

Community of Practice Module 5 Toward a Sustainable CoP

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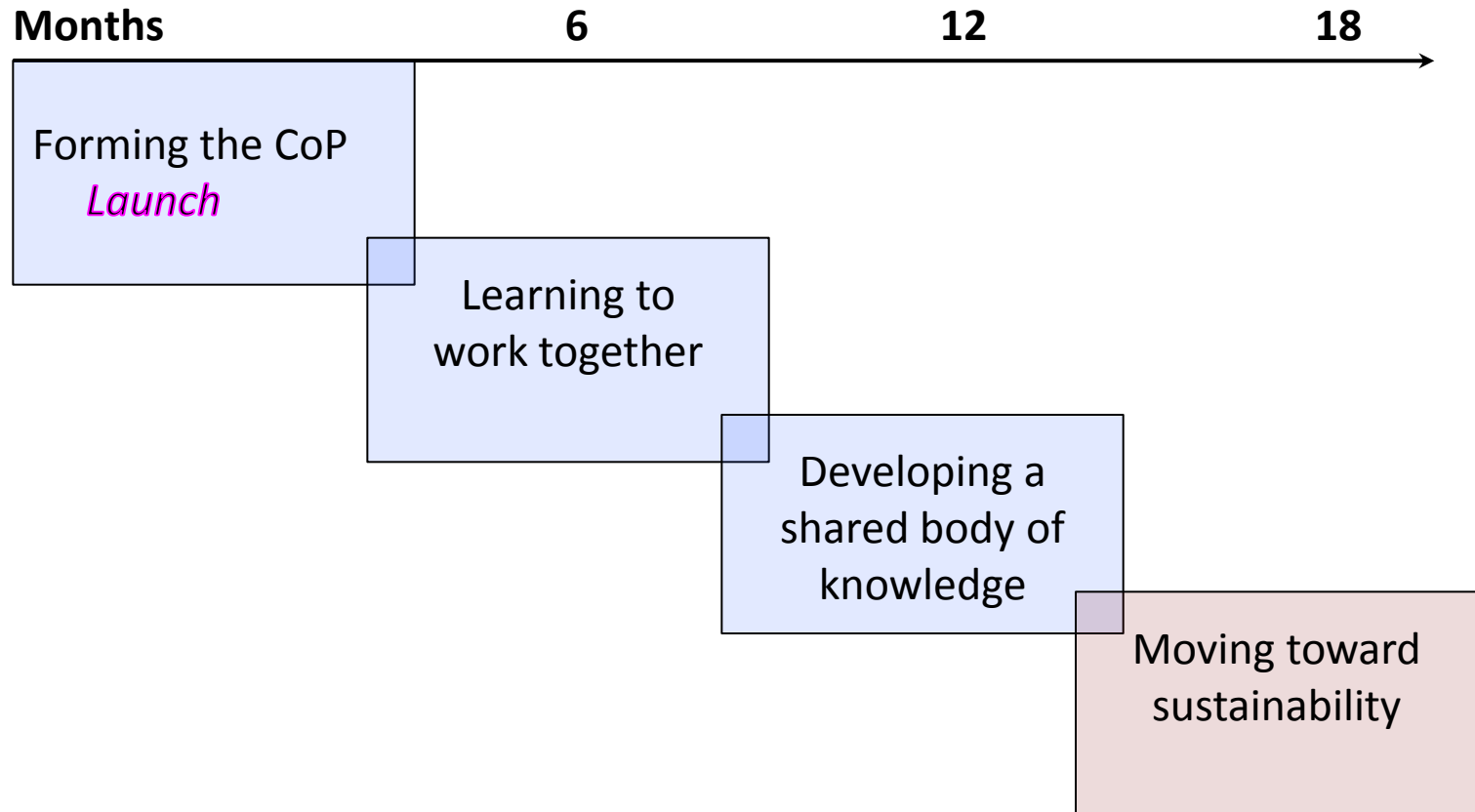
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Learning Objectives

- By the end of this module, you will be able to:
- Identify the characteristics of a successful CoP
 - Determine what resources are required for the CoP to be sustainable and discuss how to provide the conditions and resources for success
 - Evaluate the effectiveness of a CoP using process and outcome measures

Model of CoP Phases & Timing

(18 month timeframe of study)



Defining Characteristics of CoP -requirements for sustainability

- **Purpose:** A joint enterprise, understood and continually negotiated by its members
- **Function:** Mutual engagement that binds members as a social entity
- **Capability or Products:** A shared body knowledge, developed over time

(Wenger, 1998)

Providing Critical Success Factors for Sustainability

- A focus that energizes the core group
- Processes to share ideas and build practice knowledge
 - Right rhythm and mix of activities
- Resources
 - Skilful and reputable coordinator
 - Involvement of experts
 - Sponsorship
 - Technology



Discussion Questions

1. What are the pros and cons of story telling as a way to share practice experience?
2. Reflect on a recent innovation in your workplace. How was the innovation transferred? How might a CoP facilitate the process?

CoP Sustainability – Value to Members



- Improve experience at work
 - Provide safe environment for sharing problems & challenges, and for testing ideas
 - Provide support for novices and nurses new to the organization or moving to a new field
- Foster professional development
 - Decrease practice isolation
 - Stimulate discussion and debate on health relevant to CCHN Standards
 - Promote development and effective sharing of limited resources

CoP Sustainability – Value to Organization



- Improve practice and research outcomes
 - Facilitate rapid identification of knowledge & skills
 - Capture & retention of organizational memory
 - Improve implementation of evidence-based practice
 - Facilitate faster/better decision-making
- Develop individual organisational capability
 - Increased retention of talent
 - Knowledge-based alliances
 - Increased capacity to respond to change



Discussion Questions

3. How would a CoP with a focus on improving practice for chronic disease prevention and self-management (CDPSM), fit with the mission, vision and values of your place of work? What aspects would / would not fit?
4. What structures in your workplace would support this community of practice? Consider the three key elements identified by Garcia & Dorohovich: people, processes and technology.

Evaluation – Documenting Success

- Evaluation can be used to show worth of CoP to members & organizations
- Lack of rigorous evaluation to date, mainly process rather than outcome evaluation
- Li and colleagues (2009) recommend evaluating key characteristics:
 - support for members interacting with each other
 - knowledge sharing
 - building a sense of belonging

Possible Evaluation Questions (PHAC 2006)



Process

- Did we do what we said we would do?
- What did we learn about what worked and what did not work?

Outcome

- What difference did we make?
- What could we do differently?
- How do we plan to use evaluation findings for continuous learning?

Example Results of Process Evaluation (Diem & Moyer 2009)



Successes

- Developed active core of members and enabled the CoP structure and function to evolve
- Supported collaboration & knowledge exchange
 - Created forum for debate and information sharing
 - Topics seen as important to members
 - Built on organization's values & goals
 - Built personal relationships among members
 - Least successful in creating easy access to website for sharing resources

Did the community of practice facilitate knowledge development?



- Identified / Assembled existing resources
 - Self management assessment tools
 - Resources for introducing organizational change
- Developed resources for clients and practitioners
 - Personal Health Passport
 - Chronic Disease Prevention and Self Management Workshop Guide and Participant Resource

Did the community of practice benefit the organisation?

- An important consideration, particularly in times of fiscal constraint
- Value to organization (slide 8) provides framework
- Difficult to show organizational benefit
 - Takes time to establish a CoP
 - Need resources to develop indicators relevant to organization and to conduct evaluation
- Possibly show value in terms of use of professional development resources



Discussion Questions

5. How might the CDPSM Workshop be used to demonstrate the value of a Community of Practice in your organization?
6. How does participation in a community of practice to develop such a resource assist the nurse to meet the CCHN Standards of Practice?