

Component 10 – Fundamentals of Workflow Process Analysis and Redesign

Unit 4-1 – Acquiring Clinical Process Knowledge

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Before you attempt to set things right,
make sure you see things right.

– Blaine Lee

Goal of Knowledge Acquisition for Health Care Process Analysis and Redesign

1. Elicit and document workflow information about a clinical practice
2. So that technology can be leveraged and patient care can ultimately be improved

Unit Objectives

- Identify how the strategic goals and stakeholders for a given health care facility can influence workflow processes in that facility
- Create an agenda for an opening meeting to discuss workflow processes in a health care facility
- Compare and contrast different types of knowledge and their impact on organizations
- Analyze a health care scenario according to CMMI levels
- Identify the workflow processes that are likely to be used by a healthcare facility
- Identify the workflow processes that are essential to document and analyze in order to determine how best to streamline the operations in a given health care facility.
- Identify key individuals with whom the analyst should meet or observe in order to gain an understanding of the nature and complexity of their work

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Unit Objectives cont.

- Given a process observation scenario, formulate the questions that would facilitate a productive discussion of the workflow of information, activities and roles within that facility
- Suggest ways to successfully respond to common challenges encountered in knowledge acquisition
- Given a practice scenario, choose an appropriate knowledge acquisition method
- Given a process analysis scenario including list of observations, create agenda for visit closing meeting and an initial meeting report
- Given a set of diagrams and observations from an information gathering meeting draft a summary report

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Topics for Unit 4-1

- Knowledge acquisition concepts
- Acquiring knowledge about the practice
- Acquiring process Knowledge
 - Identifying Practice Processes
 - Information gathering methods
 - Interviews
 - Observation
 - Studying existing documents
 - SOPs, process diagrams
 - Group processes
 - Documenting the information
 - Process diagrams
 - Units 4-2 and 4-3
 - Visit Report
- Initiating a relationship with a practice
- Overcoming Barriers

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Why Do We Need to Acquire Knowledge ?

- Clinicians and information technology professionals generally have different knowledge
 - Clinicians → Providing care
 - IT professionals → How computers work
- We need to make computers “work” effectively in clinical settings

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Why is it Called Knowledge Acquisition

- Gathering and capturing knowledge
- Used in many other disciplines:
 - Management science
 - Computer science
 - Artificial intelligence
 - Cognitive psychology
- There is no one general KA method

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Knowledge Acquisition Activities

Adapted from Gaines' research report Organizational Knowledge Acquisition ¹

Recruiting people with expertise	Training employees	Employees participating in communities of practice	Process improvement through experience in use
Gathering advice from consultants, customers, or suppliers	Gathering advice from professional literature	Developing new products and processes	Process improvement through process analysis
Forming joint ventures with other organizations	Licensing patents and processes Acquiring other organizations	Contracting with other organizations	Process improvement through purchase of technology

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Aspects of Knowledge

- Internal – External¹
- Coded - Tacit¹
- Active – Passive^{1, 2}
- Transmitted - Experiential¹
- Declarative – Procedural³

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Aspects of Knowledge

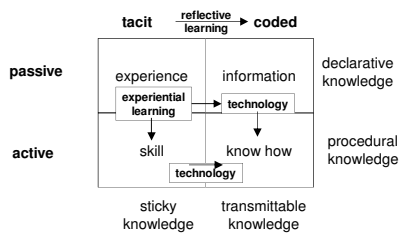
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Framework for Understanding Knowledge and It's Impact on Organizations



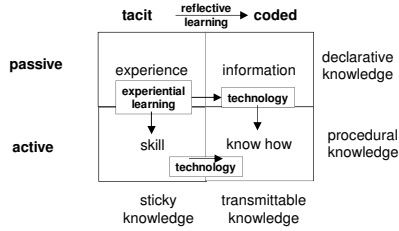
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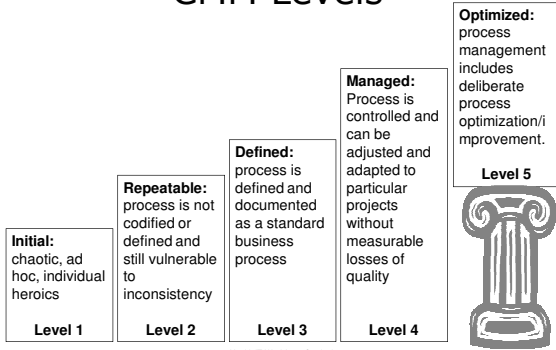
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Framework for Understanding Knowledge and It's Impact on Organizations



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CMM Levels



References

1. Gaines, Brian R. (n.d.) Organizational Knowledge Acquisition. Accessed August 1, 2010. Available free from <http://pages.cpsc.ucalgary.ca/~gaines/reports/KM/OKA/index.htm>
2. Passive Knowledge Versus Active Knowledge, March 4, 2010. Accessed on August 2, 2010, available from <http://www.beyonduni.com/2010/03/passive-knowledge-versus-active-knowledge/>
3. Milton, N.R., Knowledge Acquisition in Practice: A step by step guide. Springer, London. 2007
