

The 28 Elements of the CAREFUL programme

What are the 28 Elements of the CAREFUL programme?

The 28 elements are the ‘things’ that the CAREFUL programme plans to deliver.

Each element may involve a substantial piece of implementation – or it may draw-on, make use of, or improve existing structures or programmes of work.

The elements are divided into eight streams of work – each managed by a delivery team. Each CAREFUL delivery team is therefore responsible for several elements of the programme.

For instance, the ENERGETIC team is responsible for delivering all the leadership development elements: leadership training, coaching etc.

Why is it important?

By creating a formal structure, the CAREFUL programme becomes more easily defined. It is also possible to pick-and-choose between elements, ignoring those that are not relevant to a particular organisation, and perhaps adding new elements to teams, if other things are seen as important or relevant.

What do I need to understand?

The CAREFUL programme starts as a template with these 28 elements. As the programme is designed and as it progresses, new elements may be brought into the programme.

For instance, if we decided that “Clinician Engagement” was an important element that was considered to be missing, and we wanted to keep track-of that in the CAREFUL programme, the programme board could ask one of the teams – perhaps the FOCUSED team - to manage this new element.

What is expected of me?

It is useful for all leaders to understand the overall scope of the CAREFUL programme and where the different elements sit.

As a leader, you may volunteer, or be asked, to become a member of a CAREFUL delivery team.

The following list gives a brief outline of each element.

LEADERSHIP BRIEF



The 28 elements

Preliminaries Team Thank-you Letters

Outcome

Leaders systematically use written acknowledgement of work done by staff.

Leadership Rounds

Leaders systematically visit their areas and departments to improve visibility and garner positive information about the organisation.

Talking-up

The organisation organises and promotes positive stories about the organisation and its work.

Committed Team First or Best Position

Outcome

Staff promote the organisation, because it is clearly first or best in some way.

Measuring Leadership

All leaders have monthly, balanced targets which clarify performance at all levels.

Telephone follow-up

All patients are followed-up by telephone, within 24-48 hours. Opinions of patients derived from this are used for measuring leadership.

Staff Surveys

The organisation measures staff opinions monthly (or more frequently) and use this data for measuring leadership.

Active Team Training in meeting effectiveness

Outcome

The effectiveness of all decision-making meetings are measured. All staff are trained in meeting effectiveness.

Using Delivery teams

The organisation implements change effectively, using cross-functional teams.

LEADERSHIP BRIEF



Responsive Team Behavioural Guidelines	Outcome Staff develop and adhere to an organisation-wide set of practical behavioural guidelines.
Do-Say Don't Say	Staff develop and adhere to a departmental-level set of 'do-say don't-say' guidelines to help with clear communication.
Customer Service	All staff deliver high levels of customer service
Compliment Handling	Complaints are handled efficiently and are demonstrably used as the basis of service improvement.
Complaint Handling	Compliments are handled systematically and are demonstrably used to promote better ways of working.
Patient Forums	Patients are actively involved in service design and review.
Staff Forums	Staff are actively involved in service design and review.
Energetic Team Leadership Training	Outcome All leaders receive adequate development and training relevant to their level of responsibility – before they are appointed.
Coaching and Buddy Programmes	Leaders work in pairs and small groups to provide support to each other.
Breakthrough leadership training	Leaders use advanced psychologically-tested approaches to delivering high levels of performance.
Focused Team Encouraging Kindness and Compassion	Outcome The organisation successfully encourages the values of kindness and compassion towards patients, and between staff.
Dealing with Negativity	The organisation has effective

mechanisms for promoting positivity and positive behaviour, and effectively deals with problems caused by negativity.

Staff led recruitment

Recruitment processes actively involve staff in selecting new members.

Induction

Local and organisational induction programmes are demonstrably well received and useful in promoting the organisation's values and it's first-or-best position.

Uniform Team Performance Boards

Outcome
All departments and areas exhibit clear and complete performance data where staff and patients can see it.

Process Documentation

All key processes are explicitly owned and managed and have adequate, useful documentation, including process block diagrams and checklists.

Organisational Management System

Performance is managed effectively using decision-making meetings and reports which are linked to each other and to key processes.

Leading Team Recognising great performance

Outcome
Staff-recognition systems are engaging and clearly linked to the organisation's first-or-best position.

Publicising the first or best position

The organisation's reputation for being first-or-best is actively promoted both internally and externally.