

KNOWLEDGE MANAGEMENT FOR PROFESSIONAL STAFFS IN HOSPITAL

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Abstract

In the era of National Health Security (NHS), every health service system is delivered under cost and quality controls so that efficient and effective health services could be achieved. Professional staffs of the hospital, including medical doctors, nurses, and midwives hold fundamental roles in hospital health services. Their fundamental roles are keys to the success of hospital performance. Hospital should realize the existence of professional staffs by paying attention to their knowledge, abilities, and skills. Development of knowledge, abilities, and skills is part of organization roles to manage knowledge resources in the hospital. The improvement of knowledge resources of professional staffs in the hospital provides key for the hospital to deliver the best services for the patients.

Well-managed knowledge resources would improve knowledge management of hospital professional staffs and give the possibility of improving hospital performance. This literature study was focusing on how important knowledge management of hospital professional staffs in supporting hospital performance. Moreover, knowledge management would enable professional staffs learn continually by sharing experiences and improving themselves through continuing education so that improvement of service quality and profit of the hospital can be achieved. In the field of health, improvement of knowledge management for hospital staffs is expected to help understanding recent research and development, create good-quality services, decrease medical errors, and lower hospital costs, by which all of them are hoped to increase hospital competitiveness in the era of competition among hospitals.

Keyword: Knowledge management, professional staff, hospital performance

INTRODUCTION

In the era of National Health Insurance (throughout this paper will be referred to as JKN), healthcare system in every hospital in Indonesia is implemented based on quality control and budget control, hence, produce effective and efficient healthcare services. Professional healthcare providers, either doctors or midwives, have fundamental role in healthcare provision at hospitals. Their role is one of the success key for the hospital performance. Hospital should pay attention to the existence of these professional staffs, through upgrading their knowledge and skills. Knowledge and skill improvements are part of the organizational role, in this case hospital role, to manage its human resources. Improvement of resources/professional staffs' knowledge and skills at the hospital could serve as a key in quality improvement of hospital services for its patients.

Hospital services quality, especially medical staff services should be optimized and implemented based on the minimum standard service in each hospital. Level of service is not only measured from organizational perspective, but also from the user perspective (Kolter, 2000). Each healthcare provider expects to be able to provide its best services, thus the services can meet the satisfaction of its user and in its implementation is in accordance with the minimum standard service of healthcare and other regulations related to hospital and based on the hospital accreditation standard.

On the basis of service quality and users satisfaction, there would be much to achieve in increasing the productivity and internal effectiveness of hospital. One of the means to achieve this service quality and patients' satisfaction is through managing the resources, including improvement of the knowledge management of the professional staffs. Good patients' satisfaction would make patients recommend the services that they receive from the organization and if they needed repeated treatment, they would select to be treated in the hospital where they feel satisfied and comfortable. This is evident in the patients' loyalty toward the hospital where the professional staff of the hospital have good knowledge management in providing the best care for their patients.

One of the efforts to increase hospital performance is through improvement of knowledge resources of the professional staffs at the hospital. In other words, good knowledge management for the hospital staffs, especially medical staffs is needed.

KNOWLEDGE MANAGEMENT

Knowledge management is a series of activities used by the organizations or companies to identify, create, describe, and distribute knowledge to be reused and relearned within the

organization. This activity is usually linked with the objective of the organization and is aimed at certain objective such as common knowledge, performance improvement, competitive advantage, or higher level of innovation.

This concept of knowledge management consists of human resource management and information technology (IT) within the framework of achieving the organizational objective, thus, organization is able to strive in business competition. The rapid development of information technology plays an important role within the knowledge management concept. Almost all human activities are influenced by information technology. Hence, knowledge management is strongly linked to IT management.

Rapid IT development also points out to the rapid changes in all aspects of life as the impact of globalization and accelerative IT development. This condition has clearly demands for new ways for survival. The emphasis on the importance of human resource quality is one of the responses toward this change, and this clearly needs efforts to increase and develop human resource.

In relation to this, the role of knowledge is becoming even more important, as only through knowledge changes can be well adjusted and adapted with. This also indicates that education plays an even more crucial role to prepare qualified and competitive human resources. The increasing global competition, especially in economic sector has made organizations, in this case, hospitals, to rethink their management strategy and qualified human resources with their good knowledge mastery will become an important option that should be considered within this context.

The most significant differences among types of knowledge is tacit knowledge versus explicit knowledge (Nonaka and Takeuchi, 1995). In an organization, explicit knowledge is often not an issue as it can be easily documented, archived, and coded. On the other hand, tacit knowledge is a challenge in itself as this type of knowledge often considered very valuable to be shared and appropriately used together. Understanding on the difference of these two types of knowledge is critical, and also its different application methods to transfer different types of knowledge is also needed. Tacit knowledge is more personal and developed through experiences that often hard to be formulated and communicated (Carrillo et al.,2004). Tacit knowledge is often not stated in writing, rather as something within the minds of people who work in an organization.

Explicit Knowledge is formal and systematic and thus, can be easily communicated and shared (Carrillo et al., 2004). According to Polanyi (1966) when tacit knowledge is controlled

by one's mind, explicit knowledge rather has to rely on the understanding and tacit application of that knowledge, therefore, all knowledge are traced back into tacit knowledge.

Davenport and Prusak (1998) and Nonaka and Takeuchi (1995) described that tacit knowledge can be more beneficial for the organization when it can be interpreted into explicit knowledge. Nonaka and Takeuchi (1995) further described that the transformation of tacit knowledge into explicit knowledge is in form of spiral knowledge as it forms a spiraling cycle from tacit to explicit and back to tacit and so on.

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Knowledge is a complex concept and certain factors that determine creation, management, and activities of knowledge sharing. The conclusion from the available literature differentiate knowledge into data, information, knowledge, and wisdom. Knowledge it self is a combination of experience, values, contextual information and comprehension of the experts to establish a framework for evaluation and combining the new knowledge with the currently available information.

Knowledge management is a process to digest information within a company and finding what are needed by individuals within the company to further facilitate those needs to be easily accessible and always available.

The concept of knowledge management is an information management paradigm, which rooted on the thought that pure knowledge is actually embedded in human mind. Therefore, an information and experience dissemination mechanism needs to be established to increase the knowledge of the actors within the organization. Therefore, it could be concluded that knowledge management deals with planning, collecting, organizing, managing and controlling data and information that have been combined with various types of thoughts and analysis from various competent sources.

Tacit Knowledge is a knowledge obtained from one's experience, which influenced by beliefs, values, and perspective of that individual. This type of knowledge is subjective, cognitive, experimental learning and invisible. It is hard to be documented, transferred, taught, or learned. It is strongly related with human understanding. Meanwhile, explicit knowledge as proposed by Nonaka and Takeuchi is something that can be described through words, numbers and can be easily communicated and shared in forms of data, scientific formula, codification of procedure, or universal principles.

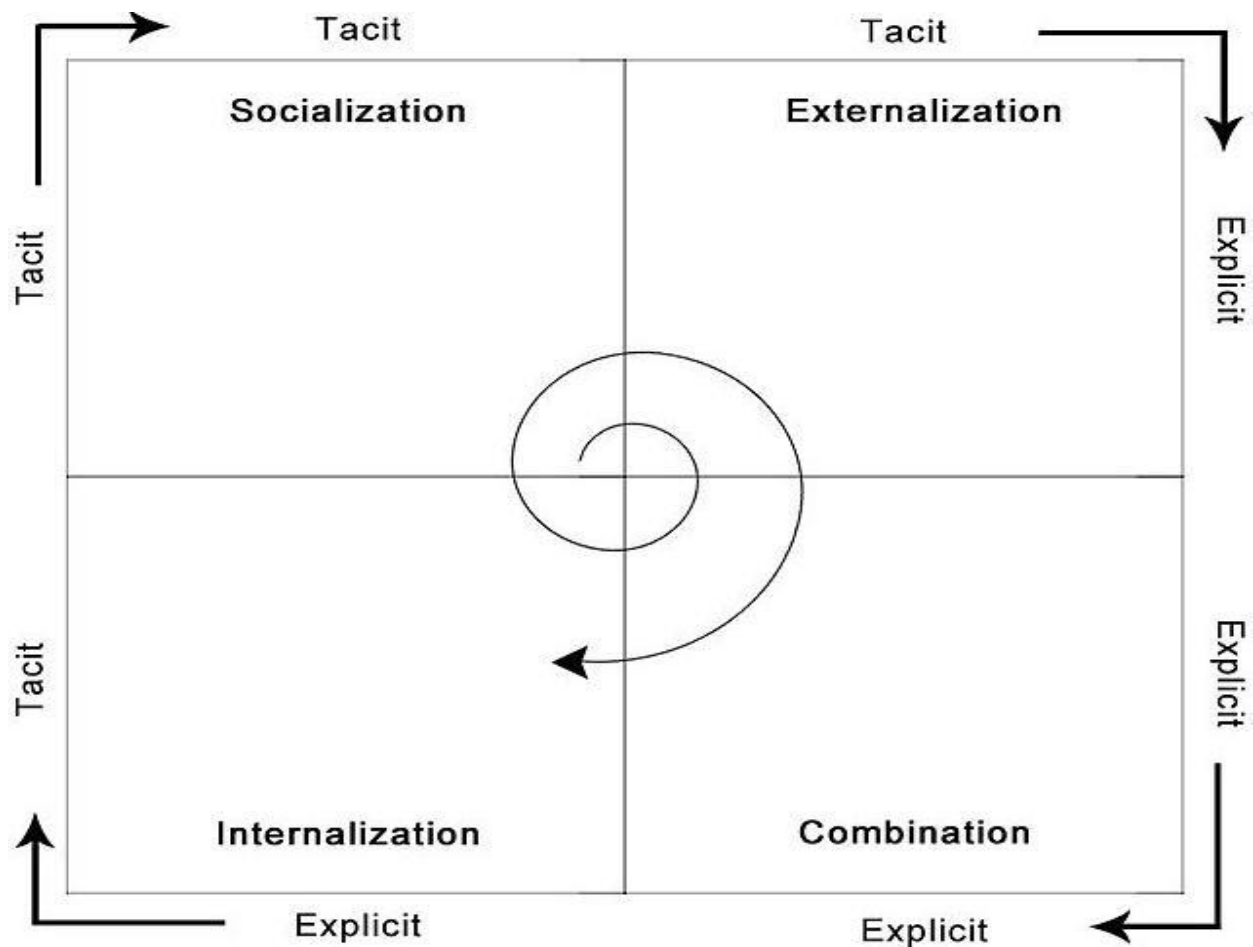
One of the most well known theory on knowledge shaping is knowledge spiral by Nonaka (1991), which is also known as SECI model. From his initial article, Nonaka has

further developed this theory in collaboration with others. The main objective in this model development is to provide understanding on how organizational knowledge is created, thus, organization may understand how they can maximize management, application, and this transfer of knowledge. Knowledge is created through interaction between human and social institution. Our action and interaction with the environment shape and develop knowledge through conversion of tacit and explicit knowledge. The following is four process of knowledge creation.

Hospital is part of preventive, promoting, curative, and rehabilitative healthcare service provider. Therefore, information becomes a crucial part for the hospital. Information is needed to see the medical record of the patient at the hospital. Thus, information relation to patient should be well documented and there should be a strict policy about this type of information. Medical history should not be misplaced as this type of information is a means of communication between patient and doctor.

The currently available information should become an input for the hospital on problems in hospital, especially related to the patients' health. In addition, implementation of knowledge management in hospital can be in form of number of information flowing out and into hospital. For instance, information on new treatment for a disease, which can be used by the hospital to develop this new health treatment. Therefore, knowledge management of professional staff knowledge, especially medical staffs, like doctor in the hospital plays crucial role in provision of healthcare for patients.

SECI MODEL AT THE HOSPITAL.



Socialization process of tacit knowledge into explicit knowledge is the most fundamental process in a knowledge dissemination. In this socialization process, social interaction among individuals happen, thus interaction among tacit knowledge also happen. In hospital, on medical staffs such as, doctor, there are tacit knowledge that are difficult to be transferred into another doctor. Socialization model becomes part of a place where doctors open up to discuss and learn from each other to increase their knowledge

Next, externalization process of tacit knowledge into explicit knowledge is an interpretation process of knowledge from tacit to explicit knowledge (real). This process can help shift one's tacit knowledge into explicit knowledge that can be easily understood by others. In hospital, this process is usually carried out by creating description or medical process video (such as surgery) to be studied together. In addition to these additional videos on medical procedure by doctors or other professional medical staffs which can be accessed by others in hospital to increase their knowledge.

Next, combination process of tacit knowledge into explicit knowledge by disseminating and/or developing currently available explicit knowledge. The documented knowledge can be disseminated through meetings or educational process or training. Knowledge can also be further developed by combining and/or managing various knowledge, and also currently available data and/or information, thus, produce new knowledge.

Further, internalization process of explicit knowledge into tacit knowledge. In this process, changes of explicit knowledge into tacit knowledge takes place. However, the process is through learning process and/or study, which was carried out, or through experience that individuals have gone through. This is a model of learning expected to increase the knowledge absorbed into human brain.

KNOWLEDGE MANAGEMENT MODEL FOR HOSPITAL

In reference to SECI model above, a model to increase the performance of the hospital by increasing the stock knowledge of the staffs, especially professional staffs. This proposed model is presented in Figure 1 below.

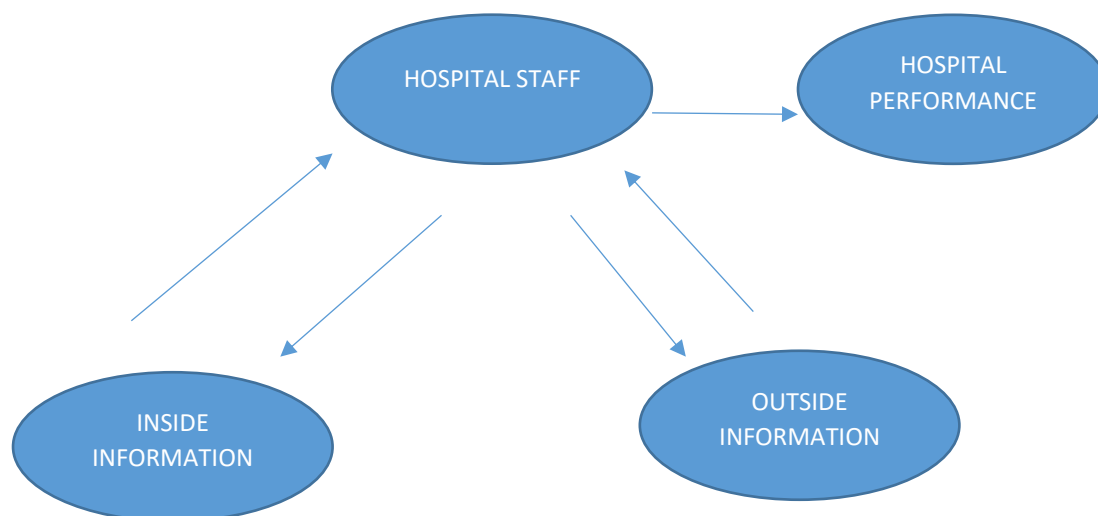


Figure 1.

Knowledge Management Model for Hospital Staff

Professional staffs are expected to be able to easily access information related to currently treated patients, especially for doctors who treated them. This access should be relatively easy as inside information on medical record of the patient, or other supporting information should be available to them. Inside information are classified information as it contains patient's history, administered medicine information, supporting checks, financial

information of the hospital, and other internal information. If such information were made transparent, it would make hospital accountable toward its staffs. Hence, there would be nothing to hide. Parasuraman et al. (1988) described that one of the quality service is transparency. Therefore, information transparency will encourage professional staffs to provide their best care for their patients. Further, it is suspected that inside information is predicted to have positive impact for hospital staffs as it could provide knowledge improvement for professional staffs. In other words, improvement of new knowledge for staffs due to easily accessible hospital inside information.

Outside information are information, which hospital are given access to, especially access for knowledge, skill, and ability improvement of the medical staff. For instance, literature and practices development of the medical world. If the professional staffs can access this information easily through an information system at the hospital, it is expected that the hospital staffs knowledge can increase through this ease of information access. When inside and outside knowledge can be easily accessible and learned appropriately by the professional medical staffs, the performance of the medical staffs is expected to increase. It is suspected that better individual staff performance would increase hospital performance.

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