

Communities of Practice

Sharing Knowledge, Solving
Problems and Supporting
Innovation

June 5, 2013

The Panel

- **Chris Brueske**, Assistant Division Director, Minnesota Department of Health
- **Bonnie Rubin**, Associate Director, State Hygienic Laboratory at the Univ. of Iowa
- **Riki Merrick**, iConnect Consulting, Contractor to APHL
- **Knowledge Management Committee**, APHL

Disclosures

The Association of Public Health Laboratories adheres to established standards regarding industry support of continuing education for healthcare professionals. The following disclosures of personal financial relationships with commercial interests within the last 12 months as relative to this presentation have been made by the speaker(s):

Name	Organization	Disclosure
Billie Juni, MS	Minnesota Department of Health	Nothing to disclose
Chris Brueske	Minnesota Department of Health	Nothing to disclose
Bonnie Rubin, MBA, MHA, CLS,	Iowa State Lab of Hygiene	Nothing to disclose
Riki Merrick, MPH	iConnect Consulting	Nothing to disclose

Session Objectives

- Describe how communities of practice (CoPs) are formed and maintained
- Provide real examples of CoPs in action
- Demonstrate how CoPs can enhance public health laboratory practice

What is a Community of Practice?

- Group formed and held together around a common interest, defined purpose
- Group that comes together to share, learn from one another, and help each other solve problems
- Group driven by a desire and/or need to share problems, experiences, insights, templates, tools, best practices



What is a Community of Practice?

- Focused on a specific discipline, interest, product, or role; can be cross-functional
 - By laboratory technical area or scientific interest
 - By individual role
 - By cross-cutting function
 - Non-technical
- Form organically or formally
- Work is done through conversation (face to face and/or virtual)

Use and Value of CoP

- Community conversation is a way to get stuff out of people's heads
- Innovation
- Problem solving
- (Builds Community)



Communities and KM

Local know-how



Collective information



Robust body of knowledge



Standardized practice

The Procurement Community of Practice

Chris Brueske

Assistant Director

Public Health Laboratory Division

Minnesota Department of Health



Procurement Definitions:

- MN Department of Administration
 - *"The mission of the Materials Management Division is to facilitate the strategic acquisition of goods and services for the State of Minnesota and other governmental entities..."*
- The Institute for Public Procurement (NIGP)
 - *"Purchasing, renting, leasing, or otherwise acquiring any supplies, services, or construction; includes all functions that pertain to the acquisition, including description of requirements, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration..."*

Describe your Community

PARTICIPANTS & ROLES

Community Participants:

- APHL Staff
- CDC Staff
- APHL Members
- National Association of State Procurement Officials (NASPO)
- Minnesota Multistate Contracting Alliance for Pharmacy (MMCAP)
- Laboratory Vendors

Community Roles in General:

- CDC, APHL staff, and APHL members
 - Define laboratory procurement challenges
 - Communicate laboratory procurement activities
 - Coordinate laboratory procurement efficiency initiatives
- NASPO and MMCAP
 - Coordinate nationwide procurement contracts
 - Share procurement expertise and experience across states
- Laboratory Vendors
 - Share expertise on products and services
 - Participate in nationwide procurement efficiency initiatives

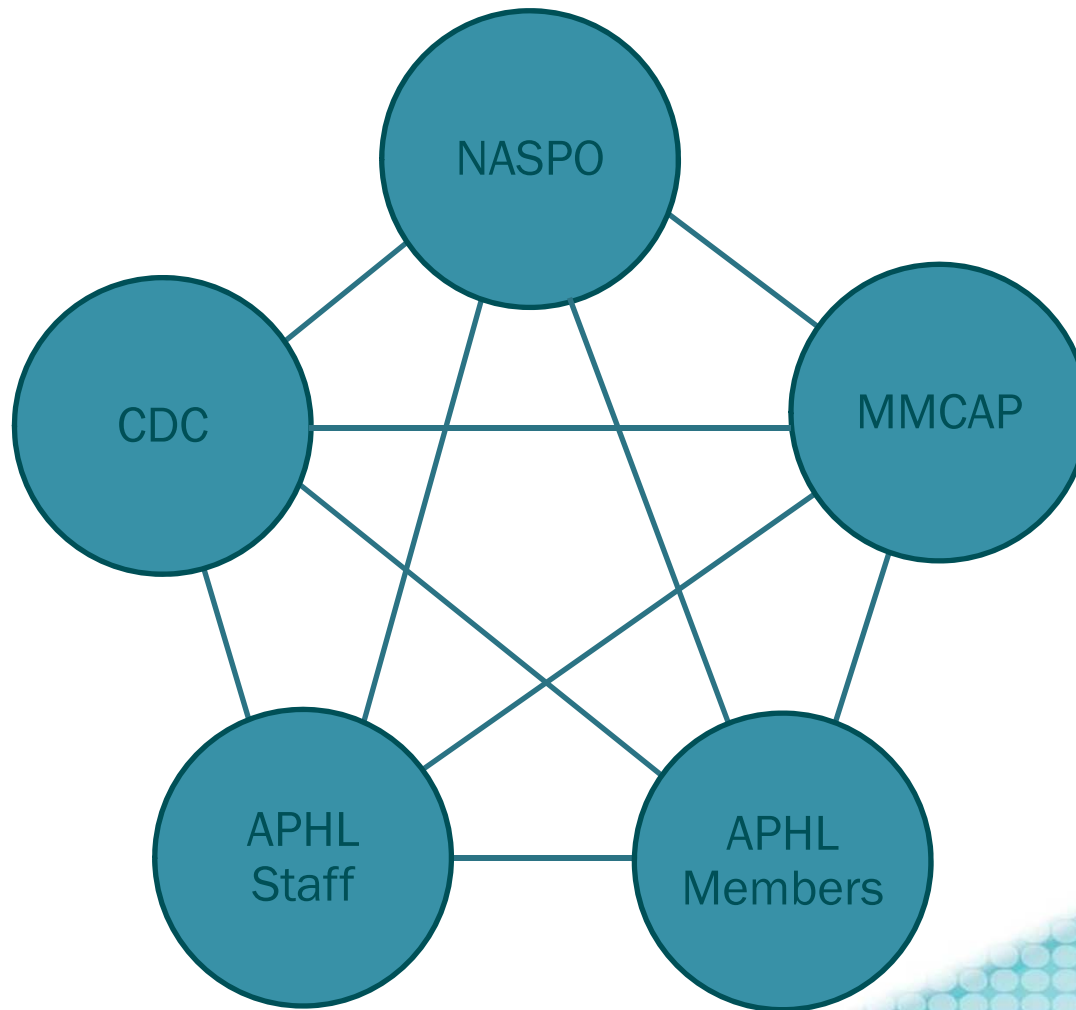
Describe how your Community was formed

FORMATION & OPERATIONS

Community Activities (Past):

- CDC, APHL staff, and APHL members
 - CDC Direct Assistance Program
 - CDC/APHL Laboratory Efficiencies Workgroup
- NASPO and MMCAP
 - Cooperative Contracting
- Laboratory Vendors
 - Volume Discounting
 - Regional Contracts

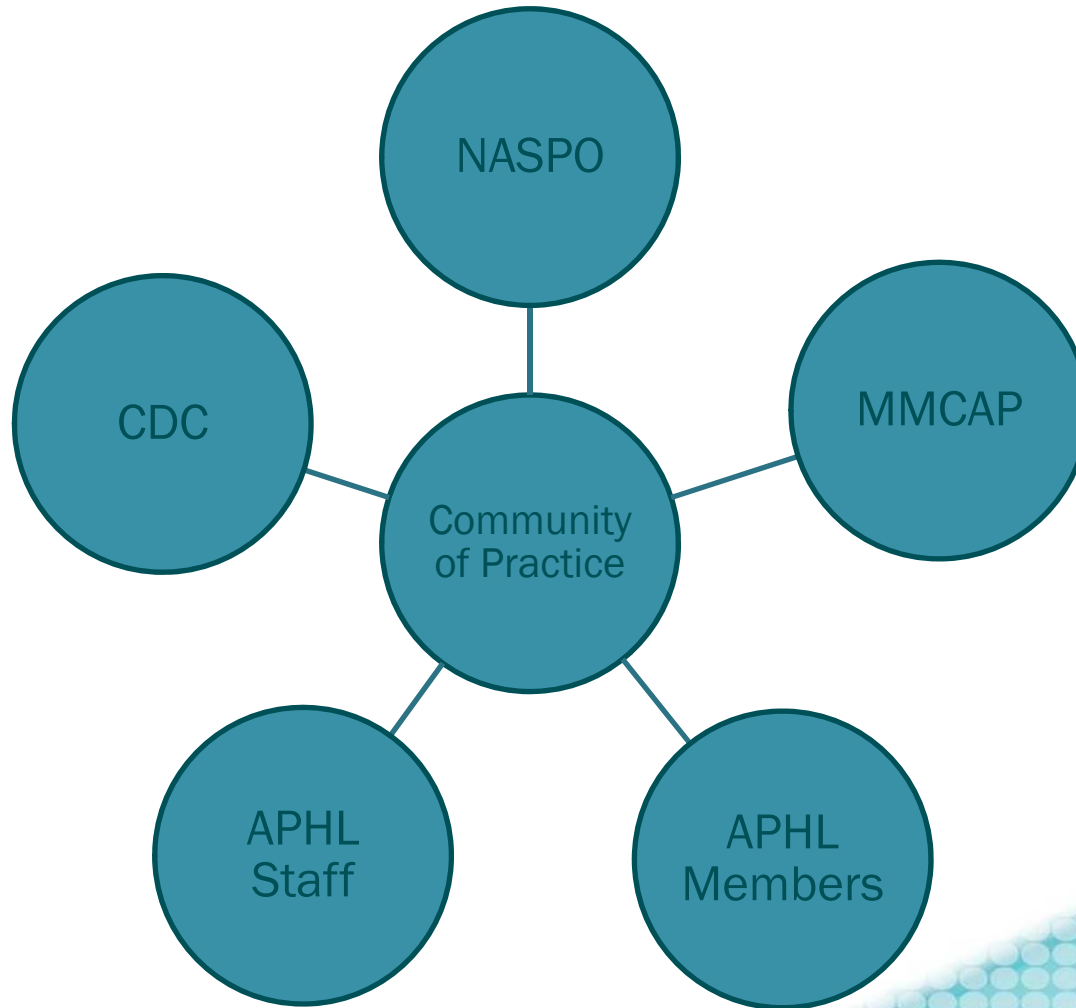
Community Activities (Past):



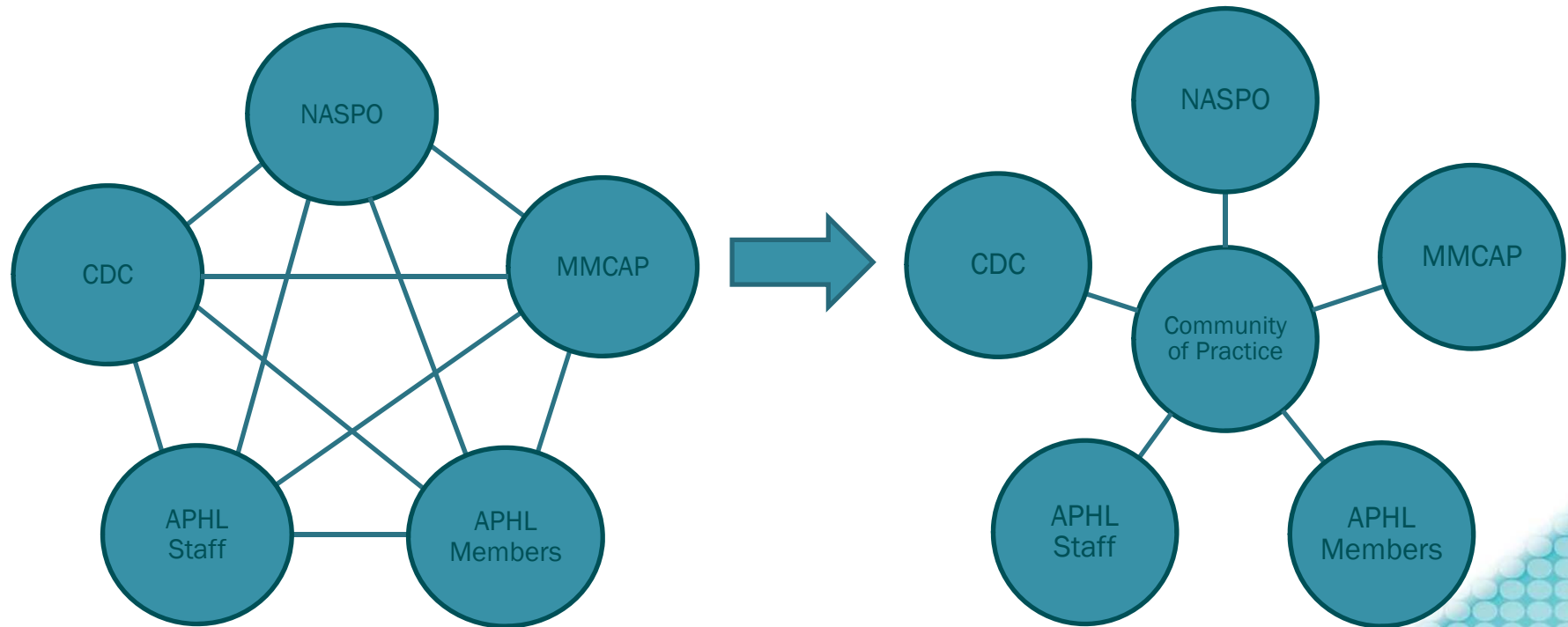
Community Activities (Present):

- Leadership Forum on Procurement Improvement Strategies
 - Hosted by APHL
 - CDC, APHL staff, APHL members, NASPO, MMCAP, Laboratory Vendors
 - Conference calls and emails
- Objectives
 - List multi-state procurement programs and buying consortia in existence.
 - Discuss the benefits and challenges of regional procurement and purchasing consortiums.
 - Identify characteristics of a framework of successful procurement programs.
 - Discuss and define APHL's role in a national procurement process.
 - Develop a network to establish collaboration in multi-state procurement processes.

Community Activities (Present):



Community Activities (Present):



Describe how your Community interacts

TOOLS

Community Tools:

- APHL Forums and Meetings
 - Procurement Forum
 - Annual Meeting
- APHL List Serve
 - Information Sharing and Progress Reports
- Conference Calls
- Surveys
 - National NASPO Survey

Describe what value your Community brings to members

BENEFITS & IMPACT

Community Benefits:

- Increased innovation and problem solving
- Improves knowledge management
- Fosters much-needed communication
- Acknowledges existing good work
- Eliminates redundant efforts
- Creates consistent processes and standards

Describe how you sustain your Community

CARE & FEEDING

Community Activities (Future):

- Formalize community organization
- Add measurements
- Reach out and invite more stakeholders
- Spin-off new Communities of Practice
- Reinvigorate community activities
 - Timely follow-up between members
 - Stay flexible
 - Bite-off small pieces

Improving Organizational Performance Through Communities of Practice

Bonnie D. Rubin, CLS, MBA, MHA

Associate Director, Administrative Services

State Hygienic Laboratory at the University of
Iowa

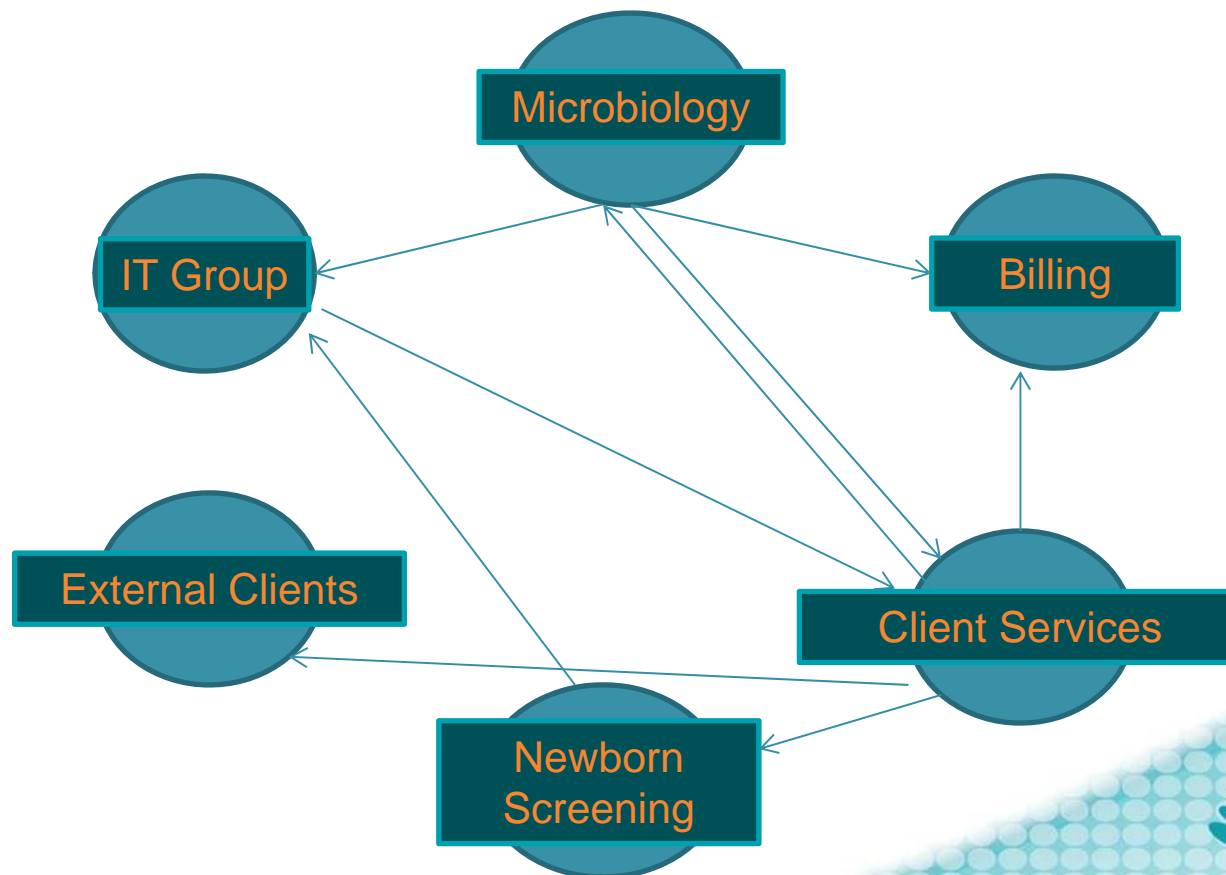
Describe your Community

PARTICIPANTS & ROLES

Examples of Existing CoPs We Know and Love...

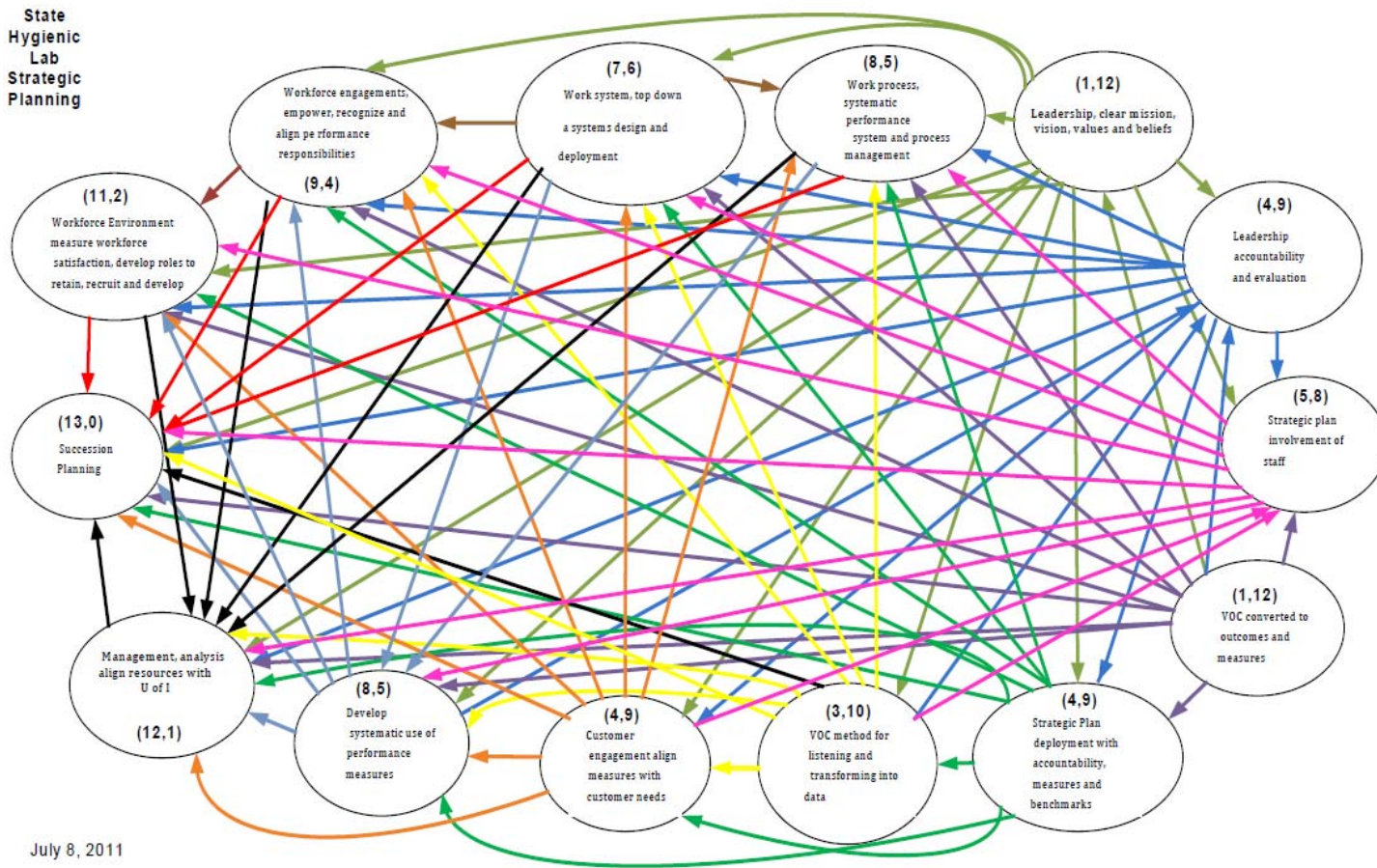
- ASM Clin Micronet
- APHL Sharepoint
- APHL List Serves – Director, QA
- APHL Emerging Leaders Cohort
- L-SIP
- NNPHI CoP for Public Health Improvement
Open Forum

“Two monologues do not make a dialogue.” Jeff Daly



Interrelationships Diagram

State
Hygienic
Lab
Strategic
Planning



July 8, 2011

Describe how your Community was formed

FORMATION & OPERATIONS

“Communities of Practice in the Business and Organization Studies Literature”
 Murillo, Enrique. Information Research, 2011

Organizational Studies Interpretation	Knowledge Management Interpretation
Organic	Intentional
Informal emergent structures	Organization knowledge assets
Not under management’s control	Since are knowledge assets, should be managed
All competencies reside in the CoP	Core competencies reside in the CoP
Emerge to solve routine problems	Should focus on strategically important issues or goals
Emerge on their own accord	Can be designed and launched
Subvert management authority	Are the heroes of the organization
Just an analytical category	Key to managing knowledge and innovation
Benefit mostly their own members	Organizations can harvest the knowledge

Social Structures and Examples

Social Structure	Example as we know them...
Community of technological practitioners*	phin laboratory messaging on pHConnect
Occupational community*	Meetup – Geek Out, Go Out
Occupational subculture*	Linkedin
Knowledge acquiring culture*	Blogs, Wikipedia
Network of practice*	Iowa Laboratory Benchmarking googlegroup
Personal growth and interests	Pinterest
Personal social interaction	Facebook, twitter

*"Communities of Practice in the Business and Organization Studies Literature"

Murillo, Enrique. Information Research, 2011

Describe how your Community interacts




TOOLS



Usenet.net

An Internet discussion system



Features:

-  **Free Usenet Trial**
5 day, 10GB, no risk
-  **Unlimited Access**
No GB limits
-  **Unlimited Speed**
No throttling or rate limits

-  **Most Retention, Best Price:**
1725 Days Binary Retention
3605 Days Text Retention
-  **30 SSL Connections**
Maximize Speed & Security

\$19.99 / month \$9.99 / FIRST MONTH	\$14.99 / month \$7.49 / FIRST MONTH
Unlimited Usenet Access	Unlimited Usenet Access
30 Connections	15 Connections
256-bit SSL	
Start Free Trial	Start Free Trial

Meetups.com



Find
a Meetup Group

Start
a Meetup Group

[What's new](#) [Log in](#) [Sign up](#)

Meetups are

neighbors getting together to learn something,
do something, share something...

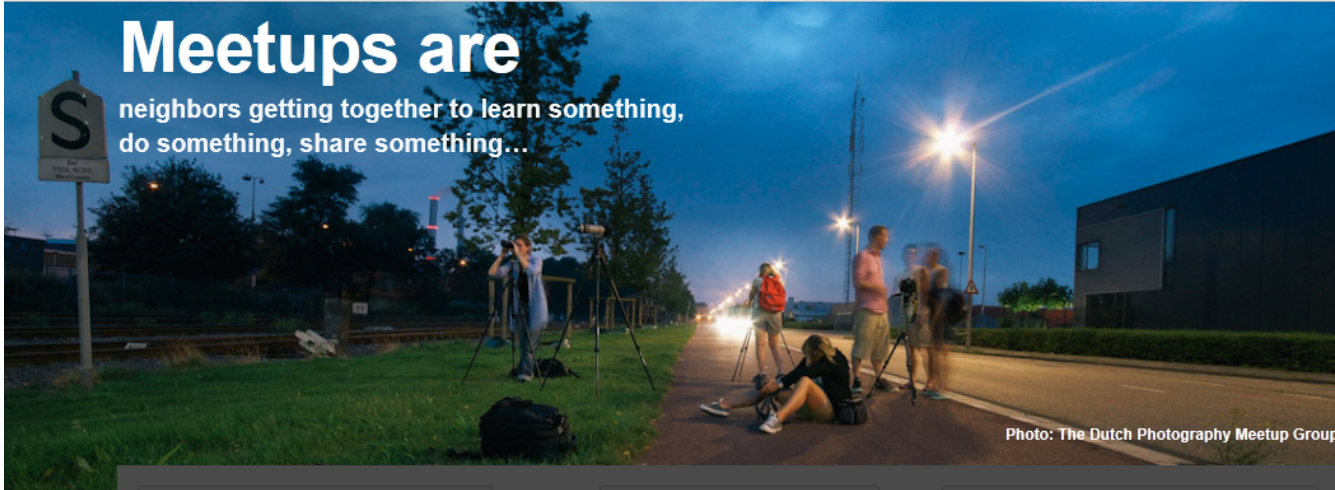


Photo: The Dutch Photography Meetup Group

All Meetups

within

5 miles

of

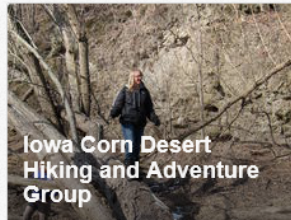
Iowa City, IA

Group view

Date view

Sort by

Most active



Iowa Corn Desert
Hiking and Adventure
Group

622 Hiking Enthusiasts

Next Meetup: May 11



Iowa Tech Chicks

72 Tech Chicks

Next Meetup: May 8



Women's Power
Networking-Corridor

13 Women Business Profes...

Next Meetup: May 8



Women's Power
Networking: IC-
Corridor

11 Women Professionals

Next Meetup: Tomorrow

Welcome to phConnect

- Share, collaborate, and learn in a secure, easy-to-use environment
- Receive and provide input on web-based software and services
- Connect with public health professionals from around the world

[Join Now](#) [Sign In](#)

Welcome to phConnect! phConnect is an online collaboration tool built to support geographically dispersed professionals working in the field of public health. phConnect provides an environment for collaborative work, professional networking, and moving public health forward. By joining phConnect, you will be connected to passionate people engaged in shaping the future of public health. You can connect, learn, share expertise, solve problems, and take advantage of innovative new approaches of working together. Learn how to [Get Started!](#)

Welcome to phConnect

[Sign Up](#)
or [Sign In](#)

Or sign in with:

[Find a Community](#)

[Find an Event](#)

[Find a Member](#)

Latest Activity

Emily Varner, Karla Hubbard, Rosemary L. Wilson and 4 more joined phConnect

1 hour ago

Josh Martinez posted a blog post

Q2 2013 Featured Connection: Margaret Nelson
This quarter's Featured Connection is Margaret Nelson of Massachusetts. Her interview can be found on the main page sidebar or at [this link](#).
[See More](#)

2 hours ago

0 Comments

Susan Sloan added 2 pages to the group Public Health Accreditation

NACCHO Accreditation Resources
NACCHO Accreditation Preparation Toolkit

2 hours ago

Angel R. Braña-López, Gerónimo Maldonado-Martínez and 2 other members joined Janalis Velez

Featured Connection

Member of the Quarter

Margaret Nelson

Know someone who should be the next Featured Connection?

[NOMINATE THEM](#)

Members

E-mail

Print

Share

- Print
- Favorites
- Facebook
- Twitter
- LinkedIn
- Delicious
- More...

Sign In

AddThis Privacy

The capacity for learning: Accenture MAKES it to the top again

If knowledge is power, the ability to cultivate an environment that promotes collaborative knowledge sharing is even more powerful. Year after year Accenture demonstrates its commitment to this approach by giving employees more opportunities to learn and acquire new skills so they can deliver outstanding outcomes to clients.



Evidence that Accenture's focus on collaboration & sharing is highly respected among its peers comes in being named a winner—for the 13th consecutive year—of the annual Global Most Admired Knowledge Enterprises (MAKE) study. Accenture is one of only two companies to win the award since its inception, and 2010 Accenture ranked fifth in the overall study, up from 17th place in 2009.

"I'm very pleased that Accenture was recognized with this award for the 13th year in a row," said Tom Barfield, director-Social Learning & Knowledge Management. "Sharing and collaboration are one of the key means by which we live our One Global Network core value. By empowering people to connect, contribute and cultivate their knowledge, skills, ideas and experience, we are empowering them to bring to our clients the best of Accenture every day. In addition, the effort to bring our capabilities together in our new Knowledge Exchange reinforces our commitment to make connecting as easy as asking the person sitting next to you."

Climbing the charts

A panel of Global Fortune 500 senior executives and internationally-recognized knowledge management/intellectual capital experts rated organizations against the MAKE framework of eight key knowledge performance dimensions as visible drivers of competitive advantage:

Recently Viewed +

Now Hiring in the United States

ASW Software Implementation and Integration Developer - F, Multiple Locations

- ▶ View Details
- ▶ Save Job

Federal - Contract Management Manager, CO - Denver

- ▶ View Details
- ▶ Save Job

Federal - Intra-Day Operations Specialist, DC - Washington, DC

- ▶ View Details
- ▶ Save Job

[More Jobs](#)

Submit Your Resume

Apply to jobs, track existing applications and make your resume visible to all recruiters, who can match your skills to open positions.

▶ [Click here](#)

Personalize Your Experience

Sign up to receive newsletters, job alerts that match your preferences. [view](#)



Cities / Prefabs the future for low-cost housing

01 May 2013 / 2 / [Peter Lennard](#)



I first encountered Ove Arup in 1964 when I was writing my architectural thesis on 'Cities of the Future'. Later, we worked together on a 1,000-unit prefabrication scheme for the Greater London Council in Hackney and ever since these earliest encounters I've been fascinated with the benefits of this approach to construction. Prefabrication has proved its worth in the past and is ideal for creating the sustainable, low-cost housing that many countries need today.

Contributors / [Peter Lennard](#)



I am an architect with a keen interest in the evolution and future of cities and the use of prefabrication within evolving cities. My...

Browse /

[All articles](#)
[All contributors](#)

by Themes /

[Cities](#)
[Connectivity](#)
[Health](#)
[Resources](#)
[Sustainable to evolvable](#)

Cities / Building for earthquake resilience



Base isolation is seismic...



[Kubilay Hicijilmaz](#)
16 April 2013 / 8

Tweets /

Are prefabs the future for low-cost housing?
<http://t.co/r4RMTXnbZc>

from [@ArupThoughts](#)

Follow [@ArupThoughts](#)

Thoughts /

The best solutions can only come about by continually listening, learning and challenging. That's why we've created Thoughts - a place for experts, practitioners and enthusiasts to talk about the issues affecting the built environment now and in the future. Please join us.

Describe what value your Community brings to members

BENEFITS & IMPACT

What companies have experienced:

- Stewarding content and explicit knowledge
- Solve technical problems
- Foster innovation
- Members learn and engage in problem solving around specific issues
- Promote collaboration across different locations
- Improved customer relations
- Optimizes knowledge transfer and leverage knowledge to drive business

Experiences, cont'd

- Use tacit knowledge to build on previous ideas and not “reinvent the wheel”
- Intentional capture of tacit knowledge
- Just-in-time learning; obtaining timely answers to current issues or problems
- Promote functional excellence
- Integrating content, discussions, people to promote an organization or global mindset

Challenges Encountered

- If you build it, “they” will not always come.
- Organizational changes
- What collaboration tools work best
- Finding balance with communications
- Daily work getting in the way of thoughtful progress 😊

Describe how you sustain your Community

CARE & FEEDING

Thoughts while flossing...

- Use internal talent to share knowledge
- Document this share knowledge
- Think global! i.e. the WHOLE organization
- Capture your newly hired employees
- Ask what staff want/need from the CoP
- Analyze the problem to be addressed or the reason to be a CoP – is it relevant?
- Get management buy-in
- Keep it fun and interesting (food?)
- Keep it vibrant.

What Would Work Best?

	vs.	
Informal		Formal
Face-to-Face		Virtual
Reliance on individual memory		Retrievable
Learning and Improvements just happen		Measuring improvement and learning
Keep it small, with defined members		Everyone is welcome!
Topics and purpose specific		Anything is fair game

It All Depends!

**Just Like Management Techniques –
Use the right style for the right
situation**

The Laboratory and Messaging Community of Practice

Riki Merrick, MPH

iConnect Consulting, Contractor to APHL

APHL Annual Meeting 2013

Date

The usual statements:

This publication was supported by the Association of Public Health Laboratories and by the Cooperative Agreement Number U60HM000803 from the Centers for Disease Control and Prevention and/or Assistant Secretary for Preparedness and Response.

Its contents are solely the responsibility of the authors and do not necessarily represent the official position of the Association of Public Health Laboratories, the Centers for Disease Control and Prevention and/or Assistant Secretary for preparedness and Response.

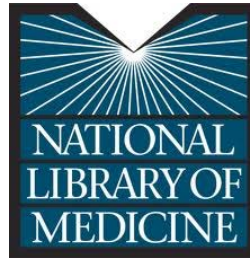
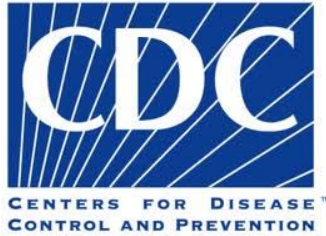
Describe your Community

PARTICIPANTS & ROLES

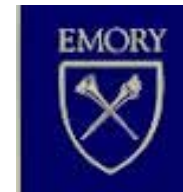
Who we are now:

- National Electronic Laboratory Reporting WG (ELR)
 - National Labs and Public Health Departments
- Public Health Interoperability Project (PHLIP)
 - Public Health Labs at states and CDC and APHL
- LIMS integration Project for LRN result reporting (LIMSi)
 - Public Health Labs at states and CDC
- Advisors
 - National Library of Medicine (NLM)
 - Professional Organizations like American Society for Microbiology (ASM), College of American Pathologists (CAP)

Who we are now – Take 2:



In partnership with



What roles we have:

- APHL sponsored Web conference ability
- 2 Co-chairs (term 1 year, renewable)

Plan topics and prepare agenda for calls, lead calls and provide notes, update phConnect calendar

Currently held by APHL program and state PHL

- Participants

Attend calls, provide expertise, review work product and research questions, provide connections to other organizations for more input

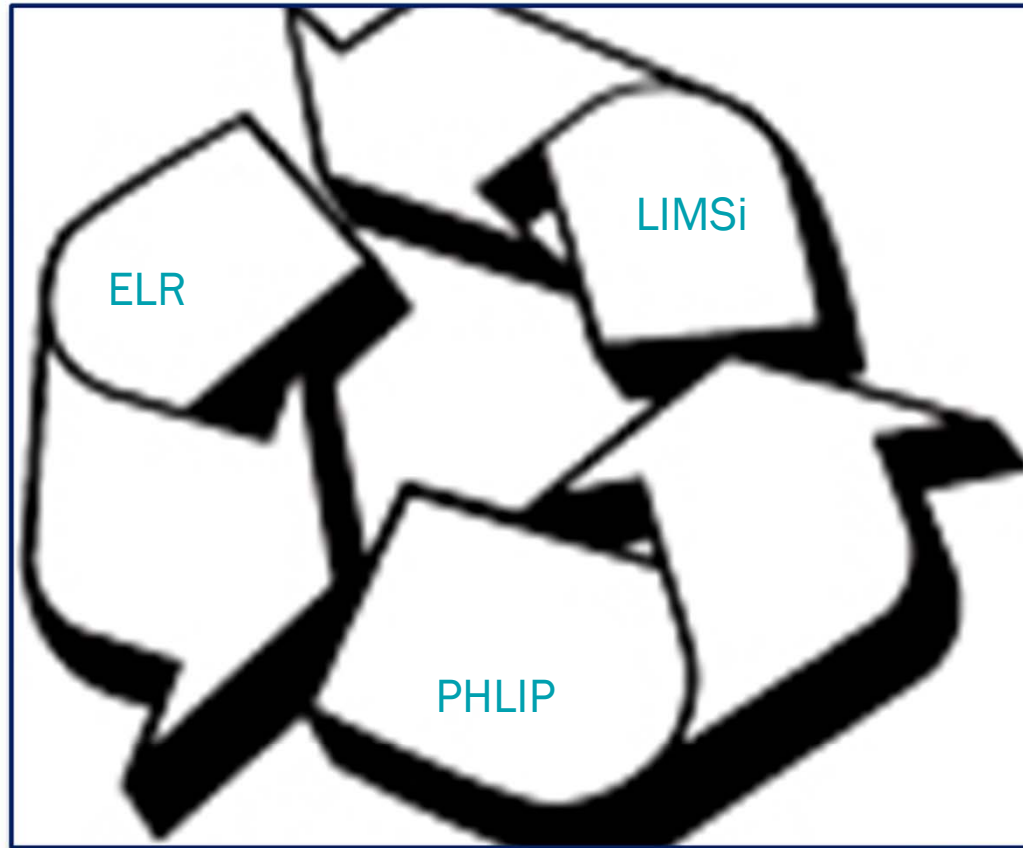
What we are doing:

- Tackle laboratory related vocabulary and messaging issues
- Harmonize the vocabulary and messaging approach across WG members
- Use same vocabulary for required fields
- Provide input to Standards Development Organizations (SDOs), including HL7[®], LOINC[®] SNOMED CT[®]
- Gather background to submit for new terms in LOINC[®], SNOMED CT[®]

Describe how your Community was formed

FORMATION & OPERATIONS

How we came to be:



The line up!



- Electronic Lab Reporting (ELR)

Goal: Lab results to local Public Health (PH) agencies

Actors: All labs and all PH agencies

- LIMS Integration (LIMSi)

Goal: Lab results to Lab Response Network at CDC

Actors: Public Health labs in LRN to CDC

- Public Health Laboratory Interoperability Project (PHLIP)

Goal 1: Lab results to CDC Program (Influenza)

Actors: Public Health labs to CDC Influenza

Goal 2: Lab results to other labs

Actors: Public Health labs

Describe how your Community interacts

TOOLS & CALLS

How we do it:

**Don't be late for
our conference call**



or we'll talk about you.

2nd and 4th Thursday 10 AM – 12 PM EDT

<http://www.phconnect.org/group/laboratorymessagingcommunityofpractice>

The screenshot shows the web interface for the Laboratory Messaging Community of Practice (LM CoP) on the phConnect platform. At the top, the phConnect logo and tagline "Collaboration for Public Health" are visible. A navigation bar includes links for Main, My Page, Communities, Forum, Members, Events, Announcements, Videos, and Help. The page title is "Laboratory Messaging Community of Practice", created by Danielle Kahn. A user profile for Riki Merrick is shown on the right with options to sign out, view inbox, connections, and settings. The community profile section includes a description: "The Laboratory Messaging Community of Practice (LM CoP) brings together PHIN stakeholders nationwide involved in defining, implementing, maintaining, evaluating, and evolving lab messaging." It also lists 126 members and the latest activity from April 12. A "Community Discussions and Documents" section lists three items: "LabMCoP Call notes starting 11/15/2012" (9 replies), "Safety level definitions - by Anne Polluck", and "APHL informatics workshop before the APHL Annual Meeting". A "Comment Wall" section is partially visible at the bottom. The bottom right corner features the logo for the Association of Public Health Laboratories.

phConnect
Collaboration for Public Health

Main My Page Communities Forum Members Events Announcements Videos Help

All Communities My Communities + Invite

Riki Merrick
Sign Out
Inbox
Connections - Invite
Settings

Laboratory Messaging Community of Practice
Created by Danielle Kahn Send Message View Communities

Community Profile Leave Community

phin
COMMUNITIES OF PRACTICE
Laboratory Messaging

The Laboratory Messaging Community of Practice (LM CoP) brings together PHIN stakeholders nationwide involved in defining, implementing, maintaining, evaluating, and evolving lab messaging.

Members: 126
Latest Activity: Apr 12

Share Twitter Facebook

Community Discussions and Documents

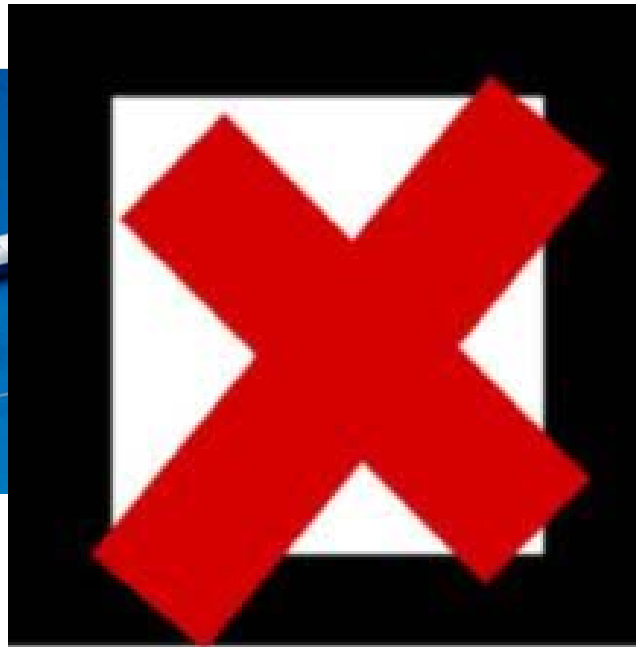
- LabMCoP Call notes starting 11/15/2012 9 Replies
Started by Riki Merrick. Last reply by Riki Merrick: Apr 12.
- Safety level definitions - by Anne Polluck
Started by Riki Merrick: Apr 11.
- APHL informatics workshop before the APHL Annual Meeting
Started by Riki Merrick: Apr 5.

+ Start a Discussion or Post Document View All

Comment Wall

ASSOCIATION OF PUBLIC HEALTH LABORATORIES

What we are currently doing:



Translation:

Specimen crossmapping table:

- Define specimen terms across the available data fields as required to fully describe the information about the specimen and provide education

	P	U	R	L	M	N	O	P	Q	R	S	T	U
1	PHLIPrefName	Specimen type (SPM-4)		Specimen type modifier (SPM-5)		specimen source site (SPM-8)		specimen source site modifier (SPM-9)		specimen collection method (SPM-7)		specimen additives (SPM-6)	
3	Stool	119339001	Stool specimen (specimen)										
6	Synovial fluid	119332005	Synovial fluid specimen (specimen)										
11	NasopharyngealAspirate	258411007	Nasopharyngeal aspirate (specimen)			18962004	Structure of nasopharyngeal cavity (body structure)			225711009	Collection of nasal pharyngeal aspirate (procedure)		
12	NasopharyngealSwab	258500001	Nasopharyngeal swab (specimen)			71836000	Nasopharyngeal structure (body structure)			285570007	Taking of swab (procedure)		
16	Abscess_Perianal	119371008	Specimen from abscess (specimen)			397158004	Perianal region structure (body structure)						

Describe what value your Community brings to members

BENEFITS & IMPACT

Why we do it:

Surface and address critical issues

- Engage right participants:
 - Business-level (lab expertise)
 - Technology-level
 - Data exchange expertise
 - Standards expertise
- Reach out to others to
 - Consistently apply standards
 - Create consistent documentation
 - Ensure best practices



Take home for the Participants

- Format and approach for documentation
- Consistent use of segments from one message to another
- Consistent interpretation of standards when standards are not granular enough
- Application of Standard Vocabulary
- Resources for use



Describe how you sustain your Community

CARE & FEEDING

Stay on the path...



- The devil is in the detail, so keep it simple – harmonize!
- Collaborate with a purpose
- Expect changes
- Feels like ground hog day,
but we are moving forward...
- Stay focused and
- Take one step at a time

Remain Relevant

- Provide feedback to relevant community members
- Respond to community member requests for topics in a timely fashion
- Provide quarterly updates to the respective communities we draw from
- Provide input to SDO questions
- Provide input to national initiatives like the ONC standard activities under meaningful use

Glossary and Abbreviations

Abbreviation	Description	Abbreviation	Description
ASM	American Society for Microbiology	NLM	National Library of Medicine
CAP	College of American Pathologists	PHLIP	Public Health Laboratory Interoperability Project
CoP	Community of Practice	SDO	Standards Development Organization
ELR	Electronic Laboratory Reporting	SNOMED CT	Systematized Nomenclature of Medicine Clinical Terms
HL7	Health Level Seven	SME	Subject Matter Expert
LIMS	Laboratory Information Management System		
LIMSi	LIMS integration		
LOINC	Laboratory Observation Identifiers Names and Codes		

Thank you!

QUESTIONS?