

SUPPORTING CULTURAL RECOVERY & TEAM EFFECTIVNESS WITHIN A SPECIALIST NHS PATHOLOGY SERVICE

Jan-Dec 2024

CLIENT: REGIONAL NHS PATHOLOGY SERVICE (SPECIALIST CYTOLOGY & SCREENING TEAM)

TIMEFRAME: 12 - MONTH INTERVENTION PROGRAMME

SERVICES DELIVERED: ORGANISATIONAL DEVELOPMENT - TEAM & LEADERSHIP COACHING - MEDIATION
CULTURE CHANGE - PSYCHOLOGICAL SAFETY - TEAM EFFECTIVENESS - WORKFORCE WELLBEING

THE BRIEF

Following organisational integration and workforce change, the service had experienced a prolonged deterioration in team relationships, communication and workplace culture. Staff wellbeing, trust and cohesion had been significantly impacted, alongside high levels of tension, silo working and unresolved historical conflict.

The organisation sought external OD support to help rebuild relationships, strengthen leadership capability and create a healthier, more sustainable team culture.

THE SOLUTION

We designed and delivered a phased 12-month OD intervention combining:

- team diagnostics and anonymous pulse surveys
- mediation and facilitated conversations
- leadership coaching
- team development workshops
- psychological safety interventions
- civility and behavioural charter work
- away days and action planning

The programme supported both leadership and frontline teams, combining attention to historical tensions with practical future-focused culture development.

OUTCOMES & IMPACT

Measure	Jan 2024	Oct 2024	Movement
 "My opinion seems to count"	45.3	57.5	 +12.2
 "My skills are valued and utilised"	47.3	61.2	 +13.9
 "Opportunity to do what I do best"	48	58.7	 +10.7
 "Trust management decisions"	40	46.2	 +6.2
 "Emotional wellbeing"	50.7	57.5	 +6.8

AT A GLANCE

Scale & Complexity:

The intervention included:

- Multiple team workshop series
- One-to-one leadership coaching
- Full team away days
- Repeated diagnostics surveying across 12 months
- Phased approach with quarterly review, reflect and adapt checkpoints

Cultural Shift

Early team descriptors included:

- Stressful
- Disjointed
- Dishonest behaviours
- Despondent

By the later stages of the programme, language had shifted toward:

- Calm
- Supported
- Trust
- Satisfaction

Future Focus:

Conversations evolved from historical conflict & mistrust toward:

- Cohesion
- Fairness
- Team aspiration
- Trust-building
- Shared future goals