

Guardian society award 2009: Diversity and equality – runners-up

Achieving change and making an impact: team development programme

Case Study

Background

Wigan has some of the highest homelessness rates in the country and during 2009, following the rapid expansion of the homeless and vulnerable person's team, it was felt that an intensive programme was needed to embed new and more effective ways of working together. In order to improve clinical outcomes and demonstrate the value of the service to commissioners, NHS Ashton Leigh and Wigan commissioned ODS, who designed and delivered a bespoke programme to support the development of this service with a focus on individual team and organisation.

Aims

The programme's main aim was to support the development of the team in their pursuit of improved clinical outcomes, reduction in health inequalities and improvements in the homeless and vulnerable person's experience of healthcare. This programme was undertaken using sound evidence based research methodology and was energetic and participative throughout, working with the team leader during the operative stage and throughout delivery of the programme promoting ownership and a desire to improve the outcomes for homeless and vulnerable persons through team growth and development. The emphasis of the programme was the application of learning to the team context, future development, function and purpose to produce the outputs. The programme culminated in a successful showcase event at which the team re-launched their service to multi-agency stakeholders including local authorities, regional NHS groups and organisations.

Programme outline

- The team development programme included
- Role of team
 - Supporting individual and organisational change
 - Personal style and presence
 - Workforce planning using the ODS Population Centric™ model
 - Influencing and negotiation skill
 - Personal credibility
 - Leadership styles
 - Power and politics within and external to the organisation
 - Quality and performance tools and improvement methodology

“ODS has made a real difference to our team – helping us to recognise how to work together more effectively to improve and develop our service for the future. To receive a short listing in these prestigious national awards is the icing on the cake!”

Margaret Fairhurst, Manager of the Homeless and Vulnerable Persons Team