



A multi-layered approach to improving team effectiveness in a large and diverse NHS Trust

Central and North West London NHS Foundation Trust

The Ambition

CNWL is a large and diverse organisation, providing health care services for people with a wide range of physical and mental health needs. It serves a population of 3 million people from 150 different sites, as well as in people's own homes.

With attrition rates higher than average and staff survey results slow to improve, the Trust recognised it needed to do better, especially in relation to teamwork, and equality, diversity and inclusion.

"Our ambition is to help all of our people to thrive, and that means supportive and effective teams, devolved decision-making, and well-trained compassionate leaders," says Nick Green, Chief People Officer.

A multi-layered approach allows CNWL to support teams and team leaders using a combination of different tools and programmes according to their needs.

SUMMARY

Why Team Based Working?

Supporting teams is a strategic priority within the Trust's ambitious *People Plan*.

The Approach

Since 2019, CNWL has worked to embed team-based working through extensive use of AOD team tools and programmes, including assessment, development and coaching options for different situations.

Outcomes

Clear evidence of impact when comparing data before and after team-based interventions.

Services and Tools

- Affina Team Journey
- Affina Real Team Profile Plus
- Affina Team Performance Inventory
- Affina Team Journey LaunchPad
- Individual Team Development



“Ultimately investment in our teams leads to better outcomes for our clients and patients.”

Syena Skinner

Associate Director
Central and North West
London NHS Foundation
Trust



What the teams say:

“Appreciated the whole process and investment in us.”

“A massive shift in the service and the team.”

“We are so much stronger as a team. It feels cohesive.”

Individual Team Development*

Designed primarily for newly-formed, under-performing or conflicted teams and those facing significant change, the Individual Team Development and Coaching Programme at CNWL is for teams requiring in-depth, external support to build and sustain high performance. Each team is assigned an AOD team specialist.

Key elements of the programme:

- Team baseline assessment
- Team coaching session to reflect on baseline assessment and agree desired outcomes
- Three further team coaching sessions
- Individual team leader support and coaching
- Reassessment and action plan

Learning is captured from each cohort, both from their successes and in the challenges faced along the way. All this is used to make changes to the programme and provide a platform for engaging other teams in future cohorts.

**Individual team development is just one element of the wider programme supporting team-based working at CNWL*

Improvement in team assessment scores (1 to 5) before (blue) and after (orange) team development across a total of 23 teams

Team assessment evaluation

Results of an evaluation of 23 teams taking part in various interventions at CNWL (including individual team development) show clear improvement in all 13 dimensions when reassessed using the Affina Real Team Profile Plus (ARTP+). This was achieved despite huge time pressures on many of the teams taking part.

After several years of difficult challenges, including Covid-19 and significant staff shortages, the Trust is also starting to see improvement in its staff survey feedback for team effectiveness and staff engagement (involvement in decision-making).

“Applying team-based working tools and principles and investing in support for leaders and teams remains a priority within the Trust, and the best outcomes come from adapting the approach to ensure the maximum ‘ripple effect’ across our organisation,” says Syena Skinner, Associate Director of Recovery, Inclusion and Development.

“Ultimately investment in our teams leads to better outcomes for our clients and patients.”

