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The Role of Knowledge Management Practices in Healthcare Industry

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Abstract: *In a competitive environment the service-based healthcare industry is trying to balance customer expectations and amount required for continuing novelty and technological progression. Though, the health care sector depends on knowledge, thus the facts-based remedy and medication is expected to be implemented in daily health care activities. The provision of healthcare mainly depends on cooperation, collaboration and support of numerous partners that need to exchange and share their knowledge in order to provide good quality of healthcare. This paper overview and importance of Knowledge management and hence provide its insights in healthcare industry.*

Keywords: Knowledge management, Healthcare

I. INTRODUCTION

The healthcare setting is changing and shifting very rapidly, and a valuable management of the knowledge base in this sector is a vital part of providing high-quality patient care. People all over the world depends on a huge arrangement of organizations for the delivery of healthcare, from public and governmental agencies to privately funded organizations, and consulting and advice-giving groups. It is a huge industry in which every association faces an exceptional arrangement of obstacles. However, every healthcare organization has in common faced with the prospect of failing to prevent suffering and death. Thus, this importance of constantly improving effectiveness and efficacy is high on the schedule for the most of the healthcare organizations. Health care system and its distribution depend on profoundly on knowledge and suggestion-based medication; also, delivery of healthcare accounts on collaboration of numerous associates that requires to exchange their knowledge so as to deliver value of care (Morr, 2010). The amount of biological and medical information is rising at a faster rate, and thus it is not surprising that knowledge management (KM) is attracting attention from the whole healthcare sector. Thus, the KM concepts and tools can make available great support to utilize the vast understanding of the knowledge and information hence help today's healthcare organizations to reinforce and support the healthcare service to improve the society they serve.

II. LITERATURE REVIEW

A) Knowledge Management

Knowledge Management (KM) encompasses a numerous approaches and practices used in an organization to distinguish, produce, signify, allocate, and permit acceptance of visions and knowledge. Such visions and knowledge embrace knowledge or information, either personified in individuals or entrenched in an organizational procedures or preparation[1]. An established discipline since 1991, KM includes courses taught in the fields of IT and information systems, management, business administration and library and knowledge or information sciences. Additionally, other arenas have started contributing to KM study; these comprise information and media, IT, public health and public policy[2].

Many large businesses and non-profit establishments have possessions devoted to internal KM efforts, frequently as a part of their 'business strategy', 'information technology; or 'human resource management departments. Numerous

[1] *http://www.oalib.com/paper/2817474*
[2] *http://www.definitions.net/definition/kn*

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consulting & businesses also happen to deliver approach and provide information regarding KM to these establishments. Knowledge Management efforts typically stresses on organizational purposes like better-quality performance, competitive benefit, novelty, the allocation of teachings educated amalgamation and constant development of the organization.

KM efforts overlap with organizational learning, and should be distinguished from that by a greater emphasis on the management knowledge as a strategic asset and a concentrate on encouraging the sharing of knowledge, KM efforts can help individuals. KM efforts can help individuals and groups to share valuable organizational insights, to minimize redundant work, to avoid reinventing the wheel intrinsically, to scale back training time for brand spanking new employees, to retain intellectual capital is employee's turnover in an association, and to familiarize to varying environments and markets[3].

Knowledge is split into two distinct categories called explicit and tacit knowledge. Explicit knowledge is information that's easy to capture, structure, and share with individuals. For example, explicit knowledge are often the documentations like hospital policies and procedures and clinic diagnostic methodologies. Instead, tacit knowledge is encompassed of knowledge and competences that a distinct individual can obtain intensely and adhere to difficulties. The acquaintance to actions over time can change a person's thought progression. Tacit knowledge is difficult to capture, structure, and transfer to other individuals. Furthermore, defines tacit knowledge as the understanding of how and why with regard to a particular subject area. Due to the degree of complexity, objectivity, and subjectivity, tacit knowledge is difficult to capture and transfer without dedicating significant resources to codify the knowledge into a particular form that can be utilized by others (Chen, 2013).

B) Background of Knowledge Management in Healthcare Industry:

Knowledge Management is the route through which healthcare generate importance from their intellectual, thinking and knowledge-based assets. KM is also made up of a complete range of issues that involves fostering an environment in which knowledge and information are shared and new knowledge is created. Healthcare organizations face many challenges within the 21st century owing to changes happening in global healthcare systems. Strengthening costs, monetary limitations, enlarged importance on responsibility and transparency, fluctuations in education, rising difficulties of biomedical study, innovative partnerships in healthcare and excessive developments in the IT area propose that a main paradigm change is happening. New initiatives, which focus on interaction, collaboration and increased sharing of information and knowledge, are leading healthcare organizations to use the techniques of Knowledge Management in order to create and sustain optimal healthcare outcomes. Continuous up-gradation of knowledge and application of the new tools and techniques, leaves no room for utilization of knowledge and human skills through knowledge management concept, can help the organizational objectives of continuous improvement and customer delight**.** Most often, generating value from such assets involves sharing them among employees, departments and even with other hospitals in an attempt to plan best practices.

KM is the latest offshoot of managerial aptitudes. Combining computer science with management it works on the principle that knowledge is the critical in an organization. Knowledge lies in information systems, which have to be sharpened to technical excellence and organizational perfection both in terms of design and implementation in order to achieve viable effective efficiencies. Sensible use of knowledge effective exploitation of Information and a balanced application of managerial prudence ensures optimum efficiency. Knowledge creating processes have defined knowledge management as co-ordination, transfer and transformation of knowledge. Knowledge management aims at identifying the organization knowledge in collective memories and facilitating communication and coordination between people who actually create it and people who need it. It also aims at develop procedures and systems for generating, storing, distributing, transferring and using knowledge in organization. Knowledge management has developed a significant subject of concern in healthcare, by way of medical practice necessitates tools to encompass the awareness.

[3] *http://www.scribd.com/doc/26150115/Knowledge-Management*

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C) Role of Knowledge Management in Healthcare Industry

Knowledge Management (KM), as a concept, has been around since the Vedas. It's not something new it's just that enabling technologies like the Internet have made it conducive to establish it as a separate discipline by itself, KM is much more than technology; it's about people and the change in their mindset, which comes only through a culture that is conducive to openness and collaboration. KM is basically a concept, a philosophy that has four key components - people, processes, content and technology. Technology is an enables a powerful enabler but it is not the only component to implement KM, there is a need for a more holistic approach. KM in the healthcare needs people's contribution regularly to build content. It also has to ensure that knowledge is accessible when a practitioner requires it and finally converts knowledge into a business benefit.

There is little empirical evidence to show that hospitals in India use information systems effectively for patient care. Healthcare is critically dependent on accurate, comprehensive information and data for good clinical management, for audit, for teaching and for research. It is also needed for general administrative purposes, for financial control and for statutory and legal needs. This information should be available in a Knowledge Management resource within healthcare organizations managed and organized by healthcare information professionals[4]. A growing number of policymakers, health care providers, and consumers believe information resources hold the key to improving the health care system[5]. These supporters say that thoughtfully collected and well communicated information can help professionals provide better care, turn patients into enlightened consumers of health services, and ultimately enable individuals and communities to address some of the root causes of illness before professional involvement is required.

The key areas in hospital environment in which KM can create the greatest impact include medical, paramedical, Quality Circles, Customer Relationship Management, Patient Education Programs, Rehabilitation Programmes, and Hospital Programmes.

Thus, a KM-based healthcare management system should have the following objectives:

- To advance approach to evidence and knowledge at all levels of facilitators (physicians, hospital administrators and staff, consumers of health services, pharmacies, and health insurance companies) so that efficiencies and cost reductions are realized.
- To convert the varied facilitators (care recipients, physicians, nurses, therapists, pharmacists, suppliers, etc.) of the healthcare sector into a knowledge and information network/public of implementation.
- To permit evidence-based decision making to progress superiority of healthcare.
- To promote novelty by inspiring the able flow of ideas and concepts.
- To improve patient care by streamlining response time.
- To develop employee retaining rates by identifying the worth of employee's knowledge or information and fulfilling them for it.
- To modernize processes and decrease charges by eradicating unessential or unnecessary procedures.

Some profits of KM associate straight to lowest mark investments, whereas others are approximately problematic to enumerate. In today's knowledge determined economy, business establishments discover the maximum prospects and eventually arise the utmost worth from a company's knowledgeable possessions, KM physicians uphold that knowledge or information essential be shared and assist as the basis for association. Moreover, a KM system should meet the needs of the people, not simply the needs for an elite group.

Application of Knowledge Management in Healthcare Industry:

Healthcare can be considered as a knowledge-based business, which means that doctors use huge amount of information to manage their patients. It is estimated that about a third of doctor's time is spent recording and combining information, and a third of the costs of a healthcare provider are spent on personal and professional communication. But most of die information doctor's use when seeing patients is still kept undocumented and unfortunately some of this

[4] *http://www.aiim.org/What-is-Information-Management*
[5] *http://www.healthaffairs.org/healthpolicybriefs/brief.php?brief_id=65*

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information is out of date or wrong. New evidence may not have entered and the data may not be there to distribute with patients with unusual difficulties. These problems have become more serious as the rate of change in medical knowledge has accelerated (in the present times, medical knowledge is estimated to increase fourfold during a professional lifetime), which means that doctors cannot practice high quality medicine without constantly updating their knowledge and doctors finding information to help them with particular patients.

Moreover, it is not only the basic and specialized medical knowledge a general practitioner is expected to know, but also the content of various governmental strategies, circulars, cautions of unfavorable effects of drugs, the newest systematic discoveries in medical treatment etc. Hence, medical practice can be considered as an activity suffering from information overload and the receivers have neither the time nor the capability for absorbing and memorizing all the information. In addition to the increasing information flow, doctors also face greater demands from their patients. It is not only clinicians who receive new information constantly, but also then patients, who actively search for medical knowledge, often on the Internet.

Such customers are progressively concerned in dealing excellence matters and are also more conscious of the dissimilar medical treatment selections and care potentials. To be able to answer all these challenges, the doctors need access to quality information in a framework of knowledge management Several healthcare providers have already established an easy access to information for their staff in electronic form, but merely converting existing information resource into electronic form and making it accessible to users is, however far from sufficient It can be said that implementation of clinical guidelines require not just provision and browsing of the electronic information but also a opportunity for communicating and messaging between the healthcare professionals, as well as ongoing evaluation *(Reddy, 2007)*.

D) Healthcare Information System

The interest in using Internet in medical practice has arisen from the ever-greater demand of meeting the needs of patients drawing on the knowledge accumulated by medicine over thousands of years. One of the necessities of medical profession is continued learning. As knowledge workers, clinicians work with information that has a half life between six weeks six years. So continued learning is not an option - it is vital to the bottom line and function of every healthcare enterprise.

The information doctors find online has an impact on medical decisions about diagnosis and treatment. The forms of continued medical education include workshops, conferences organized by different associations, leisurely weekend courses, and seminars, symposiums sponsored by health care companies reading and replying to journal articles. Continuing medical education on interactive sites is becoming very popular and offers big opportunity for the industry. Internet has also empowered patients with appropriate online support and self care through information and knowledge in alliance with the doctors.

There is a paradigm shift from medical care to managed e-health care. The other areas internet has potential to create a large impact include interaction with the community(E-mail/chat), communication of medical information, drug information, professional associations communications, financial news, continuing medical education, patient education, employment/career, lab test results/ medical record, diagnostic decision assistance, collecting conference information, diagnostic equipment information, communication of test results to patient's insurance / managed care data, health insurance claims processing, telemedicine, supplier's profile, patient profile, medical research, inventory management, patient counseling, medical literature archival, image archival and processing, interactive learning and CME.

Some popular health portals are:

Website	Description
www.nelh.nhs.uk/knowledge_management.asp.	The National Electronic Library for Health has a connection devoted to knowledge management. It describes how to achieve clear knowledge and summaries uprisings in KM in healthcare.

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www.who.int.	The World Health Organization has facilitated the Health Academy, which purposes to clarify medical and public health diagnostic procedures, and to develop the information of health authorities accessible to all people through Web-based technology. The training establishments will offer the all-purpose community with the health information and information essential for avoiding diseases and following healthier existences.

E) Challenges of Knowledge Management in Healthcare

Approach of Knowledge Management in health care is encountering numerous main challenges to the nature of the health care industry and others are common to other fields. The main challenge of awareness of the importance and the abilities of KM in health care remains the same. Once KM is known as an organizational and applied advantage, a KM policy is required. Once the approach is in place, modified management must be strategic for in order to create a KM implementation philosophy in the workplace and find KM winners among physicians to simplify KM acceptance (Morr, 2010). Actual knowledge management necessitates a "knowledge sharing" philosophy to be effective. Especially in healthcare, it is essential that doctors and physicians understand the benefits of knowledge sharing on a number of levels that benefits to the organization, benefits to patients, and benefits to them personally. The more clearly the benefits are demonstrated, the more people are likely to be respond to the change. In sharing knowledge, healthcare professionals feel that they become redundant. Proper documentation and coding of medical records is still a major problem. Sharing of critical knowledge between institution doesn't exist. Knowledge is not normally institutionalized. Accessing of medical and non-medical data electronically is still not possible, despite advances in IT. Storage of data in terms of medical, images, recorded operations, critical surgeries is done manually. Networking and sharing of patient information and case histories among doctors and consultant is conspicuously lacking. There is also significant resistance from the employees for implementation of KM system. Also, Doctors and physicians need to be recognized, satisfied and rewarded in a formal way (e.g., promotions, cash awards) to make knowledge sharing a reality in healthcare.

III. CONCLUSION

Knowledge is a significant means for health, and knowledge management has the ability to decode research results (knowledge) into policies and practices that can improve and progress the quality of life and lengthen survival. Managing knowledge in a healthcare sector provides data that is held in a number of locations, managed by a variety of people, and stored in every possible format. The use of KM in health care is capable to enhance and improve the quality of care for patients by delivering them with a continuity of care. The implementation of Health care KM system will allow health care partners to carry out evidence-based practice and to work in partnership depending on the best knowledge available. Perhaps in no other sector does knowledge management have such a high promise.

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