

CASE STUDY

# WORCESTERSHIRE ACUTE HOSPITALS NHS TRUST

“The program’s impact is so significant that, for the first time in 3-years, the CQC has imposed no conditions on our registration. **A phenomenal success.**”

- CEO of Worcestershire Acute Hospitals NHS Trust

Burdened with a financial deficit of £26 million and facing critical issues in departments like A&E, paediatrics, and maternity, Worcestershire Acute Hospitals NHS Trust (WAHT) was deemed ‘inadequate’ by the UK’s Care Quality Commission (CQC) and placed into ‘special measures.’

## THE APPELLON SOLUTION

Partnering with Appellon (formerly Pulse), WAHT implemented the Lead & Work-Rite program designed to align staff behaviours with organisational objectives. This initiative provided a structured framework for aligning the workforce to work collectively, apply positive behaviours, included leadership development, and performance measurement.

## THE RESULT



## WORK-RITE SCORES

WAHT Work-Rite score increased significantly, reflecting an overall positive shift in workplace attitudes and leadership effectiveness in 12 months.

- Checkpoint #1 Results: **28%**
- Checkpoint #2 Results: **55%**
- Checkpoint #3 Results: **57%**

**A substantial increase of 29 percentage points, indicating a stronger cultural alignment and engagement within the Trust.**

## STAFF PARTICIPATION RATE (PR)

Upon launching the program, WHAT introduced four key Signature Behaviors to guide staff actions and mindset and established a Culture Committee to reinforce these behaviors and sustain staff engagement.

- Checkpoint #1 Results: **26%**
- Checkpoint #2 Results: **45%**
- Checkpoint #3 Results: **51%**

**Participation rates nearly doubled from the first checkpoint, highlighting improved staff involvement and trust in the program.**



### £450k recruitment savings

Thanks to the impact of the 4Ward program, staff happiness has improved by a **0.56% reduction** in leavers. Offering significant savings over a 3-year period.



### No CQC Conditions

Since 2015, when the Trust was placed into “special measures”, 2018 was the first inspection in which the **CQC placed no conditions on the Trust’s registration.**



### £600k workforce savings

Thanks to a notable **0.43% decrease across sickness & absenteeism** in the WAHT workforce, the organisation has been able to realise savings from areas such as reduced overtime, and agency staff costs.



### +27 day case operations

Theatre utilisation has improved due to a massive **7% increase in productivity.** This has resulted in additional day cases being achieved, as well as a **reduction of 125 theatre sessions.**

## THE HIGHEST FIGURES IN HISTORY

Worcestershire Acute Hospitals NHS Trust achieved record participation in internal surveys, with nearly 3,100 staff responding by the third checkpoint— **the highest in Trust history.**

Proving positive workplace attitudes drive transformation, improves efficiencies, trust, and morale through **leadership** and **behaviour alignment.**