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Public Board Meeting	27 March 2024 Item No 13
THIS PAPER IS FOR DISCUSSION	
HEALTH & WELLBEING UPDATE	

Lead Director Author	Avril Keen, Director of Workforce Alison Ferahi, Head of Organisational Development & Wellbeing
Action required	The Board is asked to discuss the Health & Wellbeing update.
Key points	<ul style="list-style-type: none"> • This paper provides a health & wellbeing update with the closing position of the Health & Wellbeing Strategy 2021-24. • Of the 17 milestones and targets within the third year of the Health & Wellbeing Strategy, 10 are complete, 5 are partially complete and 2 have not been achieved. • The 2 milestones with a Red BRAG status that were not achieved are: <ul style="list-style-type: none"> – Reviewing and updating the wellbeing documentation and information on @SAS – Delivering the next phase of the Trauma Management Framework that focuses on prevention, risk identification & support. • With only one Wellbeing Lead in place to progress and achieve the ‘Being Well’ milestones of the Health & Wellbeing Strategy from June 2023 – year end, we have had to continually review, prioritise and reprioritise efforts throughout this period in order to respond to the most pressing issues.
Timing	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.
Associated Corporate Risk Identification	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.
Link to Corporate Ambitions	This paper relates to the following Corporate Ambition: <ul style="list-style-type: none"> • We will be a great place to work, focusing on staff experience, health and wellbeing.

Link to NHS Scotland Quality Ambitions	This paper relates to 'Safe', 'Effective' and 'Person Centred' NHS Scotland's Quality Ambitions.
Benefit to Patients	The steps we are taking in the Health & Wellbeing Strategy to support, nurture, develop & enable our people to thrive at work will in turn have a direct impact on improving the quality of care we provide to patients.
Equality and Diversity	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

SECTION 1: PURPOSE

This paper provides a health & wellbeing update with the closing position of the Health & Wellbeing Strategy 2023-24.

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.

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.

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Table 1. Leadership Programme Figures (February 2024)

Cohort	Start Date	Completed	On Track	Delayed	Dropped Out
FLMP 2022 Cohorts 1,2 & 3	April, June & September 2022	28	0	27	38
FLMP 2023 Cohort 1	April 2023	0	10	12	5
FLMP 2023 Cohort 2	September 2023	0	19	4	1
Foundation Leadership & Management Development Programme Totals		28	29	43	44
ADLP 2023 Cohort 1	May 2023	8	0	5	9
ALDP 2023 Cohort 2	October 2023	0	19	9	1
Aspiring Leaders Development Programme Totals		8	19	14	10

The delayed and drop out rates have been high, especially for the Foundation Programme. We have looked into the reasons for this, and the main three reasons are as follows:

1. Lack of protected time & having to complete programme in participants own time
2. Sickness and absence
3. Moving to a new role/organisation or retirement

Efforts have been made by Regional/National Directors and their teams supported by the OD Team in the last reporting period that will continue on an ongoing basis to see what supporting actions can be taken to increase engagement with the programmes and prevent further withdrawals.

Although we have had a significant drop out rate, this is balanced by the very positive feedback we have had from many participants who have undertaken and completed the programme. The following highlights some of the feedback we have received:

“A very thorough and educational course which has benefited my learning and development massively. I have previously attended courses related to leadership and the content and the way it was delivered was not as impactful as this course. Thank you to all the OD team!”

“Thanks for developing this course, it has been very helpful in developing my leadership skills.”

“The team are very professional & have a great knowledge, the best course I have done.”

“I’ve been a manager in many different industries and have completed many different training programmes - this has to be the most superior both in content and achievability by a country mile. I have learned so much about myself and my team throughout this and have refreshed some skills that had been dormant.”

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 183 referrals since launch from the end of June 2023. Of these referrals 84 have been from the West Region, 66 from the East Region, 24 from the North Region and 9 from National Operations.

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	26	101
December 2023	24	125
January 2024	20	145
February 2024	38	183
Of the above referrals, there have been 29 onward referrals to Occupational Health		

OD & Wellbeing Station & Site Visits

In collaboration with staff, Team Leaders and Regional Leadership Teams, OD and Wellbeing began an initially ad hoc, scheduled programme of station and site visits during 2023-24. Each visit was communicated and planned in advance to ensure any staff who required support, would be able to come and speak anonymously about any relevant issues. In roughly 50% of visits, an Area Service Manager, Team Leader or other staff member based at the station or location requested the visit directly with the team.

Where applicable OD and Wellbeing have provided advice, guidance, and support. Where issues have been outside of the scope of OD and Wellbeing, these staff have been signposted to other services, such as Occupational Health, HR and The Ambulance Staff Charity.

18 OD & Wellbeing site visits were carried out over the year (this is in addition to the drop in sessions and Spaces to Listen that are conducted by the OD Team). Approximately, 111 members of staff had individual conversations with OD & Wellbeing with a number of staff attending visits on their days off or whilst on sick or annual leave. Anecdotally, staff reported how important these in person visits were to them, especially to be given the opportunity to be heard, ask questions, be signposted and get support.

Staff attending the visits came with a variety of questions and queries spanning many themes. Mental health issues and support was by far the most commonly raised theme, especially in times of significant system pressures experienced across the Service.

A list of themes discussed at the OD & Wellbeing visits is outlined in Table 3 below.

Table 3. Themes discussed at OD & Wellbeing Site Visits 2023-24

Themes discussed at OD & Wellbeing site visits
Mental health
Trauma
Occupational health referral
Training & development
Pensions
Retire and return
HR signposting
Winter pressures
Available time for development
Lack of manager presence
Issues relating to specific roles

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 4 on the following page highlights the closing position for the high level targets with 6 monthly milestones for 2023-24. The progress update narrative is included 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 or incomplete
	Milestone on track for completion

Table 4. Staff Experience Targets & Milestones 2023-24 – Closing Position

Being Well – Development of proactive Service wide approaches that support & improve workforce health & wellbeing with a focus on prevention & early intervention.		 HEALTHY MIND	 HEALTHY BODY	 HEALTHY LIFESTYLE
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
Creating a Great Place to Work – Developing a compassionate culture & positive working environment where our people feel valued, supported, listened to & can thrive in the workplace.		 HEALTHY CULTURE	 HEALTHY ENVIRONMENT	
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 & Closing Position of Health & Wellbeing Strategy 2023-24

This staff experience progress update includes the closing position for the third year of our Health & Wellbeing Strategy over the period 2023-2024.

We had 17 targets and milestones over the year and as is highlighted in Table 3:

- 10 milestones were completed with a BRAG status of Blue.
- 5 milestones were completed with a BRAG status of Amber.
- 2 milestones were not achieved with a BRAG status of Red.

With only one Wellbeing Lead in place to progress and achieve the 'Being Well' milestones of the Health & Wellbeing Strategy from June 2023 – year end, we have had to continually review, prioritise and reprioritise efforts throughout this period in order to respond to the most pressing issues and therefore some key pieces of work will require to be carried forward to the next Health & Wellbeing Strategy 2024-27.

The following narrative gives further detail regarding the progress of each milestone.

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

The TRiM assessor training was completed in Q1 with the supporting infrastructure developed to ensure timely referral and efficient processes were in place. 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. Ongoing support and supervision were also put in place for our assessors at this time.

It has required significant ongoing management and co-ordination throughout Quarters 2-4 to ensure that the network is fully established and embedded into the organisation with a high staff awareness of this service. The Wellbeing Lead has worked closely during this time with the TRiM Co-ordinators and Supervisors troubleshooting and resolving a number of issues to ensure the system and process runs efficiently. Referrals are increasing month on month and staff are getting TRiM assessments according to the appropriate timescales with onward referral to Occupational Health as appropriate.

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

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 with plans highlighted to join this work up across the Service that will enable sharing of ideas and building momentum further.

This initial milestone has been completed however in order to fully embed and develop the Wellbeing Network; further work will be required into the next iteration of the Health

& Wellbeing Strategy. Due to an extended period of absence in the team, there has not been the capacity to progress this work further in Quarters 2-4.

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

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

Our wellbeing documents and information were 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 require to be updated to reflect changes over the past year and additional services that have been put in place.

This milestone was not completed within the September 2023 deadline with an extended deadline to March 2024 agreed. This is one of two milestones that have not been achieved due to capacity issues within the team.

This milestone is **not achieved** with a BRAG status of **Red**.

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 in a number of settings; for example, routine 1-1s, appraisals and return to work discussions that will also form part of our renewed Healthy Mind Policy and guidance.

Our HR Team have been working on a health passport to enable staff to have discussions with their line managers regarding reasonable adjustments that may need to be made in the workplace to accommodate health needs and requirements.

We are keen to ensure that all of this work is aligned, including having discussions with Occupational Health so that it can be launched as one overall package, with awareness raising sessions for managers and staff instead of introduced as two separate pieces of work.

This milestone is **partially achieved** with a BRAG status of **Amber**.

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 work to achieve milestones 5 and 6 is achieved on an ongoing basis in phases that span across more than a one year plan. It has been difficult to obtain figures for the numbers of staff accessing wellbeing services via our Occupational Health contract, however we are beginning to receive these figures now. We are seeing growing numbers of staff receiving TRiM assessments and the OD & Wellbeing Team collectively see hundreds of staff over the course of a year at different sites and settings. An overview of the scheduled visits for 2023-24 is reported in Section 4.1.

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Given the limitations of availability of data and small resource to conduct visits; milestones 5 and 6 are as complete as they can be for 2023/24. There are improvements that can be made for future years with more robust recording and measurement of data and this will be progressed as part of our overall measurement of impact for the Health & Wellbeing Strategy 2024-27.

Milestones 5 and 6 are **achieved** with a BRAG status of **Blue**.

7. Implement the AACE 10 Point Suicide Prevention Action Plan

There are some elements of the suicide prevention action plan that we have achieved such as working towards the achievement of the Mental Health at Work commitment actions, ensuring our suicide reporting and data collection is in line with the AACE process and use and integration of the mental health continuum. However, there is still considerable work to progress a SAS suicide postvention plan, development of an evidence based pathway for those experiencing suicidal ideation, provision of training and education for managers in relation to employee wellbeing and suicide prevention and the provision of support for those managing the impact of suicide and postvention processes.

This milestone is **partially achieved** with a BRAG status of **Amber**.

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

There has not been the capacity in the team to plan the next phase of delivery of the Trauma Management Framework, therefore this action will require to be carried forward to the next Health & Wellbeing Strategy 2023-24.

This milestone is **not achieved** with a BRAG status of **Red**.

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 implemented. 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 these will be taken forward in the next Health & Wellbeing Strategy. Introducing staff stories to highlight a range of staff experience in the Service commenced at the December 2023 committee meeting.

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

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

Our inaugural Healthy Culture week ran from 5th – 9th June 2023 that started conversations about our culture that we have been building on since.

An overview of sessions and workshops throughout the week included:

- A compassionate culture workshop with Tommy Whitelaw from the Health & Social Care Alliance Scotland
- Culture of appraisal workshops x 2 – awareness raising and highlighting the importance of conducting appraisals
- A 12 hour virtual crew room for anyone to drop in, have a chat and a coffee with activities on the hour each hour
- Having the courage to speak out session with our Whistleblowing Champion and Contacts
- Compassionate Leadership workshop exploring how we can further develop a compassionate culture in the Service
- Staff engagement session with Executive Directors exploring what matters to them
- Civility saves lives session with our Foundation Leadership programme participants run by Dr Chris Turner of 'Civility saves lives'
- Civility saves lives session with Dr Chris Turner open to all staff
- Gender equality network session focusing on women's experiences of working in the Service illustrated with personal stories
- Self-compassion workshop run by Dr Nicola Harker

We reached 9% of our workforce at these sessions with staff able to catch up on recorded sessions at a later date. Key themes and data gathered have been reported at previous Staff Governance Committees.

Some of the steps we have taken to progress this work further is:

- Incorporating key messages from Healthy Culture Week into our leadership programmes, OD & Wellbeing visits, drop in sessions and team workshops
- Presenting at a Staff Engagement session
- Delivered 'Calling it out with compassion' training with Chris Turner of Civility saves Lives with a nominated cohort of staff
- Commenced a Culture Club where staff can discuss cultural issues and share good practice of the small improvements to culture they are making in their workplaces
- Delivery of a session on our cultural work at the National OD Leads Network attended by the Scottish Government
- Delivery of a session regarding our cultural work at an international meeting with Canadian colleagues

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

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

An OD calendar of events was developed following the collation of ideas and suggestions and has been running throughout the year.

There are plans to create a wider range of CPD and development opportunities for staff from the next financial year.

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

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

A refreshed approach to Corporate Induction was approved 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.

The renewed approach has been developed and it is being tested out up to the end of March prior to launch in April 2024.

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

13. Our Foundation Leadership & Management Development Programme runs according to schedule with 60 managers completing the programme to March 2024.

Our Foundation Leadership & Management Development Programme has run according to schedule throughout 2023-24 with two new cohorts commencing in April and September 2023.

Issues with participants delayed or dropping out the programme have been highlighted and discussed at Staff Governance Committee throughout the year. At the time of writing this report 28 managers have completed the programme, however the next masterclass for participants is scheduled for 12 March with 19 participants confirmed. If all 19 participants complete this, we will have an overall total of 47 managers completing the programme by the end of March 2024.

This milestone is **partially achieved** with a BRAG status of **Amber**.

14. Our Aspiring Leaders Programme runs according to schedule with 20 managers completing the programme to March 2024.

Our Aspiring Leaders programme is a new development programme introduced in 2023 with two cohorts commencing over the year in May and October 2023.

Although we have had a few participants delayed or who have dropped out, it is not on the same scale as the Foundation Programme.

At the time of writing this report, 8 people have completed the programme. A further 12 have confirmed attendance at the masterclass programme on 20 March. If all 12

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complete the programme at this time we will have achieved this milestone. As of 5th March however, it is still incomplete.

This milestone is **partially achieved** with a BRAG status of **Amber**.

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

Staff stories are being collated on an ongoing basis with the first story presented at the December 2023 Staff Governance Committee meeting that was very well received. We will continue to present a staff story at every subsequent meeting.

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

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. Putting a framework around our leadership development work and developing leadership pathways will be carried forward for progression in 2024-25.

This milestone is **partially achieved** with a BRAG status of **Amber**.

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.

Regular online appraisal sessions are delivered open to all managers and staff to improve confidence in completing appraisals, objectives and personal development plans. A recorded session is also available for use and discussions are taking place with managers and staff at OD & Wellbeing visits, drop in sessions or other ad hoc opportunities.

Our appraisal and personal development planning rates have been very low in the last few years at 4.1% and 1.5% respectively in 2022-2023. In 2023-2024, there has been a small increase in both to 5.9% and 1.8% respectively.

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