

# Delivering safe and compassionate care through team development

## Barts Health NHS Trust

### The Challenge

With a staff of 24,500, Barts Health is the biggest of any acute trust in the country. Its group of hospitals provides a huge range of clinical services to 2.5 million people living in east London and beyond.

In 2014, CQC placed the Trust in special measures and NHS staff survey data indicated high levels of bullying and harassment. Since then, a lot has improved at Barts Health, but staff experience has remained a problem.

“We recognised that moving Barts Health sustainably out of special measures depended on the multidisciplinary leadership strength of our senior people and the teams they led,” says Geraldine Cunningham, Associate Director of Culture Change at Barts Health.

“All our data pointed to the need for teams to have protected time, skilled facilitation and team coaching to build team effectiveness. That was the start of Super T!”

### SUMMARY

#### Why Team Based Working?

Increasing the effectiveness of senior teams as a key part of the Trust's improvement journey.

#### The Approach

An executive team coaching programme (Super T) for senior leadership, starting with 8 teams.

#### Outcomes

More visible and engaging leaders at all levels and a consistent leadership culture aligned to values.

#### Services and Tools

- AOD Individual Team Development
- Affina Team Performance Inventory

## What the teams say:

*“The Hospital Management Board has become more strategic and Super T has enabled us to create time to think about strategy.”*

*“We have talked about how we respect views and acknowledge difference – we can disagree together, but then we are outwardly cohesive.”*

*“The fact that we now meet – and didn’t before – makes a huge difference.”*

### The ‘Super T’ approach

Super T was built around an innovative *real work* concept where development takes place during and around working meetings. It allows teams to develop in the context of their day-to-day realities and the challenges facing the teams and the Trust - in effect, to learn and get work done at the same time.

Teams can create space together for in-depth discussion and potentially innovate on key issues then and for the future.

Super T kicked off in 2017 as an executive team coaching programme for senior leadership team development. It started with eight of the most senior teams, including the Chief Executive Officer and the Managing Directors of individual hospitals as well as two clinical boards.

The key objective was to sustainably improve the effectiveness of senior teams, as a key part of the Trust’s improvement journey, and to make progress on key strategic objectives around culture, leadership, performance and quality.

The evidence base was pivotal in informing the programme design, in particular Michael West’s research into team performance (West and Markiewicz, 2016).

Super T key elements:

- Team baseline assessment
- Team coaching session to reflect on baseline assessment and agree Super T desired outcomes
- Six further team coaching sessions built around the innovative ‘real work’ concept
- Series of four needs-led master classes, with an emphasis on improving the effectiveness of inter-team and cross-site working
- Individual team leader support and coaching



*“We have really matured and improved as a team – there’s more honesty, more 1to1 work, we’re more supportive, more collegiate and we have more fun!”*

*“Feels like we are more of a team – working together vs. individually, shared responsibilities. We are also more informed and can speak to each other’s agendas.”*

*“Transformed from where we were – much more mature team, supporting each other. Feel more part of the team after Super T.”*

## Impact on patients and staff

Super T surpassed expectations. CQC noted improvements in the leadership, governance and culture of the Trust as a whole, and “staff speaking of visible and engaging leaders at all levels and an improved organisational culture.”

Super T was highlighted in Deloitte’s September 2018 Well-Led review:

“In particular, the Super T forum has been highly effective at developing and engaging leaders and beginning to establish a consistent leadership culture aligned to values.”

Teams made significant progress in achieving their desired outcomes. CQC inspection highlighted specific examples of high performing team work contributing to delivering safe and compassionate care to patients, including: the Forest Assessment Unit at Whipps Cross Hospital, the Rainbow Centre at Newham University Hospital and the Royal London Dental Hospital.

“We’ve seen big improvements in our 2018 NHS staff survey results,” says Michael Pantlin, Director of People at Barts Health. “This includes staff views on immediate manager, quality of appraisals, quality of care, safety culture and staff engagement.”

Results from predictive tools used to assess Super T teams before and after the programme are shown overleaf.

**In February 2019, and just as the first cohort of Super T had ended, Barts Health was lifted out of quality special measures - a significant step forward on its improvement journey**

**2015 Barts Health NHS Trust CQC ratings**

	Safe	Effective	Caring	Responsive	Well-led	Overall
Newham	Inadequate	Requires improvement	Good	Requires improvement	Inadequate	Inadequate
The Royal London	Inadequate	Requires improvement	Good	Requires improvement	Inadequate	Inadequate
St Bartholomew's	N/A	N/A	N/A	N/A	N/A	N/A
Whipps Cross	Inadequate	Inadequate	Requires improvement	Inadequate	Inadequate	Inadequate
<b>Barts Health NHS Trust</b>	Inadequate	Inadequate	Requires improvement	Inadequate	Inadequate	Inadequate

**2019 Barts Health NHS Trust CQC ratings**

	Safe	Effective	Caring	Responsive	Well-led	Overall
Newham	Requires improvement	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement
The Royal London	Good	Good	Good	Requires improvement	Good	Good
St Bartholomew's	Good	Good	Good	Good	Outstanding	Good
Whipps Cross	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement
<b>Barts Health NHS Trust</b>	Requires improvement	Good	Good	Requires improvement	Good	Requires improvement

*“There is no industry I know that is more reliant on teamwork than the NHS. We put a lot of faith in the evidence-based design and process behind Super T and it has really paid off.”*

**Michael Pantlin**

Director of People  
Barts Health NHS Trust



**Barts Health**  
NHS Trust



## Barts Health NHS Trust

“Super T has given us a real understanding, both individual and collective, of the value of multidisciplinary working and the look and feel of functional, high performance teams. A big thank you to our organisation development team - we are confident in our future at Barts Health!”

### Alwen Williams

Chief Executive Officer  
Barts Health NHS Trust



## Sustainability

A lot was learnt through Super T, both in its successes and in the challenges faced along the way. All this has been captured and used to make changes to the programme and provide a platform for engaging other teams in future cohorts.

As a result of the programme a new leadership forum for the top 200 leaders has emerged. It is enabling much greater engagement in collaborative decision making.

In its Well-Led review 2018, Deloitte recognised the potential for transfer of learning: “Super T ... has been widely praised during our review and is something other NHS organisations could learn from.”

Super T is now held as the model for team development across the Trust.

**Want to find out more about this particular case study or how AOD could work with your organisation, then please contact us on 01252 727270.**

	2017 pre-programme	2018 post-programme
Task design	above average	→ above average
Team effort and skills	below average	↗ average
Organisational support	below average	↗ above average
Resources	below average	→ below average
Team objectives	above average	→ above average
Reflexivity	below average	↗ above average
Participation	below average	↗ above average
Task focus	below average	↗ above average
Team conflict	below average	↗ above average
Creativity and innovation	below average	↗ above average
Leading	below average	→ below average
Managing	above average	→ above average
Coaching	below average	→ below average
Team member satisfaction	below average	→ below average
Attachment	below average	↗ above average
Team effectiveness	above average	→ above average
Inter-team relationships	below average	→ below average
Team innovation	below average	↗ average

**Super T teams significantly improved their potential to deliver effective performance, as shown in the improvement in ATPI team assessment scores against the comparison/normative group at baseline and at the end of the programme.**