

## **Case Study: Welsh Ambulance Services NHS Trust**



**Client:** Welsh Ambulance Services NHS Trust (WAST) Transformation Programme

**Assignment Goal:** Identify opportunities for cross government procurement in Facilities Management and deliver tangible savings.

**Assignment Team:** Alan Summerfield and Rod Sowden

**Assignment Period:** January 2005 – June 2007

### **Introduction**

The Welsh Ambulance Services NHS Trust (WAST) delivers across an area of 20,640 kilometers and serves a population of 2.9 million, attending more than 250,000 emergency calls a year. They employ 2,576 people, operating from 90 ambulance stations, four control centres, three regional offices and five vehicle workshops.

WAST had suffered badly as an underperforming Trust and had suffered from a rapid turnover of Chief Executives, 6 in the 18 months prior to the appointment of Alan Murray.

In 2006 WAST started their Modernisation Programme "Time to Make a Difference" to transform the Trust from one declared as failing by the NAO, to an exemplar trust, over the following five years. The Programme set up at that time had an anticipated budget of £200 million over 5 years to totally transform the Trust.

### **Services provided**

The challenge was to mobilise the organisation and support the Chief Executive's strategic vision for the new organisation.

The work required raising awareness and understanding across the organization. This was achieved through a wide range of standard and tailored workshops and courses, starting with a one day 'Masterclass' for the Trust Board of Management and Executive Management Team on programme management.

In parallel with this, we led the work to put in place the plans and arrangements needed to meet the goals and objectives of the programme: designing and planning the programme, including rationalising the projects into a dossier of 78 initiatives, split into eight strands which were to bring change to virtually every aspect of the Trust, its business and its stakeholders. We developed and implemented the Programme Governance.

Provided a structured and ad hoc coaching support to the Chief Executive, as well as preparing and delivering presentations to the Executive and the Board on the adoption of the frameworks, and the delivery of the programme.

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Provided an Interim Programme Manager to help create a structured environment for the change to thrive including:

- the setting up of the Programme Office,
- supporting the recruitment of permanent personnel,
- training and handing across the Trust,
- providing recommendations on Policy and Process for the Executive Team and the Board.

Supported the Trust in the early implementation of the findings, including Business Continuity awareness and arrangements.

### **Testimonial**

*Alan Murray - Chief Executive, WAST*

*"... quickly established a rapport with the senior team and deployed a structure to our transformation programme which underpinned the successes that it has delivered".*

### **Client benefits**

The following value was delivered to the Trust:

- Design and implementation of Corporate Portfolio Office
- Portfolio design workshops
- Interim Management to set Portfolio Office
- Design and implementation of the Project Portfolio
- Design of a suite of processes for Project and Programme Management
- Design and delivery of a Corporate Occupational and Business Risk Assessment
- Designed arrangements for management of Occupational and Business Risk
- Definition of Roles and Arrangements for Business Continuity.

We have subsequently worked with the Executive team and the CEO to facilitate a review of the programme progress and alignment to strategic direction.

### **Assignment legacy**

Enabling the Chairman and the Chief Executive to engage with the Board and Executive Team at such an early stage by providing energy, drive and authority to the adoption of programme management was a huge enabler.

Structuring a complex programme into a number of strands, each accountable to one of the Executive Directors brought clarity and drive to what could have been too complex to effectively manage by the Chief Executive.

Sponsors, Officers and Managers across the Trust had greater understanding of the practical use of the programme framework and their specific roles and responsibilities in this area.

Staff appointed to programme roles have the knowledge, and supported practical experience which will enable them to effectively manage subsequent programmes.

Embedded MSP and PRINCE2 best practice within the organisation.

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