SWEN90016

Software Processes & Project Management

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Lecture 4

What is the NHS? (Understand the context)

UK National Health Service

(publicly-funded healthcare systems)

[1]

What was the project?

How a large teaching hospital developed, executed and practically implemented a KMS (knowledge management system).

Electronic Patient Record (EPR) system – medical records stored in digital form

What was the **motivation** for the project

Knowledge available to clinicians at the point of care to enhance the communication and decision making processes.

(Logistics- A move to a new facility and the corresponding lack of space for paper records presented a problem)

IT

Commercial product that was customised by the Trust's own ICT staff

[1]

Development and implementation was overseen by **EPR Board**, which comprised a mix of senior managers, IT professionals and clinical leads

Initial pilot phase (feasibility)

There was no formal written communication plan

Research conducted

A qualitative study was conducted over a 2.5 year period with data collected from semi-structured interviews with

8 members of the strategic management team,

12 clinical users and

20 patients

(in addition to non-participant observation of meetings and documents)

[1]

- Identification of business problem to be solved and alignment of the KM project with overall business objectives. (Business case)

- Communication strategies should heavily focus on transparency including both structured and unstructured

- Communication methods

- Communication strategies play a large role in changing attitude and mentality of workforce.

- Opportunities to highlight and sell positive messages about the KM initiative.

- Engage all workers and address issues and concerns (users)

[1]

References

[1]   Sara S. McCracken and John S. Edwards, "Implementing a knowledge management system within an NHS hospital: a case study exploring the roll-out of an electronic patient record (EPR)," Knowledge Management Research & Practice, vol. 15, pp. 1-11, 2015.