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Public Board Meeting	27 September 2023 Item No 12
THIS PAPER IS FOR DISCUSSION	
HEALTH & WELLBEING UPDATE	

Lead Director Author	Avril Keen, Director of Workforce Alison Ferahi, Head of Organisational Development & Wellbeing
Action required	The Board is asked to discuss the Health & Wellbeing update.
Key points	<ul style="list-style-type: none"> This paper provides a health & wellbeing update August – mid September 2023. Our September 2023 targets and milestones are on track for delivery by month end with four of seven milestones already completed.
Timing	The Health & Wellbeing Strategy 2021-24 was approved at the January 2021 Board Meeting. Progress updates for the practical implementation of the strategy are discussed at the Staff Governance Committee and National Partnership Forum throughout the lifespan of the strategy. Bi-monthly health & wellbeing updates have been discussed at the Board since May 2022.
Associated Risk Identification	This paper and associated activity aims to mitigate against the corporate risk of the health and wellbeing of staff affected. Risk ID: CR 4636
Link to Corporate Ambitions	This paper relates to the following Corporate Ambition: <ul style="list-style-type: none"> We will be a great place to work, focusing on staff experience, health and wellbeing.
Link to NHS Scotland’s Quality Ambitions	This paper relates to ‘Safe’, ‘Effective’ and ‘Person Centred’ NHS Scotland’s Quality Ambitions.
Benefit to Patients	The steps we are taking in the Health & Wellbeing Strategy to support, nurture, develop 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 is published on @SAS.



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SCOTTISH AMBULANCE SERVICE BOARD

HEALTH & WELLBEING UPDATE

AVRIL KEEN, DIRECTOR OF WORKFORCE

ALISON FERAHI, HEAD OF OD & WELLBEING

SECTION 1: PURPOSE

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

SECTION 2: RECOMMENDATIONS

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

SECTION 3: BACKGROUND

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

SECTION 4: DISCUSSION

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

iMatter Staff Experience Survey 2023

Our iMatter survey was live for a 3 week period from 30th May 2023 with the 8 week action planning phase concluding on 16th August 2023.

The following table shows comparative data from the last 3 years surveys regarding response rates, employee engagement index (EEI) and action planning rates.

Doc: 2023-09-27 Health & Wellbeing Update	Page 2	Author: Head of OD & Wellbeing
Date 2023-09-08	Version 1.1	Review Date: November 2023

Table 1. Comparative iMatter data 2021 – 2023

	2021	2022	2023
Response Rate (%)	60	52	56
Employee Engagement Index	65	67	67
Action Planning Rate (%)	41	62	71
Overall experience of working for SAS (on a scale of 1 – 10)	5.9	6.1	6.2

We have had a 4% increase in response rate from 52% in 2022 to 56% in 2023, our employee engagement index has remained the same at 67, our action planning rate has increased by 9% from 62% to 71% and there has been a small incremental increase in the rating of overall staff experience of 0.1 from 6.1 in 2022 to 6.2 in 2023.

Percentages for the individual components of the survey do not vary considerably year to year. **Appendix One** provides a comparison of iMatter components between the 2022 and 2023 surveys that range from a 3% increase to a 2% decrease.

There were 2 additional whistleblowing questions that were added to the survey this year:

- 'I am confident that I can safely raise concerns about issues in my workplace' – we scored 70 for this question which is 3 points below the nearest Board and 9 points beneath the average score.
- 'I am confident that my concerns will be followed up and responded to' – we scored 62 for this question which is 3 points below the next Board and 11 points below the average score.

We have been taking action to encourage and support our people to speak up about any concerns they have: for example our whistleblowing training and network, confidential contacts, a learning from events group, weekly staff engagement sessions, station and site visits to speak directly to staff and what is important to them, engaging in active campaigns such as Speak up week and What Matters to you? and developing an annual healthy culture week, with plans to further develop this work in the months to come. Some of these interventions have only just commenced and are closely aligned and dependent on other significant pieces of work such as our leadership development, culture development, health & wellbeing strategy and Partnership working. With continued focused effort to embed and establish this work within the Service over time, we will move closer towards creating the open and transparent culture that we are aspire to have.

Leadership Development

We currently deliver two leadership development programmes in the Service.

1. Foundation Leadership & Management Development Programme (FLMP) – an accredited 12 month programme for first level leaders and managers

2. Aspiring Leadership Development Programme (ALDP) – a 6 month programme for those aspiring to become a manager/leader in the Service.

110 participants are enrolled on the Foundation Leadership Programme (in four cohorts - three commenced in 2022 and one in 2023) and 23 are enrolled in the Aspiring Leaders Programme (one cohort that commenced in May 2023). A further Foundation Programme will commence on 13th September and an Aspiring Leaders Programme early October 2023.

Table 2. Progress tracker for Leadership Programmes July – August 2023

Cohort	On Track		Delayed		Withdrawn from programme	
	11/07/23	22/08/23	11/07/23	22/08/23	11/07/23	22/08/23
FLMP 2022- Cohort 1	20%	20%	50%	50%	30%	30%
FLMP 2022- Cohort 2	20%	30%	70%	40%	10%	30%
FLMP 2022- Cohort 3	40%	25%	60%	25%	0	50%
FLMP 2023- Cohort 1	75%	35%	25%	40%	0	25%
ALDP 2023- Cohort 1	100%	50%	0	50%	0	0

In the last 3 months extra tutorials have been put in place for participants to catch up on modules they have missed that has resulted in an increase of participants on track in Cohort 2 and a significant reduction in delayed participants in Cohorts 2 and 3. We will continue to do this in the coming months.

There are participants however in all cohorts of the Foundation Leadership & Management Development Programme that have withdrawn from the programme. A few of these are due to change of roles or leaving the Service, but the majority have just disengaged in spite of regular communication and attempts to re-engage with them. We are continuing to discuss corrective action in order to reverse these trends.

The first participants will complete the Foundation Leadership & Management Programme this month with a masterclass / celebration event for them on 12th September.






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

Our staff experience measurement framework has two key elements:

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

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

Table 3. Staff Experience Targets & Milestones 2023-24

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

4.3 Progress Update August – mid September 2023

- **Establishing the SAS TRiM assessors network with supporting infrastructure in place**

All TRiM assessor training is complete and the supporting infrastructure to ensure timely referral and efficient processes have been developed. Ongoing support and supervision is also in place for our assessors. The Data Protection Impact Assessment was completed and signed off to enable the launch of the TRiM network with the system going live on 29th June 2023. We are holding regular meetings with the TRiM co-ordinators to trouble shoot any issues and ensure the system continues to run as planned. Since launch we have had 38 referrals to this service from 29th June – 10th September 2023.

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

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

The Wellbeing Network was launched at the Staff Engagement Session on 15th June that highlighted some of the work that staff are taking forward locally to support staff wellbeing and discuss plans to join this work up across the Service that will enable sharing of ideas and building momentum further. This network will be further developed and embedded in the Service over the coming months.

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

- **Review and update wellbeing documentation and information on @SAS**

Most of our wellbeing documents and information was developed during the pandemic (e.g. wellbeing leaflet, wellbeing wallet cards, information on @SAS) and some of this information is now out of date. A number of documents and information requires to be updated to reflect changes over the past year and additional services that have been put in place. With one Wellbeing Lead on long term sickness absence, the OD & Wellbeing Team will work collectively to deliver this by the end of September target.

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

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

Plans to further develop staff experience were discussed at the September Staff Governance Committee including: introducing pulse and lifecycle surveys throughout

Doc: 2023-09-27 Health & Wellbeing Update	Page 6	Author: Head of OD & Wellbeing
Date 2023-09-08	Version 1.1	Review Date: November 2023

the year to supplement our iMatter survey; increasing the ways we feedback results to our people and involve them in progressing actions and introducing staff stories to highlight a range of staff experience in SAS.

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

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

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

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

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

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

Suggestions and ideas have been collated and we are on track for completing the OD calendar of events by the end of September 2023 target.

- **Develop a new approach to corporate induction for all new starts in the Service**

The OD Team is working collectively to develop a fresh approach to Corporate Induction taking best practice from other Boards and developing interactive components and informative resources. This work will be linked to the required statutory and mandatory training with the aim of providing a seamless process from recruitment to on boarding. We are on track to achieve the end September 2023 target.

- **Additional updates during reporting period**

The OD & Wellbeing Team are continuing station visits (by prior arrangement with Regional leaders) open to all staff to discuss issues important to them. The visits are also a great opportunity to raise awareness of the health & wellbeing support available to our workforce and signposting to further help and resources. Mental health support is the most common theme discussed at these sessions.

SECTION 5: APPENDICES

Appendix One: Comparison of iMatter components between 2022 and 2023 surveys.

Doc: 2023-09-27 Health & Wellbeing Update	Page 7	Author: Head of OD & Wellbeing
Date 2023-09-08	Version 1.1	Review Date: November 2023

Appendix One: Comparison of iMatter components between 2022 & 2023 surveys.

	iMatter Components	2022 iMatter Results	2023 iMatter Results	Comparison of Results 2022-23
1	I am clear about my duties and responsibilities	84	86	↑ 2
2	My direct line manager is sufficiently approachable	84	83	↓ 1
3	I would recommend my team as a good one to be a part of	81	80	↓ 1
4	I have confidence and trust in my direct line manager	80	80	Same
5	My team works well together	80	79	↓ 1
6	I feel my direct line manager cares about my health and well-being	80	79	↓ 1
7	I understand how my role contributes to the goals of my organisation	78	79	↑ 1
8	My work gives me a sense of achievement	78	81	↑ 3
9	I am treated with dignity and respect as an individual	76	76	Same
10	I am treated fairly and consistently	73	73	Same
11	I get the information I need to do my job well	72	74	↑ 2
12	I would be happy for a friend or relative to access services within my organisation	71	72	↑ 1
13	I have sufficient support to do my job well	70	70	Same
14	I am confident performance is managed well within my team	70	69	↓ 1
15	I feel involved in decisions relating to my team	68	67	↓ 1
16	I would recommend my organisation as a good place to work	66	66	Same
17	I feel appreciated for the work I do	64	64	Same
18	I am confident my ideas and suggestions are listened to	63	63	Same
19	I get enough helpful feedback on how well I do my work	61	60	↓ 1
20	I get the help and support I need from other teams and services within the organisation to do my job	61	61	Same

21	I am confident my ideas and suggestions are acted upon	59	60	↑ 1
22	I feel involved in decisions relating to my job	59	59	Same
23	I feel my organisation cares about my health and wellbeing	59	57	↓ 2
24	I am given the time and resources to support my learning growth	56	56	Same
25	I have confidence and trust in Board members who are responsible for my organisation	51	50	↓ 1
26	I am confident performance is managed well within my organisation	50	50	Same
27	I feel that board members who are responsible for my organisation are sufficiently visible	46	44	↓ 2
28	I feel sufficiently involved in decisions relating to my organisation	46	45	↓ 1

67 - 100	Strive & Celebrate	51 - 66	Monitor to Further Improve
34 - 50	Improve to Monitor	0 - 33	Focus to Improve