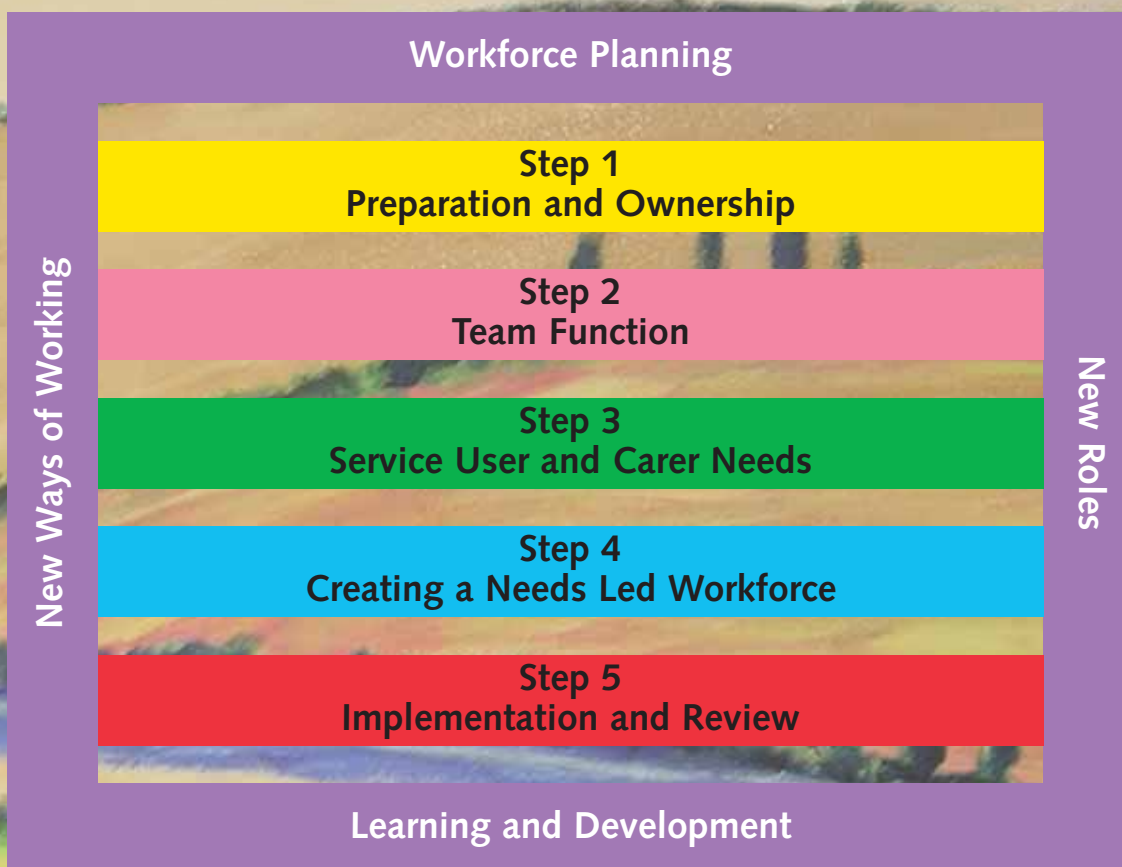


Creating Capable Teams Approach (CCTA)

*Best practice guidance to support the
implementation of New Ways of Working (NWW)
and New Roles*



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Introduction

1:1 Background

In 2003 NIMHE began a major programme of work in partnership with the national professional bodies to look at New Ways of Working (NWW). The work, although initially focused on the role of the psychiatrist, now encompasses all mental health professionals and practitioners across health and social care.*

The aim of the NWW programme is to:

- Address the issues facing the current workforce by ensuring the right people, with the right skills, are in the right places, thus making the best use of existing skills and experience and freeing up highly skilled staff from routine work
- Engage all practitioners in addressing NWW with a focus on multidisciplinary teams based on the capabilities and competences of staff to meet the needs of service users and carers
- Support the introduction of New Roles in accordance with the needs of service users and carers

1:2 What is the CCTA?

The CCTA is an ‘off the shelf’ product that can be delivered by an experienced facilitator. It is a 5 step approach with a **defined workforce focus**, which requires the support of an identified senior sponsor, the team leader and the Senior Management Team (SMT).

The aims of the CCTA are to:

- Support the integration of NWW and New Roles into the structures and practices of a multidisciplinary team, within existing resources
- Support teams to review their services based on the skills and capabilities required to meet service user and carer needs and enable them to utilise the opportunities and flexibilities that New Ways of Working and New Roles offer

* Mental Health (MH) – New Ways of Working for everyone (DH March 2007)

- Allow teams the opportunity to be pro-active and directly involved in reviewing their workforce, and plan more creatively for the future i.e. ‘a bottom up approach’
- Produce a team profile and workforce plan which will feed into the organisation’s workforce planning process

1:3 Overview of the CCTA

	Step	Title	Format	Duration	Who is involved
P r e	1	Preparation and ownership	Meetings and individual work	As required	Facilitator, Senior Sponsor, SMT, Team, Service users and carers, Team Leader
W o r k s h o p	2	Team function	Workshop 1	1 Day	Team, Service users and carers, Facilitator, Co-facilitator
	3	Service user and carer needs	Workshop 2	1 Day	Team, Service users and carers, Facilitator, Co-facilitator
	4	Creating a needs led workforce	Workshop 3	1 Day	Team, Service users and carers, Facilitator, Co-facilitator
P o s t	5	Implementation and review	Meetings	As required	Senior Sponsor, Service users and carers, Team Leader, Facilitator, SMT

1.4 Who is the CCTA intended for?

The CCTA can be used in all areas of mental health, across health and social care, **for all ages**, in statutory, voluntary and private sectors, including all staff disciplines.

Although the CCTA will support service redesign and organisational development, it is only one part of a much bigger picture and should be undertaken as part of a whole systems approach.

It is essential that the organisation is clear **about their strategy for change** and **their commitment to New Ways of Working and New Roles**, and is able to communicate this to their workforce.

The team should be multidisciplinary and may vary in size but should ideally involve the wider team who also contribute to the delivery of care; for example, doctors in training, domestic and administrative staff, sessional therapists and volunteers.

Ideally the team should have a choice about whether or not they wish to participate in the process, as this will empower them and give them ownership of the process. If the team do not wish to participate in the process this should be discussed further to determine the reasons why, with a view to addressing these where possible. If the team still feel unable to participate this should be discussed further with the senior sponsor who will take responsibility for determining the next steps.

For the CCTA process to be effective, the team should demonstrate:

- A desire to participate in the process
- Evidence of strong leadership and authority
- A readiness to reflect and talk about the work they do
- Clear, shared objectives with a focus on quality
- Knowledge of the organisation's strategy for change
- Openness, maturity and **willingness to engage**
- An understanding of the process and a **willingness to change**
- A culture, and history, of shared decision making
- Effective communication
- Respect for other team members and their different perspectives

Although team building may be one of the outcomes of the CCTA, that is not its primary aim. If the team has development issues in that area, it may be appropriate for them to undertake a programme such as The Effective Team Leadership (ETL) programme, prior to undertaking the CCTA.

The CCTA **must** include service users and carers and, where possible, these should be people who use the services of the team. However, if this is not possible, the team should consider service users and carers who receive care from another team within the organisation or local service users and carer groups. Arrangements should be made for the team, or some members of the team, to meet some of the team's service users and carers prior to the process to ensure they have a good understanding of any relevant issues.

Service users and carers should be supported appropriately before, during and after the process, and arrangements should be made for appropriate financial reimbursement.

1:5 What makes the CCTA unique?

The CCTA:

- Provides a clear, simple process with a **defined workforce focus**
- Considers the needs of service users and carers
- Requires service user and carer participation throughout
- Requires senior management support throughout the process
- Involves all roles, at all levels, within the health and social care team
- Provides everyone in the team with a clear picture of their service area
- Is a bottom up approach, allowing the whole team the opportunity to be involved in improving the service they deliver

1:6 What are the benefits and outcomes of the CCTA to the team?

Following completion of the CCTA the team will have:

- A clearer understanding of the needs of their service users and carers, as expressed by them
- A better understanding of the existing capabilities within the team
- Identified gaps in individual and team capabilities and options for filling them
- Reviewed the team skill mix and considered the introduction of NWW and New Roles

- An understanding of the learning and development needs of the team
- Produced a team profile and workforce plan which will include short, medium and long term options for change (some of which may need SMT support)

1:7 What are the benefits and outcomes of the CCTA to the organisation?

The CCTA provides:

- The opportunity to incorporate NWW and New Roles into teams, and services
- Support for Foundation Trust status
- The development of a needs led service in conjunction with the team and its service users and carers
- The ability to influence higher education and training programmes by being clear about the capabilities required
- A clear picture of the range and level of activity required to deliver the service
- A team profile and workforce plan which will contribute to the organisation's workforce planning processes
- The opportunity to provide cost effective, value for money services, within existing resources

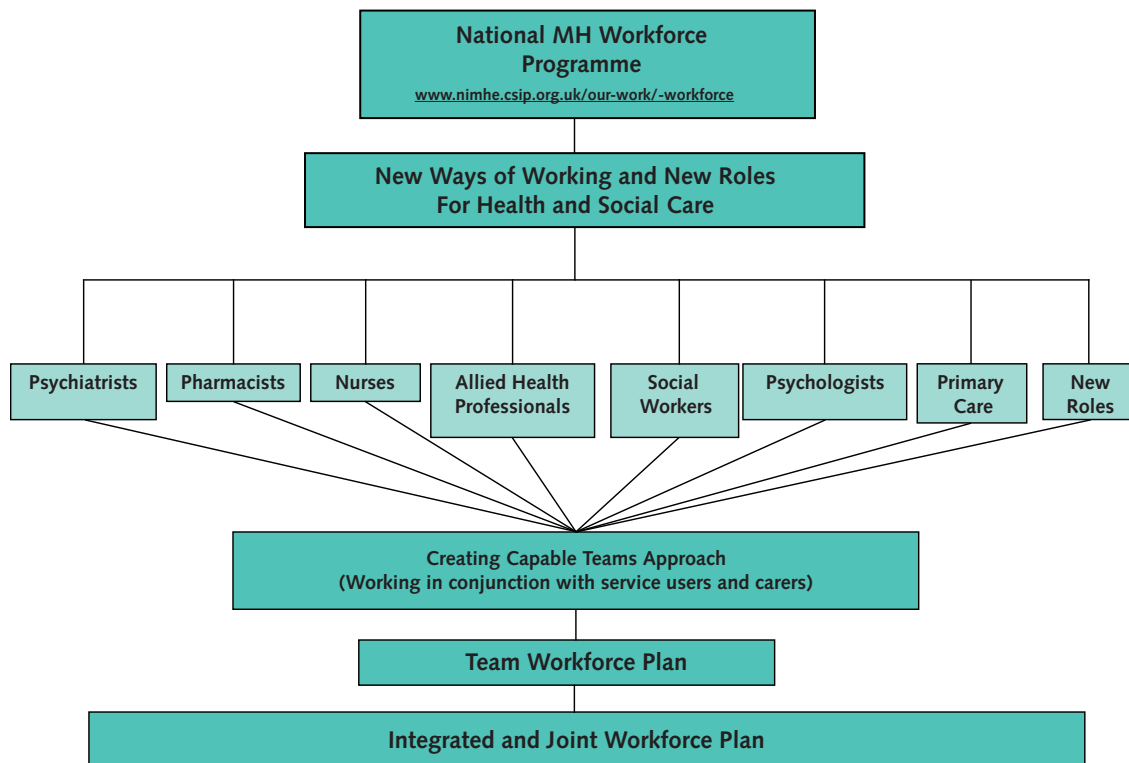
1:8 What are the benefits and outcomes of the CCTA to service users and carers?

CCTA can help create sustainable service-user involvement through:

- Establishing consistent input from service users and carers and enabling a true partnership, promoting genuine engagement and inclusion throughout the process and beyond
- Professionals recognising the value of positive input, bringing about greater respect and equality for service users and carers
- Supporting service users to develop a better understanding of the organisation, the team, their skills, abilities and limits
- Service users and carers being able to share ideas, experiences and views in a structured, supported and organised way
- Encouraging negotiation and providing information and knowledge to enable service users and carers to make **real choices** about their care

- Providing a service user and carer perspective on unmet needs and identifying with the team, ways to address them locally
- Participating in the development of a needs led service and being involved throughout the process, including an ongoing implementation review

1:9 How does the CCTA link to the National MH Workforce Programme?



1:10 What does the CCTA consist of?

- An Information Leaflet
- A Senior Management Briefing
- An Executive Summary
- A Facilitator's Handbook
- A Participant's Handbook

1:11 How long does it take to complete the CCTA?

- The CCTA is a 5 step approach
 - Steps 1 and 5 can be undertaken within normal team meetings
 - Steps 2, 3 and 4 are full day, facilitated workshops, that require the participation of the whole team
- It is recommended that the CCTA is undertaken over a maximum period of 6 months allowing a minimum of 4 weeks between each workshop

1.12 How much will the CCTA cost?

Whilst there are no costs attached to the provision of the CCTA documentation, following this best practice guidance will entail a number of resources to support the process, which are detailed in section 2:7 of this document

CCTA roles and responsibilities

2:1 Who can facilitate the CCTA?

The CCTA is an off the shelf product that can be facilitated by an individual with appropriate experience and skills in facilitation e.g. Psychologist, Training Officer, Service Improvement Lead, Modernisation Lead, Nurse Consultant. The facilitator should be someone who is not part of the participating team.

The facilitator is required to have:

- A breadth of knowledge about teams and effective team working
- Excellent facilitation skills
- A knowledge and understanding of NWW and New Roles
- The capacity to:
 - Read and understand all the CCTA documentation prior to commencing the process
 - Engage with service users and carers prior to the process
 - Undertake all the preparation required for each Step

2:2 What is the role of the CCTA Facilitator?

- To facilitate the 5 steps on the CCTA programme in conjunction with the co-facilitator/s and team leader
- To provide leadership and support throughout the process enabling all members of the team to be fully involved
- To liaise with senior sponsor and SMT as appropriate
- To collate information to support the CCTA process
- To carry out an evaluation of the CCTA process
- To support the organisation in engaging service users and carers

Prior to delivering the CCTA the facilitator should:

- Familiarise themselves with all the CCTA documentation particularly the Executive Summary and The Facilitator's Handbook
- Check the venue is suitable
- Contact their CSIP Regional Development Centre (RDC) workforce lead to ensure that they (the facilitator) are up to date with the national workforce programmes

2:3 What is the role of the Co-facilitator?

The co-facilitator does not need to be an experienced facilitator but they should have knowledge of the CCTA and the skills required to support the facilitator with the delivery of the CCTA.

This would be an appropriate role for an **experienced service user or carer facilitator** or someone who is considering facilitating the CCTA in the future, providing the opportunity to develop capacity within the organisation. If possible, particularly if it is a large team, it may be worth considering having 2 co-facilitators to support the process.

The co-facilitator/s will be expected to support the:

- Facilitator to prepare all the relevant documentation and resources prior to the commencement of Step 1
- Facilitator to prepare and collate information prior to the workshops
- Facilitator during the workshops with resources and specific exercises
- Team members during the process

2:4 What is the role of the Team Leader?

The team leader plays a major role in the CCTA and should work very closely with the facilitator. It is essential that the team leader takes responsibility for co-ordinating and signing off Step 1 ensuring that all the relevant preparation has taken place prior to commencement of the workshops. They will also be required to:

- Act as a communication link between the facilitator, the team and service users and carers
- Provide leadership to the team to enable/encourage all team members to be fully involved in the process

- Support the facilitator throughout the process obtaining and presenting specific information as required
- Take responsibility for obtaining, collating and preparing any relevant information for each of the steps
- Work with the admin support throughout the process to ensure that materials are prepared and produced prior to and following the workshops
- Provide support to the facilitator and members of the team
- Organise reimbursement of service users and carers where appropriate
- Support service users and carers before, during and after the CCTA
- Provide support to all team members, particularly administrative and support staff in relation to their role within the CCTA

2:5 What is the role of the Senior Sponsor?

The senior sponsor will be a member of the SMT e.g. Director of Modernisation, Director of Operations etc, and their role will be to:

- Ensure the SMT are updated throughout the CCTA process
- Communicate the organisation's commitment and NWW Strategy to the team
- Provide leadership and support throughout the process
- Ensure adequate resources are available
- Support the information gathering process by signposting or authorising access
- Participate in the initial meeting to identify the team
- **See the process through**

2:6 What is the role of the Senior Management Team?

The organisation's SMT may vary but is expected to include The Chief Executive, Directors, Assistant Directors, Chief Nursing Officer, Head of Social Care, Head of Human Resources or their equivalents depending upon the nature and function of the organisation. The role of the SMT will be to:

- Demonstrate a commitment and a clear strategy to support the introduction of NWW and New Roles and communicate this to the team
- Provide initial support, commitment and resources (where appropriate) for the process and to provide specific information and expertise as required

- Support the process and remove any barriers should they occur. They will have a crucial role in Steps 1 and 5 where it may be necessary for them to identify and agree resources to support the CCTA process and the implementation of the action plan

2:7 What resources are required to support the CCTA?

The organisation will be required to:

- Provide an experienced facilitator and co-facilitator/s to deliver the CCTA ensuring that they have capacity to undertake the role, including adequate preparation time throughout
- Identify a Senior Sponsor
- Allocate time at SMT meetings to discuss the CCTA
- Provide administrative support during the process (ideally a member of the team) to support the team leader to prepare materials and complete relevant documentation
- Release the team and provide back fill if necessary, for 3 days over a 6 month period
- Provide financial reimbursement for service users and carers, where appropriate
- Enable the collection and collation of information required to support the process
- Provide stationery which will include printed materials, flip charts, pens, Post-its and an A4 ring binder for each participant
- Ensure the provision of on site refreshments during the workshops
- Provide a suitable venue, which should be away from the team's normal workplace. This will need to be one room which is large enough for the whole team as well as for group work
- Ensure that the facilitator has access to appropriate resources i.e. equipment for PowerPoint presentations, photocopying equipment and stationery as required

2:8 What information is required to support the CCTA?

The team and the facilitator will need access to various documentation and information throughout the process. The information required should be available internally or externally and is listed in more detail in Step 2. The gathering of information will require support from the SMT who may be required to provide specific information or facilitate and/or authorise access to enable the facilitator or team leader to obtain the information required.

2:9 What is the Team Profile and Workforce Plan (TPWP)?

Throughout the process, the outputs from each step will be entered into the TPWP. This is a record of the process which on completion of the CCTA will be presented to the SMT to demonstrate how the action plans were achieved and provide evidence to support the options for change.

The team can use the TPWP as a baseline for future development, however, the organisation will need to consider how it may contribute to, or link with, the organisation's workforce plan. Further information and support can be gained from the *Report on the NIMHE National Workforce Planning Pilot Programme*. The Programme looked at the methodology and lessons learned across 7 pilot sites that included both health and social care organisations. The Report sets out examples of good practice and provides a number of key resources to help localities get started with an integrated, joint workforce plan. For further information contact: john.allcock@dh.gsi.gov.uk

2:10 How is the CCTA evaluated?

All team members are required to complete an evaluation form at the end of each workshop which will enable the facilitator to assess method, style and content and adapt the process as required. Each team member is also required to complete a pre-workshop questionnaire (Step 2) and a post-workshop questionnaire (Step 4) to capture the learning that has occurred and enable the facilitator to present the outcomes of the process back to the team and the SMT.



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280397/Creating Capable Teams Approach – Executive Summary and contact:

John Allcock
Associate Director
National Workforce Programme (NWP) National Institute for Mental health (England)
Care Services Improvement Partnership
Wellington House
Second Floor, South Wing
133-155 Waterloo Road
London SE1 8UG

Fax: 020 7972 4681
E-mail: john.allcock@dh.gsi.gov.uk

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