Teams Together
Working with integrated teams to transform practice using behavioural science
Teams Together has developed practical methods with evidence-based tools from behavioural science, which teams, team leaders and organisational development practitioners can use to help teams transform their practice.

Teams Together helps teams transform practice using behavioural science

- The NHS Five Year Forward view, Vanguard initiatives and Sustainability and Transformation Plans ask the NHS to change at an unprecedented scale and pace.

- It’s challenging when new models of care would be beneficial, but change seems elusive and teams get stuck.

- Behavioural science can shed light on why people might find change difficult and empower healthcare teams with tried and tested methods to make change happen.

- We are health psychologists from the University of Manchester who work with NHS and social care teams and leaders to develop tailor-made, sustainable solutions for their transformation challenges.

Read on to learn more about the Teams Together approach we have developed and the behavioural science behind it, how we work with teams, links to resources you can use and what else we have to offer.
How was the approach developed?

• In 2016, Vanguard leads asked for support from Health Education England (HEE) to address cultural and behavioural challenges in implementing change.

• HEE commissioned Health Psychologists at the University of Manchester to pilot an evidence-based approach using behavioural science.

• We worked with 76 health professionals from 7 organisations in 4 vanguards, collecting and analysing data on feasibility through interviews, focus groups, questionnaires, observation data and email correspondence. We also held training for organisational development practitioners from several organisations from Greater Manchester.

Articles about the development of the Teams Together approach are being published in peer-reviewed scientific journals and presented at two national conferences.
What’s behaviour got to do with organisational change?

- Healthcare redesign involves complex changes in organisations, but success ultimately depends on individuals’ behaviour, such as whether a nurse does or doesn’t follow a newly agreed referral pathway.

- Vanguard leads are finding that stumbling blocks in implementing innovation often come down to difficulties changing team culture (the way things are done) and health professional practice, both of which are examples of problems with behaviour change.

- Our research has found that often, there is a disconnect between high-level policy and practice: teams don’t understand what high-level changes mean they will need to do differently, day-to-day.

- Teams also report that training, hospital intranet communications or other interventions aimed to help them change have limited impact. Behavioural science suggests this is because they may not be based on real-life influences on behaviour and weren’t co-developed with the teams who know best what would work for them.

“There are unwritten norms that shape the delivery of specialist care…. difficulty changing culture and behaviours. …I had failed to deliver innovation… unable to move things forward.”

Dr Kate Fayers
Consultant Diabetologist
Better Local Care Hampshire Vanguard

For a two-minute introduction to behaviour change and organisational development, please see the animation on our website.

www.mcrimpsci.org/teams-together/
What is the science behind Teams Together?

Over a century, behavioural science has built knowledge on how to understand and measure the drivers of individual behaviour change (what helps and stops people from changing) and how to overcome barriers to change.

Models & Theories

- Teams Together draws on the COM-B model\(^1\): a scientifically-developed synthesis of 18 behavioural science frameworks. This model was developed by a collaboration of international implementation science colleagues to summarise the three main types of drivers of behaviour: capability, opportunity and motivation.
- The behaviour change wheel\(^2\) is an intervention design method to put this model into practice. Both have been used many times to help improve diverse behaviours.
- To help decide on what interventions will help, Teams Together also draws on the Behaviour Change Technique Taxonomy\(^4\), a 93-item list of active ingredients of behaviour change interventions, a project again involving behaviour change experts from across the world.

The Intervention

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<th>Taking a behavioural approach</th>
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<td>2</td>
<td>Co-development</td>
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<td>Sustainability</td>
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Principles

Identifying

Exploring  Deciding

Evaluating  Implementing

Five Stage Process

www.mcrimpsci.org/teams-together/
What kind of teams and challenges can we help with?

Organisations asked us for help with a range of transformation challenges. We have worked with:

- A heart failure team who needed to move care to the community
- A midwifery team who were being asked to take more of a public health role by offering ‘flu vaccines to pregnant women.
- A psychiatric ward team who had merged and were struggling to find one unified way of doing things, which was taking its toll on morale.
- A new integrated specialist children’s nursing team who wanted to increase referrals.

We are keen to apply our approach as widely as possible, so please get in touch if you think we could help.

We have found that Teams Together works best where an integration policy has been decided and now needs to be implemented, and team leaders are keen to look for ways forward to help change happen.

What do teams who have worked with us say?

“Teams Together helped me define what we have to do into just two or three changes”

“We are more engaged and less overwhelmed, actively exploring how to put changes into practice”

“I was worried it wouldn’t work, but it’s been so positive, it got everyone talking and pulling together in the same direction”
How do we work? A case and effectiveness study.

What did we do?

- An older people’s psychiatric ward was struggling with a lack of cohesion and worsening morale after two teams had been integrated.
- We became participant observers for a month, to understand life on the ward and interviewed staff about behaviours to change and barriers experienced.
- The team decided to focus on rehabilitation on the ward, with more staff and patients running activities. To help the team put their ideas into action and address the identified capability, opportunity and motivation barriers, we held two away days with evidence-based behaviour change techniques.

Impact on behaviour

- Comparing audits of rehabilitation activities on the ward before and after the programme, staff and patient groups getting involved in leading activities had doubled, with teamwork to make rehabilitation ‘everyone's business’.

Recovery activities in a given week

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Number of leader ‘type’ participants

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Impact on the workplace

Evaluation interviews with staff found three main themes which demonstrated the impacts of the Teams Together programme: social support, attitudes and control. These are key predictors of workplace engagement, satisfaction, and staff sickness and absence\(^5,6\). Staff felt the interventions made a big impact on staff practice and morale.

### Social Support

Staff reported improved social support and team communication as a result of the Teams Together programme. Communication between team members improved group cohesion, and staff reported that they were now working better together as a group.

“It’s all been really positive, the things they said and how they have all pulled together in the same direction […] It got them thinking along the same lines”

### Attitudes

Changes in attitudes, in particular motivation and morale, were also noticed, which were identified as key to providing good patient care and maintaining the changes made with Teams Together.

“The experience gave us all a lot of motivation to have a look at where we were and where we want to be.”

### Control

Staff felt Teams Together gave them a voice to be heard by managers and an opportunity to share ideas, leading to more feelings of control over changes to their workplace and improved confidence to lead activities. A senior member of staff felt Teams Together had made the difference:

“Your project, it came from the staff and the away days in particular helped […] get their own ideas out for how to change things[…]. They’ve been properly listened to…they know I want to hear their ideas and I am not just going to impose things on people”

Ongoing evaluation is monitoring changes in other indicators such as staff absence and sickness on the ward over time.
What can Teams Together do for my organisation?

The Teams Together programme can help your organisation in a number of ways. Some of the services we can offer to organisations include:

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<th>Online CPD webinar</th>
<th>Online e-learning</th>
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<td>Access to a one-hour webinar (live or recorded) led by the Teams Together leads, for busy teams, managers and organisational development practitioners to have a practical, interactive introduction to the principles of the Teams Together approach.</td>
<td>Our e-learning resources, including easy read briefings on key findings, information, quizzes and video clips, are freely available to all on <a href="http://www.mcrimpsci.org">www.mcrimpsci.org</a> and will soon be also available on the e-learning for Healthcare platform.</td>
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<th>Bringing Teams Together: One-day workshop</th>
<th>Bringing Teams Together: Two-day workshop</th>
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<td>A one-day practical training workshop for up to 30 organisational team members, offering an update on the latest behavioural science thinking, an introduction to the tools, principles and methods of the Teams Together approach, reflect on their experiences and some skills practice.</td>
<td>A two-day training workshop for up to 30 organisational team members. This offers a more in-depth view of behavioural science theories and methods. Participants will refine their knowledge and skills to put Teams Together into practice with guidance to apply the tools, principles and methods with their own particular transformation example.</td>
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<th>Expert advice and coaching</th>
<th>Direct work</th>
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<td>We can offer ongoing expertise to organisations through periodic advisory sessions with leads who are implementing Teams Together. Leads can receive advice and coaching on behavioural approaches to transformation challenges or can ask us to take on specific activities of the approach, such as designing a behavioural questionnaire or analysing anonymised data.</td>
<td>We can work closely with a specific team to implement the whole Teams Together approach, identifying changes, exploring barriers, deciding and implementing interventions to facilitate change and evaluate these over approximately 3-6 months. Your organisation will receive regular updates, measures and tools, interim and final reports with recommendations to take forward.</td>
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If you would like us to help in a different way, we would be delighted to discuss your individual needs and decide together on a tailor-made support package.

[www.mcrimpsci.org/teams-together/](http://www.mcrimpsci.org/teams-together/)
How can I find out more?

To find out more about Teams Together and our work and get in touch, please:

Visit our website at www.mcrimpsci.org/teams-together/

Email us at misc@mcrimpsci.org

References