



Background

BC AMBULANCE SERVICE (BCAS) is the largest provider of EMS ambulance services in Canada. BCAS Dispatch Operations handles 2 million calls per year, which result in nearly 500,000 patient movements across the province. BCAS operates three Dispatch Operation Centres. In the Centres there is a management team of seven, a supervisory team of 25 and 180 dispatch staff who handle 911 calls and dispatch ambulances.

Need

For many reasons staff in the Vancouver Dispatch Operations Centre were suffering low morale, high rates of illness and turnover and feeling disconnected from the rest of the organisation. In 2007 BCAS moved the Vancouver Dispatch Operations Centre to an upgraded facility; however while the furniture and fixtures were new the culture remained unchanged and unhealthy. The sick culture became a barrier to change and advancement of the service.

Solution

A new Director was appointed to the Vancouver Dispatch Operations Centre. Having used Myers Briggs previously with staff, the fact that Insights shared a Jungian base was appealing. The strength of the Insights profile and the range of the learning system convinced the Director to implement the Insights process.

The Supervisory team were identified as key to the changes required in the centre. They were front line leaders and coaches, who would have the most influence on staff morale and service delivery.

Insights Vancouver worked closely with BCAS to provide a three day workshop for each supervisor and leader within the Vancouver Dispatch Operations Centre.

- Day 1 – Discovery Personal Profile
- Day 2 – Discovery Team Profile

- Day 3 – Coaching for Performance

The course was planned to allow each person to understand,

- Their strengths, weaknesses and most importantly, their behaviour
- The same for their colleagues
- How to use those strengths and weaknesses together as a team
- How to move that team forward to achieve high performance

Results

Engagement within the supervisory team was a 50:50 split going into the first session, but all hesitation was lost once the participants were armed with their personality profiles.

After the three days the supervisors were an entirely different workforce; engaged as team leaders, supportive of organisational change, encouraging staff, and working closely with colleagues they had previously disliked. Most importantly, the supervisors had adopted a positive attitude towards work and were building a healthy culture.

The second step was to introduce the Insights Discovery Personal Profile to all dispatch staff and help them learn more about themselves and how they fit into the dispatch team.

BCAS has since sent a number of receptive staff to be Insights accredited which allows them to deliver Insights Personal and Team Effectiveness sessions. Having the ownership of the delivery of Insights training solidifies BCAS support of a healthy workplace and healthy culture. It also helps staff to understand how much BCAS values their teamwork and their day to day contributions in moving the service forward.

The Vancouver Dispatch Operations Centre is now the driving force behind changes in BCAS Dispatch Operations, maintaining the fastest call answering time of any emergency service in BC, the most calls handled by a BCAS Dispatch Operations Centre, and the fastest response times to patients, all of which directly impacts the health and welfare of the citizens of BC.