Knowledge Management
[in Public Health]

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Today’s presentation

• What is Knowledge Management (KM)?
• The Learning Organization & The Know-Do Gap
• Conceptual frameworks
• Questions for WHO
The optimization and functional integration of the production, translation, dissemination and utilization of knowledge for problem-solving and organizational effectiveness
KM for beginners

Nonaka and Takeuchi, 1995
Learning Organization

External Structure

Individual Competence

Internal Structure

Sveiby’s 2001
1. How can we improve the transfer of competence between people in our organisation? How can we improve the collaborative climate?

2. How can organisation’s employees improve the competence of customers, suppliers and other stakeholders?

3. How can the organisation’s customers, suppliers and other stakeholders improve the competence of the employees?

4. How can we improve the conversion of individually held competence to systems, tools and templates?

5. How can we improve individuals competence by using systems, tools and templates?

6. How can we enable conversations among the customers, suppliers and other stakeholders to improve their competence to serve their customers?

7. How can competence from the customers, suppliers and other stakeholders improve the organisation’s systems, tools & processes and products?

8. How can the organisation’s systems, tools & processes and products improve the competence of the customers, suppliers and other stakeholders?

9. How can the organisation’s systems, tools & processes and products be effectively integrated?

10. How can we maximise the Value Creation of the Whole System?

Sveiby’s 2001
THE ‘KNOW – DO’ GAP

Tanzanian District Disease Burden

Addressable by Cost Effective Interventions

No Interventions (14.66%)

Interventions Available (85.34%)


Derived from TEHIP/AMMP Cause Specific Mortality Data (YLLs) for Rufiji Sentinel District, 2000
Roots of KM imbalance

- The leverage of knowledge generation
- Prestige & support earned by biomedicine
- Inertia from last century feast of new K
  ['a structural bias’ in the culture and funding systems]
- ‘Scale misspecification’[health problems so big, advocacy for government intervention is only path]
- Tacit reliance on the private sector
- Inexperience with models & practices beyond Knowledge generation
KM: value chain

Problem selection → K. Creation → K. Assembly → K. Translation → K. Dissemination → K. Utilization → OUTCOMES

Research → Innovation → Development → Marketing → Action → Evaluation

Learning Loops

Problem selection, strategic planning, scenario building

Funding, capacity, IP, ethics, law, regulations, etc
1.- How best to transfer the competence between independent health institutions (i.e: missions, strategies, guidelines, etc.)?
What type of environments is needed to facilitate this transfer of both explicit and tacit knowledge?

2.- How can individual health institutions have an impact on the effectiveness and competence of activity in the social space?

3.- How can the social space improve the competence of the individual health institutions?

4.- (similarities with #2)!!
How to convert knowledge generated and held by the individual health institutions (i.e: it’s tools, guidelines and models) to knowledge for the PH field.

5.- How can the individual health institutions be improved by using systems, guidelines and models from the social space?

6.- How to influence conversations among the social space to improve their competence in the area of public health?

7.- How can competence from the external stakeholders improve the systems, tools, guidelines and models used by the PH field structure?

8.- How can competence from the external stakeholders improve the systems, tools, guidelines and models used by the PH field structure?

9.- How to integrate and share across the PH field structure the systems, tools, guidelines and models that are being used by this group?

10.- How to leverage the independent knowledge management activities into a strategic framework to ensure the active process of optimization and functional integration of producing, sharing and utilizing knowledge in working toward improving population level health.
Questions for WHO

• How to improve KM to better serve the community
• How to work with national health systems to foster KM
• How to facilitate the practice of KM in the field of global health
KM strategic options

- **KM conceptual framework**
- **KM processes along the value chain**
- **Typology of K-organizations**
- **Survey of K-organizations** along the value chain of KM in the global health space
- Gap analyses, *learning platforms*, *communities of practice*
“Research which finds no outlets in the peripheral organisations and field services for bringing results to the people has not accomplished its full purpose”

*John Grant*

*lecture in New Delhi, 1943*