

# CULTURE CHANGE & TEAM EFFECTIVENESS

Oct 25-Apr 26

**NHS**  
Sandwell and West Birmingham  
NHS Trust

**CLIENT:** LARGE MIDLANDS NHS FOUNDATION TRUST

**SCALE:** MULTI-DISCIPLINARY STROKE WARD INCL. NURSING, THERAPY & LEADERSHIP

**SERVICES DELIVERED:** LEADERSHIP DEVELOPMENT · ORGANISATIONAL DEVELOPMENT · TEAM EFFECTIVENESS · COACHING · CULTURE CHANGE · FACILITATION

## THE BRIEF

C6 Stroke Ward was experiencing operational and cultural pressures following the merger of two previously separate teams. Historical tensions, high sickness absence, staffing pressures and workforce fatigue had affected cohesion, communication and accountability.

The ward was also managing high patient acuity, falls risk, inconsistent HCA coverage and low staff engagement, alongside a culture where some staff felt unheard or psychologically unsafe.

Leadership responsibilities had become concentrated within a small number of individuals, creating sustainability challenges and limiting wider leadership development opportunities.

The Trust sought external OD support to strengthen culture, leadership capability, team effectiveness and more sustainable ways of working.

## THE SOLUTION

We designed a phased and responsive OD programme focused on rebuilding trust, leadership alignment and collective ownership across the ward.

The programme combined relational and operational elements, recognising that sustainable improvement required simultaneous focus on behaviours, communication, accountability, wellbeing and systems of work. Interventions were adapted throughout in response to emerging team needs and operational realities.

## AT A GLANCE

### Our Approach:

- Leadership coaching & development
- Team effectiveness diagnostics & pulse surveys
- Facilitated leadership surveys
- Psychological safety & culture conversations
- Small-group reflective sessions
- Action-planning linked to staff feedback
- Inter-team learning & shadowing opps
- Recognition & culture-building initiatives

### Client Feedback

"The work created space for honest conversations that previously were not happening. It helped strengthen leadership confidence, improve team relationships and build a more constructive and supportive culture."

## OUTCOMES & IMPACT

### OUTCOMES & IMPACT

The programme created a safer and more constructive space for teams and leaders to openly discuss pressures, frustrations and barriers affecting performance and culture.

