

S I F T

Sustainability Improvements For Teams

How to Guide

A workshop to facilitate learning and experimentation on embedding the five ways of working

Supporting the delivery of the Well-being of Future Generations Act



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PRE-WORKSHOP READING

SIFT WORKSHOP

FOLLOW UP



Sustainable Development & the Well-being of Future Generations Act



What is SIFT?



What to expect



Preparing for your SIFT workshop



An agreed approach



Literature and resources review



Discover



Dream and Delve



Design

Outcomes
Measures
Defined plan



Next steps



Reflections and feedback



Develop and Deliver



Review



Share



Repeat

2 HOURS

Plus additional pre-reading & post team follow up



BACKGROUND

Why do we need to act to embed sustainable development ?

Globally, as all the data indicates, there is an imperative for us all to act to safeguard the well-being of future generations. Increasingly, society faces huge challenges, such as climate change, security and peace, which require us all to make radical change. In Wales, the Well-being of Future Generations Act (Wales) 2015, from now on referred to as the WFG Act, provides us with a real opportunity to respond to these challenges. It puts new responsibilities on public bodies and their staff to embed the Sustainable Development Principle, also known as the five ways of working; long-term, prevention, involvement, collaboration and integration. It can help us future-proof our decisions, so that we all do our bit to reduce our negative impact and maximise the positive social, economic, environmental and cultural impact of our daily work. It can support us to work better with people, communities and each other to help us tackle and mitigate diverse problems we face, such as loneliness, poverty, extreme weather events and health inequalities.

The Sustainable Development Principle

Before you embark on the SIFT workshop, you will find it useful to familiarise yourself with the WFG Act and the Sustainable Development Principle, otherwise known as the five ways of working, that the legislation mandates. The five ways of working are:



Long-Term



Prevention



Integration



Collaboration



Involvement

SIFT stands for Sustainability Improvements For Teams and the SIFT workshop is being developed to support the delivery of the Well-being of Future Generations Act which:

- makes public bodies accountable for appropriately embedding the five ways of working in all work;
- requires public bodies to demonstrate how they have done this. SIFT workshops create an evidence base and this pool of evidence can be incorporated into the objectives of the organisation to support improved learning, planning, collaboration and delivery of the Well-being of Future Generations Act.

Resources

Look at as many of the following resources as you can before your SIFT workshop. They will help you get to know the concepts you will explore within the context of your own work during the workshop.

The Well-being of Future Generations Act (Wales) 2015 - The Essentials

The WFG Act is about improving the social, environmental and cultural well-being of Wales.

<https://futuregenerations.wales/wp-content/uploads/2017/02/150623-guide-to-the-fg-act-en.pdf>

The Story of Megan

A short animation that explains the positive impact the Well-being of Future Generations Act will have throughout Megan's life and tells you more about what public bodies are doing and why.

<https://gweddill.gov.wales/topics/people-and-communities/people/future-generations-act/future-generations-act-video/?lang=en>

Your Organisational Position Statement on Sustainability (if available)

Look for your organisation's statement or strategy on sustainability and well-being. An example is the Public Health Wales Well-being Statement, available at: <http://www.wales.nhs.uk/sitesplus/documents/888/PHW%20-%20Our%20Well-being%20Statement%20-%202018.pdf>

The Story of Stuff films

A 22 minute film on 'The Story of Stuff' is a good starting point to understand sustainability, complex systems and integrated decision-making. 'The Story of Solutions' (9 minutes) is useful to stimulate a creative mindset for the SIFT workshops. <https://storyofstuff.org/movies/>

Corporate case study from Interface flooring

An eight minute film about the Networks project demonstrating the five ways of working. Interface claim their sustainability approach was responsible for resilience in the face of the 2008/2009 financial crises – when the majority of companies faced losses they still made profits. <https://www.youtube.com/watch?v=DX6Uidpg3VM>

A written summary and infographics: <http://net-works.com/about-net-works/>

Reinventing Organisations

Healthcare has several examples of patient-centred, simplified provision. Buurtzorg has revolutionised organisational structures and embeds some of the five ways of working in its innovative approach.

<https://www.buurtzorg.com/about-us/>

Circular Economy

New ways of thinking and doing in the Circular Economy, written case studies:

<https://www.ellenmacarthurfoundation.org/case-studies/selling-light-as-a-service>

<https://www.ellenmacarthurfoundation.org/case-studies/how-refurbishing-can-work-even-when-safety-and-performance-matter-the-most>

Green Impact

An example of how public bodies such as the health service and fire brigade are adopting employee engagement programmes for sustainability improvements. Originating in Universities, Green Impact has teams in NHS England (Manchester University NHS, Addenbrookes, Royal Bournemouth and Christchurch, Newcastle Teaching Hospitals, North Bristol, University Hospital Bristol, Epsom and St Helier and soon Sandwell and West Birmingham and with Royal College of GPs into GP surgeries). <https://sustainability.unioncloud.org/green-impact/programmes/in-the-community>

Social prescribing

A good example of prevention and integration. The promotion of health, independence and access to local services from the Bromley by Bow Centre was first integrated into national policy in the 'White Paper' (2006) and later in 'Our health our care our say; NHS five year forward view' (2014) and 'General practice forward view' (2016) https://www.kingsfund.org.uk/publications/social-prescribing?gclid=Cj0KCQiAiKrUBRD6ARIsADS2OLkvuoxvBEF4pENK-pXPmWe3GIEE-G7cmvyAubhClKZLwbPr3OKPvhQaAu7GEALw_wcB <https://www.england.nhs.uk/blog/what-could-stps-learn-from-social-prescribing/>

A whole systems approach to obesity

A 'whole systems approach to obesity' takes a strengths-based view of what is working well and the opportunities for tackling obesity and generated a 'community of learning' <http://www.leedsbeckett.ac.uk/wholesystemsobesity/%20%20>

Changing Tack

Changing Tack asked: "What will it take to accelerate and scale systems-level sustainability solutions?" The answer helped define what leadership will need to look like. The six attributes of leadership <http://theregenerationroadmap.com/reports.html#/changing-tack.html>

Abbvie Roadmap for Sustainable Healthcare

Abbvie (a global biopharmaceutical company) has produced a Roadmap for Sustainable Healthcare which reviews the challenges for healthcare in light of sustainability and climate change with a view to innovating to meet those challenges.

<https://www.sustainable-healthcare.com/financial-sustainability/health-expenditures/prevention-essential-to-sustainability/>

Most Significant Change Technique

Measuring what is important rather than for measurements sake

<https://www.odi.org/publications/5211-msc-most-significant-change-monitoring-evaluation>

The IPCC's special report on 1.5 °C

The International Panel on Climate Change (IPCC) released its October 2018 report on the impacts and benefits of limiting global warming to 1.5 °C. Limiting global temperature rise to 1.5 °C will necessitate rapid, radical and unprecedented changes in all aspects of society and is important because there are significant differences in impact between 1.5 °C and 2 °C. However, change must happen quickly.

<http://ipcc.ch/report/sr15/>

Lessons from a Literature Review on Implementing the Five Ways of Working

www.publichealthwales.org/implementingsdp

and

www.iechydycyhoedduscymru.org/gweithreduedc

Goodlife Goals

This 20-page booklet takes each of the 17 Sustainable Development Goals (SDGs) and suggests actions we can all take personally and professionally now to safeguard the future. The Well-being of Future Generations Act came out at the same time as the SDGs and the two documents and their goals are compatible as they both aim to achieve a sustainable future.

https://docs.wbcds.org/2018/09/Good_Life_Goals/Pack_of_Actions.pdf

SIFT: a tool to empower teams

Teams are crucial in enabling the delivery of the five ways of working in organisations. Improvement ideas at the team level mean that services and activities can be redesigned to embed the five ways of working in both planning and delivery. Public Health Wales (PHW), in collaboration with Kingston University London, has developed this practical two hour participatory workshop to support, enable and empower any team to make sustainability improvements by learning more about the five ways of working and how they could embed these into their everyday practice. SIFT encourages teams to review current experience or expertise, identify where this can be enhanced and shared with others, and where this can be applied further to implement improvements. By the end of the SIFT workshop, teams will have had an opportunity to reflect and consider where they can use the five ways of working in relation to their services, processes and plans, and will be able to demonstrate how they are responding to the WFG Act. SIFT is based on the belief that staff in teams are well placed to affect and support change by using their relevant experience, creativity and ideas as well as peer-to-peer learning to inspire and motivate radical improvements. SIFT is designed to be revisited a number of times to increase confidence in embedding the five ways of working, to inform planning activities on a regular basis and to support progress on delivery of the seven well-being goals in the WFG Act.

How has SIFT been developed?

The SIFT workshop has been tested with 10 teams involving over 75 staff from across Public Health Wales and beyond. All participants gave their feedback to contribute to improving SIFT. Some teams undertook follow-up phone calls with PHW action researchers and some participants asked to undertake facilitation training to continue to use the SIFT workshop. Other public bodies in Wales have indicated an interest in using the SIFT workshop themselves.

The SIFT workshop is now ready to be promoted, tested and improved more widely. We encourage you to facilitate a workshop. All your feedback will be taken into account and help make the SIFT workshop more valuable to all current and future participants.

Learning objectives

Purpose

The key purpose of a SIFT workshop is to allow teams to step back from daily demands and instead focus on identifying improvement actions they can undertake in relation to the five ways of working:

- long-term improvements to support the delivery of the WFG Act within team objectives;
- actions which contribute to the prevention of problems;
- how to involve a wide range of stakeholders including public service users, lay people and those not currently involved or hard to reach;
- collaborations across boundaries to harness synergies and support delivery of improvement ideas;
- outcomes which inform change at all levels and are eventually integrated into new ways of working to support systems and culture change.

Benefits

The benefits of a SIFT workshop session are that it:

- enables all teams to **evidence use of the five ways of working** in their work;
- supports teams to creatively **identify strength-based improvements based on team knowledge and expertise**;
- empowers teams to **provide inspirational leadership**, as the actual improvements and how they are implemented are for the teams to decide;
- allows teams **time to participate** in contributing to improvements in their specialist areas of work.

Learning outcomes

The learning outcomes of a SIFT workshop are that participants will:

- learn about the five ways of working and experiment with applying them to an improvement idea in a supportive setting;
- understand that teams and individuals are empowered to provide leadership to embed the five ways of working in their daily activities;
- recognise that teams and individuals are experts and can provide leadership by putting forward improvement ideas;
- outline a first draft action plan for an improvement idea;
- commit to undertaking further work to finalise the action plan or;
- schedule the delivery, review and communication of lessons learned from the improvement idea.

Learning for behaviour change

Participants should usefully note the distinction between:

- a. Knowledge – historically the key focus of organisational workshops and facilitated by ‘teaching’. Teams are being asked to learn about the WFG Act, the five ways of working and how this common purpose can be embedded in the team’s work to safeguard the well-being of future generations.

The resources on the WFG Act are available to help you increase your knowledge of the issues facing Wales and why the five ways of working help deliver the well-being goals outlined in the Act. These resources are outlined at the start of the initial SIFT workshop and questions can be discussed with line managers at any time.

- b. Skills - allow application of knowledge and require full engagement and practice. Teams are being asked to practice applying the five ways of working in all areas of their work, starting with one improvement idea.

Your colleagues are often the best people to learn from and peer-to-peer skills learning is shown to be very effective for both the teacher and the learner. The SIFT workshop encourages you to engage, practice and share learning in applying the five ways of working both within your own team and more widely across the organisation.

- c. Behaviours - embody sustainability in daily practice, whatever that practice consists of, and over time change how teams and organisations work. Teams are being asked to engage, learn and embed the five ways of working in daily practice in order to influence and change outcomes.

The way organisations currently work urgently needs to change to safeguard our future well-being. The five ways of working, if practiced and applied, will establish a common culture where all public bodies work towards achievement of the well-being goals. The culture change starts with you, today.

Participatory approach

The SIFT workshop is intended to harness the passion, expertise and dedication of teams in public bodies. The core of the workshop is a participatory team process. It is for teams or groups of people working on a shared goal together in public bodies in Wales. The development of the SIFT workshop is based on a review of literature which looked at how organisations learn, improve and change. The key findings show that change happens more effectively when leadership is distributed widely, so allowing teams to experiment in a safe-to-fail environment is instrumental for identifying and piloting improvements which can then be scaled up. The SIFT workshop is intended to be iterative and involves the people who are familiar with key issues and understand the work and working environment. A team examines their existing work through the lens of the five ways of working or applies the five ways of working to new projects. As many of the whole team as is practically possible should participate.

Continuous improvement

Teams are invited to feedback ideas for amendments and improvements to the SIFT workshop to the Health and Sustainability Hub at Public Health Wales. This encourages a sense of ownership and ensures the usefulness of the SIFT workshop. The key focus is for teams to learn to embed the five ways of working and share their experiences to inspire others. Teams can tailor the SIFT workshop to their needs as they increase their understanding and application of the five ways of working and start to see the results of improvement projects. For example, teams may choose to revisit specific elements of the SIFT workshop and may not need to do the whole workshop every time.

How is SIFT different?

The approach used here is very similar to 'Plan Do Study Act' (PDSA) cycles with which you may already be familiar. In fact, a great many management approaches share the features of iterative experimentation. In the SIFT workshop, we have tried to bring three sets of ideas together:

- The five ways of working from the WFG Act;
- Participatory techniques to utilise expert knowledge and encourage distributed leadership across the organisation;
- Embedding a sustainable development approach to continuous improvement.

The SIFT workshop is consistent with other approaches teams may use, though tries to be as flexible as possible and applicable to different situations. In this way, we hope it will work alongside many tools and techniques of improvement which staff and organisations already have available to them.

The practicalities of a SIFT Workshop

It is entirely appropriate that teams make their own choices about the practicalities of hosting and benefiting from a SIFT workshop. However, early testing has indicated that there are some factors which help make the workshop more productive. These are shared below.

The Space

You'll need a space that:

- works for the whole team (some teams may find it useful to be in a different setting to usual, to provide a creative space, while others will find it more practical to meet close to the usual work place)
- is big enough to move around in
- conducive to creativity through ample light and air
- equipped with seating and tables that allow for smaller group discussions as well as whole team conversations
- has wall space to display your work as you go along
- ideally has a projector and/or screen

What You'll Need

- ✓ Flipchart paper
- ✓ Post-it notes
- ✓ Pens
- ✓ Prompt cards provided with this guide
- ✓ Projector or screen
- ✓ Laptop
- ✓ Refreshments (if required)

SIFT workshop roles

The SIFT workshop runs best when various roles can be shared amongst participants with advance agreement. In this way a team collaborates to ensure the SIFT workshop is of value to the team:

A **workshop organiser** sends out the invites (Appendix A) and this 'How To' Guide to all participants at least 4 weeks before the workshop, then books the room and any refreshments. The organiser also works with the team leader and other team members as appropriate to complete the team profile (Appendix B). This asks the team manager to indicate team confidence in using the five ways of working before the workshop, where available, to supply evidence of this (case studies, reports or project evaluations for instance) and to identify a focus for the workshop. The completed questionnaire should be sent to the workshop facilitator 2 weeks before the workshop. The organiser may have to remind participants to confirm attendance and read the resources ahead of the workshop and the manager to return the team questionnaire. On the day, the organiser ensures suitable materials are available such as flip-chart, post-it notes, printed feedback forms (Appendix C) and prepares a grid outlining the five ways of working to which post-it notes will be added throughout the workshop (template at Appendix D).

A **workshop facilitator** reviews the team profile 2 weeks ahead of the workshop to ensure a clear focus. On the day, the facilitator runs through the agenda at the start of the session, secures agreement to the terms of engagement, explains each exercise and throughout the workshop ensures every individual is able to express themselves in each exercise, that no single voice is dominant, that all ideas are considered and all exercises are completed by the end.

A **time-keeper** ensures that each part of the agenda keeps to time – this is a challenging role and it is important to remind participants that the two hour SIFT workshop is really only a taster of the sort of regular discussions that teams need to be having to learn to embed the five ways of working in all their work. It is important to keep to time to allow a full experience. It is likely that the workshop will only produce a framework for an improvement idea and that additional time should be spent in future team meetings fleshing out, communicating, enrolling collaborators and preparing for delivery of the improvement idea.



A **note-taker** records key points discussed during the meeting. As you go through this guide, you will see the 'notes' icon with instructions about what to record and how. You will complete the Five Ways of Working Table (Appendix D) and the first two questions of the Team Action Record (Appendix E) in the workshop. Keep these safe for your team's follow-up session.



THE SIFT WORKSHOP

We hope that the SIFT workshop helps you: discover together your strengths and successes; how to apply these in creative solutions or improvements in an area you care about; gives you the freedom to experiment with different solutions at a local level; contributes meaningfully to improvements in your area of work; and provides an empowering experience for your team.

An agreed approach



Most workshops start by agreeing an approach that all participants abide by for the duration of the workshop. The SIFT workshop aims to create a non-hierarchical, collaborative dialogue and recommends the following as a minimum for all participants, which can be adapted and enhanced if the team feels necessary.

Attitude

- Be present and engaged
- Be honest
- Be empowered to share your ideas

Communication

- Listen constructively and be prepared to think differently to usual
- Share all relevant information
- Be timely and concise in your communications

Ethos

- Don't discount any ideas
- Allow equal space for all participants' voices to be heard
- Keep jargon to a minimum

Write up the agreed approach on a piece of flip-chart paper and put where it can be seen throughout the workshop.



When the agreed approach has been decided, the facilitator will run through the agenda for the workshop, using the infographic on page 3. Please take a minute to answer the first two questions on the feedback form (Appendix C).

The workshop facilitator starts by reminding participants about the well-being goals outlined in the Well-being of Future Generations Act (WFG Act) and the Sustainable Development Principle, or the five ways of working which teams are asked to embed in their work. A brief discussion takes place and any questions can be raised.

According to the WFG Act, sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales, by taking action in accordance with the sustainable development principle, aimed at achieving the well-being goals. Sustainable development is not limited to discussions relating to environment, resources and pollution, or only led by departments such as Estates and Procurement; sustainable development is everybody's business. Your daily work has huge potential to support choices and behaviours that benefit current and future well-being. It is the responsibility of all staff to embed sustainability in their work to improve the economic, social, environmental and cultural well-being of Wales. The summary of the Literature Review on the five ways of working, and the other resources shared in advance of the workshop may give inspiration and help you to understand and apply new learning to your work.

Discover



Individually spend 5 minutes identifying where you are currently using each of the five ways of working in turn:



Long-Term



Prevention



Integration



Collaboration



Involvement

Write key examples on separate post-it notes. Add your post-it notes to a table of the five ways of working on flip-chart paper, or you may prefer to use a separate piece of flip-chart paper for each of the five ways of working. Together, the team then sets the post-it notes out in clusters of similar issues. This flipchart paper stays up for the duration of the workshop. There is a brief discussion identifying repetition and agreement on which areas are stronger or weaker than others.

Why do this?: Evidence from the literature review suggests that focusing on strengths, assets or things that are done well now is a more satisfying experience for teams and leads to better outcomes for improvements; this is known as Appreciative Inquiry.

Make sure you record the key examples of how the five ways of working are already being used in your team for future reference.



Dream and Delve



The team profile completed in advance of the workshop has identified an area for the team to focus on which is either something the team does well together, is a priority, or a persistent or potential future problem. In the next two sections of the workshop, you will approach this area of focus through the lens of the five ways of working to develop a sustainable improvement idea.

This phase of the SIFT workshop is often the most challenging. It means stepping away from history, current restrictions and dynamics to identify possible improvements. Operating beyond existing team dynamics allows higher levels of creativity. It is best to keep an open mind and value all suggestions. The aim is to capture as many ideas about the improvement selected in a non-judgemental way, looking through the lens of the five ways of working to identify actions. Creativity and innovation is encouraged!

As you move through the Dream and Delve, and the Design phases of the workshop, write notes of the discussion in the table provided at Appendix D. This may be easier electronically if you can use a projector to display the table as you type.



Depending on the size of your team, you may prefer to discuss the questions in small groups to encourage everyone to have a say. In this case, the time-keeper will need to ensure that there is sufficient time for groups to feedback to the whole team before moving onto the next section.

In the dream and delve phase use the prompt cards to help trigger new thoughts after the initial burst of ideas begins to wane. For this use the following process:

After an initial round completing Long-term and Prevention, ask each member of the team to pick one of the **red** cards to trigger a further round of ideas.

After an initial round completing Involvement and Collaboration, ask each member of the team to pick one of the **yellow** cards to trigger a further round of ideas.

After an initial round completing Integration, ask each member of the team to pick one of the **blue** cards to trigger a further round of ideas.



Use the questions below to focus on each of the five ways of working in turn. Take inspiration from research, review pre-workshop resources, global examples and team experience, or even wishful thinking. 'If anything were possible we would.....'

5 ways of working	Ideas – blue skies/dreams	Notes
Long-term	<p>What changes do we need to make to support long-term improvement?</p> <p>What evidence do we have?</p> <p>Does this build on what has gone before?</p> <p>How long will it be useful for?</p>	
Prevention	<p>How can we take a strength-based approach?</p> <p>Where have we had success before?</p> <p>Can we do something which clearly helps to stop things getting worse?</p>	
Involvement	<p>How can we engage beneficiaries, service users, citizens and other stakeholders to take into account their ideas?</p> <p>How can we work with stakeholders as co-producers, increase their ownership and sense of empowerment?</p>	
Collaboration	<p>Who do we need to work with to make this improvement?</p> <p>Can we learn from others?</p> <p>Can collaboration help us, especially with unusual suspects?</p>	
Integration	<p>What ideas/actions could address this focus and are relevant to other priorities?</p>	



This phase of the SIFT workshop is set aside to specify outcomes and measures, and to define an action plan. Spending about 10 minutes on each section will enable you to create an outline improvement plan, however further team time to finalise this is essential.

Outcomes: Use the questions below to focus on each of the five ways of working in turn and design outcomes generated as a result of the improvement. Describing what good looks like is a helpful starting point.

Five ways of working	Outcomes	Notes
Long-term	<p>How will this idea lead to long-term improvement?</p> <p>What will this look like in 2 years/ 5 years/ 10 years/ 20 years?</p>	
Prevention	<p>What problems are we trying to prevent or prevent from getting worse?</p> <p>Are we creating any problems with this idea?</p>	
Involvement	<p>Who do we want to involve to agree what constitutes improvement?</p> <p>Does anyone else have expertise we can learn from?</p>	
Collaboration	<p>Which other organisations or service users have an interest in this improvement?</p> <p>Which other stakeholders can help deliver outcomes and how?</p>	
Integration	<p>How will this idea help us achieve some of our other objectives or priorities?</p>	

Measures: Next, clarify how the improvement needs to be measured to evidence progress and whether you could use existing data or data from colleagues and collaborators, both quantitative and qualitative.

Five ways of working	Measures	Notes
Long-term	<p>At what stages do we want to get feedback on progress and results?</p> <p>What are the key milestones and in what timeframes?</p> <p>Will measures change over time?</p>	
Prevention	<p>How can we set up a cycle of regular self-evaluation?</p> <p>How will we know if we are having adverse effects?</p>	
Involvement	<p>How can we ensure the stakeholders of the improvement idea are able to agree what feedback is important and can provide this?</p> <p>At what frequency?</p> <p>With what support?</p> <p>How do we keep stakeholders updated on progress?</p>	
Collaboration	<p>How can we develop an inclusive approach to feedback and self-evaluation?</p> <p>How can we learn from others who collect feedback from similar groups?</p>	
Integration	<p>How can we use data collected from other initiatives or for other objectives?</p> <p>How does feedback on this idea create organisational learning?</p> <p>How do we know we are not contradicting any other organisational objectives?</p>	

Defined plan: Finally, define a plan of action for the improvement in relation to each of the five ways of working.

Five ways of working	Defined Action Plan	Notes
Long-term	<p>What should be our plan for the next few years?</p> <p>What are the first actions to take?</p> <p>When can we schedule to start work on this?</p>	
Prevention	<p>What activity could we start with and then learn from?</p>	
Involvement	<p>How could we co-produce our plan for improvement with stakeholders?</p>	
Collaboration	<p>Who needs to do what by when to implement our plan?</p> <p>How will different stakeholders be accountable?</p>	
Integration	<p>How can we plan this activity in a way that looks towards embedding or mainstreaming in our organisation?</p>	

Once the design process is complete, each team member should pick a prompt card of any colour at random and see whether it triggers any final thoughts to add into the mix before closing. Note that even if the thought is not directly triggered by the text on the card, any other final thoughts are also welcome at this stage.



Next steps



Having outlined a plan of action, the team will need to do further work to develop the improvement idea and deliver it. The next chapter of this guide sets out some useful steps teams may wish to follow and work on this should be booked in soon after the SIFT workshop.

The final stages of the SIFT workshop allow the opportunity for a brief discussion on the next steps the team will need to take.

Record the agreed areas for future action and goals by completing questions 1 and 2 of the Team Action Record (Appendix E). You may also wish to record some of your answer to question 3, however, we recommend a follow-up session soon after the SIFT workshop to add detail to the actions the team commits to.



Reflections and feedback



Please complete your feedback forms and ensure these are returned, thank you!

Wrap up

Thank you for taking the time to participate in the SIFT workshop and increase your ability to embed the five ways of working in your daily tasks. The Health and Sustainability Hub looks forward to hearing about your improvement ideas. You can contact us at publichealth.sustainability@wales.nhs.uk.

TEAM FOLLOW-UP

Develop and Deliver

The improvement idea identified is likely to need a further team meeting to finalise the action plan and specify the detailed logistics of how it can be delivered. Sometimes teams may not have control over all the elements of improvement ideas. Where this is the case, it is helpful to fit the improvement ideas to existing conditions or to collaborate with others whose input is required to put in place an improvement. To develop the improvement idea for delivery, the following questions may help:

Improvement Idea:	
Development questions	Responses
Is this safe to do?	No - No Action, choose another area to address Yes - From whom do we need to get permission?
Where can we implement this improvement?	
When can we implement the improvement?	
Is this improvement compliant with organisational requirements such as General Data Protection Regulations, Ethics Policies and similar?	
Are there any risks associated with this improvement? If so, complete risk assessment with mitigation, sign-off as part of permissions.	
Is this improvement dependent on any other factors?	
How long will it take to carry out this improvement?	
What barriers prevent this improvement?	
What solutions can be found to remove any identified barriers?	

When you have a clear, detailed plan of action, complete question 3 of the Team Action Record (Appendix E) and set a review date.



Delivery

The improvement idea should be delivered over the 3 to 5 months following the SIFT workshop.

Review

Following delivery, there are four possible outcomes which can be recorded:

Accept

The feedback shows that the improvement seems to be working. Scaling up is possible. Communicate evidence and incorporate the idea in forthcoming work.

Uncertain

The improvement is promising but the feedback does not yet provide enough certainty that it is working as intended. Small changes and refinements may be needed to the improvement itself or to the feedback process. Carry on and set a second review date.

Barriers

There were practical barriers that meant that the improvement could not be carried out. Record and share barriers so organisational learning can happen.

Reject

The improvement does not appear to be working. Stop. Think about how to approach the issue in a different way, perhaps involve different stakeholders and assess if the improvement can be redesigned and delivered at a later date.

Consider the following questions to review your improvement idea after delivery:

Improvement Idea:	
Review questions	Responses
What were the measures of progress?	
How well were the outcomes met?	
Were there any barriers to change?	
To what extent has the improvement idea worked as designed?	
Recommendation based on the above evidence (accept/uncertain/barriers/reject - see above)	
Who to share learning with:	
Next actions (where applicable):	

Share

Sharing of learning is very important for collaboration and integration of improvement ideas. The aim is for horizontal learning within organisations to introduce new ways of thinking about success and failure. This sharing approach is intended to:

- Be simple
- Be undemanding on the team
- Allow learning to be shared with other people in the organisation, and be accessible to all

There is the opportunity for other teams to learn from the SIFT process and for the organisation to demonstrate externally how the Well-being of Future Generations Act has been implemented, without imposing additional reporting on teams. Part of the idea behind the SIFT workshop is to provide a way for the groups of people that are experts in their work to share what works well, how the five ways of working are being embedded, any persistent problems and possible solutions and to create a network of learning from which all can benefit.

Complete the Review section of your Team Action Record (Appendix E) and send to the Health & Sustainability Hub to share your improvement idea with actual outcomes, results of measures and any feedback and lessons learnt.



Repeat

The SIFT workshop is based on a very simple set of ideas that have been shown to help organisations learn and improve. Most important is the idea of iteration (using a series of loops to try out improvement ideas and learn from the results). To iterate well, it can be helpful to:

- Start small
- Use rapid loops
- Collect meaningful, representative feedback
- Keep iterating with a constancy of purpose
- Not be overburdened with bureaucratic arrangements

A key idea in SIFT is that developing collaborative learning and improvement is a skill that groups can learn and become good at by practicing. It is intended that the SIFT workshop, or elements of it, be repeated – about every six months.

APPENDICES

Appendix A - Workshop Invite

Why? To give outline of learning objectives and logistical information

Who needs this? To be sent from workshop organiser to participants at least four weeks ahead of the workshop date

Appendix B - Team Profile Tool

Why? To inform focus of workshop and make it meaningful to participants

Who needs this? To be completed by team manager and returned to the workshop facilitator two weeks ahead of the workshop date

Appendix C - Feedback Form (also available electronically)

Why? To improve each SIFT workshop with participant feedback

Who needs this? To be distributed by workshop facilitator to participants at the start of the session. Two questions to be answered immediately and the remainder to be filled out at the end of the session and left with the note-taker. These feedback forms are to be reviewed and sent for collation to the Hub.

Appendix D - Five Ways of Working Table

Why? To guide the team in embedding the five ways of working.

Who needs this? The note-taker fills in on behalf of the team, all participants are asked to record their ideas and input and review the form to confirm that it contains these after the workshop.

Appendix E - Team Action Record

Why? To record what happened, results and scale, whether improvement idea can be classified as: Accept, Uncertain, Barriers, Reject.

Who needs this? The note-taker will complete questions 1 and 2 in the workshop. Team should nominate a review lead to complete during a follow-up session.

Appendix A: WORKSHOP INVITATION

Sustainability Improvements for Teams

Thank you for agreeing to take part in the SIFT workshop, which will be facilitated by

Name: _____ Job Title: _____

The workshop will be at _____ on _____, and will be held at/in _____.

Background

The SIFT workshop is being co-produced by Public Health Wales' Health and Sustainability Hub to support public bodies to implement the sustainable development principle (the five ways of working) in the Well-being of Future Generations Act. The workshop has been designed around the principle of 'starting small, implementing and learning, then trying-out again'.

The workshop will be two hours in length. You will be asked to share some of your professional experiences and undertake a series of exercises to identify how we can implement the five ways of working (long-term, prevention, integration, collaboration and involvement) in improvements in our work.

Being familiar with the Well-being of Future Generations Act and the five ways of working will ensure that the workshop can quickly focus on what is important to you in your work – so I am including the SIFT 'How to Guide' with this invitation. The guide is in three sections. **Please take some time before the workshop to read the first section – 'Background'. It is likely to take you between 30 and 90 minutes to do this.**

During the workshop

The workshop will follow the structure outlined in the 'How to Guide' (see page 3 for an easy overview). During the workshop, you are asked to:

- Be open to contributing to the discussion
- Commit to following up the actions that you decide you will do

After the workshop

There will be follow up work required to embed our learning and implement our improvement idea. This will be planned for shortly after the SIFT workshop.

I hope that you find the workshop helpful and look forward to seeing you there.

Appendix B: TEAM PROFILE TOOL

Team / Service Managers - to ensure that your forthcoming SIFT workshop is facilitated to meet the team's needs, please record information about the team's existing knowledge of the Well-being of Future Generations (WFG) Act and the five ways of working. You may wish to consult with other members of your team before answering the questions.

1. How many staff in your team? _____

Do you have a set of team objectives? Yes No

Does your team have service-user contact? Yes No

2. How have you and your team heard about the WFG Act and the five ways of working via:

Staff Facebook PHW Intranet Marketplace event Other:

PHW Internet Twitter WEND Event

Staff e-Newsletter Hub presentation Internal Email

3. How would you rate your team's own knowledge of the five ways of working in the WFG Act:

Complete lack of knowledge

Emerging knowledge

Basic working knowledge

Good knowledge

Excellent knowledge

4. Which of the five ways of working are areas of strength or weakness within your team?

	Weakness	Emerging	Strength
Long-term			
Prevention			
Integration			
Collaboration			
Involvement			

5. Do you have any examples (from your team) of effective implementation of the five ways of working - long-term, prevention, collaboration, involvement and integration (to form case studies)?

Yes No

6. How engaged does your team seem with the seven well-being goals of the WFG Act – **Wales:** prosperous, resilient, healthier, more equal, cohesive communities, vibrant culture, globally responsible?

No
engagement

Low
engagement

Emerging
engagement

Moderate
engagement

High
engagement

7. As the Service / Team Manager, what do you want to achieve from the SIFT workshop?

8. What impact or change do you want the team to come away with after the SIFT workshop?

9. Do you have any suggestions for an improvement idea that the team could develop using the five ways of working during the workshop?

10. Do you have any further information / suggestions to help the facilitator prepare the workshop?

Appendix C: FEEDBACK FORM

To help us review today’s SIFT workshop and its role in supporting the implementation of Well-being of Future Generations well-being goals and ways of working, please complete this form before you leave today.

The 5 ways of working are:

- **Long-term** Balancing short-term needs against long-term needs
- **Prevention** Spotting challenges earlier and taking preventive action
- **Involvement** Involving other people with an interest in your work and ensuring they reflect the diversity of the local area
- **Collaboration** Considering how collaborating with other people could help achieve sustainable solutions
- **Integration** How our objectives impact on the well-being goals, on each other and other organisations (so we meet our well-being objectives in an integrated way)

1. Before we start the workshop, please rate your level of confidence to work within your team using the five ways of working:

1	2	3	4	5	6	7	8	9	10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

No confidence
at all

Extremely
confident

2. Before we start the workshop, please record what currently happens in your team?

Do you or your team:	Always	Sometimes	Never
Include the five ways of working in your team objectives?			
Include the five ways of working in your personal objectives?			

3. Thinking about the ways of working and the workshop today, please answer:

Workshop content:	About right	Too much	Too little
Was the amount of content...			
Was the depth /scope of session...			
Was the interactive content...			
Number of discussion opportunities was....			
Was useful for my area of work...	Definitely <input type="checkbox"/>	Partly <input type="checkbox"/>	Not at all <input type="checkbox"/>
Workshop objectives	Fully	Partly	Not fulfilled
I increased my understanding of the five ways of working...			
I increased my skills to use the five ways of working...			

4. If you were given the task of revising, adjusting, or redesigning this workshop, what would you change?

5. What additional help will you need to be able to implement what you've learned at this training to use the five ways of working in your team?

6. Now please rate your level of confidence, again, to work within your team using the five ways of working:

1 **2** **3** **4** **5** **6** **7** **8** **9** **10**

No confidence
at all

Extremely
confident

Appendix D: FIVE WAYS OF WORKING TABLE TEMPLATE

	Ideas – blue skies/dreams	Outcomes	Measuring progress	Defined plan
Long-term				
Prevention				
Involvement				
Collaboration				
Integration				

Appendix E: TEAM ACTION RECORD

Organisation	
Team Name	
Date	

This record should be completed in conjunction with the Five Ways of Working Table completed in the SIFT session.

Goal Setting

Shortlist of areas identified for future action from our discussions today -

After the discussions today, we will work towards (team goals) -

We are going to achieve this by doing (actions committed to) -

Review date	
-------------	--

Review (see page 21 of SIFT How-to-Guide)

What did you try?

What impact did that have?

What barriers were there to change?

Since you completed the SIFT workshop before, things may have changed. You might find that some areas identified are no longer relevant, or that you have achieved your goals, and now need to look at other areas to work on.

What is the team consensus on the changes so far?

Accept

Uncertain

Barriers

Reject

What are we going to do next?

What do we need to do differently this time?

Now plan your next round of changes on a new SIFT Team Action Record.



Sustainability Improvements For Teams

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