

Supporting the Development of Productive Teams

Experiences of Delivering an Enhanced CCTA approach within the West Midlands



Purpose

This document is designed to describe some of the detail and outcomes of this new approach and can act as a 'companion piece' to the range of resources we have placed on our web site at www.wmrdc.org.uk/CCTAplus

These resources can support organisations that may wish to use CCTA Plus to develop their services.

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NHS West Midlands Regional Development Centre

We are the Regional Development Centre for the NHS in the West Midlands, an addition in 2009 to the West Midlands Strategic Health Authority, and we specialise in Improving Services for Health in the region by:

- Developing capacity and capability of NHS and related organisations;
- Supporting policy development and implementation;
- Working with partner organisations within the wider Health and Social Care services sector across the West Midlands, including the Community and Voluntary sector, and the Criminal Justice sector;
- Working with Commissioners and Providers, as well as Users of Care Services and their Carers.



Summary

Creating Capable Teams Plus (CCTA Plus) takes the tried and tested platform of CCTA and compliments it with insights from emerging trends in service improvement (Including co-authoring, collaborative editing and story telling.) CCTA Plus no longer has a sole workforce focus, this allows teams to explore all areas of service Quality and Innovation. CCTA Plus continues to be of use across Health and Social Care organisations.

The NHS is embarking on a new programme focused on Quality, Innovation, Productivity and Prevention (QIPP). CCTA Plus has a role to support all elements of QIPP through service redesign and development.

‘The work with the West Midlands Regional Development Centre came at an important time for us as we had gone through a restructure to ensure we were fit for the future.

The process enabled our new regional team take stock of where we were, look at the challenges before us and gave us the direction to develop plans for the future.

The process was structured, motivational and entertaining. All the participants’, who included some of our service users and carers, felt the centre had helped us develop a clear road map for the future’

E Andrew Wilson,
*Workforce Development Manager
Rethink (West Midlands Region)*

Original CCTA

Creating Capable Teams is a development process devised to support the implementation of “New Ways of Working” (NWW), in mental health in 2007. The essential rationale behind NWW was that changes were needed to make better use of existing resources and enhance job satisfaction alongside the need to challenge and improve some aspects of team practice.

Over 90 teams in England have used the original CCTA process, 20 of those teams in the West Midlands; and evaluations of the process suggest that it was successful in facilitating change. New roles were identified and developed, training and development needs were highlighted, and changes to traditional practice were made and implemented.

The process has some key components;

- It is driven by the team rather than a “top down “agenda,
- It has service users and carers at the centre and
- It has a workforce focus.

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Many of the changes have been at no cost; the process encourages a focus upon the effective use of existing resources. Although the focus has been upon mental health teams, it is readily transferable to other service teams. One of the facilitators involved in the delivery of CCTA plus pilots had previously been involved in facilitating Creating Capable Teams in a number of localities across the region.

CCTA Plus

In delivering the enhanced version of CCTA we wished to use tools that were new to us but which we had been introduced to by Ron Donaldson, a 'Knowledge Ecologist' www.rondon.wordpress.com/ who has created service improvement tools that utilise a narrative methodology. We used these emergent tools alongside the tried and tested structure and approach of CCTA. We felt there

was added value and benefits in terms of engagement, greater understanding of organisational development and greater depth of insight into current and future development.

A pilot of CCTA Plus was undertaken within three service environments delivered by Programme Specialists from the West Midlands Regional Development Centre between September 2009 and March 2010. The pilots were supported by Warwickshire Community and Voluntary Action (WCAVA) in a partnership approach that ensured equal access to the pilots and joint learning.

'Involvement in CCTA Plus has provided a unique opportunity for WCAVA to work alongside colleagues from the West Midlands Regional Development Centre to deliver innovative and effective service improvement' Kate Morrison Operations Director WCAVA

Figure1: Summary of the CCTA Plus Process

	Step 1	Title	Format	Duration	Who is involved
P r e W o r k s h o p P o s t		Preparation and ownership	Meetings and individual work	As required	Facilitator, Senior Sponsor, SMT, Team, Service users and carers, Team Leader
	2	Team function/values	Workshop 1	1 Day	Team, Service users and carers, Facilitator, Co-facilitator
	3	Priorities for change	Workshop 2	1 Day	Team, Service users and carers, Facilitator, Co-facilitator
	4	Action planning	Workshop 3	1 Day	Team, Service users and carers, Facilitator, Co-facilitator
	5	Implementation and review	Meetings	As required	Senior Sponsor, Service users and carers, Team Leader, Facilitator, SMT

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CCTA Plus facilitates teams to examine their current circumstances and achieve a common understanding of how they can combine their team function with their organisation's high-level strategic goals. The final product is a deliverable action plan, which following sign off by senior management, the team will own, deliver and review.

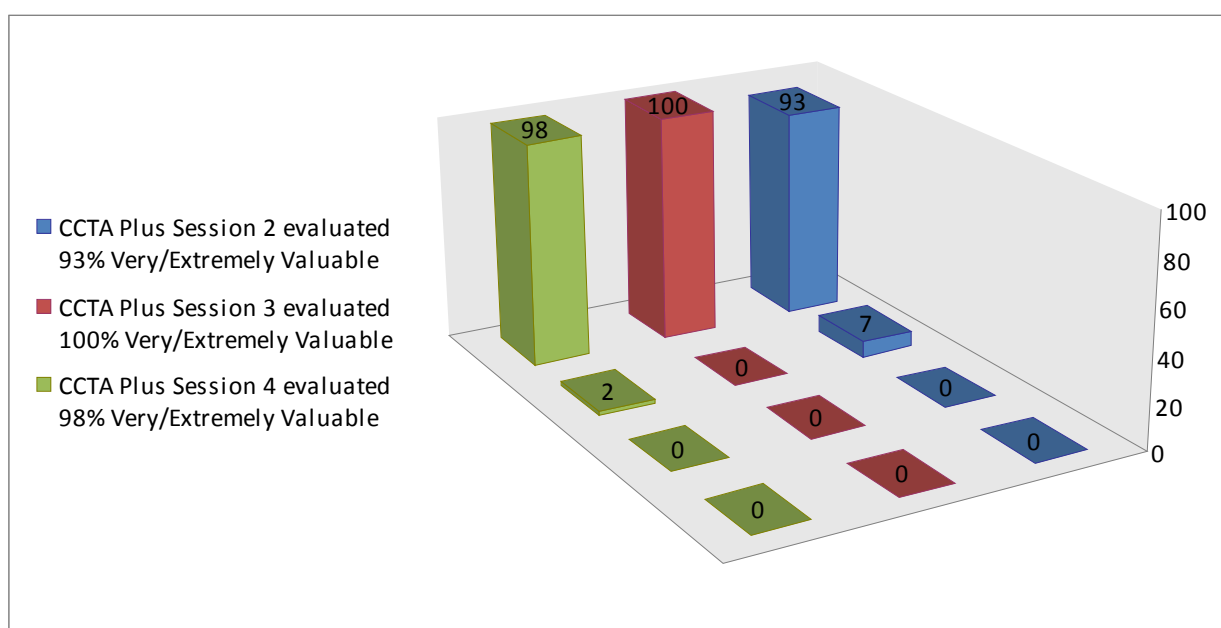
CCTA Plus should be equally transferable across the whole range of Health and Social Care Services – and across all sectors. Service user and carer involvement remains integral to the process.

Teams made valuable changes in a variety of areas, some of the headline areas of change were:

- Improving productivity by making better use of resources/staff skills
- Considering staff usage, staff satisfaction and staff workload
- Re-orienting services to ensure they remain needs led
- Ensuring that service users and carers are at the centre of services
- Using examples of innovative practice to improve service delivery
- Revisiting and reinvigorating engagement with Quality systems

CCTA Plus evaluated excellently, individual and organisational feedback was extremely positive.

Figure 2: Summary of evaluation responses, recorded by participants in a pilot site



Delivering the Approach

'The process itself is interesting, it works on a number of levels and addresses the organisation's culture as well as the more structural and process aspects. It does deliver tangible action plans, which have subsequently been executed, rare in itself!

I recommend it wholeheartedly....'

A CCTA Plus participant

This document is a 'taster' of the five stages involved with CCTA Plus – it is not an exhaustive explanation.

In addition to this document a sample of resources has been created to support the delivery of CCTA Plus. As well as providing a valuable resource to CCTA Plus facilitators it can also be utilised by anyone involved in service improvement or service redesign.

All Documents and pro forma's including blank action plans, agenda's and evaluation forms are available at www.wmrdc.org.uk/CCTAplus

Session One

Involves initial discussions with the senior management sponsor and team managers/ senior staff to discuss the issues in relation to the desired changes. This 'scoping' phase allows discussion to ascertain the level of senior management buy in, the scope of including service users and carers and visioning of exactly who is in the actual team.

Session Two (Workshop one)

This is the first of the three full days of team development via workshops.

It starts with a group agreement about the ground rules before a 'looking back' group exercise to ensure that everyone has the same universal perception of the teams 'history' that includes any major periods of change and importance, including when individual team members joined.

This allows newer team members a snap shop of the teams' history – and additionally allows a collective 'retrospective reordering' of team history to lay to rest any misconceptions or false 'organisational echoes/ghosts'

The rest of the session aims to discover something about the skills of the team, and to align the purpose of the whole sessions to existing high level business planning and other relevant national/regional/local policy drivers.

The final exercise examines the teams' values and functions via a 'message mapping' tool that makes sure that the function and values marry up with each other. There is an element of 'ritual dissent' that allows a non-personalised critical inquiry of the results.

Session Three (Workshop two)

This concentrates on the team narrative of defining what 'Today' feels like within the team; and what a positive or negative future might look and feel like (Heaven and Hell). The steps towards Heaven and Hell provide both a risk register and steps towards a future action plan.

The second part of the session looks at the needs of the people that are users of the service and how these needs can be prioritised.

The final section is to develop an overall plan of the teams priorities based on both of the days earlier exercises.

These priorities then get further refined by a process of democratic prioritisation based on a RAG rating (Red, Amber, and Green) of priority. These priorities form the basis of the action planning in session four.

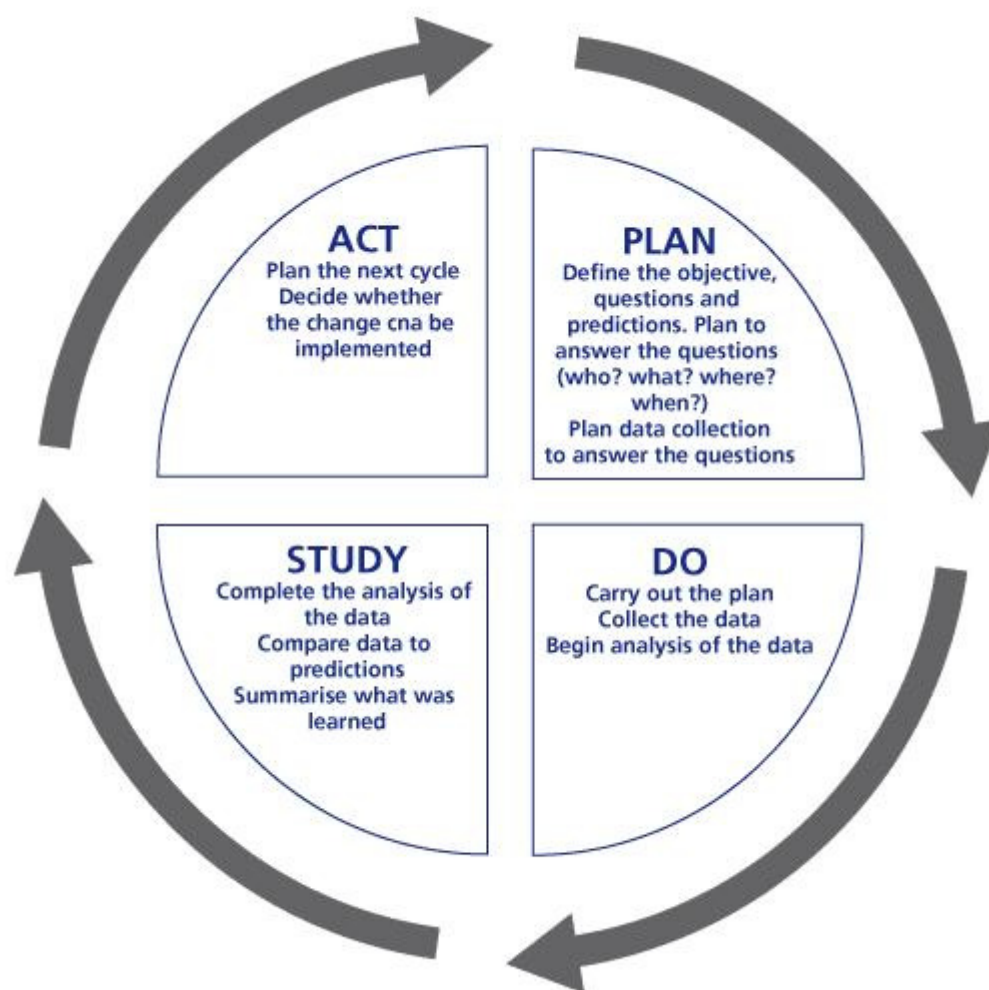
Session Four (Workshop three)

This entire session is about the team finalising their action plans.

The work is usually divided between separate groups within the team to enable an increased number of actions plans to be developed. There is a brief explanation of the methodology of PDSA (Plan, Do, Study; Act) at the start of the session to support the team in their action planning.



Figure 3: Plan, Do, Study, Act



NHS Institute for Innovation and Improvement

PDSA is a useful framework that allows a quick and easy trial or trials of a proposed change to ascertain the small scale result. If successful the trial can be expanded, or if unsuccessful it can be restructured or abandoned.

Additional information can be found within the resources at <http://www.institute.nhs.uk/>

Each sub group then feedback their action plans to the whole team, and again 'Ritual Dissent' is used as a method to enable other team members to contribute additional information. We have developed basic action planning pro forma's to support teams to think through the action planning process.

These are available from the website

Session 5

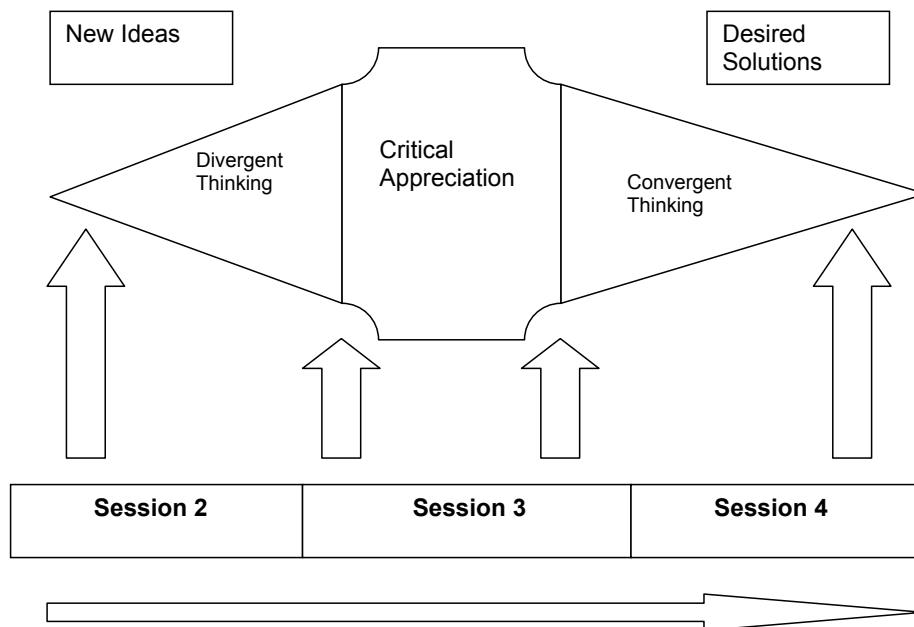
This takes place a short while after the end of the development sessions and would usually take place within a scheduled team meeting where the ownership and timescales of the change processes can be finalised and built into the business planning of the organisation. This is a critical aspect of the process; the changes have to become part of the organisations core business development.

CCTA Plus is underpinned by a convergent/divergent approach (J.P Guilford) that aims to maximise creativity in teams by generating new

ideas and concepts that can be ‘filtered’ creating defined actions plans. The ‘creative’ divergent stages occur in the first one and a half days of the sessions with the team – with the more convergent phases occurring in the latter day and a half.

The divergent thinking encourages diverse facts and ideas to be creatively developed and the convergent aspects of prioritisation and action planning introduce structure and logic to help solve the problems and encourage change,

Figure 4: Convergent – Divergent approach within CCTA Plus



The critical appreciation is a key stage which is encouraged by both the democratic prioritisation process and more specifically by the process of ‘Ritual Dissent’. A defined group within the team

explains their solutions to all the team, but not in a ‘face to face’ environment. The people listening are thus able to offer additional thoughts or critique in a non personalised manner

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Figure 5: Frequently asked questions about CCTA Plus

Question	Rating	Answer
Does it encourage innovation and is cost neutral?	✓✓✓	Teams are given the space to consider innovative solutions.
Can it be used to align strategic goals to operational service delivery?	✓✓✓	Acts as a 'bridge' between high level business plans and operational services
Will it produce detailed action plans and risk registers?	✓✓✓	The final day focuses on the development of a set of detailed action plans
Is it for use in health and social care teams who deliver services?	✓✓✓	The original process was mental health focused but this process is adaptable to all services
Does it involve Service users and carers?	✓✓✓	User/carer involvement is central to the process
Will it involves a wide number of team members and can be Multi disciplinary?	✓✓✓	The concept of 'team' is explored and a wide variety of team members and functions need to be involved
Is it supportive of change management?	✓✓✓	Identifying change and providing a road map for implementation is at the heart of the process.
Does it recognise and encourage both team and individual responsibility to 'own' desired changes?	✓✓✓	When change is imposed it is often resisted. CCTA Plus creates the environment for consensual change where all parties are enthused to contribute.
Does it support teams to revisit their functions and values?	✓✓✓	Significant time on day one is given to looking at function, vision and values as a foundation for the work.
Is it for use in teams of up to 35 people?	✓✓✓	Ideally 'Teams' would be between 10 – 35 people
Is it for use within senior management teams?	✓✓✓	It can be used by senior management teams to develop strategic goals
Does it deliver a 'bottom up' creative process?	✓✓✓	The process is democratising and takes ideas from all staff grades
Can be used across different sectors?	✓✓	It has been used across Public and Third sectors - there is nothing to lead us to believe it works less well in the Independent sector
Does it examine potential workforce changes to deliver change?	✓✓	The original CCTA looked specifically at workforce issues. CCTA <i>Plus</i> is not specific, but workforce issues are not precluded.
Does it Support team building and development?	✓✓	The narrative methodology has a focus on creating a level of mutual team understanding
Will it offer a quick 'fix' for dysfunctional or poorly performing teams?	✗	There needs to be a reasonably well functioning team to make the process work.
Can it be used without management support or 'buy in'?	✗	Senior organisational support is a prerequisite as many changes will need management sponsorship

Critical Success Factors

There are a number of issues that should be thought through before deciding to undertake CCTA Plus in your organisation or team.

- The process needs to be facilitated by people who are experienced in working with groups, able to support and challenge and have a degree of independence from the team itself. Having your team manager or Chief Executive facilitate will not produce the best environment for CCTA Plus!

Hint/Tip. Try to arrange a reciprocal arrangement with another organisation or team to allow a 'quid pro quo' for each others facilitators if there are resource limitations in providing an external facilitator.

- The process benefits from the views of every one in the team, each person making a contribution from their own perspective. If however not everyone is able to attend all sessions you need to ensure that people have the opportunity feed into the process either pre or post session.

Hint/Tip. Get people to have a 'learning buddy' at the initial stage just in case situations prevent attendance.

- The rich contribution flowing from people who are service users or carers is critical to the process. The effectiveness and usefulness of the process will be critically flawed if this fails to happen.

Hint/Tip. Decide at the very start of the thinking about CCTA Plus about how best to identify relevant people and what you need to do to support their attendance.

- Ensuring all senior managers understand and fully support/endorse the process at the planning and implementation stages is critical. This is especially important, as the results from the process will be very different for each team.

-Hint/Tip. Teams need to ensure that senior management are engaged and own the process to support the team in undertaking the work and in implementing the action plans.

- The team needs to be prepared to do things differently; a willingness to change is a pre requisite for CCTA Plus. To make changes that are anything but superficial will require being confident enough to 'dismantle' some of the past, to create something new and better.

Hint/Tip. The team and organisation need to be able to see this as an opportunity for positive change drawing upon their expertise and experience.

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- The venue, away from the office environment, comfortable and reflecting the teams' worth is beneficial, alongside some protected time to engage with the process.

Are Admin, HR, trustees, non-executive directors, finance etc part of your team? Ideally all need to be involved, as changes will usually have an impact across all aspects of an organisation.

Hint/ Tip. Compromising on this may sound financially attractive but the benefits of providing the right environment are likely to be reflected in the overall outcomes achieved.

Hint/Tip. You may want to include stakeholders...Why not undertake a 'stakeholder analysis' before you start the process so you can ascertain all the relevant links to you service. This will additionally help you in disseminating the results to the appropriate people

- The concept of 'Team' needs to be defined before you undertake the process. Who is in the team?

Figure 6: The outline agendas for each of the 3 workshop days

Draft Agenda CCTA Plus Session 2		Draft Agenda CCTA Plus Session 3		Draft Agenda CCTA Plus Session 4	
9.15am	Coffee Welcome	9.15am	Recap of session 2 and Objectives for Session 3	9.15am	Reflection on last 2 sessions
9.30am	Creating Capable Teams Plus Background and Introduction	9.30am	Today - A Narrative	9.35am	PDSA
10.00am	Basic Ground Rules	10.20am	Towards Hell	10.00am	Action planning
10.15am	Individual Contributions What skills do you have?	11.00am	Risk Register	11.00am	Feedback/Ritual Dissent
11.00am	Understanding our Past	11.30pm	Towards Heaven	11.30am	Action Planning
12.00pm	Lunch	12.30pm	Lunch	12.30pm	Feedback/Ritual Dissent
1.00pm	National/regional/Local Policy Drivers	1.30pm	Identifying User and carer Needs	1.00pm	Lunch
2.00pm	Message Mapping Team Values and Functions	2.15pm	Identification of all potential Changes	2.00pm	Action Planning
3.15pm	Organisational Workforce Perspective	3.15pm	Prioritisation Using RAG	3.00pm	Feedback/Ritual Dissent
4.00pm	Review of the day and Evaluation	4.00pm	Review and evaluation	3.30pm	Next Steps
				3.45pm	Review and Evaluation

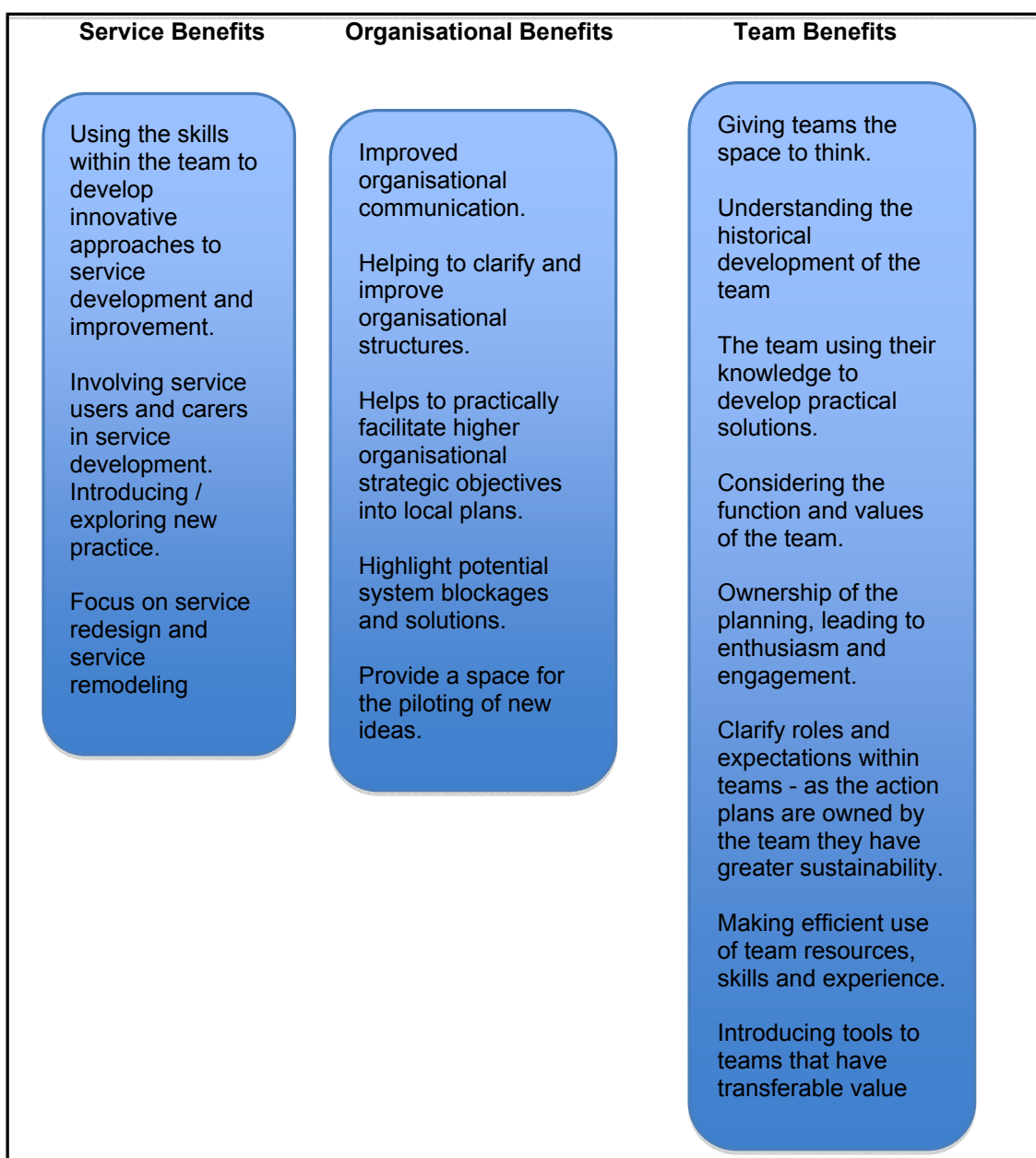
Outcomes

'The training was more informative and rewarding than I thought it would be. To be honest, even though I knew the principles of CCTA I was thinking it may be a little dry... However, the whole

day was enjoyable and has definitely given us as a team something to think about.'

Senior Manager of one of the pilot sites

Figure 7: The benefits achieved by the 3 organisations



Conclusion

Our experience and evidence from the evaluation and feedback was that the inclusion of narrative techniques to the Creating Capable Teams structure was able to deliver very effective outcomes.

Each component part of the CCTA Plus framework had value but the sum was experienced as greater than the parts. Knowledge was amplified and teams were able to use the process to address difficult/contentious issues that had been blocking progress.

The tailored use of divergent/convergent tools allowed teams the space to pinpoint specific issues and create a wealth of different solutions from a 'bottom up' perspective. Teams genuinely felt empowered to take responsibility for driving forward actions plans to improve their services.

As a result they were better able to use or reconfigure organisational structures and

resources, and as individuals/team members they clarified their contribution to how their services and roles were responsible for delivering the strategic goals of their organisations.

Whilst teams felt that they had met their original goals through the process there were a range of additional benefits, particularly in terms of developing cohesiveness and a greater sense of a common agenda and purpose.

There was also a very real desire from some participants to take the tools away and work within other teams or groups and develop their own skills in service improvement.

"...a very worthwhile process and an enjoyable 3 days. I know that we will be able to utilise all that came out of the events and that they will assist us in continually improving service provision"

A CCTA Plus participant





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For more information visit
<http://wmrdc.org.uk/>

