

Knowledge Management Case Study

**Maidstone and Tunbridge Wells NHS
Trust**

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Services

Context

Knowledge is at the heart
of the NHS

(Hill Review of NHS Library
Services) March 2008

- Poor knowledge can result in patient harm
- All Trusts should appoint a Board level Chief Knowledge Officer

Maidstone and Tunbridge Wells NHS Trust

- Acute Trust in Kent, South East Coast SHA
- Three major hospitals
- 4800 staff, 802 beds
- 90 C-diff deaths, 2007 national headline

Existing knowledge work pre Hill

- Knowledge Manager, member of library and knowledge services team
- Website structure, functionality, mixed content
- Dated intranet
- Knowledge bulletins, specialities, monthly updates, uptake monitored
- Isolated pockets of good practice

After Hill

- June 2008, Terry Coode, Human Resources Director, appointed by Board as Trust Chief Knowledge Officer
- Joint working between CKO and Trust staff
- New role, new approaches
- David Copsey back from secondment

External contacts

- October 2008, Rachel Cooke, NHS Institute KM Fellow facilitates Trust KM day
- River /stairs work with 10 staff from across Trust
- Start of Trust Community of Practice
- October 2008, CKO attends first national CKO conference

Internal development

- November 2008, two sessions with Human Resources Directorate, 90 staff in all
- Results of river / stairs work shared, numbers a challenge to process data
- December 2008, Head of LKS similar presentation to Expanded Executive Group

Knowledge Management Network Group

- June 2009, Terms of Reference agreed, detailed discussion about KM potential across Trust
- Current members, CKO (chair), Consultant, Pharmacy, Division heads or representative, Clinical Governance, Knowledge Manager, Head of L&D, Corporate Services, ICT, Estates, Communications, Head of LKS (deputy chair), staff side

Intranet

- KM space on rebranded intranet
- Knowledge Manager has publisher rights
- Has influenced intranet approach
- Tools include Knowledge retention and transfer; After action reviews; River / stairs

Sharing experiences

- Work with PCT with their KM Group
- Talking Heads Terry Coode, as part of SHA KM module
- Trust case study used across SHA

Future tools

- Late 2009, Knowledge Audit, part of national costing work, in partnership with South West SHA
- Pilot group, Clinical Support Workers

Personal reflections

- Strong leadership from CKO
- Partnership work producing increased job satisfaction, new contacts
- Enthusiasm, but also scepticism
- Repositioning of staff networks
- Work in progress, momentum needs to continue
- Culture change a challenge

Further information

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