



structure & systems review

organisational transformation case study

The Client

The CEO of this client combines a national Department of Health role with demanding Trust responsibilities. The client is applying for Foundation Trust status and had just reorganised their Board, creating new Director posts.

The Requirement

The client needed to re-examine the current support for the CEO and to review the PA support for the Directors.

In each case the need was for a number of potential solutions to be generated and evaluated so that the Board could make informed decisions.

The CEO and Directors wanted to ensure that the optimum level of support was in place, taking into account their needs and the skills and aspirations of current staff.

The Solution

Zenon Consulting interviewed all support staff and Board Directors. Internal requirements, capabilities and constraints were identified.

Research was carried out into support structures in other organisations both within and outside the NHS.

The resulting report and recommendations identified a number of options and outlined the pros and cons for each.

Zenon fed back the results to the CEO, the Board and the support staff.

The Results

The Board found it useful to see the options laid out in one report and to have an overview of the issues they needed to talk through before making decisions.

They confirmed that this was the basis they needed to begin the reorganisation of the support structure and to identify what needed to be put in place to ensure the new structure was successful.

“Zenon Consulting undertook a review of support to the Trust’s Chief Executive and Directors which not only provided useful practical options to improve the efficiency of the top team but also a valuable insight into cultural issues and working practices impacting on performance.”

Director of Human
Resources and
Organisation
Development
London Ambulance
Service NHS Trust



Julia Tybura, Managing Director



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