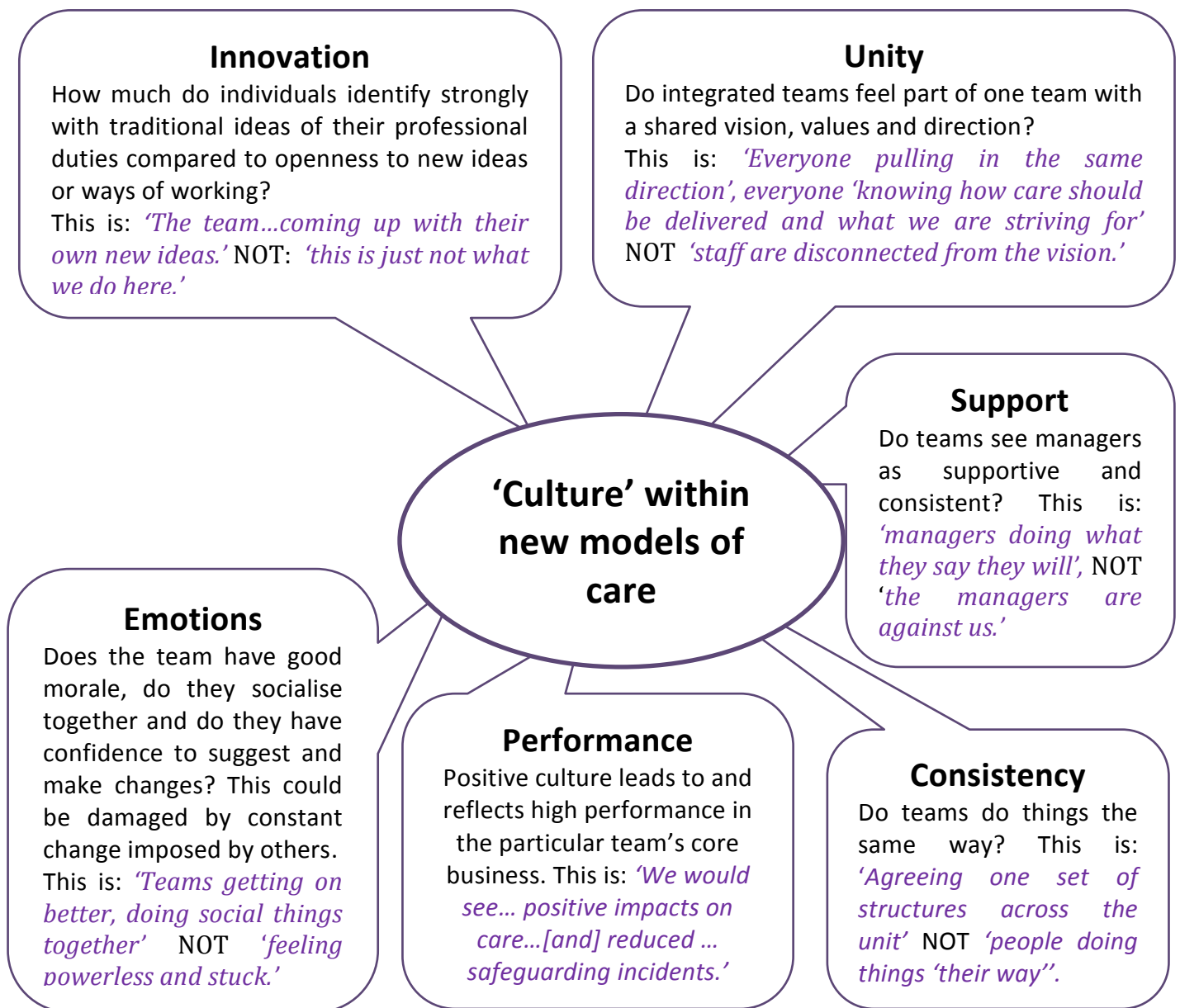


Briefing 1: What is 'culture' within new models of care?

Why do we need to know about 'culture'?

- Service transformation in the NHS means teams working differently together¹
- When team members are struggling to change, people say the 'culture' is a barrier
- What culture means is not always clear: The King's Fund say a healthy culture of high quality, compassionate care includes 'vision and values', 'goals and performance', 'learning and innovation', 'collective leadership', 'teamworking' and 'support and compassion'²



So what?

- Workforce culture in teams is about **relationships** rather than individuals
- Transforming teams need to feel **in partnership, supported, united** by **common goals** and encouraged to **share new ideas**
- Education and training to support change when culture is viewed as a problem should target **relationships within the team and with managers** and **commitment to shared goals** in addition to knowledge and skills



How did we find this out?

As part of the Teams Together programme, 34 staff from 4 New Care Models vanguard sites in the North West discussed their view of culture changes with the team researcher, during 82.5 hours of phone calls, meetings and focus groups/ team development days. Staff included Vanguard leads, project managers, team leaders and some frontline clinical staff. Meeting notes, audio recordings and email correspondence were analysed.

The Teams Together programme

- This work was part of the Teams Together Programme, which helps health and social care teams transform their practice using behavioural science.
- Health Education England commissioned Health Psychologists at the University of Manchester to support teams from four New Care Models Vanguard sites in the North West England.
- Working together in new ways may mean changing workforce culture. Teams Together looks at this with a behavioural lens, working with teams to understand practices they are finding difficult to change and the psychological drivers behind this, to develop evidence-based tailored interventions to help.
- For more information, please see <http://www.mcrimpsci.org/teams-together/>

References

- 1 NHS England 2014 www.england.nhs.uk/ourwork/futurenhs/,
- 2 The Kings Fund 2017 <https://www.kingsfund.org.uk/projects/culture>