

LEVEL 5 ASSESSMENT SPECIFICATION

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Module Coordinator:	Amare Desta	Internal Verifier:	Md Kalam
Assignment Title:	Role & extent of Knowledge & Information Management in Contemporary organisations	Word count for the report.	Task 1 (75%)- Individual Report of 3,500 (±) 10% words Task 2 (25%)- Evaluation of Proposed Knowledge Management Framework- Individual Poster Presentation (5-10 minutes)
Submission deadline:	WK 9 & 10 Poster Presentation Report Submission- 03/05/2024 by 2PM	Return date of provisional marks & written feedback:	e
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similar submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 40%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		

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1 ASSIGNMENT BRIEF

The individual report is based on the NHS UK with the critical demonstration of Knowledge management upon which the organization performs operations. The structure of the report will cover the brief background of NHS and the relevant KM activities. The contribution in relation to collection of knowledge. The report will also include IM/KM Approaches for the selected organization and the incentives that are required to participate on KM activities. The challenges and opportunities required to maximize the use of KM system and the source of knowledge that required for the distribution of business partners, clients and other stakeholders. At the end part of the report, the operating costs, legal requirements for the project will be managed and the plans to promote the KM system and making all the stakeholders beware of the system that will help them to make the best use of KM for the organization.

2 INTRODUCTION AND ORGANIZATION BACKGROUND

A Knowledge Management (KM) system is a structured framework adopted by organizations to systematically gather, arrange, archive, and distribute knowledge within the company (Amsler s, 2021). This encompasses a blend of processes, technologies, and strategies aimed at efficiently overseeing intellectual assets to bolster decision-making, creative problem-solving, and fostering innovation. Typically, a KM system leverages software, databases, and various technologies to facilitate the seamless capture, storage, retrieval, and sharing of knowledge. It often incorporates tools for tasks such as document management, collaborative platforms, robust search engines, and expertise locators (Wray H, 2023). The primary objective of a KM system is to ensure that crucial information and expertise remain easily accessible to employees, empowering them to make well-informed decisions, resolve issues promptly, and spur innovation. Furthermore, it plays a vital role in conserving institutional knowledge and expertise, even amidst workforce transitions within an organization.

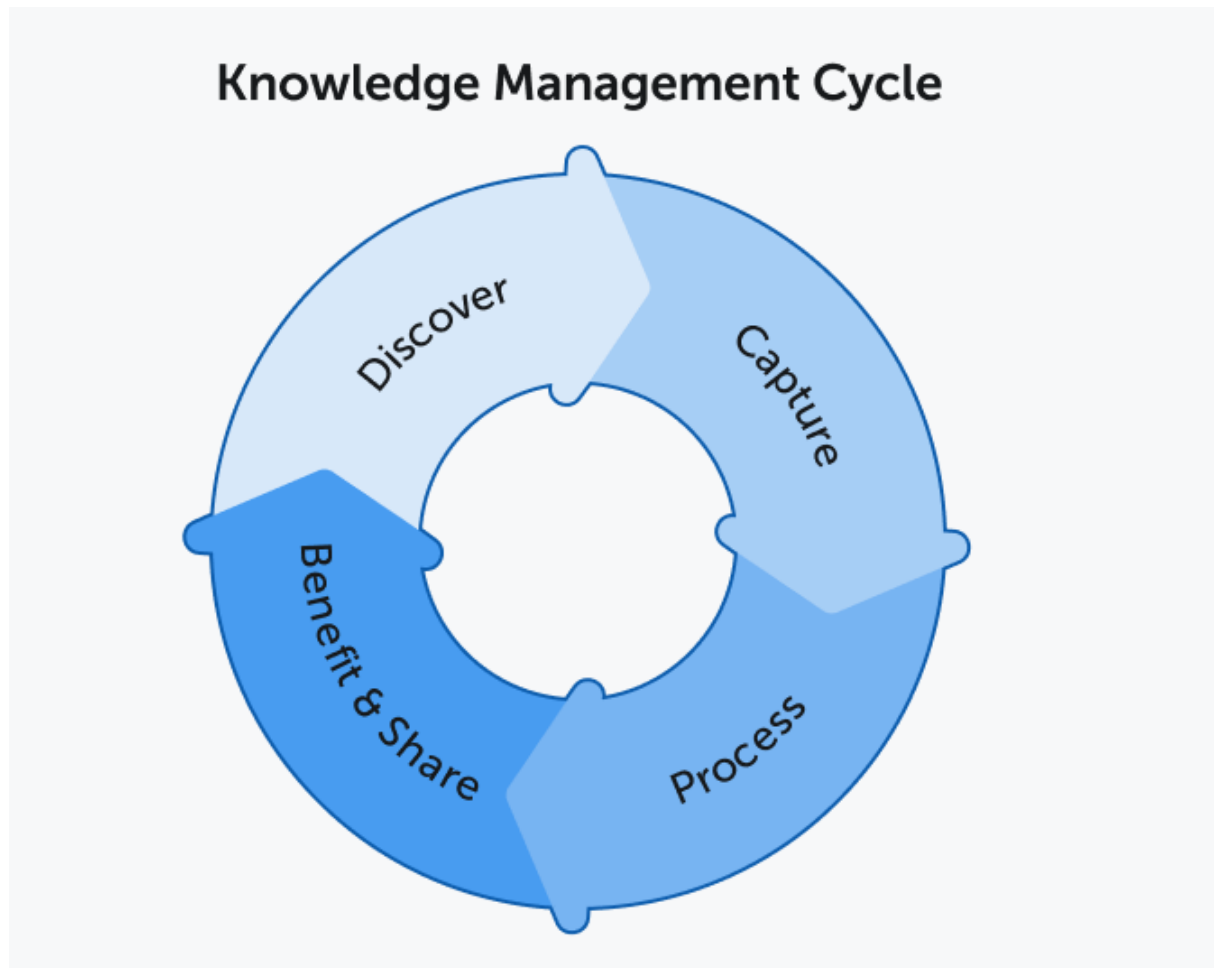


FIGURE 1: THE KNOWLEDGE MANAGEMENT SYSTEM AND CYCLE
(ANDREEV I, 2022)

2.1 NHS ORGANIZATION

NHS is a UK based health care service that operates throughout the whole UK including England, Scotland, Ireland and Wales (NHS, 2023). The system was established in 1948 as a part of social reforms to post Second World War. The aim of the system is to provide services to the people of UK free of costs at the point of delivery (NHS, 2023). The size of the organization can be assess with the fact that in 2015-16 the organization has employed 1.6 million people with the budget of around £136.7 billion making it the fifth largest and non-military organization in the world (Campbell & Duncan 2016). Over the decades, the NHS has evolved into a sprawling network of healthcare providers, ranging from general practitioners to specialized hospital units, dental care facilities, and mental health services. Across NHS trusts in England, the workforce now comprises a staggering 1.2 million full-time equivalent employees (WOOLLERT S, 2023). This indicates a substantial surge of 4.4% from the previous year, equating to an influx of over 53,600 new individuals. Notably, there has been a noteworthy increase of 5,400 doctors and 12,900 nurses who have joined

the ranks in NHS trusts since March 2022. Encouragingly, we are steadily making strides towards fulfilling the government's pledge to integrate an additional 50,000 nurses into the healthcare sector. This positive momentum is underscored by the presence of more than 44,000 extra nurses in NHS trusts as of March 2023, as compared to the figures from September 2019 (WOOLLERT S, 2023).



FIGURE 2: NATIONAL HEALTH CARE SERVICE UK (BRITANNICA, 2023)

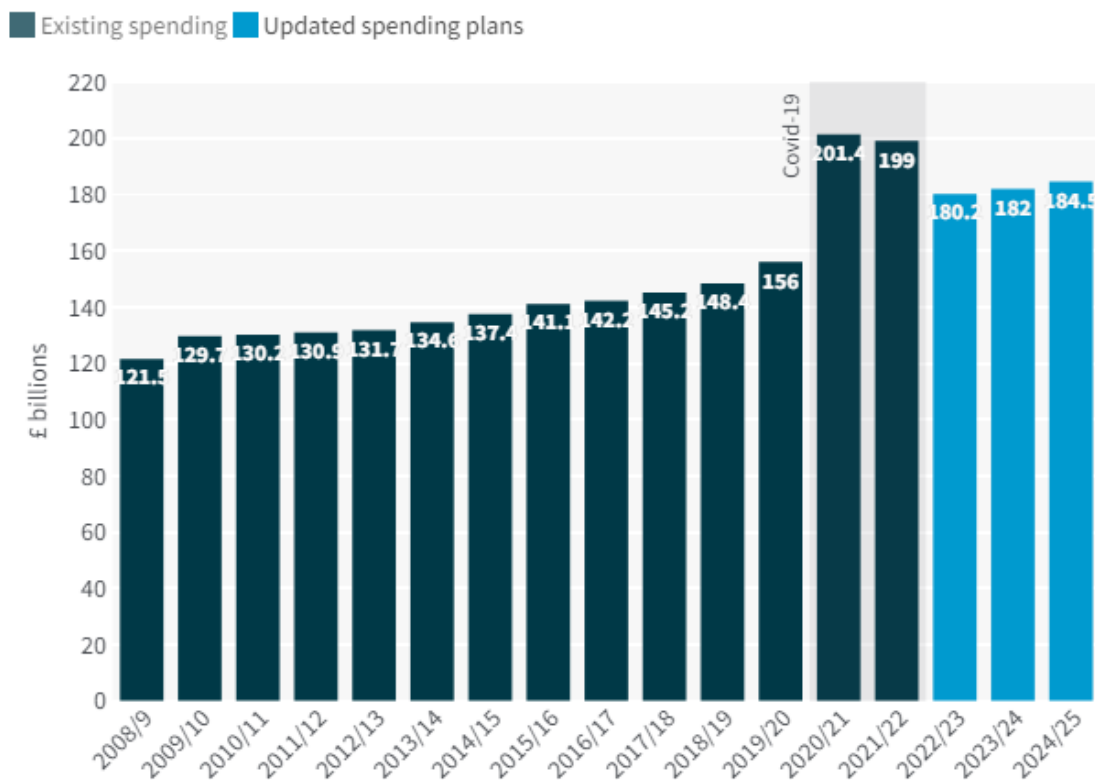


FIGURE 3: STATISTICS RELATED TO NHS UK (NHS, 2023)

2.2 KNOWLEDGE MANAGEMENT ACTIVITIES AT NHS

The KM activities within the NHS are an intricate web of processes, systems, and initiatives, all orchestrated to ensure the highest standards of patient care and healthcare delivery. At the forefront of these activities lie clinical guidelines and protocols, meticulously crafted and continuously updated to reflect the latest medical evidence and best practices. These guidelines serve as a cornerstone of knowledge for healthcare professionals, furnishing them with the most current and effective treatment options (Kaur G, 2022). The digital age has witnessed the NHS embrace electronic health records (EHRs), an epochal shift towards digitizing the storage and management of patient information. This transformation facilitates seamless retrieval and sharing of patient data amongst healthcare providers, heralding a new era of continuity in care. Concurrently, the NHS has been resolute in disseminating accurate and reliable health information to the public through a constellation of health information portals and websites. These digital repositories encompass a spectrum of health topics, spanning from general advice on healthy living to specific insights into medical conditions and treatments.

Furthermore, the NHS invests prodigiously in training programs and continuing education for its legion of healthcare professionals. These initiatives encompass specialized training in various medical disciplines, ensuring practitioners are abreast of the latest advancements and treatments. Simultaneously, the NHS's foray into the realm of research and development is substantial. Collaborations with universities and research institutions burgeon, engendering fresh insights into diseases, treatments, and healthcare delivery methodologies (Booth A, 2000).

A hallmark of the NHS's commitment to excellence is the regular conduct of clinical audits, which meticulously scrutinize the quality of care across diverse healthcare settings. These audits serve as a crucible for quality improvement endeavors, galvanizing efforts to elevate patient care to zenithal standards. The NHS also champions community forums and support groups, both online and in-person, providing a sanctuary for patients and their families to share experiences, disseminate information, and seek emotional succor in the face of specific medical conditions. As technological horizons broaden, the NHS is charting a course towards the integration of telemedicine and remote monitoring (These transformative technologies expedite the exchange of medical information between patients and healthcare providers, ushering in an era of more efficient and timely care delivery. The NHS's ambit extends beyond its own walls; it forges alliances with pharmaceutical companies, medical device manufacturers, and other healthcare entities, fostering an exchange of knowledge on new treatments, technologies, and best practices.

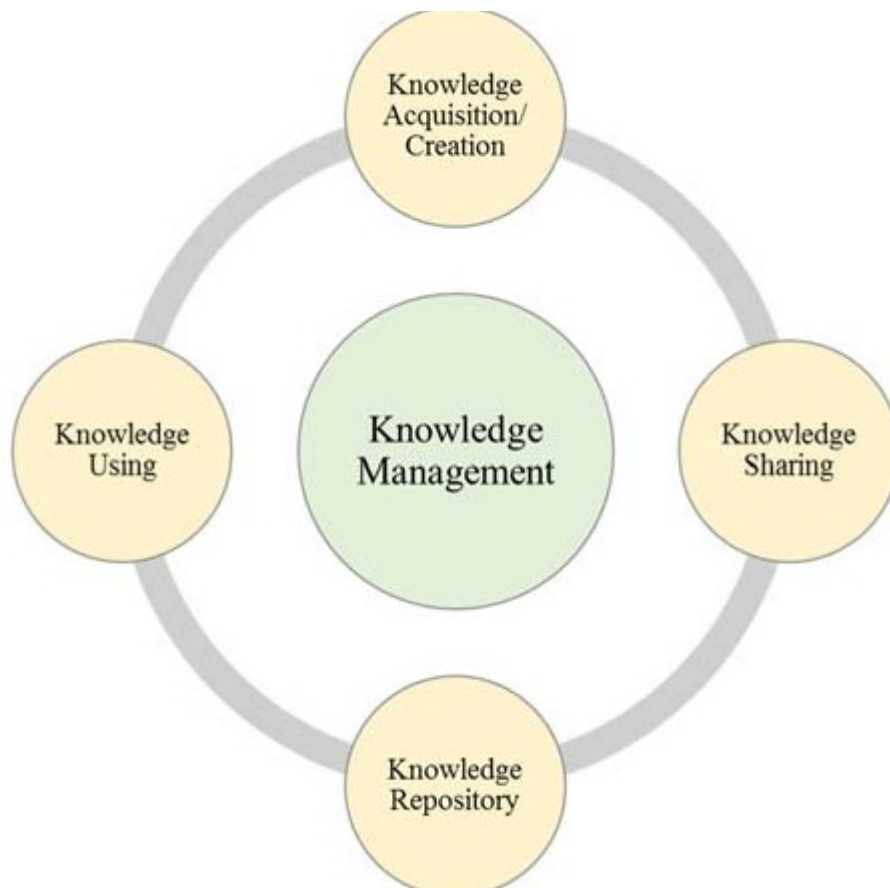


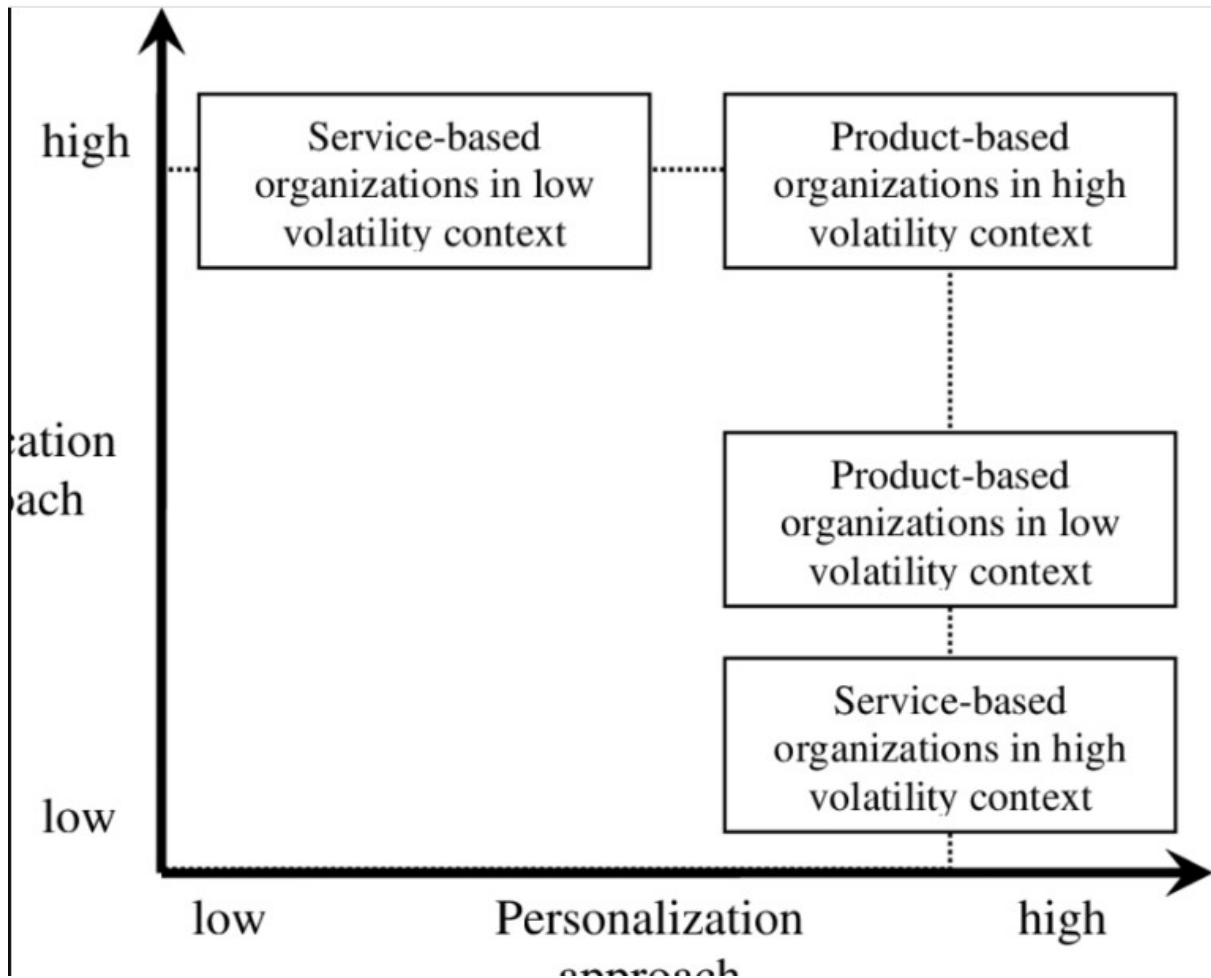
FIGURE 4: KNOWLEDGE MANAGEMENT ACTIVITIES (RAMDHANI M & AULAWI H, 2017)

3 IM/KM APPROACHES OF NHS

The National Health Service (NHS) in the United Kingdom has strategically implemented a range of Information Management (IM) and Knowledge Management (KM) approaches, each with distinct strengths and potential impacts on the overall success of the healthcare system. One of the most notable advancements is the adoption of Electronic Health Records (EHRs). This system streamlines the sharing of patient information among healthcare providers, facilitating seamless care continuity. By digitizing patient records, the NHS ensures that critical medical information is readily accessible, reducing the risk of errors and enhancing overall patient safety. This technological leap has revolutionized healthcare delivery, marking a significant milestone in the NHS's efforts to enhance patient care.

Clinical Guidelines and Protocols stand as another cornerstone of the NHS's approach. These meticulously crafted guidelines standardize treatment approaches, ensuring that healthcare professionals adhere to evidence-based practices. By providing clear and standardized protocols, the NHS promotes consistency in care delivery, reducing variations in practice and ultimately elevating the quality of healthcare services. This approach fosters

a unified and systematic approach to treatment, aligning healthcare professionals with the best practices and latest medical evidence.



In tandem with clinical guidelines, Health Information Portals serve as invaluable repositories of reliable health information. These portals cater to both healthcare professionals and the public, providing accurate and up-to-date information on a wide range of health topics. By empowering individuals with knowledge, these portals promote informed decision-making and health literacy. Patients and their families have access to a wealth of information, enabling them to take an active role in their own healthcare journey. Additionally, healthcare professionals can rely on these portals for quick access to authoritative information, supporting them in making well-informed decisions regarding patient care

The investment in Training and Education is a testament to the NHS's commitment to excellence. This initiative ensures that healthcare professionals are equipped with the latest skills and knowledge, ultimately translating to higher quality care. Continuous learning and professional development are essential in a rapidly evolving healthcare landscape. By providing ongoing training programs, the NHS ensures that its workforce remains at the

forefront of medical advancements, delivering the highest standard of care to patients. This investment in human capital is a vital component of the NHS's success in providing top-tier healthcare services.

Clinical Audit and Quality Improvement initiatives form a structured approach to evaluating and enhancing the quality of services provided. By conducting regular clinical audits, the NHS identifies areas for improvement in care delivery. This proactive approach to quality assurance not only ensures patient safety but also drives continuous quality improvement. Addressing areas of weakness systematically leads to an overall elevation in the quality of healthcare services, resulting in higher levels of patient satisfaction and safety.

KM Method Cards: Guide to Contents

Approaches	Methods: Interview	Methods: Group	Methods: Process	Methods: Packaging	Methods: Events	Tools
01 Knowledge & Information Management Policy 02 Better Practice Transfer 03 Positive Deviance 04 Change Management 05 KM Champions 06 Community of Interest 07 Community of Practice 08 Email Detox 09 Evaluation & Monitoring 10 Subject Matter Experts 11 Expertise Transfer 12 Knowledge Continuity 13 Information Architecture 14 KM Awareness 15 KM Governance 16 Knowledge & Information Literacy 17 Knowledge-Enabled Work 18 Learning Culture 19 Rewards & Recognition 20 Safe Fail vs Fail Safe 21 Work Group KM 22 Project KM 23 Stealth KM 24 Stakeholder Management 25 Enterprise 2.0	26 Interviews 27 Appreciative Inquiry 28 Critical Decision Method 29 Concept Mapping 30 Expertise Knowledge Audit 31 Fish Bowl 32 Mentoring & Coaching 33 Play of Life	34 After Action Review 35 Challenge Session 36 Strategic Conversation 37 World Cafe 38 Open Space Technology 39 Retrospect 40 Pre-Mortem 41 Peer Assist 42 Anecdote Circles 43 Speed Networking	44 Cultural Archetypes 45 Knowledge Audits & Maps 46 Business Process Mapping & Design 47 Before Action Review 48 Environmental Scanning 49 Future Backwards 50 Most Significant Change 51 Story Listening 52 Social Network Analysis 53 Value Network Analysis 54 Card Sorting	55 Decision Games 56 Rich Pictures 57 Graphic Facilitation 58 Information Neighbourhood 59 Podcasting & Vodcasting 60 Screencasting 61 Storytelling	62 Share Fair 63 Knowledge Fair 64 Knowledge Market	65 Blog 66 Bulletin Board 67 Taxonomy 68 Competency Framework 69 Instant Messaging 70 Knowledge-Friendly Environment 71 Social Bookmarking 72 Social Tagging 73 Wiki 74 Yellow Pages 75 Metadata 76 Enterprise Search 77 Intranet 78 Dashboard 79 Document Management System 80 RSS



Each pack of KM Method Cards contains concise descriptions of 80 Approaches, Methods and Tools for Knowledge Managers and KM Activists. You can use these cards:

1. In KM strategy and planning sessions to brainstorm your implementation possibilities
2. When identifying training needs for your knowledge managers, KM activists, and community coordinators
3. As a quick reference guide to identify useful techniques during KM projects
4. As a starting point to exploring new KM techniques and approaches

... and probably many more! Let us know how you end up using them!

You can buy our KM Method Cards from www.straitsknowledge.com/sk/store/
 For training in many of the techniques in the KM Method Cards visit www.straitsknowledge.com/training/

Additionally, the NHS's active involvement in Research and Development (R&D) is instrumental in advancing healthcare practices. This engagement generates new knowledge, leading to groundbreaking advancements in medical treatments and therapies. Through collaborations with universities and research institutions, the NHS contributes to the global body of medical knowledge. This research-driven approach is pivotal in driving innovation and ensuring that patients have access to the latest and most effective treatments. Telemedicine and Remote Monitoring technologies represent a monumental stride in expanding access to care, particularly in underserved areas. By leveraging technology, the NHS can reach patients who may have limited access to traditional healthcare services. These technologies enable virtual consultations and remote monitoring of patients' vital

signs and health conditions. This not only improves access to care but also leads to more efficient use of healthcare resources.

4 KM ACTIVITIES AND ITS IMPORTANCE

Participating in Knowledge Management (KM) activities offers several incentives for employees and is crucial for organizations like the NHS to invest in Knowledge projects.

1. **Enhanced Decision-Making:** Access to a well-organized knowledge repository empowers employees to make more informed and effective decisions. This leads to better patient care, improved operational efficiency, and ultimately, higher quality healthcare services.
2. **Efficient Problem-Solving:** KM activities facilitate the sharing of best practices and lessons learned. This enables employees to address challenges more efficiently, reducing the time and resources spent on problem-solving.
3. **Faster Onboarding and Training:** New employees can quickly get up to speed by accessing a centralized knowledge base. This shortens the learning curve and ensures that staff members are proficient in their roles sooner.
4. **Innovation and Continuous Improvement:** A culture of knowledge sharing fosters innovation within the organization. It encourages employees to contribute their insights and ideas, leading to new approaches, technologies, and practices.
5. **Preservation of Institutional Knowledge:** As experienced staff members retire or move on, their knowledge and expertise remain within the organization. This continuity prevents the loss of critical information and ensures seamless transitions.
6. **Employee Engagement and Satisfaction:** Providing opportunities for employees to contribute to the knowledge base gives them a sense of ownership and value within the organization. This, in turn, leads to higher job satisfaction and engagement levels.
7. **Compliance and Standardization:** KM activities can help ensure that employees follow standardized procedures and comply with regulatory requirements. This reduces the risk of errors and enhances patient safety.
8. **Reduced Redundancy and Duplication of Effort:** A well-maintained knowledge base helps employees avoid reinventing the wheel. They can leverage existing solutions and information, leading to more efficient workflows.
9. **Adaptability and Resilience:** In a rapidly evolving healthcare landscape, having a robust KM system allows the organization to adapt to changes more effectively. It promotes agility and resilience in the face of challenges.
10. **Improved Interdepartmental Collaboration:** KM encourages cross-functional collaboration and knowledge sharing. This breaks down silos within the organization, leading to better coordination between departments and improved patient care.

5 POTENTIAL CHALLENGES AND OPPORTUNITIES OF KM SYSTEM

Maximizing the use of a Knowledge Management (KM) system presents both challenges and opportunities for organizations:

Challenges:

1. **Resistance to Change:** Employees may be resistant to adopting new technologies and processes, particularly if they are accustomed to existing methods.
2. **Knowledge Hoarding:** Some individuals may be hesitant to share their knowledge due to concerns about job security or personal recognition.
3. **Information Overload:** A large volume of information can be overwhelming, making it difficult for employees to find and utilize the most relevant knowledge.
4. **Quality Assurance:** Ensuring the accuracy and relevance of the knowledge stored in the system is crucial. Outdated or incorrect information can lead to poor decision-making.
5. **Maintenance and Updates:** KM systems require ongoing maintenance to ensure that information remains current and accurate. This can be resource-intensive.
6. **Technology Constraints:** Technical issues or limitations of the KM platform itself can hinder its effectiveness and user adoption.

Opportunities:

1. **Enhanced Decision-Making:** Access to a centralized knowledge base enables employees to make better-informed decisions, leading to improved outcomes.
2. **Efficient Problem-Solving:** Employees can leverage existing knowledge to address challenges more efficiently, saving time and resources.
3. **Innovation and Creativity:** A well-organized KM system encourages the sharing of ideas and best practices, fostering innovation within the organization.
4. **Learning and Development:** The system can serve as a valuable resource for training and development, facilitating continuous learning among employees.
5. **Improved Collaboration:** KM systems promote cross-functional collaboration and knowledge sharing, breaking down silos within the organization.
6. **Preservation of Institutional Knowledge:** Critical knowledge is retained within the organization, even as experienced staff members retire or move on.
7. **Competitive Advantage:** Effective use of KM can lead to a competitive edge by enabling the organization to adapt more quickly to changes in the industry.
8. **Compliance and Risk Management:** Ensuring that employees have access to standardized procedures and compliance information reduces the risk of errors and non-compliance.
9. **Employee Engagement:** Involving employees in the creation and sharing of knowledge fosters a sense of ownership and engagement.
10. **Scalability and Growth:** A robust KM system can accommodate the organization's growth and evolving needs, providing a scalable solution for the future.

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