

Scottish Ambulance Service

Review of the Operational Structure



What our client wanted

The Scottish Ambulance Service (SAS) has a key role in the Scottish Government's health strategy, which focuses on health improvement, prevention-based medicine, community-focused services, empowering self-care and the efficient use and targeting of resources. The SAS is operating in an increasingly demanding environment, and system and workforce changes were needed to more effectively deliver its changing role.

What Frontline did

Frontline worked with an in-house project team to review the operational structure and make recommendations for improvement. We reviewed SAS strategy, policy and procedural documents to ensure clarity about the contextual background and SAS strategic intent for themselves. A programme of face-to-face and telephone discussions was conducted with a wide sample of internal and external stakeholders to gather perspectives on the current organisational structure and effectiveness.

Ideas were gathered on what would make a new organisational model more effective. We analysed the data from the diagnostics and discussed our findings with the project team. Their comments on the issues identified points they felt needed further exploration. Our team also researched examples of other high performing ambulance services, developed options for organisational and structure changes that addressed the issues identified. We then considered the organisational model, the nature of reporting lines, number of structural levels, spans of control, development and succession planning opportunities, cost effectiveness, and governance issues.

What difference we made

The SAS project team endorsed a number of our proposals in an amended structure. We then developed detailed organisational charts and role summaries. Following endorsement by the SAS senior management team, we further refined the proposals and prepared a final report for the SAS Board Chair and incoming Chief Executive. They accepted the report as a basis for future organisational change.