

Cultural Enablers

The **way** Tameside have developed and implemented blended roles is a really important part of why they've been so successful. Time and time again, the culture of how things happened emerged from our discussions as a key factor. In change management or organisational development speak we might talk about the right "conditions" or "drivers" for change. When we talk about culture it can be difficult to put across what we mean. Here's a capture of what we heard that we think conveys the Tameside culture. Whilst the different elements might translate differently in your place, we believe the conditions or themes we've identified are key to success.

Mindsets

"The trick is not to overthink it" "Just do it"

"The culture is the most important bit"

"What's important is it's one less knock on the door for Billy. It's from someone who knows him well"

"We kept things informal because we wanted to test"

"Our organisation is very much the answer is yes, unless it's unsafe. Let's try different things"

"We've all got the same governance structures. That's the NHS. So who, or what is in place in your organisation to stop this? There's usually a person who's putting a block on change because of their nervousness."

"People will tell you when it's time for the next phase"

"We made it clear it's (administering insulin) a voluntary process. Even if a manager agrees and the care worker is not comfortable, we withdraw"

“It’s given staff permission to think differently about how we provide care”

Test, learn, evolve

“Let’s try it and see how it goes. We’ll cross bridges when we come to them”

“Start small and grow”

“All very informal and organic”

“So many things we didn’t expect”

“We’ve not mastered it, it’s continuous”

“If it had started from policies and procedures, we’d have been talking about it forever”

“We have an organisational culture of just trying things”

Focus on relationships

“Unless you have the relationships there, you can’t make it work”

“Knowing people by names makes a difference, it takes away the barriers”

“The District Nursing team are amazing. All of our girls know if there’s anything at all, just ring them”

Accept things will go wrong and learn from it

“There has to be an ability to say this hasn’t worked. Let’s try something else”

“What went wrong and how can we learn from it?”

“A lot comes down to how organised you are as an

**Embed within
routines**

agency”

“We’re in a routine now. We’ve got a good system going”

“It’s just another thing we do now”

“Culture eats strategy for breakfast”