

CASE STUDY

This case study covers a strategic project to support the enhancement of the employee experience in a prominent charity operating in the hospice sector.

Our Client



Our client is an established, well known and well-respected hospice delivering services to support vulnerable adults suffering with life limiting illnesses.

The Problem



The hospice sector faces mounting challenges due to financial constraints - reduced funding access and increasing fundraising difficulties - along with shifting post-Covid workplace dynamics. Our client recognises the need to:

- Develop services and refine workforce planning as a result
- Address financial models
- Transform capabilities through digital transformation, integration and service development

Thrive Consulting was engaged to review organisational strategies, acting as a critical friend to the CEO, Executive Team, and Board of Trustees. We provided strategic guidance and developed tactical actions to drive change both from the top down and the ground up.



Our Solution



A comprehensive discovery phase was initiated, including:

- A strategic page-turn exercise
- A deep dive into workforce data using our tenure-based *Probability of Success* tool
- Employee interviews over a cross section of employees
- A leadership team and personal assessment using ERAS Quest profiling tools
- A market benchmarking exercise

As a result, a statement of work was established focussing on developing the skills, capabilities and behaviours across the organisation by evolving structure, culture and collaboration.

Our bespoke solution was built on five key pillars: organisation-wide communication and engagement, tools and ways of working, process revision, tactical activity and training, coaching & mentoring. We developed 8 recommendations, all approved by the Board of Trustees, with 3 prioritised for immediate implementation.

The recommendations, delivered over an ambitious 9-month timeline, included a redesign of workload prioritisation tools/methods, the implementation of an executive development plan, the overhaul of internal communications best practices, the establishment of collaborative "communities of change", a skills & capability review and a transitional plan initiated to move towards a skills-based organisation with talent at its core. Change and adoption was driven using ADKAR methodology.

Throughout the programme, Thrive developed a comprehensive *Playbook for Success*, featuring research insights, methodology outputs, and benchmark data. It also included new collateral for project governance, internal communication planning, L&D pathways and Board reporting dashboards. Additionally, we led an executive search to appoint a new Board Director and established a *Chief Executives Community*, chaired by our clients CEO, featuring keynotes from prominent industry innovators.

The Outcomes



Portfolio prioritisation reduced urgent projects to 5 (down from 32) giving c3 hours per employee back per week.



2 Communities of Change established in month 1 of delivery, with 3 more planned.



Attrition dropped below 12% within 3 months of project kick off.



General employee engagement and leadership engagement increased within 3 months of project kick off.



Attendance at organisation Town Hall events increased x5fold



Leadership team more "cohesive, motivated and effective"

Our Client Says:

"Engaging Matt and the Thrive team has given impetus and clarity to our workforce strategy. The immediate future for the Hospice sector is one of challenge and uncertainty but the work delivered by Thrive gives a backbone to our strategy that will give us the opportunity to respond positively"

(Chief Executive)

"This programme has been one of the most rewarding undertakings in my professional life. Embracing the need to evolve people strategies was important for our client and they threw themselves wholeheartedly into this programme of work. It's early days but results are starting to come through and I'm excited about the future. I couldn't be a more passionate supporter and hope to help them to continue to Thrive long into the future"

(Matt Gascoigne)

Focusing on your most important asset, your people, is essential but often overshadowed as customer or revenue challenges are prioritised. At Thrive we help you reconnect with your employees. We strengthen your team, tools, working methods, and confidence. When you're prepared, we return control to you and continue to support you on your journey forward.

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