



**NOT PROTECTIVELY MARKED**

**Public Board Meeting**

**29 March 2023  
Item No 14**

**THIS PAPER IS FOR DISCUSSION**

**HEALTH & WELLBEING UPDATE**

<b>Lead Director Author</b>	Avril Keen, Director of Workforce Alison Ferahi, Head of Organisational Development & Wellbeing
<b>Action required</b>	The Board is asked to <b>discuss</b> the Health & Wellbeing update.
<b>Key points</b>	<ul style="list-style-type: none"><li>• This paper provides an update of health &amp; wellbeing activity and closing position to year end of the Health &amp; Wellbeing Roadmap 2022/23.</li><li>• Given a 50% reduction in the Wellbeing Team, the majority of actions with the Health &amp; Wellbeing Roadmap for 2022/23 have commenced and are partially or fully complete as highlighted in Appendix One.</li><li>• The two areas of most concern that have not been achieved relate to the development of the Wellbeing Hub and resource for the co-ordination and management of wellbeing activity and ensuring currency is maintained. It was not possible to progress this in 2022/23 due to the tight financial constraints, however they are crucial elements to ensure the successful delivery of the third year of our Health &amp; Wellbeing Strategy from April 2023.</li><li>• A new approach to delivery of the final year of the strategy is highlighted with the paper and this will be adopted as we develop our priorities for 2023/24.</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 and National Partnership Forum throughout the lifespan of the strategy. Since May 2022 bi-monthly health & wellbeing updates are discussed at the Board.
<b>Associated Risk Identification</b>	This paper and associated activity aims to mitigate against the corporate risk of the health and wellbeing of staff affected.  Risk ID: CR 4636

<b>Link to Corporate Ambitions</b>	This paper relates to the following Corporate Ambition: <ul style="list-style-type: none"> <li>We will be a great place to work, focusing on staff experience, health and wellbeing.</li> </ul>
<b>Link to NHS Scotland's Quality Ambitions</b>	This paper relates to 'Safe', 'Effective' and 'Person Centred' NHS Scotland's Quality Ambitions.
<b>Benefit to Patients</b>	The steps we are taking in the Health & Wellbeing Strategy to support, nurture, develop and enable our people to thrive at work will in turn have a direct impact on improving the quality of care we provide to our patients.
<b>Equality and Diversity</b>	An Equality Impact Assessment was completed on 3 June 2021 for our Health & Wellbeing Strategy 2021-24 and is published on @SAS.



**NOT PROTECTIVELY MARKED**

**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 including the closing position of what was achieved in the Wellbeing Roadmap 2022/23 against ambitions set.

## **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. There was a requirement to focus on immediate welfare and wellbeing priorities throughout the pandemic, however this was done in tandem with the aim of increasing proactive and preventative approaches to improving the health and wellbeing of our workforce over 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.

The Wellbeing Team was established in March 2022 as we commenced the second year of the current Wellbeing Strategy. Four Wellbeing Leads were each assigned a portfolio of

work, in addition to supporting a specific area of the Service (West Region, East Region, North Region, and National Operations/Departments).

By December 2022, two internally seconded posts to the Wellbeing Team returned to their substantive posts and the decision was taken not to replace these temporary roles (2 year fixed term contracts due to expire March 2024). Two Wellbeing Leads remain in post reducing the capacity in the team from four WTE posts to two.

## **SECTION 4: DISCUSSION**

### **4.1 Health & Wellbeing Roadmap 2022/23 Closing Position**

Given a 50% reduction in the Wellbeing Team, the majority of actions with the Health & Wellbeing Roadmap for 2022/23 have commenced and are partially or fully complete. Successes over the year have included:

- Peer support (Lifelines) training with some peer support approaches trialled across the Service
- Progressing the development of a TRiM support network and interviewing for 60 TRiM assessor places
- Commencement of TRiM assessor training
- Collaborative delivery of training with the Mental Health Team and Drug Harm Reduction Teams
- Introduction of the Mental Health Continuum to support wellbeing conversations
- Establishing trauma management and suicide prevention working groups to progress this work utilising a cross Service approach
- Delivery of a wellbeing calendar of events and health promotion activity e.g. 'What matters to you?' 2022 campaign, CEO bulletin information, financial wellbeing
- Collaboration with partners regarding staff health and wellbeing e.g. Tri-Service partners, Breathing Space, TASC, Money & Pensions Service
- Introduction of a Healthy Mind policy and progressing a wellbeing check for staff
- Collaborative sessions with the OD team to discuss staff health & wellbeing
- Review of our Occupational Health services to ensure they are progressive and remain fit for purpose

The two areas of most concern that have not been achieved are Actions WHR2 and WHR3 that relate to the development of the Wellbeing Hub and the co-ordination and management of wellbeing activity and ensuring currency is maintained. These are crucial elements to the delivery of the strategy and although it was not possible to progress this in 2022/23 due to the tight financial constraints, it will require renewed focus to achieve this in the final year of the Health & Wellbeing Strategy.

The other two milestones that have not been achieved are the Lifelines Train the Trainer programme and developing health & wellbeing resources and guides to support staff health & wellbeing. Lifelines have not provided dates for the training as yet, but we are planning to get some staff within the Education & Professional Development Department to undertake this training too and they are not available for this until the next financial year.

Doc: 2023-03-29 Health & Wellbeing Update	Page 4	Author: Alison Ferahi, Head of OD & Wellbeing
Date: 2023-03-13	Version 1	Review Date: May 2023

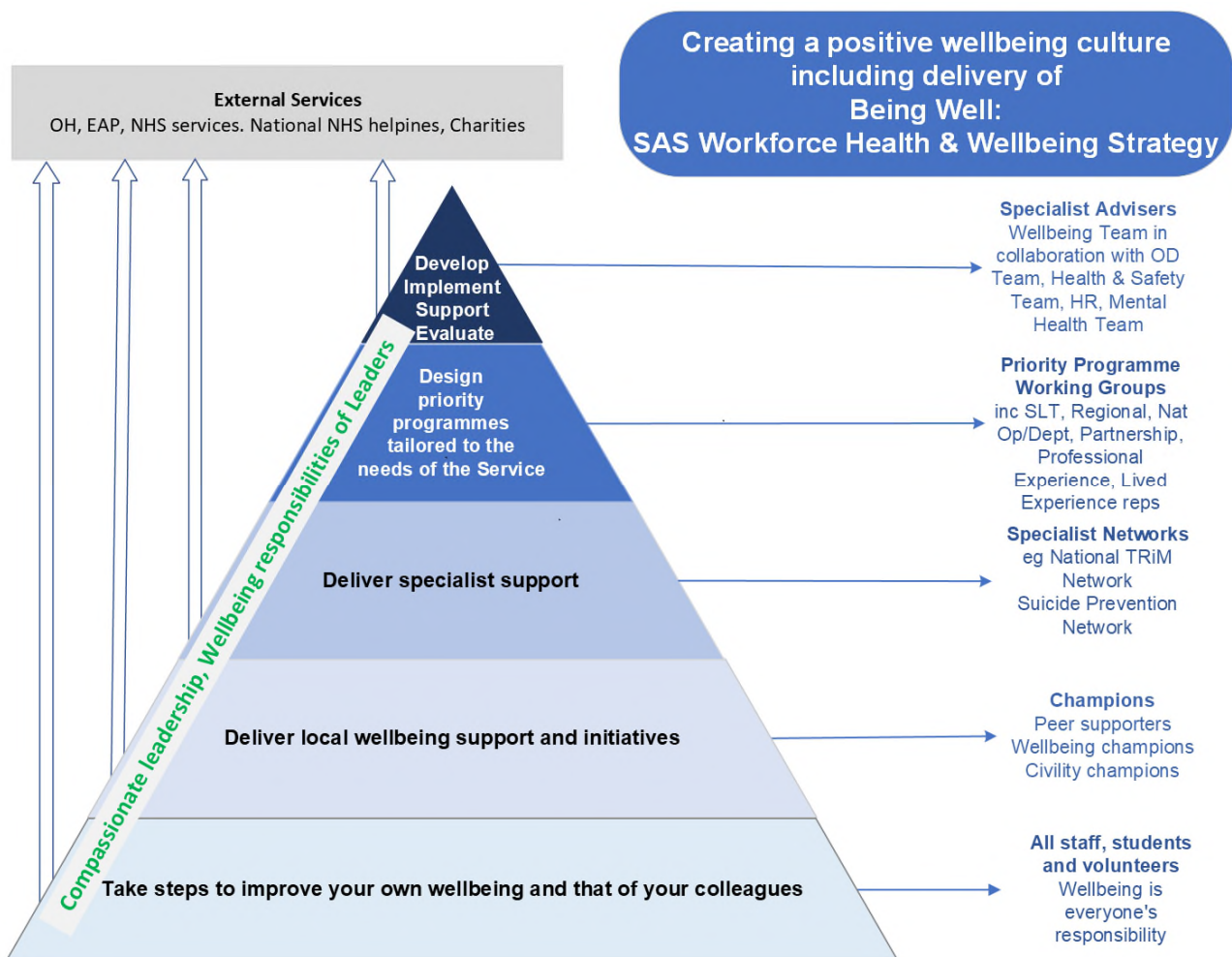
The development of health & wellbeing resources will be taken forward into the next health & wellbeing roadmap as appropriate.

## 4.2 Different ways of working to implement the Health & Wellbeing Roadmap 2023/24

A paper was presented to the Executive Team on 31 January 2023, given the reduced Wellbeing Lead resource to propose a different way of working and where priorities should be focused for 2023/24.

Innovative and creative ways have been explored to ensure that the Service can retain its commitment to creating a positive wellbeing culture and implementation of the Health & Wellbeing Strategy, despite these changes.

It was concluded that it is no longer possible to have a designated regional role for the remaining two Wellbeing Leads. Instead, they will utilise their specialist qualifications, training and experience to develop evidence-based frameworks and programmes, collaborating with colleagues to ensure they are fit for purpose and delivering these through networks, groups and champions as highlighted in the diagram below.



- **Key priority Working Groups:** Setting up representative working groups from across our organisation to consult on and agree these proposals and associated evaluation measures (including Senior leadership, Regional/Nat Op/Dept, Partnership, relevant professional and lived experience representatives) e.g. suicide prevention
- **Specialist Networks:** Set up Specialist Networks with protected time for training and to deliver specialist support (e.g. TRiM Network)
- **Peer/Wellbeing Supporters/Champions:** Identify peer/wellbeing supporters across the Service who will deliver, encourage and champion peer support and disseminate wellbeing key messages and campaigns, raise awareness and understanding at a local level and drive local activity. These champions already exist in many locations delivering really great work. The proposal is to identify, nurture and support these Champions and provide access to a Service Wellbeing Champion Community for support/sharing of ideas.

Given that Staff Health & Wellbeing is a top corporate priority, it is further proposed to have a Wellbeing Champion at Board Level and this is being discussed at the March meeting of the Staff Governance Committee. This would not only demonstrate and reinforce our commitment as a Board to improving and supporting staff health and wellbeing but would enable increased insight and understanding at a Board level into the issues and challenges faced by our workforce.

The staff health and wellbeing priorities for 2023-24 are under discussion and consultation with key stakeholders to ensure fit for purpose and alignment to other key strategies such as the People Strategy, the Improving Wellbeing & Workforce Cultures Strategy (due for publication April 2023) and the Service's strategic ambitions and objectives. The final draft of the Health & Wellbeing Roadmap 2023/24 will be presented for approval at the next meeting of the Staff Governance Committee in June.

## APPENDICES:

Appendix One: Scottish Ambulance Service Health & Wellbeing Roadmap 2022/23  
Closing Position

Doc: 2023-03-29 Health & Wellbeing Update	Page 6	Author: Alison Ferahi, Head of OD & Wellbeing
Date: 2023-03-13	Version 1	Review Date: May 2023



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 to March 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"> <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.                             <ul style="list-style-type: none"> <li>Melrose Station had training in November and their peer support trial is underway.</li> <li>Three other areas across the Service have been identified to commence training and develop further peer support networks.</li> </ul> </li> <li>Work is also underway to form a Peer Support Network for students and employees working beyond retirement age.</li> </ul> <p><b>Partially Complete.</b></p>
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 paper to set up a National TRiM network of assessors was approved at Exec Team on 1 November 2022 with a subsequent paper approved regarding funding on 16 January 2023.</li> <li>The TRiM proposal was launched at the Staff Engagement Session on 19 January 2023 with the detail of establishing the infrastructure for the network finalised by the Working Group by year end for approval by the Operational Leadership Team at their April 2023 meeting.</li> <li>Interviews are underway for 60 TRiM assessor positions across SAS. We received 257 applications from staff keen to train as TRiM assessors.</li> </ul>

				<ul style="list-style-type: none"> <li>• A tendering exercise was undertaken to identify a suitable training provider for TRiM training. The company TRiM Training was awarded the contract and the first training is commencing 13 and 14 March 2023.</li> <li>• We have started to deliver trauma awareness training sessions to first and second year students at Stirling University prior to placement. We received very positive feedback from the initial session and will be liaising with our other providers to run similar sessions for their students. A meeting is planned with the Education Department to discuss training needs of students for BSc University courses &amp; VQ trainees.</li> </ul> <p><b>Partially Complete.</b></p>
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"> <li>• 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.</li> <li>• 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.</li> <li>• Discussions have commenced on how to support mental health training needs across the organisation using in house expertise.</li> <li>• Lifelines programmes delivered as per schedule.</li> </ul> <p><b>Complete for 2022/23 programme of delivery.</b></p>
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"> <li>• Lifelines courses have continued with small cohorts of staff throughout 2022/23. Numbers are low as staff are attending these programmes in their own time.</li> <li>• Train the trainer is still to commence and we are awaiting potential dates from Lifelines in order to do this – will be into next financial year before this is scheduled.</li> </ul>



				<ul style="list-style-type: none"> <li>We have continued to liaise with Lifelines regarding supporting other work streams and providing expertise &amp; guidance regarding trauma management, stress risk assessment, integrating wellbeing into HR policy and developing further resources &amp; bite sized learning.</li> </ul> <p><b>Partially Complete.</b></p>
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>The Suicide Prevention and Postvention Group met on 21 February to address and identify gaps in the provision of support. This group will meet every 6-8 weeks to continue progress.</li> <li>A suicide prevention action plan has been developed for the Service and this will be implemented in the 2023/24 plan.</li> <li>We are collaborating with Breathing Space to promote and signpost staff to their services. A Breathing Space Staff Engagement Session was held on 12 January 2023 to raise awareness of their services.</li> <li>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.</li> <li>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.</li> </ul> <p><b>Partially Complete.</b></p>



## 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 to March 2023
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 have promoted healthy lifestyles through campaigns and the wellbeing calendar of events during 2022/23.</li> </ul> <b>Complete for 2022/23 and we will introduce a new model of delivery for 2023/24 (see Appendix Two).</b>
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>• There have been limited opportunities to develop wellbeing spaces in the workplace due to the tight financial position and therefore this work will be paused and recommenced in the next financial year.</li> </ul> <b>Carried forward to Health &amp; Wellbeing Roadmap 2023/24</b>
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 agreement in principle to hold an event in 2023 with SAS as the lead partner in organising the event.</li> <li>• The planning for this event will recommence Quarter 1 2023/24.</li> </ul> <b>Carried forward to Health &amp; Wellbeing Roadmap 2023/24.</b>

**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 to March 2023</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 have utilised the Wellbeing vehicle as appropriate throughout 2022/23.</li> <li>Face to face drop in sessions with OD &amp; Wellbeing have begun in the West Region with encouraging responses from staff – a schedule will be planned across the Service for 2023/24.</li> <li>A representative from the Money &amp; 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 end of Quarter 4 2022/23/ beginning of Q1 2023/24.</li> </ul> <b>Complete for 2022/23.</b>
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>The Wellbeing Team have planned and delivered promotional campaigns for our wellbeing calendar of events and contributed weekly to the CEO bulletin. Examples of campaigns and wellbeing promotions include: <ul style="list-style-type: none"> <li>Financial wellbeing with a Staff Engagement session with the Money &amp; Pensions Service</li> <li>Promotion of the Mental Health Continuum</li> <li>Promotion of Lifelines training</li> <li>Healthy lifestyle and mental health</li> <li>Supporting each other at this time of year</li> <li>Promotion of TASC’s 24/7 crisis helpline for staff</li> </ul> </li> </ul> <b>Complete for 2022/23.</b>
HL3	Develop a range of topic specific wellbeing resources and guides to support staff health & wellbeing.	Wellbeing Team Subject matter experts	Developed throughout the	This action has not commenced due to reduced capacity and a reprioritisation of activity within the team. <b>To be reviewed if required for 2023/24.</b>

			year to support actions HL1&2	
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"> <li>• Discussion &amp; consultation with staff on the potential of introducing wellbeing checks has taken place during site visits &amp; other opportunities to engage with staff.</li> <li>• A Wellbeing Check-in tool has been developed with HR and H&amp;S colleagues and due to be piloted in a number of locations to encourage an open discussion around staff wellbeing and to help support staff to stay well, a proactive and preventative approach to build resilience across the organisation. It is proposed that this will be become part of annual appraisal in due course.</li> </ul> <p><b>Partially Complete.</b></p>



## 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 to March 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	<ul style="list-style-type: none"> <li>Documentation and evidence submitted March 2022.</li> <li>Achieved accreditation for our Foundation Leadership &amp; Management Development Programme from the Faculty of Medical Leadership &amp; Management September 2022.</li> </ul> <b>Complete.</b>
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 have run over 2022/23 with activity paused due to system pressures and when escalated to REAP Level 4. Further cohorts will recommence in the next financial year.</li> <li>All five modules are fully developed and uploaded to Learnpro in readiness for transition to Turas.</li> <li>The module content will be reviewed &amp; refined as appropriate according to feedback from participants on an ongoing basis.</li> </ul> <b>Complete.</b>
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"> <li>A schedule of Intelligent kindness sessions have been delivered (both online and in person) for 2022/23 by the Health and Social Care Alliance Scotland. These have included open sessions for all staff, VQ students and a Staff Engagement Session.</li> <li>Our 'What matters to you? Day' 2022 campaign focused on asking what small improvements could make a positive difference to staff wellbeing. Feedback was collated, themed and actions are being taken forward by relevant areas/groups.</li> </ul>

				<ul style="list-style-type: none"> <li>Wellbeing &amp; compassionate leadership content was integrated and is now established within our Foundation Leadership Development Programme.</li> <li>We have been working collaboratively with Chris Turner from 'Civility Saves Lives' to plan how best to further develop a caring &amp; compassionate culture within SAS with key messages embedded in OD interventions, our foundation leadership programme and coaching sessions. Chris Turner is scheduled to deliver two workshops during our healthy culture and wellbeing week early June 2023.</li> <li>A test of Civility Saves Lives was undertaken at a North Station in a collaborative approach between OD, managers, HR &amp; staff side that also utilised the Trickle staff engagement platform tool with a view to scaling up across the Service. Feedback &amp; learning from this test has concluded that reinforcement of civility &amp; respect in the workplace is welcomed by staff and that civility saves lives is a key enabler for healthy cultural change. It was suggested that further work in a suitable format be rolled out across the Service, including training for staff and managers with the aim of instilling a culture of civility &amp; respect from the start of everyone's career. The majority felt however, that the 'Trickle' staff engagement platform did not enhance existing communication channels within the station.</li> </ul> <p><b>Schedule for 2022/23 complete.</b></p>
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>An alternative approach to appraisal focusing on awareness raising and education to enable increased appraisal completion rates with associated online training has been designed and developed.</li> <li>With the Service operating for significant periods of time at REAP level 4 during 2022/23 and sustained levels of high pressure and demands across the system, recommencement of our renewed approach to appraisal and personal development plans will begin again in Q1 2023/24.</li> </ul>
Doc: 2023-03-23 Health & Wellbeing Board update		Page 14		Author: Head of OD & Wellbeing
Date 2023-03-23		Version 1.0		Review Date: N/A

				<ul style="list-style-type: none"> <li>• <b>Partially complete.</b></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>• iMatter 2022 Board report was published in November 2022. Our response rate was 52% and Employee Engagement Index 67.</li> <li>• 62% of teams created their action plans within the 8 week period following survey completion (21% increase in comparison to 2021).</li> <li>• Two team stories were put forward from the Service for the National Report.</li> <li>• An iMatter Improvement Plan has been developed for the 2023 cycle and two strands of evaluation are ongoing to inform future surveys <ul style="list-style-type: none"> <li>○ Barriers to completion of action plans</li> <li>○ What actions teams have been taking that led to significant improvement in their Employee Engagement Index</li> </ul> </li> </ul> <p><b>2022 Cycle Complete.</b></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"> <li>• Research on our current approach to staff award and recognition including consultation with a cross section of managers, HR and Communications Dept to determine specific challenges is complete.</li> <li>• A paper outlining improvements to our approach to staff recognition and award is being finalised and will be complete by year end for further discussion and implementation in 2023/24.</li> </ul> <p><b>Complete.</b></p>



## 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 to March 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"> <li>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.</li> </ul> <p><b>Carried forward to 2023/24 Health &amp; Wellbeing Roadmap.</b></p>
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 &amp; effectiveness sessions with leaders and managers in their aligned areas on an ongoing basis.</li> <li>Early intervention drop-in sessions have been running in the North Region in conjunction with local HR staff. These sessions offer an opportunity to engage in early resolution of staff issues before they escalate further and will continue on a monthly basis.</li> <li>We have responded to ad hoc requests from other Health Boards for team development facilitation as capacity has permitted throughout 2022/23.</li> </ul> <p><b>Complete for 2022/23.</b></p>
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 to take account of the new ISO 45003 guidance on psychosocial risk management and alignment with the Health &amp; Wellbeing Policy and will be renamed the Healthy Mind policy.</li> <li>The policy will be submitted through usual approval process to Health, Safety &amp; Wellbeing Group,</li> </ul>



				National Partnership Forum & Staff Governance Committee. <b>Partially complete – policy will not be approved until Q1 2023/24.</b>
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 continues with engagement sessions held with Infection &amp; Prevention Control, HR Recruitment, Mental Health &amp; Wellbeing teams and a Noise Report completed for ScotSTAR.</li> <li>Further engagement sessions will be run in the North, East &amp; West Regions.</li> <li>Service Level Agreement with National Services Scotland will be complete by end March 2023, but overall OD review will not be complete until June 2023.</li> </ul> <b>Partially Complete.</b>

## 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 to March 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"> <li>Groups established in the East &amp; North Regions.</li> <li>This action will be taken forward as part of a revised wellbeing structure that was discussed and approved by Exec Team on 31 January 2023 given the reduced Wellbeing Team resource.</li> </ul> <p><b>Partially Complete.</b></p>
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>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. It has not been possible to dedicate resource to this in 2022/23 but it requires to be a top priority for the Health &amp; Wellbeing Roadmap in 2023/24.</li> </ul> <p><b>Not Complete – carried forward to 2023/24 Health &amp; Wellbeing Roadmap.</b></p>
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 has not been 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 &amp; Wellbeing strategy. This requires to be addressed as a priority in 2023/24.</li> </ul> <p><b>Not complete – carried forward as a priority action in 2023/24 Health &amp; Wellbeing Roadmap.</b></p>

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 framework has been developed to evaluate the Health &amp; Wellbeing Strategy with baseline data currently being gathered for benchmarking purposes.</li> <li>• 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.</li> </ul> <p><b>Complete.</b></p>
------	---	---	--------------------------------	---

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