

Case Study

Revitalising Culture: A Pathology Transformation

The Challenge

The pathology department, part of a large NHS Trust and consisting of over 150 staff, reached out to Faye Beddow Consulting after a range of internal interventions had failed to shift the culture. High turnover, reports of dissatisfaction in staff surveys and stunted productivity highlighted the need for change. Silos had formed between scientists and technical analysts, eroding collaboration and dampening innovation. Recruitment issues, compounded by a whistleblowing event, cast a shadow over the department's morale, performance standards and reputation. The department commissioned an external review, which recommended a cultural transformation.



Guiding Change

The first task was to get to the heart of the department's challenges. The journey began with an in-depth assessment, involving interviews, surveys, and candid discussions with employees. It was evident that a significant cultural divide existed.

To initiate the transformation, we assembled a dedicated steering group, bringing together key individuals from various levels within the department. This group played a pivotal role in overseeing and implementing the cultural transformation process.

We then facilitated a series of workshops aimed at identifying the department's vision, values, and priorities, aligned with the Trust's Vision and Corporate Strategy, as well as NHS England's 'Accelerating Genomic Medicine in the NHS' Strategy. These sessions fostered a shared understanding of the department's strategic direction and ensured that cultural change was in harmony with overarching goals.

During these workshops, we identified four distinct workstreams, each with a specific focus: 'Leadership that Cares', 'The Right People in the Right Place doing the Right Thing', 'Attract, Recruit and Retain the Best People', and 'A Great Place to Work'. These workstreams served as the framework for targeted initiatives and actions that would address the root causes of cultural challenges.

We also facilitated consultation meetings with members of staff. These meetings allowed us to gather input directly from the 'shop floor,' ensuring that every voice was heard. Their perspectives and suggestions became instrumental in shaping the initiatives that followed.

This comprehensive approach, combining strategic alignment, stakeholder engagement, and grassroots input, laid a strong foundation for the cultural transformation within the pathology department.

The Impact

The transformation journey was marked by proactive engagement with employees at all levels.

Initiatives promoting cross-functional interactions were implemented, breaking down silos. Employee engagement and morale surged as individuals felt heard and valued.

Recruitment processes and development opportunities were revamped, emphasising fairness and ethical practices. 'Speaking Up' practices were strengthened, ensuring a culture of openness. A culture of accountability and transparency became the norm, aligning with ethical standards and guiding decision-making. The department's reputation rebounded both at a local and national level.

A Success Story

In a relatively short time, the pathology department underwent a significant transformation. What was once a fragmented and troubled department emerged as a united and thriving hub of research and analysis. The collaborative spirit rekindled innovation, and ethical integrity became the cornerstone of the department's identity.

By addressing cultural divides, instilling transparency, and nurturing a shared purpose, they unlocked the department's potential. Faye's role was instrumental in catalysing this change. This case study serves as a testament to the power of cultural transformation and the enduring impact it can have on an organisation's success and reputation.

“ *Following a full review of our departmental culture we worked with Faye to align our department to the Trust Vision; identifying clear goals and priorities for the next 12 months and 3 years. We then developed a clear plan of actions and specific workstreams to ensure we implemented the changes needed to achieve our goals.*

Faye is organised and has a wide knowledge of actions that will support a change of culture, providing great ideas for team sessions. In her facilitation she was gently challenging whilst inspiring us to do better, leading to better outcomes for both our staff and patients. We have achieved reduced turnover and a palpable change in the way staff feel about the department and their roles.

We have thoroughly enjoyed working with Faye and the knowledge and understanding she has brought to this process. ”

Contact Details

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