Chapter 4.43
Knowledge Management in Healthcare

Sushil K. Sharma
Ball State University, USA

Nilmini Wickramasinghe
Cleveland State University, USA

Jatinder N. D. Gupta
University of Alabama in Huntsville, USA

ABSTRACT
Healthcare organizations are facing many challenges in the 21st Century due to changes taking place in global healthcare systems. Spiraling costs, financial constraints, increased emphasis on accountability and transparency, changes in education, growing complexities of biomedical research, new partnerships in healthcare and great advances in IT suggest that a predominant paradigm shift is occurring. This shift is necessitating a focus on interaction, collaboration and increased sharing of information and knowledge which is in turn leading healthcare organizations to embrace the techniques of Knowledge Management (KM) in order to create and sustain optimal healthcare outcomes. This chapter describes the importance of knowledge management systems for healthcare organizations and provides an overview of knowledge management technologies and tools that may be used by healthcare organizations.

INTRODUCTION
Knowledge Management (KM) is an essential tool in today’s emerging healthcare system. Hospitals that seek to deploy KM systems need to understand the human element in the process. Earlier, success factors were only restricted to a few healthcare variables such as patient care and cost, but over the years, technology (both clinical and administrative) has evolved as a differenti-
Knowledge Management (KM) is an emerging, interdisciplinary business model dealing with all aspects of knowledge within the context of the firm, including knowledge creation, codification, sharing and how these activities promote learning and innovation (Choo, 1998). Unfortunately there’s no universal definition of KM, just as there’s no agreement as to what constitutes knowledge in the first place (Beckman, 1999). For this reason, it’s best to think of KM in the broadest context:

**Knowledge Storage Media**

There are several media in which knowledge can reside including: the human mind, an organization, a document and/or a computer. Knowledge in the mind is often difficult to access; organizational knowledge is often dispersed and distributed; document knowledge can range from free text to well-structured charts and tables; while computer knowledge can be formalized, sharable and often well structured and well organized. In order to effectively manage KM it is important to pay careful attention to the most useful storage media.

**Knowledge Accessibility**

Intellectual and knowledge-based assets fall into one of three major categories (Nonaka, 1994;
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