

Culture Audit and Organisational Development Strategy

What our client wanted

Lewisham and Greenwich NHS Trust was formed through Lewisham Healthcare taking over responsibility for the Queen Elizabeth Hospital. This development brought significant challenges but also real opportunities in terms of size and differences in management practices. The staff at QE Hospital had experienced significant disruption and uncertainty through the formation and subsequent dissolution of the South London Healthcare Trust, whereas the staff at Lewisham were buoyed by unprecedented public support for their hospital following TSA intervention. Frontline with our partners Loop2 were commissioned to design a bespoke organisational development strategy to support organisational success during the merger and for the longer term future.

What Frontline did

The OD strategy was based on a thorough analysis of the context in which the new Lewisham and Greenwich NHS Trust operated. This included:

- A facilitated Trust Board development workshop to determine the type of high performing culture they wanted to see established for the new organisation
- A major culture audit – extensive discussions with individuals and groups from different parts of both hospitals and community health services, and those who commission health services
- An assessment of the external contextual challenges facing the Trust, together with a review of some of the existing and previous development work

What difference we made

The resulting OD strategy, now being implemented, was designed around six strands, all of which were mapped to and evidenced by our initial analysis of the context:

- Living our values – hardwiring the Trust's values into systems, processes and behaviours
- Design for delivery – organisational 'physiology' to support the new leadership structure
- People first – promoting care, compassion and patient involvement
- Safe, high quality services – building capacity to lead unified sustainable quality services
- Learning, leading and support – individual and team skills and capabilities and knowledge aligned to the Trust's vision, values and clinical strategy
- Working with partners, serving our communities – establishing effective partnerships and public support to enable the Trust to deliver better patient care

We are continuing to work with the Trust to support the embedding of values and behaviours across all staff groups and we are now repeating the culture audit to further support OD work.