Why do we need to know about ‘culture’?

- Service transformation in the NHS means teams working differently together\(^1\)
- 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’\(^2\)

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**Innovation**

How much do individuals identify strongly with traditional ideas of their professional duties compared to openness to new ideas or ways of working?

This is: *The team…coming up with their own new ideas.* NOT: ‘this is just not what we do here.’

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**Unity**

Do integrated teams feel part of one team with a shared vision, values and direction?

This is: ‘Everyone pulling in the same direction’, everyone ‘knowing how care should be delivered and what we are striving for’ NOT ‘staff are disconnected from the vision.’

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**Emotions**

Does the team have good morale, do they socialise together and do they have confidence to suggest and make changes? This could be damaged by constant change imposed by others.

This is: *Teams getting on better, doing social things together* NOT ‘feeling powerless and stuck.’

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**Performance**

Positive culture leads to and reflects high performance in the particular team’s core business. This is: *We would see… positive impacts on care…[and] reduced… safeguarding incidents.*

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**Support**

Do teams see managers as supportive and consistent? This is: ‘managers doing what they say they will’, NOT ‘the managers are against us.’

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**Consistency**

Do teams do things the same way? This is: ‘Agreeing one set of structures across the unit’ NOT ‘people doing things ‘their way’.”
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/](http://www.mcrimpsci.org/teams-together/)

References

2 The Kings Fund 2017 [https://www.kingsfund.org.uk/projects/culture](https://www.kingsfund.org.uk/projects/culture)