

# Case Study

## Part 1: Laying the Groundwork for Collaboration: Creating Psychological Safety in the Integrated Discharge Hub

### The Challenge

The Integrated Discharge Hub brought together professionals from across two acute hospitals, the community health provider, social care, primary care and the voluntary sector — all working together to support patients to leave hospital safely and continue their recovery at home or in the community.

While the service had been operational for some time, team leaders recognised that little space had been made for reflection — either on how far they'd come or how people were feeling within the new model. Working across organisational and professional boundaries was still a challenge. Leaders recognised the need to pause and invest in culture — to build a safe, inclusive and professional working environment in which people could make decisions, be led by others regardless of organisation, and challenge one another constructively. They needed the time and support to step back, reconnect with their purpose, and co-create clearer, effective ways of working together.



### Our Approach

We designed and facilitated two sessions, focused on building psychological safety, shared accountability, and a renewed sense of collective purpose.

#### Session 1: Leadership Reflection & Co-Design

We began by working with service leads to reflect on their change journey to date — celebrating how far the Hub had come and surfacing the strengths that had enabled that progress. We then collectively explored what would need to shift to make the Hub's vision a reality. This resulted in identifying “New Ways of Working” — behaviours and principles that would support confident, collaborative practice across professional boundaries.

As we began shaping the next session together for the wider staff group, it became clear that there had never been a check-in on how people were *really* feeling about the changes they'd been through. This led to the creation of a staff consultation, inviting people to share their **hopes and fears** about the service and the experience of working within it.

#### Session 2: Sharing & Shaping New Ways of Working

The wider team came together for a session focused on reconnection, reflection, and forward momentum. Together, we:

- Acknowledged the achievements and challenges so far,
- Shared the hopes and fears gathered from staff, and the leadership group's response – “you said ... we did”,

- Ratified and reflected on the New Ways of Working,
- Explored how to bring the vision to life through practical action.

We used **Dilts' Logical Levels** to explore what needed to shift at different layers of the team experience and how these new behaviours could be embedded in practice. Using structured reflective questions, staff explored their own beliefs, behaviours, skills, and identities — and what might need to change individually and collectively to realise the vision of the Hub.

Small group discussions explored powerful questions such as:

- *What beliefs do we hold that help us succeed? What might we need to let go of?*
- *What are the behaviours that move us closer to the vision — and which hold us back?*
- *What new habits, skills or mindsets will help us make this real?*

### The Impact

These sessions created a much-needed pause in a fast-paced programme — offering staff the chance to be heard, to reflect, and to help shape how the service continues to evolve.

Outcomes included:

- A leadership team more closely aligned on purpose and priorities
- Insight into the **unspoken experiences** of the wider team
- Ratified **New Ways of Working** to support shared accountability
- Increased awareness of **what needs to shift** at individual and team levels
- A stronger foundation of **psychological safety and collaboration**

### Facilitator Reflection

“ *What stood out most was the team's willingness to engage with honesty and depth once the space was created. There was a real shift — from people adapting quietly to change, to openly shaping it together. The process gave staff a voice, and the confidence to start influencing how they work, not just reacting to it.* ”

These early sessions laid the cultural groundwork for the team's next phase — including service redesign and digital transformation — by ensuring the human foundations were in place first.

### Contact Details

To discuss how Faye Beddow Consulting can support you with your organisational challenges, please contact us today:

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