



COMMUNITIES OF PRACTICE IN LARGE ORGANISATIONS

ACWA 2018

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Chris Hadfield
Strategy and Support Officer
Practice and Quality

TODAY

1. What is a Community of Practice?
2. Context and Challenges
3. The LWB Approach
4. Key Enablers
5. Questions and Discussion



RELATIONSHIPS



IMAGINATIVE



RESPECTFUL



RESPONSIVE



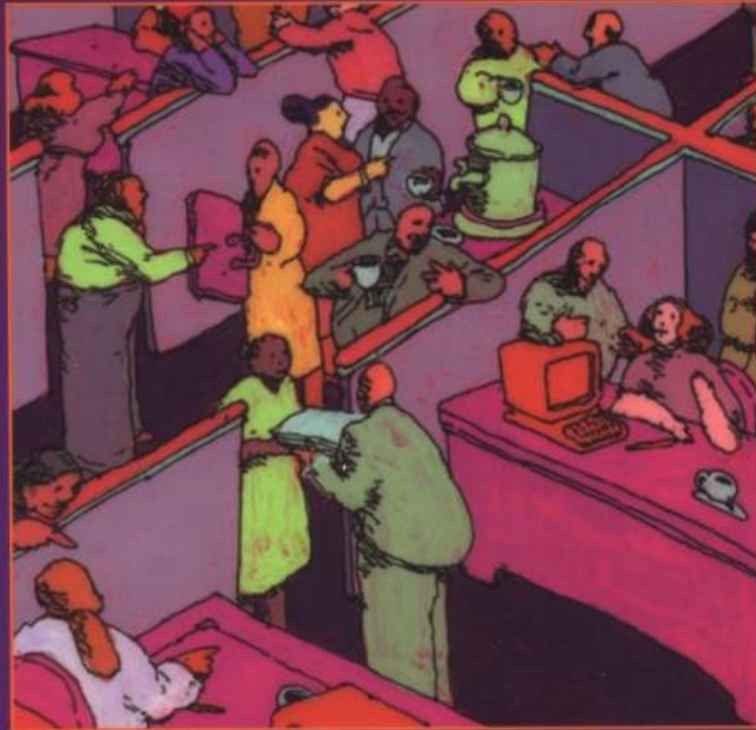
COURAGEOUS

WHAT IS A COMMUNITY OF PRACTICE?

Communities of Practice

Learning, Meaning, and Identity

ETIENNE WENGER



LEARNING IN DOING: SOCIAL, COGNITIVE, AND COMPUTATIONAL PERSPECTIVES

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WHAT IS A COMMUNITY OF PRACTICE?



WHAT IS A COMMUNITY OF PRACTICE?



Networks: Discovering Shared
Meaning and Purpose



Communities of Practice:
Developing New Practices Together



Systems of Influence:
New Practices Become the Norm

WHAT IS A COMMUNITY OF PRACTICE?

In our particular context, it should help support practice that is:

- **Client focussed**
- **Evidence-informed**
- **Outcomes driven**
- **Consistent across locations**
- **Trauma-informed, and**
- **Therapeutically oriented**

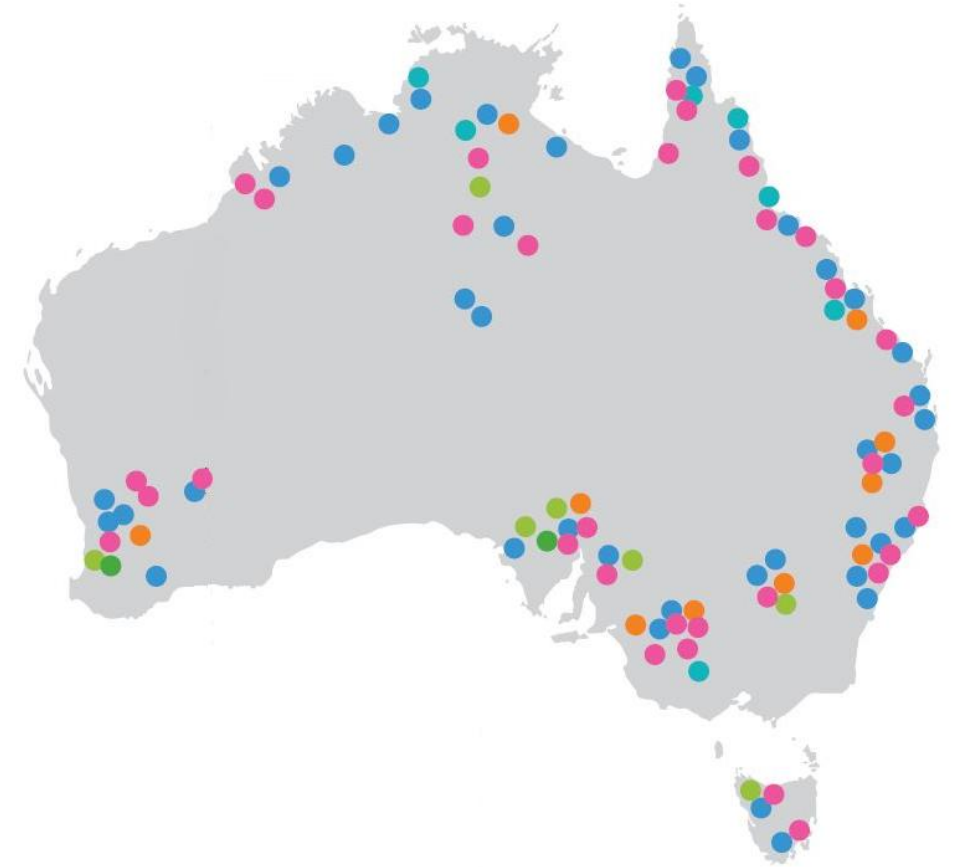


CONTEXT AND CHALLENGES

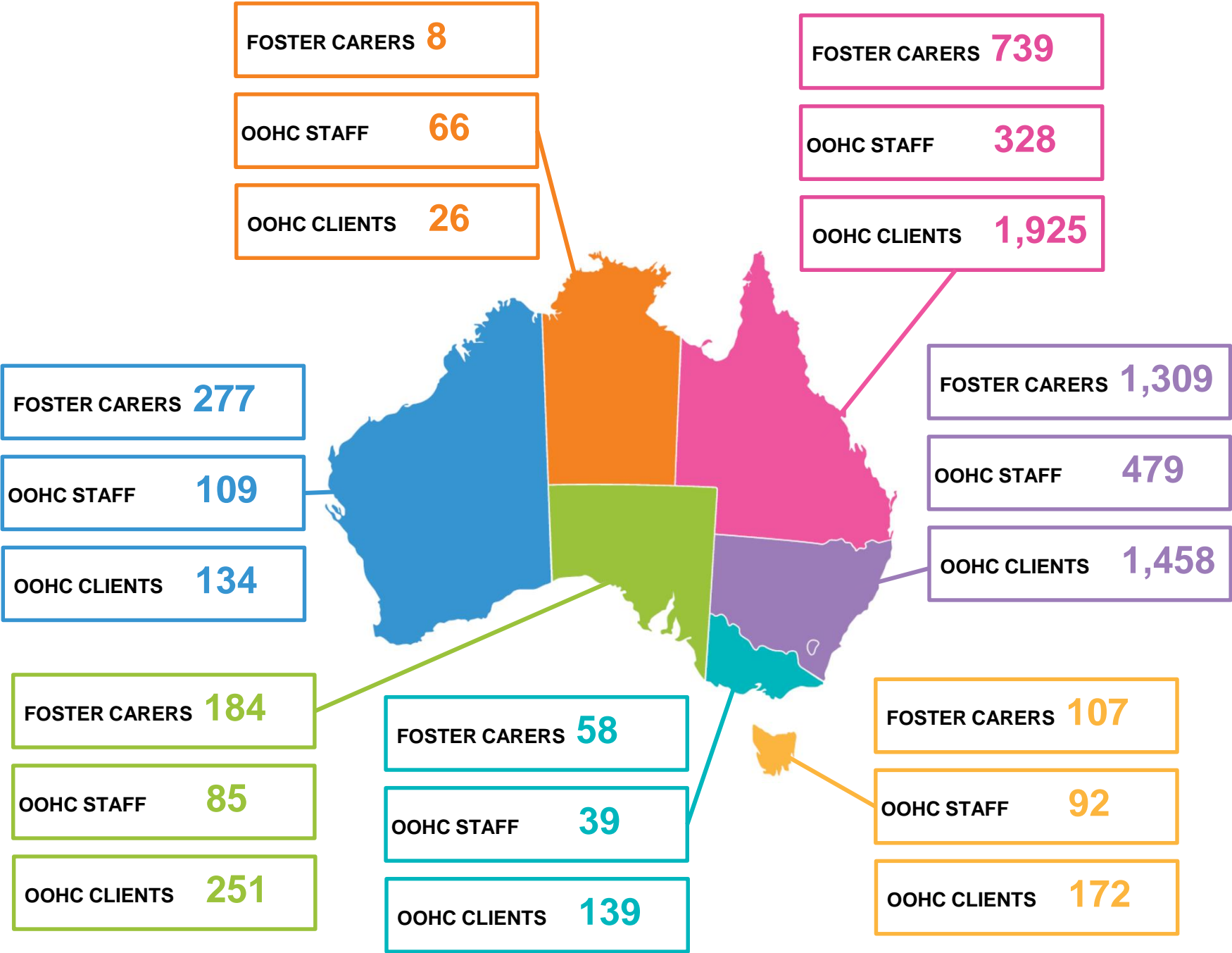
- **Busy frontline staff rarely have time to get together**
- **Few people have access to university libraries or other academic resources**
- **Where do you start?!**

CONTEXT AND CHALLENGES

- **Large, complex, geographically diverse organisation**
- **Over 4,000 staff**
- **Over 400 locations across urban, rural, regional and remote Australia**



CONTEXT AND CHALLENGES





THE LWB APPROACH

LWB APPROACH

- **A regular time slot – the last Wednesday of every second month**
- **Staff – and their managers – encouraged to attend by State and Executive Directors, and the Chief Executive as part of an all-staff email**
- **Videoconference, with audio accessible from any landline or mobile**
- **Slides distributed prior to the session**
- **Podcast with slides uploaded to the intranet**

LWB APPROACH

Focus on ‘hot topics’, cutting edge research and practice improvements or simply areas that need a bit of encouragement, for example:

- **Better record keeping**
- **Minimising involvement with the juvenile justice system**
- **Family inclusive practice**
- **Pornography and its impact on adolescent sexuality**

LWB APPROACH

And the 'why' behind the 'what' for models being implemented – and how it all works on the ground



Format has two primary features:

- 1. An expert (or experts) invited to deliver a presentation on a given topic**
- 2. Followed by a facilitated discussion among attendees around their own insights, experiences and approaches**

LWB APPROACH



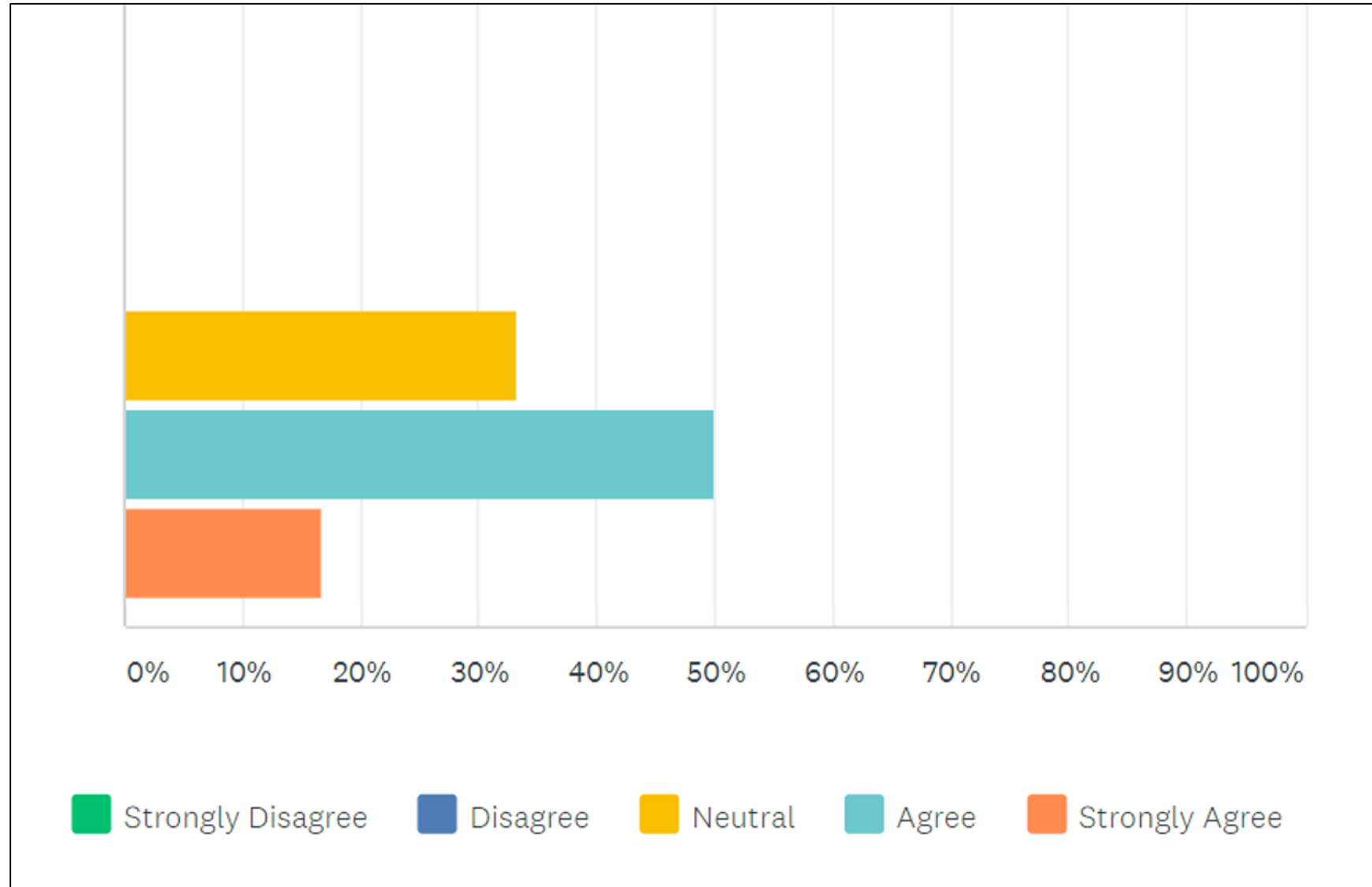
LWB APPROACH - ATTENDANCE



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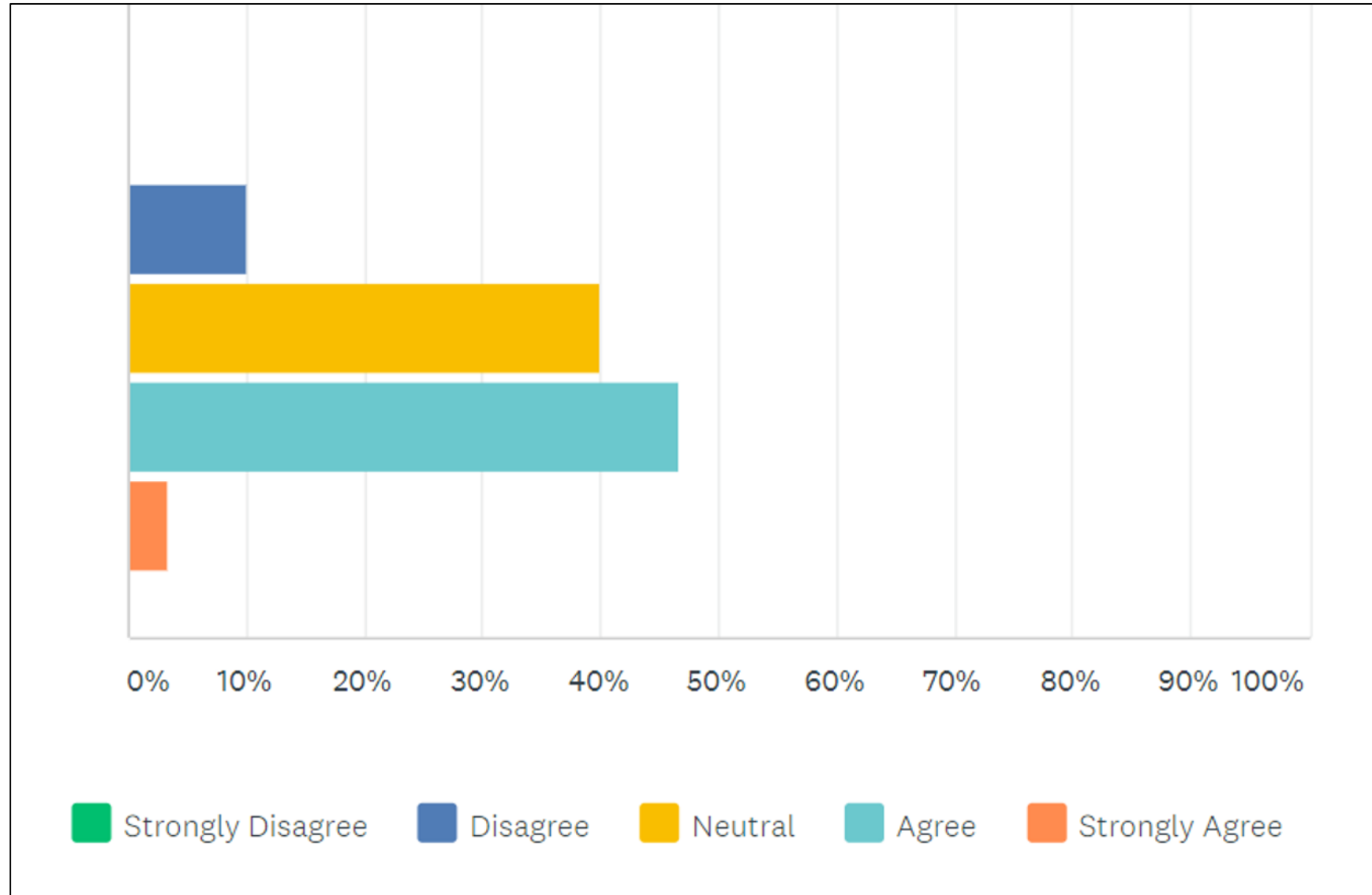
LWB APPROACH - FEEDBACK

Q: I find the content of the workshops relevant to my work



LWB APPROACH - FEEDBACK

Q: I have changed my practice on the basis of information/techniques learned from the workshops



LWB APPROACH - FEEDBACK

“I know that a wide range of our team linked in this year, not just the OOHC team. This is indicative of the topics selected and how they can be applied to all areas of the Child Youth Families sector.”

“What a great resource that the links are provided with presentations those that missed the opportunity to link in.”

“A great opportunity to take time out from day to day tasks to learn and extend knowledge. Its great to be able to listen to experts in their fields.”

“Very accessible and useful”

“Keep them coming!”

LWB APPROACH - FEEDBACK

“For people dialling in the presentations need to be pretty dynamic. Gaps don’t translate well – I know it’s tricky.”

“Workshops should be maximum 1-1.5 hours long; 2 hours can be too long to fully concentrate when dialling in.”

“Time conflicts sometimes prevent participation and would be good for podcast facility to be utilised every session so people not able to attend on the day/time can listen to the discussion at a later date”

Q4



Are there any topics or areas of interest that you'd like to see be addressed in an OOHC CoP workshop in 2018?

working with schools; Care model in the foster care context; Using assessments to inform practice so as to improve outcomes for children in OOHC; transitioning from care - strategies especially for our little ones; life story work especially life story work that is therapeutic; good practice in ensuring the voice of children in OOHC is heard.

12/9/2017 7:16 AM

Development of the idea that SOCs act as supervisors in respect of their relationship with their carers as well as providing support. What does this look like in practice ?

12/4/2017 3:42 AM

carer recruitment, on boarding and training

11/30/2017 2:16 AM

Birth family, challenging behaviours and carer triggers.

11/30/2017 1:49 AM

Practical strategies for SOCS to use in home visits

A photograph of a man, a young girl, and an older man smiling together, overlaid with a red tint. The man on the left is smiling broadly, the girl in the middle is smiling, and the older man on the right is also smiling. The word "ENABLERS" is written in white capital letters across the middle of the image.

ENABLERS

OUR VALUES

Life Without Barriers is a not for profit organisation committed to providing community-based programs to assist children, young people, adults, older people and families to live the best life possible. We are a values-based organisation committed to achieve positive outcomes for all clients.



WE BUILD RELATIONSHIPS

We are people people. Relationships come first. Listening helps us understand.



WE ARE IMAGINATIVE

We are imaginative in our thinking and open to new ideas and ways of doing things.



WE ARE RESPECTFUL

We are respectful and caring in our dealings. We see the big picture but never lose sight of detail. We welcome diversity.



WE ARE RESPONSIVE

We are responsive to needs, determined to get things done and do them well.








WE ARE COURAGEOUS

We are courageous in our convictions. We stand up for what we believe in.

ENABLERS

LIFE WITHOUT BARRIERS: PILLARS OF PRACTICE FRAMEWORK

DESIRED OUTCOME	Clients live life to the full – and choose what’s right for them					
OUR PILLARS – HOW WE CREATE RESULTS WITH CLIENTS	LISTEN TO OUR CLIENTS and demonstrate that they are being heard	RESPECT CULTURE and remove the barriers to participation	PLAN WITH THE INDIVIDUAL and create a plan that expresses their goals and aspirations	SUPERVISE OUR STAFF WELL have a better understanding of performance, capacity and outcomes achieved	WORK AS A TEAM to multiply our energy and achieve more with our clients	CHOOSE THE MODEL THAT WORKS and get better results
OUR VALUES – AND WHAT WE STAND FOR	 WE BUILD RELATIONSHIPS	 WE ARE IMAGINATIVE	 WE ARE RESPECTFUL	 WE ARE RESPONSIVE	 WE ARE COURAGEOUS	
OUR PURPOSE	To partner with people and change lives for the better					

ENABLERS

OUR EVIDENCE-INFORMED STRATEGY

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WHY...

AN EVIDENCE-INFORMED STRATEGY?

Our purpose is to partner with people to change lives for the better

This means we have a fundamental obligation to always try to do the best for our clients

We want to close the gap between what we know works best and what is done every day

We know that using evidence to guide our service delivery can improve outcomes for the people with whom we partner

WE KNOW IT'S THE RIGHT THING TO DO.

HOW...

WILL WE DO IT?

Continue to engage with the evidence to find new and better ways of working with people

Understand what counts as good evidence

Maintain a learning culture that motivates staff to keep learning and improving, and encourage innovation guided by sound evidence to meet local needs

Make continuous evaluation and development part of the fabric of our organisation

Allow time and space for critical reflection on our practice and programs

WHAT...

ARE WE DOING?

Continuing to implement evidence-based programs

Partnering with research institutions and engaging with research leaders in our field

Enhancing use of data to inform practice improvement

Continuously monitoring our service delivery and facilitating regular client feedback

Embedding a culture of learning and improvement and collaborating to share what we learn

Ensuring all services are underpinned by a program logic statement and outcomes measures

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OOHC COMMUNITIES OF PRACTICE

OOHC Communities of Practice workshops are designed to give LWB OOHC staff an opportunity to engage with research developments and best practice initiatives and to discuss their implications for our practice and programs. We engage people from a variety of backgrounds - including academics, senior practitioners and leading government and NGO staff - to deliver presentations on specific projects or issues that relate to OOHC in Australia and around the world.

The workshops are held via videolink and run from 1pm-3pm (AEST) on the final Wednesday of every second month starting from February each year. If you are interested in joining in please contact chris.hadfield@lwb.org.au.

Past Workshops and Resources

Mockingbird Family (audio and slides)	Degale Cooper - Director, Family Programs and Hickory Gateless - Deputy Director, Mockingbird Society
Best Practice in Family Inclusion - Learnings from the Churchill Fellowship (audio and slides)	Jessica Cocks - LWB Practice Lead, Children, Youth and Families
Special Workshop with Martha Holden - the CARE Model in Day-to-Day Practice (audio)	Martha Holden - Director, Residential Childcare Project, Cornell University
The kContact Project - Strengthening Family Connections for Children in Care	Dr Margaret Kertesz - Research Fellow, kContact Project

Yammer Feed

Life Without Barriers



What are you working on?



Chris Hadfield - July 2 at 3:44 PM

Hi everyone,

Thanks for joining in yet another great workshop last week. As you'll agree, Mockingbird Family is an extremely promising approach to improving outcomes for children and young people in our care, and it was fantastic to have Degale and Hickory from the Mockingbird Society share their wisdom and insights with us.

The audio and slide pack from the session are now available online at <https://bit.ly/2NfWl9C> and on the intranet at <http://intranet.lwb.local/su/practiceandquality/programs/Pages/OOHC-Communities->



CHIEF EXECUTIVE'S ALL STAFF UPDATE



ENABLERS

FUTURE LWB OUR VISION FOR 2020

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OUR PURPOSE To partner with people and change lives for the better

BY 2020 WE ARE:

- A leading social-purpose organisation
- Agile and innovative
- Constantly challenging ourselves
- One unified team, values-driven and diverse

HOW WE WILL ACHIEVE THE VISION:



WHAT WE WILL ACHIEVE:

-
- EMPOWERMENT**
People empowered with the skills and support to live life
 - TOGETHERNESS**
A mutual journey of growth and empowerment for all involved, and a society that's more inclusive
 - BETTER SOCIAL POLICY**
More effective policies that have greater impact and create better opportunities for all of us

Together we transform lives. We help people participate in society and live life to the fullest. And that makes a stronger, more resilient and more connected society.

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‘The world doesn’t change one person at a time...

It changes as networks of relationships form among people who discover they share a common cause and vision of what’s possible’

(Wheatley & Frieze 2006)

A close-up photograph of several young children smiling and looking towards the camera. The image is heavily overlaid with a vibrant red color, which is most intense on the left side and fades slightly towards the right. The children's faces are partially obscured by the red overlay, but their expressions are clearly visible. The text 'QUESTIONS AND DISCUSSION' is centered over the lower half of the image in a bold, white, sans-serif font.

QUESTIONS AND DISCUSSION

For More Information, Please Contact Chris.Hadfield@lwb.org.au

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We all share the responsibility for child safety