

Q&A

Catriona Cameron,
Physiotherapy Lead at NHS
Grampian, recommends the
Affina Team Journey



Above: Catriona Cameron (second left) leads the Senior Physio team at NHS Grampian. The Affina Team Journey is available through the North East Learning Collaborative

How many in your team?

I lead a highly specialist team of five operational physiotherapy leads at NHS Grampian. It's a new and diverse group, covering the full spectrum from sports injury to elderly care. I would describe us as driven and focussed.

Why the Affina Team Journey?

When I came into post it was a new team reflecting a lot of change in the structures below. I got in touch with Gail Groves from our Organisational Development team to pick her brains and she suggested the Affina Team Journey. We were the first team in the Partnership to take part.

Is it difficult to do?

Not when you have support of a great team coach like Gail, who knows the Team Journey inside out. She really helped to steer us through. For us it felt right and was a positive experience. Yes, it takes time, but it doesn't feel like extra work. The materials are there to support you. Most important of all, it's your own unique journey with your own team – you pick and choose the materials that are relevant.

How long did it take?

We aimed to complete the journey within a year, but there was an unavoidable delay in getting started. In the end it was slightly longer than that, but my view is that doing it well is more important than speed. Most of the time we used our regular team meetings for the discussions but sometimes we added longer sessions where we just focussed on the Team Journey. In fact, one of the first things we changed when we started the journey was how we met – more frequently and for less time. We introduced a standard but rotating agenda to give us momentum. The Team Journey continues to influence the way we work – it almost feels embedded. We revisit team structure and processes every quarter.

Any surprises?

For me the peer support across the team was a pleasant surprise. We all wanted to create a strong, cohesive group.

Is your team more effective now?

Yes, there was uncertainty before, now there's a very positive vibe. We developed the structure and processes we needed - shared objectives, clear roles and responsibilities, better information sharing and so on. We got to know each other's leadership and learning styles. And the best thing is that we all played a part in making this happen. We achieved it through the Team Journey. If I'm not around, I am absolutely confident that the team will help and support each other or indeed anyone new to the leader role.



“The Team Journey continues to influence the way we work”

