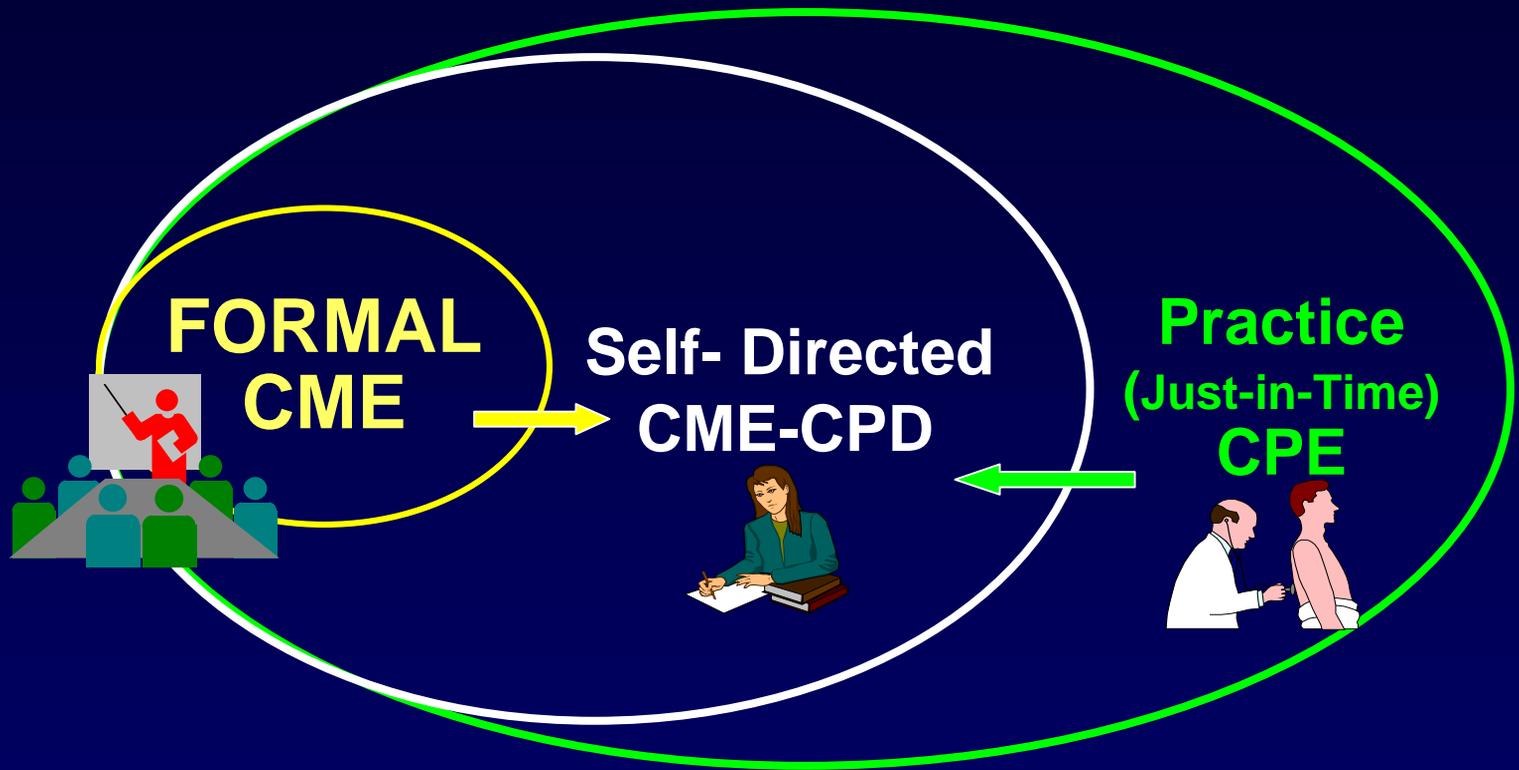


*First Regional Conference and 9th National Workshop on
Continuing Professional Development (CPD) of Physicians*

Workplace Learning

**John Parboosingh FRCSC, FRCOG
Professor Emeritus, University of Calgary
Consultant, Community Learning**

There are THREE types of CME/CPD



CPD in the workplace will be paid for by the healthcare system of the future

“To raise quality, health care managers will reposition CPD from a developmental tool for individuals to a strategic tool for the care delivery unit”.

(Cervero RM, 2000)

WORKLOAD

**EMBEDDING
CPD
IN
PRACTICE**



Workplace Learning

**2000
onwards**

- **Practice-based Learning & improvement**
- **Inter-Disciplinary Team Learning**
- **Just-in-Time CME**
- **Communities of Practice**

Industry is focused on workplace learning

“The greatest proportion – perhaps as much as 90 percent - of learning occurs incidentally ... including exposure to the opinions and practices of others also working in the same context”

Understanding learning at work

Boud D, Garrick, J.

Routledge, NY, 1999

“Built-in” continuous improvement

“... focusing on re-training the workforce so that working in teams they can become “*citizens in the improvement of their own work*”

Berwick DM. 2003

How do we learn in the workplace?

“Learning results from interactions between practitioners,
rather than a process in which a teacher provides knowledge to a learner.”

Wenger 99

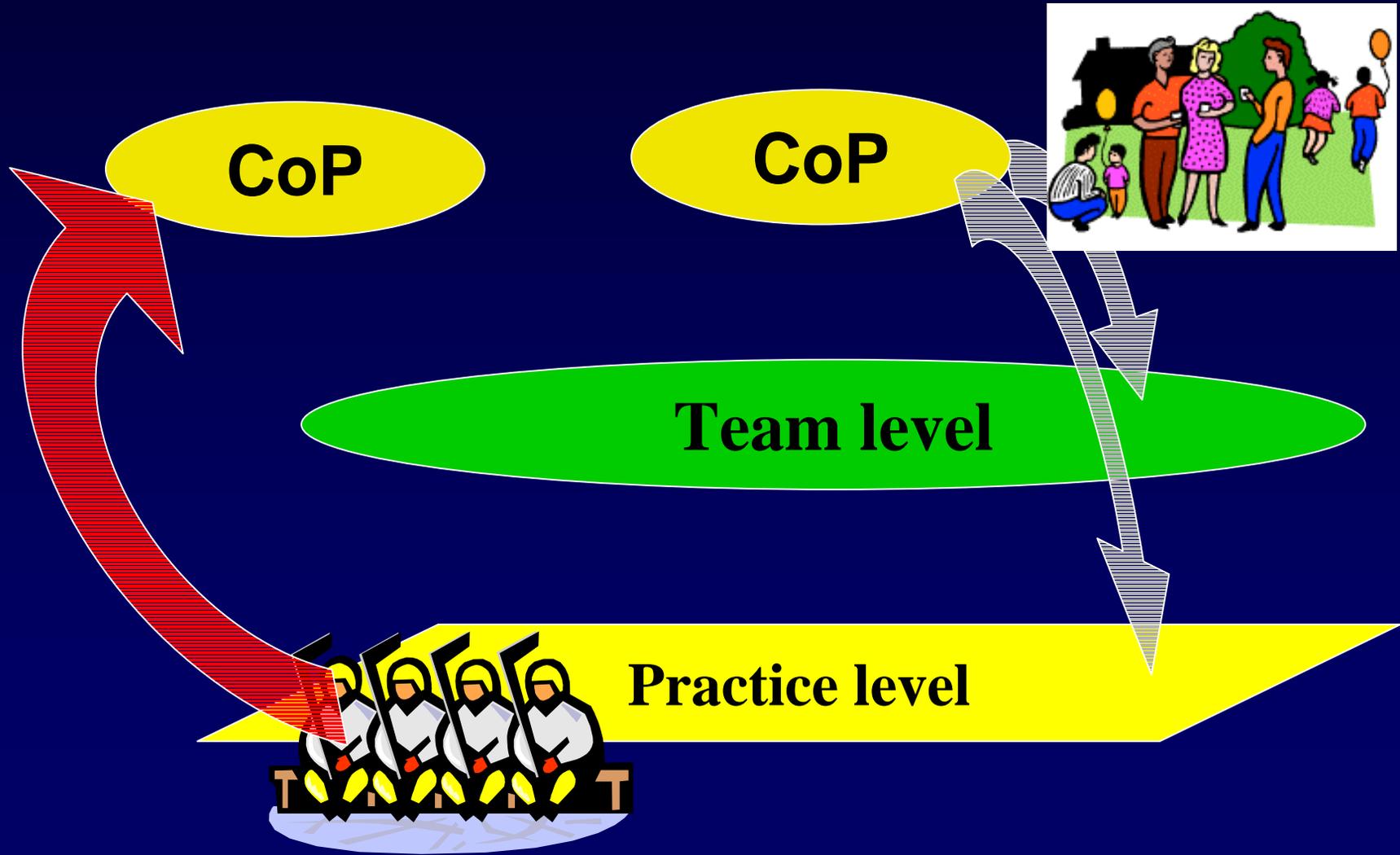
How can we facilitate learning in the workplace?

"Knowledge flows along existing pathways in the workplace.

If we want to understand how to improve the flow of knowledge, we need to understand those pathways."

(Larry Prusak 97)

Natural Flow of Information



DOMAIN

Communities of Practice

Groups of people who share a concern or a passion for something they do and collectively learn how to do it better as they interact regularly



E. Wenger 1999

COMMUNITY

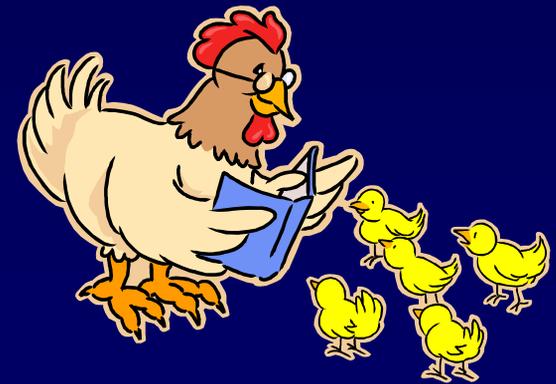
SHARED
PRACTICE

EVIDENCE & STORIES are just TOOLS for different uses

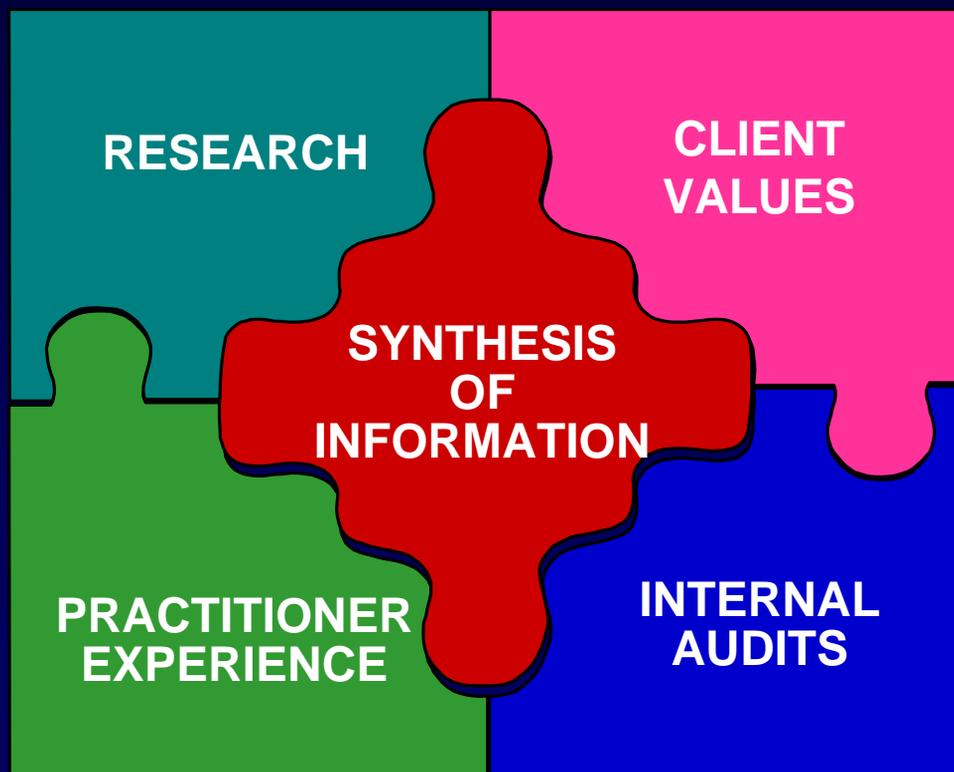
EVIDENCE is used to determine **team** direction



STORIES change peoples' values, behaviours,



We use “evidence” from FOUR sources to create “job-ready” knowledge



What Counts As Evidence In Evidence-based Practice?

Rycroft-malone J. , et al (2004) Journal of Advanced Nursing 47(1), 81–90

Putting information to work



**Talking with
colleagues is essential
to “put information to
work”**

Are good learning relationships in the workplace associated with high quality care?

Impact of relationships on Quality of Care, Postoperative Pain and Functioning, and Length of Stay: A Nine-Hospital Study of Surgical Patients

Gittell J et al. Medical Care: 2000 vol 38(8): 807-819

Elements of relational coordination

1) Communication:

Frequency

Problem solving ability

Timeliness

Accuracy

2) Helpfulness

3) Shared Goals

4) Shared knowledge

5) Mutual respect

JH Gittell (2000)
Harvard Business School



Model of Relational Coordination as a Predictor of Quality of Care

The model accounted for 74% of variation between hospitals in the quality of care, relative to just 20% if relational coordination was dropped from the model.

All individual dimensions of relational coordination were significantly associated with improved quality of care

**SETTING AN
EXAMPLE IS
THE BEST
WAY TO HELP
OUR
COLLEAGUES
TO CHANGE**



Thank you for your attention

Comments?

Suggestions

Email:

parboo@telusplanet.net

Examples of Workplace Learning Projects
that we can discuss in the group sessions
this afternoon

A group of Obstetricians in Hospital X meet monthly and discuss cases.

They seek your assistance as a CPD provider to design, implement and evaluate their activities.

How can you help them to help them to see their learning as a community of practice?

Practice Assessment & Continuous enhancement (PACE) Model

**Provides a self-initiating process for
continuous performance enhancement in a
birthing unit**

**Treats continuous performance enhancement
as a community activity in a birthing unit.**

MORE(OB) Program



Practice Enhancement Achieved *through* Knowledge

the PEAK project

Assist health professionals to become “citizens in the improvement of their own work”

Create a working culture of continuous evidence-informed practice enhancement

A VISION for the FUTURE

If you ask a doctor, *“what do you do to enhance your practice?”*

TODAY

- I read journals & texts
- I go to rounds
- I go to conferences, workshops
- Simulation training
- I talk with peers

TOMORROW

“We have a **system** to manage enhancements we make to our performance.

Our system helps us to select and introduce innovations into our practice.

We get PE ideas for our system from participating in:

