

# Community of Competence™: Application of a New Organizational Concept to Health Care – Part II

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## ABSTRACT

**Purpose** – This paper aims to propose that Community of Competence™ (C of C), as a catalyst for change, can foster and accelerate a paradigm shift in how longstanding, complex problems in health care are perceived, interpreted, and resolved. When multiple stakeholders within a C of C share a common or superordinate goal, group productivity increases as more effective and efficient use is made of human and material resources.

**Design/methodology/approach** – The authors used the logical step-by-step process of systems thinking to see the whole picture, from beginning to end. Continuously cycling trial solutions back through the entire system improved the depth and breadth of results. Participants in each of the three ongoing projects used the safety and welfare of patients, the only true customers of health care, as a superordinate goal. This sole focus expedited and clarified decision making and provided valuable information on best practices for use in improving the safety and overall quality of patient-centered care.

**Findings** – Results of anecdotal, observational, and documented findings validated the decision to continue using patient safety and patient welfare as the common, unifying superordinate goal in health care. The flexible structure and competence-based, interactive work environment of C of C support networking and sharing of unique competencies and knowledge to guide a focused, streamlined problem-solving process.

**Originality/value** – C of C has been used for more than seven years to analyze high-priority healthcare problems and to create comprehensive, realistic solutions. When members of a proven competence identify a superordinate goal, collaborate and openly share tacit and explicit knowledge, the efficiency, effectiveness, and quality of solutions increase.

**Keywords:** Health and safety, medicines, medical care

**Paper type:** Research paper

Published in the *Clinical Governance: An International Journal*, 2011, Vol 16, Number 1, pp. 50-61. ISSN 1477-7274

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