



**THIRSTY**  
HORSES

**Inspire Platform: System Wide Reporting**

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## Introduction

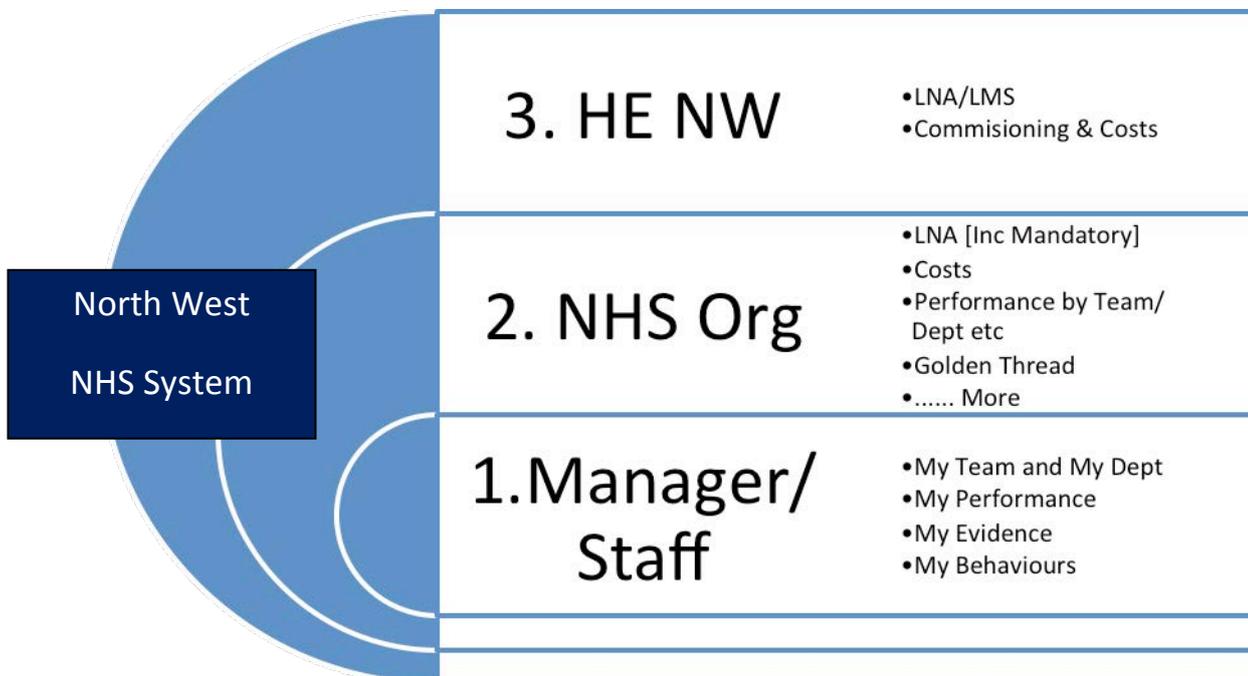
Inspire is a transformational approach – supported by contemporary software – that is designed to empower staff in their working environment in a way that is ‘created and controlled’ by the organisation’s leaders in order to drive calculated and planned organisational change.

As such, the gathering of data at different levels of the system we are looking to transform is key. Without it, organisations risk ‘transformation drift’; a chequered history of many stifled NHS change and transformation programmes teach us that.

This readily available Inspire data will enable the system leaders at all levels who are charged with delivering transformation to do so in a targeted, transparent and accountable way. It shines a light on great practice... and also on any gaps that exist.

## Where do reports/data sit?

As the Inspire platform can connect an entire system, it has reporting functions operating at different levels throughout; for example, from a band 2 staff member in a Trust through to the CEO, through to the regional commissioners of learning and education. It all sits on one connected and interactive platform.



In this document we will explore the breadth of data/reporting functionality that currently exists in Inspire.



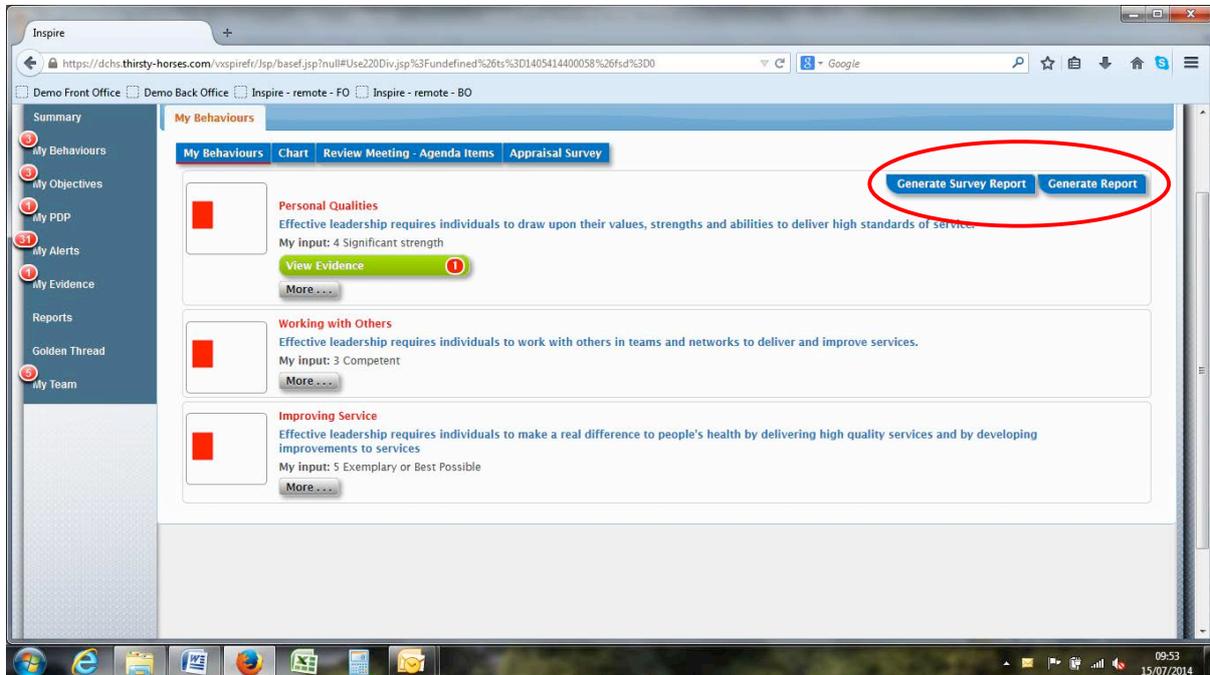
Please also remember that, as the Inspire platform captures every piece of information users enter into it, reports we have not yet even thought of are possible to create, as we hold the data source directly.

## **1. Data/Reports accessible by a Manager/Staff Member:**

*There are a selection of reports aimed at the 'ward' and '1<sup>st</sup> line manager' level, all shaped and connected by the overarching organisation aims. This is to encourage ownership and accountability at this level. The culture we are aiming to create is one where easily accessible, understandable and usable data about 'me' and 'my team/department' means I am empowered to act nearly completely independently of perceived regular supervision. This is possible as all my actions and targets are already aligned to the organisation values and goals by my leaders, therefore my focus is directed to the important and urgent things that matter and affect my service, the users and patients.*

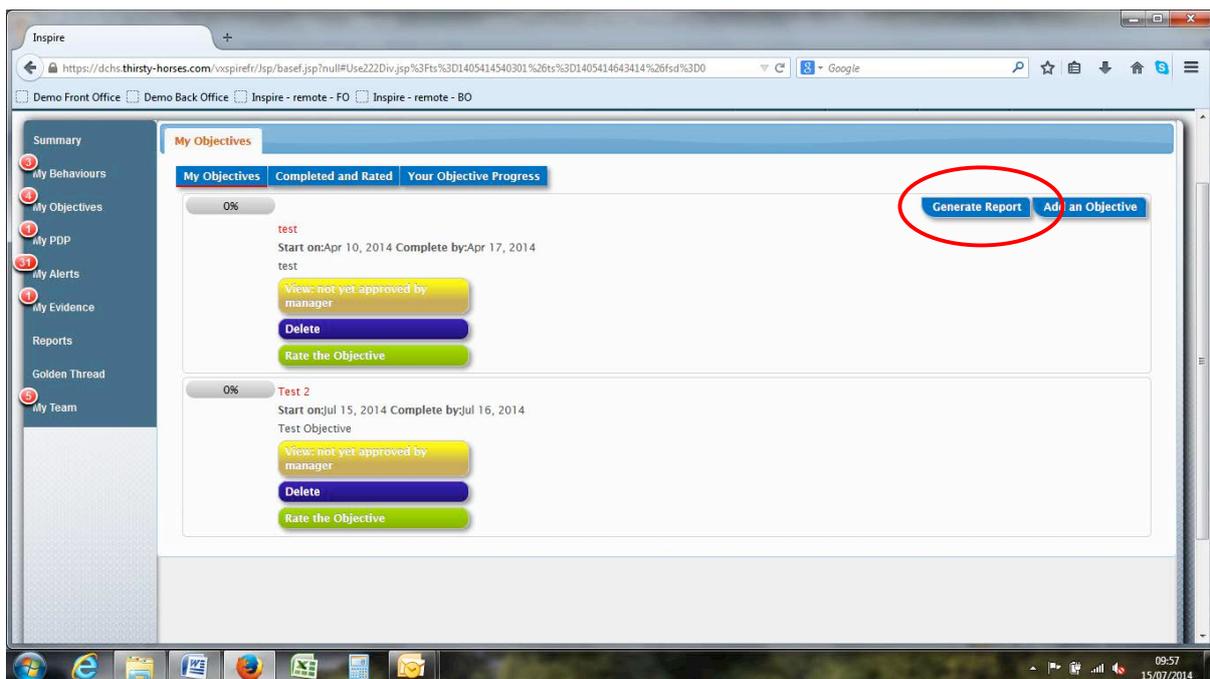
## Staff - My Behaviours

Click 'Generate Report'. If the organisation has opted to survey staff, (for example a Talent Survey or maybe a 360 report), they will be able to click 'Generate Survey Report'



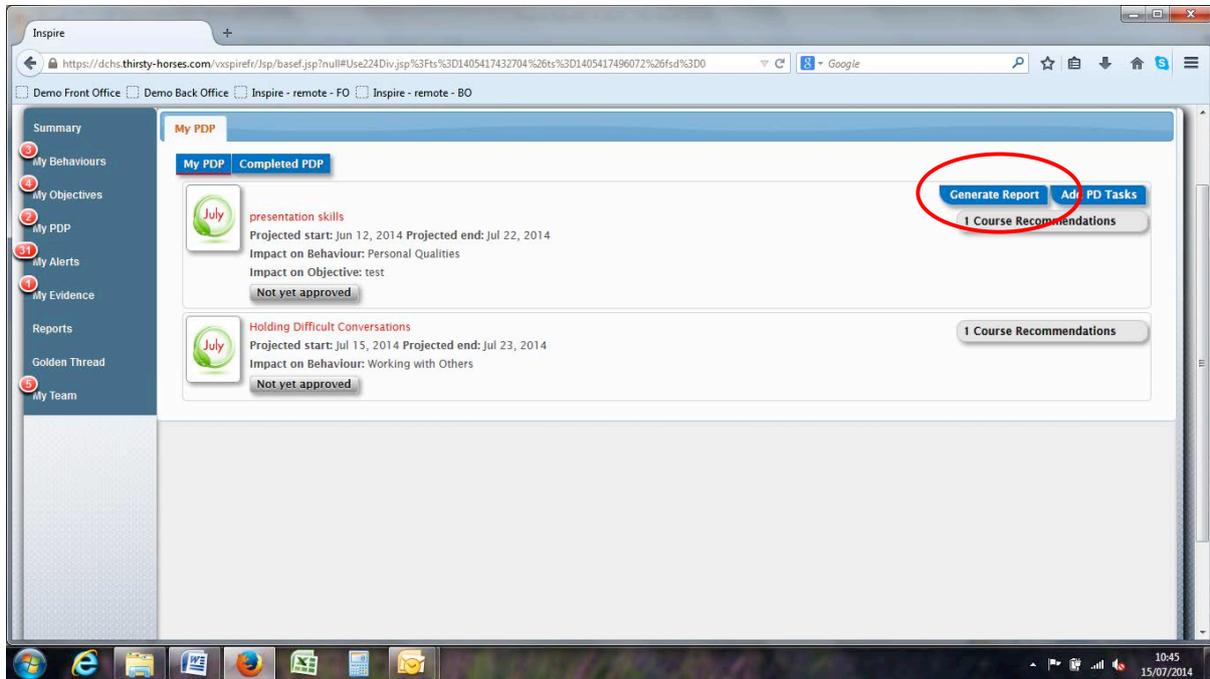
## Staff - My Objectives

Click 'Generate Report'



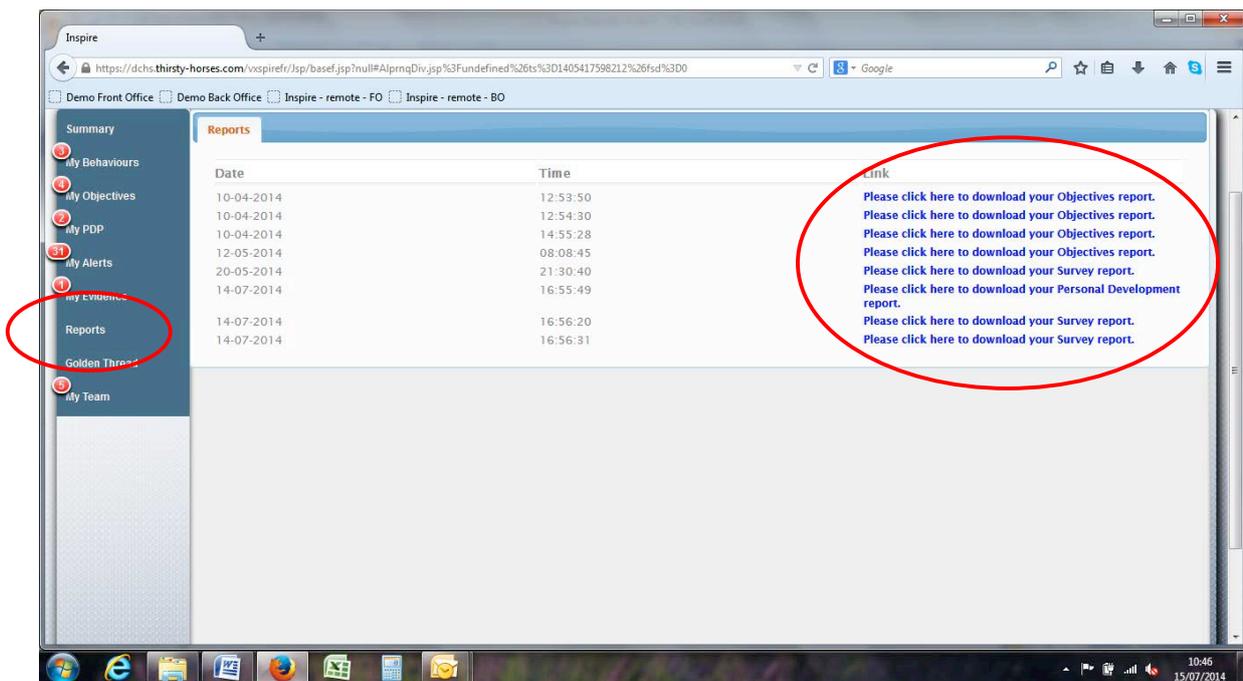
## Staff - My PDP (Personal Development Plan)

Click 'Generate Report'

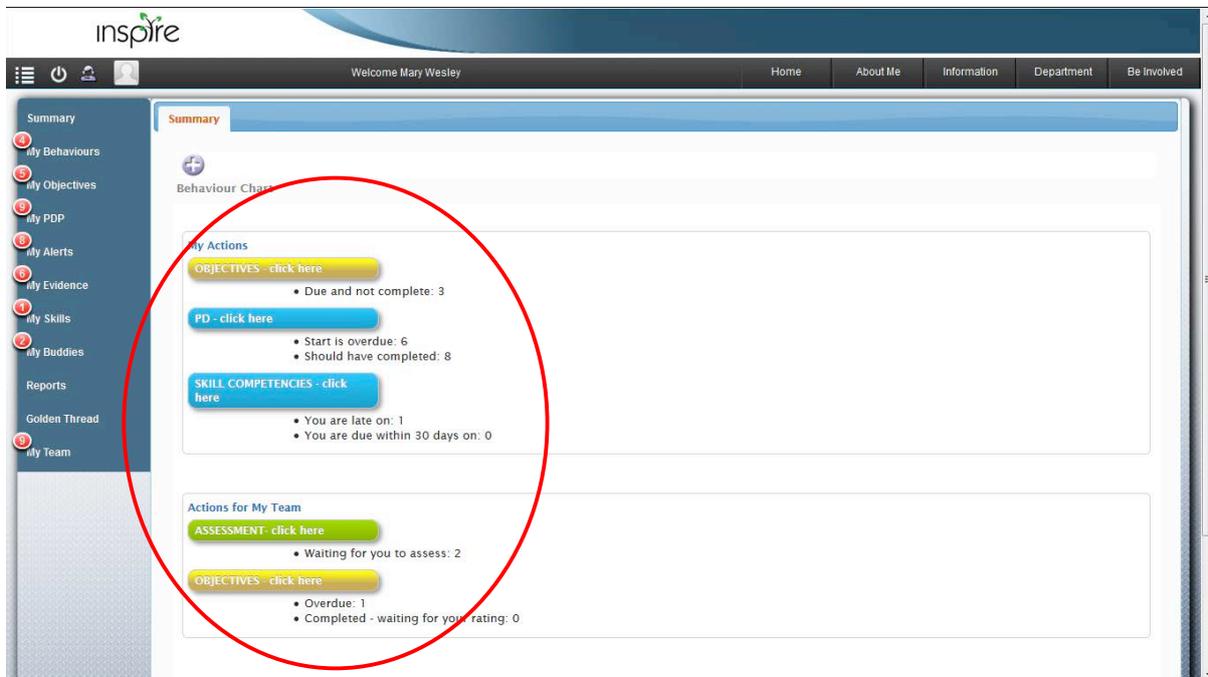


## Staff - Reports

Each time you click 'Generate Report', it is gathered in 'Reports' as a PDF. Simply click the blue link for the report you want and it appears. You can then save and use as you see fit.

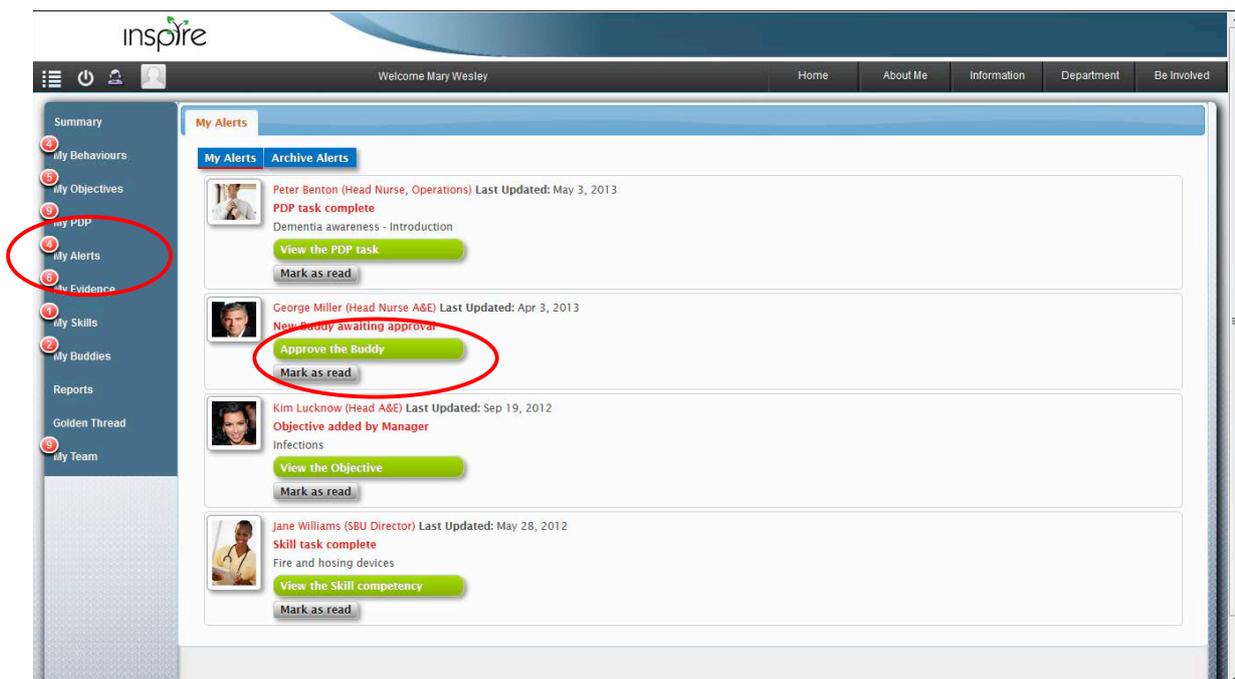


Managers and Staff also see system generated Alerts – ie real time reports. This data is automatically updated on the first ‘summary’ screen a user sees when they enter the Inspire platform. This information can also be sent to the user’s email account weekly. This ‘reminds’ staff to keep on top of theirs, and managers to keep on top of their staff’s, on-going performance and development. It’s part of their job.



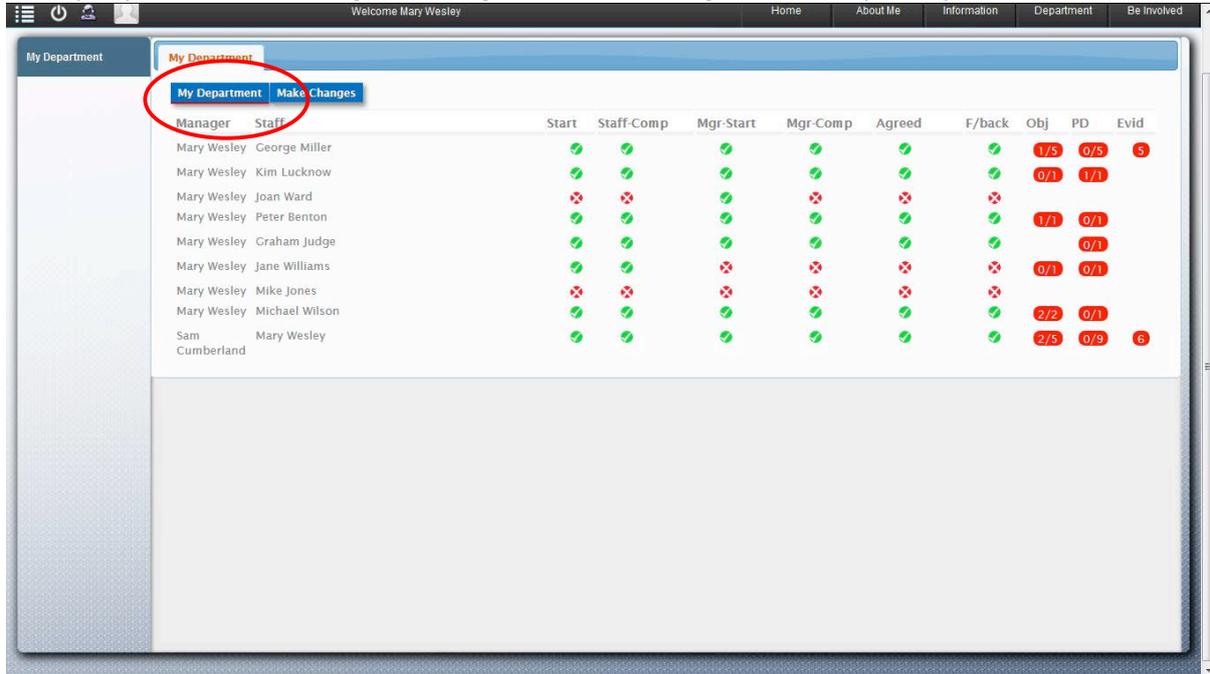
## Alerts tab

Simply click on the alerts tab at any time and a list of alerts will appear. The user can choose to act on them by simply clicking the appropriate button for the alert, or marking it as read.



## My Department

Managers of departments/divisions have access to this report. It shows their entire structure on a page (or two) and provides a 'snap-shot' of staff and the progress they are making. The visual display allows the manager to quickly highlight areas for attention. We see this being a regular item on any departmental meeting, so managers can talk through where they are up to.



Manager	Staff	Start	Staff-Comp	Mgr-Start	Mgr-Comp	Agreed	F/back	Obj	PD	Evid
Mary Wesley	George Miller	✓	✓	✓	✓	✓	✓	1/5	0/5	5
Mary Wesley	Kim Lucknow	✓	✓	✓	✓	✓	✓	0/1	1/1	
Mary Wesley	Joan Ward	✗	✗	✓	✗	✗	✗			
Mary Wesley	Peter Benton	✓	✓	✓	✓	✓	✓	1/1	0/1	
Mary Wesley	Graham Judge	✓	✓	✓	✓	✓	✓		0/1	
Mary Wesley	Jane Williams	✓	✓	✗	✗	✗	✗	0/1	0/1	
Mary Wesley	Mike Jones	✗	✗	✗	✗	✗	✗			
Mary Wesley	Michael Wilson	✓	✓	✓	✓	✓	✓	2/2	0/1	
Sam Cumberland	Mary Wesley	✓	✓	✓	✓	✓	✓	2/5	0/9	6

## Manager - My Team Charts

All managers have access to all staff data and can also see cumulative Team Charts that show progress against Behaviours and Objectives.



**George Miller (Head Nurse A&E)**

- Behaviours: 4/4
- Objectives: 1/5
- Talent Map
- 1-to-1: 1
- Skills: 10
- PDP: 0/5

**Kim Lucknow (Head A&E)**

- Behaviours: 4/4
- Objectives: 0/1
- 1-to-1: 0
- Skills: 4
- PDP: 1/1

**Joan Ward (Logistics Lead)**

Please input ratings for Joan  
Joan has not started

## 2. Individual NHS Organisation Reports:

*People who operate this element of the Inspire system will be few. This is the administration part of the system we call the 'Back Office'. HR/OD professionals, HR Business Partners aligned to Divisions and maybe Divisional Heads would be most interested in what this has to offer. The Back Office allows selected staff to administer the system as well as pull off detailed and real-time reports. It is important to note the Back Office and the reports available are designed to be used to inform strategy and planning in a developmental and performance sense. **The creation of them is easy;** the real work is to understand what this is telling the organisation, and to then decide how to lead the service forward through planning cost effective and timely interventions to exploit opportunity, deal with problems and/or mitigate risk.*

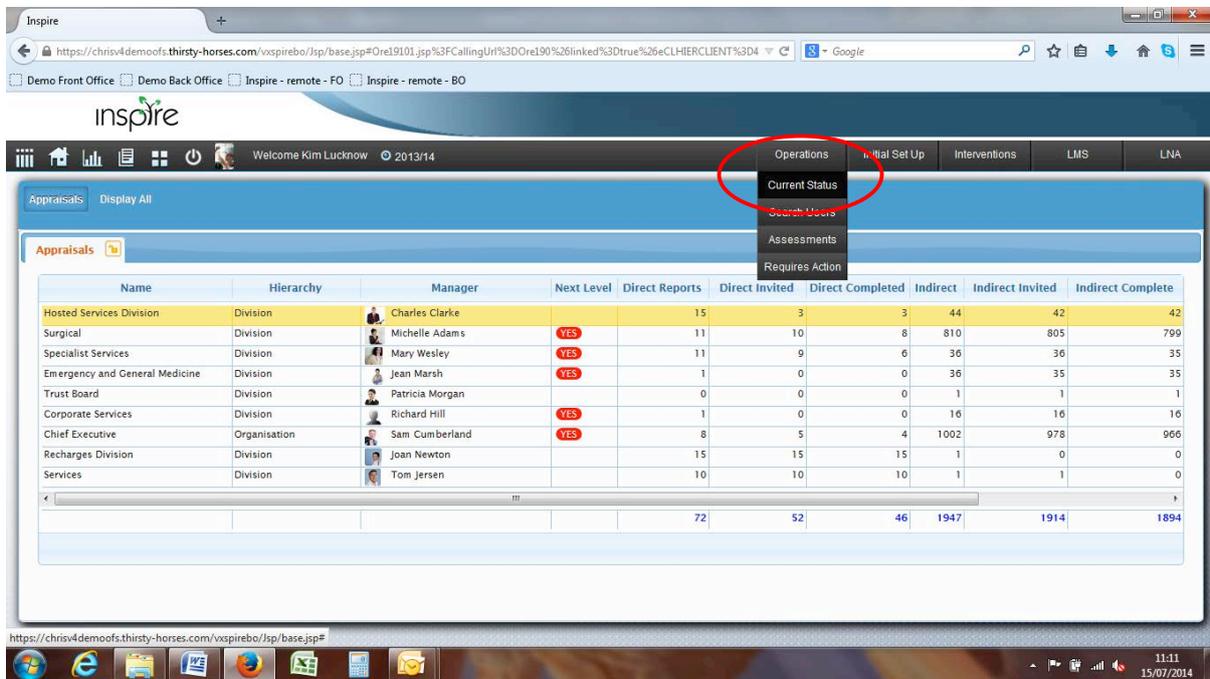
**Note: Reports at the organisational level could be accessed at the NHS regional level as:**

- (i) a direct look into that organisation or*
- (ii) part of an aggregated regional NHS picture.*

***The choice is 'yours' as a system to decide who sees what.***

## Behaviours Assessments Statistics

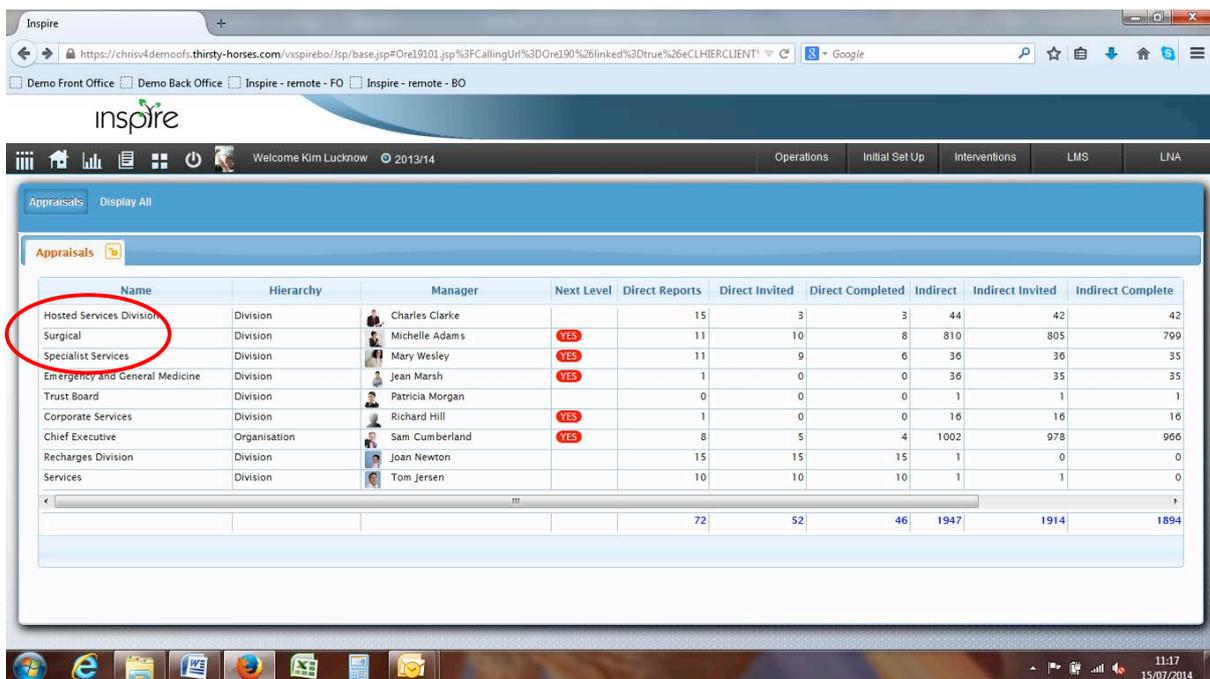
To focus in on staff progress with their behavioural assessments in a particular team, login to the back office, then click 'Operations' -> 'Current Status'...



The screenshot shows the Inspire web application interface. The 'Operations' menu is highlighted in red, and the 'Current Status' option is selected. Below the menu, a table displays appraisal statistics for various divisions and departments.

Name	Hierarchy	Manager	Next Level	Direct Reports	Direct Invited	Direct Completed	Indirect	Indirect Invited	Indirect Complete
Hosted Services Division	Division	Charles Clarke		15	3	3	44	42	42
Surgical	Division	Michelle Adams	YES	11	10	8	810	805	799
Specialist Services	Division	Mary Wesley	YES	11	9	6	36	36	35
Emergency and General Medicine	Division	Jean Marsh	YES	1	0	0	36	35	35
Trust Board	Division	Patricia Morgan		0	0	0	1	1	1
Corporate Services	Division	Richard Hill	YES	1	0	0	16	16	16
Chief Executive	Organisation	Sam Cumberland	YES	8	5	4	1002	978	966
Recharges Division	Division	Joan Newton		15	15	15	1	0	0
Services	Division	Tom Jensen		10	10	10	1	1	0
				72	52	46	1947	1914	1894

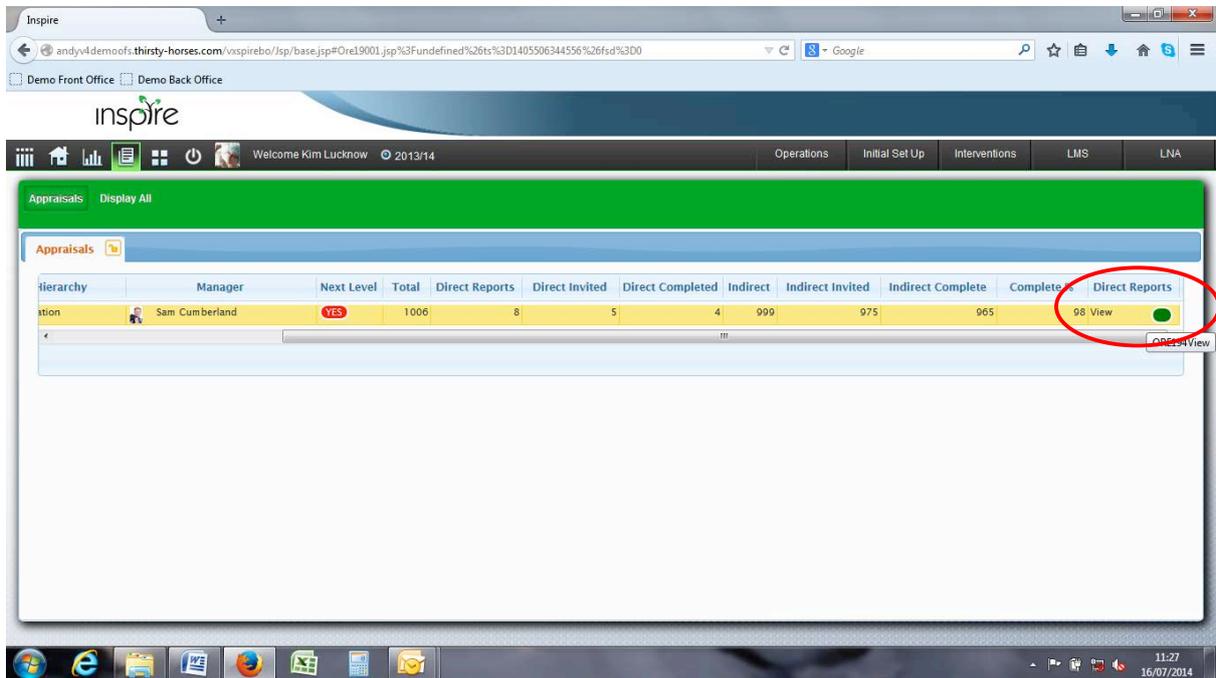
You can choose any area to deep dive into (as long as the organisation has set their hierarchies up correctly), just by clicking on the name of the hierarchy on the left and continuing down through the organisational levels until you get to the one you want (ie first clicking the division, then the department, then the team, etc)...



The screenshot shows the Inspire web application interface. The 'Hosted Services Division' row in the table is highlighted in red, indicating it has been selected for further exploration.

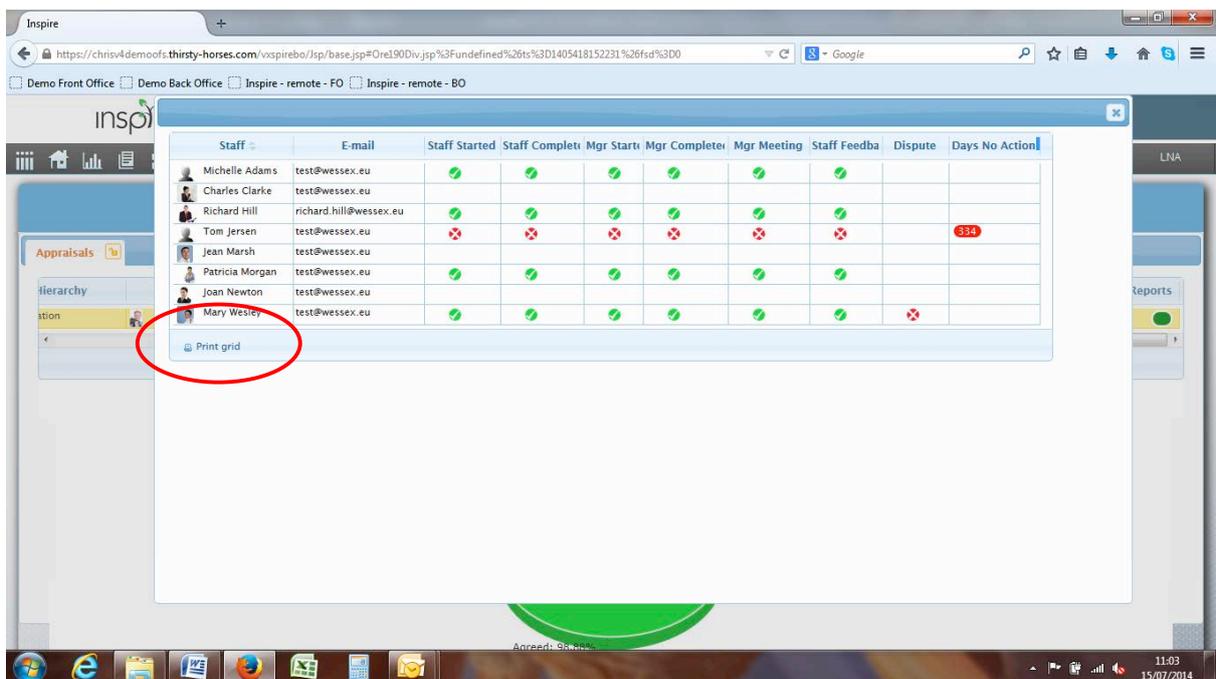
Name	Hierarchy	Manager	Next Level	Direct Reports	Direct Invited	Direct Completed	Indirect	Indirect Invited	Indirect Complete
Hosted Services Division	Division	Charles Clarke		15	3	3	44	42	42
Surgical	Division	Michelle Adams	YES	11	10	8	810	805	799
Specialist Services	Division	Mary Wesley	YES	11	9	6	36	36	35
Emergency and General Medicine	Division	Jean Marsh	YES	1	0	0	36	35	35
Trust Board	Division	Patricia Morgan		0	0	0	1	1	1
Corporate Services	Division	Richard Hill	YES	1	0	0	16	16	16
Chief Executive	Organisation	Sam Cumberland	YES	8	5	4	1002	978	966
Recharges Division	Division	Joan Newton		15	15	15	1	0	0
Services	Division	Tom Jensen		10	10	10	1	1	0
				72	52	46	1947	1914	1894

Once you're at the level you want to deep dive into, click 'View' (under 'Direct Reports') to pull up the refined data...

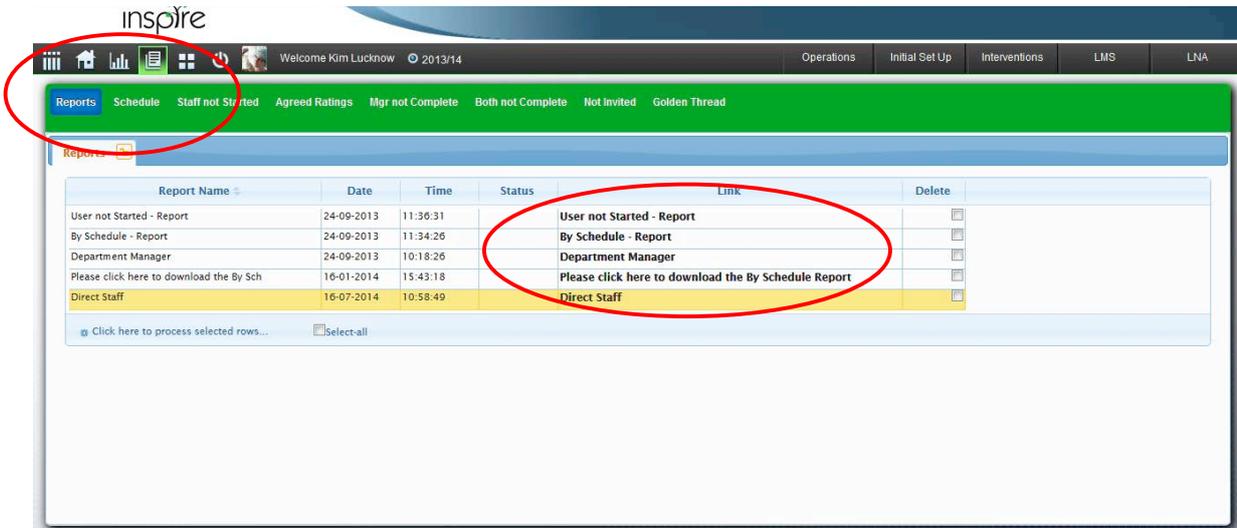


The table with the details you need appears. Then 'Print Grid' to create a MS Excel version of the table you want.

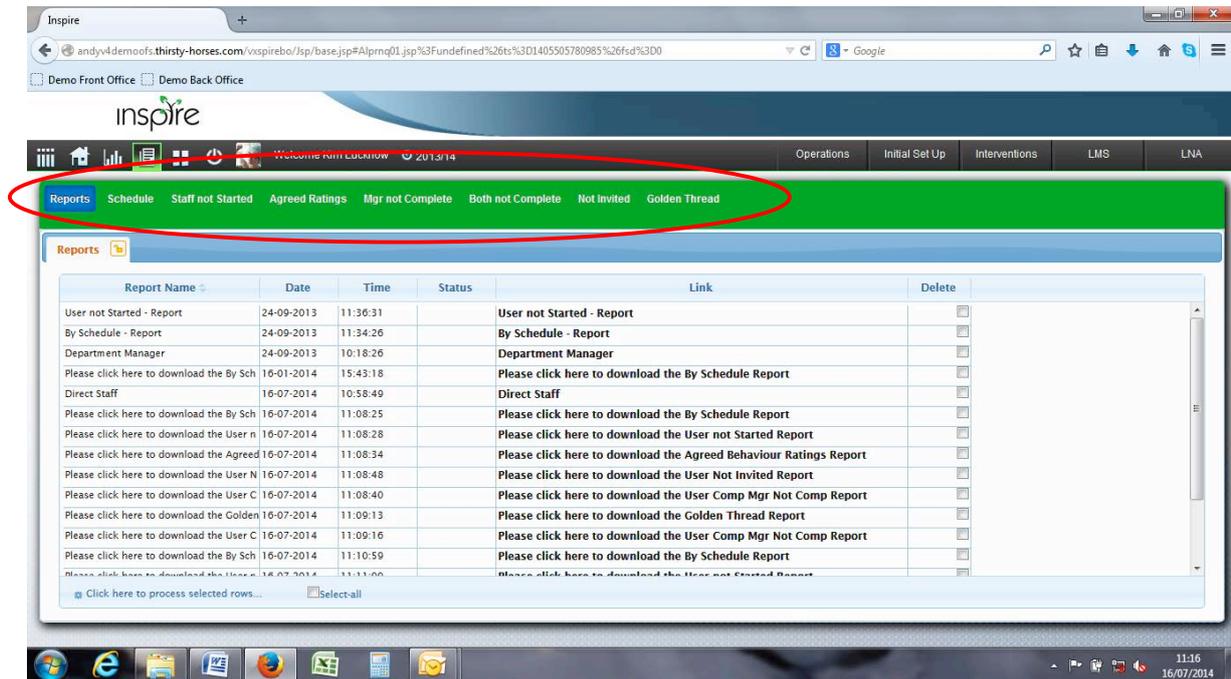
**NB** 'Print Grid' is the Back Office equivalent of 'Generate Report' in the Front Office, and is an option on ALL tables in the Back Office (including, therefore, all of those highlighted in this document). Exporting this data makes it usable for reports you may need to deliver as part of your role and governance requirements, especially when TDA, Monitor, NHSLA or CQC request data.



To see that report click the 'Reports' icon on the black menu bar, then the 'Reports' tab.

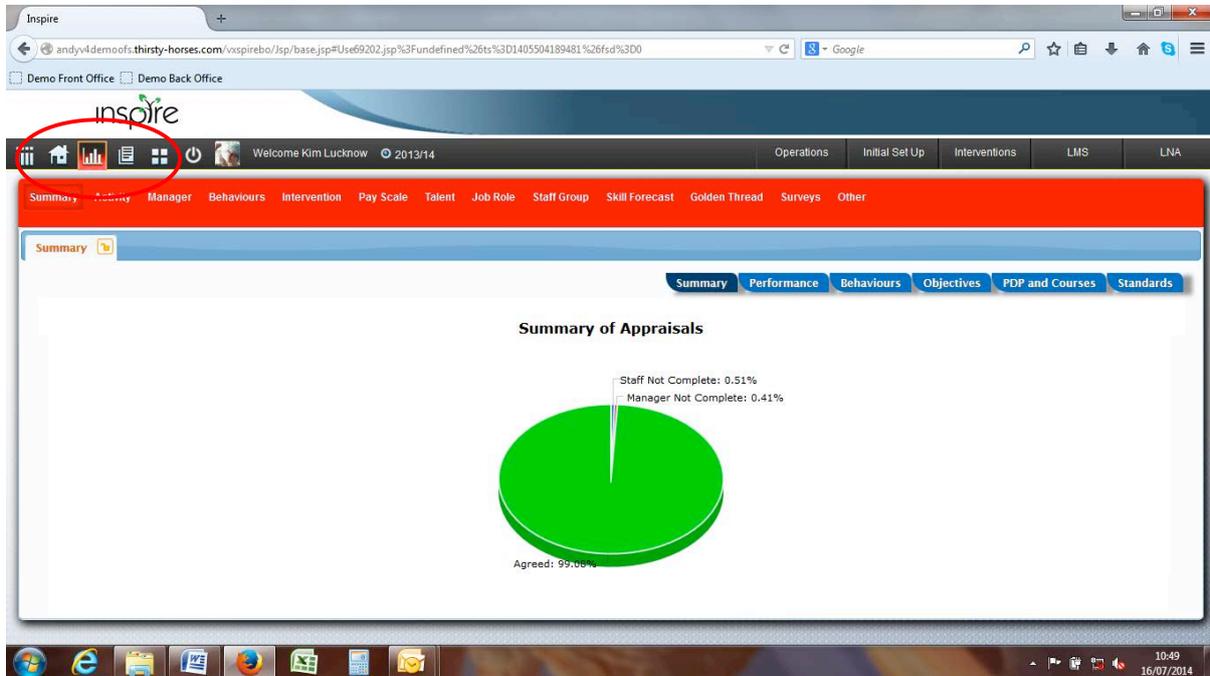


This is also where you access the wider suite of standard reports within Inspire relating to the values assessments; By Schedule, By Golden Thread, Staff not Invited, Staff not Started, Manager not Complete, Both not Complete, Agreed Ratings.

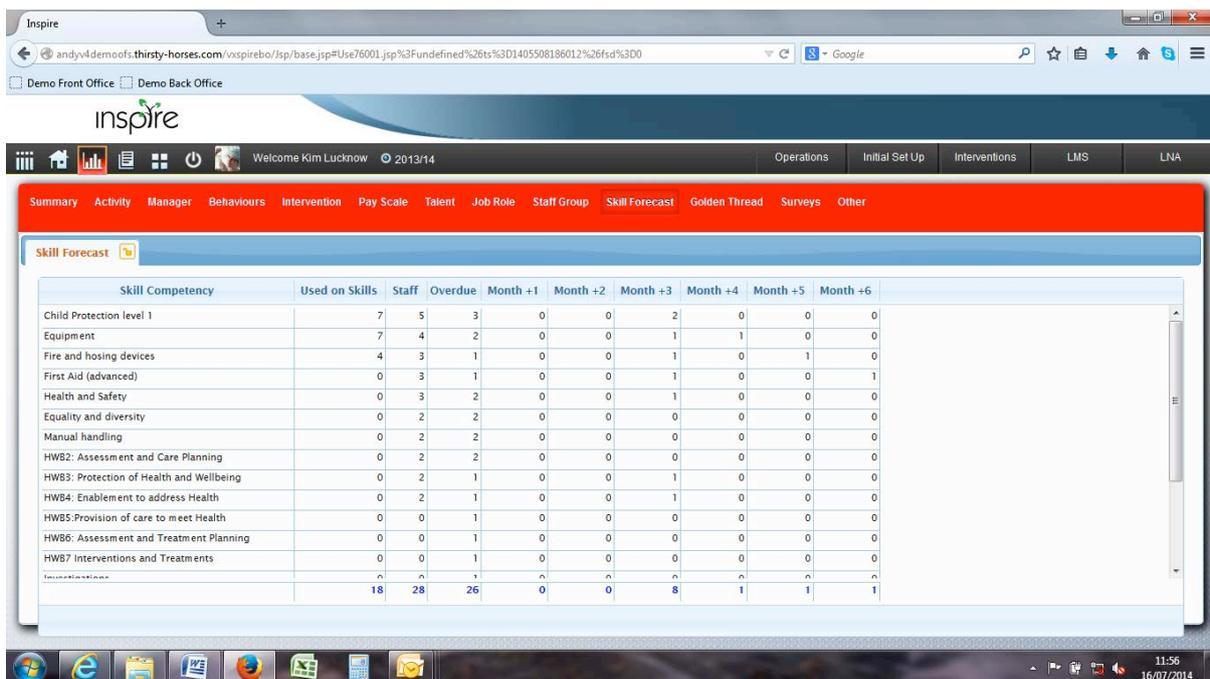


## Statistical Breakdown

Click the 'bar graph' icon on the black menu bar to open up a range of statistical breakdowns, including relating to; Activity, Manager, Behaviours, Intervention, Pay Scale, Talent, Job Role, Staff Group, Staff Forecast, Golden Thread, Surveys, and Other (including gender, for example).



As above, where these breakdowns are in table format – they can be saved as 'Reports'.

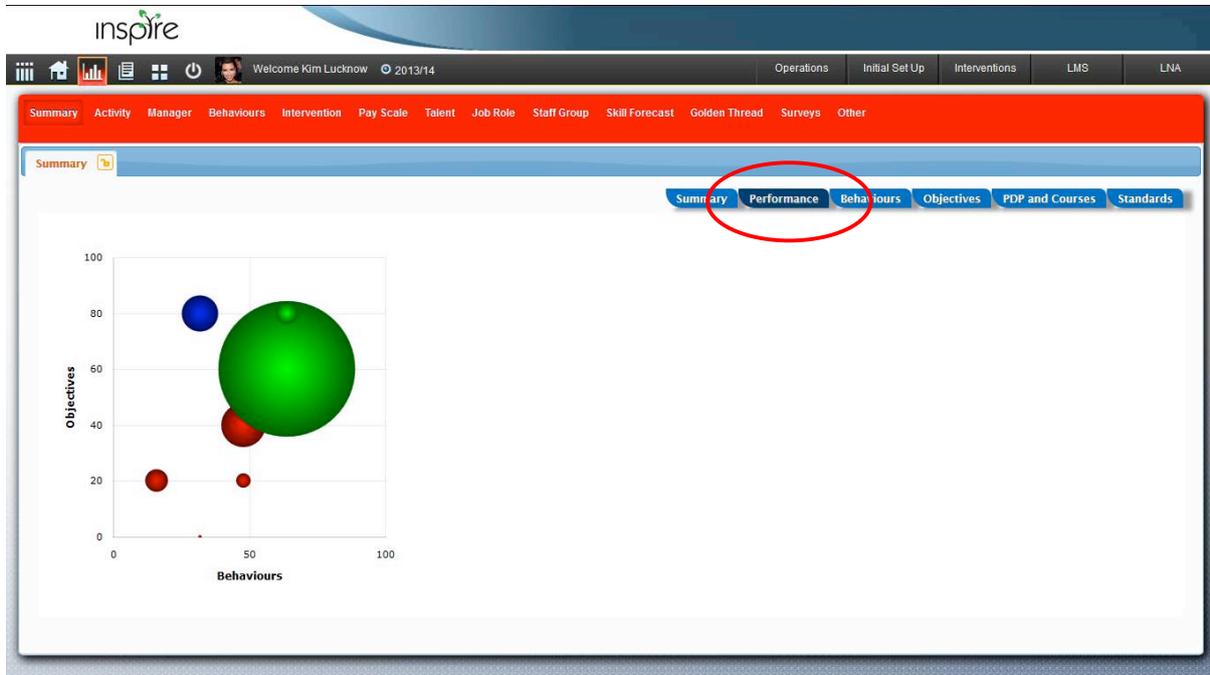


The screenshot shows the 'Skill Forecast' table in the Inspire software. The table has the following columns: Skill Competency, Used on Skills, Staff, Overdue, Month +1, Month +2, Month +3, Month +4, Month +5, and Month +6.

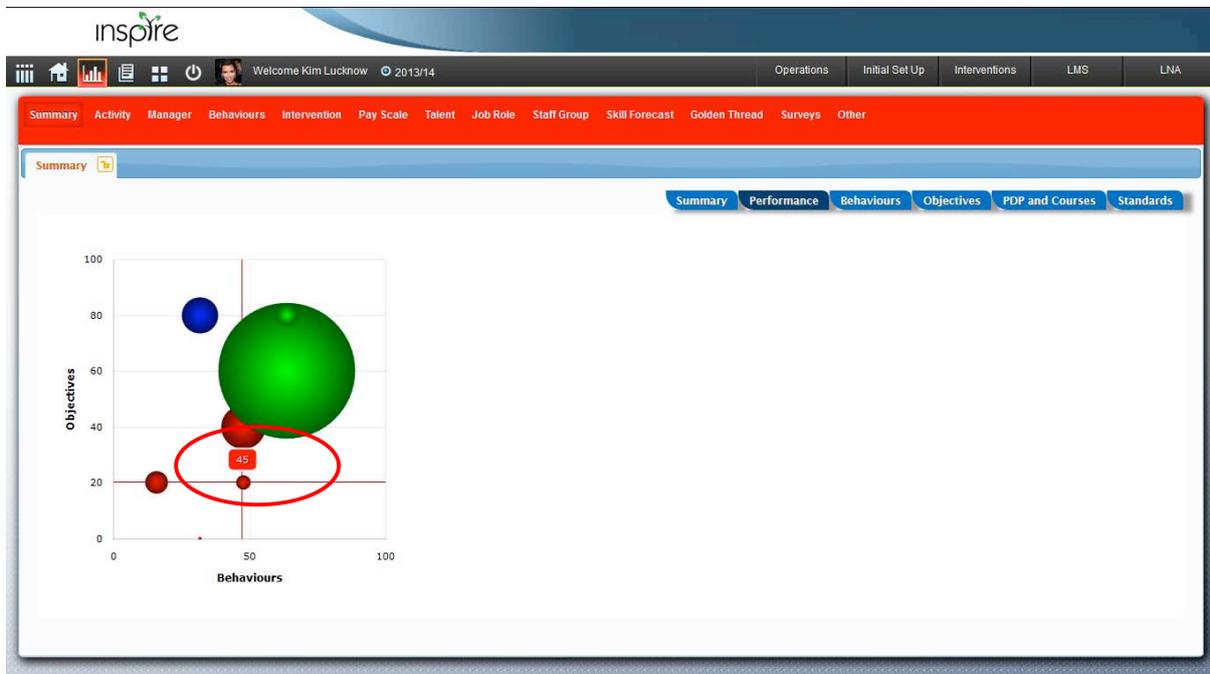
Skill Competency	Used on Skills	Staff	Overdue	Month +1	Month +2	Month +3	Month +4	Month +5	Month +6
Child Protection level 1	7	5	3	0	0	2	0	0	0
Equipment	7	4	2	0	0	1	1	0	0
Fire and hoising devices	4	3	1	0	0	1	0	1	0
First Aid (advanced)	0	3	1	0	0	1	0	0	1
Health and Safety	0	3	2	0	0	1	0	0	0
Equality and diversity	0	2	2	0	0	0	0	0	0
Manual handling	0	2	2	0	0	0	0	0	0
HWB2: Assessment and Care Planning	0	2	2	0	0	0	0	0	0
HWB3: Protection of Health and Wellbeing	0	2	1	0	0	1	0	0	0
HWB4: Enablement to address Health	0	2	1	0	0	1	0	0	0
HWB5: Provision of care to meet Health	0	0	1	0	0	0	0	0	0
HWB6: Assessment and Treatment Planning	0	0	1	0	0	0	0	0	0
HWB7: Interventions and Treatments	0	0	1	0	0	0	0	0	0
<b>Totals</b>	<b>18</b>	<b>28</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Performance

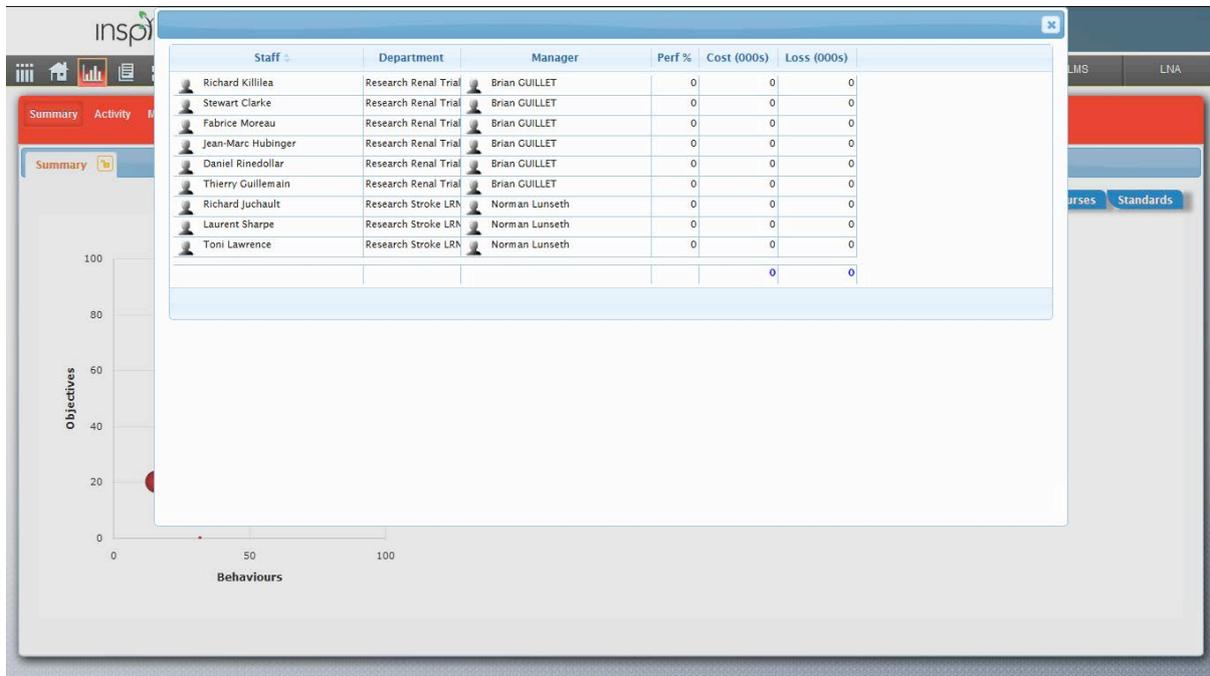
As staff rate performance against behaviours and objectives, a 'real-time' performance chart is generated. The bubbles represent the volume of staff.



By hovering your mouse over a bubble it will tell you how many people are performing at that level.



By clicking the bubble you want to review/explore, the system will display of all the staff who sit in that bubble. This data can then be interrogated and solutions generated.



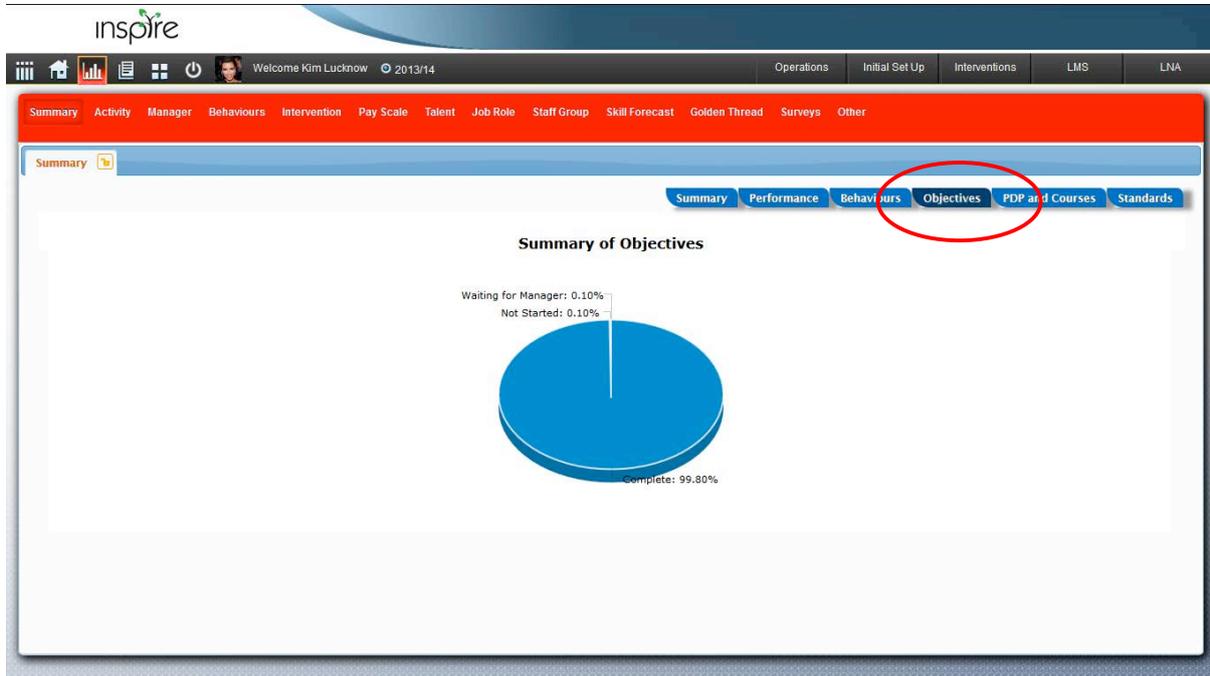
## Behaviours

Click 'Behaviours' to see the aggregated organisational performance against behaviours.



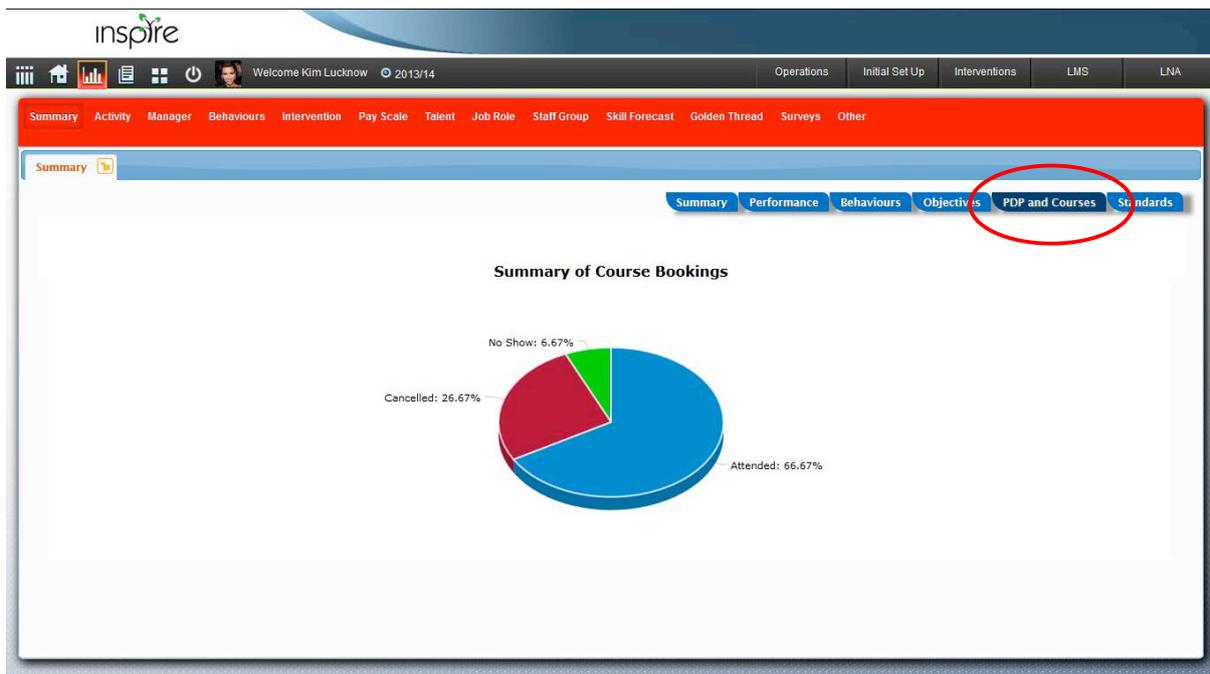
## Objectives

Click 'Objectives' to see the flow of objectives in the organisation.



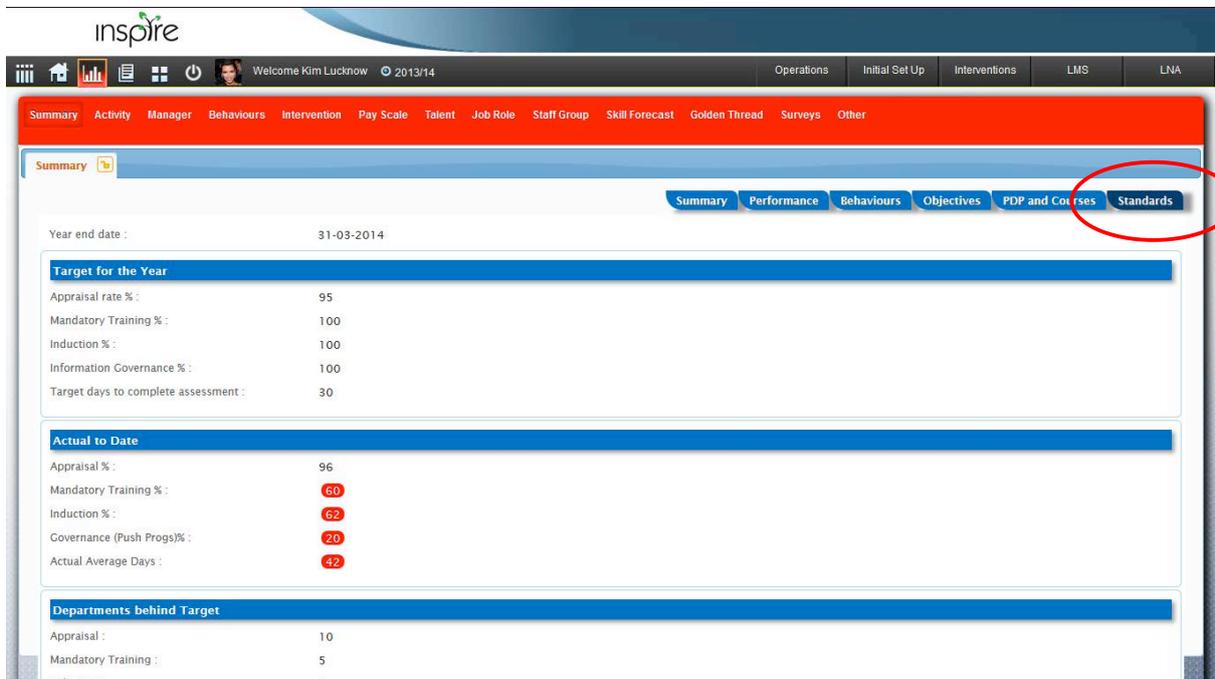
## PDP and Courses

Click here to see the summary of course bookings for the organisation.



## Organisational Standards

Click here to see the current status of the organisation against the standards that have been set. For example, 98% adherence to Mandatory Training.



**inspire**

Welcome Kim Lucknow 2013/14

Operations Initial Set Up Interventions LMS LNA

Summary Activity Manager Behaviours Intervention Pay Scale Talent Job Role Staff Group Skill Forecast Golden Thread Surveys Other

Summary Performance Behaviours Objectives PDP and Courses **Standards**

Year end date: 31-03-2014

**Target for the Year**

Appraisal rate %:	95
Mandatory Training %:	100
Induction %:	100
Information Governance %:	100
Target days to complete assessment:	30

**Actual to Date**

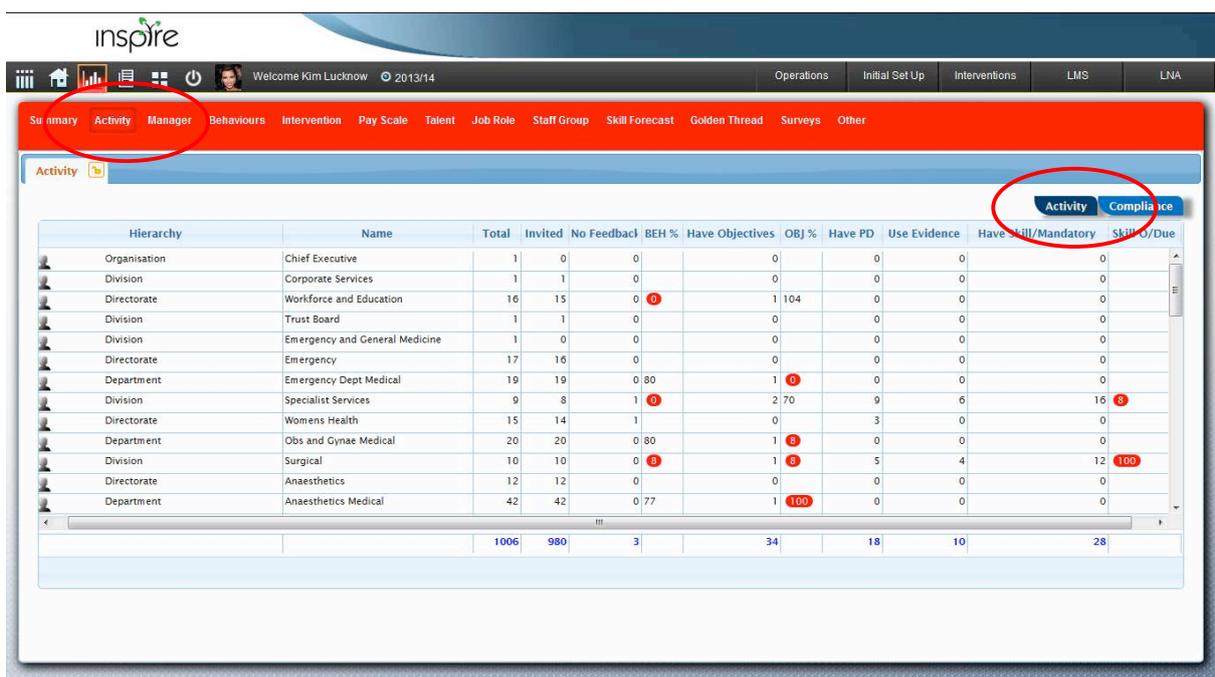
Appraisal %:	96
Mandatory Training %:	60
Induction %:	62
Governance (Push Progs)%:	20
Actual Average Days:	42

**Departments behind Target**

Appraisal:	10
Mandatory Training:	5

## Summary of activity

Click here to see a top-level view by department/division of the activity happening in Inspire. Again, click through the levels to see more detail through the structure that sits beneath these leaders/departments.



**inspire**

Welcome Kim Lucknow 2013/14

Operations Initial Set Up Interventions LMS LNA

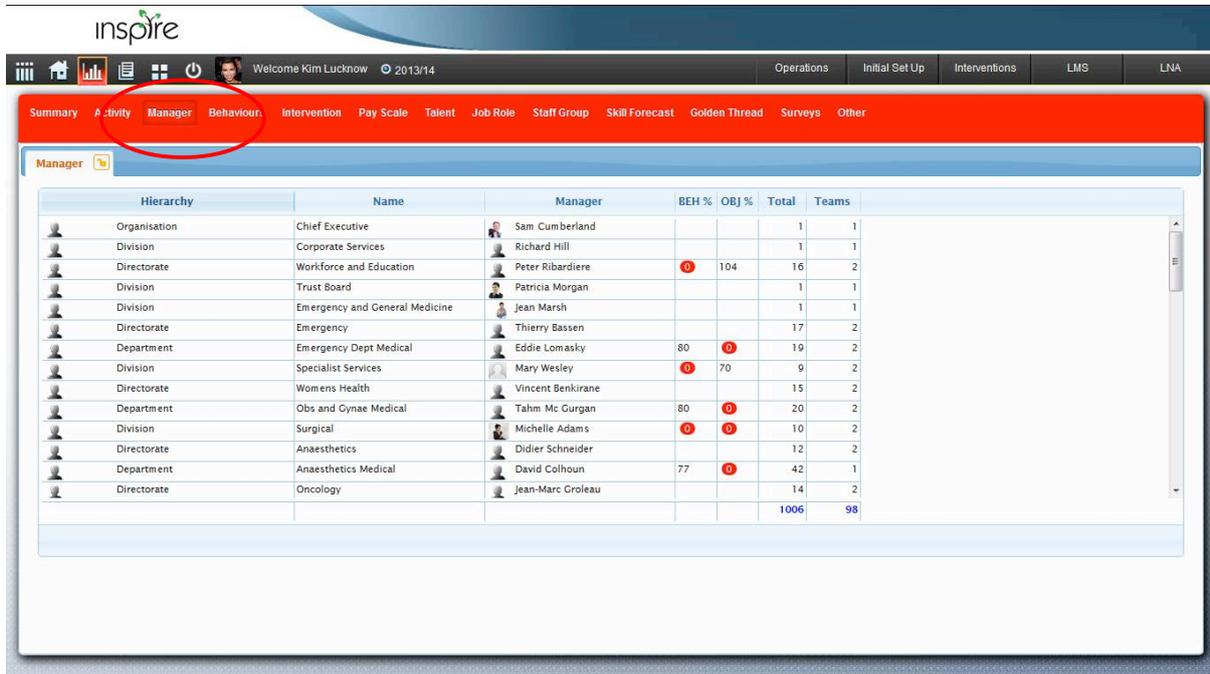
Summary **Activity** Manager Behaviours Intervention Pay Scale Talent Job Role Staff Group Skill Forecast Golden Thread Surveys Other

Activity Compliance

Hierarchy	Name	Total	Invited	No Feedback	BEH %	Have Objectives	OBJ %	Have PD	Use Evidence	Have Skill/Mandatory	Skill/Due
Organisation	Chief Executive	1	0	0		0		0	0	0	0
Division	Corporate Services	1	1	0		0		0	0	0	0
Directorate	Workforce and Education	16	15	0	0	1	104	0	0	0	0
Division	Trust Board	1	1	0		0		0	0	0	0
Division	Emergency and General Medicine	1	0	0		0		0	0	0	0
Directorate	Emergency	17	16	0	0	0		0	0	0	0
Department	Emergency Dept Medical	19	19	0	80	1	0	0	0	0	0
Division	Specialist Services	9	8	1	0	2	70	9	6	16	8
Directorate	Womens Health	15	14	1		0		3	0	0	0
Department	Obs and Gynae Medical	20	20	0	80	1	8	0	0	0	0
Division	Surgical	10	10	0	8	1	8	5	4	12	100
Directorate	Anaesthetics	12	12	0		0		0	0	0	0
Department	Anaesthetics Medical	42	42	0	77	1	100	0	0	0	0
		1006	980	3		34		18	10	28	

## Manager

Inspire can highlight the manager population, so click here to see where they are up to as a specific group. Managers manage 85% of the staff in the organisation. If managers are on top of things, staff perform better. If managers need help, you'll spot that here.



Hierarchy	Name	Manager	BEH %	OBJ %	Total	Teams
Organisation	Chief Executive	Sam Cumberland			1	1
Division	Corporate Services	Richard Hill			1	1
Directorate	Workforce and Education	Peter Ribardiere	0	104	16	2
Division	Trust Board	Patricia Morgan			1	1
Division	Emergency and General Medicine	Jean Marsh			1	1
Directorate	Emergency	Thierry Bassen			17	2
Department	Emergency Dept Medical	Eddie Lomasky	80	0	19	2
Division	Specialist Services	Mary Wesley	0	70	9	2
Directorate	Womens Health	Vincent Benkirane			15	2
Department	Obs and Gynae Medical	Tahm Mc Gurgan	80	0	20	2
Division	Surgical	Michelle Adams	0	0	10	2
Directorate	Anaesthetics	Didier Schneider			12	2
Department	Anaesthetics Medical	David Colhoun	77	0	42	1
Directorate	Oncology	Jean-Marc Groleau			14	2
					<b>1006</b>	<b>98</b>

Behaviour profile of the entire organisation:



In this Chart, values are calculated from the average agreed Behaviour scores.

Behaviours :

Behaviour	Staff	Manager	Agreed
Engagement	~85	~65	~75
Service Quality	~80	~75	~75
What I do counts	~85	~75	~75
Working together	~85	~75	~75

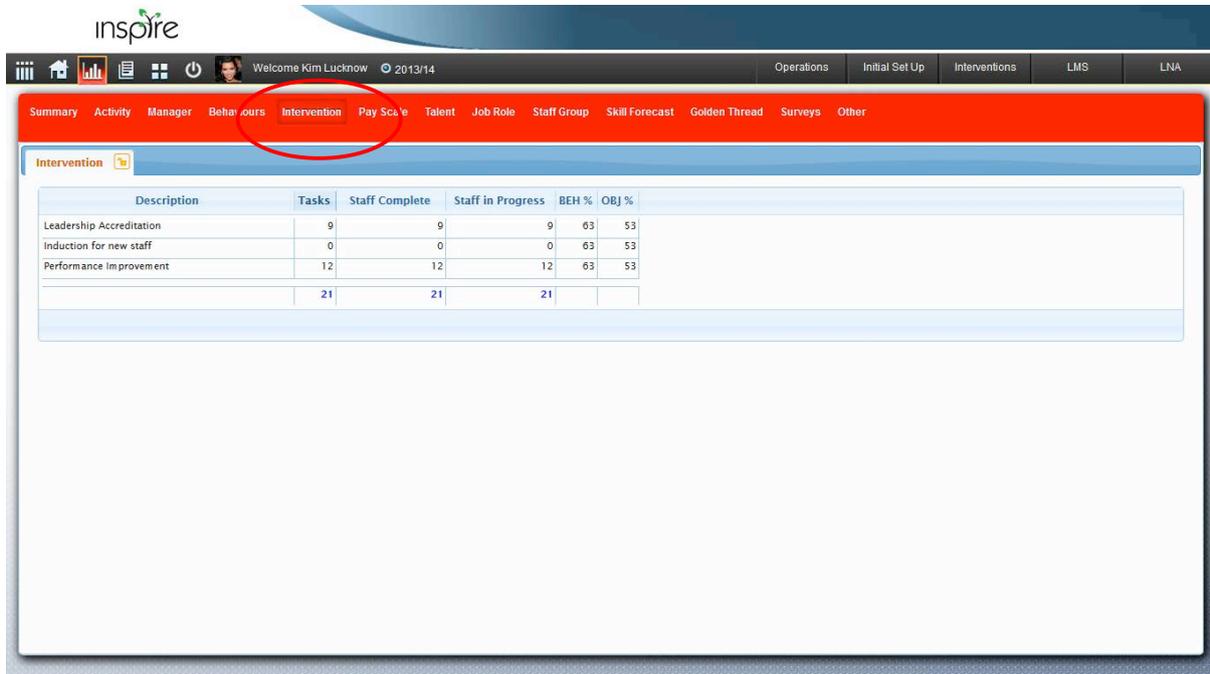
Needs Support    Developing    Lives the Values    Exceeds Expectations    Strong

Behaviour Score

■ Staff    ■ Manager    ■ Agreed

## Intervention

This shows staff selected for an intervention, such as an induction programme. Check here to see progress.

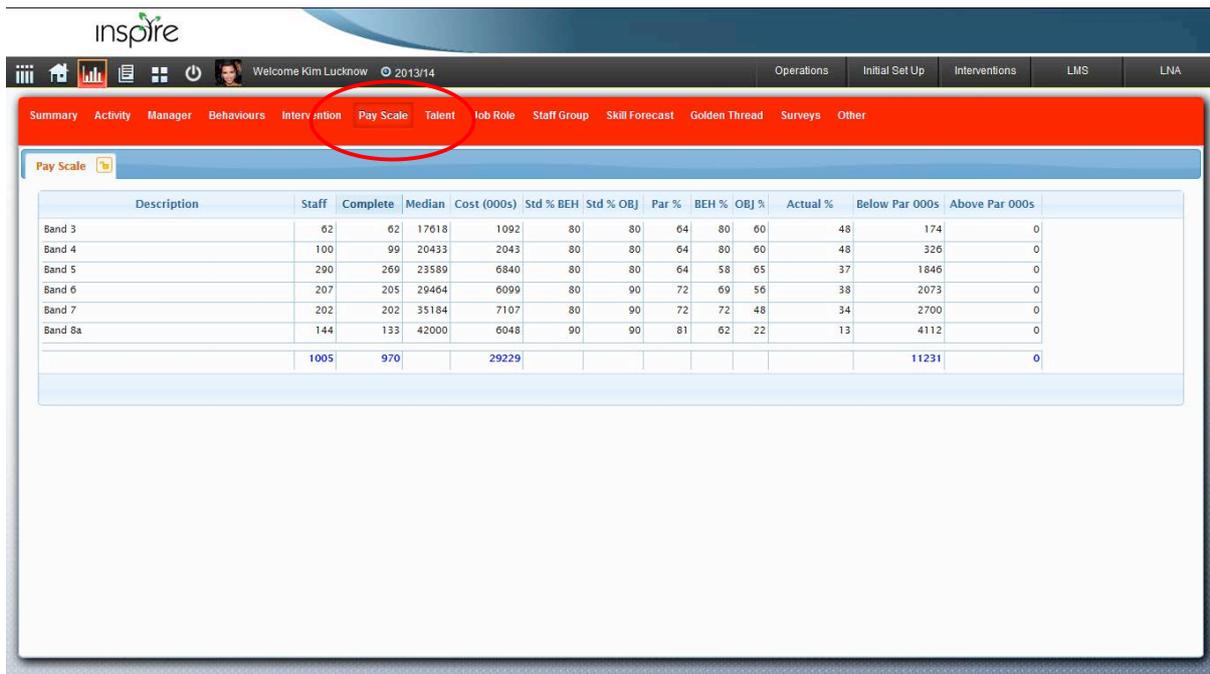


The screenshot shows the Inspire system interface. The top navigation bar includes 'Summary', 'Activity', 'Manager', 'Behaviours', 'Intervention', 'Pay Scale', 'Talent', 'Job Role', 'Staff Group', 'Skill Forecast', 'Golden Thread', 'Surveys', and 'Other'. The 'Intervention' menu item is circled in red. Below the navigation bar, the 'Intervention' page is displayed with a table showing progress for various tasks.

Description	Tasks	Staff Complete	Staff in Progress	BEH %	OBJ %
Leadership Accreditation	9	9	9	63	53
Induction for new staff	0	0	0	63	53
Performance Improvement	12	12	12	63	53
	<b>21</b>	<b>21</b>	<b>21</b>		

## Pay Scale

This is another way to slice your data. This shows how staff are performing by pay band and also ties in costs.

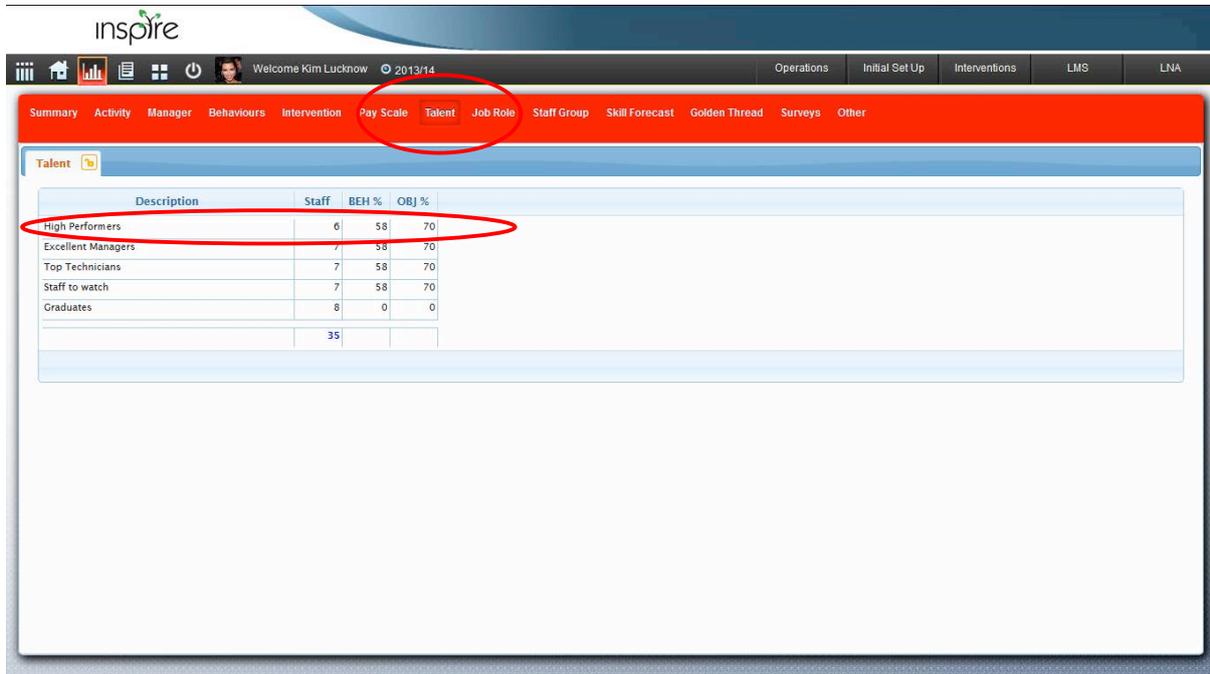


The screenshot shows the Inspire system interface. The top navigation bar includes 'Summary', 'Activity', 'Manager', 'Behaviours', 'Intervention', 'Pay Scale', 'Talent', 'Job Role', 'Staff Group', 'Skill Forecast', 'Golden Thread', 'Surveys', and 'Other'. The 'Pay Scale' menu item is circled in red. Below the navigation bar, the 'Pay Scale' page is displayed with a table showing performance metrics by pay band.

Description	Staff	Complete	Median	Cost (000s)	Std % BEH	Std % OBJ	Par %	BEH %	OBJ %	Actual %	Below Par 000s	Above Par 000s
Band 3	62	62	17618	1092	80	80	64	80	60	48	174	0
Band 4	100	99	20433	2043	80	80	64	80	60	48	326	0
Band 5	290	269	23589	6840	80	80	64	58	65	37	1846	0
Band 6	207	205	29464	6099	80	90	72	69	56	38	2073	0
Band 7	202	202	35184	7107	80	90	72	72	48	34	2700	0
Band 8a	144	133	42000	6048	90	90	81	62	22	13	4112	0
	<b>1005</b>	<b>970</b>		<b>29229</b>							<b>11231</b>	<b>0</b>

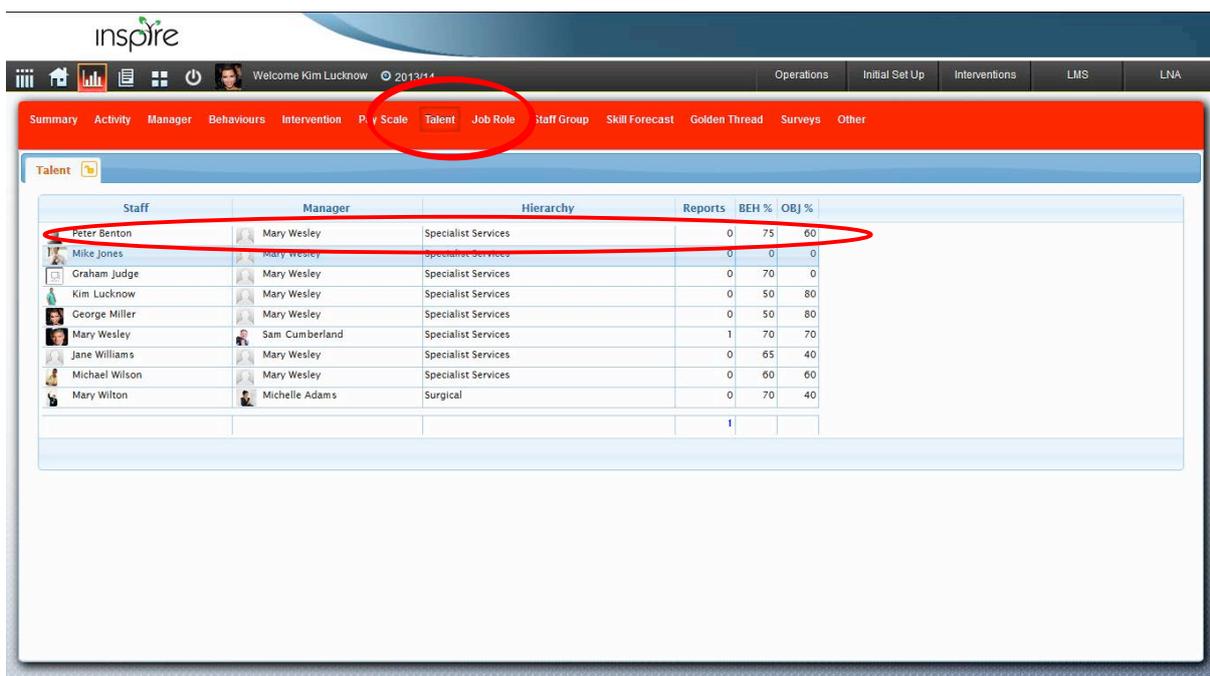
## Talent

Staff who are high performing and have high potential will be sought out to establish if that equals 'Talent'. Once the talent survey has been conducted, staff will fall into one (or some) categories that help with things like succession planning – click here to see that information.



Description	Staff	BEH %	OBJ %
High Performers	6	58	70
Excellent Managers	7	58	70
Top Technicians	7	58	70
Staff to watch	7	58	70
Graduates	8	0	0
	35		

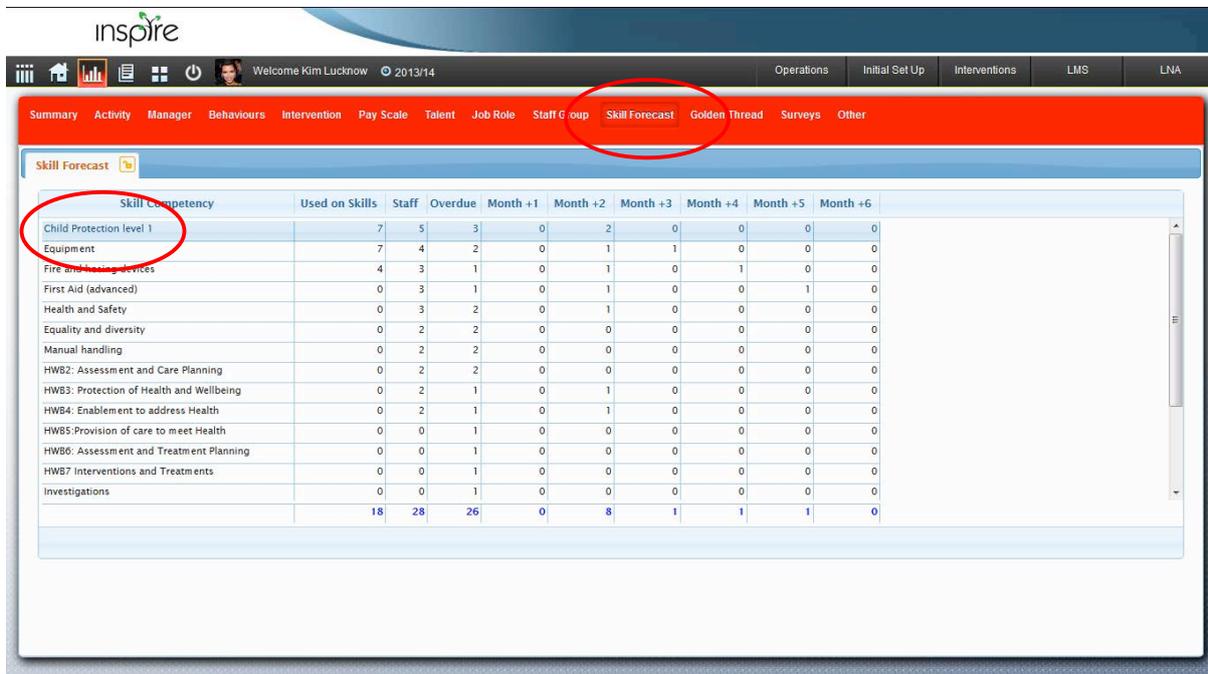
... click on the category to see staff and use the data to retain, grow and sweat the talent asset, ie sharing best practice as a coach.



Staff	Manager	Hierarchy	Reports	BEH %	OBJ %
Peter Benton	Mary Wesley	Specialist Services	0	75	60
Mike Jones	Mary Wesley	Specialist Services	0	0	0
Graham Judge	Mary Wesley	Specialist Services	0	70	0
Kim Lucknow	Mary Wesley	Specialist Services	0	50	80
George Miller	Mary Wesley	Specialist Services	0	50	80
Mary Wesley	Sam Cumberland	Specialist Services	1	70	70
Jane Williams	Mary Wesley	Specialist Services	0	65	40
Michael Wilson	Mary Wesley	Specialist Services	0	60	60
Mary Wilton	Michelle Adams	Surgical	0	70	40
			1		

## Mandatory & Statutory Skills Forecast

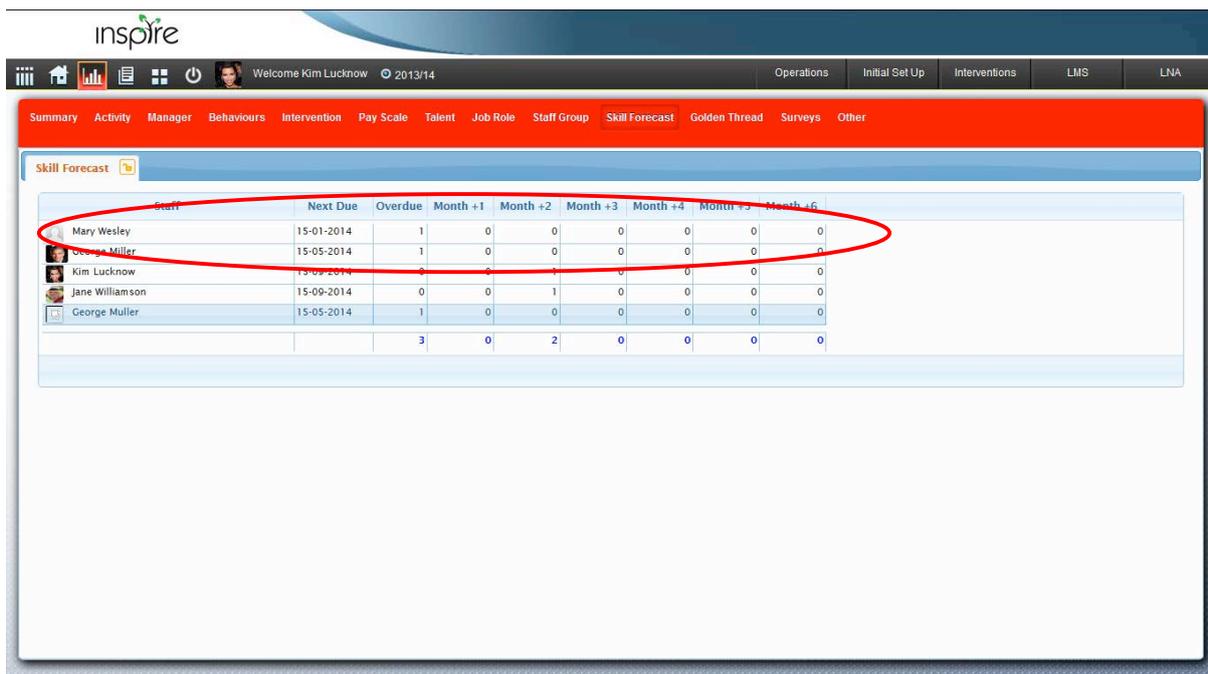
Click here to see the Mandatory and Statutory Skills training being tracked so the organisation knows where it has compliance and risk. It also displays a timeline.



The screenshot shows the 'Skill Forecast' dashboard in the Inspire LMS. The 'Skill Forecast' menu item is circled in red. Below it is a table showing skill competencies and their usage over a six-month period.

Skill Competency	Used on Skills	Staff	Overdue	Month +1	Month +2	Month +3	Month +4	Month +5	Month +6
Child Protection level 1	7	5	3	0	2	0	0	0	0
Equipment	7	4	2	0	1	1	0	0	0
Fire and Heating Devices	4	3	1	0	1	0	1	0	0
First Aid (advanced)	0	3	1	0	1	0	0	1	0
Health and Safety	0	3	2	0	1	0	0	0	0
Equality and diversity	0	2	2	0	0	0	0	0	0
Manual handling	0	2	2	0	0	0	0	0	0
HWB2: Assessment and Care Planning	0	2	2	0	0	0	0	0	0
HWB3: Protection of Health and Wellbeing	0	2	1	0	1	0	0	0	0
HWB4: Enablement to address Health	0	2	1	0	1	0	0	0	0
HWB5: Provision of care to meet Health	0	0	1	0	0	0	0	0	0
HWB6: Assessment and Treatment Planning	0	0	1	0	0	0	0	0	0
HWB7: Interventions and Treatments	0	0	1	0	0	0	0	0	0
Investigations	0	0	1	0	0	0	0	0	0
	18	28	26	0	8	1	1	1	0

... and click to drill down into which members of staff are required to act to reach compliance. Apply an intervention. Plan ahead. Great for NHSLA standards amongst other monitoring bodies requirements.

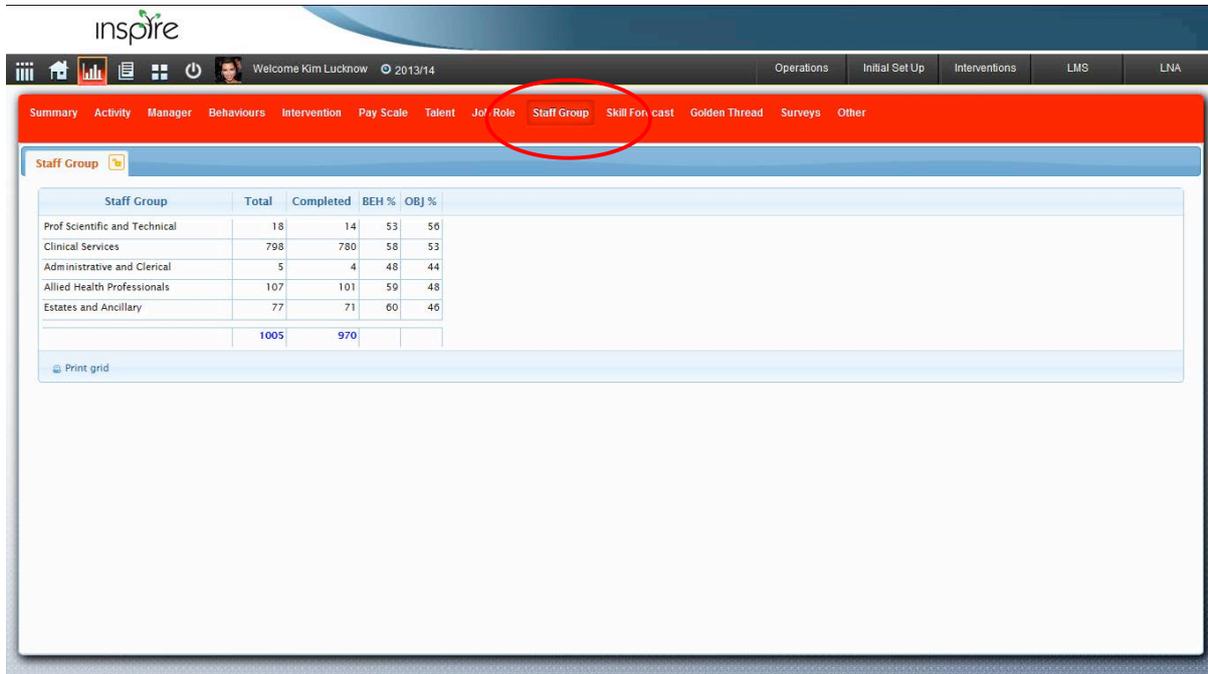


The screenshot shows the 'Skill Forecast' drill-down view in the Inspire LMS. The 'Skill Forecast' menu item is circled in red. Below it is a table showing staff members and their skill usage over a six-month period.

Staff	Next Due	Overdue	Month +1	Month +2	Month +3	Month +4	Month +5	Month +6
Mary Wesley	15-01-2014	1	0	0	0	0	0	0
George Miller	15-05-2014	1	0	0	0	0	0	0
Kim Lucknow	15-09-2014	2	0	1	0	0	0	0
Jane Williamson	15-09-2014	0	0	1	0	0	0	0
George Muller	15-05-2014	1	0	0	0	0	0	0
		3	0	2	0	0	0	0

## Staff Group

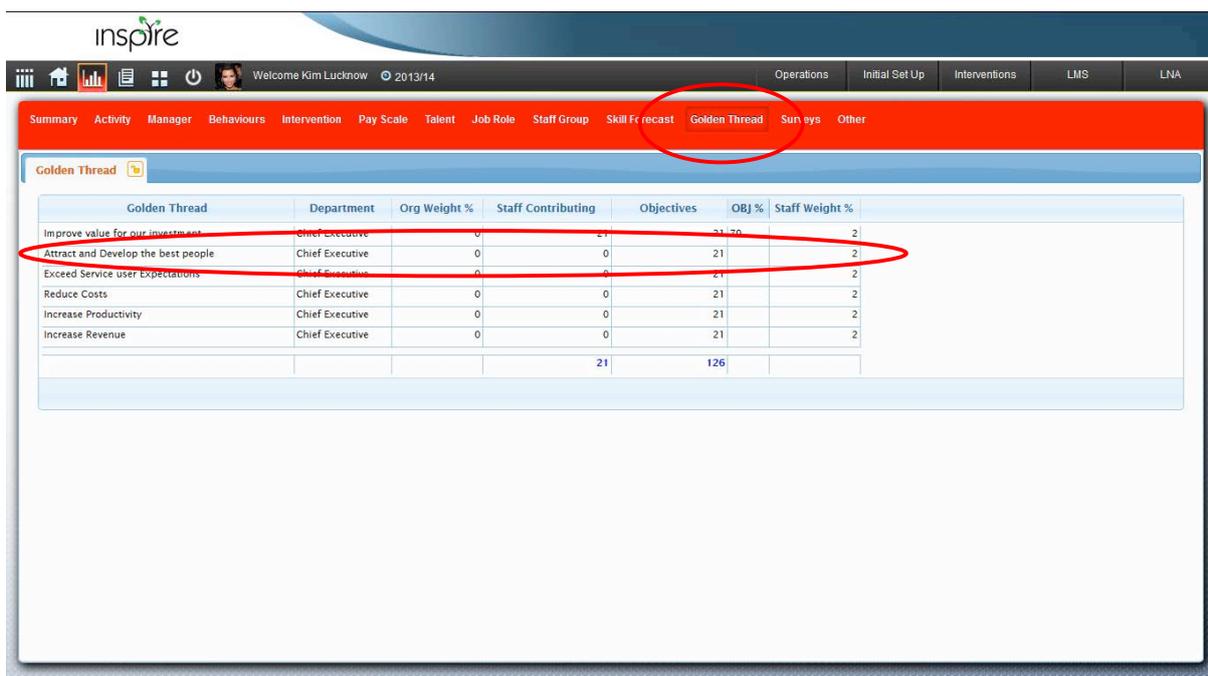
Click here to check Inspire progress by staff group. Again, another way to slice the data that can provide an insightful look into cultures that exist within the wider organisational culture. Knowing this information allows the opportunity to intervene, engage and act positively.



Staff Group	Total	Completed	BEH %	OBJ %
Prof Scientific and Technical	18	14	53	56
Clinical Services	798	780	58	53
Administrative and Clerical	5	4	48	44
Allied Health Professionals	107	101	59	48
Estates and Ancillary	77	71	60	46
	1005	970		

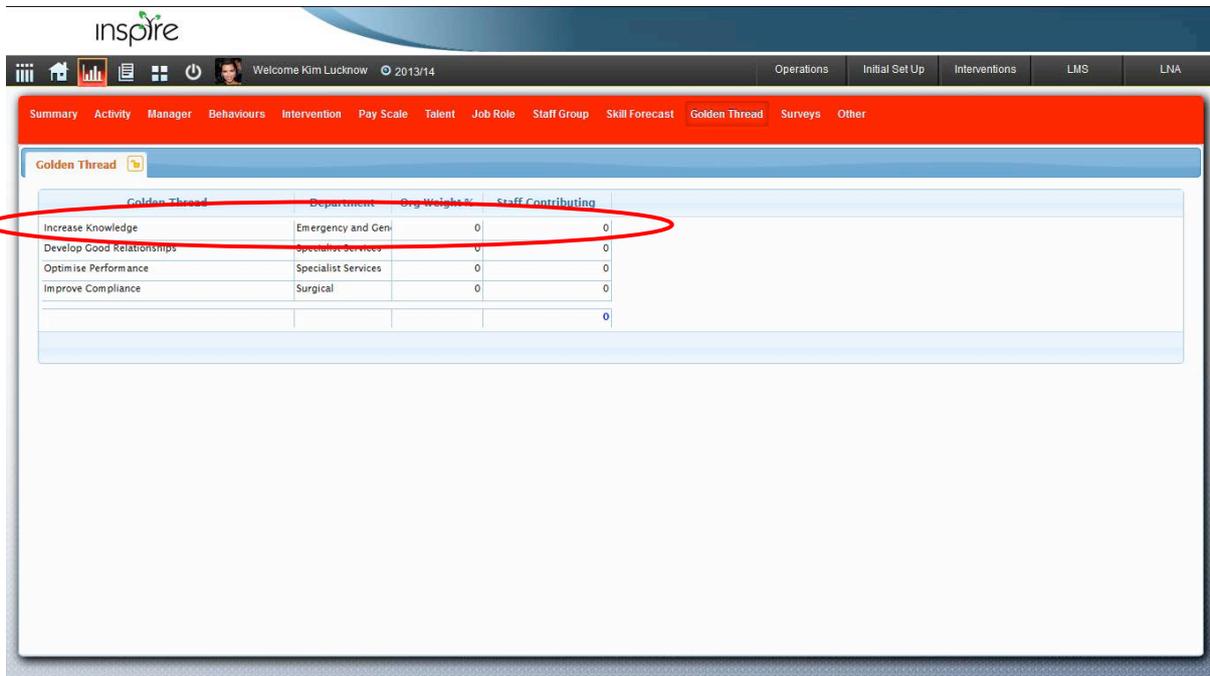
## Golden Thread

Click here to check how the overarching Corporate Objectives are being delivered throughout the organisation. This screen shows the organisation's top 6 goals for the year.



Golden Thread	Department	Org Weight %	Staff Contributing	Objectives	Obj %	Staff Weight %
Improve value for our investment	Chief Executive	0	21	21	70	2
Attract and Develop the best people	Chief Executive	0	0	21		2
Exceed Service user Expectations	Chief Executive	0	0	21		2
Reduce Costs	Chief Executive	0	0	21		2
Increase Productivity	Chief Executive	0	0	21		2
Increase Revenue	Chief Executive	0	0	21		2
			21	126		

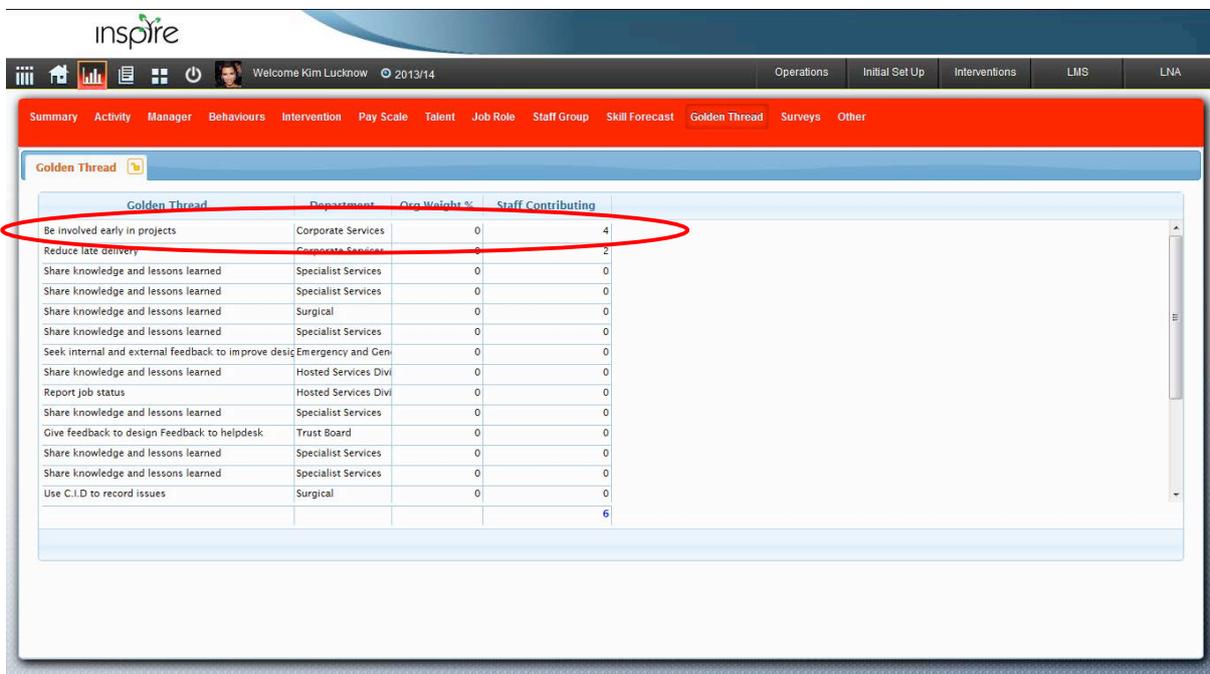
... click through to see how that has been translated by the next organisational layer (from Executive to Division heads, for example).



The screenshot shows the 'inspire' software interface. The top navigation bar includes 'Summary', 'Activity', 'Manager', 'Behaviours', 'Intervention', 'Pay Scale', 'Talent', 'Job Role', 'Staff Group', 'Skill Forecast', 'Golden Thread', 'Surveys', and 'Other'. The 'Golden Thread' tab is selected, displaying a table with the following data:

Golden Thread	Department	Org Weight %	Staff Contributing
Increase Knowledge	Emergency and Gen	0	0
Develop Good Relationships	Specialist Services	0	0
Optimise Performance	Specialist Services	0	0
Improve Compliance	Surgical	0	0
			0

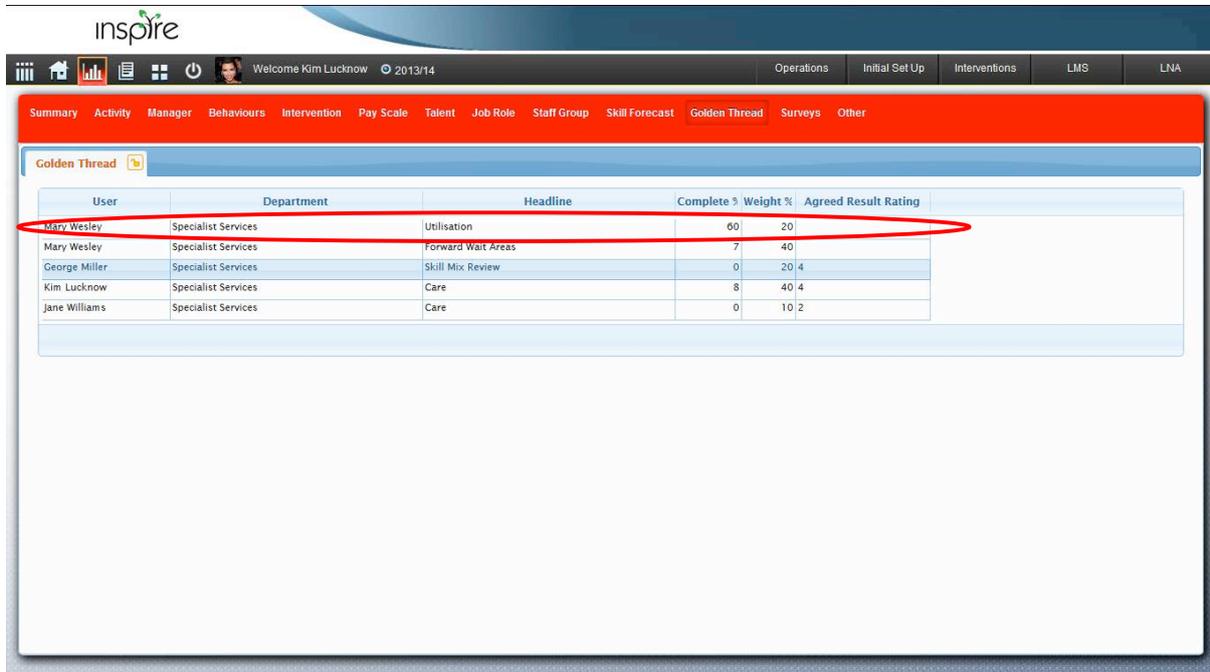
... and again to see how that has been translated to Departments/Teams in that Division.



The screenshot shows the 'inspire' software interface. The top navigation bar includes 'Summary', 'Activity', 'Manager', 'Behaviours', 'Intervention', 'Pay Scale', 'Talent', 'Job Role', 'Staff Group', 'Skill Forecast', 'Golden Thread', 'Surveys', and 'Other'. The 'Golden Thread' tab is selected, displaying a table with the following data:

Golden Thread	Department	Org Weight %	Staff Contributing
Be involved early in projects	Corporate Services	0	4
Reduce late Delivery	Corporate Services	0	2
Share knowledge and lessons learned	Specialist Services	0	0
Share knowledge and lessons learned	Specialist Services	0	0
Share knowledge and lessons learned	Surgical	0	0
Share knowledge and lessons learned	Specialist Services	0	0
Seek internal and external feedback to improve design	Emergency and Gen	0	0
Share knowledge and lessons learned	Hosted Services Divi	0	0
Report job status	Hosted Services Divi	0	0
Share knowledge and lessons learned	Specialist Services	0	0
Give feedback to design Feedback to helpdesk	Trust Board	0	0
Share knowledge and lessons learned	Specialist Services	0	0
Share knowledge and lessons learned	Specialist Services	0	0
Use C.I.D to record issues	Surgical	0	0
			6

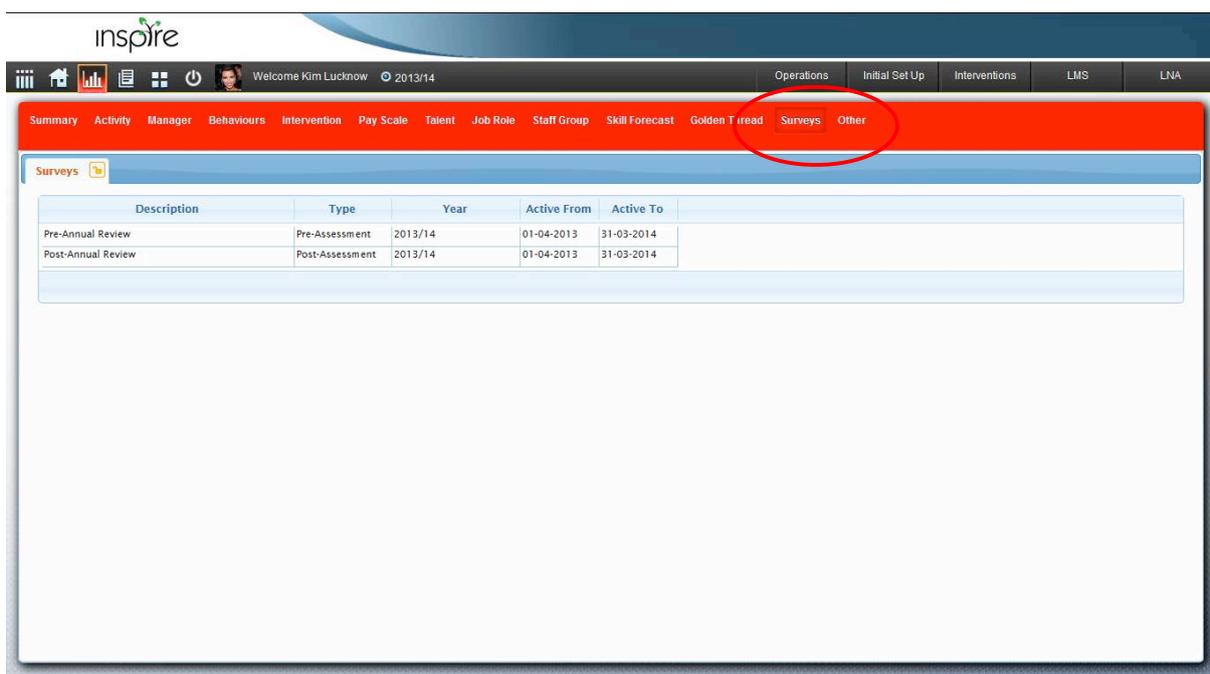
... and once more to find the actual staff whose objectives are driving that team's/department's objectives. Also see at a glance how far they are on with their objectives. This view allows leaders to ask themselves 'are the messages we are giving from the top being understood as they roll through the organisation?'.



User	Department	Headline	Complete %	Weight %	Agreed Result Rating
Mary Wesley	Specialist Services	Utilisation	60	20	
Mary Wesley	Specialist Services	Forward Wait Areas	7	40	
George Miller	Specialist Services	Skill Mix Review	0	20	4
Kim Lucknow	Specialist Services	Care	8	40	4
Jane Williams	Specialist Services	Care	0	10	2

## Surveys

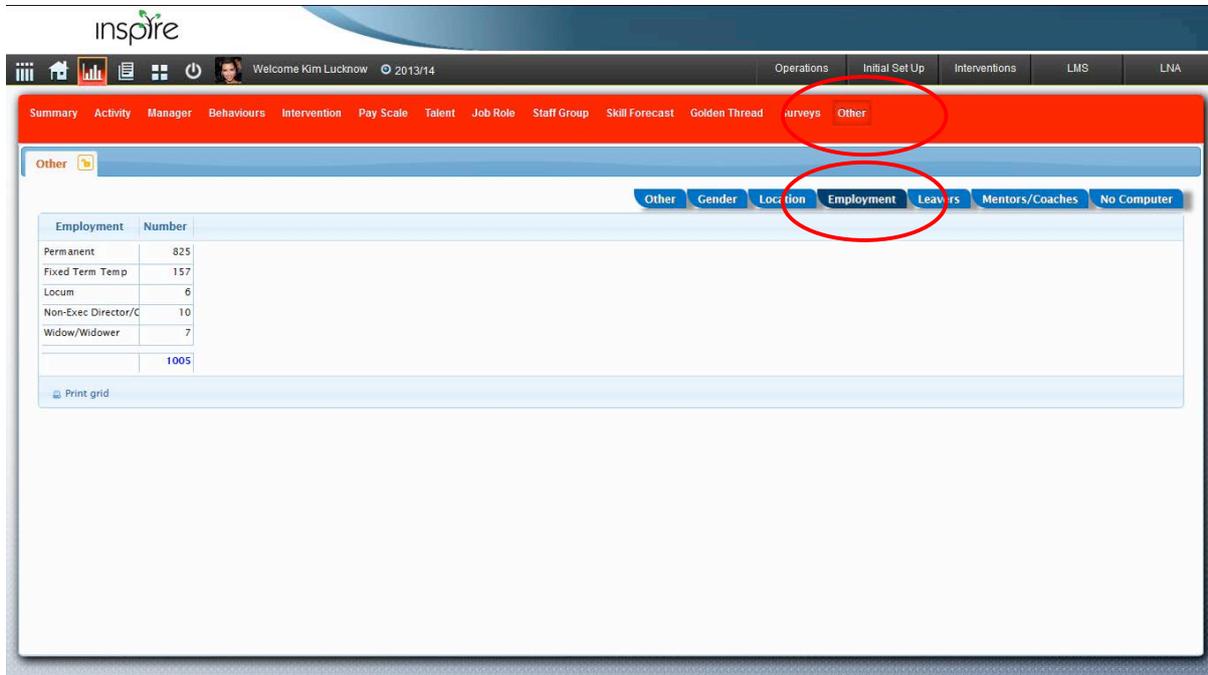
Click [here](#) to see the results of pre- and post-appraisal survey questions.



Description	Type	Year	Active From	Active To
Pre-Annual Review	Pre-Assessment	2013/14	01-04-2013	31-03-2014
Post-Annual Review	Post-Assessment	2013/14	01-04-2013	31-03-2014

## Other

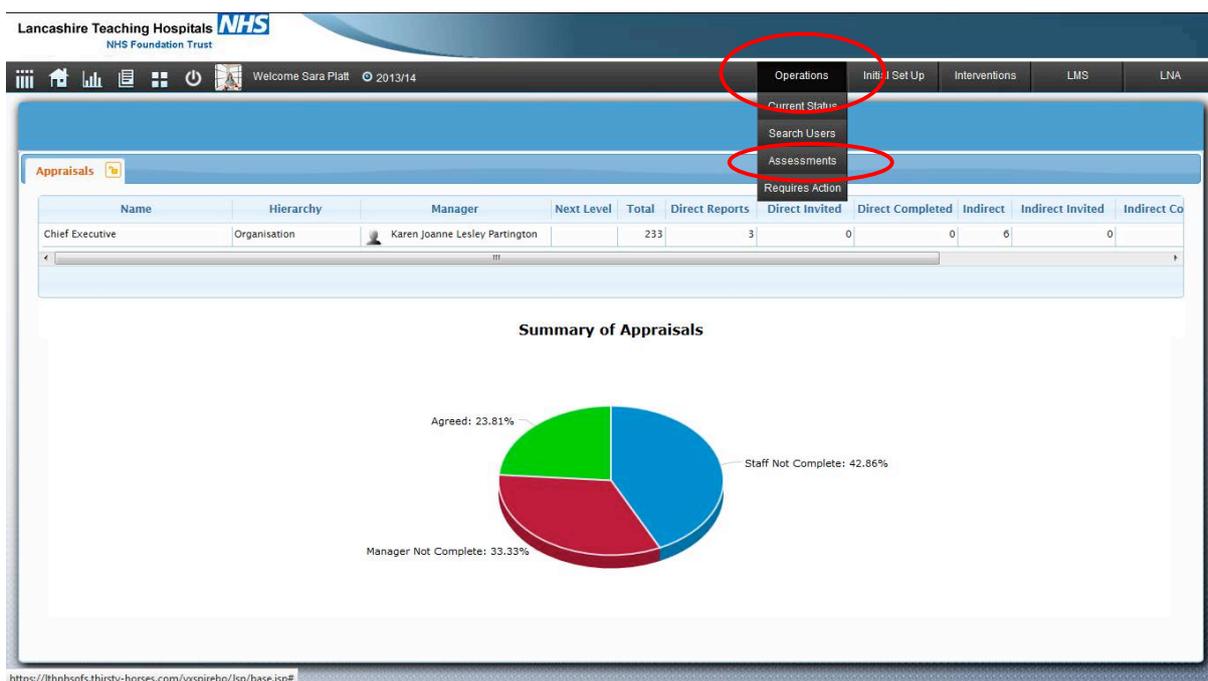
Click here for a workforce breakdown of organisational information, by gender, location, etc, etc.



Employment	Number
Permanent	825
Fixed Term Temp	157
Locum	6
Non-Exec Director/C	10
Widow/Widower	7
	<b>1005</b>

## Talent Survey

Click Operations -> Assessments to see the results of talent surveys sent to staff identified as High Potential Staff OR the whole organisation.

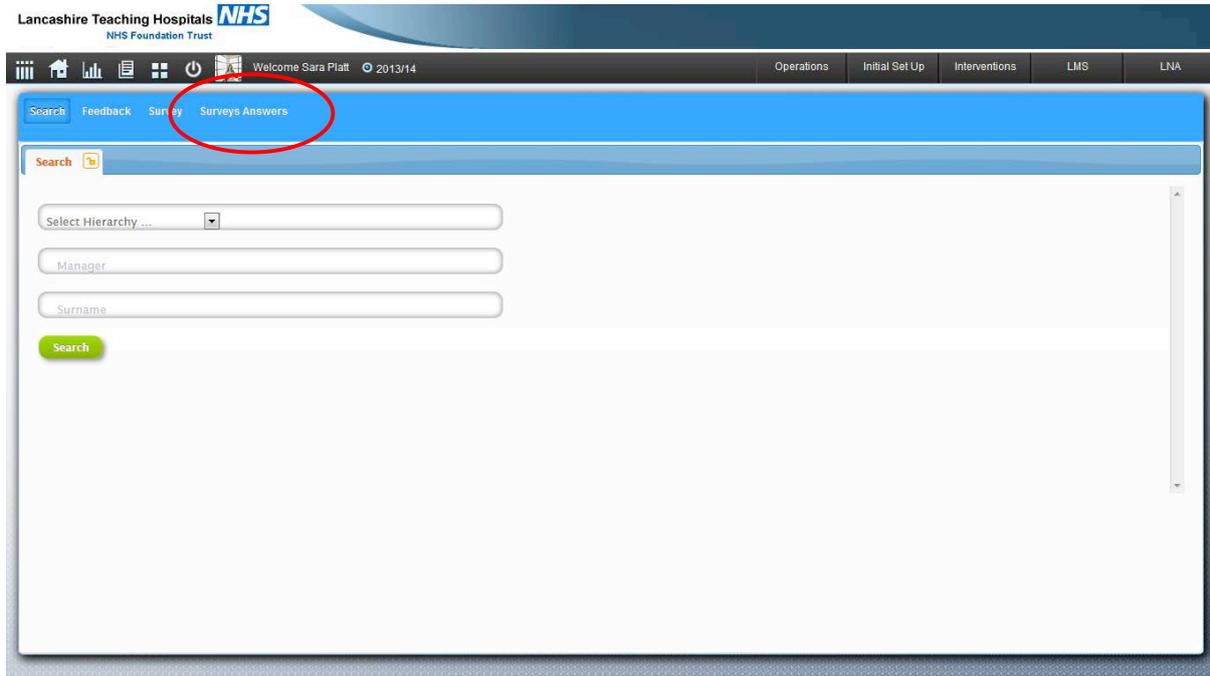


Name	Hierarchy	Manager	Next Level	Total	Direct Reports	Direct Invited	Direct Completed	Indirect	Indirect Invited	Indirect Co
Chief Executive	Organisation	 Karen Joanne Lesley Partington		233	3	0	0	0	0	0

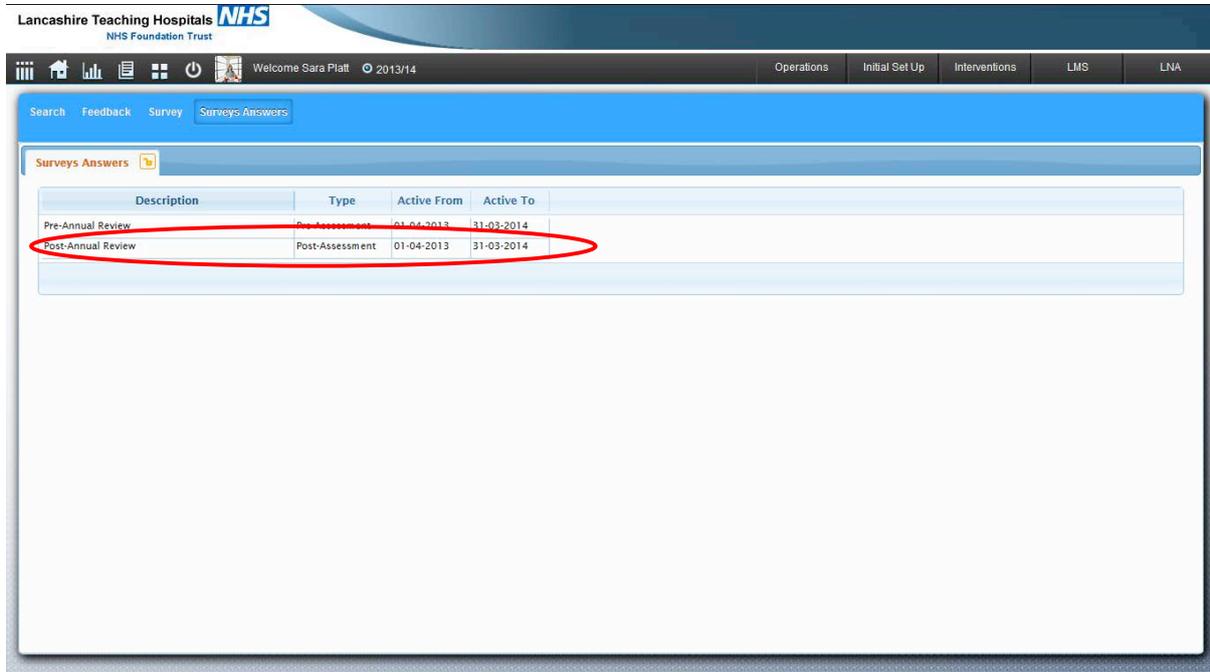
**Summary of Appraisals**

- Agreed: 23.81%
- Manager Not Complete: 33.33%
- Staff Not Complete: 42.86%

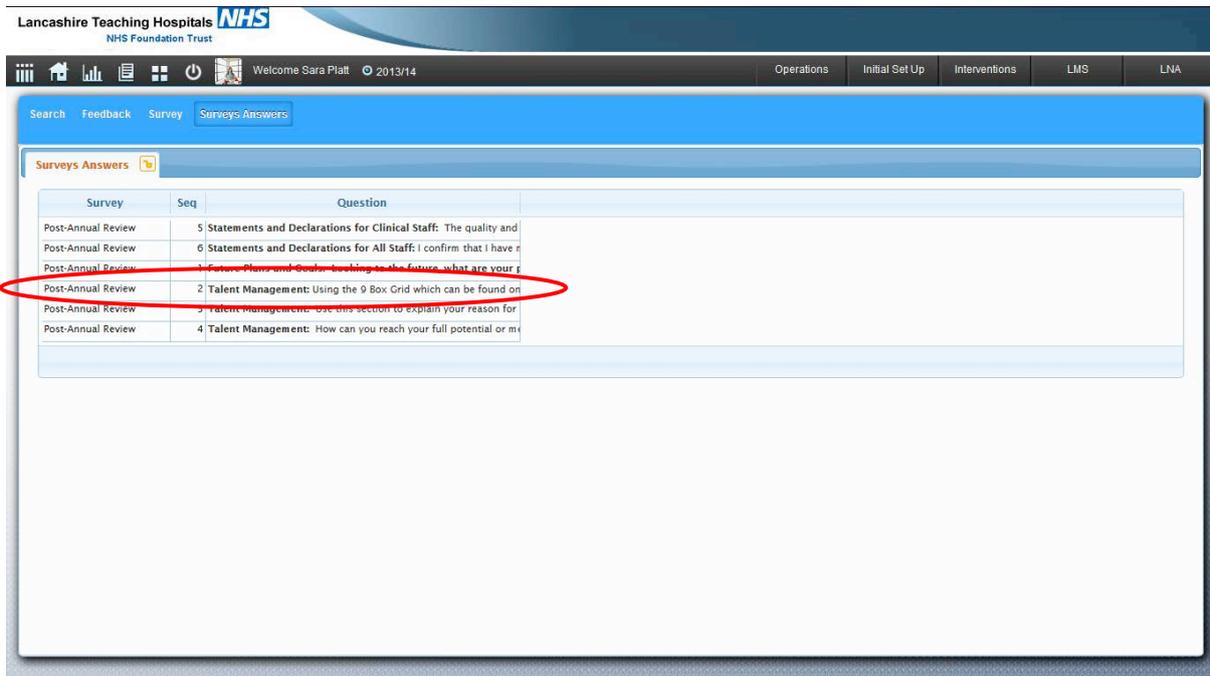
## Click Survey Answers



Choose a survey you have pushed out to selected staff, ie Post Annual Review Talent Survey.

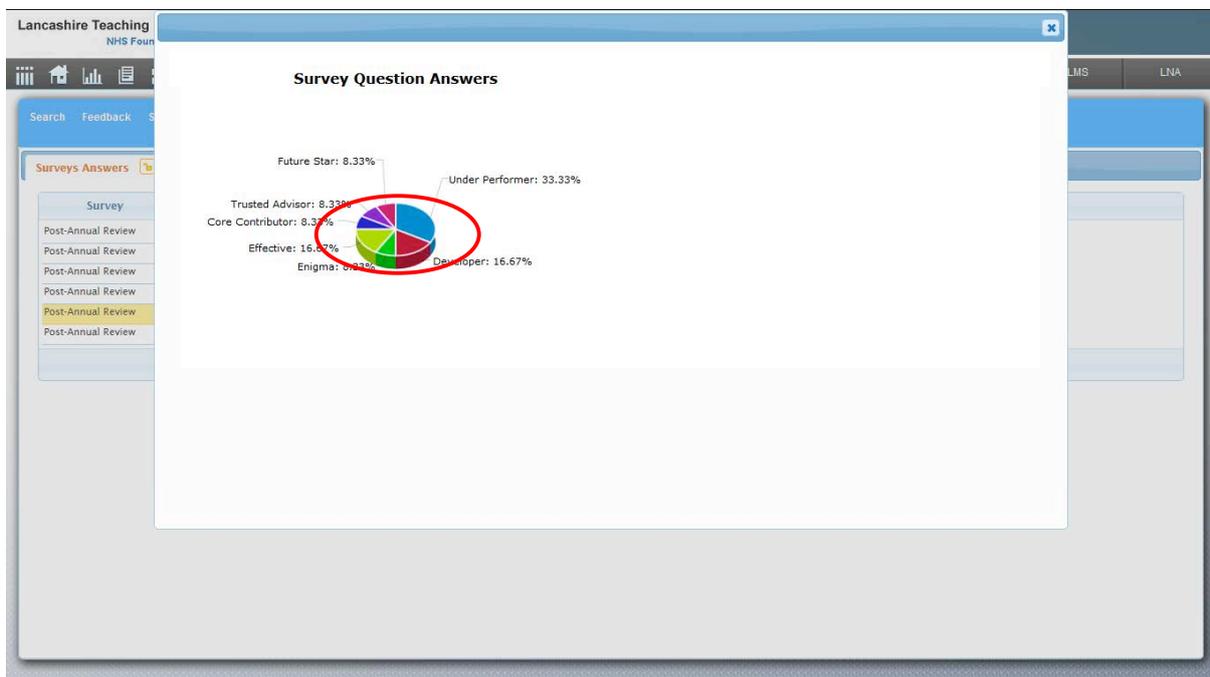


See the selection of questions that have been responded to. Click one...



Survey	Seq	Question
Post-Annual Review	5	Statements and Declarations for Clinical Staff: The quality and
Post-Annual Review	6	Statements and Declarations for All Staff: I confirm that I have r
Post-Annual Review	1	Future Plans and Goals: Looking to the future, what are your p
Post-Annual Review	2	Talent Management: Using the 9 Box Grid which can be found on
Post-Annual Review	3	Talent Management: Use this section to explain your reason for
Post-Annual Review	4	Talent Management: How can you reach your full potential or m

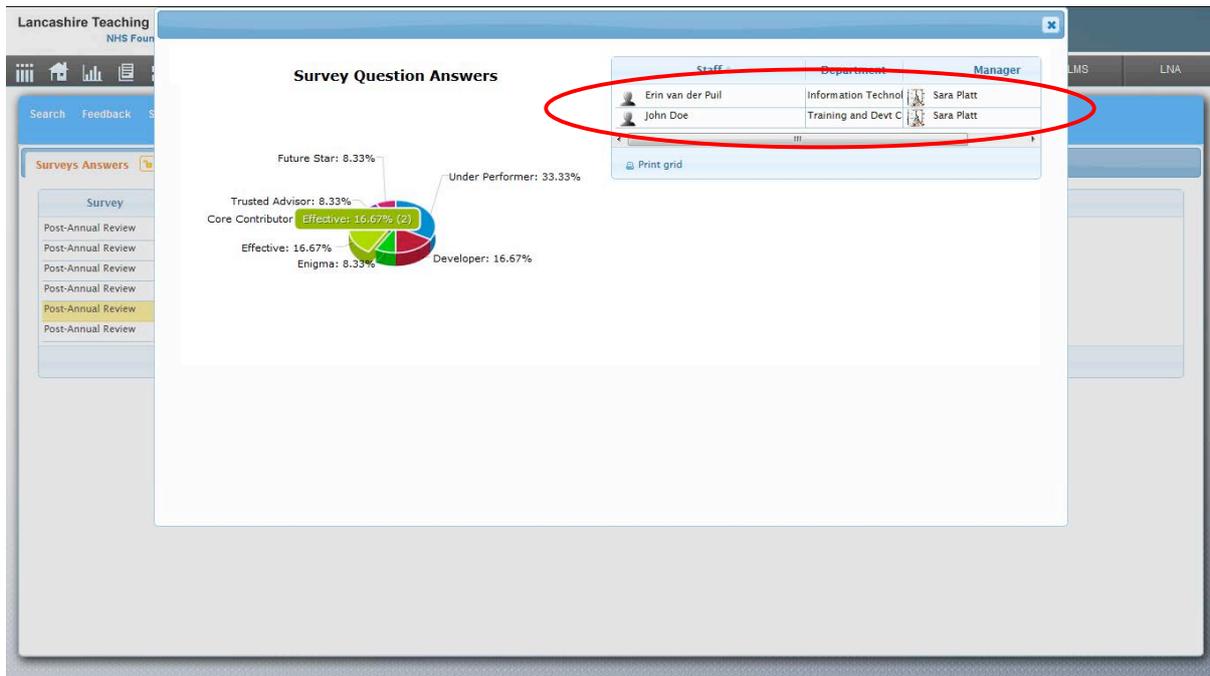
A chart appears with a breakdown of the answers. Click one of the pie segments...



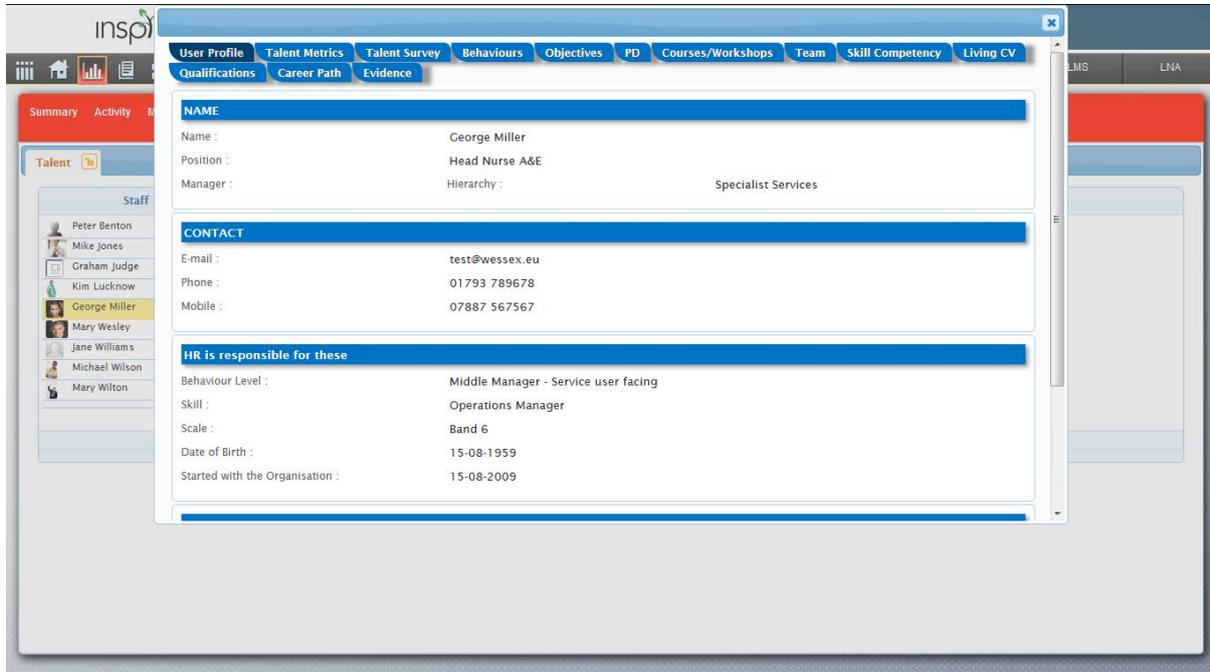
**Survey Question Answers**

Category	Percentage
Under Performer	33.33%
Developer	16.67%
Effective	16.67%
Enigma	8.33%
Core Contributor	8.33%
Trusted Advisor	8.33%
Future Star	8.33%

The staff who are in this category appear in the top right hand box.



Click a member of staff and you will see a full breakdown of their full Inspire page. Through this the viewer can get a better feel for the individual concerned.



**inspire**

User Profile | Talent Metrics | Talent Survey | Behaviours | Objectives | PD | Courses/Workshops | Team | Skill Competency | Living CV

Qualifications | Career Path | Evidence

**NAME**

Name : George Miller  
 Position : Head Nurse A&E  
 Manager : Hierarchy : Specialist Services

**CONTACT**

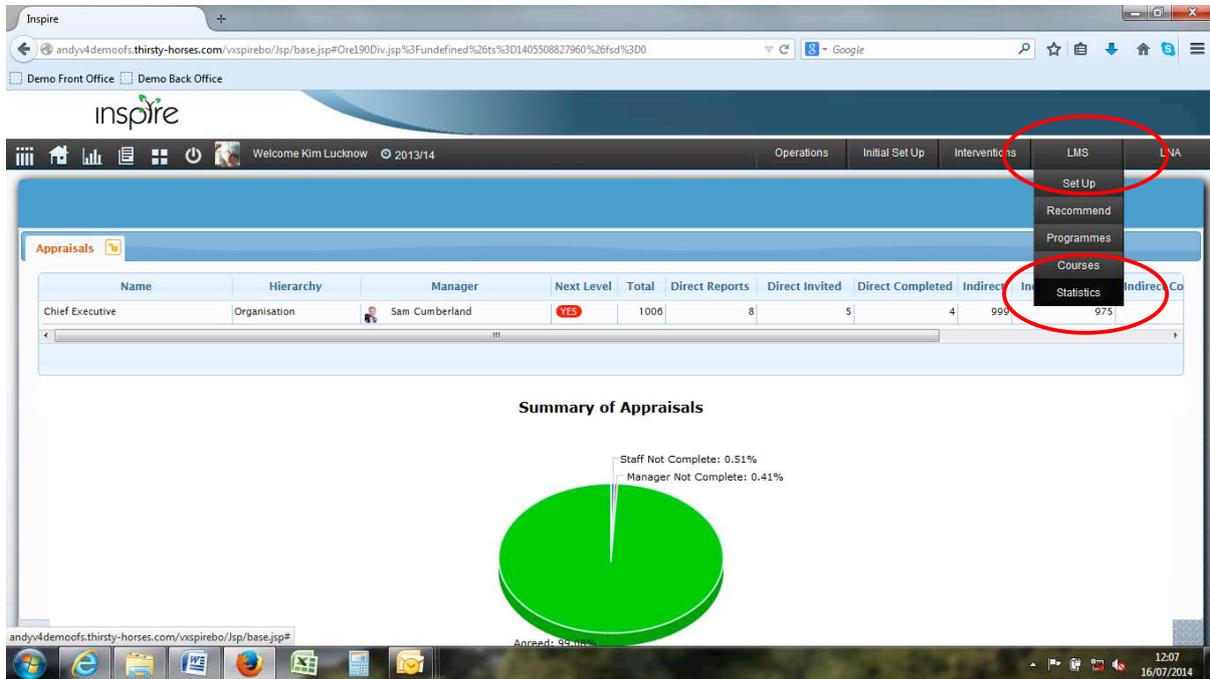
E-mail : test@wessex.eu  
 Phone : 01793 789678  
 Mobile : 07887 567567

**HR is responsible for these**

Behaviour Level : Middle Manager - Service user facing  
 Skill : Operations Manager  
 Scale : Band 6  
 Date of Birth : 15-08-1959  
 Started with the Organisation : 15-08-2009

## LMS – Learning Management System

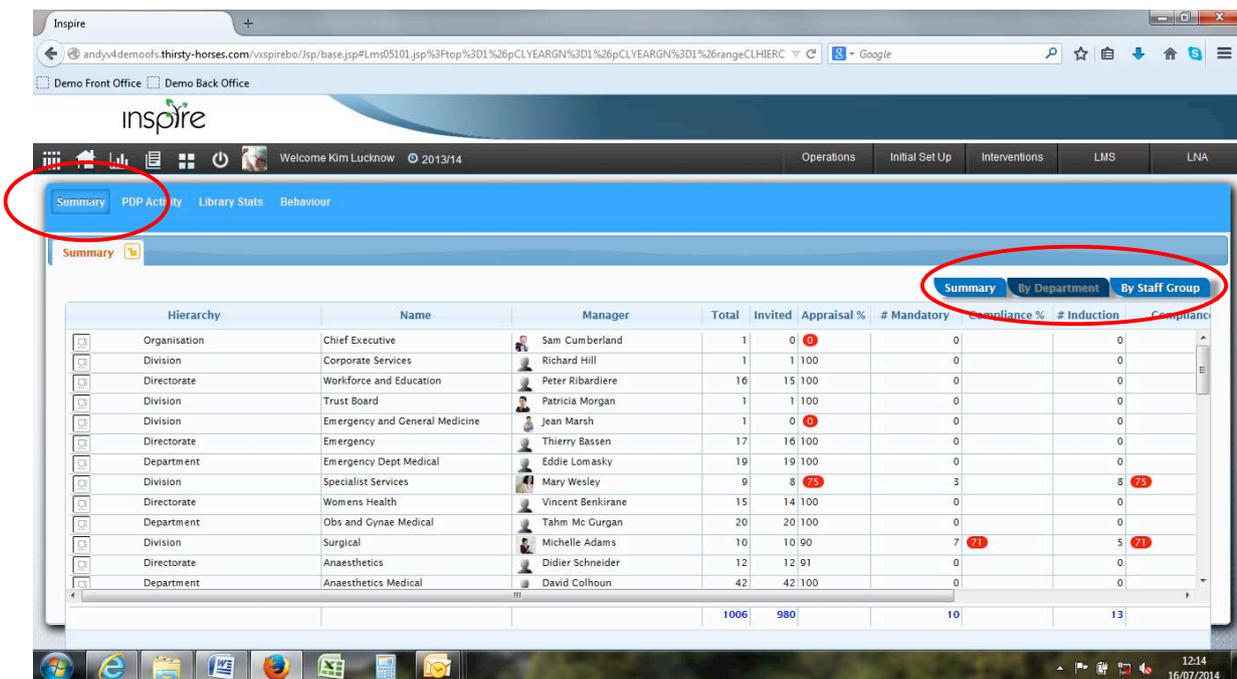
Click the 'LMS' tab on the black menu bar, then click 'Statistics'



The screenshot shows the Inspire LMS interface. The top navigation bar includes 'Operations', 'Initial Set Up', 'Interventions', 'LMS', and 'LNA'. The 'LMS' tab is selected and highlighted with a red circle. A dropdown menu is open under 'LMS', with 'Statistics' also circled in red. Below the menu, a table titled 'Appraisals' is visible, showing columns for Name, Hierarchy, Manager, Next Level, Total, Direct Reports, Direct Invited, Direct Completed, Indirect, and Indirect Co. A 'Summary of Appraisals' section below the table features a green pie chart with the following data:

- Staff Not Complete: 0.51%
- Manager Not Complete: 0.41%

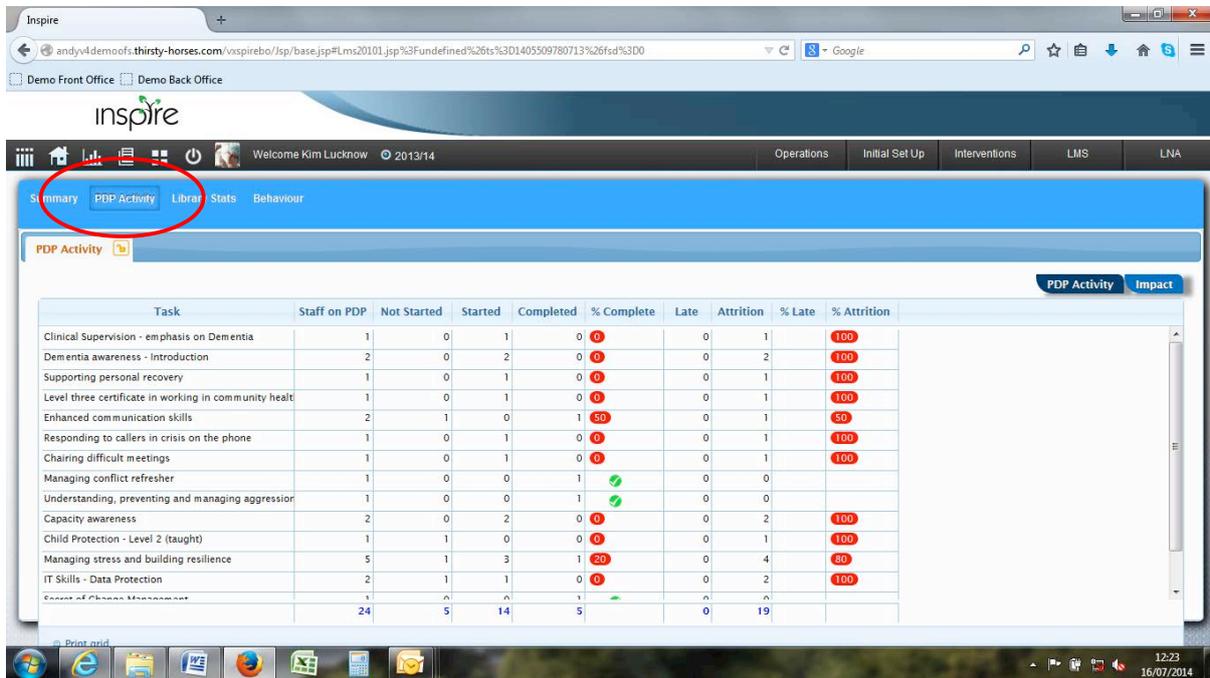
By clicking 'Summary', then 'Summary', 'By Department', or 'By Staff Group' you can see the respective breakdowns of Personal Development compliance – including for Mandatory, Induction, and Push Programmes.



The screenshot shows the 'Summary' view of the LMS interface. The 'Summary' tab is selected and circled in red. Below the navigation bar, there are three sub-tabs: 'Summary', 'By Department', and 'By Staff Group', with 'By Staff Group' also circled in red. The main content area displays a table with the following columns: Hierarchy, Name, Manager, Total, Invited, Appraisal %, # Mandatory, Compliance %, # Induction, and Compliance. The table data is as follows:

Hierarchy	Name	Manager	Total	Invited	Appraisal %	# Mandatory	Compliance %	# Induction	Compliance
Organisation	Chief Executive	Sam Cumberland	1	0	0	0		0	
Division	Corporate Services	Richard Hill	1	1	100	0		0	
Directorate	Workforce and Education	Peter Ribardiere	16	15	100	0		0	
Division	Trust Board	Patricia Morgan	1	1	100	0		0	
Division	Emergency and General Medicine	Jean Marsh	1	0	0	0		0	
Directorate	Emergency	Thierry Bassen	17	16	100	0		0	
Department	Emergency Dept Medical	Eddie Lomasky	19	19	100	0		0	
Division	Specialist Services	Mary Wesley	9	8	75	3		8	75
Directorate	Womens Health	Vincent Benkirane	15	14	100	0		0	
Department	Obs and Gynae Medical	Tahm Mc Gurgan	20	20	100	0		0	
Division	Surgical	Michelle Adams	10	10	90	7	71	5	71
Directorate	Anaesthetics	Didier Schneider	12	12	91	0		0	
Department	Anaesthetics Medical	David Colhoun	42	42	100	0		0	
			1006	980		10		13	

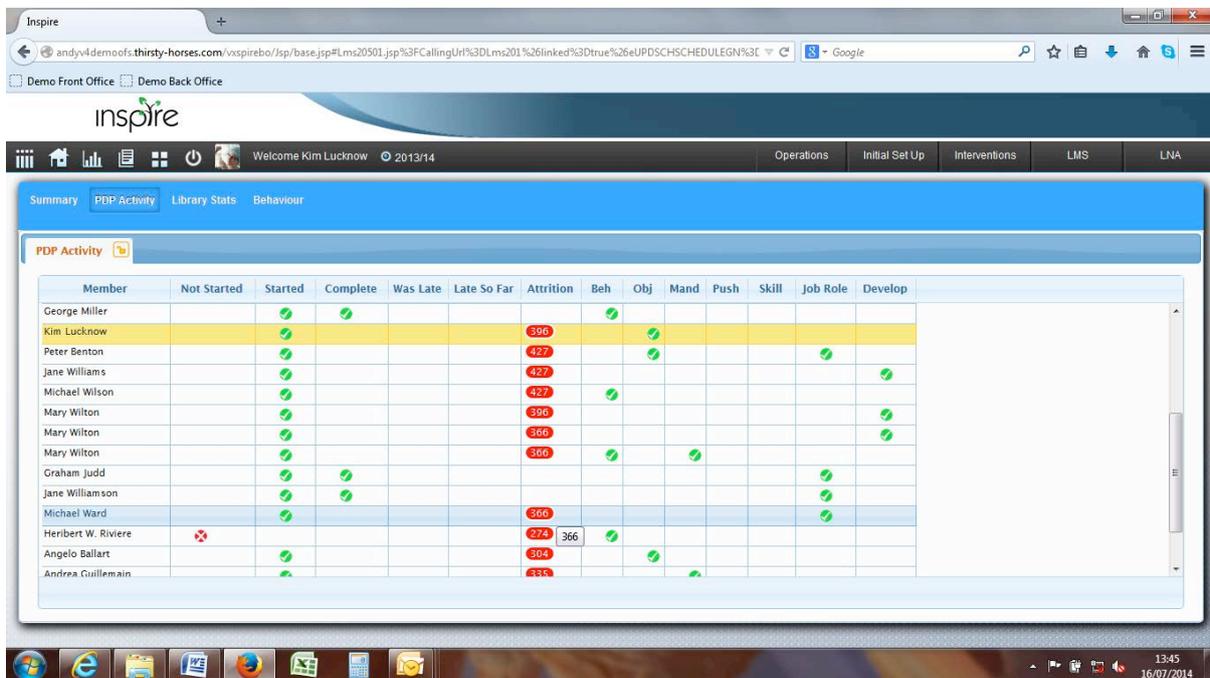
By clicking 'PDP Activity' you can see which courses staff have booked onto, how many staff have booked on, how many staff have attended, and how many have been late, etc.



The screenshot shows the 'PDP Activity' summary page in the Inspire LMS. A red circle highlights the 'PDP Activity' tab in the navigation menu. Below the navigation, there is a table with the following columns: Task, Staff on PDP, Not Started, Started, Completed, % Complete, Late, Attrition, % Late, and % Attrition. The table lists various courses such as 'Clinical Supervision - emphasis on Dementia' and 'Dementia awareness - Introduction', along with their respective staff counts and completion percentages.

Task	Staff on PDP	Not Started	Started	Completed	% Complete	Late	Attrition	% Late	% Attrition
Clinical Supervision - emphasis on Dementia	1	0	1	0	0	0	1		100
Dementia awareness - Introduction	2	0	2	0	0	0	2		100
Supporting personal recovery	1	0	1	0	0	0	1		100
Level three certificate in working in community health	1	0	1	0	0	0	1		100
Enhanced communication skills	2	1	0	1	50	0	1		50
Responding to callers in crisis on the phone	1	0	1	0	0	0	1		100
Chairing difficult meetings	1	0	1	0	0	0	1		100
Managing conflict refresher	1	0	0	1	100	0	0		
Understanding, preventing and managing aggression	1	0	0	1	100	0	0		
Capacity awareness	2	0	2	0	0	0	2		100
Child Protection - Level 2 (taught)	1	1	0	0	0	0	1		100
Managing stress and building resilience	5	1	3	1	20	0	4		80
IT Skills - Data Protection	2	1	1	0	0	0	2		100
<b>Total</b>	<b>24</b>	<b>5</b>	<b>14</b>	<b>5</b>		<b>0</b>	<b>19</b>		

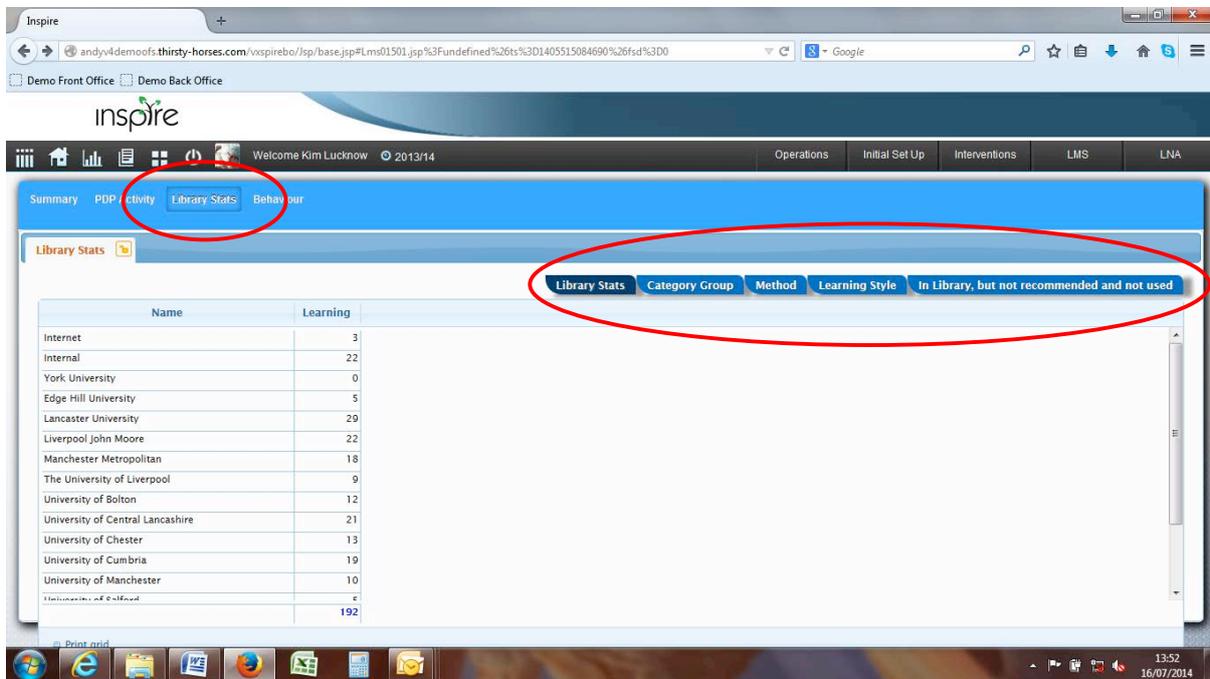
If you then choose any of these courses to click on, you can see which staff have booked on, which have started/completed, etc – and which aspect of their personal development they have related it to (objective, behaviour, job role, etc).



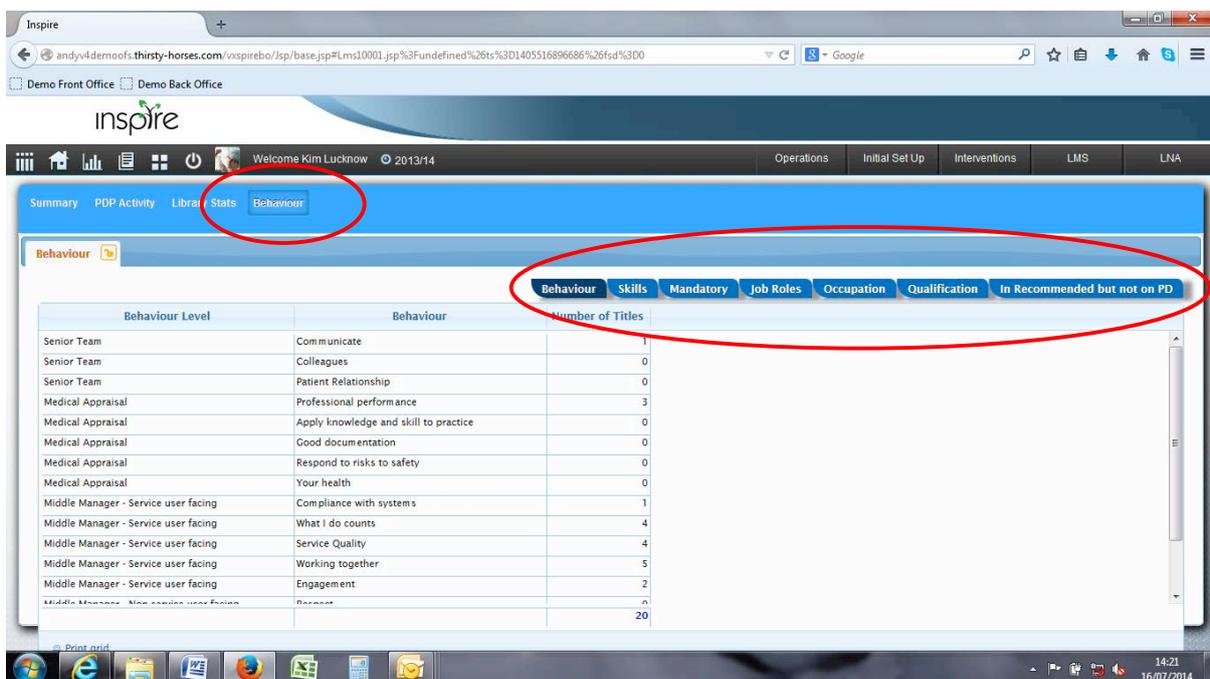
The screenshot shows the 'PDP Activity' details page for a specific course. The table lists staff members and their activity across various development areas. The columns are: Member, Not Started, Started, Complete, Was Late, Late So Far, Attrition, Beh, Obj, Mand, Push, Skill, Job Role, and Develop. The 'Kim Lucknow' row is highlighted in yellow.

Member	Not Started	Started	Complete	Was Late	Late So Far	Attrition	Beh	Obj	Mand	Push	Skill	Job Role	Develop
George Miller		✓	✓				✓						
Kim Lucknow		✓				596		✓					
Peter Benton		✓				427		✓				✓	
Jane Williams		✓				427							✓
Michael Wilson		✓				427	✓						
Mary Wilton		✓				396							✓
Mary Wilton		✓				366							✓
Mary Wilton		✓				366	✓		✓				
Graham Judd		✓	✓									✓	✓
Jane Williamson		✓	✓									✓	✓
Michael Ward		✓				366						✓	✓
Heribert W. Riviere	✗					274	366	✓					
Angelo Ballart		✓				304		✓					
Andrea Guillemin		✓				334			✓				

By clicking 'Library Stats' you can see a breakdown of all of the PD in the Back Office – broken down by Category Group, Delivery Method, Learning Style – and see if any are in the library but are not being used.



By clicking 'Behaviour' you can see a breakdown of all of the PD in the Back Office as it has been 'recommended' for staff, ie by Behaviour, Skills, Mandatory, Job Roles, Occupation, Qualification, or if it has been recommended but is not on any staff members' PDP.



### 3. NHS Region (Health Education North West): Reports

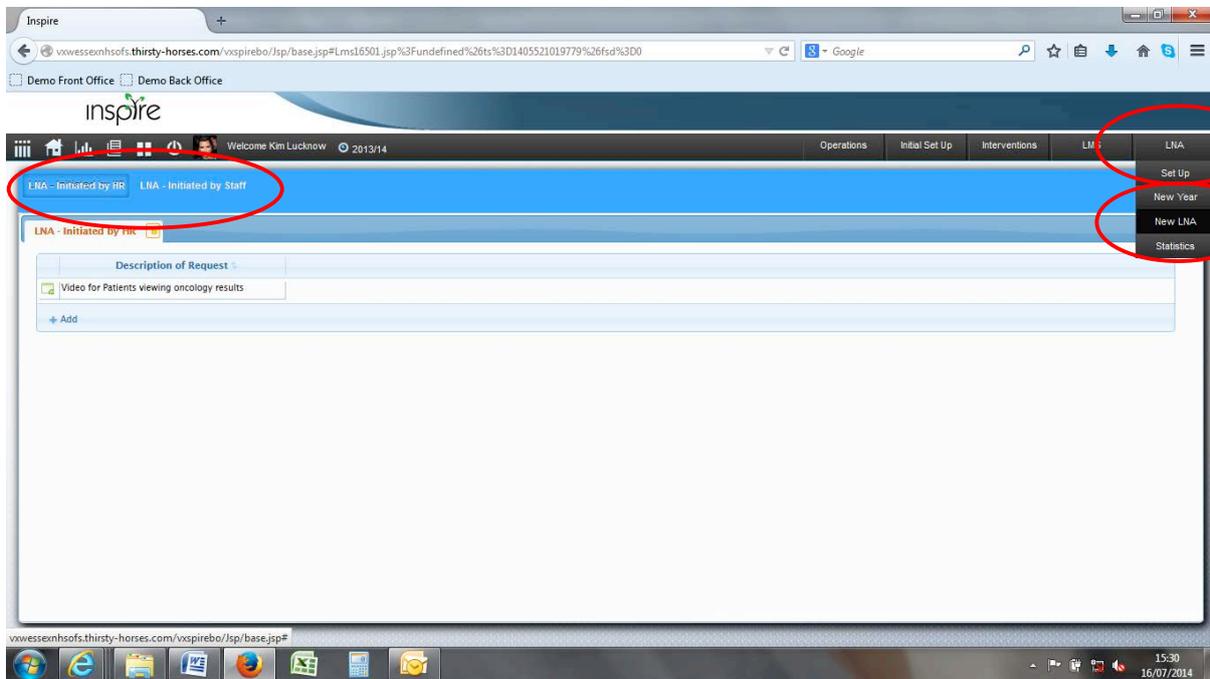
*The spark that originally initiated Thirsty Horses working in partnership with the Greater Manchester HIEC and Health Education North West was the need to deliver consistent Learning Needs Analysis across a series of Trusts. In doing so, the partnership saw the opportunity to (i) deliver capability to the Trusts to produce their annual LNA (ii) aggregate that data on a regional level to inform commissioning negotiations and decisions.*

*The work that transpired across the past 18 months has seen Inspire deliver significantly more than originally scoped, and the reports that are now available at Trust and Regional level have the potential to transform the way we think about LNAs and how they are derived completely. It is also worth noting this development was lead by Thirsty Horses consultants.*

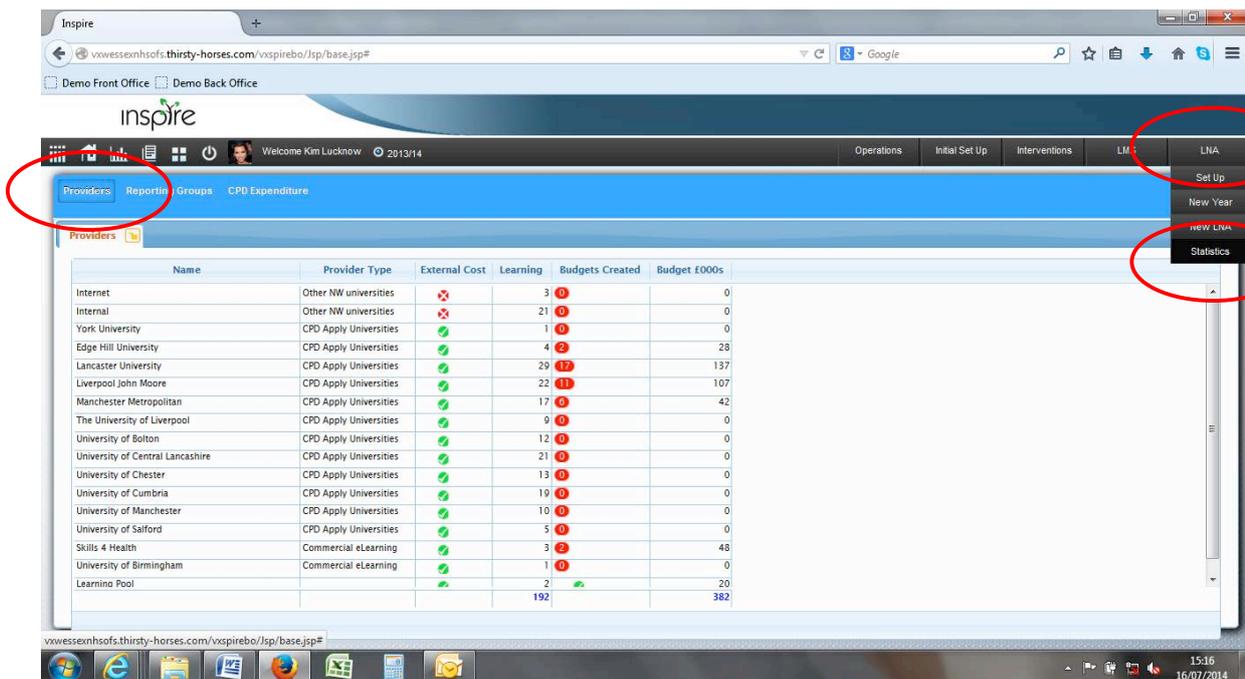
**Note: These reports are new to V4. All other reports stated in this document were available in V3. They will have looked slightly different due to V4 being deployed with a new user view.**

## Learning Needs Analysis (LNA)

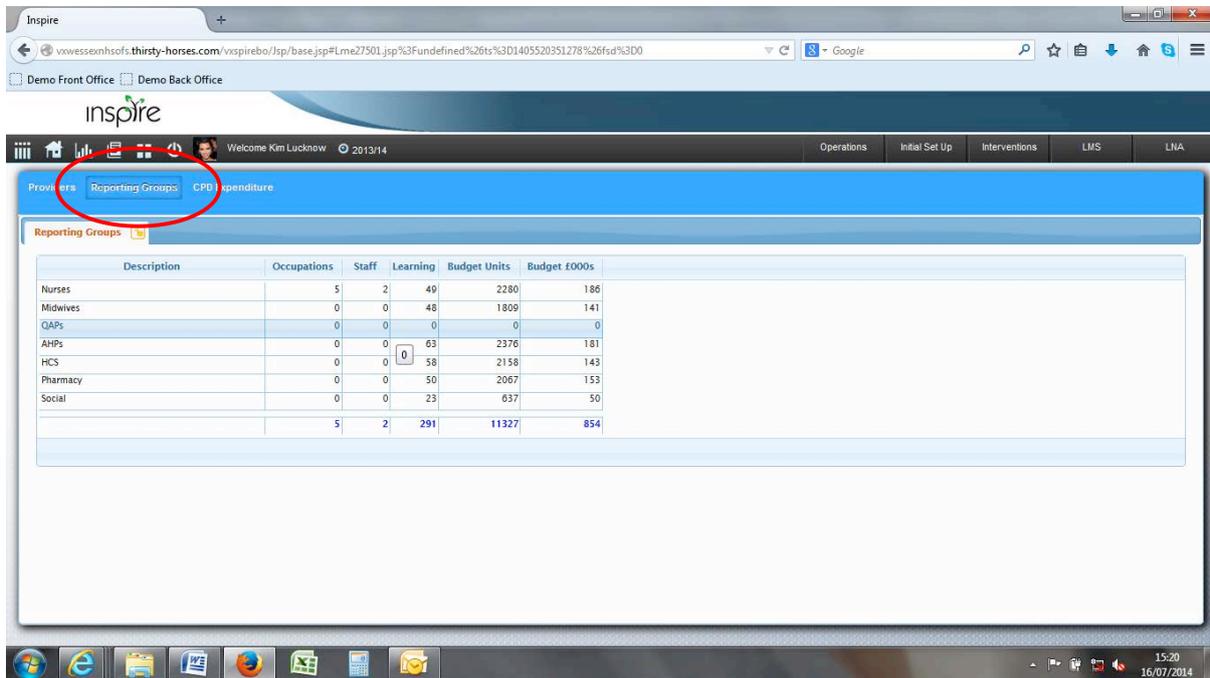
Click the 'LNA' tab on the black menu bar, then click 'New LNA' – to see LNAs initiated by both HR and staff that can then be evaluated and acted upon.



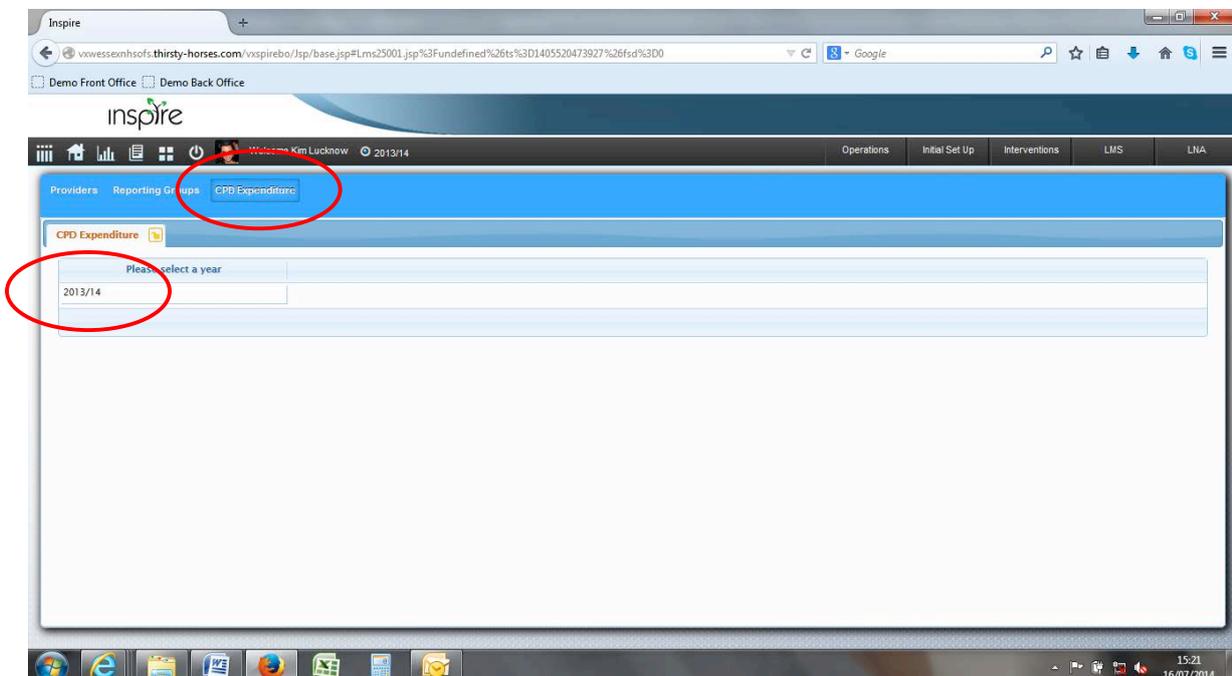
Click the 'LNA' tab on the black menu bar, and then click 'Statistics', and 'Providers'. You'll see that this gives you a breakdown of the providers earmarked within Inspire to deliver the various PD, how much they are all delivering, which of them charge, and what the various budgets are.



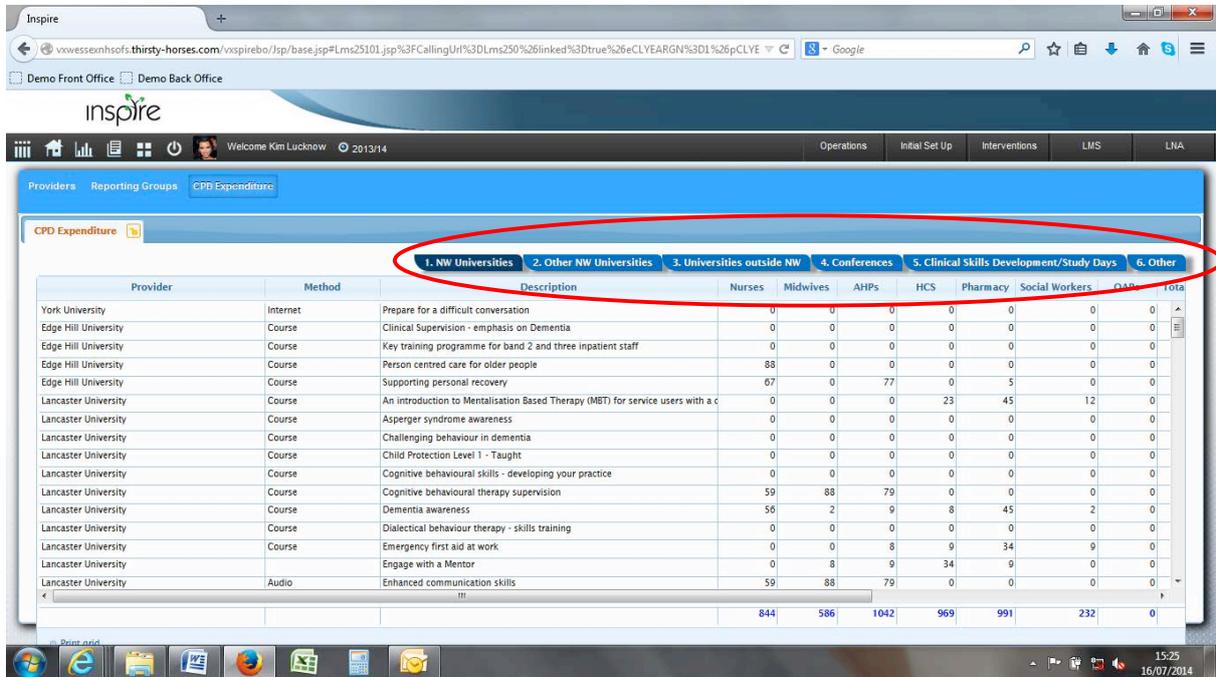
If you then click 'Reporting Groups', Inspire shows you which categories of staff have accessed PD, and how much that costs.



Then if you click 'CPD Expenditure', you can choose the relevant year...

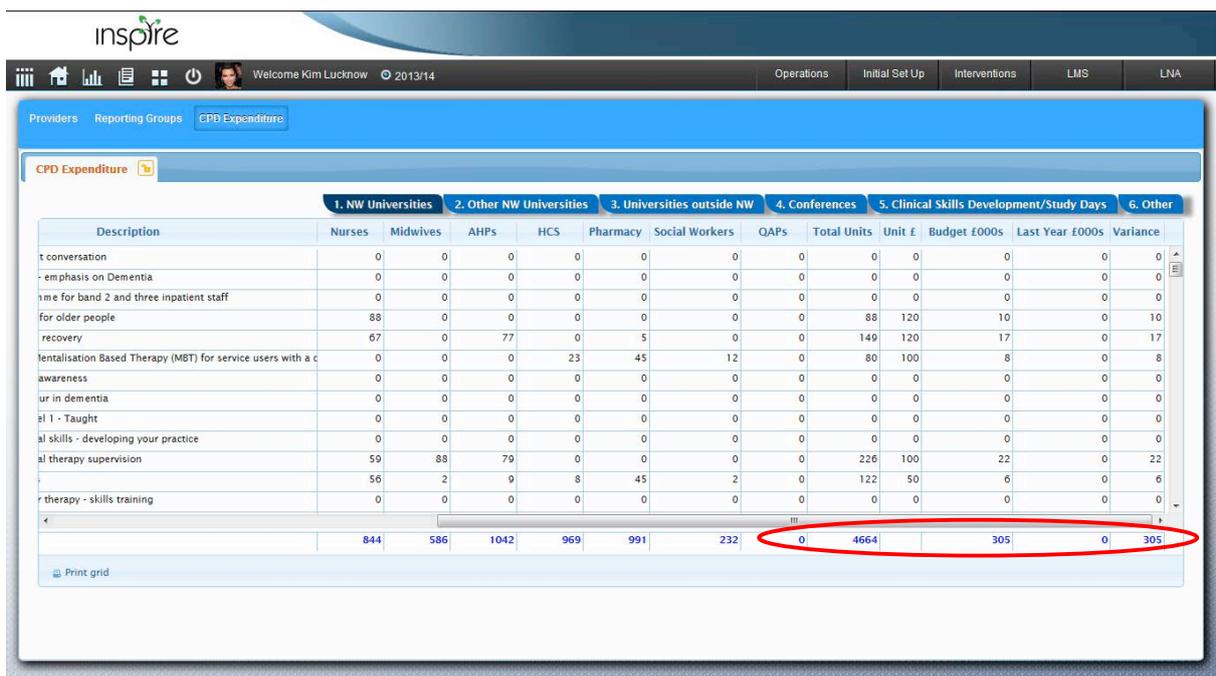


...and see where that expenditure is going – broken down into categories; for example, North West Universities, Other North West Universities, Universities outside North West, Conferences, Clinical Skills Development/Study Days, Skills for Health, NLMS, E-learning providers, NHS Leadership Academy etc. You can see volume consumed by job role.



Provider	Method	Description	Nurses	Midwives	AHPs	HCS	Pharmacy	Social Workers	QAPs	Total
York University	Internet	Prepare for a difficult conversation	0	0	0	0	0	0	0	0
Edge Hill University	Course	Clinical Supervision - emphasis on Dementia	0	0	0	0	0	0	0	0
Edge Hill University	Course	Key training programme for band 2 and three inpatient staff	0	0	0	0	0	0	0	0
Edge Hill University	Course	Person centred care for older people	88	0	0	0	0	0	0	0
Edge Hill University	Course	Supporting personal recovery	67	0	77	0	5	0	0	0
Lancaster University	Course	An introduction to Mentalisation Based Therapy (MBT) for service users with a c	0	0	0	23	45	12	0	0
Lancaster University	Course	Asperger syndrome awareness	0	0	0	0	0	0	0	0
Lancaster University	Course	Challenging behaviour in dementia	0	0	0	0	0	0	0	0
Lancaster University	Course	Child Protection Level 1 - Taught	0	0	0	0	0	0	0	0
Lancaster University	Course	Cognitive behavioural skills - developing your practice	0	0	0	0	0	0	0	0
Lancaster University	Course	Cognitive behavioural therapy supervision	59	88	79	0	0	0	0	0
Lancaster University	Course	Dementia awareness	56	2	9	8	45	2	0	0
Lancaster University	Course	Dialectical behaviour therapy - skills training	0	0	0	0	0	0	0	0
Lancaster University	Course	Emergency first aid at work	0	0	8	9	34	9	0	0
Lancaster University	Course	Engage with a Mentor	0	8	9	34	9	0	0	0
Lancaster University	Audio	Enhanced communication skills	59	88	79	0	0	0	0	0
			844	586	1042	969	991	232	0	0

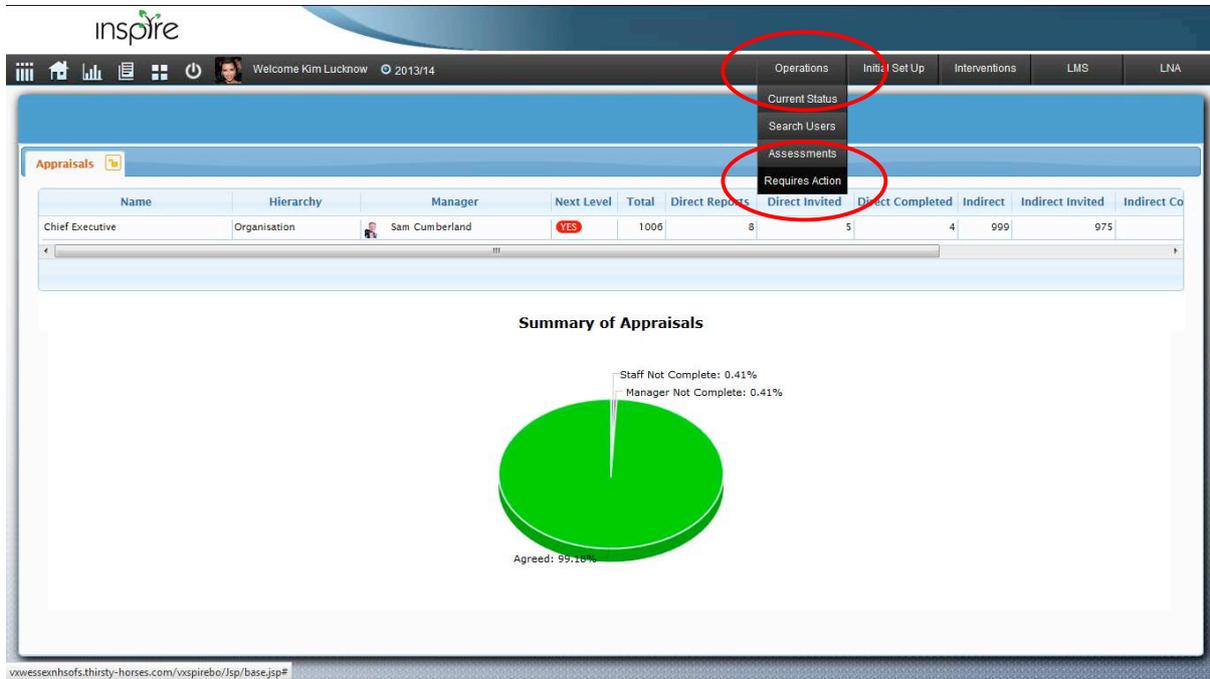
And if you scroll across you can see rolling costs. This means you can keep abreast of uptake and effectiveness of the solution you are buying. You can make decisions around what is working and what is not, what is being accessed and what is popular with your users etc.



Description	Nurses	Midwives	AHPs	HCS	Pharmacy	Social Workers	QAPs	Total Units	Unit £	Budget £000s	Last Year £000s	Variance	
t conversation	0	0	0	0	0	0	0	0	0	0	0	0	
-emphasis on Dementia	0	0	0	0	0	0	0	0	0	0	0	0	
me for band 2 and three inpatient staff	0	0	0	0	0	0	0	0	0	0	0	0	
for older people	88	0	0	0	0	0	0	88	120	10	0	10	
recovery	67	0	77	0	5	0	0	149	120	17	0	17	
entalisation Based Therapy (MBT) for service users with a c	0	0	0	23	45	12	0	80	100	8	0	8	
awareness	0	0	0	0	0	0	0	0	0	0	0	0	
ur in dementia	0	0	0	0	0	0	0	0	0	0	0	0	
l 1 - Taught	0	0	0	0	0	0	0	0	0	0	0	0	
al skills - developing your practice	0	0	0	0	0	0	0	0	0	0	0	0	
al therapy supervision	59	88	79	0	0	0	0	226	100	22	0	22	
	56	2	9	8	45	2	0	122	50	6	0	6	
therapy - skills training	0	0	0	0	0	0	0	0	0	0	0	0	
			844	586	1042	969	991	232	0	4664	305	0	305

## The Community Organisation

There are regular items that will require your attention. Click “Operations” and “Requires Action”.



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Welcome Kim Lucknow 2013/14

Operations Initial Set Up Interventions LMS LNA

Current Status

Search Users

Assessments

Requires Action

Name	Hierarchy	Manager	Next Level	Total	Direct Reports	Direct Invited	Direct Completed	Indirect	Indirect Invited	Indirect Co
Chief Executive	Organisation	Sam Cumberland	YES	1006	8	5	4	999	975	

**Summary of Appraisals**

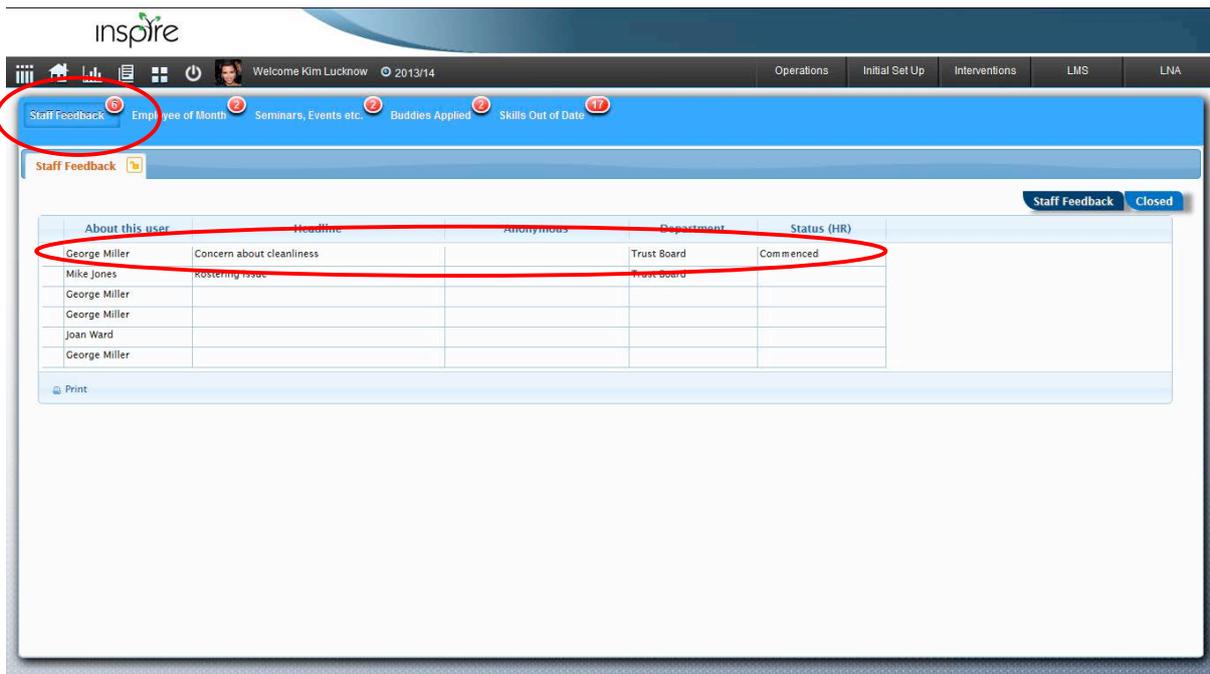
Staff Not Complete: 0.41%  
Manager Not Complete: 0.41%

Agreed: 99.16%

www.essexhofs.thirsty-horses.com/vxspirebo/jsp/base.jsp#

## Staff Feedback/Whistleblowing

Users can at anytime and from anywhere in the system give feedback. Their feedback appears here. Click one...



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Welcome Kim Lucknow 2013/14

Operations Initial Set Up Interventions LMS LNA

Staff Feedback Employee of Month Seminars, Events etc. Buddies Applied Skills Out of Date

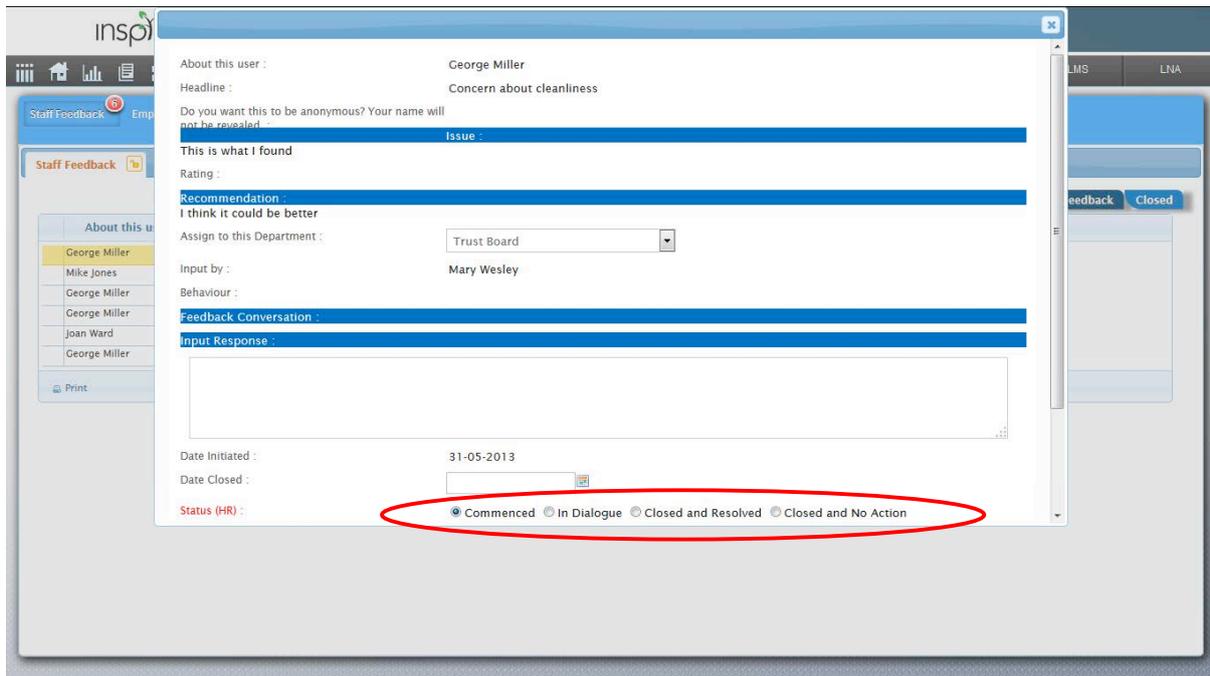
Staff Feedback

Staff Feedback Closed

About this user	Headline	Anonymous	Department	Status (HR)
George Miller	Concern about cleanliness		Trust Board	Commenced
Mike Jones	Rostering issue		Trust Board	
George Miller				
George Miller				
Joan Ward				
George Miller				

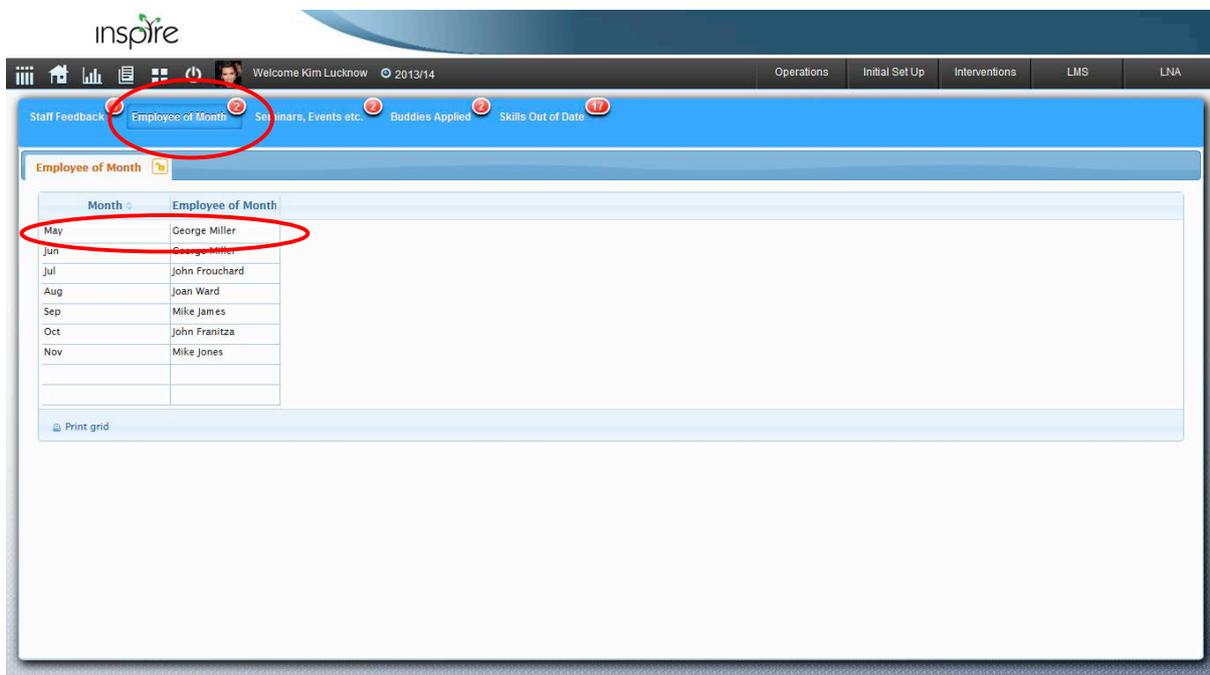
Print

The detail around that feedback appears here with options as how you respond.



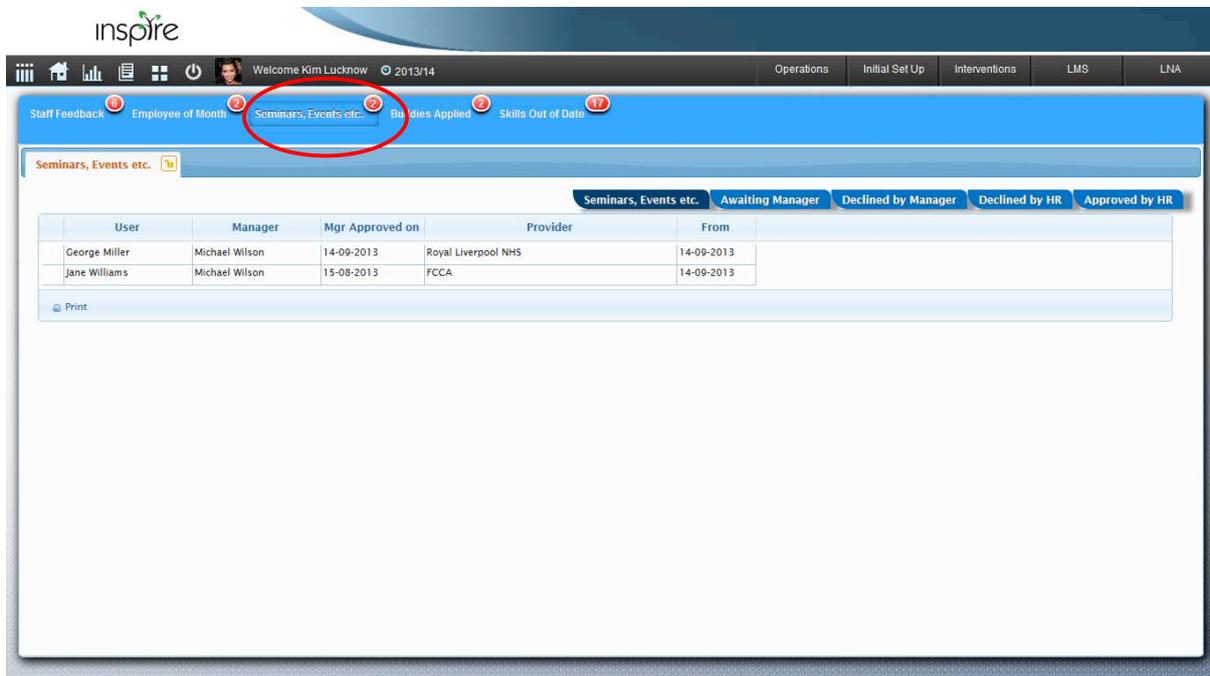
## Employee of the Month

Similarly, nominations can be seen here and reacted to. Click one...



## Learning Needs requests

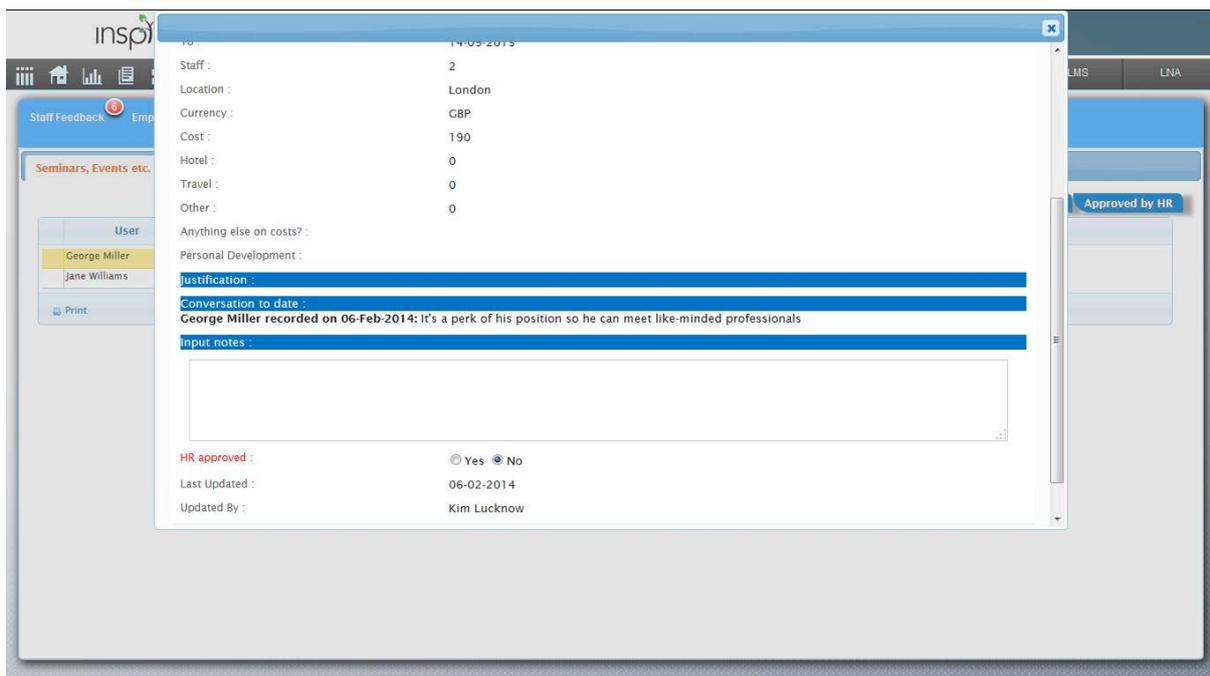
Click here to see what staff are asking for, other than learning already offered by the organisation and/or region.



The screenshot shows the Inspire LMS interface. The top navigation bar includes 'Staff Feedback', 'Employee of Month', 'Seminars, Events etc.' (circled in red), 'Badges Applied', and 'Skills Out of Date'. Below the navigation bar, there is a table with columns: 'User', 'Manager', 'Mgr Approved on', 'Provider', and 'From'. The table contains two rows of data.

User	Manager	Mgr Approved on	Provider	From
George Miller	Michael Wilson	14-09-2013	Royal Liverpool NHS	14-09-2013
Jane Williams	Michael Wilson	15-08-2013	FCCA	14-09-2013

Click on the learning request to get the details, including who else has joined that member of staff in the conversation to ask for it too, as they also see it as beneficial. HR/OD or maybe the region can choose to approve, or not, and respond.

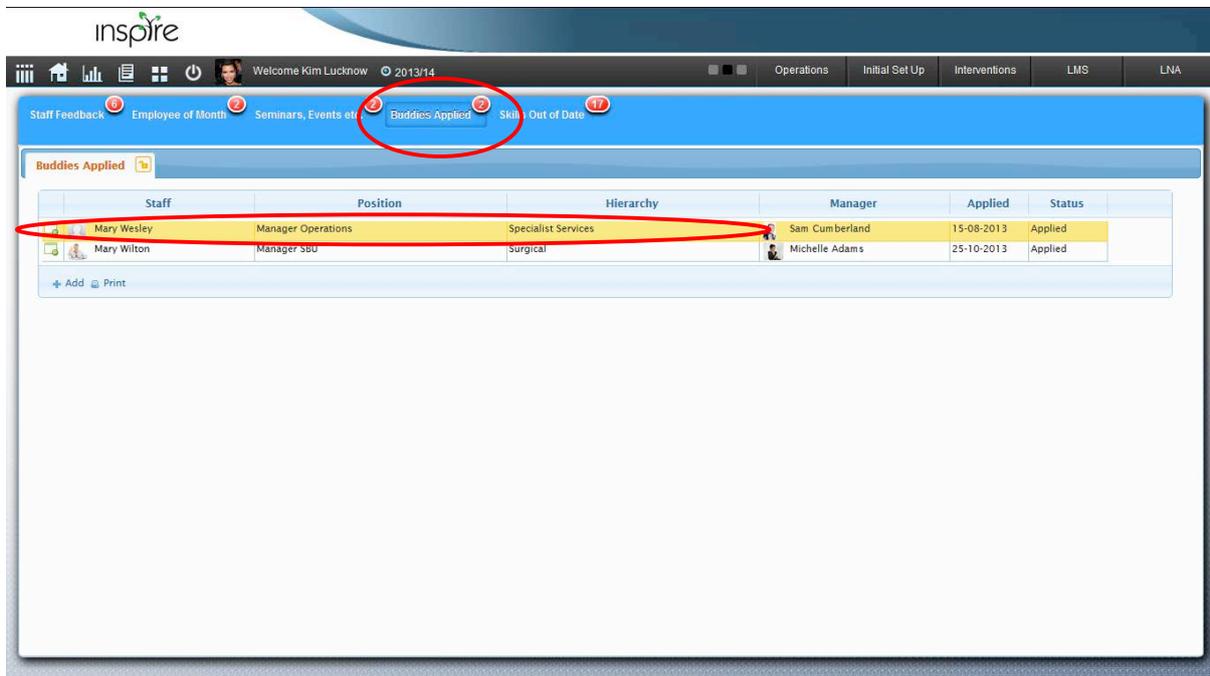


The screenshot shows the details of a learning request for George Miller. The details include:

- Staff: 2
- Location: London
- Currency: GBP
- Cost: 190
- Hotel: 0
- Travel: 0
- Other: 0
- Anything else on costs?:
- Personal Development:
- Justification:
- Conversation to date: George Miller recorded on 06-Feb-2014: It's a perk of his position so he can meet like-minded professionals
- Input notes:
- HR approved:  Yes  No
- Last Updated: 06-02-2014
- Updated By: Kim Lucknow

## Buddies/Coaches

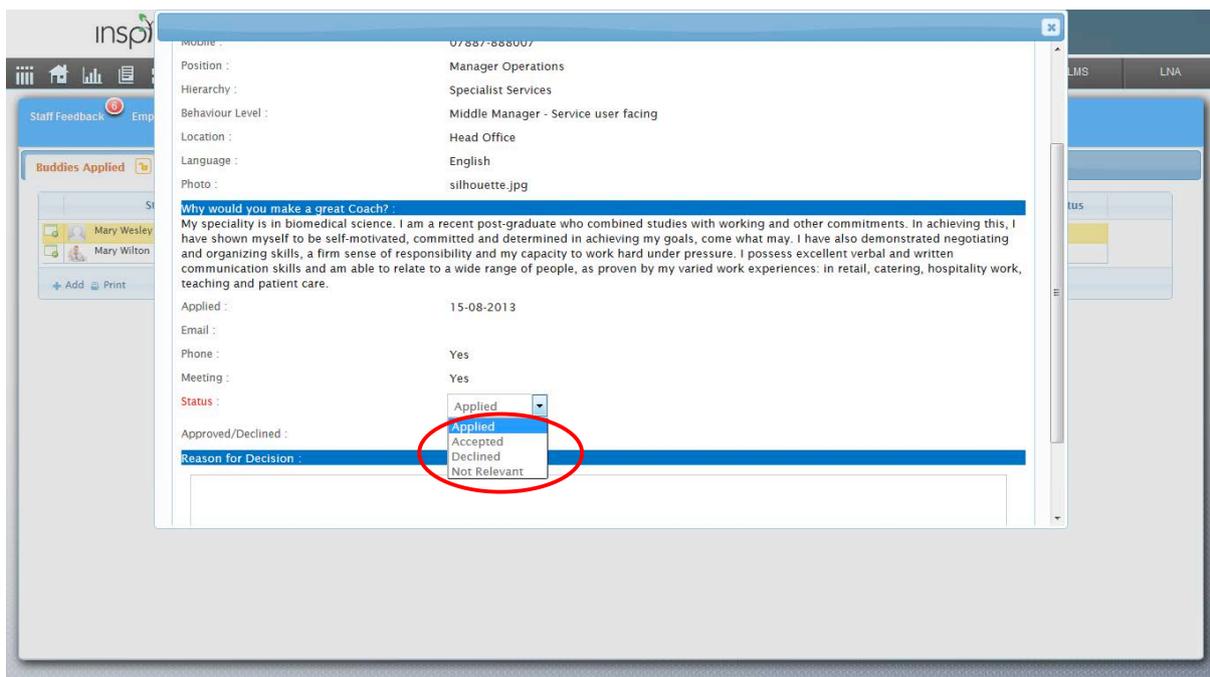
Staff and managers who have agreed for an internal coaching/buddy relationship will be flagged here for HR/OD overview and agreement. Click one...



The screenshot shows the Inspire HR system interface. The 'Buddies Applied' menu item is circled in red. Below it, a table lists staff members and their managers. The first row is circled in red.

Staff	Position	Hierarchy	Manager	Applied	Status
Mary Wesley	Manager Operations	Specialist Services	Sam Cumberland	15-08-2013	Applied
Mary Wilton	Manager S&U	Surgical	Michelle Adams	25-10-2013	Applied

...the details around why they feel this is a good fit appears along with the decision you make around if this is agreed or not.



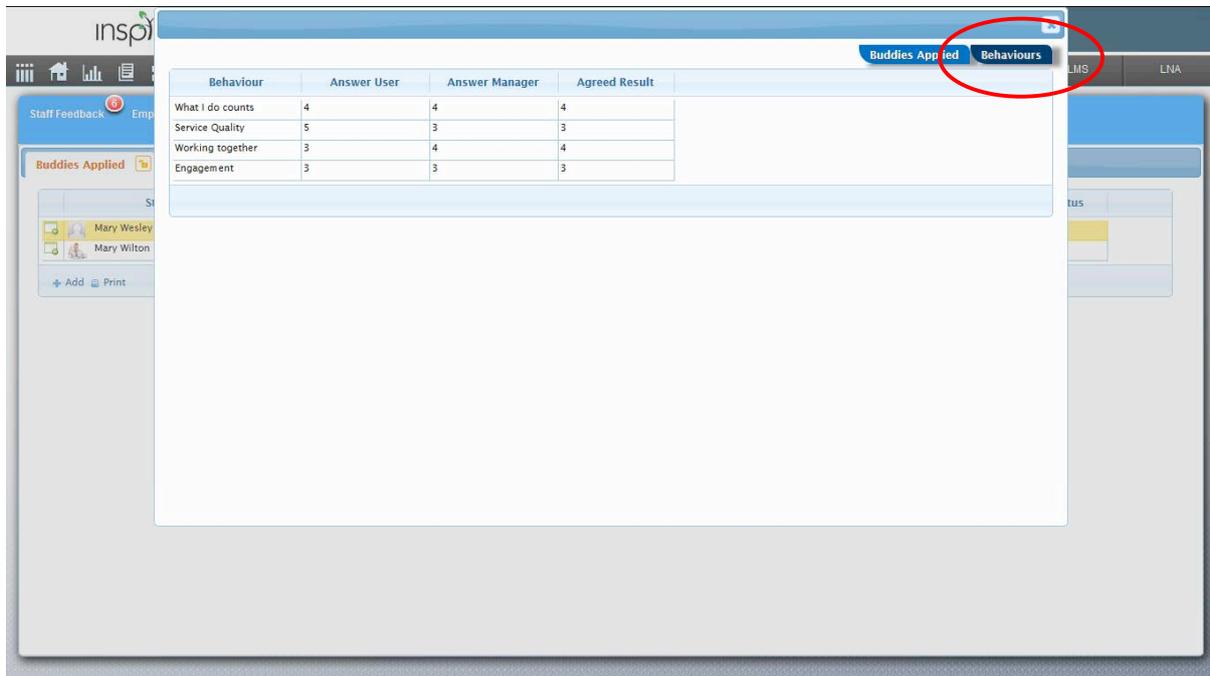
The screenshot shows the details for a 'Buddies Applied' entry. The 'Reason for Decision' dropdown menu is circled in red.

Mobile : 07887-888007  
 Position : Manager Operations  
 Hierarchy : Specialist Services  
 Behaviour Level : Middle Manager - Service user facing  
 Location : Head Office  
 Language : English  
 Photo : silhouette.jpg

**Why would you make a great Coach? :**  
 My speciality is in biomedical science. I am a recent post-graduate who combined studies with working and other commitments. In achieving this, I have shown myself to be self-motivated, committed and determined in achieving my goals, come what may. I have also demonstrated negotiating and organizing skills, a firm sense of responsibility and my capacity to work hard under pressure. I possess excellent verbal and written communication skills and am able to relate to a wide range of people, as proven by my varied work experiences: in retail, catering, hospitality work, teaching and patient care.

Applied : 15-08-2013  
 Email :  
 Phone : Yes  
 Meeting : Yes  
 Status : Applied  
 Approved/Declined : Applied  
 Reason for Decision : Applied

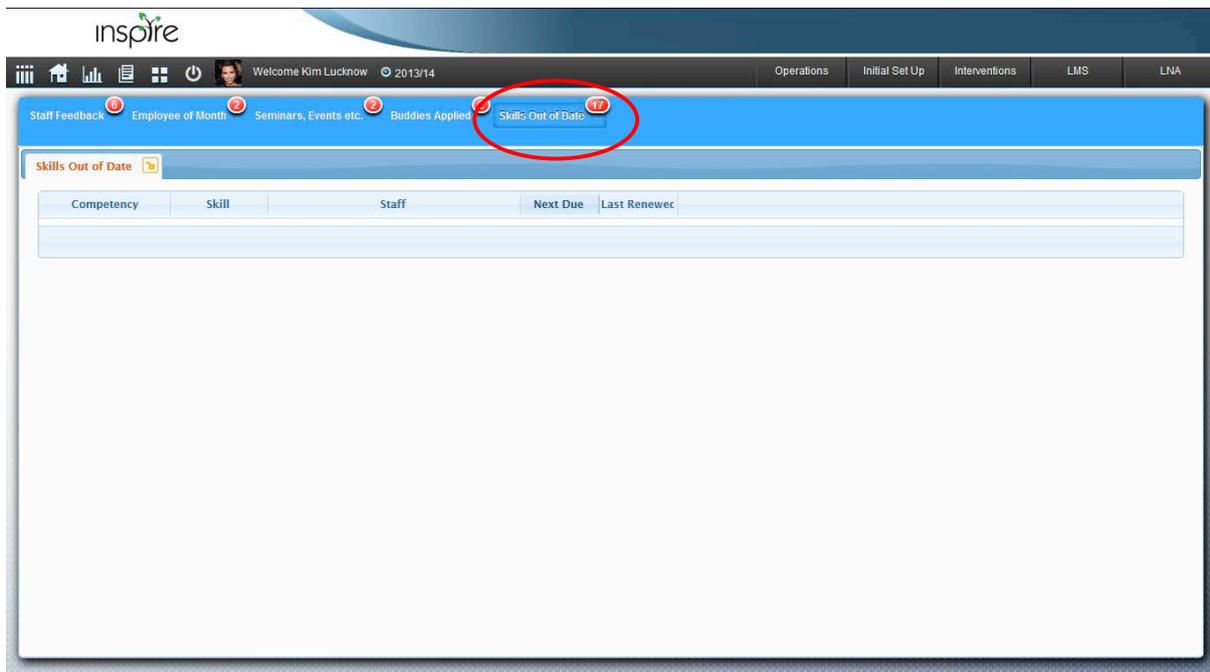
.... HR/OD also gets a quick look at the Coach's/Buddy's behavioural assessment to help with their decision.



Behaviour	Answer User	Answer Manager	Agreed Result
What I do counts	4	4	4
Service Quality	5	3	3
Working together	3	4	4
Engagement	3	3	3

## Mandatory/Statutory Skills

Click here to see how the same principle applies.



Competency	Skill	Staff	Next Due	Last Renewed

## Summary

Inspire is a highly sophisticated and connected platform; it is not 'just' an appraisal system. We deal with wholesale transformational change, and provide you with the vehicle to deliver that in a planned and measured way, which in turn empowers your staff to get on with it under the umbrella of your leadership.

Inspire does not sit idly by waiting for someone, somewhere in the organisation to enter data so we can then print it off in the Back Office.

It pro-acts and drives real intelligence so people – not computers – can think about what it is telling them and then deliver targeted, high quality interventions that drive performance and cultural improvements. The targeted nature of the platform means interventions are measured and cost effective.

The platform at the user level is designed to always say *"Thank-you and now please can you...?"* rather than *"Thank you, and goodbye"*. This design means there is a constant flow of meaningful and true data travelling between the Front Office (users) and the Back Office (OD/HR/L&D) that creates a bond and a relationship between two previously uncommunicative sources.

Inspire's savvy design means performance and development become a part of everyone's working life without intruding hugely into their time to use it. It fits around them; it supports them; it works on their behalf.

Inspire as a strategic tool is fundamentally for leaders/practitioners who are charged with developing/transforming the organisation through their most valuable asset/resource; their people. These practitioners are called many things in the system eg HR/OD Director, Transformation Director, Business Partner, Change Director, PMO Director, etc.

I trust that, through the wider Inspire platform and the data/reports highlighted in this paper, you can begin to see the power and potential of the tool in these professional practitioners' hands.