



WORLD HEALTH ORGANIZATION KNOWLEDGE MANAGEMENT STRATEGY

© World Health Organization 2005

All rights reserved. Publications of the World Health Organization can be obtained from WHO Press, World Health Organization, 20 Avenue Appia, 1211 Geneva 27, Switzerland (tel: +41 22 791 2476; fax: +41 22 791 4857; email: bookorders@who.int). Requests for permission to reproduce or translate WHO publications – whether for sale or for noncommercial distribution – should be addressed to WHO Press, at the above address (fax: +41 22 791 4806; email: permissions@who.int).

The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the World Health Organization concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Dotted lines on maps represent approximate border lines for which there may not yet be full agreement.

The mention of specific companies or of certain manufacturers' products does not imply that they are endorsed or recommended by the World Health Organization in preference to others of a similar nature that are not mentioned. Errors and omissions excepted, the names of proprietary products are distinguished by initial capital letters.

All reasonable precautions have been taken by the World Health Organization to verify the information contained in this publication. However, the published material is being distributed without warranty of any kind, either express or implied. The responsibility for the interpretation and use of the material lies with the reader. In no event shall the World Health Organization be liable for damages arising from its use.

Design: Langfeldesigns

Printed in Geneva, September 2005

Cover photo copyright: Jupiter Images



WORLD HEALTH ORGANIZATION
KNOWLEDGE MANAGEMENT
STRATEGY

ACKNOWLEDGEMENTS

This strategy is a joint effort of WHO offices worldwide working in the area of Knowledge Management (KM). Thanks are due to colleagues in all WHO offices, the KM Global Leadership Team, and in the private sector who participated in strategy consultations and contributed ideas, text, and comments. Overall guidance was provided by Ariel Pablos-Méndez, Director. Robert J. Clark developed the core strategy outline. Joan Dzenowagis served as managing editor. Neeraj Maskara provided publication support. The headquarters Translation Services provided translations in French, Spanish, Russian, Arabic and Chinese.

The electronic version of this document, a list of the Regional Office focal points and KM team coordinators, and other resources can be found on the following web site: www.who.int/kms.

WHO GLOBAL KNOWLEDGE MANAGEMENT STRATEGY

EXECUTIVE SUMMARY

This is a challenging time for global public health and particularly for the fragile health of populations in developing countries. However, the increasing resources for international health aid and growing demand to improve health systems offer an opportunity to foster health equity in countries most in need. Many of the solutions to health problems of the poor exist, but are not applied, leading to what is called the “know-do” gap: the gap between what is known and what is done in practice. The mission of WHO Knowledge Management (KM) is to help *bridge the “know-do gap” in global health* by fostering an environment that encourages the creation, sharing, and effective application of knowledge to improve health.

The KM strategy focuses on national policy-makers, WHO programmes, and health professionals. The objectives of the strategy lie in three main areas – strengthening country health systems through better knowledge management, establishing KM in public health, and enabling WHO to become a better learning organization, through the following strategic directions:

Strategic directions

1. *Improving access to the world’s health information*

Access to knowledge and information is inequitable, while information overload is widespread. WHO is promoting access to high-quality, relevant, targeted information products and services.

2. *Translating knowledge into policy and action*

Health inequalities persist despite known, effective interventions and steadily increasing investment in health. WHO is building evidence and capacity on KM approaches to address priority health needs in countries.

3. *Sharing and reapplying experiential knowledge*

Knowledge management methods and tools offer new opportunities for WHO and public health. WHO is providing guidance and facilitating the adoption of KM methods so that experience is reapplied and built upon in practice.

4. *Leveraging e-Health in countries*

Information and communication technologies offer great potential to improve health services and systems. As well as incorporating ICT in its technical work, WHO is supporting country health systems through advocating evidence-based policies, monitoring e-Health trends, identifying good practice, facilitating networks of expertise, and promoting norms, standards, and the integration of ICT into health workforce training and practice.

5. *Fostering an enabling environment*

Creating an environment for the effective use of knowledge is vital to achieving WHO’s mission. WHO is strengthening organizational capacity, advocating adoption of KM in the field of public health, and improving capacity for implementing KM at country level.

This document presents the strategic directions for WHO KM. In a companion document, the Operational Plan details the products, activities, targets and timelines, as well as the staffing and budget requirements to achieve the objectives.

STRATÉGIE MONDIALE OMS DE GESTION DU SAVOIR

RÉSUMÉ

La santé publique est actuellement en butte à de grosses difficultés à l'échelle mondiale et la situation est particulièrement grave dans les pays en développement. Cependant, les ressources de plus en plus importantes investies dans l'aide sanitaire internationale et la demande croissante d'amélioration des systèmes de santé représentent une occasion d'encourager l'équité en matière de santé dans les pays les plus mal lotis à cet égard. Il existe diverses solutions aux problèmes de santé des pauvres mais elles ne sont pas appliquées. Il y a en effet dans le secteur de la santé un décalage entre la théorie et la pratique, entre le savoir et l'action, que le département OMS de gestion du savoir a précisément pour mission de combler en encourageant la mise en place d'un environnement propice à la création, au partage et à l'application effective des connaissances, en vue d'améliorer la situation sanitaire.

La stratégie OMS de gestion du savoir met l'accent sur les décideurs nationaux, les programmes de l'OMS et les professionnels de la santé par une meilleure gestion du savoir. Elle a principalement pour objectifs de renforcer les systèmes nationaux de santé, d'introduire la gestion du savoir dans la santé publique et d'aider l'OMS à améliorer son fonctionnement en privilégiant quatre domaines principaux:

Orientations stratégiques

1. *L'amélioration de l'accès à l'information sanitaire*

L'accès au savoir et à l'information est inéquitable et la surinformation est un phénomène généralisé. L'OMS encourage l'accès à des produits et des services d'information pertinents, ciblés et de bonne qualité.

2. *La conversion du savoir en politiques et en action*

Des interventions efficaces et l'augmentation constante des investissements dans la santé ne suffisent pas à mettre fin aux inégalités dans ce secteur. L'OMS a entrepris de constituer une base de données et un potentiel de gestion du savoir afin de répondre aux besoins de santé prioritaires dans les pays.

3. *Le partage et la réutilisation des connaissances acquises par la pratique*

Les méthodes et les instruments de gestion des connaissances ouvrent de nouveaux horizons à l'OMS et à la santé publique. L'OMS montre la voie et encourage l'adoption de méthodes de gestion des connaissances de façon afin de favoriser la prise en compte de l'expérience acquise.

4. *L'exploitation des possibilités offertes par la cybersanté dans les pays*

Les technologies de l'information et de la communication offrent des possibilités énormes d'améliorer les services et les systèmes de santé. L'OMS les met à profit dans ses activités techniques et les utilise aussi pour venir en aide aux systèmes de santé nationaux en leur recommandant d'adopter des politiques reposant sur des bases factuelles, en surveillant les progrès réalisés dans le domaine de la cybersanté, en recensant les techniques recommandables, en facilitant la création de réseaux d'experts et en encourageant les activités normatives et l'utilisation des TCI dans la formation des professionnels de la santé et l'exercice de leur profession par ces derniers.

5. *La promotion d'un environnement favorable*

Soucieuse de mettre en place un environnement propice à une utilisation efficace des connaissances, qui est nécessaire pour lui permettre de mener à bien sa mission, l'OMS s'attache à renforcer sa capacité dans ce domaine, à encourager l'adoption des méthodes de gestion du savoir dans le secteur de la santé publique et à améliorer les capacités des pays en ce qui concerne l'application de ces méthodes.

Le présent document présente les axes stratégiques du département OMS de gestion du savoir. Un document complémentaire décrivant le plan opérationnel présentera les produits, les activités, les cibles et les délais ainsi que les effectifs et les ressources budgétaires nécessaires pour atteindre ces objectifs.

ESTRATEGIA MUNDIAL DE LA OMS EN MATERIA DE GESTIÓN DE LOS CONOCIMIENTOS

RESUMEN DE ORIENTACIÓN

Nos encontramos en un momento crítico para la salud pública mundial, en particular para la precaria situación sanitaria que vive la población de los países en desarrollo. Sin embargo, los crecientes recursos disponibles para la ayuda sanitaria internacional y la creciente demanda de mejoras de los sistemas de salud brindan una oportunidad para fomentar la equidad sanitaria en los países más necesitados. Disponemos ya de muchas de las soluciones que requieren los problemas de salud de los pobres, pero no se aplican, lo que se traduce en la llamada brecha “teórico-práctica”: la brecha entre lo que se sabe y lo que efectivamente se hace. La misión de Gestión de Conocimientos (KM) de la OMS es ayudar a cerrar esa brecha de la salud mundial fomentando un entorno que promueva la producción, el intercambio y la aplicación eficaz de los conocimientos en beneficio de la salud.

La estrategia de KM se centra en las instancias normativas nacionales, los programas de la OMS y los profesionales de la salud. Los objetivos de la estrategia se concretan en tres líneas principales: fortalecer los sistemas de salud de los países con una mejor gestión del conocimientos, afianzar la gestión de los conocimientos en la salud pública, y capacitar a la OMS para que potencie el aprendizaje en su seno, mediante las siguientes orientaciones estratégicas:

Orientaciones estratégicas

1. *Mejorar el acceso a la información sanitaria mundial*

El acceso a los conocimientos y la información es inequitativo, y al mismo tiempo existe un problema generalizado de exceso de información. La OMS promueve el acceso a productos y servicios de gran calidad, pertinentes y focalizados.

2. *Traducir los conocimientos en políticas y acción*

Persisten las desigualdades en salud, pese a las intervenciones eficaces que se sabe que existen y al crecimiento sostenido de las inversiones en salud. La OMS está acumulando evidencia y capacidad en enfoques KM para abordar las necesidades de salud prioritarias en los países.

3. *Compartir y reaplicar los conocimientos derivados de la experiencia*

Los métodos e instrumentos de gestión de los conocimientos brindan nuevas oportunidades a la OMS y a la salud pública. La OMS proporciona orientación y facilita la adopción de métodos KM para que la experiencia se reaplique y se incorpore a la práctica.

4. *Potenciar la ciber salud en los países*

Las tecnologías de la información y las comunicaciones (TIC) brindan grandes posibilidades para mejorar los servicios y los sistemas de salud. Además de incorporar las TIC a su labor técnica, la OMS está apoyando a los sistemas de salud de los países mediante la preconización de políticas basadas en la evidencia, la vigilancia de las tendencias de la ciber salud, la identificación de las prácticas adecuadas, el fomento de las redes de conocimientos técnicos especializados, y la promoción de normas y criterios y la integración de las TIC en la capacitación y la práctica del personal sanitario.

5. *Fomentar un entorno propicio*

Crear un contexto que favorezca el uso eficaz de los conocimientos es una condición indispensable para que la OMS lleve a cabo su misión. La OMS está fortaleciendo la capacidad organizacional, preconizando la adopción de enfoques KM en el campo de la salud pública, y mejorando la capacidad de implementar esos enfoques a nivel de país.

En este documento se presentan las orientaciones estratégicas para la gestión de los conocimientos en la OMS. En un documento complementario, el Plan Operacional detalla los productos, las actividades, las metas y los plazos, así como el personal y el presupuesto necesarios para alcanzar los objetivos.

Глобальная стратегия управления знаниями ВОЗ

Рабочее резюме

Текущий период является непростым для глобального общественного здравоохранения и, особенно, для уязвимого здоровья населения развивающихся стран. Однако увеличение ресурсов для оказания международной помощи в области здравоохранения и растущие потребности в совершенствовании систем здравоохранения открывают возможность для установления большей справедливости в вопросах охраны здоровья в странах, которые нуждаются в этом в наибольшей степени. Многие решения проблем здравоохранения неимущих существуют, однако не применяются, что ведет к разрыву между знаниями и практическими делами. Цель Управления знаниями ВОЗ состоит в оказании содействия в преодолении разрыва между знаниями и практическими делами в глобальном здравоохранении путем стимулирования установления климата, благоприятствующего генерированию, обмену и эффективному применению знаний в целях улучшения состояния охраны здоровья.

Стратегия Управления знаниями ориентирована на лиц, формулирующих национальную политику, программы ВОЗ и специалистов здравоохранения. Цели

стратегии концентрируются в трех основных областях: укреплении национальных систем здравоохранения, внедрении Управления знаниями в общественном здравоохранении и создании условий, позволяющих ВОЗ стать более совершенной Организацией по овладению знаниями за счет усилий на трех стратегических направлениях:

Стратегические направления

1. Улучшение доступа к мировой информации в области здравоохранения

Хотя информационная перегруженность получила широкое распространение, в доступе к знаниям и информации проявляется неравенство. ВОЗ содействует обеспечению доступа к высококачественным, актуальным и целевым информационным продуктам и услугам.

2. Трансформирование знаний в политику и практическую деятельность

Несмотря на известные эффективные меры и неуклонный рост инвестиций в здравоохранение, неравенство в вопросах охраны здоровья сохраняется. ВОЗ накапливает фактические данные и наращивает потенциал в области использования Управления знаниями в процессе удовлетворения приоритетных медико-санитарных потребностей стран.

3. Обмен знаниями и их повторное применение

Методы и инструменты управления знаниями открывают перед ВОЗ и общественным здравоохранением новые возможности. ВОЗ обеспечивает руководство и облегчает внедрение методов управления знаниями, с тем чтобы опыт использовался вновь и служил основой для наращивания практической деятельности.

4. Эффективное использование электронного здоровья в странах

Информационные и коммуникационные технологии обладают огромным потенциалом для совершенствования обслуживания и систем в здравоохранении. Помимо включения в свою техническую деятельность информационно-коммуникационных технологий, ВОЗ оказывает поддержку страновым системам здравоохранения, пропагандируя проведение политики на основе фактических данных, осуществляя мониторинг тенденций в области электронного здравоохранения, выявляя оптимальные методы работы, способствуя созданию сетей специалистов и поддерживая нормы, стандарты и интегрирование информационно-коммуникационных технологий в обучение и практическую деятельность кадров здравоохранения.

5. Содействие созданию благоприятного климата

Создание условий для эффективного использования знаний крайне важно для реализации миссии ВОЗ. ВОЗ укрепляет организационный потенциал, выступая за внедрение Управления знаниями в области общественного здравоохранения и совершенствуя потенциал для реализации Управления знаниями на уровне стран.

В настоящем документе изложены стратегические направления в области Управления знаниями ВОЗ. В сопутствующем Операционном плане приводятся подробности о продуктах, деятельности, целевых ориентирах и сроках, а также требования по комплектованию кадров и бюджету, необходимых для достижения поставленных задач.

الاستراتيجية العالمية لإدارة المعارف في منظمة الصحة العالمية

موجز

– إن هذا العصر يطرح تحدياً أمام الصحة العمومية في العالم، ولاسيما المجموعات السكانية الضعيفة الصحة في البلدان النامية. ومع ذلك فإن الموارد المتزايدة المرصودة للمعونات الصحية الدولية وتنامي الطلب على تحسين النظم الصحية يتيحان الفرصة لتعزيز الإنصاف في مجال الصحة في أشد البلدان احتياجاً. ويوجد كثير من الحلول للمشاكل الصحية التي تواجه الفقراء، ولكن هذه الحلول لا يتم تطبيقها، مما يؤدي إلى ما يسمى "الفجوة بين المعرفة والعمل": أي الفجوة بين ما هو معروف وما يطبق عملياً. وتتمثل رسالة إدارة المعارف في منظمة الصحة العالمية في المساعدة على تضييق "الفجوة بين المعرفة والعمل" في مجال الصحة في العالم، وذلك عن طريق تهيئة بيئة تشجع تكوين المعارف وتقاسمها وتطبيقها بفعالية من أجل تحسين الصحة.

– تقاسم المعارف المكتسبة من التجربة وتكرار تطبيقها

تتيح تكنولوجيا المعلومات والاتصالات إمكانات أكبر لتحسين الخدمات والنظم الصحية. وتقوم المنظمة، فضلاً عن دمجها لتكنولوجيا المعلومات والاتصالات في عملها التقني، بدعم النظم الصحية القطرية من خلال الدعوة إلى السياسات القائمة على القرائن، ورصد الاتجاهات السائدة في مجال الصحة الإلكترونية، وتحديد أفضل الممارسات، وتيسير عمل شبكات الخبرة، وتعزيز القواعد والمعايير، ودمج تكنولوجيا المعلومات والاتصالات مع التدريب والممارسة فيما يتعلق بالقوى العاملة الصحية.

– تعزيز الصحة الإلكترونية في البلدان

تهيئة بيئة مواتية

تُعد تهيئة بيئة مواتية لاستخدام المعارف بفعالية أمراً بالغ الأهمية لتحقيق رسالة المنظمة. وتقوم المنظمة بتعزيز القدرة التنظيمية، والدعوة إلى اعتماد إدارة المعارف في مجال الصحة العمومية، وتحسين القدرة على تنفيذ إدارة المعارف على المستوى القطري.

وتعرض هذه الوثيقة التوجهات الاستراتيجية لإدارة المعارف في منظمة الصحة العالمية. وفي وثيقة مصاحبة تعرض الخطة العملية تفاصيل النواتج والأنشطة والأهداف والأطر الزمنية، فضلاً عن المتطلبات من الموظفين والميزانية من أجل تحقيق الغايات المنشودة.

وينصب تركيز استراتيجية إدارة المعارف على راسمي السياسات الوطنيين وبرامج منظمة الصحة العالمية والمهنيين الصحيين. وتقع غايات الاستراتيجية ضمن ثلاثة مجالات رئيسية، وهي تعزيز النظم الصحية في البلدان، والأخذ بإدارة المعارف في مجال الصحة العمومية، وتمكين منظمة الصحة العالمية من أن تصبح منظمة أقدر على التعلم، وذلك من خلال التوجهات الاستراتيجية التالية:

التوجهات الاستراتيجية

– تحسين سبل الحصول على المعلومات الصحية في العالم

لا يوجد إنصاف في سبل الحصول على المعارف والمعلومات، بينما تنتشر على نطاق واسع زيادة المعلومات عن الحد. وتعمل المنظمة على تعزيز سبل الحصول على نواتج وخدمات المعلومات العالية الجودة والمناسبة والمحددة الهدف.

– ترجمة المعارف إلى سياسات وإجراءات

تستمر التباينات الصحية على الرغم من وجود تدخلات معروفة وفعالة ومن زيادة الاستثمار باطراد في مجال الصحة. وتعمل المنظمة على تكوين القرائن والقدرات في إطار الأساليب الخاصة بإدارة المعارف بغية تلبية الاحتياجات الصحية ذات الأولوية في البلدان.

世卫组织全球知识管理战略

执行概要

对于全球公共卫生以及特别是对于发展中国家人口易受损害的健康而言，这是一个极具挑战性的时机。然而，国际卫生援助日益增加的资源和对改善卫生系统日益增多的要求提供机遇在最有需要的国家促进卫生公平。解决穷人卫生问题的许多办法已经存在，但是未得到应用，导致所谓的“知识-实践”差距：现有知识和实际工作之间的差距。世卫组织知识管理的使命是通过为改善健康扶持一个鼓励知识产生、共享和有效应用的环境帮助缩小全球卫生中的“知识-实践差距”。

知识管理战略注重于国家决策人员、世卫组织规划以及卫生专业人员。通过下列战略方向，战略的目标在于三个主要领域—加强国家卫生系统，建立公共卫生知识管理，以及使世卫组织成为一个更好的学习型组织：

战略方向

1. *改进获取全世界的卫生信息*
获取知识和信息既不公平，而信息超载又极为普遍。世卫组织正在促进获取高质量、相关、有针对性的信息产品和服务。
2. *将知识转变为政策和行动*
尽管有已知的有效干预和卫生投资的稳定增加，卫生不平等仍持续存在。世卫组织正在知识管理做法方面建设证据和能力以处理国家的重点卫生需求。

3. *共享和再应用经验知识*
知识管理方法和工具为世卫组织和公共卫生提供了新的机遇。世卫组织正在提供指导和促进采用知识管理方法，以便在实践中再应用和积累经验。
4. *影响各国的电子卫生保健*
信息和通信技术为改善卫生服务和系统提供巨大潜力。世卫组织还将信息和通信技术纳入其技术工作，正通过提倡以证据为基础的政策，监测电子卫生保健趋势，确定良好做法，推动专门知识技能网络，以及促进规范、标准和将信息和通信技术纳入卫生人力培训与实践支持国家卫生系统。
5. *扶持一个有利环境*
建立一个有效利用知识的环境对于实现世卫组织的使命至关重要。世卫组织正在加强组织能力，在公共卫生领域提倡采用知识管理，以及在国家级提高实施知识管理的能力。

本文件介绍世卫组织知识管理的战略方向。在一份配套文件中，业务计划详述产品、活动、具体目标和时间表，以及实现这些目标所需的人员编制和预算。

1. OVERVIEW

1.1 The changing global environment

The World Health Organization (WHO) recognizes the profound challenges currently facing global public health on many fronts, particularly the fragile health of populations in developing countries. The gap in health between the haves and have-nots, both within and between countries, grows ever wider. There is a deepening crisis in access to basic health services in many countries. This in turn is seriously aggravated by poverty, the continuing HIV/AIDS pandemic, and other problems. In the face of these and numerous other complexities, governments are struggling to build and sustain their health systems.

Yet WHO believes this is also a time when real benefits can be achieved. Most of the burden of premature death and illness among the poor is due to problems for which solutions are known and prevention is possible, even as innovation continues. With unprecedented amounts of resources now being allocated to international health aid, new technologies, and to the improvement of health services, the global health community has a rare opportunity to foster health equity in countries most in need.

A substantial obstacle to exploiting this opportunity fully is the “know-do gap” – the gap between what is already known, and what is actually done in practice – at the individual, institutional and population levels. This gap contributes to huge health inequalities, such as unacceptably high levels of child and maternal mortality, the high incidence of infectious diseases, and the spread of chronic conditions across the developing world. Bridging this gap can contribute to the achievement of the Millennium Development Goals. Towards this end, a new balance in the creation, sharing, translation and application of knowledge is required.

WHO is a knowledge-based organization: the exchange and dissemination of information about health conditions and the maintenance of health has been a central activity of the Organization since its founding. In more than half a century

since then, there have been revolutionary advances and new perspectives in society, technology and knowledge affecting all facets of the life sciences, individual and collective health, the environment, education, and in the means to communicate information. There has been both an exponential growth and specialization of knowledge about health issues. New stakeholders have emerged, and health issues have become increasingly connected to socioeconomic concerns as well as to individuals’ everyday lives. More recently the world has witnessed the advent of new information and communication technologies, enabling the widest possible dissemination of health concerns and networked solutions.

These developments are driving the growth of knowledge management (KM). WHO considers KM to be the dual challenge of, first, managing information and processes and, second, managing people and their environment so that knowledge is created, shared and applied more systematically and effectively. WHO seeks to apply knowledge management to support the work of the Organization and its Member States in bridging the “know-do gap”, particularly within country health systems.

Key needs expressed by countries

- ◆ Knowledge mapping to understand available assets, flows and gaps
- ◆ Standardizing and simplifying documents and processes
- ◆ Demand driven, targeted information in priority languages
- ◆ Translating knowledge into policy and action
- ◆ Taking advantage of experiential knowledge
- ◆ Enabling collaboration and networking at all levels
- ◆ Guidance and support to leverage ICT for health
- ◆ Involving partners beyond WHO and joint approaches at global and local levels

Contextual forces driving knowledge management

The fundamentals of sharing and applying knowledge are not new. However, important contextual factors make KM more relevant today:

- ◆ Knowledge is increasingly recognized as key to socioeconomic development, including health
- ◆ The growing gap between what is known and what is done, its influence on inequity, and shortfalls in achieving the United Nations Millennium Development Goals
- ◆ The greater complexity of health systems, driven by historical, political and economic change
- ◆ New science, and paradigms emerging through technology and managerial solutions, offer better prospects for health and development
- ◆ Growing investment in health, in health-care, global research and international assistance
- ◆ The ICT revolution: exponential growth in information, and access to it, highlights the digital divide, the need for search and retrieval systems, and the value of experiential knowledge
- ◆ The democratization of knowledge, transforming the roles and relations of people and institutions from vertical systems to open, integrated, more powerful networks

1.2 Purpose and scope

This strategy serves as the framework for establishing the programme of work for the WHO Knowledge Management team, consisting of headquarters, regions and country programmes working in the area of knowledge management and sharing. It responds to the need for equitable access to knowledge, and for broader application of evidence in public health. This document sets out a medium-term strategy and its rationale and approach. The strategy will be reassessed in 2007.

This document

- ◆ outlines the main drivers for developing a WHO KM strategy
- ◆ defines the vision, mission, main objectives, and approach
- ◆ identifies and prioritizes areas to be addressed and key stakeholders.

A companion document, the Operational Plan for 2006-2007, details

- ◆ products, activities, targets, milestones, and timeline for implementation
- ◆ performance and evaluation measures
- ◆ staffing and budget requirements to achieve the objectives.

1.3 Mainstreaming KM

A unified approach to KM processes is critical to ensure that knowledge is considered a common strategic asset and is broadly accessible. Implementing technical services and managing the complexity of global operations to achieve WHO goals depend on effective information and knowledge management, and the technologies to support them (table 1). Trends in this area have made it an opportune time to mainstream KM global public health. The value of knowledge management is gaining broader recognition and the tools are improving. New opportunities exist to apply KM and deliver added value for WHO and countries. Not least, WHO must respond to the changing expectations and ever-increasing capabilities of its stakeholders.

Table 1: Supporting WHO's work with KM and information and communication technology

WHO Core Functions	Implications for Knowledge Management
Articulating consistent, ethical and evidence-based policy	Responding to the knowledge needs of policy-makers
Managing information by assessing trends and comparing performance	Identifying best practice in KM in health systems and programmes
Catalysing change through technical and policy work	Building a sharing culture and the capacity to use and reapply scientific and experiential knowledge
Negotiating and sustaining national and global partnerships	Supporting collaborating centres, communities of practice and partnerships
Setting, validating, monitoring and pursuing proper implementation of norms and standards	Establishing norms and standards to support the adoption of KM in countries
Developing and testing new technologies, tools and guidelines	Providing tools for KM collaboration, knowledge mapping and translation into policy and action

The WHO Programme Budget 2006-2007 highlights the synergies between the departments of KMS and information and communication technologies (ICT), by combining them under a joint Area of Work called "Knowledge Management and Information Technology". The contribution of ICT is essential to the achievement of WHO's goals in knowledge management. Research policy, health statistics, health services management and human resources are other key domains within the Organization with which KM shares common goals and initiatives.

1.4 Operational principles

Respect for the principles of human rights and equity are fundamental to the work of the Organization. In addition, the following principles will guide the work of the Global WHO KM:

<i>Purpose-driven</i>	All KM work, whether new initiatives or ongoing functions, has a clearly-defined strategic purpose.
<i>Service-oriented</i>	KM focuses on meeting the needs of constituents in order to deliver innovative and relevant services, working closely with partners.
<i>Learning by doing</i>	KM will learn from experience, from each other, from partners and others; track progress and regularly assess effectiveness, and adjust plans accordingly.
<i>Leading by example</i>	KM will model the practices we encourage others to adopt, demonstrating that people are our most important asset; operate using a shared leadership model and develop staff as knowledge workers and KM champions.

2. VISION, MISSION AND OBJECTIVES

2.1 Vision and mission

The vision of WHO KM is of global health equity through better knowledge management and sharing.

Our mission is to help bridge the “know-do gap” in global health by fostering an environment that encourages the creation, sharing, and effective application of knowledge to improve health.

2.2 Objectives

The objectives of this strategy target three main areas:

1. Country health systems

Contributing to strengthening country health systems through better knowledge management.

2. Public health

Promoting the principles and practice of knowledge management as a fundamental aspect of public health research and practice.

3. The Organization

Enabling WHO to become a better learning and knowledge sharing organization.

2.3 Key stakeholders

The KM strategy targets three groups of stakeholders: national policy-makers, WHO programmes, and health professionals in training and practice. Other audiences include the academic and research community, nongovernmental organizations, the private sector, donors, the media, development institutions and the general public. We will concentrate on developing countries with major challenges in meeting the Millennium Development Goals and which have an environment conducive to incorporating KM (table 2).

Our approach is to work in partnership with the above stakeholders towards building a Global WHO KM network responsive to country needs: applying what works, innovating where needed, and striving for maximum impact.

Table 2: KM approach to working with countries

Global WHO KM Approach	Main Actions
Focus on countries in greatest need and clear opportunity for KM adoption	Identify countries with significant MDG challenges and receptive environment for KM.
Identify country needs	Conduct knowledge mapping to identify current state of KM and how KM can best contribute to meeting needs.
Test and promote KM	<i>At country level.</i> Build capacity and share KM tools and practices to drive improvement in health services. <i>WHO programmes.</i> Identify and trial KM approaches to help deliver programmes more effectively.
Coordinate with WHO programmes (at HQ and regions) and partners	Work in collaboration with WHO programmes and partners to integrate KM approaches into national health development plans.

3. STRATEGIC DIRECTIONS

The following five KM Strategic directions will contribute to the WHO-wide Expected Results. These results are achieved through the development and delivery of a series of products and services at headquarters, regional and country level.

Strategic direction 1: Improving access to the world's health information

Rationale

Access to information and knowledge is inequitable, while information overload is widespread.

Improving access to health information and knowledge is a core function of WHO, and is enshrined in the WHO Constitution. Despite decades of progress and the exponential growth in knowledge in public health, too many people worldwide do not have access to the information and knowledge they need to improve their health and quality of life, or to make informed decisions concerning the health and well-being of individuals, communities, and entire populations. This inequity may be for reasons of affordability, infrastructure, capacity to find and manage information, or simply because the relevant knowledge is not available in appropriate formats, languages or cultural contexts.

At the same time, others are suffering from information overload as a result of the proliferation of new technologies and requirements to gather and maintain data and information. The ability to use this information is therefore limited due to lack of understanding about context, purpose or reliability. These information challenges are shared by a wide range of stakeholders: health professionals, policy-makers, international development partners, and the general public. WHO serves all of these audiences, and is committed to the principle of equitable access to the world's health knowledge resources.

Approach

Making available and promoting access to relevant, targeted information products and services. WHO delivers on this mandate and responds to the needs of Member States by developing and providing high-quality, relevant, and timely information products and services at global, regional, and country levels in formats and languages according to needs. In addition to providing classical and electronic library services, other services include document repositories, statistical databases, libraries of media material, and access to diverse electronic products and information resources. KM policies, standards, and tools will guide the Organization's efforts in developing, targeting, and providing information and creating knowledge with the end-user in mind. WHO will engage the public health community as a strong advocate for more equitable and universal access to the world's health-related knowledge.

See core functions in access to health information in Table 3.

Strategic direction 2: Translating knowledge into policy and action

Rationale

Health inequalities persist despite known, effective interventions and steadily increasing investment in health research. Often, existing strategies do not solve local problems, in part because the necessary knowledge translation does not occur. The processes from knowledge generation to action are complex, and influenced by factors including stakeholder involvement, local context, perceived relevance, and the knowledge itself. Knowledge needs to be contextualized to be meaningful, which is why identifying and prioritizing needs of key audiences is essential. Clarification of the “know-do gap” is one step towards ensuring that research and knowledge generation will add value to health interventions and policies: We need to better understand these processes, or “value chains”, which have so far been dominated by supply-driven models which assume that knowledge, once disseminated, is adopted.

Approach

Developing, using, sharing and promoting the adoption of knowledge translation methods and social entrepreneurship. Ensuring that knowledge benefits the health of populations requires maximizing the impact of health research and experience through community innovation and translation of research into policy and practice. To do so, WHO aims to characterize knowledge “value chains” more fully, and identify and promote good practices in knowledge translation. Identifying the needs of decision-makers and communities is a fundamental aspect of this work. “Knowledge mapping” (assets, flows and gaps) in countries and organizations, will be used as a means to guide KM work. WHO and partners will develop tools and methods as well as share good practices, with a view to scaling up knowledge translation efforts. With various target groups, the focus will be on promoting learning and creating knowledge through practice while providing strategic solutions to priority health problems.

See core functions in knowledge translation in Table 3.

Strategic direction 3: Sharing and reapplying experiential knowledge

Rationale

Knowledge management methods and tools offer new opportunities to improve WHO's work by improving effectiveness, efficiency and communication. Countries can benefit as well, particularly by exchanging experience and hard-won solutions with each other. However, there are significant barriers to knowledge sharing and reapplication: relevant knowledge may not exist; it may exist in formats where people are unaware of it or cannot find it; the knowledge may exist in people's heads but it cannot be tapped; or existing knowledge simply goes unused. Barriers to learning include lack of time, skills and incentives; isolation; insufficient or unavailable tools and methods. Decision-makers, health professionals, communities, and WHO staff need to be able to find, use, manage and share knowledge – and require the competencies and tools to do so.

Approach

Providing guidance, building evidence and capacity. WHO aims to improve the exchange and reapplication of knowledge both in the Organization and in countries by identifying good practices and acting as a change agent for adoption of these practices. WHO will respond to the needs of our stakeholders and promote through evidence and practice the benefits of knowledge sharing in their contexts. WHO will also identify and strengthen KM core competencies within the Organization, and foster an environment that supports continuous improvement through learning and development, sharing and applying knowledge. This requires building Organizational capacity, strengthening knowledge networks, and adopting KM practices and information technology relevant to WHO's mission and goals.

See core functions in sharing experiential knowledge in Table 3.

Strategic direction 4: Leveraging e-Health in countries

Rationale

Information and communication technologies offer great potential to improve health, as they underpin the an application of knowledge in all sectors. In many countries the health sector already benefits significantly from the use of these technologies in areas such as the delivery of health care, the management of health services, and the education of health personnel. A wide range of ICT applications can support citizen-centred health management, as well as large-scale public health information systems. Expanding these benefits to all countries requires investment in ICT infrastructure, applications, content, and training, as well as partnership with United Nations agencies, governments, the private sector and civil society in the emerging knowledge society. The strategic consideration and use of an e-Health component in WHO's technical cooperation can contribute to the improvement of access, learning, sharing and networking in support of the Organization's goals.

Approach

Strengthening health systems through e-Health. As called for by the WHO Global e-Health Strategy, all clusters in the Organization remain responsible for integrating e-Health within their respective programmes. In the context of health systems and evidence for policy KM focuses on working in partnership with public- and private- sector stakeholders, along the following lines:

1. Advocating ethical and evidence-based policies in e-Health.
2. Highlighting effective practices, monitoring trends, identifying new areas of e-Health application, and promoting needs-based research and development.
3. Facilitating networks of expertise for ICT-based KM in countries and the development of guidelines, methods and tools for improving policy and practice.
4. Promoting the development and use of e-Health norms and standards, including information exchange and protocols, as well as methods and policies for improving data and information quality and interoperability.
5. Promoting the integration of cost-effective ICTs in education and training, including the use of e-learning in pre-service and in-service professional development, health education for the public and groups with special needs.

See core functions in e-Health in Table 3.

Strategic direction 5: Fostering an enabling environment

Rationale

Creating an environment for the effective use of knowledge is vital to achieving WHO's mission.

Implementing technical services, managing the complexity of our global operations, achieving our goals in countries – all depend on the capacity for learning, sharing, and using knowledge, within the Organization as well as in Member States. The fact that WHO's work takes place in the context of diverse settings, languages and cultures makes the communication skills underpinning these capacities even more important. Within the Organization, knowledge sharing and innovation is recognized as critical to the attainment of the goals of KM.

Action is required along several lines – culture change, capacity building, research and evaluation – towards creating an enabling environment for KM and supporting the strategic directions outlined above. First, while WHO and the field of public health can benefit from KM methods, the Organization's current practices do not easily accommodate KM. To better incorporate KM into public health practice, its relevance in promoting health and health equity must be made more evident, and KM methods must be further developed. Both WHO and Member States can benefit from strengthening the capacity to access, analyse, manage and use knowledge, with the goal of translating research and experiential knowledge into action, communicating for different audiences, improving communication, and learning in a myriad of ways. In all these areas, ICT is indispensable.

Approach

Strengthening WHO's capacity. WHO will build on the strengths of public health professionals, learning from best practice and developing partnerships with leaders and networks in KM. Within the Organization, KM will foster cultural change through training programmes and creating incentives for knowledge sharing. WHO will establish the capacity to guide technical programmes, countries and others in the use of KM methods.

Advocating KM in the field of public health. WHO will convene global and local health communities to share experience and methods, and contribute to building KM capabilities and awareness. Research and evaluation are a priority, promoting through evidence and practice the benefits of knowledge sharing and translation. WHO will also conduct formal assessments in 2007 and 2010 and revise the KM strategy and plan accordingly.

Implementing KM at country level. WHO will support countries develop and implement the scope of work for KM, supported by collaborating networks and partners, from select pilots to scaling up of appropriate systems and interventions. WHO will build KM capacity through context-specific education and training programmes, as well as by convening the best talent and resources of established organizations in ICT and other sectors, and civil society.

See core functions in fostering an enabling environment in Table 3.

Table 3: KM Core Functions

WHO Knowledge Management Core Functions	
<p>Improving access to the world's health information</p> <ol style="list-style-type: none"> 1. <i>Support for WHO publishing.</i> Publish, market and disseminate in priority languages, relevant and high-quality information products reaching a widespread, targeted readership in both print and electronic formats. Establish publishing policies and guidelines to ensure efficiency and quality of WHO publications. 2. <i>WHO flagship publications.</i> Publish WHO global and regional flagship products to communicate key issues and effective practices in the field of public health. Major products include the World Health Report, Bulletin of the WHO, regional medical journals, and regional director reports. 3. <i>WHO network of libraries.</i> Provide access for key audiences to scientific and health information in print and electronic media via the WHO library and initiatives such as, such as the Global Health Library and HINARI. 4. <i>WHO Web communications.</i> Provide multi-lingual access for millions of users worldwide to WHO health information via WHO websites at global, regional and country level. Provide guidance to health authorities and other institutions on effective use of the Internet and web technologies. 	<ol style="list-style-type: none"> 9. <i>WHO and Global Health Histories.</i> Document and analyse significant public health developments, milestones, trends and perspectives. Develop expertise in extracting and applying the lessons learned in public health. 10. <i>WHO Collaborating Centres.</i> Improve the use of the knowledge held by WHO Collaborating Centres through peer networks.
<p>Translating knowledge into policy and action</p> <ol style="list-style-type: none"> 5. <i>Good practice and guidance on knowledge translation and scale-up.</i> Following on the recommendations of the Mexico Summit for Health Research in 2004, identify and disseminate good practice in translating health knowledge into policy and action. 6. <i>Build capability in KM methods in public health practice.</i> Assist public health communities to develop the capacity to translate knowledge into policy and action in their local context. 7. <i>Promote evidence for policy and decision making tailored for key audiences, through programmes such as EURO's Health Evidence Network.</i> 	<p>Leveraging e-Health in countries</p> <ol style="list-style-type: none"> 11. <i>e-Health frameworks, guidelines and tools.</i> Make available evidence-based e-Health frameworks, guidelines and tools to support policy and practice in health systems and technical programmes. 12. <i>e-Health services in countries.</i> Provide technical assistance for governance, monitoring and improvement of e-Health services in countries. 13. <i>Country capacity building via ICT.</i> Utilize ICT tools to build capacity in the health sector in countries. 14. <i>Public-private partnerships in ICT.</i> Develop and utilize public-private partnerships in ICT to address priority issues in health systems and technical programmes.
<p>Sharing and applying experiential knowledge</p> <ol style="list-style-type: none"> 8. <i>Improve ability to share knowledge in public health through KM processes.</i> Employ KM techniques, including communities of practice, to assist countries and technical programmes to manage and use knowledge. 	<p>Fostering an enabling environment</p> <ol style="list-style-type: none"> 15. <i>Foster a knowledge management culture.</i> Promote a culture at WHO and the public health sector that encourages the routine capturing, sharing and application of knowledge to better deliver expected results. 16. <i>Develop and deliver KM training programmes to build WHO and country capacity with emphasis on innovation, knowledge sharing and translation, and managing the reapplication and scaling-up of successful interventions.</i> 17. <i>Support countries, technical programmes and partners with KM approaches.</i> Work directly with countries, technical programmes, and partner organizations to identify knowledge needs and opportunities, to develop and implement KM plans.

Notes

