



## NOT PROTECTIVELY MARKED

**Public Board Meeting**

**30 November 2022**

**Item No 14**

**THIS PAPER IS FOR DISCUSSION**

**HEALTH AND 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 an update of activity and progress within the Health &amp; Wellbeing Roadmap from end September - November 2022.</li><li>• One Q2 milestone has not been completed – recruiting a resource to create and manage the SAS Wellbeing Hub.</li><li>• One Q2 is only partially complete – establishing a network of wellbeing groups across Regions &amp; National Operations / Departments.</li><li>• All other Q2 milestones have been completed.</li><li>• From 5 December 2022 with two Wellbeing Leads returning to their substantive posts, we will only have 50% of the Wellbeing Team remaining. A paper is being prepared for discussion at Executive team regarding what will be realistically achievable to year end and for the third year of the strategy implementation.</li></ul>
<b>Timing</b>	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.
<b>Associated Corporate Risk Identification</b>	Risk ID 4636: Health and Wellbeing of staff affected
<b>Link to Corporate Ambitions</b>	This paper relates to: <ul style="list-style-type: none"><li>• We will be a great place to work, focusing on staff experience, health and wellbeing</li><li>• We will work collaboratively with citizens and our partners to create healthier and safer communities</li></ul>

<b>Link to NHS Scotland's Quality Ambitions</b>	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.
<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 has been published on @SAS.



**Scottish  
Ambulance  
Service**  
*Taking Care to the Patient*



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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 an update of activity and progress within the Health and Wellbeing Roadmap 2022/23 from end September – November 2022.

## **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.

## **SECTION 4: DISCUSSION**

Progress in each of the categories of the Health & Wellbeing Roadmap 2022/23 from end September – 10 November 2022 is included in Appendix One.

All planned milestones have been achieved in Quarter 2 with the exception of two.

Doc: 2022-11-30 Health and Wellbeing Update	Page 3	Author: A Ferahi, Head of OD & Wellbeing
Date 2022-11-30	Version 1.0	Review Date: N/A

- 1) Establishing a network of Wellbeing Groups across Regions and National Operations/ Departments is partially complete. The East and North Regions have groups established and work has commenced to set up quarterly meetings for National Support Departments and discussion in Ambulance Control Centres to establish a Wellbeing Group across all three centres. The National Wellbeing Group hasn't met over recent months but will be re-established in Quarter 4 to co-ordinate this work further.
- 2) Recruiting resources to create and manage the SAS Wellbeing Hub has not been achieved by the end of Quarter 2 as scheduled. Resource requires to be identified from existing budgets and securing a short term internal secondment is likely to be the approach taken. The Wellbeing Hub is a crucial and interactive element of the implementation of our Health & Wellbeing strategy to enable ongoing promotion & signposting of wellbeing help & resources, staff interaction & engagement, sign up to webinars & events, showing progress on wellbeing activity and collating feedback, ideas & suggestions for implementation & improvement. Not having the hub would be a risk to the successful implementation of the strategy and therefore recruiting this resource by Q4 is essential.

Two of our Wellbeing Leads will have returned to their substantive posts by 5 December 2022. With a loss of 50% of our Wellbeing Team, this will have a significant impact on the progress of our Health & Wellbeing Strategy. As such we are reviewing our progress and outstanding actions and will seek to prioritise these based on resourcing available. A paper is being prepared for discussion at Executive Team to agree revised priorities.

## **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 (end Sept – 10 November 2022)

Doc: 2022-11-30 Health and Wellbeing Update	Page 4	Author: A Ferahi, Head of OD & Wellbeing
Date 2022-11-30	Version 1.0	Review Date: N/A



**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.

	<b>Action</b>	<b>Lead</b>	<b>Timescale</b>	<b>Progress</b>
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"> <li>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. Pilots are taking place in Melrose and Dumfries with further locations across Scotland are currently being identified.</li> </ul>
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"> <li>A SAS multidisciplinary working group is established and meeting regularly to progress:                             <ul style="list-style-type: none"> <li>— A network of TRiM Assessors across SAS</li> <li>— Wider trauma management framework that encompasses prevention approaches</li> </ul> </li> <li>A paper for a National TRiM network of assessors was approved at Exec Team on 1 Nov with funding source being identified by Exec Members. The Wellbeing Team and Working Group are now establishing the infrastructure for the network, (including identification and training of assessors) that plans to be in place by April 2023.</li> <li>Trauma awareness training with university students prior to placement is currently being discussed with providers.</li> </ul>
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.	Amy Small Lifelines Wellbeing Team	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> <li>CPD sessions run jointly with the Wellbeing Team, Mental Health Team and Drug Harm Reduction Team are taking place across all Ambulance Control Centres. Sessions were completed in North ACC during October and will conclude for West and East ACCs in November.</li> </ul>

				<ul style="list-style-type: none"> <li>Let's talk about resilience session delivered by Wellbeing Lead at Tayside Managers planning day in October with another scheduled for Lothians' Managers at end November.</li> <li>Discussions are ongoing 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.</li> </ul>
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 Amy Small Wellbeing Team	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> <li>Lifelines courses are ongoing and different methods of advertising them are being introduced via internal mail, station visits and through joint Wellbeing/Mental health and Drug Harm Reduction Teams visits to ACC.</li> <li>Ongoing engagement with Lifelines with regards to priorities in the coming months, supporting several work streams including exploring Tri-Service Train the Trainer opportunities next quarter, peer support training, providing expertise &amp; guidance regarding trauma management, stress risk assessment, integrating wellbeing into HR policy and developing further resources &amp; bite sized learning.</li> <li>Messaging and promotion of Lifelines courses for Community First Responder is continuing.</li> <li>Lifelines have delivered a one-day course to North, East and West SORT teams throughout Sept/Oct that combines 'Staying Well &amp; Understanding Resilience' with 'Supporting your Colleagues' courses.</li> </ul>
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"> <li>Suicide prevention information and support has been reviewed with links established across the Service and with external partners to gather the most up to date resources and information regarding training.</li> <li>Mental health team are delivering ASIST (Applied Suicide Intervention Skills Training) and Mental</li> </ul>

				<p>Health First Aid courses throughout October and November.</p> <ul style="list-style-type: none"> <li>• Collaboration with Breathing Space is underway with a view to promoting their service to colleagues in SAS and for staff to signpost to members of the public who may benefit from their services. Breathing Space Staff Engagement Session planned for 1/12/22.</li> <li>• Mental Health Continuum launched on World Mental health Day, to encourage individuals to check in on their own mental health and encourage supportive conversations.</li> <li>• Pilot of wellness monitoring approach planned for the East, taking a more preventative approach to mental wellbeing and associated sickness absence using Mental Health Continuum.</li> <li>• Work continues to establish staff support, in line with the peer support review.</li> </ul>
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## 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
HB1	Develop and implement interventions that: <ul style="list-style-type: none"><li>• Adopt a proactive &amp; preventative approach to physical health &amp; wellbeing</li><li>• Promote, encourage &amp; improve physical fitness in the workplace and</li><li>• Contribute to the Wellbeing Calendar of Events</li></ul>	Wellbeing Team Wellbeing Groups	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"><li>• The Wellbeing Team are meeting regularly, planning and delivering promotional campaigns for our wellbeing calendar of events throughout 2022/23.</li><li>• Weekly input into the CEO Bulletin highlights a different campaign every week and information on upcoming campaigns are on @SAS for information.</li></ul>
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"><li>• Wellbeing Team are connecting with Tri-Service partners to explore opportunities for joint working as regards physical wellbeing.</li><li>• Work is ongoing with our partners to develop appropriate spaces and have a more joined up approach to wellness at work.</li></ul>
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"><li>• We have discussed holding a Tri-Service competitive sporting event with Police Scotland and Scottish Fire &amp; Rescue to raise awareness/ fundraise for a health &amp; wellbeing issue important to all services. There is agreement in principle to hold an event in 2023 with SAS being the lead partner in organising the event.</li></ul>



**Aim of Workstream:**

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

	<b>Action</b>	<b>Lead</b>	<b>Timescale</b>	<b>Progress</b>
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"> <li>The Wellbeing Team are out and about in our Wellbeing Vehicle (from end August – October) to engage with staff, hear their views, conduct health promotion activity and consult on future plans.</li> <li>A representative from the Money &amp; Pensions Service has agreed to join the Wellbeing Team in the vehicle for some sessions in November and deliver a 'Money Matters' presentation at a Staff Engagement Session on 24<sup>th</sup> November.</li> </ul>
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"> <li>Plans to raise awareness and implement promotional campaigns for our wellbeing calendar of events throughout 2022/23 is ongoing.</li> <li>The Wellbeing Team are working collaboratively with colleagues in the Mental Health Team to run a number of interventions to promote positive mental health.</li> <li>The Wellbeing Team continue to contribute weekly to the Chief Executive Bulletin.</li> </ul>
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.	Amy Small Wellbeing Team	Priority focus from Quarter 3&4	Discussion & consultation with staff on the potential of introducing wellbeing checks ongoing during site visits & other opportunities to engage with staff.



## 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
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	<ul style="list-style-type: none"> <li>Following significant delay of the Accreditation Board meeting we were notified on 22 September that our Foundation Leadership &amp; Management Development Programme has been accredited by the Faculty of Medical Leadership &amp; Management.</li> </ul>
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"> <li>Three leadership cohorts are currently running with ongoing tutorials and development with a fourth cohort commencing on 29 November.</li> <li>Three of five eLearning modules are fully developed and published for use with the fourth module currently in production.</li> <li>The module content will be reviewed &amp; refined as appropriate according to feedback from participants on an ongoing basis.</li> </ul>
HC3 OD10	Further develop a caring and compassionate climate in SAS 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"> <li>Intelligent kindness sessions with Alliance Scotland have been running with student cohorts, including BSc Paramedic Science students with additional sessions open to the existing workforce via MS Teams with very positive feedback received. Some Education Leads are now booking sessions direct with Alliance Scotland following the success of sessions so far.</li> <li>The 'What matters to you?' feedback has been collated, analysed and key themes identified that will be fed back to key stakeholder groups and utilised to continue to make improvements to what matters to staff. A poster has been developed by the Wellbeing Leads highlighting key themes and staff comments.</li> </ul>

				<ul style="list-style-type: none"> <li>A test of Civility saves lives is being conducted at a station in the North that will also utilise the Trickle staff engagement platform tool. The test has been designed collaboratively with local line management, HR and staff-side representatives. The first PDSA cycle commenced 9th November, with the OD lead running an interactive workshop with station members. This was preceded by a measurement of existing perceptions of station culture, considering attitudes towards inclusivity, respect and civility. It is anticipated that the impact of the first PDSA cycle will be measured before applying lessons learned and considering how best to scale up.</li> </ul>
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"> <li>To support the development of our approach to appraisal we have agreed a focus on awareness raising and education to enable increased appraisal completion rates.</li> <li>Online TURAS appraisal training has been developed and will be made available to all staff by end Q3. The training takes the form of multiple animated videos.</li> </ul>
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	<ul style="list-style-type: none"> <li>The published iMatter 2022 Board report shows the Response rate 52% (down 8% from 2021) and the Employee Engagement Index 67 (up 2 points from 2021).</li> <li>Seven live Action Planning Workshops for managers were offered prior to the action planning phase with a video guide to action planning available on @SAS.</li> <li>62% of teams have created their action plans (21% increase in comparison to 2021).</li> <li>Two team stories have been put forward from the Service for the National Report, which is expected to be published on 16<sup>th</sup> November.</li> </ul>
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	Commence end Quarter 2	<ul style="list-style-type: none"> <li>Research work is underway to review current award and recognition methods.</li> </ul>

		Partnership	Commence Q4/Q1 2023	<ul style="list-style-type: none"> <li>• Focus groups will be set up Q4 to obtain staff views on what is working well, where improvements could be made and capturing further ideas and suggestions for development.</li> <li>• A proposal to progress staff awards and recognition will then be presented for discussion by end of Q4.</li> </ul>
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## 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
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"> <li>The Wellbeing Team are getting feedback and staff suggestions regarding wellbeing improvements to working environments on station/site visits.</li> <li>Work is ongoing with Finance to establish appropriate funding routes for wellbeing items and spaces.</li> </ul>
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"> <li>All OD Leads are engaged in team development and effectiveness programmes with managers in their allocated areas promoting positive workplace relationships and empowerment at all levels.</li> <li>Career coaching continues to be delivered by OD Leads for managers and staff as requested.</li> <li>Support to newly formed teams, such as the Integrated Clinical Hub Team, has been provided to promote positive team effectiveness from the outset.</li> </ul>
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"> <li>The Stress Management Policy has been reviewed and takes account of the new ISO 45003 guidance on psychosocial risk management.</li> <li>The policy will be submitted through usual approval process to Health, Safety &amp; Wellbeing Group, National Partnership Forum &amp; Staff Governance Committee Dec 2022/Jan 2023.</li> </ul>
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"> <li>The OH review is underway with engagement sessions held with Infection &amp; Prevention Control &amp; HR Recruitment Teams and a Noise Report completed for ScotSTAR.</li> <li>Further engagement sessions will be run in the North, East &amp; West Regions and Mental Health/Wellbeing Teams Nov 2022 – Feb 2023.</li> </ul>

## 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
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"> <li>Wellbeing Groups are established in the East and North Regions.</li> <li>National Support Departments are looking to set up quarterly meetings focused on wellbeing and ACC are exploring how they can progress this across all three centres.</li> </ul>
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"> <li>SAS Wellbeing Hub will be progressed subject to securing the required resource with an internal secondment the most likely route to achieve this.</li> </ul>
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"> <li>Funding not currently secured to support/co-ordinate wellbeing activity.</li> <li>This will be progressed in tandem with the additional resource required to create and develop the Wellbeing Hub.</li> </ul>
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"> <li>An evaluation workgroup has been established to progress the proposed outcome measures.</li> <li>Session delivered to Wellbeing and OD leads to ensure evaluation is built in to work stream activities.</li> <li>An evaluation form has been designed for use in the planning stage of new health and wellbeing interventions, both nationally and locally and ensure a consistent approach across SAS.</li> </ul>

This Roadmap is aligned to and underpinned by:

Doc: Health and Wellbeing Board update	Page 14 of 18	Author: A Ferahi, Head of OD & Wellbeing
Date: 2022-11-30	Version 1.0	Review Date: January 2023

- 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

Doc: Health and Wellbeing Board update	Page 15 of 18	Author: A Ferahi, Head of OD & Wellbeing
Date: 2022-11-30	Version 1.0	Review Date: January 2023





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 staff 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.	
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.	
HL4	Wellbeing Check	A staff consultation exercise is complete to gain views and ideas regarding introduction of an annual staff wellbeing check.	
HC5	Staff Engagement	We deliver our iMatter survey cycle for 2022 according to schedule with at least 42% of action plans developed.	
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.	
HE3	Stress Management	The Service stress management policy is reviewed and a sustainable approach to risk management developed.	
<b>Fourth Quarter Milestones – by end March 2023</b>			<b>Status</b>
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.	
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.	
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