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**Public Board Meeting**

**29 November 2023**

**Item No 15**

**THIS PAPER IS FOR DISCUSSION**

**HEALTH & WELLBEING UPDATE**

<b>Lead Director Author</b>	Avril Keen, Director of Workforce Alison Ferahi, Head of Organisational Development & Wellbeing
<b>Action required</b>	The Board is asked to <b>discuss</b> the Health & Wellbeing update.
<b>Key points</b>	<ul style="list-style-type: none"> <li>• This paper provides a health &amp; wellbeing update September – mid November 2023.</li> <li>• Six out of the seven September 2023 milestones have been completed with a BRAG status of blue. One milestone is not complete and requires an extension to March 2024.</li> <li>• Work is progressing towards achievement of the March 2024 milestones, however there is a risk that some of the wellbeing milestones will not be achieved given current capacity issues in the Wellbeing Team.</li> </ul>
<b>Timing</b>	The Health & Wellbeing Strategy 2021-24 was approved at the January 2021 Board Meeting. Progress updates for the practical implementation of the strategy are discussed at the Staff Governance Committee & National Partnership Forum throughout the lifespan of the strategy. Bi-monthly health & wellbeing updates have been discussed at the Board since May 2022.
<b>Associated Corporate Risk Identification</b>	Risk ID 4636 – Health and wellbeing of staff  This paper and associated activity aims to mitigate against the corporate risk of the health and wellbeing of staff affected.
<b>Link to Corporate Ambitions</b>	This paper relates to the following Corporate Ambition: <ul style="list-style-type: none"> <li>• We will be a great place to work, focusing on staff experience, health and wellbeing.</li> </ul>
<b>Link to NHS Scotland’s Quality Ambitions</b>	This paper relates to ‘Safe’, ‘Effective’ and ‘Person Centred’ NHS Scotland’s Quality Ambitions.
<b>Benefit to Patients</b>	The steps we are taking in the Health & Wellbeing Strategy to support, nurture, develop and enable our people to thrive at work will in turn have a direct impact on improving the quality of care we provide to our patients.
<b>Equality and Diversity</b>	An Equality Impact Assessment was completed on 3 June 2021 for our Health & Wellbeing Strategy 2021-24 and is published on @SAS.



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## **SCOTTISH AMBULANCE SERVICE BOARD**

## **HEALTH & WELLBEING UPDATE**

**AVRIL KEEN, DIRECTOR OF WORKFORCE**

**ALISON FERAHI, HEAD OF OD & WELLBEING**

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### **SECTION 1: PURPOSE**

This paper provides a health and wellbeing progress update September – mid November 2023.

### **SECTION 2: RECOMMENDATIONS**

The Board is asked to **discuss** the Health & Wellbeing update.

### **SECTION 3: BACKGROUND**

Our Health & Wellbeing Strategy 2021-24 was developed during the global pandemic and is based on a solid and growing evidence base of the need to prioritise the health and wellbeing of our workforce in order to deliver the best care to our patients and is therefore one of our key corporate priorities.

### **SECTION 4: DISCUSSION**

#### **4.1 What is the data telling us and how are we measuring it?**

##### **Leadership Development**

We currently deliver two leadership development programmes in the Service.

1. Foundation Leadership & Management Development Programme (FLMP) – an accredited 12 month programme for first level leaders and managers.
2. Aspiring Leadership Development Programme (ALDP) – a 6 month programme for those aspiring to become a manager/leader in the Service.

65 individuals are currently undertaking the Foundation Leadership & Management Development Programme running in two cohorts. This includes 42 managers who

Doc: Health & Wellbeing Update	Page 2	Author: Head of OD & Wellbeing
Date 2023-11-29	Version 1.0	Review Date: January 2024

commenced the programme in April and September 2023 and a further 23 who were delayed from previous cohorts in 2022.

28 individuals from the first three cohorts have completed the programme and were presented with their certificates by the Board Chair and Workforce Director at a Masterclass event on 13 September 2023.

34 individuals are enrolled on the Aspiring Leaders Development Programme that commenced in October 2023 with a further 2 individuals joining them who were delayed from the first cohort that started in May 2023.

8 individuals have completed the first Aspiring Leaders Programme with an online masterclass event held on 18 October 2023.

We will continue to engage with all individuals who complete these leadership programmes to progress their leadership knowledge and skills as part of their ongoing continuing professional development.

Table 1 highlights how many individuals have completed, are on track to complete, are delayed or have dropped out of both the Foundation and Aspiring Leaders programmes.

**Table 1. Leadership Programme Figures**

Cohort	Start Date	Completed	On Track	Delayed	Dropped Out
FLMP 2022 Cohorts 1, 2 & 3	April, June & September 2022	28	--	23	41
FLMP 2023 Cohort 1	April 2023	--	13	5	7
FLMP 2023 Cohort 2	September 2023	--	22	2	12
ALDP 2023 Cohort 1	May 2023	8	--	2	12
ALDP 2023 Cohort 2	October 2023	--	34	0	0

The single largest issue facing the leadership programmes remains the lack of protected time to complete training, which results in a high level of dropouts.

### **TRiM Assessors Network**

Our TRiM Assessor Network was launched in June 2023. Any member of staff can self-refer or be referred by a manager for a TRiM assessment following a traumatic or potentially traumatic event at work.

We have had 78 referrals since launch from the end of June 2023. Of these referrals 44 have been from the West Region, 24 from the East Region, 8 from the North Region and 2 from ACC.

Table 2 shows how many referrals have been received per month and the running total.

**Table 2. TRiM Referrals since launch in June 2023**

Month	Number of Referrals	Total
July 2023	15	15
August 2023	18	33
September 2023	19	52
October 2023	23	75
November 2023 (up to 10 <sup>th</sup> )	3	78

## 4.2 What are we doing, by when, with clear targets and milestones?

Our staff experience measurement framework has two key elements:






1. Being well – consisting of Healthy Mind, Healthy Body and Healthy Lifestyle
2. Creating a great place to work – Healthy Culture and Healthy Environment

Table 3 on the following page highlights the high level targets with 6 monthly milestones for 2023-24 under these two headings respectively with the progress update in Section 4.3 of this paper.

The following BRAG colour coding key relates to the achievement of milestones in the right hand column:

	Milestone Achieved/Complete
	Milestone not achieved
	Milestone behind schedule
	Milestone on track for completion

**Table 3. Staff Experience Targets & Milestones 2023-24**

<b>Being Well</b> – Development of proactive Service wide approaches that support & improve workforce health & wellbeing with a focus on prevention & early intervention.		 <b>HEALTHY MIND</b>	 <b>HEALTHY BODY</b>	 <b>HEALTHY LIFESTYLE</b>
1	Establish the SAS National TRiM Network with supporting infrastructure in place.			Sept 2023
2	Establish a Wellbeing Network for our workforce to promote & progress local peer support and health & wellbeing initiatives and share good practice			Sept 2023
3	Review and update wellbeing documentation and information on @SAS			Sept 2023 March 2024
4	Develop, test and refine a wellbeing check for staff for further roll out across the Service.			March 2024
5	Our people are aware of the health & wellbeing services & resources on offer & the uptake of them is high.			March 2024
6	Plan & deliver a scheduled programme of visits across SAS in collaboration with the OD Team to promote and engage with staff on key wellbeing and cultural issues, signposting, advising and supporting as appropriate.			March 2024
7	Implement the AACE 10 Point Suicide Prevention Action Plan			March 2024
8	Deliver the next phase of the Trauma Management Framework that focuses on prevention, risk identification & support.			March 2024
<b>Creating a Great Place to Work</b> – Developing a compassionate culture & positive working environment where our people feel valued, supported, listened to & can thrive in the workplace.		 <b>HEALTHY CULTURE</b>	 <b>HEALTHY ENVIRONMENT</b>	
9	Promote and deliver the 2023 iMatter staff survey including the improvement plan developed in 2022.			Sept 2023
10	Healthy Culture week is delivered with a positive evaluation and is a springboard to develop further cultural work in the Service.			Sept 2023
11	An OD calendar of events is developed with CPD & learning sessions, leadership cafes and staff engagement activities.			Sept 2023
12	Develop a new approach to corporate induction for all new starts in SAS.			Sept 2023
13	Our Foundation Leadership & Management Development Programme runs according to schedule with 60 managers completing the programme to March 2023.			March 2024
14	Our Aspiring Leaders Programme runs according to schedule with 20 managers completing the programme to March 2023.			March 2024
15	We have a bank of staff stories demonstrating a range of staff experience in SAS.			March 2024
16	Identify and develop a pool of leadership talent in readiness for vacant leadership positions.			March 2024
17	Implement a plan to raise awareness and educate staff on the importance of appraisal that increases engagement with and completion of appraisals and personal development plans.			March 2024

## 4.3 Progress Update September – mid November 2023

### Progress against September 2023 Milestones

The following provides an update of progress regarding the September 2023 milestones (1 – 3 and 9 – 12). Six out of the seven milestones have been completed within the target timescales with one requiring an extension to March 2023.

#### 1. **Establishing the SAS TRiM assessors network with supporting infrastructure in place**

All TRiM assessor training is complete and the supporting infrastructure to ensure timely referral and efficient processes has been developed. Ongoing support and supervision is also in place for our assessors. The Data Protection Impact Assessment was completed and signed off to enable the launch of the TRiM network with the system going live on 29 June 2023.

This milestone has been **completed** with a BRAG status of **blue**.

Although this milestone has been completed the network requires ongoing management and co-ordination with regular joint meetings of the TRiM co-ordinators and supervisors and troubleshooting any issues to ensure the system continues to run as planned. This has been time consuming and has taken up a large percentage of the Wellbeing Lead's workload.

#### 2. **Establish a Wellbeing Network for our workforce to promote & progress local peer support and health & wellbeing initiatives and share good practice**

The Wellbeing Network was launched at the Staff Engagement Session on 15 June 2023 that highlighted some of the work that staff are taking forward locally to support staff wellbeing and discuss plans to join this work up across the Service that will enable sharing of ideas and building momentum further.

This milestone has been **completed** with a BRAG status of **blue**.

Although this initial milestone has been completed the Wellbeing Network will require further significant input in order to further develop and embed it within the Service. Due to an extended period of absence in the team, there has not been the capacity to progress this work further.

#### 3. **Review and update wellbeing documentation and information on @SAS**

Most of our wellbeing documents and information was developed during the pandemic (e.g. wellbeing leaflet, wellbeing wallet cards, information on @SAS) and some of this information is now out of date. A number of documents and information requires to be updated to reflect changes over the past year and additional services that have been put in place.

This milestone has not been completed within the September 2023 deadline due to a 50% reduction in capacity in the team. We will review and update the Wellbeing Leaflet by December 2023 so that staff have the most up to date wellbeing support

Doc: Health & Wellbeing Update	Page 6	Author: Head of OD & Wellbeing
Date 2023-11-29	Version 1.1	Review Date: January 2024

information. The wellbeing information on @SAS requires an extended timeline to March 2024.

**9. Promote and deliver the 2023 iMatter staff survey including the improvement plan developed in 2022**

The improvement plan from 2022 and communication plan for the 2023 iMatter survey was implemented for the current cycle of iMatter. We had 100% team confirmation prior to the survey going live this year, a 4% increase in response rate from 52% in 2022 to 56% in 2023, our employee engagement index has remained the same at 67, our action planning rate has increased by 9% from 62% to 71% and there has been a small incremental increase in the rating of overall staff experience of 0.1 from 6.1 in 2022 to 6.2 in 2023.

Plans to further develop staff experience were discussed at the September Staff Governance Committee including, introducing pulse and lifecycle surveys throughout the year to supplement our iMatter survey; increasing the ways we feedback results to our people and involve them in progressing actions and introducing staff stories to highlight a range of staff experience in the Service.

This milestone has been **completed** with a BRAG status of **blue**.

**10. Healthy Culture week is delivered with a positive evaluation and is a springboard to develop further cultural work in the Service**

Key themes and data gathered throughout Healthy Culture Week has been discussed at the Senior Leadership Team and the September Staff Governance Committee.

We are now taking steps to enable our people to take the key messages forward from Healthy Culture Week and our managers to take action on them. In order to do this we are incorporating them into our leadership programmes and OD & Wellbeing visits to stations, delivering drop in sessions and workshops, presenting at a staff engagement session and working with Chris Turner from 'Civility saves lives' to facilitate spread of key messages across our organisation.

This milestone is **complete** with a BRAG status of **blue**.

In this reporting period we have held 'Calling it out with compassion' training with Chris Turner with a cohort of nominated staff. Our Culture Club is gaining increasing momentum with more staff joining to make small improvements to culture in their workplaces. One of our OD Leads delivered a session on our cultural work to the National OD Leads Network that was attended by the Scottish Government.

**11. An OD calendar of events is developed with CPD & learning sessions, leadership cafes and staff engagement activities**

Suggestions and ideas have been collated and an OD calendar of events has been developed.

This milestone is **complete** with a BRAG status of **blue**.

Doc: Health & Wellbeing Update	Page 7	Author: Head of OD & Wellbeing
Date 2023-11-29	Version 1.1	Review Date: January 2024

## **12. Develop a new approach to corporate induction for all new starts in the Service**

A fresh approach to Corporate Induction has been developed and agreed at the October Executive Team meeting, taking best practice from other Boards and developing interactive components and informative resources. This work links to the required statutory and mandatory training with the aim of providing a seamless process from recruitment to on boarding.

This milestone is **complete** with a BRAG status of **blue**.

The renewed approach has been developed and the next steps are to test it out during January – March 2024 prior to launch in April 2024.

### **Progress against March 2024 Milestones**

The following provides an update of progress in the reporting period regarding the March 2024 milestones (4 – 8 and 13 – 17).

#### **4. Develop, test and refine a wellbeing check for staff for further roll out across the Service.**

A wellbeing check has been developed for use with areas being identified to pilot it over the next few months. It can be utilised in a number of settings; for example routine 1-1s, appraisals and return to work discussions. This will also form part of our renewed Healthy Mind Policy and guidance.

#### **5. Our people are aware of the health & wellbeing services & resources on offer & the uptake of them is high and**

#### **6. Plan & deliver a scheduled programme of visits across the Service in collaboration with the OD Team to promote and engage with staff on key wellbeing and cultural issues, signposting, advising and supporting as appropriate.**

The OD & Wellbeing Team are continuing station visits in discussion with Regional leaders that are open to all staff to discuss issues important to them. Some of the locations visited in the reporting period included: Kilmarnock, Inverness, Orkney, Wick, Thurso, Melrose, Crieff and West Ambulance Control Centre. The visits are a great opportunity to raise awareness of the health & wellbeing support available to our workforce and signposting to further help and resources. Mental health support remains the most common theme discussed at these sessions.

#### **7. Implement the AACE 10 Point Suicide Prevention Action Plan**

Suicide prevention and postvention work has not progressed any further in the reporting period due to capacity issues in the Wellbeing Team. There is a risk that the 10 point action plan will not be completed by end March 2024 as a result.

#### **8. Deliver the next phase of the Trauma Management Framework that focuses on prevention, risk identification & support.**

The main focus of work in the reporting period has been the ongoing management and co-ordination of the TRiM network of assessors, developing the Wellbeing check and contributing to the development of the Healthy Mind policy. There has not been the

Doc: Health & Wellbeing Update	Page 8	Author: Head of OD & Wellbeing
Date 2023-11-29	Version 1.1	Review Date: January 2024



capacity in the team to plan the next phase of delivery of the Trauma Management Framework.

**13. Our Foundation Leadership & Management Development Programme runs according to schedule with 60 managers completing the programme to March 2023 and**

**14. Our Aspiring Leaders Programme runs according to schedule with 20 managers completing the programme to March 2023.**

28 managers have completed the Foundation Leadership Development Programme and 8 staff have completed the Aspiring Leaders Programme. Achieving the target of 60 and 20 respectively is potentially achievable, however delays may be experienced depending on system pressures over the winter period.

**15. We have a bank of staff stories demonstrating a range of staff experience in the Service.**

We are beginning to collate staff stories and it has been agreed that a staff story will be presented at each Staff Governance Committee meeting. The first one will be presented at the December Staff Governance Committee.

**16. Identify and develop a pool of leadership talent in readiness for vacant leadership positions.**

We have focused our talent management effort initially with our Aspiring Leaders Programme. Next steps include putting a framework around our leadership development work and developing leadership pathways and this will be progressed in the coming months.

**17. Implement a plan to raise awareness and educate staff on the importance of appraisal that increases engagement with and completion of appraisals and personal development plans.**

Discussions are taking place with managers and staff regarding appraisal at OD & Wellbeing visits and one OD Lead is running regular online appraisal sessions open to everyone to improve confidence in completing appraisals, objectives and personal development plans.

## **SECTION 5: APPENDICES**

Not applicable.

Doc: Health & Wellbeing Update	Page 9	Author: Head of OD & Wellbeing
Date 2023-11-29	Version 1.1	Review Date: January 2024