



Operations Re Structure

Revised Model following Staff Feedback

April 2018

Core Principles of the Operations Re Structure

The overarching principle is to put in place an operational structure that delivers the best quality of care and service for patients within the funding available to the Trust. There are 10 principles within this:

- A responsive and resilient command structure that meets national core standard requirements for the frontline and the hub (mandatory)
- A resilient operational structure that maintains 'on the road resourcing' and supports our frontline staff
- A structure that improves hub resilience and promotes a strong connection with frontline crews
- Clear, straight forward lines of accountability that ensure individuals understand their role within the structure
- Clear points of contact for internal staff and external stakeholders, moving towards the 'one conversation' principle
- Increased senior management capability at a local level
- Equity in regard to staffing ratios and making sure there is local capacity to fulfil the task
- Getting the skill mix right
- Avoiding duplication across the Trust
- Reducing variation between operational areas and teams

Summary of the 2 Options provided for Staff Feedback

Option 1

Reduce the number of Band 7 Operations Officers / Other Staff roles in the existing structure

Option 2

Split the Operations Officer role into a Band 7 (management) role and a Band 6 (operational commander) role

Staff Feedback

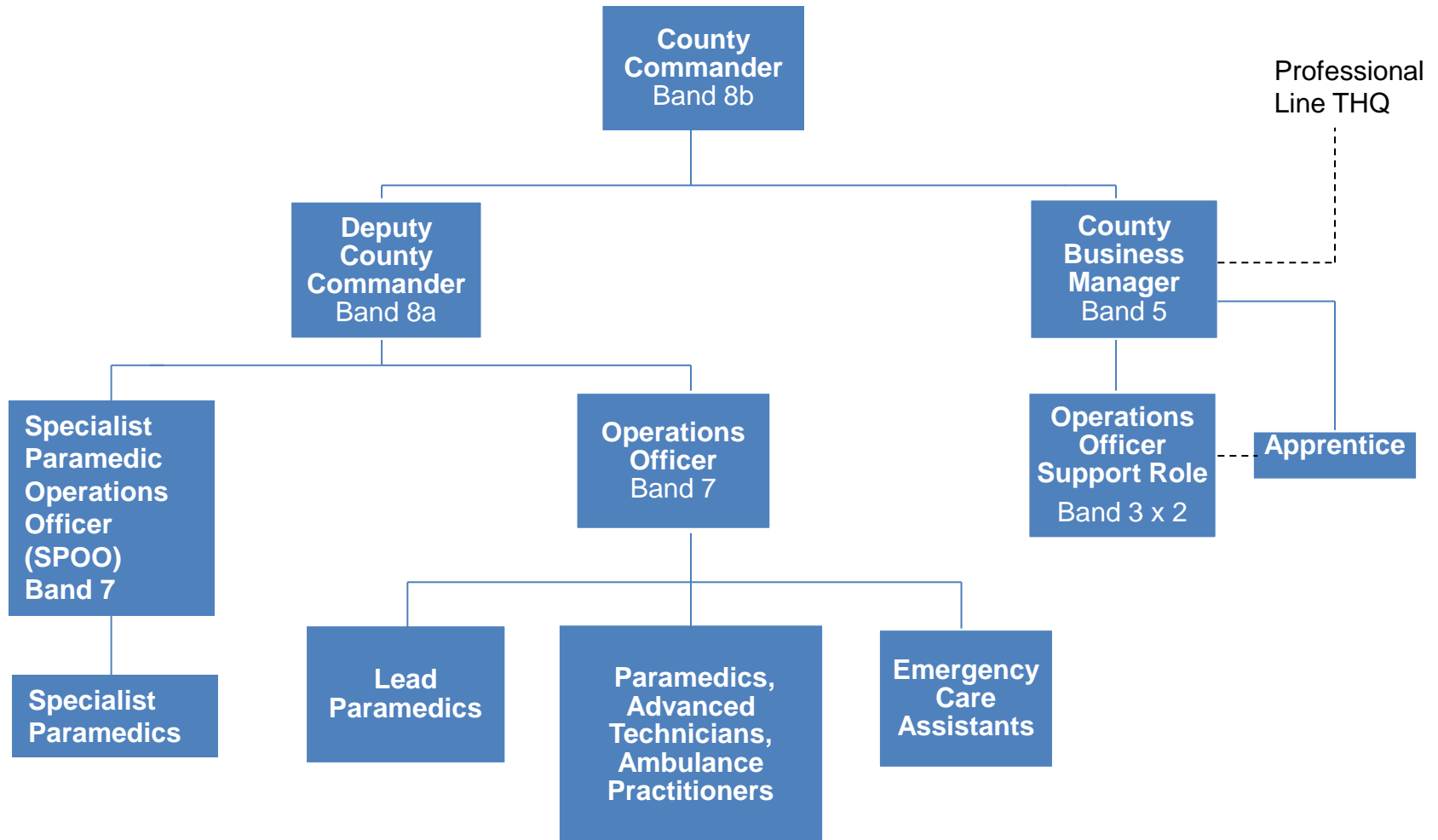
- Staff feedback collected from 8 February 2018 to 4 March 2018
- 10 face to face feedback sessions hosted by HR were held across the Trust area
- 111 pieces of feedback were received in total from the dedicated email address and from the HR sessions
 - Majority contained numerous points of feedback
 - Representative feedback across operations and administration
 - Group feedback from North Bristol, North Devon, South Devon, West Cornwall, East Dorset
- Collective feedback via letter from both UNISON and GMB

The Revised Model

- Moves to a County based Operations structure across the Trust
- 8 Counties
 - Cornwall/IOS
 - N&E Devon
 - S&W Devon
 - Dorset
 - Somerset
 - BNSSG
 - Wiltshire
 - Gloucestershire

The Revised Model

(Job Bandings are indicative)



County Profiles

Cornwall/IOS

552,000 Population
1,375 sq miles
1 STP
1 CCG
17 Stations
1 Type 1 ED
313.01 Funded WTE
24 Staff per B7 OO

South & West Devon

333,600 Population
1,235 sq miles
0.5 STPs
1 CCG
11 Stations
2 Type 1 ED
282.94 Funded WTE
22 Staff per B7 OO

North & East Devon

836,400 Population
1,355 sq miles
0.5 STPs
1 CCG
14 Stations
2 Type 1 ED
257.77 Funded WTE
19.8 Staff per B7 OO

Somerset

552,000 Population
1,333 sq miles
1 STPs
1 CCG
10 Stations
2 Type 1 ED
258.82 Funded WTE
20 Staff per B7 OO

Dorset

766,000 Population
1,024 sq miles
1 STP
1 CCG
13 Stations
3 Type 1 ED
353.16 Funded WTE
27 Staff per B7 OO

BNSSG

939,600 Population
379 sq miles
1 STP
1 CCG
11 Stations
2 Type 1 ED
379.18 Funded WTE
29 Staff per B7 OO

Gloucestershire

617,000 Population
1,024 sq miles
1 STP
1 CCG
9 Stations
2 Type 1 ED
286.19 Funded WTE
22 Staff per B7 OO

Wiltshire

671,000 Population
1,346 sq miles
1 STP
3 CCG
11 Stations
3 Type 1 ED
331.20 Funded WTE
25 Staff per B7 OO