



*CCLFI Philippines*

# Lessons I Learned From the First Department that Adopted KM

Dr. Serafin D. Talisayon

Chair, Knowledge Management Association  
of the Philippines

Director for R&D  
CCLFI.Philippines

# 1a. Top Executive Support



Republic of Philippines  
Department of Health

San Lazaro Compound  
Sta. Cruz, Manila  
Tel. (632) 743-8301  
Email: doh@doh.gov.ph

3 June 2005

DEPARTMENT MEMORANDUM  
No. 2005 - 0079

TO: ALL UNDERSECRETARIES, ASSISTANT SECRETARIES;  
DIRECTORS OF BUREAUS, CENTERS FOR HEALTH  
DEVELOPMENT, SERVICES AND SPECIALTY HOSPITALS;  
PRESIDENT OF THE PHILIPPINE HEALTH INSURANCE  
CORPORATION, AND EXECUTIVE DIRECTORS OF THE  
PHILIPPINE NATIONAL AIDS COUNCIL AND PHILIPPINE  
INSTITUTE OF TRADITIONAL AND ALTERNATIVE HEALTH  
CARE, AND OTHERS CONCERNED

SUBJECT: Developing a DOH Knowledge Management System

The Department is initiating a WHO-funded project to develop a framework for a DOH Knowledge Management System.

We envision a system that enables DOH workers to quickly access the right information they need to make prompt and effective decisions and to provide quality services for our internal and external clients. Along this vision, we intend to develop a world-class DOH Portal that will serve all DOH units and attached agencies, as well as external stakeholders and partners of the Department.

For this purpose, you are hereby enjoined to cooperate and support the Information Management Service which is mandated to lead the successful execution of this project. IMS, through its Knowledge Management Division, will shortly communicate with you regarding the necessary operational steps and requirements for this Departmental initiative.

For compliance.

  
FRANCISCO T. DUQUE III, MD, MSc  
Secretary of Health



Sec. Duque

# 1b. Broader Executive Sponsorship After Briefing of Execom



Republic of Philippines  
Department of Health

San Lazaro  
Compound  
Sta. Cruz, Manila  
Tel. (632) 749-8301  
Email:  
doh@doh.gov.ph

October 19, 2005

DEPARTMENT PERSONNEL ORDER  
No. 2005- ~~4136~~

**SUBJECT: Knowledge Mapping in DOH**

Knowledge Mapping is search of location, ownership, value and use of knowledge assets in an organization. Knowledge mapping will track how knowledge is created, shared, stored, exchanged, used, re-used and lost. It will also document personal and group competencies and proficiencies.

The objective of this exercise is the inventory and evaluation of intellectual and intangible assets with the end view of an organized, classified and easily accessible knowledge portal for health.

The following personnel are authorized to attend a workshop on Knowledge Mapping to held in the DOH Convention Hall.

November 2, 2005	Usec Jade del Mundo Asec David Lozada
<b>INTERNAL MANAGEMENT SUPPORT TEAM, COBAC, Internal Audit</b>	Directors : Ms. Crispinita A. Valdez (IMS) Mr. Laureano Cruz (FS) Ms. Ma. Theresa Anne O. Diaz (AS) Atty. Ronald De Veyra (LS) Engr. David P. Masiado, Jr. (MMD)
<b>And OFFICE OF SPECIAL CONCERNS</b>	All Division Chiefs, Supervising Staff and administrative officers of Information Management Service (IMS), Finance Service (FS) Administrative Service (AS), Legal Service (LS), Material Management Division (MMD), COBAC, Internal Audit Division as well as focal persons of Blindness, Medical Tourism and Substance Abuse Programs
November 3, 2005	Usec Ethelyn Nieto
<b>POLICY AND STANDARDS DEVELOPMENT</b>	Directors: Dr. Yolanda Oliveros (NCDPC) Dr. Honorata Catibog (NCDPC) Dr. Jaime Lagahid (NCDPC) Dr. Enrique Tayag (NEC)

<b>TEAM FOR HEALTH SERVICE DELIVERY</b>	Dr. Criselda Abesamis (NCHFD) Ms. Angelina Sebial (NCHP) Dr. Carmencita Banatin (HEMS) Ms. Remedios Paulino (PNAC)
	All Division Chiefs, Supervising Staff and administrative officers of the National Center for Diseases Prevention and Control (NCDPC), National Epidemiology Center, (NEC), National Center for Health Facility Development (NCHFD), National Center for Health Promotion, (NCHP), Health Emergency Management Staff (HEMS), and Philippine National AIDS Council (PNAC).
November 10, 2005	Usec. Alexander Padilla
<b>POLICY AND STANDARDS DEVELOPMENT TEAM FOR REGULATION</b>	Directors: Atty. Nicolas Lutero III (BHFS) Engr. Herminio Dionco (BHFS) Ms. Agnette Peralta (BHDT) Atty. Agustina A. Mangila (BHDT) Prof. Leticia Barbara Gutierrez (BFAD) Dr. Edgardo Sabitsana (BQIHS) Dr. Veneracion P. Munar (BQIHS) Dr. Antonio L. Amparo (BQIHS) Dr. Robert Louie So (PMU50)
	All Division Chiefs, Supervising Staff and administrative officers of Bureau of Health Facilities and Services (BHFS), Bureau of Health Devices and Technology (BHDT) Bureau of Food and Drugs (BFAD) and PMU 50, Bureau of Quarantine and International Health Surveillance (BQIHS)
November 11, 2005	Asec. Mario Villaverde Dr. Ferdinand Salcedo Dr. Anna Melissa S. Guerrero
<b>SECTORAL MANAGEMENT SUPPORT TEAM and OFFICE OF THE SECRETARY</b>	Directors: Dr. Ma. Virginia Ala Dr. Juanito Telon Dr. Kenneth Ronquillo Ms. Maylene Beltran
	All Division Chiefs, Supervising Staff and administrative officers of Bureau of International Health Cooperation, Bureau of Local Health Development, Health Human Resource and Development Bureau, Health Policy Development and Planning Bureau and the Office of the Secretary

**SECRETARIAT:**

Ms. Aida Aracap  
Ms. Precious Joy Coronel  
Mr. Ronald Marcellana  
Mr. Jerome Esperanza

**FACILITATORS:**

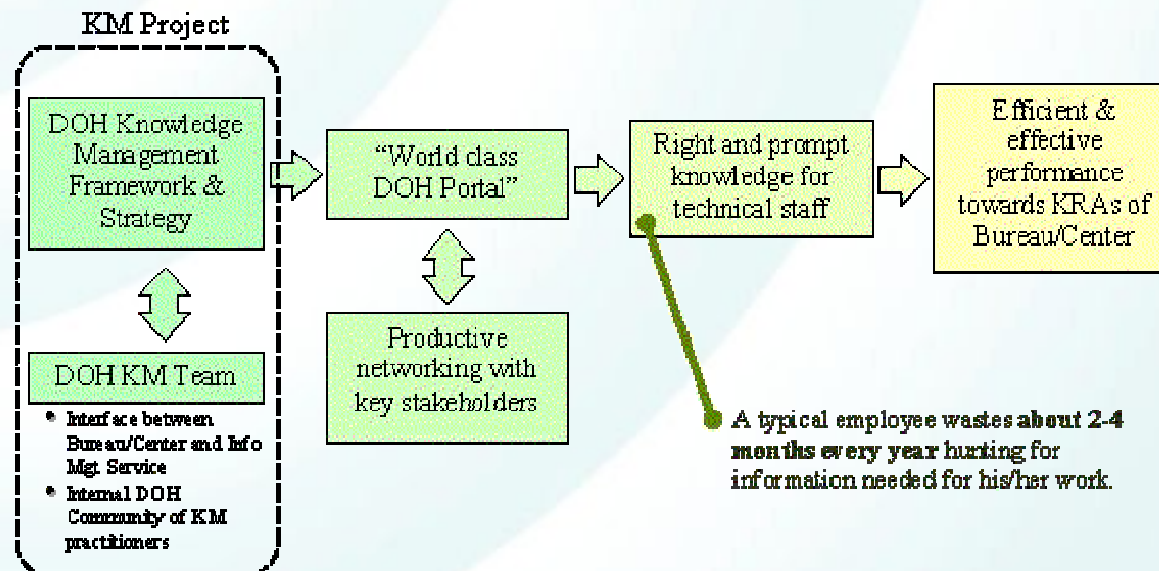
Ms. Charity Tan  
Dr. Serafin Talisayan

Under this Order, meals and snacks related to conduct of the workshop shall be charged against the funds any available fund of the Office of the Secretary subject to the usual accounting and auditing rules and regulations.

**FRANCISCO T. DUQUE III, MD, MSc**  
Secretary of Health

# 1c. Getting Bureau Directors' Buy-In

How KM Project Will Benefit Your Bureau/Center  
Dr. Rosalinda L. Dela Cruz, Center for Cooperative Learning & Innovation, Inc. 10 July 2005





## 2a. Early Presence of KM Champions



Nitz



Charity



Aida



## 2b. Seeking and Engaging More In-House Champions

- Design questionnaire with quantitative items
- Questionnaire administered to upper middle-level managers
- Factor analysis of items to get best composite score
- Nomination of high scorers
- Bureau Director makes final decision
- Organization of KM team (informal at first)
- KM team trained and engaged in KM audit and KM framework/strategy formulation processes
- Later, the DOH Secretary issued Department Personnel Order formally creating the DOH KM Team

## 2b. Set Up and Nurture an Internal KM Team

- FAQ or Frequently Asked Questions on KM:
  - Simple definition of concepts
  - Clarification of issues often met
  - Establish a common language among the KM Team
  - Helps KM Team members field questions or explain KM to others
- “Elevator speech”: a short or 30-seconds speech explaining what KM is and its benefits
- Not just lectures but also experiential exercises, polls among participants, practice of a process
- Create an e-group (still alive after end of project)
  - Group communication
  - Common files area members can download and read
  - Venue for Q&A
- KM@DOH webpage in DOH portal





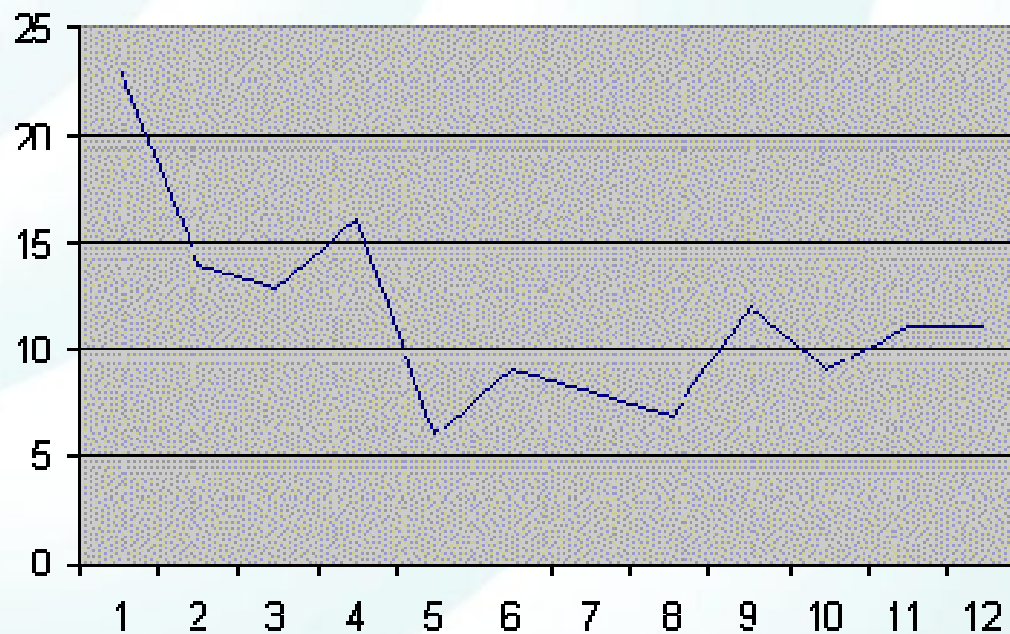
# What Did Not Work Well

- Chat: most members either do not have time or are not familiar with the technology → Back to emails and F2F
- Voluntary basis of KM Team membership: members give more priority to duties in their mother units → DOH Secretary issues a Department Personnel Order
- KM audit instruments are administered by KM Team members to their units → Replaced by 4 whole-day writeshop sessions
- Each unit administers the Stakeholder Survey → Replaced by a research assistant who did the job
- “Take home” surveys → Respondents must finish answering survey right there during the workshop




# Pattern of Attendance

## Weekly KM Team training sessions



# 3. DPO: Formalize the KM Team


 Republic of the Philippines  
 Department of Health  
 OFFICE OF THE SECRETARY

Department of Health, 2/F Bldg. 1  
 San Lazaro Compound, Sta. Cruz, 1005 Manila  
 (02) 524-43-43 Loc. 1129

January 5, 2006

DEPARTMENT PERSONNEL ORDER  
No. 2006-0076

**SUBJECT: DOH Knowledge Management Team.**

The following selected personnel of the following offices are hereby designated as members of the DOH Knowledge Management (KM) Team.

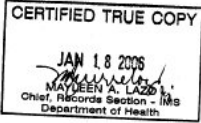
1. Ms. Esperanza Carating	AS
2. Ms. Silveria T. Cavero	AS
3. Dr. Edwin Bolastig	BFAD
4. Ms. Virginia Francia C. Laboy	BFAD
5. Ms. Teresa Malabanan	BFAD
6. Engr. Ma. Cecilia Matienzo	BHDT
7. Dr. Ruby R. Serrano	BHFS
8. Dr. Ma. Theresa Vera	BHFS
9. Dr. Eileen Cardona	BIHC
10. Ms. Cecilia V.G. De Luna	BIHC
11. Dr. Erlinda Guerrero	BLHD
12. Dr. Agueda T. Sunga	BLHD
13. Mr. Ireneo Esperanza	BQIS
14. Dr. Marilyn V. Go	HEMS
15. Dr. Dorie Lynn Balanoba	HHRDB
16. Dr. Ma. Teresa Dioko	HPDPB
17. Ms. Rose Gonzales	HPDPB
18. Ms. Jean Alcantara	IMS
19. Ms. Carolina dela Cruz	IMS
20. Ms. Emily Razal	IMS
21. Dr. Joseph Y. Aricheta	NCDPC
22. Dr. Lourdes Paulino	NCDPC
23. Mr. Joel Atienza	NCDPC
24. Dr. Leda Hernandez	NCDPC
25. Dr. Robert Enriquez	NCHFD
26. Dr. Jessica de Leon	NCHP
27. Ms. Ma. Irene David	NCHP
28. Dr. Agnes Benegas	NEC
29. Dr. Roderick Poblete	PNAC

Secretariat:


1. Ms. Charity Tan	IMS
2. Aida Aracap	IMS
3. Mayleen Lazo	IMS

Consultants:

1. Dr. Serafin D. Talisayan	CCLFI
2. Ms. Ma. Socorro Afable	CCLFI


 CERTIFIED TRUE COPY  
 JAN 18 2006  
 MAYLEEN A. LAZO  
 Chief, Records Section - IMS  
 Department of Health

Smoking is hazardous to your health


 Republic of the Philippines  
 Department of Health  
 OFFICE OF THE SECRETARY

Department of Health, 2/F Bldg. 1  
 San Lazaro Compound, Sta. Cruz, 1005 Manila  
 (02) 524-43-43 Loc. 1129


The following will be the functions of the individual members of the DOH KM Team :

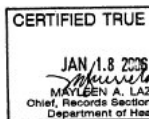
1. to act as liaison between his/her Bureau and IMS, and thereby to facilitate the customization and updating of his/her Bureau's portal in response to priority information and knowledge requirements of his/her Bureau;
2. to act as resource person in Knowledge Management for his/her Bureau;
3. to act as representative of his/her Bureau in KM trainings, KM conferences or KM projects.

As a Team their functions will be:

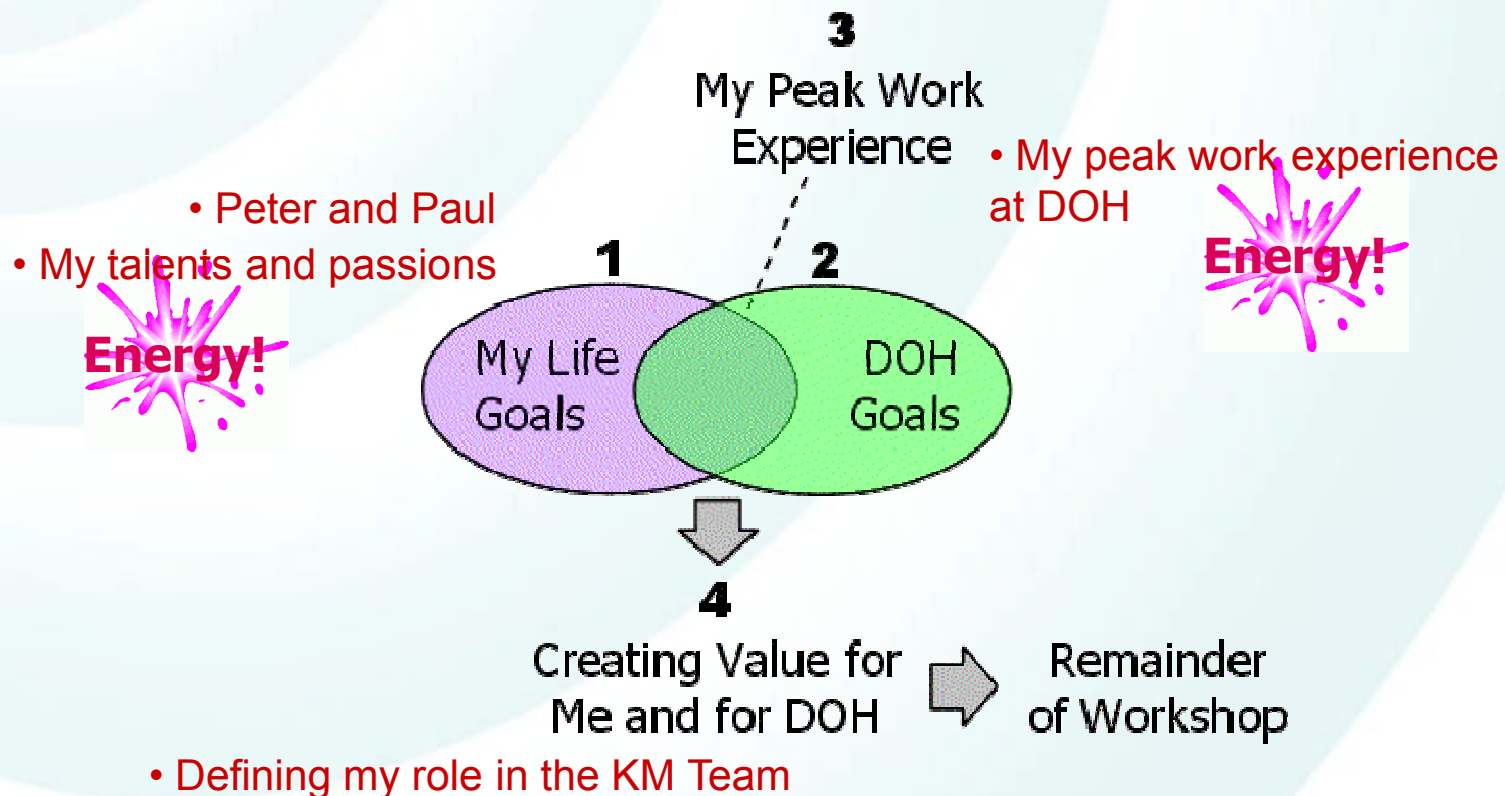
1. to constitute a core group or community of KM practitioners within DOH;
2. to act as advisor to IMS in the continuing development of the DOH KM System.

Under this order, expenses incurred in the conduct of meetings and other activities of the KM Team shall be charged against the funds of the Information Management Service subject to the usual accounting and auditing rules and regulations.

  
 FRANCISCO T. DUQUE III, MD, MSc  
 Secretary of Health


 CERTIFIED TRUE COPY  
 JAN 18 2006  
 MAYLEEN A. LAZO  
 Chief, Records Section - IMS  
 Department of Health

## 4. Aligning Personal with Org Goals During KM Framework Formulation Workshop





## 5. Learning KM Together by KM Doing Together

- “Learning by doing” by the KM Team; consultants are only guides or mentors
- KM toolkits must generate benefits for the DOH knowledge worker (save time, increase productivity etc.) and for DOH’s external clients (save time, greater convenience, less hassle etc.)
- Measure impacts of KM toolkits
- Toolkits are all web-based
- Toolkits: “White Pages” (internal expertise locator), Requirements and FAQ (for applicants of permits, etc.), experimental wiki (for collaborative authoring or consultations), computerization of a business process (processes followed by new employees)
- Replication-oriented documentation for the benefit of other Asia-Pacific health departments/ministries which may want to copy



**Web-based DOH  
WIKI**



**Documentation of  
a business  
process**



**Web-based FAQ**



## Recap of Learning

- Executive Support: Secretary Duque, Execom and Bureau Directors
- In-house champions: initial 3, then KM Team
- Formalized DOH KM Team
- Aligning personal with organizational goals
- Learning KM together by doing KM together



Thank you