



Health & Wellbeing Roadmap 2021 - 2022

How we will implement year
one of our Health & Wellbeing
Strategy 2021 - 2024



Introduction

Our Health & Wellbeing Roadmap sets out the milestones we will achieve in a six-monthly phased approach to realise the ambitions set out in our Health & Wellbeing Strategy.

The Roadmap is presented in five sections corresponding to the five health and wellbeing themes in the strategy document. Each section sets out the milestones for the first year as the direction of travel will be reviewed on an annual basis recognising that the health and wellbeing agenda and the context we operate within could potentially change significantly within this timeframe.

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Healthy Culture 2021 – 2024



WHAT we will achieve

- ➔ Actively seeking our peoples' views, opinions and feedback on what matters to them, acting on it and reporting back what has happened as a result
- ➔ Utilising and spreading the 'Civility saves lives' approach and key messages to promote and increase individual responsibility & accountability and further improve working relationships and environments
- ➔ Improving recognition of our people through wide use of GREATix and further development of individual and team awards'
- ➔ Improving relationships and understanding of each other's' roles through shadowing and paired learning programmes
- ➔ Increasing support for managers and their teams that enables them to have meaningful wellbeing and development conversations in the workplace
- ➔ Delivering the Foundation Leadership & Management Development Programme to all first level managers ensuring a strong focus on both people management skills & caring for the health & wellbeing of our people
- ➔ Introduction of leadership mentors to support and facilitate the development of leadership programme participants' skills in the workplace

HOW we will achieve it

- ➔ Continuing to develop our leaders and managers so they have the confidence and capability to effectively support the wellbeing of our people
- ➔ Building a caring and compassionate climate in which our people feel able to speak up and issues and concerns are addressed in a supportive manner
- ➔ Ensuring our behaviours reflect the values we hold
- ➔ Enabling managers to have regular meaningful conversations with and support the development of their people
- ➔ Working effectively with our Partnership representatives
- ➔ Continuing to explore innovative ways to communicate and engage with our people

How we will know it is successful

- ➔ Our people report they feel able to speak up about issues that affect them and that their views are taken on board
- ➔ We see a positive improvement in the results of surveys and feedback regarding how our people are valued, supported and developed
- ➔ Our managers feel knowledgeable and confident to support our peoples' health & wellbeing
- ➔ Employee relation issues are resolved quickly at a local level



Healthy Culture

Year One 2021 – 2022

Milestones	Who will Lead	By When
'Civility saves lives' masterclass delivered with a plan developed to spread the key messages and enable change across our organisation	OD Team	September 2021
We have an accredited Foundation Leadership & Management Development one year programme for first line managers & supervisors and those new into management positions	Organisational Development (OD) Team	September 2021
Awareness and promotion of GREATix to enable wide use across the Service that recognises the positive effort and good practice of staff	Quality Improvement (QI) Team	September 2021
Eight cohorts of managers have commenced the Foundation Leadership & Management Development Programme	OD Team	September 2021
A network of mentors is established to support participants through the Foundation Leadership & Management Development Programme	OD Team	September 2021
Skills development workshops/support commenced to increase the number of meaningful wellbeing and development conversations with staff	OD Team	September 2021
Six further cohorts of managers have commenced the Foundation Leadership & Management Development Programme making a total of 14 cohorts in 12 months	OD Team	March 2022
Continued provision of skills development workshops/support to enable and increase the number of meaningful wellbeing and development conversations with staff	OD Team	March 2022
The use of GREATix is embedded as part of our business as usual activity	QI Team	March 2022
Shadowing and paired learning is introduced to enable greater understanding of each other's roles and working	QI Team	March 2022
'Civility saves lives' messages are spreading throughout the organisation and initial data gathered to highlight the impact	OD Team	March 2022



Healthy Environment 2021 – 2024



WHAT we will achieve

- Implementing the recommendations from the Demand and Capacity review to improve working practices and achieve a better work /life balance
- Implementing the Fatigue Management Framework and accompanying action plan in Partnership
- Implementation of Office 365 and increased use of digital technology to support flexible working practices
- Maximising the use of our estate & external facilities to promote wellness and create de-stress zones
- Seeking opportunities for sponsorship and fundraising that enables us to support new health and wellbeing initiatives and benefits for our people
- Enabling teams to undertake team development programmes and activity that supports effective collaboration across our organisation and with external partners
- Developing a family resource pack to raise awareness of what it is like working in an emergency service and how families can support and engage with the Service

HOW we will achieve it

- Taking proactive steps to reduce organisational stressors in the workplace
- Having policies and working practices that support health and wellbeing and a healthy work / life balance
- Creating a positive work environment that our people enjoy working in
- Having some fun in the workplace!
- Strengthening our teamwork and collaboration across teams and departments
- Smart use of digital technology to improve our working practices and environment

How we will know it is successful

- Our people feel a sense of purpose at work and feel valued for the contribution they make
- Our people would recommend the Scottish Ambulance Service as a great place to work
- There is a reduction in the number of our people absent due to work related stress
- Recruitment campaigns will achieve a strong pool of candidates that reinforce our reputation as an employer people want to work with



Healthy Environment

Year One 2021 – 2022

Milestones	Who will Lead	By When
The Fatigue Management Framework is approved and associated policy implemented	Health & Safety (H&S) Team	September 2021
A Fatigue Management e-learning training module is developed	H&S Team	September 2021
50% of A&E staff rosters have been reviewed and are in place	Demand & Capacity (D&C) Team	September 2021
A focused piece of work to explore planning of shifts for relief workers and where improvements can be made will have commenced	Quality Improvement Team	September 2021
Eight teams will be supported to improve team effectiveness practices utilising the Affina Team Journey programme	OD Team & HR Advisors	September 2021
We will start to review our estate and facilities to determine opportunities and spaces that promote wellbeing and enable staff to de-stress	Estates Team & Wellbeing Lead	September 2021
The Fatigue Management e-learning training is implemented across the organisation	H&S Team	March 2022
100% of A&E staff rosters have been reviewed and are in place	D&C Team	March 2022
The National On Call Working Group will continue to reduce the number of high priority on call locations as part of a phased implementation programme in line with the National On Call Working Group report	North Regional Director	March 2022
A plan will be developed to fund and phase the creation of spaces in our estate that promote wellbeing and enable staff to de-stress	Estates Team & Wellbeing Lead	March 2022
Eight further teams will be supported to improve team effectiveness practices utilising the Affina Team Journey programme	OD Team & HR Advisors	March 2022



Healthy Mind 2021 – 2024



WHAT we will achieve

- Delivery of Mental Health First Aid Training
- Developing personal resilience practices and techniques to suit different needs such as mindfulness, breath work, yoga or wellbeing coaching
- Developing peer support skills across the Service through a range of training programmes provided by Lifelines
- Establishment of a Service wide peer support network
- Embedding a range of peer and trauma support interventions from informal approaches like RUOK? to specialist psychological support for post-traumatic stress disorder (PTSD)
- Embedding effective debriefing practices at incidents (hot debriefs) and following incidents (cold debriefs)
- Expansion of spiritual support and introduction of practices to enable reflection on the emotional aspects of work
- The provision of support and resources through Lifelines for our people, their families and retirees

HOW we will achieve it

- Designing and implementing formal and informal peer support approaches that enable our people to effectively support one another
- Reducing the stigma associated with mental health through education and mental health first aid training
- Working closely with partner organisation Lifelines for peer support training and development
- Proactively seeking best practice and guidance to further support and develop effective techniques to improve the resilience of our people

How we will know it is successful

- Our people take notice of one another, know when to offer support and ask each other RUOK? and are confident in their skills and abilities to handle the response
- A consistent approach to peer support is utilised across the Service
- Mental health is discussed openly and our people are confident to seek mental health help when they need it
- Our people are able to manage and balance the ever changing demands in work and life



Healthy Mind

Year One 2021 – 2022

Milestones	Who will Lead	By When
Six cohorts will undertake and complete Mental Health First Aid training	OD Team	September 2021
A framework for peer support will have been developed and mapping work to understand who has been trained in different peer support approaches and where they are based will be complete	QI Team	September 2021
The TRiM pilot conducted in the West Region will have been reviewed with plans to increase spread integrated into the peer support training provided by Lifelines	QI Team	September 2021
A peer support network will have been developed across our organisation	OD Team	September 2021
A pilot to introduce reflective practice on the emotional aspects of work will be introduced based on the Schwartz rounds model	OD Team	September 2021
A plan to further develop personal resilience practices will be developed that takes the different needs of our people into consideration	OD Team	September 2021
A further six cohorts will undertake and complete Mental Health First Aid training	OD Team	March 2022
The initial Lifelines 'train the trainer' peer support programme will be complete with a plan for top up training developed for 2022 – 2023	Lifelines & QI Team	March 2022
The first phase of the 'Developing Personal Resilience programmes will have been implemented	OD Team	March 2022
Mapping work to understand the variety, usage and effectiveness of our debriefing approaches currently in use within SAS and externally in other Health Boards & Ambulance Services will be complete to determine best practice and introduce consistent approaches where possible	QI Team	March 2022
Spiritual support will be expanded across SAS with a Chaplain available in each geographical area	OD Team	March 2022



Healthy Body 2021 – 2024



WHAT we will achieve

- Developing activity that promotes physical wellbeing in the workplace such as on site therapies, walking meetings or exercises for office based workers
- Promotion and signposting of resources that support physical wellbeing campaigns throughout the year such as weight loss, managing eating disorders, smoking cessation, tackling alcohol or substance misuse or living with a long term condition
- Developing ways to encourage physical fitness at work such as the provision of fitness equipment (as appropriate within our current estate)
- Exploring opportunities to access external fitness programmes and facilities, especially in our bases with limited options and space
- Introduction of a competitive physical / sporting event with other Blue Light services
- Investing in contemporary equipment to minimise risk to our people in order to effectively carry out their roles

HOW we will achieve it

- Taking a proactive and preventative approach to our physical health and wellbeing
- Listening to our people to understand their physical wellbeing needs and developing service provision accordingly
- Ensuring our physical wellbeing resources and toolkits are accessible and promoted effectively
- Working collaboratively with our Blue Light Service partners

How we will know it is successful

- Our people will feel well informed regarding the help and resources that are available to support their physical fitness and wellbeing
- There will be a range of physical fitness interventions in the Service that suit the various needs of our people
- Our people will report an increased sense of physical wellbeing at work through surveys and benchmarking activity



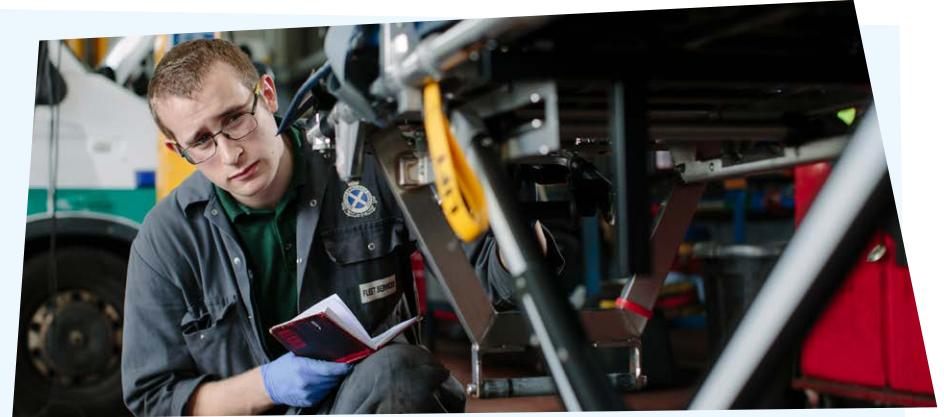
Healthy Body

Year One 2021 – 2022

Milestones	Who will Lead	By When
Resources to support physical wellbeing at work will be promoted and signposted with appropriate information included within the wellbeing calendar (see Healthy Lifestyle section)	OD Team	September 2021
We will have explored opportunities for developing onsite therapies or sessions for our people that promote good physical health and wellbeing	OD Team	September 2021
The provision of fitness equipment will be considered alongside the review of our estate and facilities as part of the plan to create spaces that promote wellbeing and enable our people to de-stress	OD Team	March 2022
Exploring and linking with external providers/partners to provide opportunities for our people to improve physical fitness, especially in areas where our existing estate is unable to accommodate this	OD Team	March 2022
Funding to begin to implement a programme of onsite therapies or sessions will be secured	OD Team	March 2022



Healthy Lifestyle 2021 – 2024



WHAT we will achieve

- Introducing wellbeing checks for our people and personal wellbeing plans
- Developing a wellbeing network in our organisation
- Phasing a series of proactive health promotion campaigns supported by Service wellbeing vehicles
- Delivering a wellbeing calendar of events
- Having a range of wellbeing services to suit the diverse requirements of our people from occupational health and counselling to psychological first aid and mindfulness
- Introducing resources and planning tools to positively support and manage financial wellbeing
- Introduction of wellbeing coaching and career coaching
- Developing a dedicated wellbeing team to support and co-ordinate wellbeing activity

HOW we will achieve it

- Ensuring health & wellbeing is central to everything we do
- Ensuring our people have easy access to a range of supportive services, resources and toolkits
- Seeking feedback on & involvement with our wellbeing provision to continually improve & ensure it addresses the needs of our people
- Introducing initiatives that focus more on a proactive and preventative approach to health and wellbeing

How we will know it is successful

- Our people will feel well informed as to how and where to seek and access help and support when they need it
- Wellbeing services, resources and toolkits will be well utilised
- We will see a positive improvement in the results of surveys, feedback and benchmarking exercises in regard to health and wellbeing
- Our knowledge base of the health and wellbeing of our people, the effectiveness of our interventions and what support is being accessed will improve through more reliable reporting and use of data
- Achieving healthy working lives gold status



Healthy Lifestyle

Year One 2021 – 2022

Milestones	Who will Lead	By When
A wellbeing calendar of events will have been developed that outlines the various wellbeing events, activity and training we are undertaking that will be a living document regularly updated	OD Team	September 2021
Health promotion campaigns and associated communications will be planned on a six monthly basis with planning complete for campaigns running between October 2021 – March 2022	OD Team	September 2021
We will research what other organisations are doing regarding wellbeing checks at work and develop our own wellbeing check based on our findings	OD Team	September 2021
Completing a review of staff feedback to ensure our provision of wellbeing services continues to meet needs and demand	OD Team	September 2021
Planning for health promotion campaigns running between April 2022 – September 2022 will be complete	OD Team	March 2022
We will pilot a wellbeing vehicle to support awareness raising and enable staff engagement & involvement in our planned health promotion campaigns	OD Team	March 2022
Wellbeing checks for our people will be piloted alongside the wellbeing vehicle pilot	OD Team	March 2022
Testing of the provision of wellbeing coaching to a defined cohort of staff	OD Team	March 2022

Support to enable delivery of the strategy

There are some actions we will take throughout the first year of the Health & Wellbeing Strategy that will support and enable progress to be made.

Milestones	Who will Lead
We will start to build a dedicated wellbeing resource to support, enable and co-ordinate all our health & wellbeing activity	OD Team
We will start to pursue sources of funding and sponsorship (out with core funding) that enables us to develop and implement health and wellbeing initiatives for our people	OD Team
We will use technology to enable staff to engage and be involved in the Health & Wellbeing Strategy in an interactive way, provide ongoing feedback and collate ideas and suggestions for implementation and improvement	Communications, ICT & OD Team
We will begin to develop a network of Wellbeing Leads across our organisation to raise awareness of, promote, link, support and enable national and local health & wellbeing work	OD Team
We will identify ways of reporting and measuring progression and success in our health and wellbeing activity	OD Team
We will review what is working well and what is not working so well to inform the next 2 years of the health and wellbeing strategy	OD Team

We are keen to keep the dialogue going about health & wellbeing in the Service.

[You can leave some feedback here](#)

or you can contribute to the discussion [here](#)



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