Chapter 56
Management of Tacit Knowledge and the Issue of Empowerment of Patients and Stakeholders in the Health Care Sector

Marc Jacquinet
Universidade Aberta, Portugal

Henrique Curado
Politécnico do Porto, Portugal & Universidade do Minho, Portugal

Ângela Lacerda Nobre
Instituto Politécnico de Setúbal, Portugal

Maria José Sousa
Algarve University, Portugal

Marco Arraya
Universidade Aberta, Portugal

Rui Pimenta
Politécnico do Porto, Portugal

António Eduardo Martins
Universidade Aberta, Portugal

ABSTRACT

There is a growing literature on health and health care dedicated to empowerment of patients; but there is still a gap in the literature to conceptualize knowledge, to extend the discussion of the empowerment of the patients to the stakeholders. The discussion is at the level of managerial processes of empowerment and knowledge management related to health care. The present chapter starts with a review on empowerment, especially focused on the health sector. The following sections will develop a critical analysis

of empowerment, mainly around the concept of tacit knowledge (Polanyi) and knowledge management. One key variable is the proximity of the actors involved in the empowerment process. This key variable is very much related to the tacitness issue of knowledge production and flows. The chapter extends the discussion of the empowerment of the patients to that of the stakeholders and the general debate about health literacy. A model is briefly described for the purpose of illustrating the learning process in a knowledge management implemented in health care.

INTRODUCTION

The recent transformations in the economy and society are often referred to as the knowledge economy, the information society or even the knowledge society (Amin & Cohendet, 2004; Amin & Roberts, 2008; Antonelli, Foray, Hall, & Steinmueller, 2006; Carayannis, Pirzadeh, & Popescu, 2011; De la Mothe & Foray, 2001; Foray, 2010; Kahin & Foray, 2006; Lam, 2000). These transformations impact most sectors; and health care is no exception. It is a major provider of knowledge-intensive services that are going through a rather swift adoption of new information systems and knowledge management processes that parallel the concomitant emergence of new management models (J. Birkinshaw, 2010; Julian Birkinshaw, Hamel, & Mol, 2008; Julian Birkinshaw, Nobel, & Ridderstråle, 2002; Raisch & Birkinshaw, 2008). Related to these issues –in public policies, social action and management– the notion of empowerment has spread widely. Now, as discussed here, it is affecting health care models, institutions, businesses and management as much as the structuration and the organization of the whole sector.

Concepts, Context, and Issues

There is a growing literature on health and health care dedicated to empowerment of patients. There is, however, no explicit research on the tacit dimension of the knowledge management of the empowerment process of patients, health care organizations and institutions. There is also a need to clarify the principles for good knowledge management applied in the health care sector; and this is especially true if it goes beyond the implementation of information systems solutions that are only part of the response necessary to tackle the problems of today. Our objective here is to tackle that gap in the literature and to extend the discussion of the empowerment of the patients to the stakeholders more or less concerned or involved with health care. The discussion is at the level of managerial processes of empowerment and the knowledge management aspects of health care provided and organized by professionals for the wellbeing of patients. The authors in this chapter relate empowerment to the issue of health literacy.

The issue of empowerment relates obviously to the notion of health promotion, used by the World Health Organization (WHO) (1986) of the United Nations and is implemented as a guiding principle for many countries around the world (Catford, 2011; Potvin & Jones, 2011). This is an important issue not just for knowledge management specialists and scholars but also for public health and policy makers (Baba, Kearns, McIntosh, Tannahill, & Lewsey, 2016; Banerjee & Duflo, 2008; Bowen & Lawler III, 1992; Brandstetter et al., 2015; Brandstetter, McCool, Wise, & Loss, 2014; Crawford Shearer, 2009; McLaughlin, 2003, 2016; Rappaport, 1985; Wiggins, 2012; Williams, 2016; Marc A. Zimmerman, 2000; Marc A Zimmerman & Rappaport, 1988).

23 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/management-of-tacit-knowledge-and-the-issue-of-empowerment-of-patients-and-stakeholders-in-the-health-care-sector/192722

Related Content

The Integration of an Extra-Corporal Life Support (ECLS) Service at Austin Health
Yvonne Ballueer (2019). *Clinical Costing Techniques and Analysis in Modern Healthcare Systems (pp. 168-203).*
www.irma-international.org/chapter/the-integration-of-an-extra-corporal-life-support-ecls-service-at-austin-health/208283

Using Object Oriented Technologies to Build Collaborative Applications in Healthcare and Medical Information Systems
A. Dwivedi, R.K. Bali, Nilmini Wickramasingheand R.N.G. Naguib (2008). *Encyclopedia of Healthcare Information Systems (pp. 1338-1348).*
www.irma-international.org/chapter/using-object-oriented-technologies-build/13082

Study of Vehicle Vibration for High-Performance Land Mobile Satellite Tracking System for Telemedicine
Toshihiko Kitano (2014). *International Journal of E-Health and Medical Communications (pp. 27-48).*
www.irma-international.org/article/study-of-vehicle-vibration-for-high-performance-land-mobile-satellite-tracking-system-for-telemedicine/113967

Healthcare Oriented Smart House for Elderly and/or Disabled People: A Case Study
Nicholas S. Samaras, Costas Chaikalisand Giorgios Siafakas (2011). *Wireless Technologies for Ambient Assisted Living and Healthcare: Systems and Applications (pp. 116-140).*
www.irma-international.org/chapter/healthcare-oriented-smart-house-elderly/47124

A Classification Analysis of the Success of Open Source Health Information Technology Projects
Evangelos Katsamakas, Balaji Janamanchi, Wullianallur Raghupathiand Wei Gao (2010). *Health Information Systems: Concepts, Methodologies, Tools, and Applications (pp. 256-273).*
www.irma-international.org/chapter/classification-analysis-success-open-source/49868