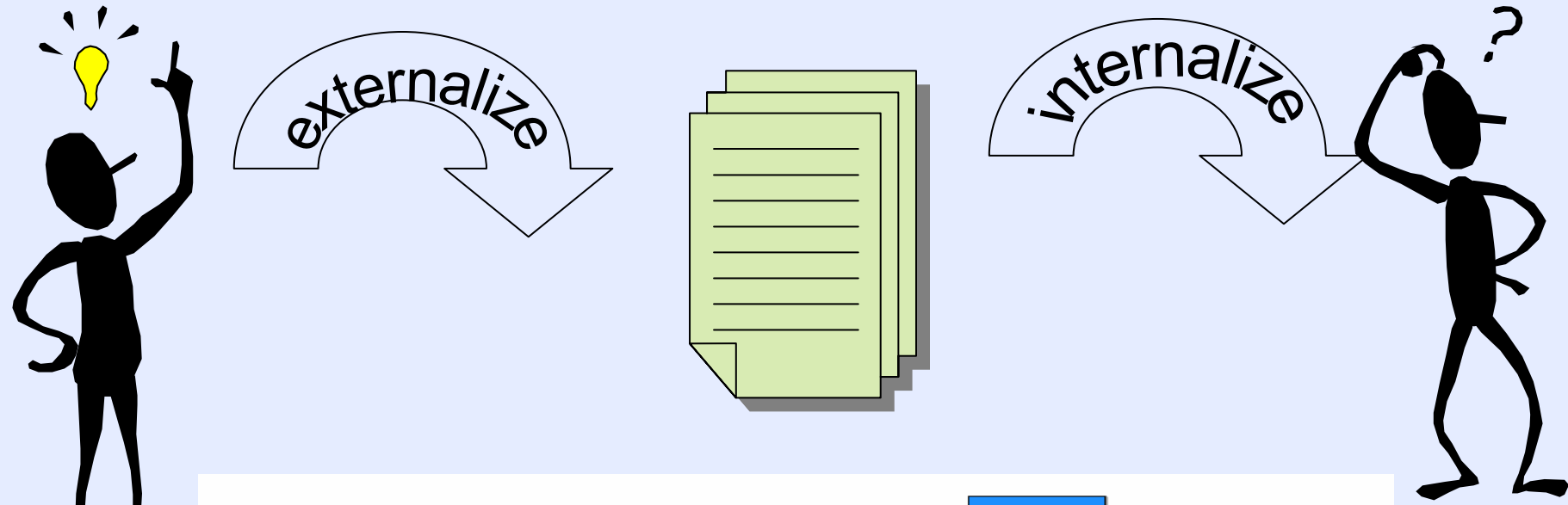
- ◆ informel
- ◆ discussions/ workshops

■ Learning by structure Repositories

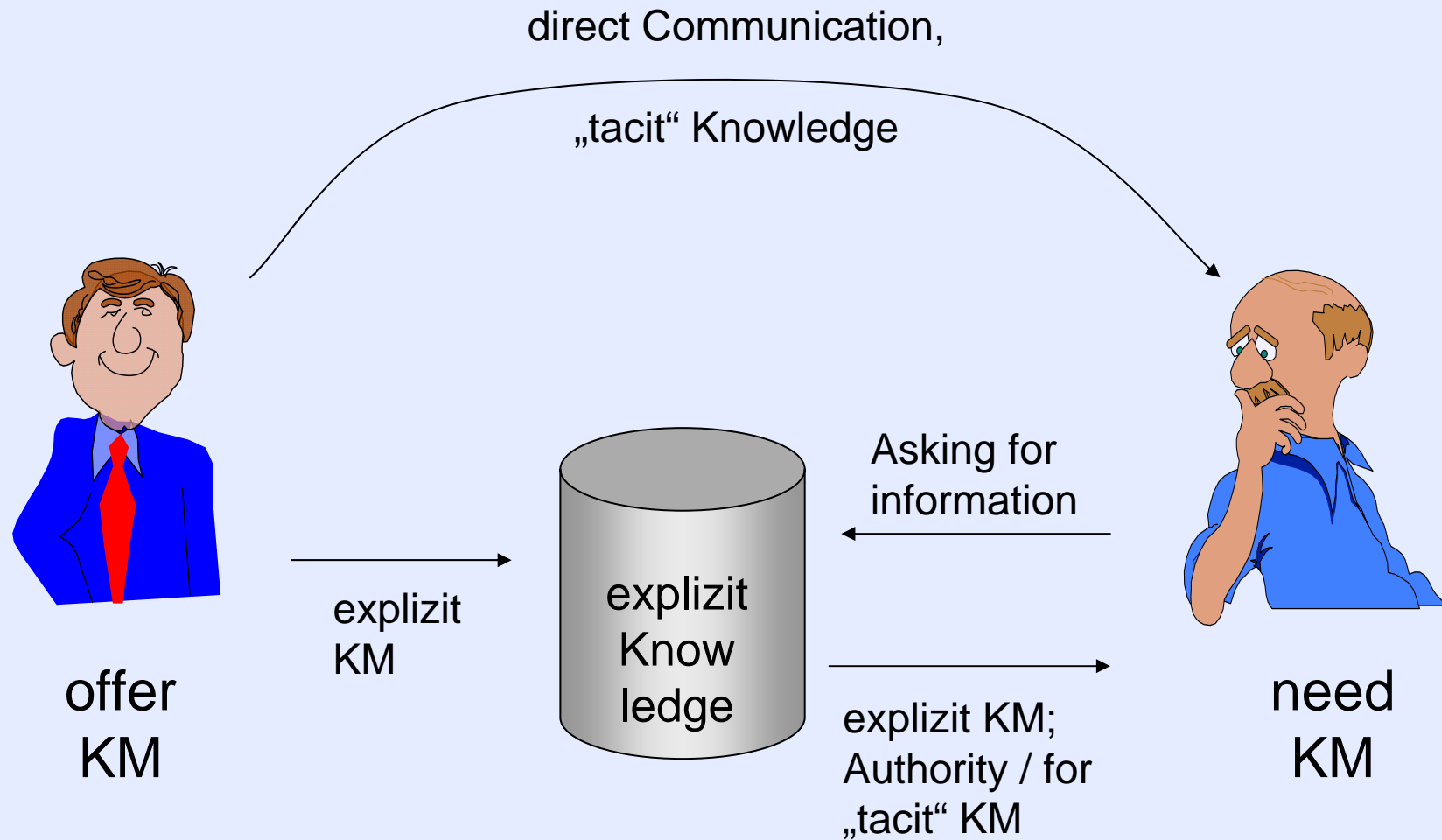
- ◆ Asynchron: storage and access at different time



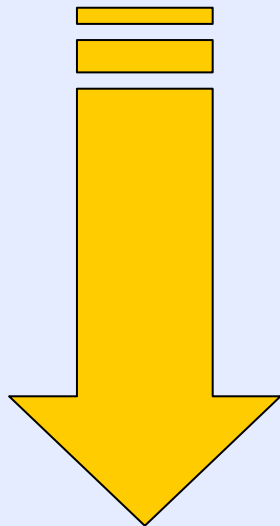
Knowledge Transfer through Information



access to „tacit“ and explizit KM



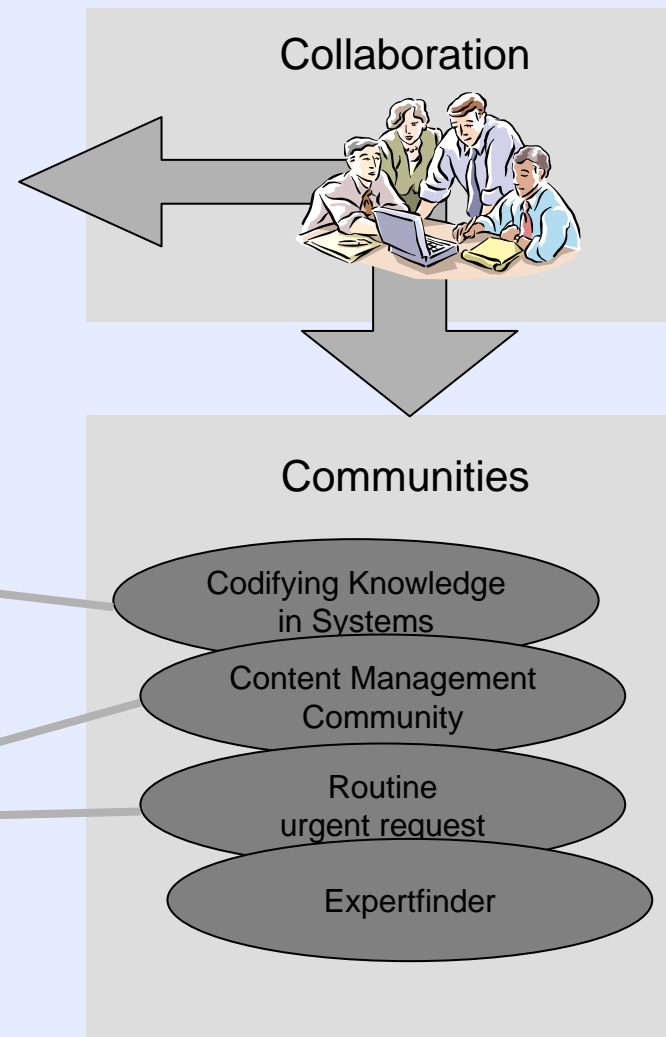
Development of Knowledge Management



- Codification
 - databases
- Personally
 - Yellow Pages
- Sharing knowledge

Peer to peer learning:

- **Communities of Practice**



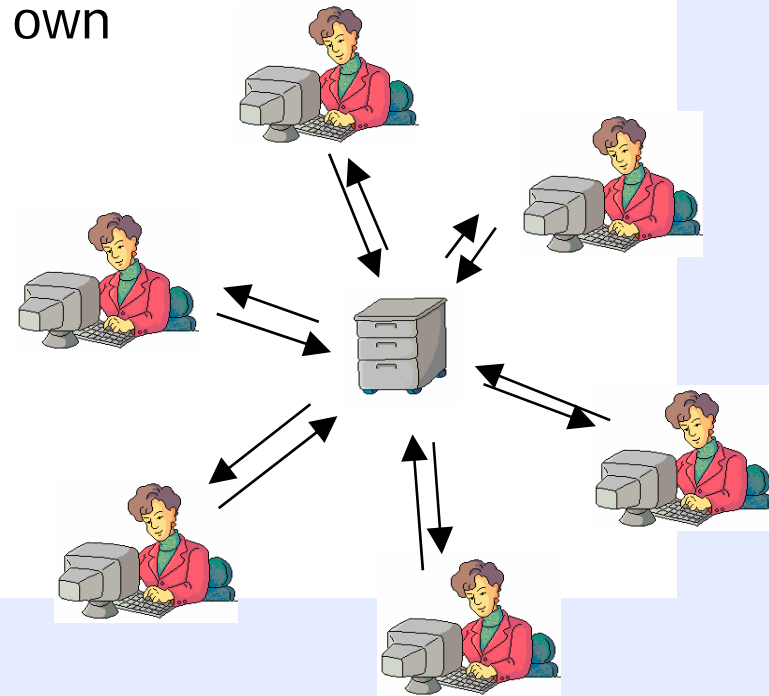
Sharing Knowledge

Situation

- Persons are working or learning together, and for doing their work they need information. This information is distributed among the group members in a way that individuals need information other group members own

Example

- Communities of Practice



Communities of Practice

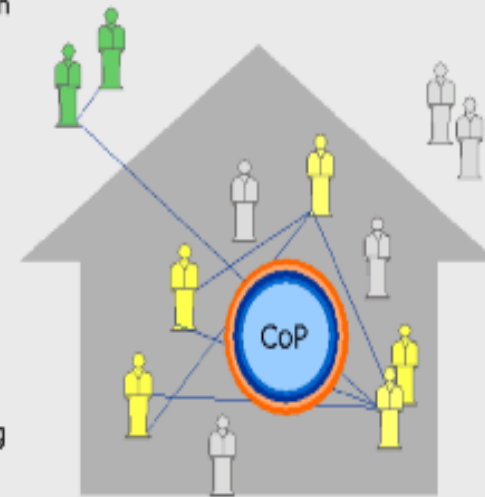
“A Community of Practice is a group of people who are linked together by a common ability or a shared interest, and consequently possess common practical experience, specialist information and intuitive knowledge. They share information, experience and insights and are supported by various tools.”

“Every group that shares interest on a website is called a community today, but **communities of practice** are a specific kind of community.

They are **focused** on a domain of knowledge and over time accumulate expertise in this domain.

They develop their shared practice by **interacting** around problems, solutions, and insights, and building a common store of knowledge.”

Etienne Wenger: "Communities of Practice"



(Enkel/Heinold/Hofer-Alfeis/Wicki 2000)
(Wilkesmann / Rascher 2004, 2005)

Etienne Wenger 1998



Functions of the community of knowledge

Communities of Knowledge ...Communities of Practice (COPs)

- ... Are the spil of the exchange and the practical orientated interpretation of information
 - Members have the same ideas of the issues, and they know how to communicate and how to present
- ... Can keep knowledge alive
 - Databases and Manuals cannot
- ... explore capabilities, bring new developments to the organisation
 - Are at the frontline
- ... Create a common feeling of home, create a long lasting professional identity





Effects of Communities

- Making a product or a service better
- Put knowledge into the social system
(Community Memory against Fluctuation)
- Beginners learn from experts
- Motor for Innovation
- Knowledge transfer to other departments
- To get more information about customers
- What's new?
- Quicker problem solving
- Whom can I ask?





Important facts to succeed

- Appreciate individual work
- Support the identity of the group
- Support participation
- Make success visible
- Create values
- Identify and appreciate innovation
- Make rules clear
- Serious controlling, capable leadership



eTTCA Anticoagulation COPs

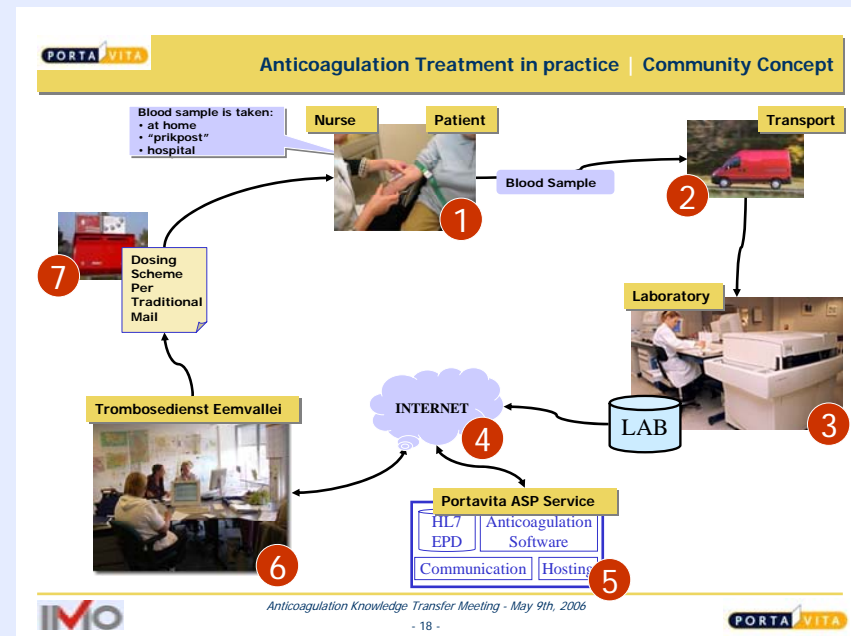
Sharing medical knowledge for medical and Information for patients Supported by a community concept

Currently 65 Clinics treating the 342.000 patients

- 63 in Holland
- 2 in Spain (Benidorm and Torremolinos)
- 1 at Curacao

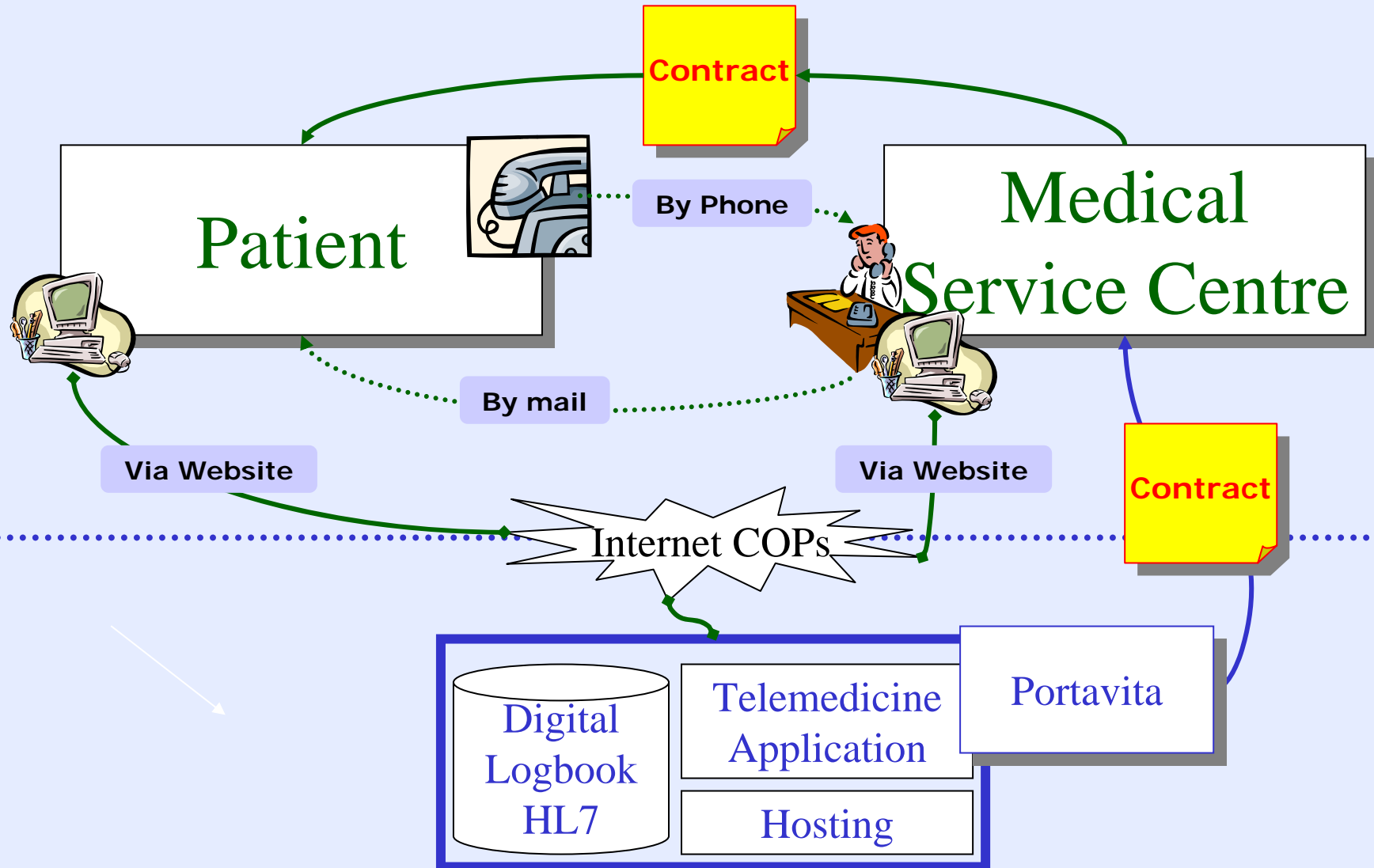
Functionality:

- Treatment of regular patients
- Treatment of self management patients
- eLearning modules
- 335.199 patients under control
 - 18.831 cardial infarction
 - 23.370 mechanical heart valves
 - 132.527 atrial fibrillation
 - 16.226 arterial surgery
 - 16.974 pulmonary embolism
 - 29.558 deep vein thrombosis
 - 26.611 preventive treatment
- 4.378.197 blood samples



Anticoagulation Treatment in practice

Medical Infrastructure



Anticoagulation Community

Digitaal Logboek Heikens, H.J.

Homepage van Heikens, H.J. 28-04-2006 09:48:47

Vorige keer ingelogd op 28-04-2006 09:44:24

Belangrijke gegevens

Laatste INR: 3,0 gemeten op Do 27-04-2006 om 16:55
 Volgend controlebezoek TD: Do 28-09-06 om 00:00
 Volgende prikdatum: Do 04-05-06

Meest recente doseerschema

Doseerperiode: 27-04-2006 t/m 03-05-2006 Meetintensiteit : 7 dagen
 Antistollingsmedicijn: Fenprocoumon Tolerantie : 3 dagen
 Doseerschema gemaakt op: 27-04-2006 door Heikens, H.J.

| | wk 17 | | wk 18 | |
|----|--------|-----|-------|-----|
| ma | 24 apr | - | 1 mei | 2,0 |
| di | 25 apr | - | 2 mei | 2,0 |
| wo | 26 apr | - | 3 mei | 2,0 |
| do | 27 apr | 2,0 | 4 mei | 2,0 |
| vr | 28 apr | 2,0 | 5 mei | 2,0 |
| za | 29 apr | 2,0 | 6 mei | 2,0 |
| zo | 30 apr | 2,0 | 7 mei | - |

Opmerking:

| Datum | Tijd | Nieuwe berichten van | Onderwerp (lezen bericht) |
|------------|-------|----------------------|---|
| 22-03-2006 | 16:00 | Trombosedienst Demo | De trombosedienst heeft een nieuw doseerschema voor u gemaakt |
| 22-03-2006 | 16:06 | Trombosedienst Demo | Uw doseerschema is aangepast |
| 22-03-2006 | 16:08 | Trombosedienst Demo | Uw doseerschema is aangepast |

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Conclusion

- Virtual and real communities are groups of people with the same interests, who are exchanging their interest regularly
- Communities are offering important advantages to customers, employees and the organisation
- Managing Communities needs a healthy mixture of freedom, observation, support and demands
- Factors for success in managing a Community are: a well defined aim, an enthusiastic „core-group“, clear definition of the tasks and continuing Resources (Platform)

(Eppler, Diemers 2000, Wilkesmann / Rascher 2004))





Activities / Reference

- Wink – Wissenschaftliche Begleitung der Förderbereiche Fit für das Wissensmanagement und Wissensmedia für das BMWi www.wissenmanagen.net
- DiaNetCom Diabetiker Network Community
- Knowledge Sharing in Communities www.planspiel-wissen.de
- eTTCA european telemedicine treatment center anticoagulation www.portavita.nl www.imo-institut.de
- european rollout best practice with Communities





Questions & Answers



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