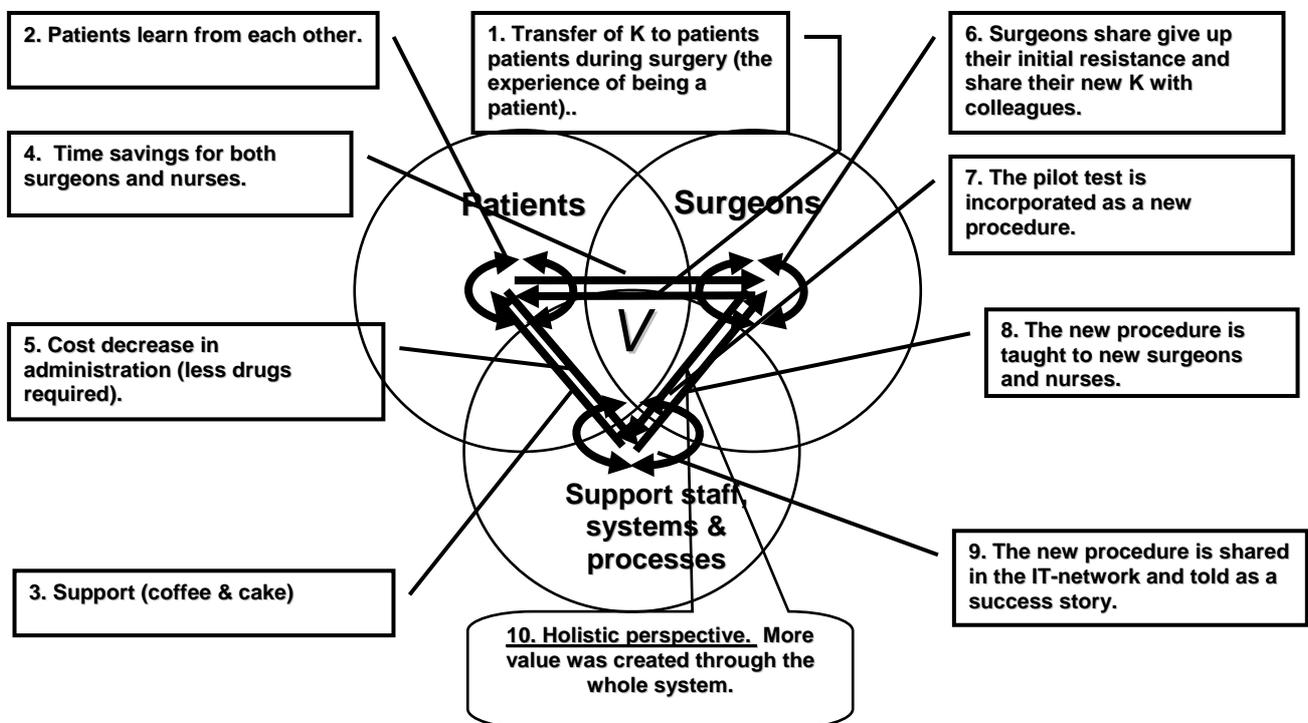


Km in Norwegian hospital

The nurses in a Norwegian private hospital in Oslo wanted to solve a problem: how can we reduce the fear of patients going in to surgery? The idea came up: Invite the old patients for coffee and cake together with the new patients and let them talk. The surgeons were against, but the hospital decided to do a pilot test. It became a success! Both patient categories loved it and both nurses and surgeons agreed afterwards: the patients' fear had been reduced. This would have been end of story had it not been for a KM manager with a holistic perspective.

The KM manager felt that there might be more gains than fear reduction, so she made interviews asking "How did you notice that their fear was reduced?" Both nurses and surgeons answered that the patients asked fewer questions. The nurses added that they felt less need to give relaxation drugs. The KM manager wrote up and distributed the story and the surgeons agreed to continue. The KM manager saw to it that the new procedure was stored on the intranet and incorporated in the internal training for new surgeons and nurses.

A Knowledge-Based View of the Hospital



Knowledge flows created value in all three categories of IC. Some of the value was financial, but the bulk was intangible: enjoyment, time savings and structural capital value in the form of new policies and procedures.

K-flow 1. Ex-patients possess a unique knowledge and a unique credibility (they survived!) as a consequence of having had personal experience of the hospital process.

K-flow 2. Ex-patients taught their knowledge to the new patients (an enjoyable experience for both parties),

K-flow 3. supported by the structure (ability to produce a nice atmosphere, coffee & cake, cutlery, etc).

K-flow-4. Due to their new knowledge the new patients lost their fears and reduced their demands on the nurses and surgeons, who saved time.

K-flow 5. The new patients also reduced costs for support materials (drugs).

K-flow 6. The surgeons shared their experiences with their colleagues and agreed to continue.

K-flow 7. The coffee and cake meetings are stored as a new procedure for more complex surgeries.

K-flow 8. The new procedure is taught to new surgeons and nurses.

K-flow 9. The new procedure is shared via the network to all parts of the hospital – and also outside as a success story.

K-flow 10. Thanks to the KM manager's holistic perspective value was generated through the whole chain of IC.

Every day, every hour, in every organisation knowledge flows create value, but the value creation remains unnoticed and the full value is rarely exploited, because the value tends to be intangible and it may turn up in unexpected places. Generally, people do not see the whole picture.