



Interweaving of knowledge, collaboration and support: implementing a *community of practice* around collaborative care in youth mental health

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FACULTY/PRESENTER DISCLOSURE

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The presenter and authors have no conflict of interest to declare.

PLAN

- **Definition and main characteristics of a community of practice (CoP)**

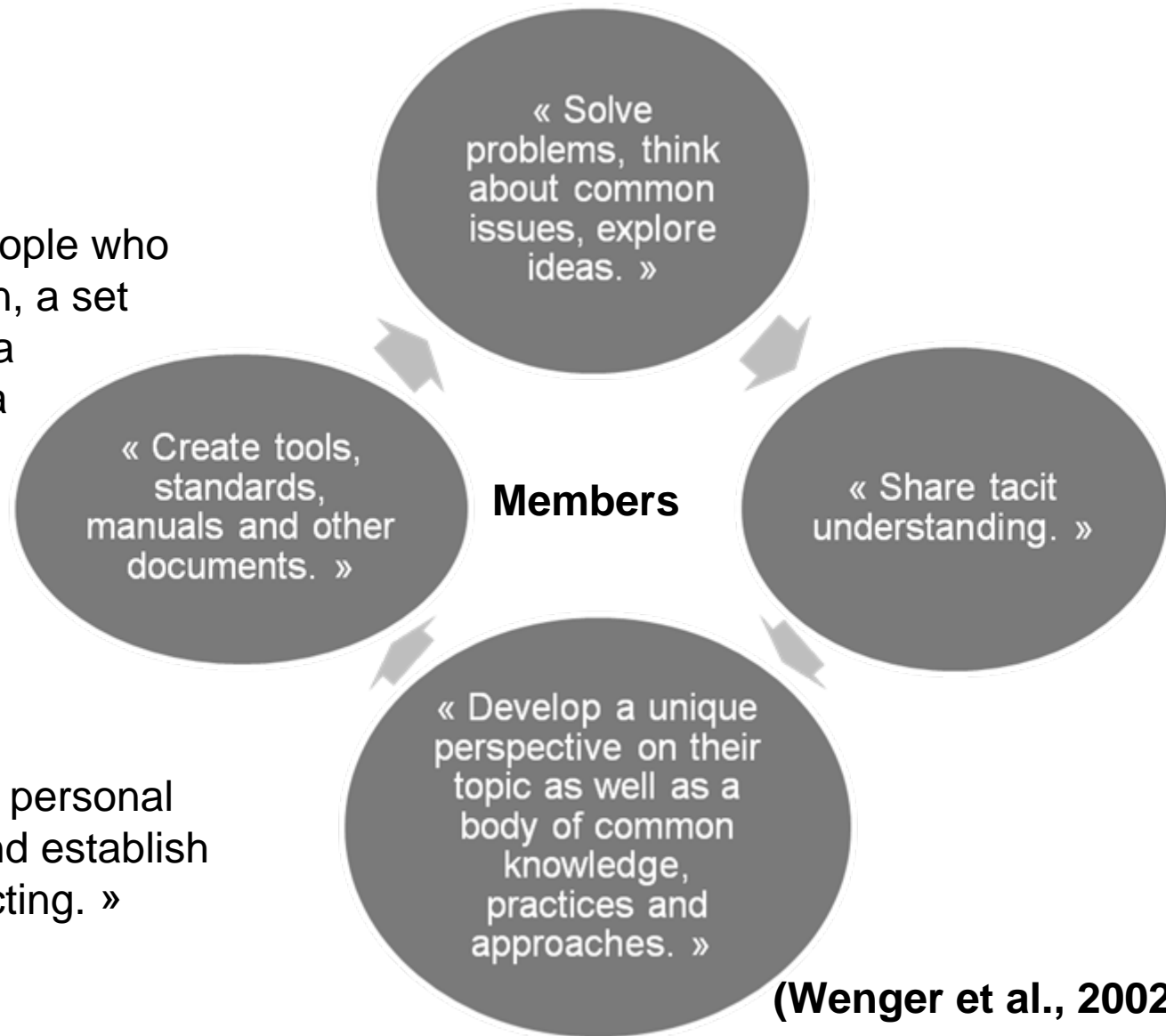
- **Literature review**

- **Implementation of a community of practice in youth mental health in Montreal**
 - 1) Genesis of the project
 - 2) Implementation process
 - 3) Review five months after implementation
 - 4) Main conclusions

WHAT IS A COMMUNITY OF PRACTICE?

« A group of people who share a concern, a set of problems or a passion about a topic. »

« They develop personal relationships and establish a way of interacting. »



(Wenger et al., 2002, p.4-5)

THE 3 DIMENSIONS OF A CoP

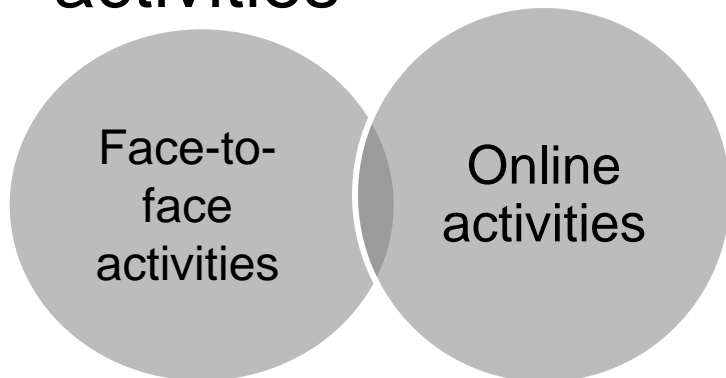
(as per WENGER, 1998)

- ***A joint enterprise (What it is about)***
- ***A mutual engagement (How it functions)***
- ***A shared repertoire (What capability it has produced)***

HOW IS A COMMUNITY OF PRACTICE SHAPED?

Similarities

- Flexible modalities of participation
- Presence of a facilitator
- Hybrid models of activities



Diversity

- In structure (membership)
- In functioning (emails, web, etc.)
- In purpose (training, info sharing, lit reviews, clinical discussions)

(Ranmuthugala et al., 2011)

WHY IMPLEMENTING A COMMUNITY OF PRACTICE?

- **CoPs as interesting strategies:**
 - Knowledge transfer / access to research results
 - Sharing of tacit knowledge
 - Improvement of clinical practice
 - Improvement of organizational practices

But paucity of impact research

- Mostly implementation studies and case studies
- Only one systematic literature review in health and social services (Ranmuthugala et al., 2011)

LITERATURE REVIEW ON CoPS IN HEALTH AND SOCIAL SERVICES : IMPLEMENTATION

- **Success factors for optimal functioning**
 - Trustful relationship between members
 - Face-to-face activities
 - Release time for participating in CoP's activities
 - Shared objectives between members
 - Focus on topics that are important for members and organisations
 - Presence of a facilitator dedicated to the CoP
 - Favourable organizational context
 - Shared tools created to facilitate the experience and allow the reflective practice

General finding: It takes time for a CoP to reached a stage of maturity

(Barwick, 2002, 2005; Soubhi et al., 2010; Hartner, 2012; Hagan, 2006)

LITERATURE REVIEW ON CoPS IN HEALTH AND SOCIAL SERVICES : IMPACTS (1)

Positive impact on :

•Professional development

- Acquiring and maintaining updated knowledge in the field
- Learning new techniques and new tools
- Sharing information and internal documents
- Accessing sources of information
- Developing tacit knowledge emerging from the accumulation of narrative stories and reflective practices

(Paquet et al., 2004; Soubhi et al., 2010; Rosenhack, 2001; Rosenhack, 2001)

LITERATURE REVIEW ON CoPS IN HEALTH AND SOCIAL SERVICES : IMPACTS (2)

Positive impact on :

•Collaboration among partners within practice environments

- Breaking down professional, geographical and organizational barriers

•Identity and role definition

LITERATURE REVIEW ON CoPS IN HEALTH AND SOCIAL SERVICES : IMPACTS (3)

Positive impact on :

•Developments in the practice

- Implantation of new process
- Execution of the project in a co-construction approach
- Innovation

•Care process and clinical outcomes ? To be further researched.

- A culture of collaboration and a good team cohesion are associated with improvements in accessibility and continuity of services, and satisfaction with care.

(Paquet et al., 2004; Soubhi et al., 2010; Rosenhack, 2001; Rosenhack, 2001)

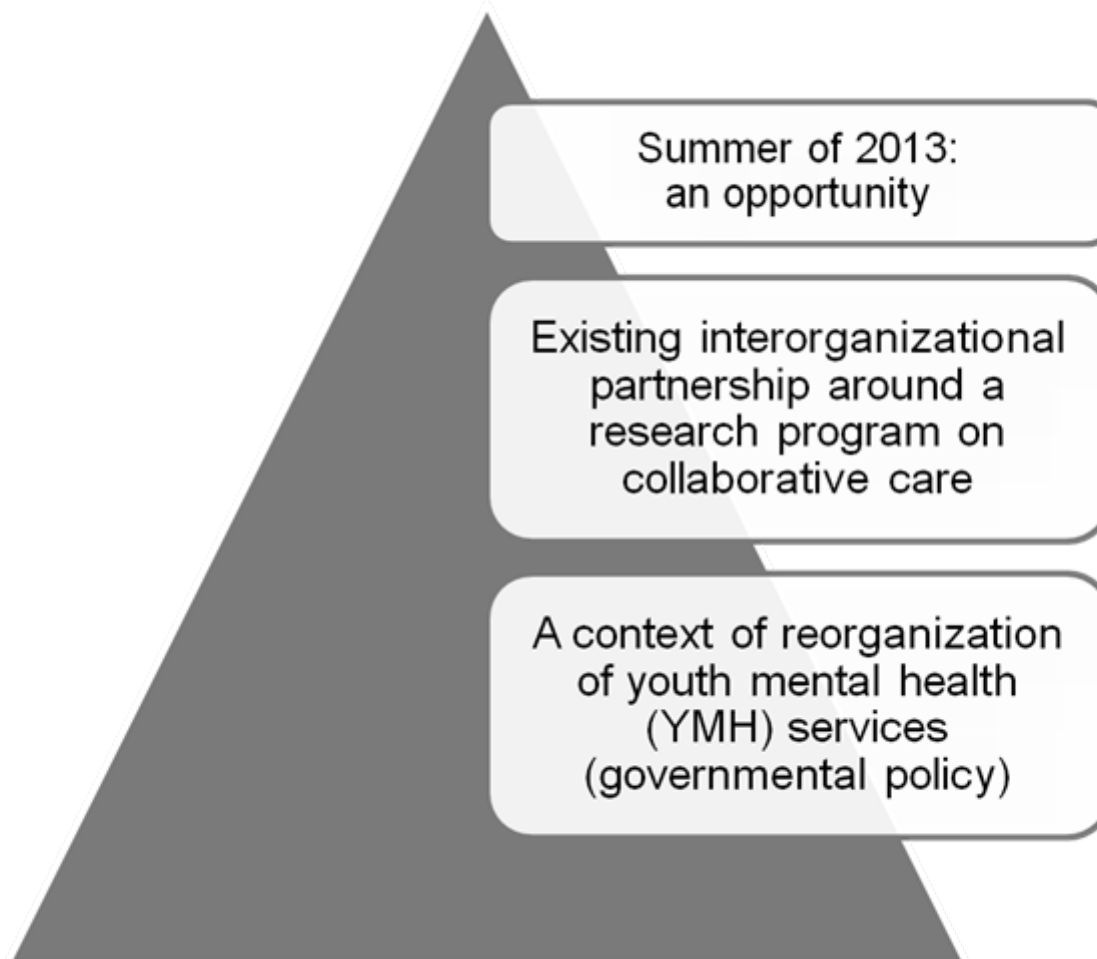
THE LITERATURE IN YOUTH MENTAL HEALTH: FOCUS ON KNOWLEDGE TRANSFER (KT)

- **Barwick (2005,2008): Barriers to KT**
 - Lack of time
 - Lack of organizational support
 - Resistance of practitioners
 - Lack of access to the scientific literature
- **Barwick (2009):** Greater use of tool in practice, better content knowledge, more satisfaction when supported by a CoP.
- **Novins (2013): Major role of organizational context in effective KT**
 - Interventions that aim to improve organizational cultures and working climates are linked with better clinical outcomes
 - Institutional networking and links with researchers contribute to the integration of research results

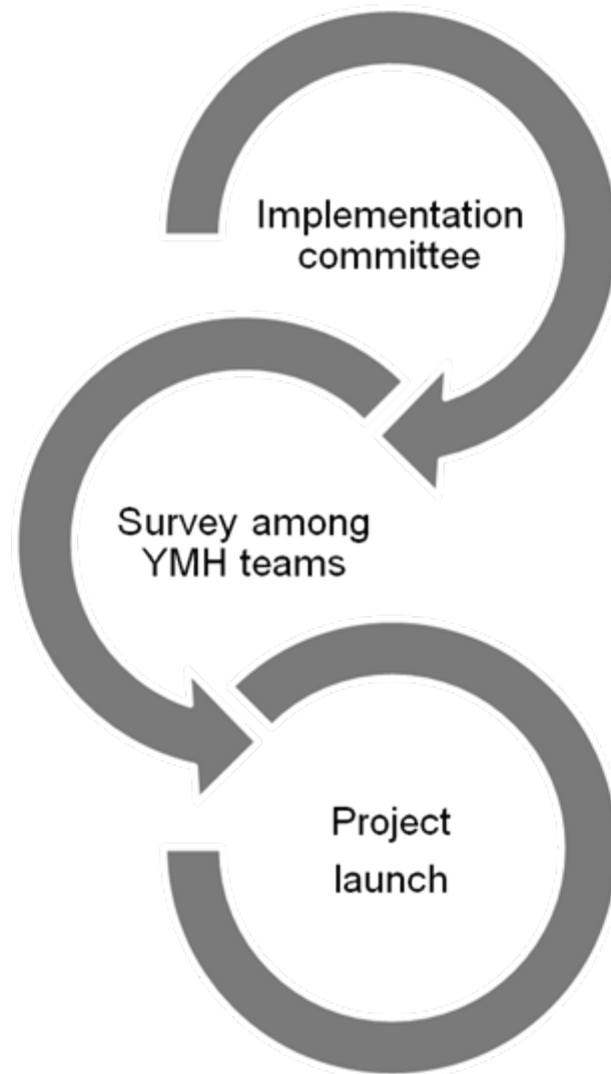
Common view: CoPs are a promising strategy to foster KT in youth mental health

IMPLEMENTATION AND
EXPERIMENTATION OF A CoP IN
YOUTH MENTAL HEALTH IN
MONTREAL

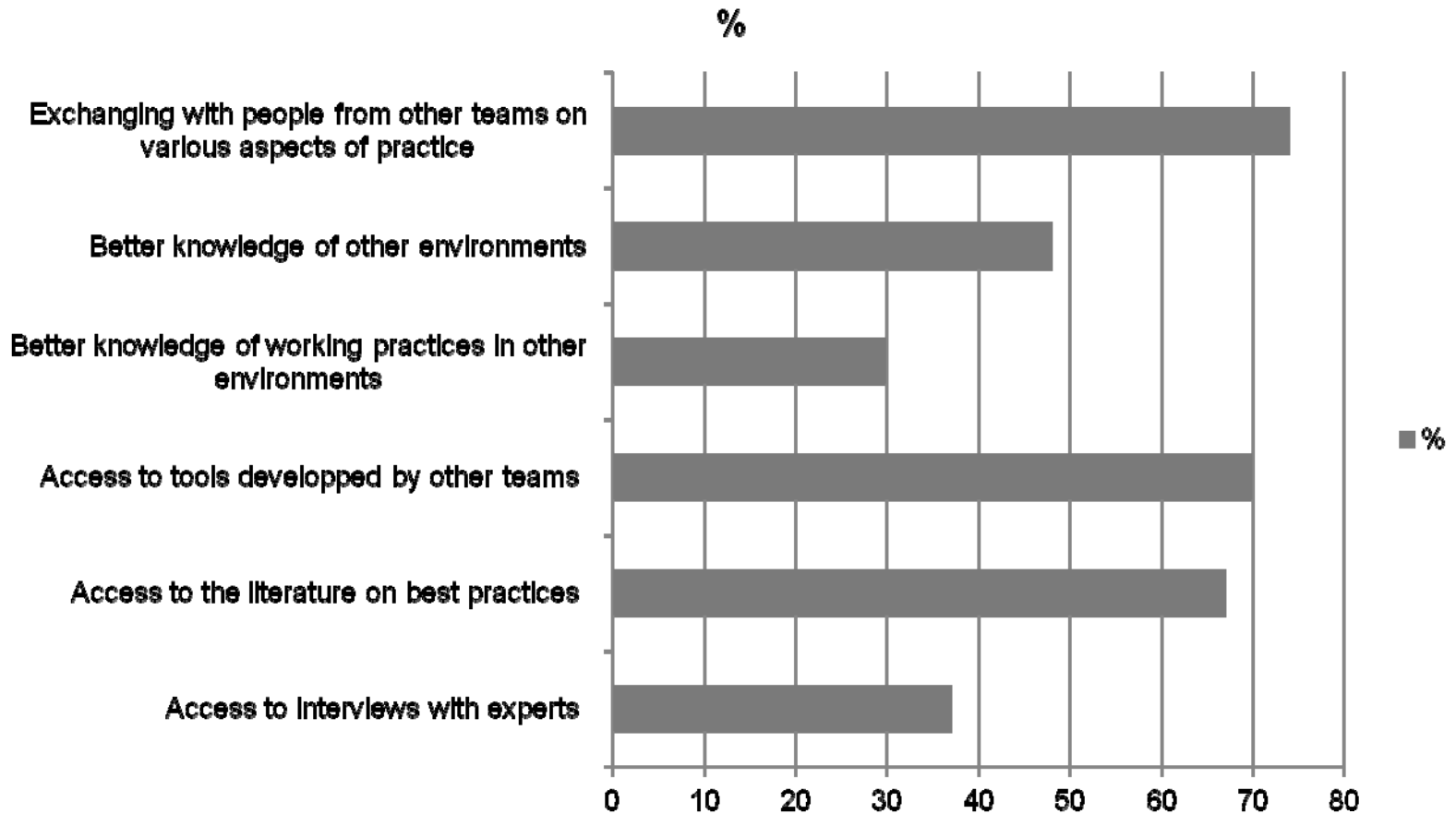
GENESIS OF THE PROJECT



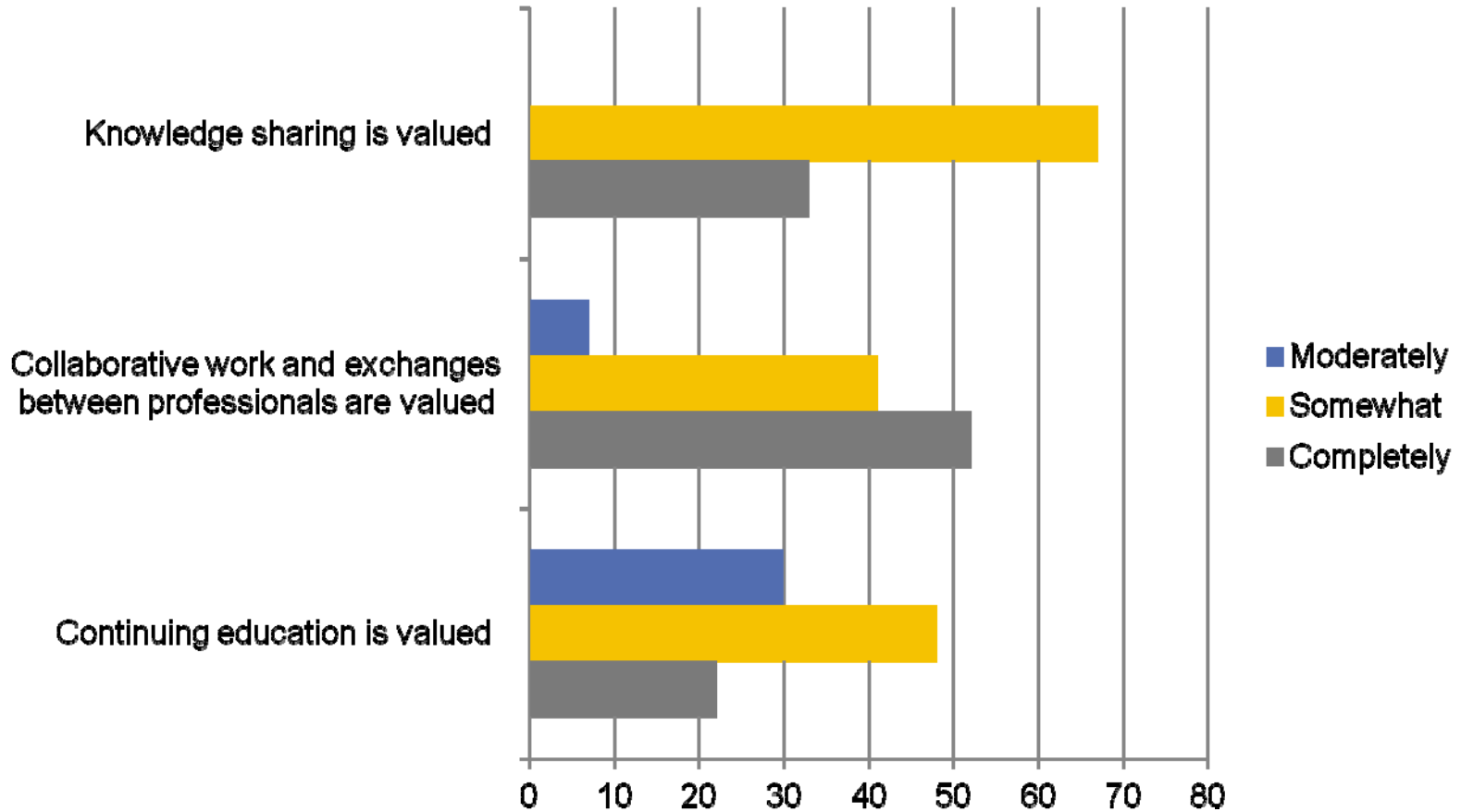
IMPLEMENTATION PROCESS



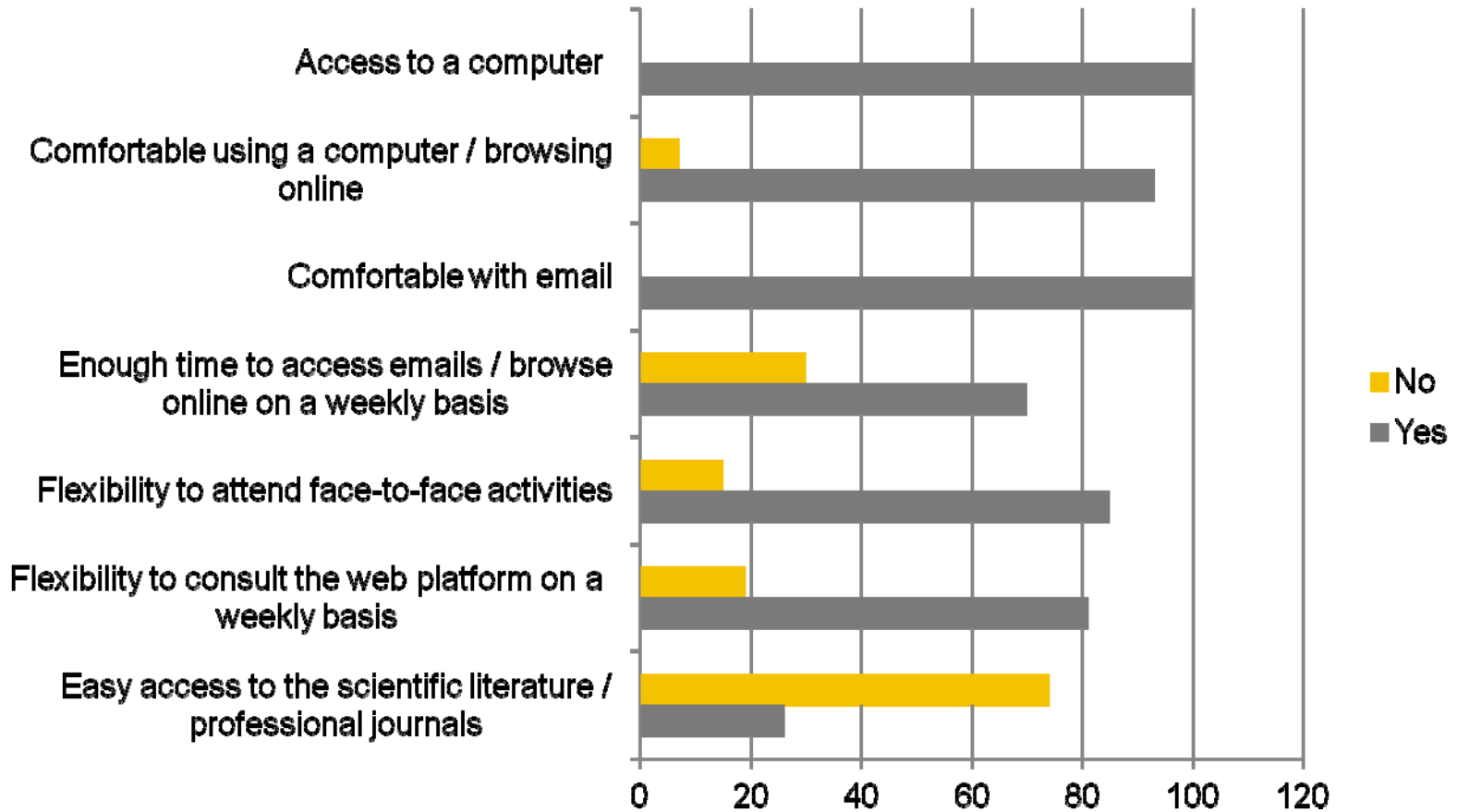
MAJOR NEEDS YOU MAY WISH TO FULFILL BY JOINING A COMMUNITY OF PRACTICE



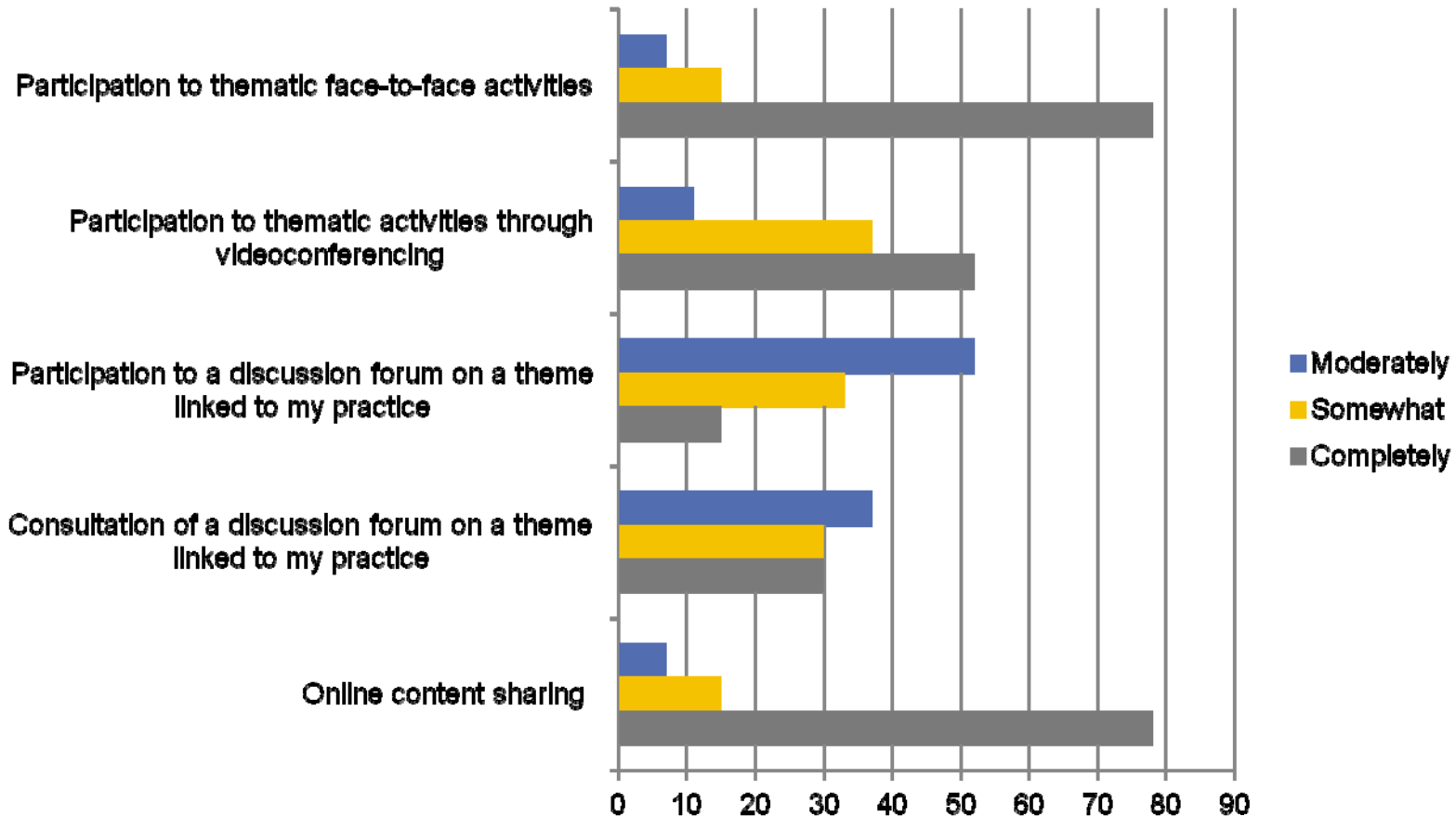
IN MY WORK ENVIRONMENT, I CONSIDER THAT :



IN MY WORK ENVIRONMENT



MODALITIES OF ACTIVITIES YOU WOULD BE MOST INTERESTED IN :



REVIEW FIVE MONTHS AFTER IMPLEMENTATION

TISSONS DES LIENS



>> Un lieu d'échange sur les soins en collaboration pour les intervenants et les gestionnaires en santé mentale jeunesse. **Devenez membre!**



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OUR COMMUNITY OF PRACTICE

95 registered members in 5 organizations offering services in YMH in Montreal

Main objective : to build on people and teams specific expertise

Web platform hosted on the research center's website

- Access to resources (articles, podcasts, scientific papers abstracts)

<http://communaute-smj.sherpa-recherche.com>

Face-to-face activities

- Monthly lunch meetings
- Bi-annual half-day meetings of knowledge transfer and sharing

Frequent follow-up via emails to stimulate discussions and inform members

COMPLETED ACTIVITIES

- **Three thematic lunch meetings**

(26 participants / 5 organizations on average)

- Teenagers resistant to treatment
- Postvention in schools following a suicide
- Therapeutic alliance with families in context of parental conflicts

- **Two bi-annual half-day meetings**

(42 participants / 6 organizations on average)

- Interinstitutional continuing education modalities
- Family intervention in primary care
- liaison officer models

- **Web platform (traffic monitoring)**

- An average of 139 viewed pages per week
- An average of 1 minute 19 seconds spent per page
- Most viewed pages : activities, thematic fact sheets and discussion forum

PRELIMINARY EVALUATION

- Clear preference for face-to-face activities
- Lack of time = main reason given for not having visited the platform (83%), or not participated in thematic activities (58%), or not consulted resources (58%).
- A growing sense of ownership for the CoP by its members (from a passive position of waiting for the information to a more active one of exchanging and information sharing)

PRELIMINARY EVALUATION

- Most appreciated elements : synthesis of the literature presented during thematic lunch meetings, group dynamics, opportunity to learn about what is going on in other teams or organizations
- Least appreciated elements : chosen schedule for thematic activities (lunch time), lack of time to discuss real cases

CONCLUSION

- Communities of practice are a stimulating and promising endeavour to enhance practice, yet in need to be better researched.
- New technologies facilitate the dialogue (WEB, videoconferencing)
 - Videoconferencing facilitates participation but also presents some challenges
- CoP demand continuity , nourishment and flexibility
 - The importance of frequent follow-up with members to stimulate their participation
 - The importance of maintaining an active feedback process to keep track of members needs and preferences and to adjust accordingly
 - The importance of balancing knowledge transfer and clinical discussions around real cases

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