Development Toolkit for Health & Social Care Teams;
A practical resource for teams and team leaders

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NHS Lothian

Background and aims...

Integration requires a new approach to team development, which recognises the challenges of combining different cultures, prioritising time for team development and capacity of organisational development teams to provide facilitation.

We aimed to provide a toolkit of easy-to-use materials for teams to use themselves to develop highly effective integrated teams.

Teams are all different, so the toolkit adopts a pick'n'mix approach. Seven modules can be worked through in any order to suit team needs.

Each module has diagnostic tables, some theory, a range of tools and workshop outlines. Team leaders are supported to consider their team development needs and guided towards the most appropriate module and exercises.

A development programme is being delivered for team leaders to gain skills and confidence comprising a full day workshop, 2 coaching conversations with their manager and encouragement to find a buddy for mutual support.

People like:
**Diagnostics to find best activities.
Options for full day, half day or less.
A little bit of theory.
Pick and Mix approach.
Links to other resources and reading.
On-line and print option.
For use by team leaders and teams without the need for external support.**

Swimming Pool Poster

Developed in partnership with:
West Lothian Council · EDINBURGH THE CITY OF EDINBURGH COUNCIL · Midlothian · East Lothian Council · NHS Lothian · Animate

Presenting Issue	Modules to Consider		
Low Motivation	Culture, Vision and Values	Change and Transition	Leadership
Repeating Confusion and Misunderstandings	Roles and Responsibilities	Communication and Collaboration	Change and Transition
Interpersonal Conflict	Communication and Collaboration	Culture, Vision and Values	
Things seem a bit stuck, or struggling to meet client/patient ideals	Innovation and Risk Taking	Culture, Vision and Values	
Entering Period of Change/Uncertainty	Leadership	Change and Transition	
Required to demonstrate impact	Monitoring Progress		

Results so far...

The Toolkit is used by HSCP teams and in our Acute Hospitals. 100 Team Leaders have participated in the development programme, with 170 copies of the Toolkit distributed.

E-versions are on Intranets; soon available nationally via TURAS Learn and as open source downloadable PDFs

This Toolkit is encouraging teams and team leaders to take charge of their own development, which they otherwise may not have had confidence, time, skills, or resources to do. It is also providing a rich source of ideas for teams developing their iMatter Team Action plans. Feedback suggests we are on track - see the quotes!

What we did...

Using Scottish Government funding in 2015 to give OD support for integrated teams, Lothian wanted to *'encourage time out as teams to improve performance[1]'* by collaborating with local authority OD colleagues and pooling resources across 4 Health & Social Care Partner-ships to fund a bespoke commission, after finding nothing 'off-the-shelf' suitable at the time.

The Toolkit specification was informed through research, discussions with existing teams and our own experience of team development.

We commissioned *Animate Consulting[2]* to work with NHS Lothian's OD Team and the HSCPs Steering Group. The toolkit was tested with pilot teams and early adopter team leaders.

Although initially intended to be an on-line resource, we found that team leaders value having a hard copy which can be more easily shared with others and is more visible and tangible.

Knowing Where to Start

We are a newly integrated team (have been together in the current form for 6 months or less):
Go to the whole day programme, or if pushed for time, Exercise 2 which gives you a good overview of where you want to go and how you might get there.

We have discussions, including disagreements, about the 'right' thing to do with patients/clients:
Starting with Exercises 3 and 4 might help to highlight what we think is 'right' for patients/clients and why

We seem to function as two teams – one health, one social care – within the larger team:
Starting with Exercises 3 and 4 will allow time for discussion of the differences. Later in the toolkit there are more exercises on communication and collaboration

We do not yet have a strong sense of team identity:
Starting with Exercise 1 allows for a good discussion on the purpose of the team and the ways in which the team works towards that purpose – all of which contributes to a stronger sense of identity.

Sometimes there seems to be unhealthy competition between team members – 'us and them':
Competition can be healthy but too much competition may mean that there is values conflict and a lack of valuing of other approaches. Exercises 3 and 4 might be a good place to start.

"Teams are more productive, effective and innovative when they routinely take time out to reflect upon their objectives, strategies, processes and environments and make changes accordingly"[3]

Conclusions

It is too early to measure impact on service user outcomes, however, research reports that where multi-professional teams work together, patient satisfaction is higher and health care delivery is safer and more effective.

The development programme has also assisted team leaders from across the health and care system in Lothian to connect and learn about each others challenges. From Emergency Department to Criminal Justice to Care Homes – all learning together, sharing and valuing the work they do.

Outline for a Full Day Programme
Day
(6 hours, with breaks and lunch)

10:00 Check in

Aims for the Day
to identify the nature of the changes we are making
to understand how the change process affects us both individually and as a team
to examine the difference between change and transition
to discuss and develop our resilience as a team

"Reflected and able to see I do have skills I can bring to move my team forward."

"Great course and will help me and my team reflect on views about moving forward."

Delivered in an understandable way; great to get out of my comfort zone and help my confidence."

"I love the toolkit and it's flexibility."

"Given me direction and a starting point."

"Gave me more ideas on how to be more effective as a team lead."

"Made me realise I could use this with my staff and not go out-of-house."

"I found having the framework of the toolkit and the options made it achievable for a busy clinical team."
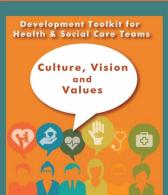
1 Professor Michael West, 'On reflexivity', April 2018
2 Animate Consulting — each workbook contains links to articles, sources and materials http://www.animateconsulting.co.uk/
3 Schippers, West & Dawson, 2012, Journal of Management; Tannembaum & Cerasoli, 2013, Human Factors

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Roles and Responsibilities
Communication and Collaboration
Change and Transition
Innovation and Risk Taking
Monitoring Progress
Leadership