Leading Communities of Purpose for Fairer Health for All – Neighbourhood Working Collaborate Out Loud CIC's Surprisingly Different Approach

Contents

Background

Following a workshop with PCNs in December 2022 where differences in community engagement were identified and good practice shared, it was agreed that a project under Fairer Health for All would be mobilised to look specifically at the role and development of communities of practice (CoP). In this document we are using the term 'Communities of Purpose' (CoP) to include Communities of Practice and a wider set of learning communities that might gather around a shared collective purpose.

In addition, the Primary Care Blueprint has subsequently been launched. There are 9 chapters, 4 of which are enablers with the other 5 chapters namely:

- Demand, Access and Capacity
- Health Inequalities
- Prevention
- Sustainability
- Integrated Working in neighbourhoods.

The description of this chapter is Part of a wider neighbourhood team, where individuals and communities are supported to take more control over their own health and where providers work together with the shared aim of improving the health of the population.

CoPs would play a key part in the successful implementation of this last chapter specifically but would also be critical to supporting the delivery of the plans for all of the above. It is also a great opportunity for ensuring that Fairer Health for All is embedded across the future for Primary Care.

The enabling chapters are:

- Digital
- Estates
- Quality, Improvement and Innovation
- Workforce

And again, it is obvious where Fairer Health for All and CoPs would be aligned to the design and implementation of the Blueprint.

Alignment and Engagement

Fairer Health for All is working closely with VCFSE organisations across GM, with 10GM and Collaborate Out Loud specifically engaged in partnership for this project.

With their experience in neighbourhood working, Collaborate Out Loud are supporting the development of a draft model of CoPs for best practice. 10GM are engaged in a specific project relating to PCN and VCSE Partnership, deploying the CORE20PLUS5 model with 5 test and learn sites. (Wigan, Trafford, Stockport, Afrocats and Salford.) The learning from this work, which is due to report end June, provides for opportunities for BBF and CoP.

An early, independent review of progress to date has identified 7 critical success factors for developing PCN and VCSE Partnerships:

- Consensus
- Equality
- Leadership
- Agreement
- Structured Team Building
- Flexibility
- Appraisal

We will develop an approach that we can test and learn around integrated neighbourhood working with the aspiration to spread the approach across Fairer Health for All and Primary Care.

Communities of Purpose Principles - Aims

This document provides a collaboration framework for a wide range of partners to learn together, share expertise and insight; to identify shared problems/barriers and opportunities for collaboration to address these and to share learning widely and effectively to create the conditions for Fairer Health for All Communities across Greater Manchester.

These communities can be structured in many ways, from entirely open and accessible to anyone working in or interested in the domain, or more contained, for example where sensitive issues require thoughtful consideration of the space we create to facilitate growth and development.

- Facilitate shared learning about different cross-sectoral workforce models that enable co-design and co-delivery with different communities of interest, identity and geography

- Consider common features of these models and identify core functions required at neighbourhood level to support co-design and co-delivery

- Consider the role of the health and care system in commissioning and delivery of these functions to best align workforce and commissioning resource with wider public and VCSE sector resources.

- Consider mechanisms to evaluate these functions and measure outputs/costs/benefits from community development and integrated neighbourhood working

- Consider different models for Primary / Secondary Care/ VCSE interface to deliver these neighbourhood functions and how Primary care resource can align LCO and Provider federations resource effectively

Within each
Spontaneously come together under a
Implicity held knowledge
Common theme/ purpose (Joint enterprise)
Which becomes
Community of Practice
They build
Collective intelligence
Trust among others
Which creates
In order to
Shared practice
Share tacit knowledge
There by developing

Based on Allan, B. (2008). Knowledge creation within a community of practice

Fairer Health for All Principles

The Fairer Health for All principles provide a solid base to develop principles for any CoP from. Those principles are adapted here and we think their adaptation and adoption should form part of any CoP's foundation

People Power

We will develop brave spaces that work with people and communities, building trust and collaboration.

Proportionate Universalism

We will co-design and collaborate with intentions for benefit to be felt as widely as possible.

Everyone's Business

We will be intentional about inclusion and equity. We will work to make things better for the future.

Representation

We will create spaces for people to share their unique voices and to be involved in the decision making of the CoP and beyond.

Health Creating

We will intentionally build on the strengths of communities and their collective power.

The Three Essential Elements

There are three essential elements that characterise a Community of Purpose

Domain

Community

Practice and purpose
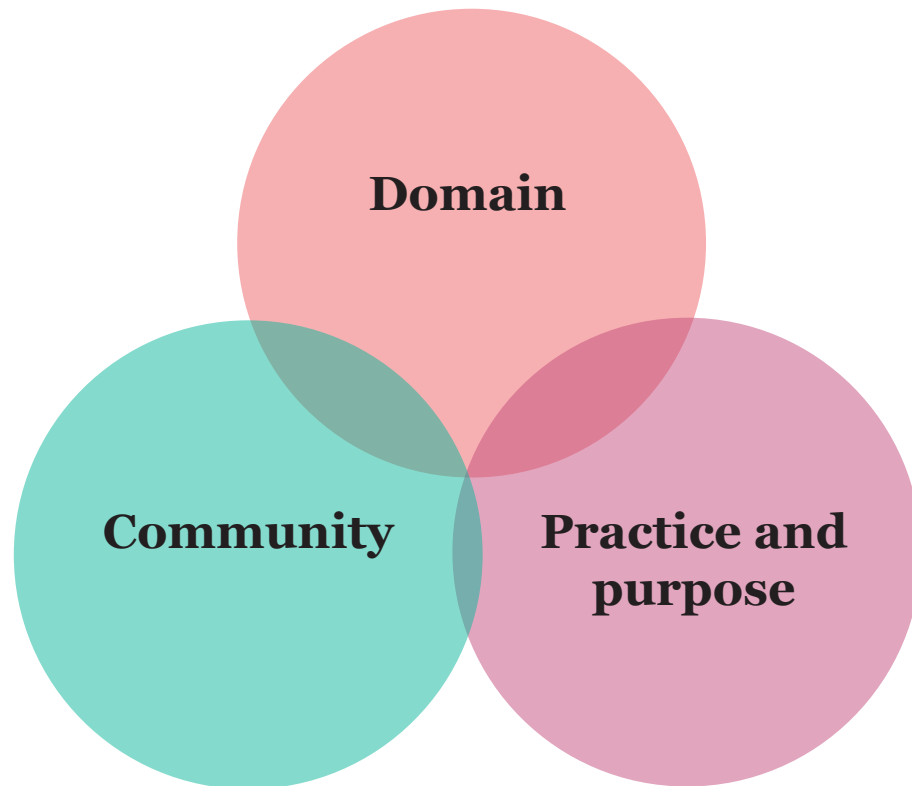
Domain:

The domain is the shared topic or field of interest that defines the identity and boundaries of the community. This common interest describes the group's intentions and ambitions, draws people together and keeps them involved

Community:

The community is the social structure and relationships that enable mutual engagement and trust among the members. This engagement and trust invites interaction, the sharing of ideas and knowledge, and collaboration to solve problems and achieve common goals. The best CoPs facilitate active involvement, participation and contribution of knowledge and expertise in the pursuit of learning. The community also creates a powerful shared sense of identity and belonging, which is reinforced by their shared interests, values, and purposes..

Practice & Purpose:

Communities of Purpose are focused on learning and continuous improvement, the development of their individual and shared "purpose", with members engaging in ongoing dialogue and reflection, experimenting with new ideas and practices, and sharing their experiences and insights. The "purpose" is the shared repertoire of resources, tools, methods, stories, experiences, and insights that the members create and use to address the challenges and problems and to work more effectively and efficiently within their domain.

Developing a community of Purpose

Setting up a Community of Purpose is not a linear process and is often iterative and organic. There are some key steps that should be a part of the process:

1. Define the domain: Identify the common interest and purpose that will form the basis of the community of purpose.

2. Engaging potential members: Determine who the potential members of the community of purpose might be, and reach out to them to gauge their interest in participating.

3. Creating a shared space: Establish the (physical or/and virtual) space where members of the community of purpose can interact with each other, share information and resources, and collaborate.

4. Establish how to will work together: Develop a set of norms or ground rules that will guide the interactions between members of the community of purpose,

5. Facilitate interactions: Encourage members to interact with each other and share their knowledge and expertise.

6. Foster learning: Create opportunities for members to explore their shared interests and challenges together, capturing and curating generative thinking as we learn from each other and develop our practice.

7. Evaluate and adapt: Regularly evaluate the effectiveness of the community of purpose, and make adjustments as needed to ensure that it continues to meet the needs of its members and any wider community it is part of.

Your Community of Purpose Framework

Using these principles as a starting point we can suggest an approach to developing Communities of Practice:

One **Identify a clear purpose and scope for the CoP.**	• What is the topic or theme that you want to explore together? • What are the goals and outcomes that you hope to achieve? • How will you measure progress and impact? Having a clear purpose and scope will help you attract and engage the right people for your CoP.
Two **Find and invite potential members.**	• Who are the people who share the passion or interest and have relevant expertise or experience? • How can you reach out to them and invite them to join? • What channels will we use (social media, newsletters, events, word-of-mouth, etc. to spread the word and recruit members.) • Who are the potential members of the community? How will you reach out to them and invite them to join? How will you motivate them to participate and contribute? How will you communicate with them and facilitate their interactions?
Three **Creating the space**	• Where are gathering (virtual and/or irl) • How will we get people to that space?
Four **Establish the norms and expectations.**	• What are the rules and guidelines for the community? • How will the community be organised and managed? • What roles and responsibilities will the members have? • How will the community handle conflicts and disagreements? Having a communication platform and a meeting rhythm will help you maintain regular contact and build trust and rapport among your CoP members.

Five Nurture a sense of community and belonging among your CoP members.	• How will you foster a positive and supportive culture within your CoP? • What norms or values will you uphold and promote among your CoP members? • How will you celebrate successes and achievements, acknowledge contributions and efforts, appreciate diversity and differences, etc.? Nurturing a sense of community and belonging will help you sustain engagement and motivation among your CoP members
Six Facilitate learning and knowledge sharing among CoP members.	• How will you encourage and support your CoP members to learn from each other and share their knowledge, insights, best practices, challenges, etc.? • What activities or methods will you use to stimulate discussion, reflection, collaboration, etc.? • How will you capture and document the learning and knowledge generated by your CoP? • - Provide the tools and resources. What platforms and tools will the community use to communicate, collaborate, and share? What resources and materials will the community need to support its learning and development? How will the community access and manage these resources? • How will you communicate and interact with your CoP members? • What tools or platforms will you use to share information, resources, ideas, feedback, etc.? • How often will you meet and what format will you use for your meetings (e.g., online, offline, hybrid, etc.)? Facilitating learning and knowledge sharing will help you create value and impact for your CoP members.
Seven Monitor and evaluate the progress and impact.	How will you measure the success and effectiveness of the community? What indicators and metrics will you use to track the performance and outcomes of the community? How will you collect and analyse feedback from the members and stakeholders? How will you use this feedback to improve the community?

Working with a CoP

Etienne Wenger provides a framework for the roles required for sustaining social learning communities. We use these roles to frame CoP early conversations to help explore how the community will work together.

The 7 Roles of Effective Communities

We have adapted the questions under each role to help them to fit the context of this work.

Agenda activists: driving the learning forward
What challenges and opportunities are worth pursuing together?

Community keepers: weaving the social fabric
How do we encourage and hear all the voices in our community?

Critical friends: reflecting on the process
How can we pay attention to how we work together and continually give ourselves feedback?

Value detectives: making value-creation visible
What value should we be aiming to create and how will we know when we have got it?

External messengers: communicating with external audiences
Who (outside the community) do we need to be talking to and what should we be telling them?

Social reporters: creating a shared memory
How should our insights, stories, and community outputs be captured and recorded?

Organizational brokers: connecting with organizational stakeholders
How does the community fit into the wider public service context and contribute to that agenda?

Margaret Wheatley's 10 Principles of Healthy Communities are also a healthy set of principles to have in mind when establishing and building Communities of Purpose.

1. People support what they create

2. People act responsibly when they care

3. Conversation is the way people have always thought

4. To change the conversation, change who is in it

5. Expect leaders to come from anywhere

6. Focusing on what is working gives us energy and creativity

7. The wisdom resides within us

8. Everything is a failure in the middle

9. Humans can handle anything as long as we are together

10. Generosity, forgiveness and love

Getting Started

Communities of Purpose need a catalyst and a kick start.

Collaborate Out Loud can provide the catalyst in the form of facilitation, advice and information designed to help your community begin their journey.

This is a bespoke offer that includes:

- 3 facilitated workshops/CoP sessions to kick start the community (detail to be co-produced but might include: forming the community, develop bespoke principles, exploring impact and sustainability)
- Easy to use toolkit
- Ongoing "coaching" support to community members

We aim to build your capacity to build and sustain your own community, with our intention being to get out of your way as soon as possible but still be there to support if needed.

Useful Resources

Conditions for Communities by Julian Stodd

Supporting Pioneering Leaders as Communities of Practice - How to Rapidly Develop New Leaders in Great Numbers by Margaret Wheatley

An Introduction to Communities of Practice by Etien Wenger

Communities of Practice: The Organizational Frontier in Harvard Business Review

Communities of Practice Health Education England

Communities of Practice by National Voices