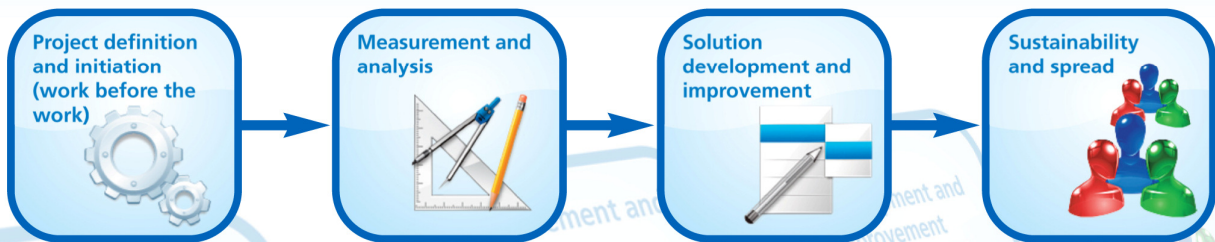




NHS Improvement An Overview – Agreeing on a Team Purpose

October 2011



Project definition
and initiation
(work before the
work)



Measurement and
analysis



Solution development and
improvement



Sustainability and
spread





Agreeing on a Team Purpose

Why it is important to your team

Reaching a common understanding of the team's purpose gives a team a firm foundation.

- It helps everyone understand what the team is supposed to do and why – if people on the team have different goals in mind, the team can be pulled in many different directions at once. This can interfere with the team's work, possibly leading to frustration and dissatisfaction.
- It helps your team define success
- It assists in establishing boundaries for what is and is not included in the team accountability
 - helps the team focus on its area of accountability and responsibility
 - works on what's important
 - minimises conflict or confusion
 - provides clarity for others within and without the organisation
- Knowing what your team is supposed to do helps you understand what it is not supposed to do e.g. to make decisions on possible alterations but not to generate them

Why it is important to you

- Know what impact the team's work may have on your job
- Understand the importance of what the team is trying to do
- Communicate with colleagues/staff about what the team's purpose is, its responsibility and accountability
- Focus your thinking, creativity and energy
- Get the job done

You will need to ensure that you communicate the purpose of your team.



What Makes a Good Purpose Statement?

A good purpose statement:

- Describes a specific focus for your team
 - it should distinguish your team's work from that of other teams
 - it should let your team understand what work falls within its scope, accountability and responsibility
- Describes realistic goals/objectives – terms of reference.(See below for examples)
- Oversees and manages the budget for the locality
- Facilitates the effective production and use of information within the locality
- Produces a yearly staff development plan
- Ensures that appropriate clinical risk management processes and systems are in place and effective
- Evaluates the impact of service improvement projects
- Agrees a service improvement plan
- Provides a focus for leadership for the locality
- Is clear understandable and robust

Team Objectives

A real team has real work to do. An effective team will generate and agree a set of work objectives for a 6 – 18 month time period for which they are responsible and accountable. The objectives agreed should be within the control of the team otherwise they will find it difficult to achieve. The objectives should form the basis of some of the agenda for team meetings/forums, where progress is reviewed and actions agreed.

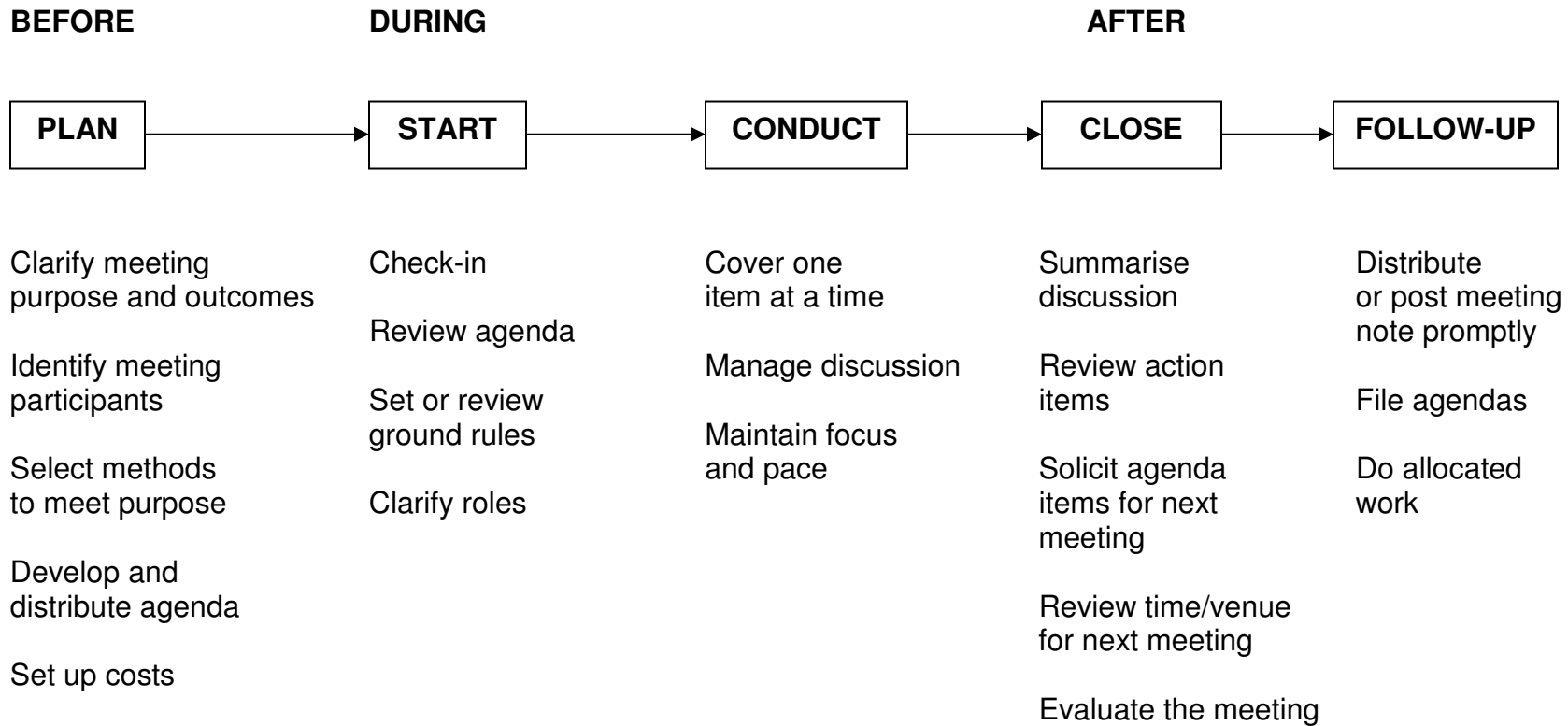
One significant measure of an effective team is its ability and frequency of reviewing its objectives and ensuring that they are being achieved, adapted or no longer necessary.

A team should have between 6-8 objectives that broadly cover the remit and purpose of the team, they should be SMART, and shared with the wider service as well as reflecting the strategic direction of the service.



Meeting Process

This flowchart shows a general sequence of events in a meeting. Use it to help plan your own participation in your team meetings.





Meeting Actions

Issue/Agenda Item	Actions Agreed	By Who	By When



Team Code of Conduct

Why have a Code of Conduct?

These are a set of guidelines for how the team will function.

Having a code of conduct can:

- Improve the team's effectiveness and efficiency
- Minimise confusion, disruption and conflict that can get in the way of getting work done

Why is it important to you?

- A clear understanding of your team's code of conduct can help you to know what is expected of you and avoid conflict with others.
- By helping your team set up its code of conduct you can ensure that your concerns about how the team operates are taken into consideration.
- Stick to the code of conduct yourself
- Remind the team of the code of conduct when appropriate

NB: When the Code of Conduct is Broken

All teams will violate their own code of conduct on occasions. If it is broken repeatedly, however, you (and your team) need to decide whether or not it is a problem. If it is, consider giving feedback to the person or persons or discussing the issue as a team. If not change the code of conduct.

Examples of Codes of Conduct

- Decision Making
We will make all decisions on issues that we have control over
- The Data
As much as possible, we all base our decisions on data that is accurate and robust
- Agreed Actions
All agreed actions should be done on time. If they can't be done, notify the team leader as soon as possible

Meeting Evaluation

We will evaluate each meeting for a minimum of 5 minutes