



**Scottish
Ambulance
Service**

University National NHS Board



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Public Board Meeting		25 January 2023
		Item No 12
THIS PAPER IS FOR DISCUSSION		
HEALTH AND 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 an update of activity and progress within the Health & Wellbeing Roadmap from November 2022 – January 2023.• Three of the Quarter 3 milestones are complete, 5 are partially complete and 1 has not been achieved.• As of 5 December 2022, we only have 50% of the Wellbeing Team remaining and plans are being developed around the delivery and priorities for the remainder of this year and next.	
Timing	The Health & Wellbeing Strategy 2021-24 was approved at the January 2021 Board Meeting. An annual roadmap is developed for the practical implementation of the strategy with progress updates discussed at the Staff Governance Committee throughout the lifespan of the strategy. From May 2022 bi-monthly health and wellbeing updates are discussed at the Board.	
Associated Corporate Risk Identification	Corporate Risk 4636: Health and Wellbeing of staff affected	
Link to Corporate Ambitions	This paper relates to: <ul style="list-style-type: none">• We will be a great place to work, focusing on staff experience, health and wellbeing• We will work collaboratively with citizens and our partners to create healthier and safer communities	

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Link to NHS Scotland's quality ambitions	This paper is aligned to and supports all three of NHS Scotland's quality ambitions to enable our workforce to provide safe, effective and person centred care.
Benefit to Patients	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.
Equality and Diversity	An Equality Impact Assessment was completed on 3 June 2021 for our Health & Wellbeing Strategy 2021-24 and has been 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 an update of activity and progress within the Health and Wellbeing Roadmap 2022/23 from November 2022 – January 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. The strategy aims to tackle immediate welfare and wellbeing priorities, whilst working in tandem to introduce more proactive and preventative approaches to improving the health and wellbeing of our workforce in the longer term.

Our Health & Wellbeing Strategy has an associated Health & Wellbeing Roadmap that is developed annually throughout the lifespan of the strategy. The Roadmap sets out priorities for the implementation of the strategy for the following 12 month period and is kept under constant review given the rapidly changing environment within which we are operating.

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SECTION 4: DISCUSSION

Progress in each of the categories of the Health & Wellbeing Roadmap 2022/23 November 2022 - January 2023 is included in Appendix One.

Three of the nine Quarter 3 milestones have been achieved (**HB1** Wellbeing Roadtrip, **HC5** 2022 iMatter cycle and **HL4** Staff Wellbeing Check developed to trial following staff consultation), five are partially achieved and one has not been achieved.

Those partially achieved include:

- **HM1** Peer support approaches trialled and peer support training completed as appropriate – one peer support group has had training and is underway, with three more areas identified to test out different approaches.
- **HM2** New trauma management processes and pathways are piloted following stakeholder feedback – the first phase of trauma management has been agreed with plans to commence Trauma Risk Management (TRiM) training and supporting infrastructure by Quarter 1 2023/24.
- **HM3** Developing a package of interventions to support personal resilience – we have resources on the Lifelines website and Lifelines training programmes and one of our Wellbeing Leads is running some ‘Let’s talk about resilience’ sessions for managers, but we are aiming to create further resources. This may not be possible however, before the end of this financial year.
- **HB2** Identifying Tri-Service opportunities for shared facilities, programmes and joint campaigns to improve health and wellbeing – work has commenced and discussions are ongoing, however, progress is very limited due to the current tight financial position.
- **HE3** Review of the Service stress management policy and development of a sustainable approach to risk management – the policy has been reviewed and is currently being approved via usual channels.

The milestone that has not been achieved is:

- **HM4** Lifelines ‘Train the trainer’ training underway with an identified cohort of trainers – Lifelines had underestimated the time required to develop this training and have therefore moved the commencement of this training to Quarter 4.

As of 5 December 2022, we only have 50% of the Wellbeing Team remaining. As reported in November 2022, we are reviewing our progress and outstanding actions and these are being prioritised based on resourcing available. This risk has been escalated to the Executive Team and a paper will be discussed at its meeting on 31st January regarding what will be realistically achievable to year end and for the third year of the health & wellbeing strategy implementation.

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SECTION 5: CONSULTATION

Wide staff group and stakeholder consultation took place over two years that helped shape and develop the content of the Health & Wellbeing strategy 2021-24 and staff/stakeholder feedback will be regularly captured throughout the lifespan of the strategy to continually improve what we do and ensure our strategic direction remains fit for purpose.

SECTION 6: APPENDICES

Appendix One: Scottish Ambulance Service Health & Wellbeing Roadmap Update (November 2022 – January 2023)

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HEALTHY MIND

Aim of Workstream:

Development of Service wide approaches to improve mental health and wellbeing including prevention, reducing stigma, identification of those at risk, provision of support and timely referral to professional support as required.

	Action	Lead	Timescale	Progress November 2022 – January 2023
HM1	Develop & implement a sustainable model for peer support across SAS.	Sarah Bush Wellbeing Team	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> • Trials are being piloted in targeted areas where staff are being provided with appropriate training and support to create a bespoke Peer Support Network in their area. • Melrose Station had training in November and their peer support trial is underway. • Three other areas across the Service have been identified to commence training and develop further peer support networks from January/February 2023.
HM2	Develop and implement a Service approach to the management of trauma that includes prevention, identification of those at risk, provision of support and timely referral to professional support as required.	Becs Norris Wellbeing Team Lifelines Health & Safety Team	Priority focus in Quarters 1&2	<ul style="list-style-type: none"> • A paper for a National TRiM network of assessors was approved at Exec Team on 1 November 2022. • A proposal to fund the TRiM training and network of assessors was agreed by Executive Members on 16 January 2023. • The TRiM proposal will be launched at the Staff Engagement Session on 19th January 2023 and the detail of establishing the infrastructure for the network finalised by the Working Group for approval by the Operational Leadership Team in February 2023. • The first trauma awareness training session was delivered by one of the Wellbeing Leads to first and second year students at Stirling University prior to placement in December 2022. We received very positive feedback from this session and will be liaising with our other providers in the coming weeks to run similar sessions for their students.

HM3	Raise awareness of and deliver a range of techniques to further develop personal resilience within our workforce through Lifelines training programmes, Service initiatives and the development of bite sized learning to reinforce key messages.	Wellbeing Team Lifelines	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> • CPD sessions run jointly with the Wellbeing Team, Mental Health Team and Drug Harm Reduction Team have taken place across all Ambulance Control Centres and concluded in November 2022. • Discussions are ongoing over the reporting period with Lifelines / Mental Health/ Wellbeing Teams and Training Department around delivery of resilience and trauma awareness training to student Paramedic and Technician training programmes, as well as inclusion in initial Call Handling training for ACC staff.
HM4	Deliver the 2022/23 Lifelines programme of work that includes the development of a sustainable model for the delivery of Lifelines training utilising a 'Train the trainer' approach.	Gill Moreton, Lifelines Wellbeing Team	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> • Lifelines courses have continued with small cohorts of staff. A total of 54 staff across all 3 programmes completed training in November 2022 and 26 in December 2022. • We have continued to liaise with Lifelines regarding supporting several work streams including Train the Trainer peer support training, providing expertise & guidance regarding trauma management, stress risk assessment, integrating wellbeing into HR policy and developing further resources & bite sized learning.
HM5	Develop and implement a suicide prevention action plan and postvention guidance for SAS aligned to the Ambulance Association of Chief Executives (AACE) and National Suicide Prevention Leadership Group's work utilising evidence-based practice & resources.	Wellbeing Team Health & Safety Team	Priority focus in Quarters 1&2	<ul style="list-style-type: none"> • We are collaborating with Breathing Space to promote and signpost staff to their services. A Breathing Space Staff Engagement Session was held on 12th January 2023 to raise awareness of their services. • The Staff Ambulance Charity (TASC) launched a confidential crisis helpline at the Mental Health Symposium in November 2022. It is open to all staff in the Ambulance Sector to assist those with suicidal thoughts or who are in crisis. We have received promotional materials (key fob cards, wallet cards and posters) and are distributing and promoting them across the Service. • We have continued to utilise the Mental Health Continuum throughout the reporting period to encourage individuals to check in on their own mental health and encourage supportive conversations.



HEALTHY BODY

Aim of Workstream:

Development of approaches to promote and improve physical health & wellbeing with an emphasis on prevention and early intervention.

	Action	Lead	Timescale	Progress November 2022 – January 2023
HB1	Develop and implement interventions that: <ul style="list-style-type: none"> • Adopt a proactive & preventative approach to physical health & wellbeing • Promote, encourage & improve physical fitness in the workplace and • Contribute to the Wellbeing Calendar of Events 	Wellbeing Team Wellbeing Groups	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> • The Wellbeing Team have promoted healthy lifestyles in this reporting period in addition to the campaigns outlined in Action HL2.
HB2	Explore opportunities to collaborate with external partners to access & utilise shared facilities and programmes to improve physical wellbeing (e.g. gym equipment, discounted memberships in gyms, fitness programmes).	Sarah Bush Wellbeing Team Estates Team	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> • There have been limited opportunities to develop wellbeing spaces in the workplace due to the tight financial position and therefore this work was paused during this reporting period to enable the Wellbeing Leads to focus on the Healthy Mind Workstream.
HB3	Collaborate with our Tri-Service partners to hold a fundraising sporting event/ physical activity to support an agreed emergency services staff health & wellbeing need.	Wellbeing Team Tri-Service Wellbeing Group	Commence planning Quarter 3 for 2023 event	<ul style="list-style-type: none"> • There have been no Tri-Service meetings within the reporting period. We previously had agreement in principle to hold an event in 2023 with SAS as the lead partner in organising the event. • The planning for this event will recommence end Quarter 4/beginning Quarter 1 2023/24.

**Aim of Workstream:**

Development of interventions and resources that take a proactive, health promotion approach to support healthy lifestyles.

	Action	Lead	Timescale	Progress November 2022 – January 2023
HL1	Introduce a more proactive approach to staff health & wellbeing across SAS through health promotion campaigns and wellbeing activity, supported by subject matter experts and our own branded wellbeing vehicle.	Wellbeing Team Subject matter experts	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> The Wellbeing Team have been out in the Wellbeing vehicle up until November 2022 visiting staff at hospital sites and stations. A representative from the Money & Pensions Service delivered a 'Money Matters' presentation at a Staff Engagement session in November 2022 and will join the Wellbeing Team in the vehicle for some financial wellbeing sessions by end of Quarter 4 2022/23.
HL2	Develop a Wellbeing calendar of events that is managed proactively & populated with health & wellbeing campaigns throughout the year.	Wellbeing Team Communications Team	Planning in Quarters 1&2	<ul style="list-style-type: none"> The Wellbeing Team have continued to plan and deliver promotional campaigns for our wellbeing calendar of events and contribute weekly to the CEO bulletin. Campaigns and wellbeing promotion in the reporting period have included: <ul style="list-style-type: none"> Financial wellbeing with a Staff Engagement session with the Money & Pensions Service Promotion of the Mental Health Continuum Promotion of Lifelines training Healthy lifestyle and mental health Supporting each other at this time of year Promotion of TASC's 24/7 crisis helpline for staff
HL3	Develop a range of topic specific wellbeing resources and guides to support staff health & wellbeing.	Wellbeing Team Subject matter experts	Developed throughout the year to support actions HL1&2	Work still to commence on this action.
HL4	Consult with staff to co-design and test the potential of introducing an annual wellbeing check for staff.	Wellbeing Team	Priority focus from Quarter 3&4	<ul style="list-style-type: none"> Discussion & consultation with staff on the potential of introducing wellbeing checks has taken place during site visits & other opportunities to engage with staff. A 'Wellbeing Check-in' has subsequently been developed for trial across different parts of the Service prior to further roll out from January 2023.



HEALTHY CULTURE

Aim of Workstream:

Creating a great place to work with a caring & compassion climate that enables our people to feel valued, supported, listened to and are treated with dignity and respect.

	Action	Lead	Timescale	Progress November 2022 – January 2023
HC1 OD1	Prepare documentation and submit evidence to achieve accreditation for our Foundation Leadership & Management Development Programme from the Faculty of Medical Leadership & Management.	Luke Hawke Daren Nelson	Accreditation by end of Quarter 1	Action Complete September 2022.
HC2 OD2	Recommence our Foundation Leadership Development Programme scheduling cohorts in a phased approach with a blended mode of delivery.	Luke Hawke Matthew Sime OD Team	Commence Quarter 1	<ul style="list-style-type: none"> The three existing leadership cohorts continued to run with ongoing tutorials and development over November/early December 2022, but were paused on 11 January 2023 due to system pressures and SAS at REAP level 4. The fourth cohort due to commence on 29 November was postponed and will recommence when Service pressures ease and we move to REAP level 3. Module 4 and 5 e-learning packages for the Leadership Development programme were developed November – December 2022 and are published for use. The module content will be reviewed & refined as appropriate according to feedback from participants on an ongoing basis.
HC3 OD10	Further develop a caring and compassionate climate in SAS where our staff feel valued, listened to and treated with dignity and respect, through targeted interventions and activity (e.g. intelligent kindness, civility saves lives, leadership, learning and development programmes).	Daren Nelson OD Team Clinical Leads	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> Intelligent kindness sessions with Alliance Scotland have been delivered to BSc Paramedic Science students at Stirling and West of Scotland Universities and Technician cohorts in the East & West with very positive feedback received. Further sessions are planned and scheduled for the next reporting period. A test of 'Civility saves lives' to positively promote civility in the workplace is being conducted at a North station

				<p>co-designed with local line management, OD, HR and staff-side representatives. The first session was held on 9th November preceded by a measurement of existing perceptions of station culture, considering attitudes towards inclusivity, respect and civility. Trickle, (the staff engagement platform) is being utilised for ongoing dialogue and is enabling staff to call out inappropriate behaviours. The impact of the intervention will be measured before applying lessons learned and considering how best to scale up.</p> <ul style="list-style-type: none"> • OD Lead is also delivering a 'Civility & respect in the workplace' session in team development workshops and integrating key messages at other opportune moments e.g. coaching conversations, leadership programme, Regional Newsletter
HC4 OD14	Develop our approach to appraisal that is more suited to the requirements of a mobile workforce with targeted promotion and educational interventions to increase understanding and enable greater engagement and use of the system.	Matthew Sime OD Team All SAS Managers Partnership	Commence during Quarter 2.	<ul style="list-style-type: none"> • Online TURAS appraisal training, comprising a number of animated videos, was developed by end November 2022 and will be promoted once we migrate to Turas Learn platform.
HC5 OD11	Complete our annual iMatter cycle that measures staff engagement across the Service including the implementation of iMatter Action Plans.	Agnieszka Stephen All SAS Managers OD Team Partnership	Commence Quarter 1 as per planned schedule	<p>Action Complete September 2022.</p> <p>The National Health & Social Care Staff Experience Report was published in November 2022. Click on this link to view: 2022 National Report</p>
HC6 OD13	Review our staff awards and recognition methods and develop a proposal for discussion regarding how we can further progress this area of work.	Matthew Sime Communications Partnership	Commence end Quarter 2 Proposal Q4/Q1 2023	<ul style="list-style-type: none"> • Research work to review current award and recognition methods completed in November 2022. • Focus groups will be set up in next reporting period to obtain staff views on what is working well, where improvements could be made and capturing further ideas and suggestions for development. • A proposal to progress staff awards and recognition will then be presented for discussion & implementation 2023/24.



HEALTHY ENVIRONMENT

Aim of Workstream:

Creating a positive work environment, working practices and interventions that help individuals and teams to thrive in the workplace.

	Action	Lead	Timescale	Progress November 2022 – January 2023
HE1	Identify and progress opportunities to improve the physical working environment of our estate and establish wellbeing areas/de-stress zones based on staff suggestions that will have a positive impact on staff morale and wellbeing.	Sarah Bush Estates Team Finance Team Wellbeing Team External Partners	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> The Wellbeing Team have continued to receive feedback and staff suggestions regarding wellbeing improvements to working environments on station/site visits. They have been unable to progress any opportunities however in this reporting period, due to the tight financial climate.
HE2 OD12	Contribute to the development of a positive working environment through targeted local team development and team effectiveness work.	Daren Nelson OD Team	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> Team development and effectiveness programmes have continued as appropriate, however a number of planned sessions have required to be postponed due to current system pressures. A reduced number of career coaching sessions have continued to be delivered by OD Leads with sessions predominantly delivered via Teams.
HE3	Review the Service stress management policy and develop a sustainable approach to risk management at both an individual and organisational level in line with duty of care under the Management of Health & Safety at Work Regulations.	Fay McNicol Becs Norris Lifelines	Priority focus Quarter 2	<ul style="list-style-type: none"> The Stress Management Policy has been reviewed and takes account of the new ISO 45003 guidance on psychosocial risk management. The policy will be submitted through usual approval process to Health, Safety & Wellbeing Group, National Partnership Forum & Staff Governance Committee Dec 2022/Jan 2023.
HE4	Undertake a review of the wellbeing services provided within our OH contract (OH, Employee Assistance Programme, wellSAS, IPRS) to ensure they are addressing our workforce's needs and remain fit for purpose.	Fay McNicol External Consultant Wellbeing Team	Commence Quarter 2	<ul style="list-style-type: none"> The OH review continues with engagement sessions held with Infection & Prevention Control, HR Recruitment, Mental Health & Wellbeing teams and a Noise Report completed for ScotSTAR. Further engagement sessions will be run in the North, East & West Regions up until February 2023 with the review concluding in March 2023.

WELLBEING HUB & RESOURCING

Aim of Workstream:

Creating the infrastructure to support the implementation of the Health & Wellbeing Strategy & Roadmap and measure success & progress.

	Action	Lead	Timescale	Progress November 2022 – January 2023
WHR1	Establish Regional/National Operations & Departments wellbeing groups including developing a network of staff Wellbeing Champions to promote and progress health & wellbeing activity locally & feedback staff ideas & suggestions for improvement.	Wellbeing Leads Managers & Staff Partnership	Establishing groups a priority focus in Quarters 1&2	<ul style="list-style-type: none"> The National Wellbeing Group will be re-established with a refreshed membership by February 2023, with Regional and local groups feeding into this group to address health & wellbeing issues and challenges collectively. This is a priority action in Quarter 4 given the reduced Wellbeing Team resource.
WHR2	Develop an online 'SAS Wellbeing Hub' that builds on our @SAS Wellbeing Section to promote & signpost wellbeing help & resources, enable staff interaction & engagement and sign up to webinars & events, show progress on wellbeing activity and collate feedback, ideas & suggestions for implementation & improvement.	Head of OD & Wellbeing IT/Web design specialist skills	Priority focus in Quarters 1&2	<ul style="list-style-type: none"> Resource to develop the SAS Wellbeing Hub is yet to be secured that presents a significant risk to promoting and signposting wellbeing resources effectively and fully enabling staff engagement and interaction with wellbeing activity.
WHR3	Implement dedicated wellbeing resources to support, enable & co-ordinate all our wellbeing activity, maintain the SAS Wellbeing Hub, manage Department communications and pursue sources of funding/sponsorship (out with core funding) to further develop and improve wellbeing activity & initiatives.	Head of OD & Wellbeing	Priority focus in Quarters 1&2	<ul style="list-style-type: none"> Funding is still not currently secured to implement a dedicated wellbeing resource that poses a significant risk to the ongoing management and co-ordination of wellbeing activity planned within our health & Wellbeing strategy.
WHR4	Identify & develop ways to measure and evaluate our health & wellbeing activity/strategy.	Becs Norris Wellbeing Team OD Team External Partners	Priority focus in Quarters 1&2	<ul style="list-style-type: none"> A new evaluation form is being utilised in the planning stage of new health and wellbeing interventions, both nationally and locally to ensure a consistent approach across SAS. Baseline data is being gathered so we can measure progress in our Health & Wellbeing Strategy. The first data will be presented to the March 2023 Staff Governance Committee meeting.

This Roadmap is aligned to and underpinned by:

- Scottish Ambulance Service Corporate Priorities and Values
- The six standards of the Mental Health at Work Commitment for Emergency Services
 1. Prioritise mental health in the workplace by developing & delivering a systematic programme of activity
 2. Proactively ensure work design & organisational culture drive positive mental health outcomes
 3. Promote an open culture around mental health
 4. Increase organisational confidence and capability
 5. Provide mental health tools and support
 6. Increase transparency & accountability through internal and external reporting
- Our responsibilities set out in the National Workforce Strategy for Health & Social Care in Scotland (e.g. having a trauma informed workforce, Women's Health Plan)
- NICE Guidance
- Our Health & Safety legal responsibilities

The Roadmap supports and is interdependent upon a number of strategies, plans and ongoing work in the Service for its successful implementation including (but not exclusively):

- 2030 Service Strategy
- Digital Strategy
- Property Strategy
- Quality Strategy
- Demand & capacity work
- Workforce Plan
- Improving Workforce Cultures Strategy

We will measure the impact of the Health & Wellbeing Strategy and Roadmap and individual activity within them utilising:

- External evidence base and standards/guidance (e.g. Good Work ISO 45003 Standards, Fair Work benchmark)
- Internal evaluation and testing
- Internal data and feedback from all who work in the Service through staff engagement mechanisms (e.g. Strategy consultation, iMatter, Wellbeing surveys, stress risk assessment).

Measuring Progress – Milestones

First Quarter Milestones – by end June 2022			Status	
HM2	Trauma Management	A review of current SAS policies, procedures, resources and support relating to trauma prevention, identification of risk and management is complete.		
HM4	Lifelines	A phased plan for the implementation of Lifelines programme of work 2022/23 is developed.		
HM5	Suicide Prevention	A review of the current provision of suicide prevention information, referral pathways and services available to SAS employees and the ease at which these can be accessed is complete.		
HC1	Leadership Development	Accreditation is achieved for our Foundation Leadership & Management Development Programme with the Faculty of Medical Leadership & Management.		
HC2	Leadership Development	Our Foundation Leadership & Management Development Programme has recommenced with cohorts scheduled to year end.		
Second Quarter Milestones – by end September 2022				Status
HM1	Peer Support	A review to establish the range of current provision of peer support arrangements in SAS is complete with a plan of how to best to progress this developed.		
HM2	Management of trauma	A draft staff trauma management framework (including processes and pathways for rapid response) is developed for consultation.		
HM5	Suicide Prevention	A suicide prevention action plan and postvention guidance is developed for SAS.		
HL2	Wellbeing Calendar	A Wellbeing calendar of events is populated and planned until end March 2023.		
WHR1	Wellbeing Groups	A network of wellbeing groups is established in Regions/National operations & departments.		
WHR2&3	Wellbeing Resource	Wellbeing resources to create and manage the SAS Wellbeing Hub are recruited.		
WHR4	Evaluation	Evaluation measures and processes are identified and agreed for the Health & Wellbeing Strategy.		

Third Quarter Milestones – by end December 2022			Status
HM1	Peer Support	Peer support approaches are trialled with peer supporter training completed as appropriate.	
HM2	Management of trauma	New trauma management processes and pathways are piloted following analysis of feedback from stakeholder consultation.	
HM3	Personal Resilience	A package of interventions to support personal resilience is developed and integrated into existing development activities.	
HM4	Lifelines	'Train the trainer' training for the Understanding resilience and staying well programme is underway with an identified cohort of trainers.	
HB1 HL1	Health Promotion	A 'Wellbeing Roadtrip' is completed end August – Oct utilising the wellbeing vehicle for health promotion and awareness raising purposes.	
HB2	Tri-Service	Tri-Service opportunities for shared facilities, programmes and joint campaigns to improve health & wellbeing have been identified with a range of activity underway.	
HL4	Wellbeing Check	A staff wellbeing check is developed to trial in different parts of the Service prior to roll out following staff consultation and feedback.	
HC5	Staff Engagement	We deliver our iMatter survey cycle for 2022 according to schedule with at least 42% of action plans developed.	
HE3	Stress Management	The Service stress management policy is reviewed and a sustainable approach to risk management developed.	
Fourth Quarter Milestones – by end March 2023			Status
HM1	Peer Support	Our peer support approach is implemented in SAS with supervision for peer supporters in place.	
HM2	Management of trauma	Our staff trauma management framework is implemented across the Service based on review and staff feedback from the pilots.	
HM4	Lifelines	Lifelines deliverables for 2022/23 are complete.	
HM5	Suicide Prevention	The key priority areas in our suicide prevention action plan 2022/23 are complete.	
HB3	Tri-Service	A plan for a fundraising sporting event is agreed with our tri-service partners with a 2023 date identified to hold it.	
HL1	Wellbeing resources	A range of wellbeing guides and resources are available to staff on the SAS Wellbeing Hub.	

HL4	Wellbeing Check	The format of our Staff Wellbeing Check is finalised following trials and ready for implementation across SAS.	
HC4	Appraisal	There is increased engagement with our appraisal process due to promotional and educational messaging throughout the year.	
HC6	Staff Awards / Recognition	A review of our staff awards and recognition methods is complete with recommendations proposed on how this work can be developed.	
HE4	Wellbeing Provision	A review of our wellbeing provision via our Occupational Health Contract is complete with recommendations on how these services are taken forward.	
HM3 HB1&2 HL1-3 HC3 HE1&2 WHR1-4	Measuring Progress & Evaluation	We can demonstrate progress towards our health and wellbeing ambitions in the second year of our strategy from staff engagement and feedback, the range of initiatives & resources we have put in place, health and wellbeing measures and benchmark against the 6 standards of the Mental Health at Work commitment that will inform 2023/24 provision.	

Milestone progress will be coded as follows:

	Milestone complete		Milestone on track
	Milestone slippage		Milestone not achieved