



NORTH WEST AMBULANCE SERVICE

DEVELOPMENT OF A TRUST-WIDE WORKFORCE INFORMATION DASHBOARD

SUMMARY

The North West Ambulance Service (NWAS) has recently developed a single monthly workforce information dashboard, both at Trust level and for each service line, to enable the effective use of workforce information across the Trust

This dashboard was developed in response to internal audit reports, which identified that improvements were required across the Trust for the reporting of performance metrics, of which workforce information was one element. The e-Win QIPP dashboards provided the prompt to look at this differently and to consider a dashboard presentation.

Previous formats for presenting workforce information were cluttered and difficult to follow; they also focussed primarily on sickness reporting, with mandatory training and KSF/appraisal for example presented through different reports.

KEY OUTCOMES

- The inclusion of benchmarking data (e-Win and i-View) enables NWAS to focus on how it compares to other ambulance Trusts as well as other NHS Trusts in the NW region. This has allowed the Trust to see where it is performing best, as well as highlighting areas in which there is scope for improvement.
- The Trust's Workforce Committee has commended the revised presentation of Workforce information.
- Service Line Directors have also been very pleased with the scope of the information now provided, which has allowed them to receive at-a-glance updates on workforce metrics, facilitating discussions on workforce and performance issues.
- The dashboard has had a positive impact on senior management engagement, and has improved consistency of workforce information throughout the Trust.
- It is difficult to attribute recent improvements in metrics such as sickness absence to this dashboard alone. However it is possible that providing managers with more consistent information may have had a positive impact.





GOOD PRACTICE CASE STUDY

BACKGROUND

The North West Ambulance Service (NWAS) is the biggest ambulance service in the country, providing 24 hour, 365 days a year accident and emergency services to those in need of emergency medical treatment and transport. It was formed in 2006 from the merger of the 4 ambulance services in the North West – Greater Manchester Ambulance Service, Mersey Regional Ambulance Service, Cumbria Ambulance Service and Lancashire Ambulance Service.

NWAS provides services to the entirety of the North West region from 114 ambulance stations, and 3 emergency control centres. Its highly skilled staff provide life-saving

care to patients in the community and take people to hospital or a place of care if needed.

The Trust also provides non-emergency patient transport services for those patients who require non-emergency transport to and from hospital, and who are unable to travel unaided because of their medical condition or clinical need. Alongside the other emergency services NWAS' 5,100 staff also work to ensure the safety of the public and treatment of patients in the event of a major incident, and plays an important role in advising patients and the public about staying safe and healthy.

HOW IT WORKS

The Trust's Workforce Information manager populates the dashboard on a monthly basis, using information from the ESR database. This feeds all Trust's performance reporting requirements, using one validated source.

The dashboard captures a range of metrics such as; sickness absence, turnover, appraisal information and workforce profiles e.g. diversity/age profiles. See Appendix 1

It provides a high-level summary which Service Line Senior Managers then use at monthly Senior Management Team (SMT) meetings in order to discuss areas of improvement, concern and required action. The dashboard is also presented to Trust Board on a monthly basis.

KEY AIMS

The Trust's key aim was to develop a single workforce information dashboard, which was user friendly and would provide a single point of reference for all workforce information (WI) metrics.



RESOURCES

No extra resources were required to set up or maintain this dashboard, as it is managed as part of the WI team's existing work streams.

KEY STAGES OF SET-UP

- Carol Offer, Assistant Director Workforce Development, and her Workforce Information (WI) team recognised the need to address all monthly information requests at once, rather than responding to lots of different requests throughout the month. Therefore they undertook the development of this dashboard, and initially focused on scoping what information was currently requested throughout the Trust, by who, and how often, etc.
- Research was then conducted on what other Trusts were reporting on to inform this dashboard - using eWIN and Workforce information reports, to understand and apply best practice.
- Subsequently the WI team defined what the Trust needed and why, before agreeing to include specific measures on the dashboard.

KEY CHALLENGES

- In setting up the dashboard it was difficult to decide what information should be focused on, amidst such a huge quantity of available data. This conundrum was overcome by speaking to stakeholders and ensuring that the dashboard reflected what they wanted to achieve i.e. working from result backwards.
- Creating the dashboard initially was a substantial piece of work but now that the relevant systems are in place, the task is much easier. It is however important that someone sets aside time each month to create this dashboard.





GOOD PRACTICE CASE STUDY



KEY LEARNING

Workforce information can't just be an add-on to a job; it is a key function in its own right and needs to be appropriately resourced.

SUSTAINABILITY

This dashboard is now the single source of workforce information for the Trust each month; all requests for data are sourced from this report.

NEXT STEPS

Capacity and capability will be developed for workforce information reporting within the Trust.

Further opportunities for benchmarking will be scoped, by monitoring activity on eWIN and amongst other Trusts. WI reporting is still relatively new, thus HR departments are still developing in regards to how they use systems.

There is a potential to supply greater detail to service line managers and not just a high-level summary. Therefore the dashboard could be developed by breaking down each service line further. For example, within corporate services it could be broken down into HR/ Finance etc . Reporting could also be broken down by regions across the North West.

SUPPORTING MATERIAL

NWAS' most recent workforce information dashboard is available as an appendix to this case study (please note this document is locked to non-members)



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