

An Introduction to 'Developing Leadership Skills for a Community of Practice': The CHNC Online Education Package

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Objectives of Workshop:

1. Introduce the modules in the educational package
2. Describe the study that resulted in the educational package
3. Compare the costs and benefits of a community of practice (CoP) for professional education and knowledge exchange
4. Identify how leadership development is fostered in a CoP using the educational package
5. Discuss how a CoP using the education package might be integrated into professional development.



CHNC Educational Package- *Developing Leadership Skills for a CoP*

Overview

The purpose of this educational package is to provide community health nurses and organizations with the resources and a process to organize and use a CoP to increase the use of evidence in nursing practice.

5 Modules in Education Package:

1. Introduction to Modules and Key Concepts
2. Forming a CoP
3. Learning to Work Together
4. Developing a Shared Body of Knowledge
5. Towards Sustainability



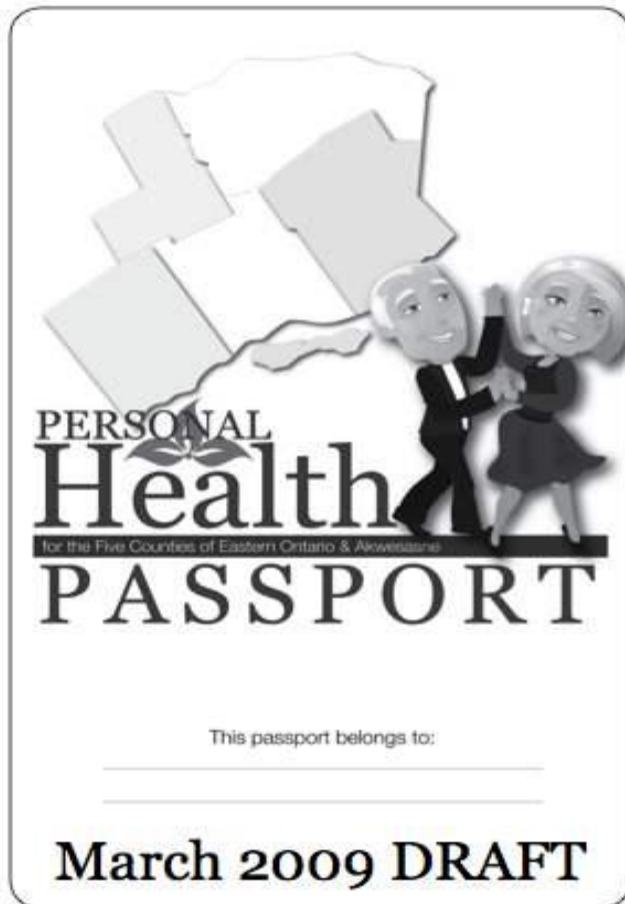
a bit of history...

- Between Jan. 2008 and March 2009, 4 groups (called a community of practice or CoP) were developed in Ottawa, Cornwall, Nunavut and Vancouver Coastal.
- The study resulted in the definition of a 'Model of CoP Development' across all locations
- CoP in Ottawa and Cornwall both worked on chronic disease prevention and self-management and each developed a resource that will be used to illustrate aspects of the workshop

Organizations Represented in the 2 Communities of Practice

Organizations	Ottawa (16-20)	Cornwall (8-12)
Public Health Nurses (Ottawa Public Health, Eastern Ontario HU)	5	2
Home Health Nursing organizations (1 rep each)	2	2
Community Health Centres (1 rep each)	4	2
Champlain Community Care Access Centre nursing case managers	2	2
Education	University	University & College

Cornwall CoP resource: personal health passport



Chronic disease prevention & self-management resource:

- A tool to help adults take health action
 - keep healthy or improve health
- Uses simple language, self-explanatory
- For use by individual or group

Ottawa CoP resources: educational workshop for staff

Chronic disease prevention & self-management resource:

- Workshop and resources for staff training
- Brief introduction to principles & models for Chronic disease prevention and self-management
- Participatory approach to using tools and resources – 5 group exercises



Combined Cornwall – Ottawa CoP Resources

- Workshop and resources for staff training in CD prevention and self-management





Discussion questions

- *Why are you interested in a community of practice?*
- *If you had a CoP, what would you focus on?*



How a CoP supports professional development & knowledge exchange

- People with a shared interest
 - Come together regularly for a common purpose
 - Create a forum for exchanging information / knowledge
 - Research, best practices
 - Experiential - tacit - learning
 - Develop practice knowledge and common practices

Costs of a Community of Practice

- Resource Person
 - Facilitator, Knowledge Broker
- Work Time to Participate
- Meeting space
- Access to technology
 - Email, www.



Benefits of CoP to Community Member

- Improves experience at work
 - Safe environment for sharing
 - Reduces learning curve for new employees; fosters interaction between junior and senior employees
- Fosters professional development
 - Forum for expanding skills and expertise
 - Link to network
 - Increased marketability





Benefits of CoP to Organization

- Improves practice & research outcomes
 - Facilitates rapid identification of individuals with specific knowledge/skill
 - Retain organizational memory
 - Foster knowledge sharing across boundaries
- Develops capacity of organization
 - To execute strategic plan
 - To take on knowledge development projects
 - More able to retain of talent



Discussion questions

- *What are the pros and cons of a community of practice approach compared with your usual professional development activities?*
- *How might a community of practice be of value to you / your organization?*



Leadership development in a CoP

- Leadership and CoP development are mutually reinforcing
- Educational package includes:
 - Descriptions of needed leadership skills
 - Exercises and discussions to develop skills
- Types of leadership skills in a CoP
 - Long term roles
 - Changing roles



Long term roles

- *Community sponsor.*
- **Community leader.** the community leader is an active member and helps to guide the purpose and strategic intent, energizes the process, and provides intellectual nourishment for the community.
- *Subject Matter Experts.*
- **Facilitator.** The facilitator fosters and facilitates member interaction, often acting as knowledge broker.
- **Community Member.** Membership that is voluntary and supported by the value derived through participation.

Model of CoP Phases & Timing

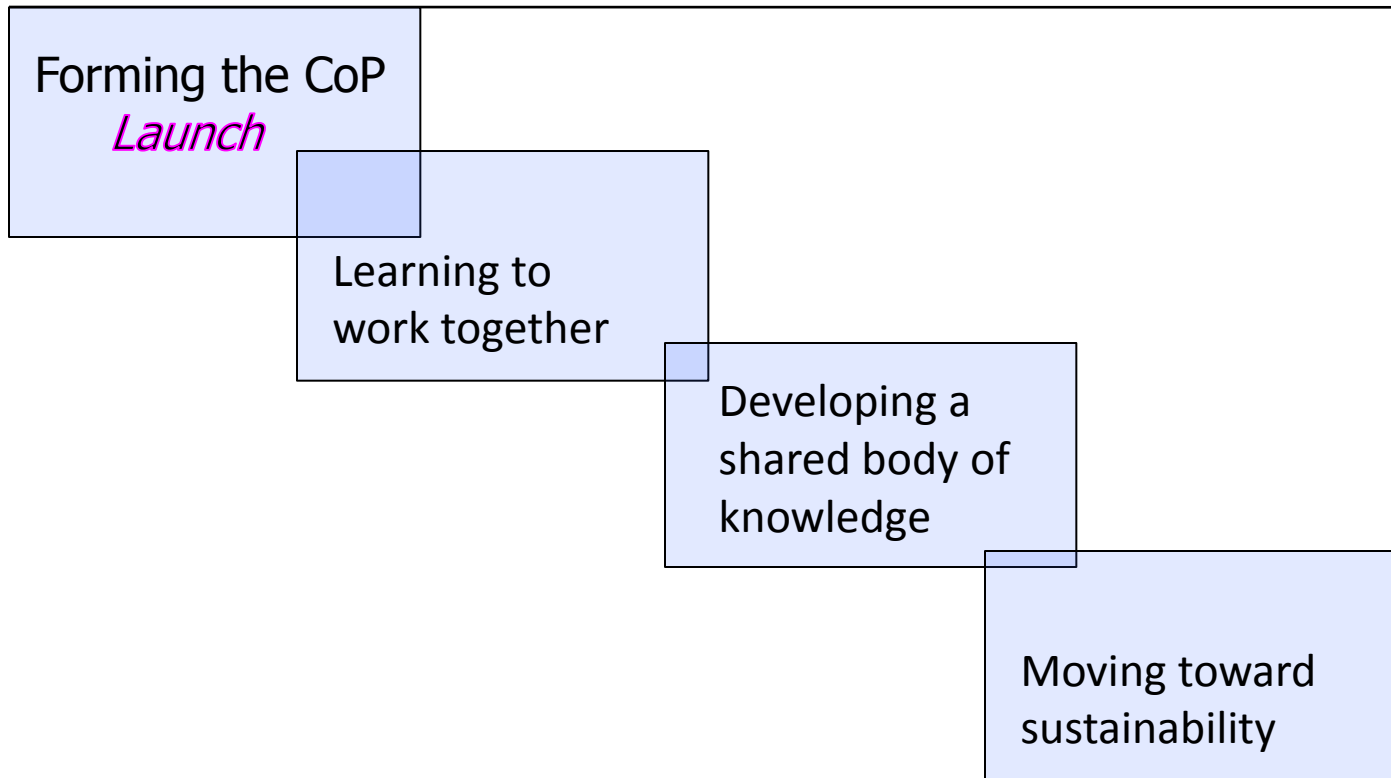
(18 month timeframe of study)

Months

6

12

18



Forming the CoP

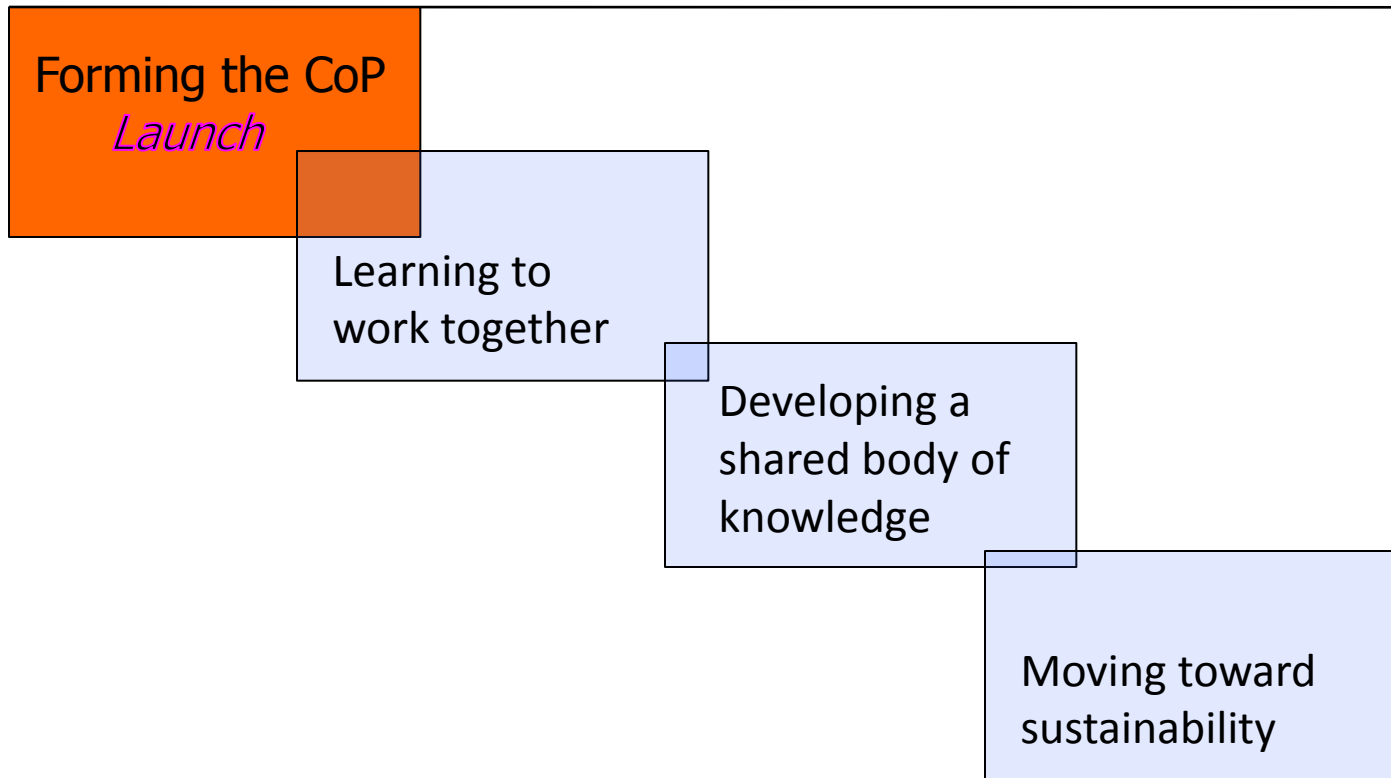
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Leadership Roles in

Forming a Cop (module 2)

- Determine the agenda, structure, and process of the launch
- Support group decision making in identifying the purpose, focus and priorities of a CoP
- Build and maintain relevance for the focus
- Build relationships among members
- Complete administrative tasks:
 - organize meeting times, methods of meeting and locations
 - document and distribute meeting summaries

Learning to work together

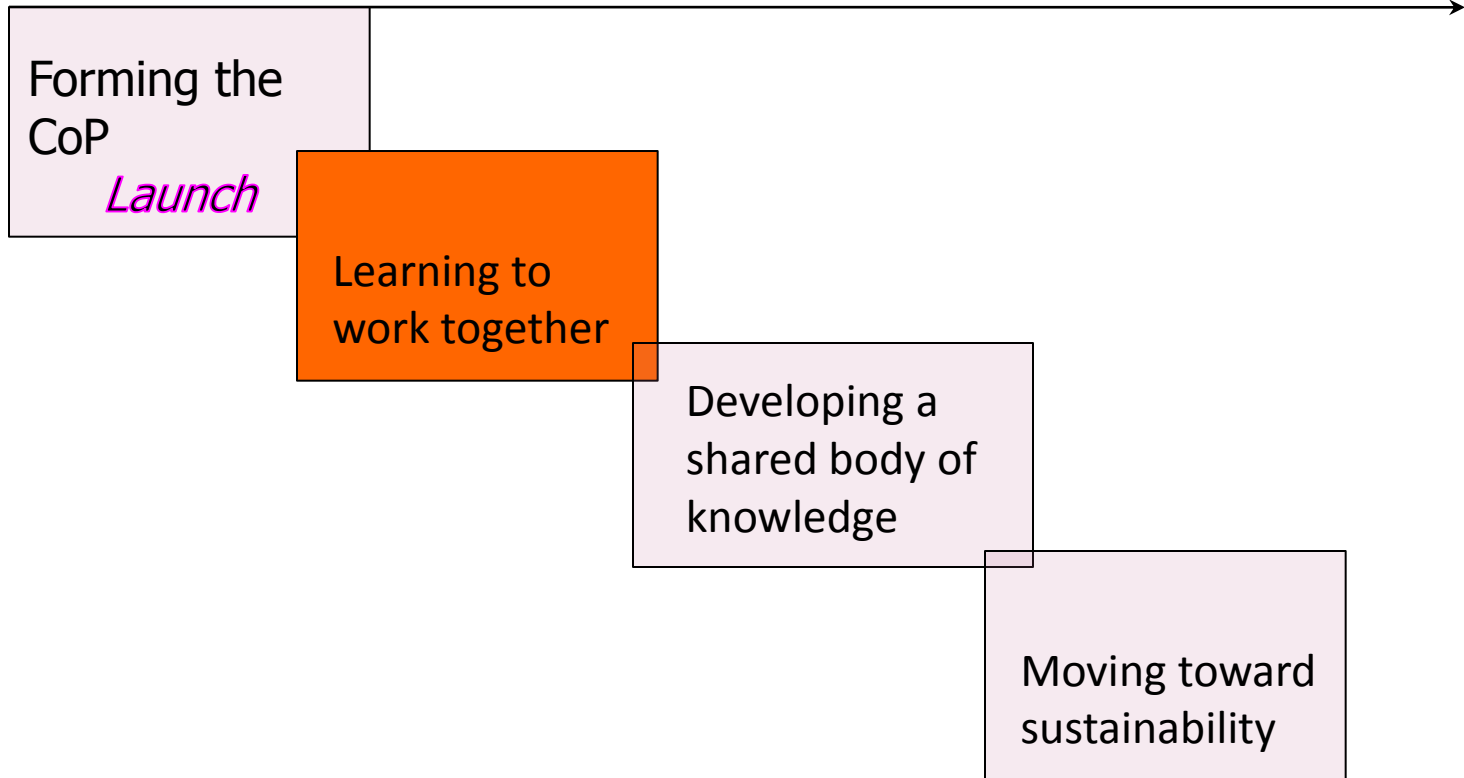
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Leadership Roles in

Learning to Work Together (module 3)

- Refine the focus of shared enquiry and key issues
 - Learn about each other's practice
 - Identify common challenges
- Form social connections and a sense of community
- Begin to create the body of knowledge:
 - Share stories, cases, tools, methods, documents



Discussion questions

- *Which leadership skills would be the same for Module 2 & 3 and which would be different?*
- *How could you prepare to carry out the leadership skills?*



Integrating CoP into Professional Development

Two opportunities:

- Professional development
- Ongoing meetings



Comparisons

	Professional Development	Work team
Examples	orientation, conferences, introducing new procedures; workshop based on a needs assessment	Worksite meetings
Timeline	Usually one event	Weekly, biweekly, monthly
Purpose	Provide new information	Deal with client or program issues on an ongoing basis
Leadership	Person in an educational position	Manager
Limitations	Often little follow-up in practice	Limited time & resources to consider theory, research, other approaches



Discussion questions

- 1. Can you see how a CoP might be used in your organizations to improve practice?*
- 2. How would a CoP provide an opportunity to integrate new or collective knowledge into practice?*



Discussion questions- assume you want to introduce self-management using the staff workshop & personal health passport

- 1. How would you make the proposal attractive to management and secure adequate resources: eg. facilitator/knowledge broker time, participant time, website*
- 2. How would the CoP fit or not fit with professional development in your organization?*
- 3. Could the CoP become part of your team work meetings or would they need to be conducted separately?*