

Using a Community of Practice model to implement guidelines

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An Overview

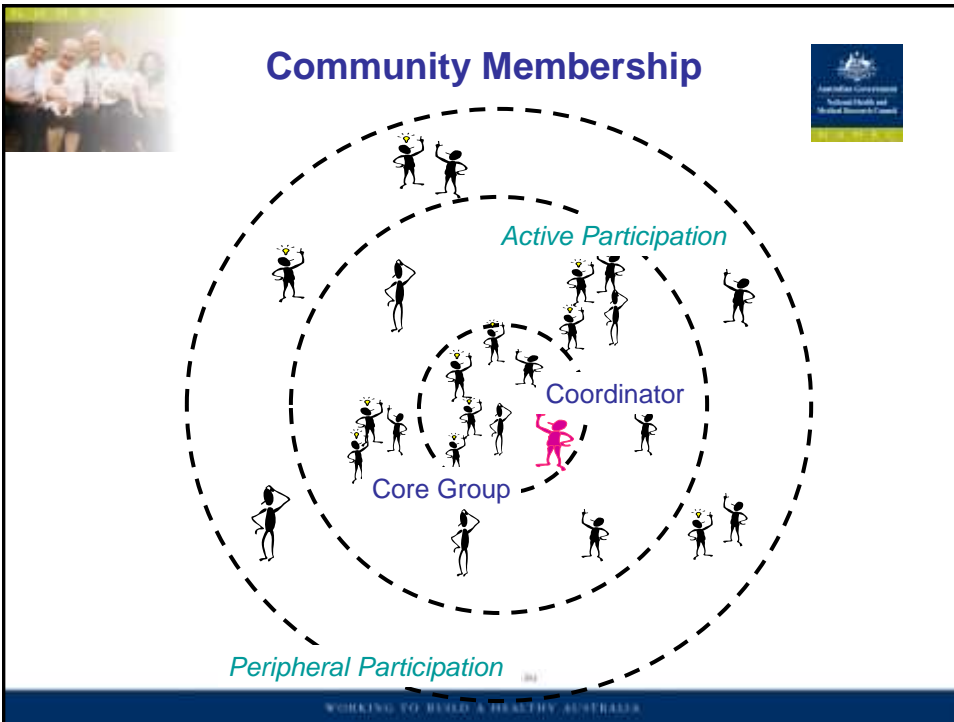
What is a Community of Practice (CoP)?

What are the benefits of a Community of Practice?

Case Study - NHMRC Emergency Care Community of
Practice

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-
- By any other name.....**
- Networks of Excellence (CRS Australia)
 - Special Interest Groups
 - Domain Teams (Jacobs Sverdrup Australia)
 - Professional Forum (US Army Company Command)
 - Networks (BHP Billiton, Shell Oil US)
 - Thematic Groups (World Bank)
 - Tech Clubs (Daimler Chrysler)
 - Best Practice Replication Networks (Ford)
 - Community of Interest Network (Cap Gemini Ernst and Young)
 - Practice Areas (CSIRO)
- www.informatics.gov.au
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*'CoPs develop around things **that matter to people***

The difference between a CoP and a team is that the shared learning and interest of its members is what keeps it together. It is defined by knowledge rather than task. It exists because participation has value to members.'

Etienne Wenger, 1998

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World Bank Communities of Practice



“Thematic Groups” to enhance:

- Speed - ability to respond faster to client needs
- Quality - delivering to clients the experience of many countries adapted to local conditions
- Innovation - finding and testing new ideas
- Wider access to knowledge - enable countries to tap into global resources on-line and develop skills of clients to adapt best global practices.

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From BHP Billiton Annual Review 2007



‘More than 6,000 of our technical experts across the world share their ideas and best practices through more than 300 virtual communities that we operate globally..... sharing their ideas and best practices electronically, by telephone and in dedicated workshops.’

‘When our team at New Mexico Coal in the US wanted to increase output by improving the use of conveyors, they contacted the conveyor maintenance CoP. Within 24 hours, operations from around the world provided the New Mexico team with improvement ideas that were quickly put in place.’

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What is at the heart of a Community of Practice?



- The **community**, its membership, the relationships and interactions
- The **domain or context**, its identity and focus
- The **practice**, its methods, knowledge and expertise

And.....

- The **value** it brings to its members
- The **willingness** of its members to contribute and share their knowledge and expertise

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The plan and what we have achieved

Discovery- (post collaborative 2003)	Coalescing	Maturing	Stewardship (2008)
<i>Measures of contribution</i>	<i>Measures of contribution</i>	<i>Measure of contribution and outcomes</i>	<i>Measures of contribution and outcomes</i>
Membership demographics* Number of discussion forums and participants	Membership demographics* Number of discussion forums and participants Number of priority areas identified	Membership demographics* Number of discussion forums and participants Number of priority areas identified Number of projects initiated Number of sites undertaking projects Clinical improvement: Aggregated clinical data Local institutional policy changes.	Membership demographics* Number of discussion forums and participants Number of priority areas identified Number of projects initiated Number of sites undertaking projects Clinical improvement: Aggregated clinical data System policy changes Number and spread of guidelines implemented Number of agreed standards developed
<p>*Membership demographics</p> <ul style="list-style-type: none"> • Number of members or contacts to join • Representation of spread across professional groups • Reach across settings 			

Development of research translation evidence capacity and expertise



Achievements of the EC CoP



- Engaged 80% of Australian Hospital Emergency Departments in projects instigated through the EC CoP
- Established and maintained an active and vibrant network of over 400 health practitioners
- Positioned clinicians into national leadership roles that influence national policy and clinical guidelines
- Fostered collaboration:
 - between colleges, Government agencies and NGOs
 - researchers and clinicians.

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Guideline implementation projects



- The National Emergency Care Pain Management Initiative (2008-2011)
- Stroke and TIA Care Bundle (2009) implementation resource
- Mental Health Emergency Care Project (2004 – 2006)
- Development of the Emergency Care Evidence in Practice Series (2003-2009)
- Emergency Care Information Gateway; an on-line tool to research translation to share ideas and evidence-based resources to support knowledge translation.

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The screenshot shows the Emergency Care Information Gateway website. The browser window title is "Emergency Care Information Gateway - Windows Internet Explorer". The address bar shows the URL "https://emergencycare.nhmrc.gov.au/gateway/index.php". The website has a navigation menu with links for Home, Browse, Search, Forum, Feature, About, and Contact. The main heading is "Emergency Care Information Gateway". Below the heading are three icons: "tools" (wrench), "papers" (stack of papers), and "forum" (cloud). There are also buttons for "Browse all", "Search", and "Submit your resource". A "Log In" section contains fields for "username" and "password", and a "login" button. Below the login section, there are links for "Become a member", "Forgot your password or username?", and "Feature". The "Feature" section lists "Acute Coronary Syndromes Resource Exchange" and includes the "Heart Foundation" logo. A "Recent Tools" section lists two items: "02-Feb-2011 -> [topical anaesthetic guide](#)" and "24-Dec-2010 -> [Guideline: Sedation in children](#)".

The screenshot shows a web browser window displaying the 'Record Details' page for a resource titled 'topical anaesthetic guide'. The page includes navigation buttons for 'tools', 'papers', and 'forum', along with 'Browse all' and 'Search' options. A 'Log In' section is visible on the right with fields for 'username' and 'password'. The main content area provides details about the resource, including its title, description, and settings.

Record Details

tools papers forum

Browse all Search Submit your resource

Log In

username
password
login

→ Become a member
→ forgotten password or username?

Feature

Acute
Coccyx
Syndromes
Resource
Exchange

Heart Foundation

Feedback

topical anaesthetic guide

Posted by **scott** on **02-Feb-2011** in **Paediatrics**

Title of Resource: topical anaesthetic guide

Description of Resource: Dr David Herd has updated the Mater Children's Hosp ED (QLD) topical anaesthetic chart after introducing a new topical anaesthetic. This was previously presented on the Information Gateway in August 2010 where you can view the whole document. (https://emergencycare.nhmrc.gov.au/gateway/view_record_detail.php?r_id=318).

Resource Setting: Rural Remote Metropolitan

Resource Category: Education Tool

The slide is titled 'How we function' and features a list of activities. In the top right corner, there is a logo for the Australian Government, Australian Commission on Safety and Quality in Health Care. The bottom of the slide contains the website address 'www.nhmrc.gov.au' and the slogan 'WORKING TO BUILD A HEALTHY AUSTRALIA'.

How we function

- Mostly virtual
- Opportunistic face-to-face meetings at conferences
- Monthly newsletters
 - hot off the press articles, Cochrane reviews etc
 - pull / push strategy
 - hot issues circulated across the community via email
- Emergency care knowledge gateway
- Survey of the clinical community to identify gaps and issues
- Engage members from the community to be involved in projects.

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Key Messages



- Communities of Practice rely on goodwill and passion
- They need to establish a regular pattern of communication
- Make it easy to participate
- Allow for the different levels of participation
- Respect everyone's contribution
- Develop leadership from within the community
- Establish a strong identity the community can relate to
- Be responsive to the community
- Challenge current practice where appropriate

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Beware the pitfalls



- Shared practice can become 'groupthink'
- Trust can become complacency
- Good social relationships can become exclusive
- Passion for the domain can become 'imperialism'
- High collective expertise can become dogmatic
- Initiatives can become particular agendas

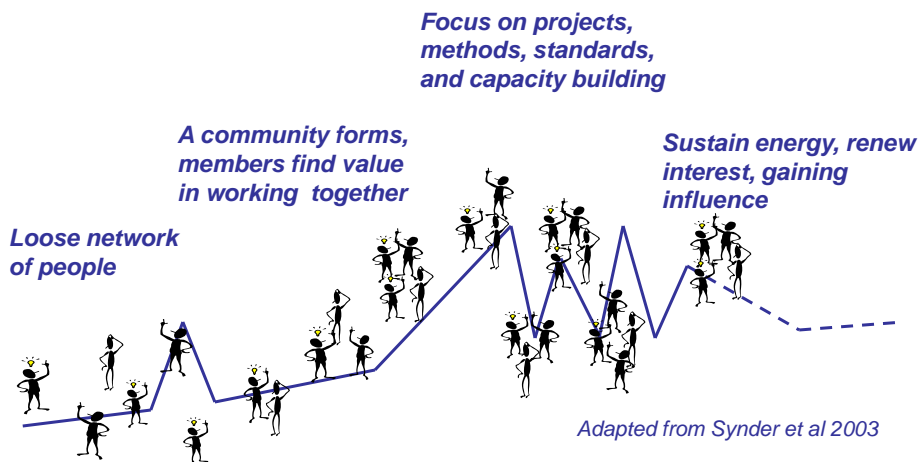


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Life cycle of Communities of Practice

Potential Coalescing Maturing Stewarding Legacy....



“Ultimately, we know of no company that generated significant momentum in professional change efforts without involving spirited, active, internal networks of practitioners, people sharing and helping one another”

- Peter Senge
Dance of Change: A Fifth Discipline Resource

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