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Area of Information and Knowledge Management (DD/IKM) Bahia Sept 2005

Mission of PAHO

- **TO LEAD STRATEGIC COLLABORATIVE EFFORTS AMONG MEMBER STATES AND OTHER PARTNERS**

- **TO PROMOTE EQUITY IN HEALTH**

- **TO COMBAT DISEASE**

- **TO IMPROVE THE QUALITY OF, AND LENGTHEN, THE LIVES OF THE PEOPLES OF THE AMERICAS**

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PAHO Vision and Mission as Related to KM

To reduce health disparity = Equitable access to Info. & Knowledge

To lead collaborative effort (CC)= knowledge sharing, cooperation - TC

Combat disease = Awareness, networking across time and space

Enhance capacity = Building Capacity, Sharing, E-Learning etc.

Foster health research = data -> knowledge, share Innovation

Improve health care services = Leverage of knowledge

Director's Vision

- "This will be the century of networks, connectivity and interdependency, which will allow us to overcome barriers of space and time and will open possibilities that were unimaginable to humankind. If we encourage those networks to exponentially multiply the available share capital in order to link people and institutions within a large supportive and inclusive mesh of all the inhabitants of the continent, we will have taken a fundamental step towards eliciting knowledge and experience in new ways of exchanging technical cooperation for sustainable human development".

- *Dr. Mirta Roses Periago's Inauguration Speech as Pan American Health Organization Director, Regional Director for the Americas, January 31st, 2003*

Organizational Environment and Knowledge-based Economy

✓ **Every few hundred years in history a sharp transformation of society occurs. Within a few decades society will rearrange itself – its world view; its basic values; its social and political structure; its arts; its key institutions. We are currently living in such a transformation, a shift to the "knowledge society".**

Peter F. Drucker (1977)

✓ **The context has changed – we are entering a new economy. It is widely accepted that the developed world is changing from an industrial economy based on steel, automobiles, and roads to a new economy built on silicon, computers, and networks…The new digital economy is a knowledge economy…**

Don Tapscott (1997)

✓ **These changes, the most significant since the Industrial Revolution, are far-reaching and global. They are not just about technology. They will affect everyone, everywhere. Managing this transformation represents one of the central economic and social challenges facing Europe today.**

Romano Prodi (2001)

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What is Learning

- Learning is a developmental process that integrates thinking and doing. It provides a link between the past and the future requiring to look for meaning in our actions and giving purpose to our thoughts. Learning enriches what we do as individuals and collectively and is central to organizational effectiveness to developing quality of our work and to organizational adaptability, innovation and sustainability

- Intrac

Response of KM

- What value do the member states expect from the Secretariat

- How does knowledge that resides in the Secretariat add value for the member states and health in the Americas.

"Advantage Through Knowledge"

✓ **Older organizations, even when moving into a knowledge-enhanced model,** *tend retain traditional management approaches*

✓ *Value* **of Knowledge Management approach:**

- smarter sensing
- faster response
- adaptation to new situations
- faster speed of execution
- increased flexibility
- attracting the best talent
- mobilizing innovation
- creating and delivering value
- good fit between the organization and its knowledge advantage environment

Core Drivers and Attributes of Three Scenarios

	Scenario 1 Community Hubs	Scenario 2 Knowledge Hubs	Scenario 3 "Divided World"
Business	Small and networked	Large and small networked as new entities	Large organizations dominate
Nature of Work	Virtual individual initiatives	Tied to virtual organization	Tied to traditional organization
Value Creation Models	Dynamic value network	Dynamic value network	Traditional value chain
Organizational Culture	Entrepreneurial	Secure	Insecure
Leadership	Facilitator	Facilitator	Controller
Technology Use	Pervasive and intelligent	Pervasive and intelligent	Poor level of adoption and use

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- **SHIFT TO INTER-ORGANIZATIONAL NETWORKS**
- **CHANGES WITHIN WORK PRACTICES**
- **CHANGE IN THE ROLE AND STYLE OF LEADERSHIP**

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Knowledge for Public Health

A *KNOWLEDGE-BASED ORGANIZATION* IS ONE THROUGH WHICH KNOWLEDGEABLE ACTIONS OCCUR BY ENSURING THAT PEOPLE HAVE THE KNOWLEDGE THEY NEED, WHERE THEY NEED IT, WHEN THEY NEED IT – THE WAY THE NEED IT


RIGHT KNOWLEDGE, IN THE RIGHT PLACE, AT THE RIGHT TIME

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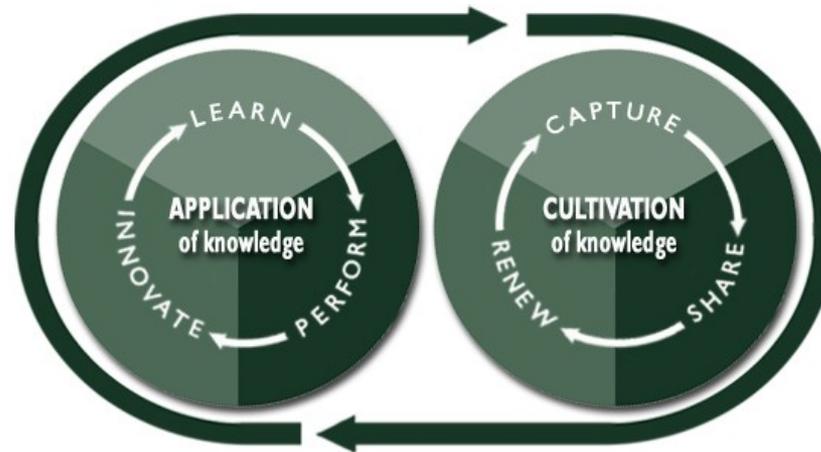
KM Strategy

- (1) Codification

- (2) Personalization

THE GOAL OF *KNOWLEDGE MANAGEMENT PROCESS* IS TO REMOVE DEPENDENCY ON INDIVIDUALS FOR KNOWLEDGE AND ENABLE THE RETRIEVAL OF ALL AVAILABLE EXPLICIT AND TACIT ORGANIZATIONAL KNOWLEDGE FOR INFORMED ACTION

	To Tacit Knowledge	To Explicit Knowledge
From Tacit Knowledge	Socialization process Collaboration	Externalization process Articulation
From Explicit Knowledge	Learning Internalization process	Integration Combination process
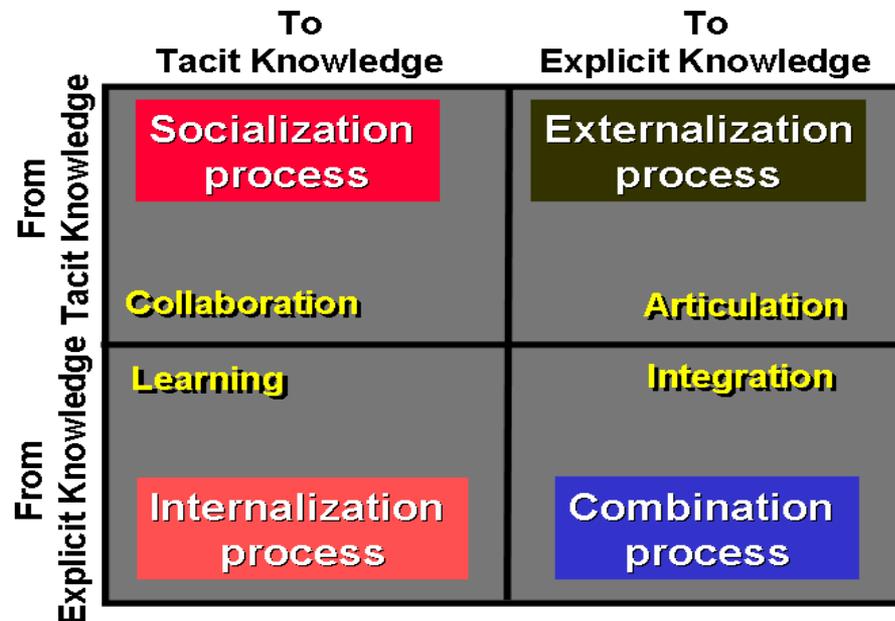
From: Polanyi, Nonaka & Takeuchi

RIGHT KNOWLEDGE, IN THE RIGHT PLACE, AT THE RIGHT TIME

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Knowledge Management and the Mission of PAHO

through public health research and evaluation…

SHARING KNOWLEDGE

CREATING KNOWLEDGE

with staff, countries, and partners…

through learning from external sources…

through the technical cooperation…

…and learning from successes and failures…

APPLYING KNOWLEDGE

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PEOPLE

PROCESSES

TECHNOLOGY

- **Knowledge generation and sharing** **as the foundation of the vision**

- **Equitable** **access to knowledge and enhanced professional collaboration** **as drivers of innovation and creativity**

- **Presence of** **committed leadership**

- **Expertise** **in valuing, analyzing, creating, sharing, using, and investing in information and knowledge (contents)**

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Task Force on Knowledge Sharing

Established by the Executive Management's Review Meetings of December 11-13 and 15-16, 2003 Work conducted from January 26 to April 6, 2004

Issues and changes required to establish PAHO/WHO as a more efficient and effective knowledge-based organization

Provide recommendations on the human and organizational resources to support the organizational-wide knowledge sharing strategy

Provide recommendations on the methodological and technological aspects required to support knowledge sharing and collaborative work within the Organization and between its customers and partners

Provide recommendations for sharing of knowledge via all forms of publications

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The present situation:

WHERE ARE WE NOW

The desired future:

WHERE WE WANT TO BE

Actions to achieve the desired future:

HOW TO GET THERE

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DD/IKM

Task Force Findings (1)

- **Inadequate sharing and access to public health, organizational, and partnership knowledge**

- **Compartmentalization and non-integration of technical and administrative work processes**

- **Lack of interoperability of information and knowledge repositories**

- **Absence of required behavioral orientation and technological tools to support collaborative work**

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- **Weak culture of research and its limited utilization for decision-making and policy formulation at country and regional levels**

- **Low utilization of information technology to support exchanges and sharing of evidence-based work for innovation and creation of knowledge**

- **Increasing competition in the field of health publications**

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Four "desired states" --- making PAHO....

(a) An authoritative source on public health information and knowledge;

(b) An effective collaboration☐based organization;

(c) A learning organization, and

(d) A partnership and network☐building organization

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PAHO Framework for the Technical Cooperation

PROTECTING THE ACHIEVEMENTS
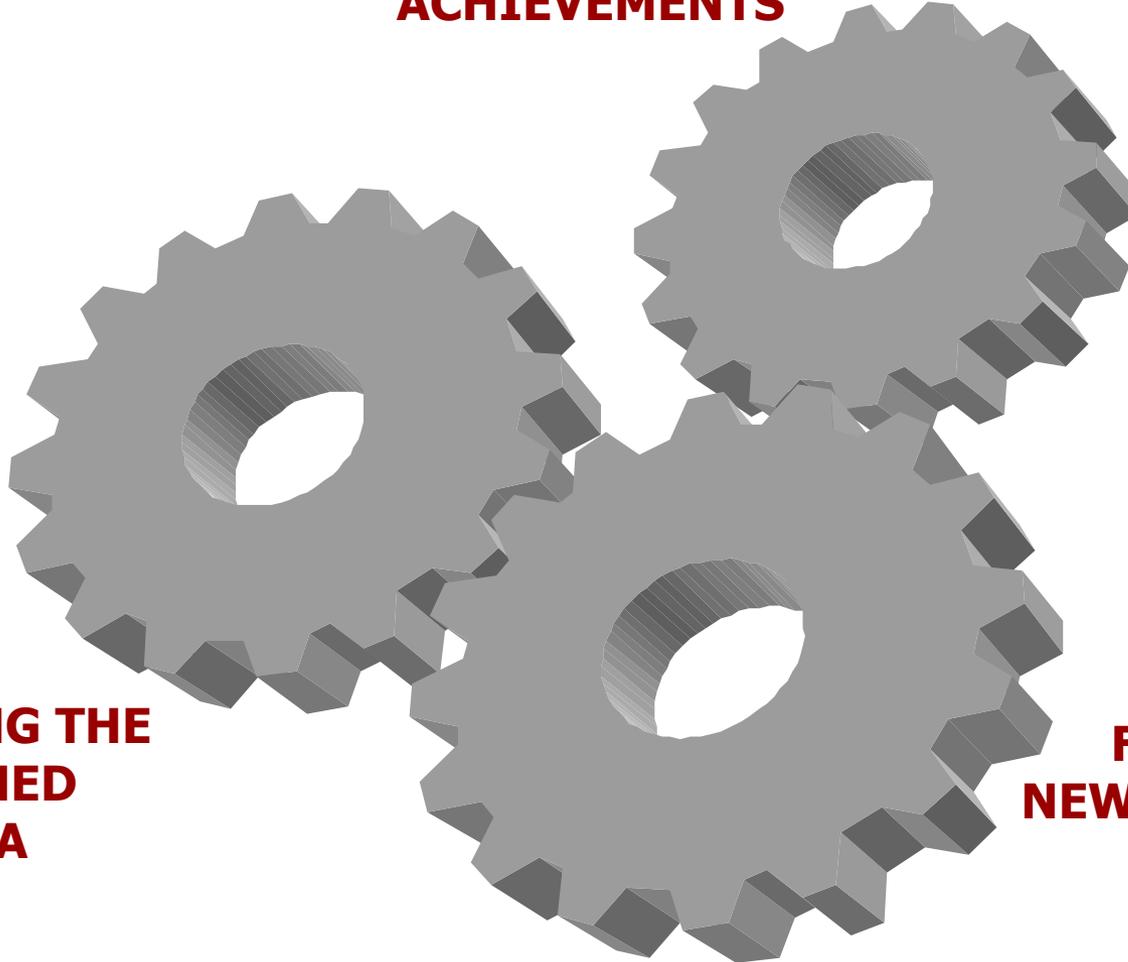
ADDRESSING THE UNFINISHED AGENDA

FACING THE NEW CHALLENGES

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How KM Works

To get the right knowledge to the right people at the right time, KM must:

create knowledge

share it

and apply it

Framework of DD/IKM Strategy

KNOWLEDGE MANAGEMENT VISION…MOVING FROM THE PRESENT STATE TO THE DESIRED FUTURE

Current State

Compartmentalized
- **Inhibits Knowledge Sharing**
- **Slows Learning**

Multiple non-synchronized knowledge repositories

Audiences not addressed

No established content management process

Transformation Process

- **Policies**
- **Standards**
- **People**
- **Processes**
- **Technology**

Future State

One Team One Goal

Authoritative Source
- Collaboration-based
- Learning
- Network-building

Common Processes, Tools & Standards

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PAHO/WHO as a Learning Organization

- The Organization, in order to assure and maintain its position as an authoritative source of health information and knowledge, is engaged in a process of permanent learning. It considers and supports learning as a critical ongoing activity that enables staff to cooperate effectively with countries in anticipation of and in response to health challenges. The learning process is grounded in the sharing of ideas, lessons learned, and experiences among staff and with their many partners.

Critical Factors of Success

New Beliefs

Practitioner	Knowledge Worker
Knowledge that one has is critical to personal success	Knowledge that one has and shares is critical to personal success
Reuse destroys creativity	Reuse can fuel innovation
Value is derived only from personal creativity	Better ideas can be generated from interaction and collaboration

New Behavior

Practitioner	Knowledge Worker
Occasionally captures and shares knowledge with personal network	Routinely captures and shares knowledge with global network
Occasionally seeks knowledge to fill gaps	Routinely seeks knowledge to increase effectiveness
Leverages personal network	Leverages institutional networks

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The KM Strategy

Example: eHealth

Work of the IKM Area

- Support attainment of 4 *desired states*
- Promote research, strengthen research capacity
- Promo inform
- Streng
- Support

  - Facilitate sharing of lessons learned and best practices
  - Building networks and partnerships
  - Facilitate the development of IKM Strategy at country office level
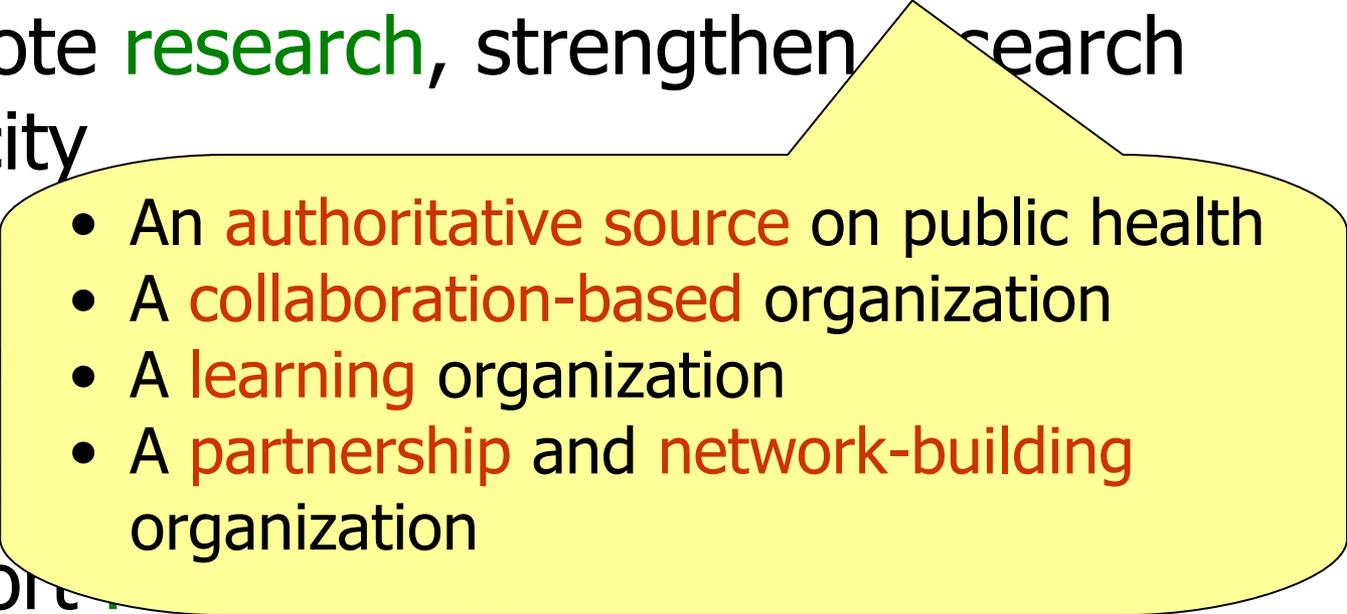
- An authoritative source on public health
- A collaboration-based organization
- A learning organization
- A partnership and network-building organization

Benefits of KM to PAHO and Partners

- Better dissemination of public health knowledge
- Streamlined access, search, and retrieval
- Increased efficiency through:
  - Reuse of information and knowledge
  - Less redundancies
  - Access to lessons learned and best practices
- Synergetic peer networks
  - Facilitate technical cooperation
  - Builds partnership

Framework of DD/IKM Strategy

We Are Here (Feb 25, 2005)

BPB 2006-2007

Jan 26, 2004   Sep 2005   18 months   3 years   ?

| Phase I | Phase II | Phase III | Phase IV | Phase V |

| Get Started (completed) | Develop Initiative | Organization-wide Implementation | Expansion to all Levels | Institutionalize |

HUMAN RESOURCES DEVELOPMENT

POLICIES AND STANDARDS DEVELOPMENT

ICT INFRASTRUCTURE DEVELOPMENT

Task Force Detail Strategy	Develop Training IT Strategy & Governance KM Development WG Application Specification Develop Taxonomies Prototype CoP Expertise Locator Travel/Consultant Rep	Expanded Training Full Collaboration Expand IT Resources Formalize CoP Expand Applications Leverage Infrastructure Collaborative Work Communities of Practice Virtual Health Library Interoperability Web-based solutions Measure and Monitor Information and knowledge Centres	Full Content Management Further Develop & Implement Organizational-wide changes to support KM	KM incorporated at all levels

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Three Major Challenges

✓ **How to *match a huge diverse collection of information and systems* with a *large and diverse set of individuals***

✓ **How to *create an environment of continuous learning and improvement* while maximizing the use of legacy systems, data and processes**

✓ **How to show *measurable results in a relatively short period of time***

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Critical Factors for Success

✓ **SHARED VISION WITH EXECUTIVE LEVEL ADVOCATES AND MANAGER LEVEL COMMITMENT**

✓ **SUSTAINED FINANCIAL SUPPORT**

✓ **STEWARDSHIP, ACCOUNTABILITY, POLICIES, AND STANDARDS**

✓ **EDUCATION, TRAINING, COMMUNICATION SKILLS AND CULTURAL AND MANAGERIAL CHANGES**

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Critical Factors for Success

✓ **COLLABORATION AND COMMUNITIES OF INTEREST (COMMUNITIES OF PRACTICE)**

✓ **KM FUNCTIONS ESTABLISHED IN EVERY ORGANIZATIONAL UNIT**

✓ **INCENTIVES**

✓ **TECHNOLOGICAL RESOURCES TO ENABLE ACCESS, ASSESSMENT, AND INTERACTION**

✓ **METRICS TO ASSESS PROGRESS**

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