



**NOT PROTECTIVELY MARKED**

**Public Board Meeting**

**27 January 2021  
Item 07**

**THIS PAPER IS FOR APPROVAL**

**HEALTH & WELLBEING STRATEGY 2021-2024**

<b>Lead Director Author</b>	Lyndsay Lauder, Director of Workforce Alison Ferahi, Head of Organisational Development
<b>Action required</b>	The Board is asked to <b>approve</b> the Health & Wellbeing Strategy 2021–2024 and associated Wellbeing Roadmap 2021–2022.
<b>Key points</b>	<ul style="list-style-type: none"><li>• The Service's Health &amp; Wellbeing strategy has been developed with input and feedback from all our staff groups and is underpinned by UK and International research and best practice. The first draft was further refined by a staff and partnership short life working group</li><li>• It adopts a systems approach to health and wellbeing and links to various aligned Service strategies and activities</li><li>• There is a growing body of evidence that highlights the importance of focusing on the health &amp; wellbeing of our people</li><li>• The Wellbeing Roadmap 2021–2022 is a supporting document setting out achievement milestones in six month phases for the first year of the strategy and beyond.</li><li>• Resourcing the Health &amp; Wellbeing Strategy will be considered on an ongoing basis as the strategy evolves and develops. It is recognised that successful implementation will require collective effort across the Service.</li></ul>
<b>Timing</b>	The first draft of the Health & Wellbeing Strategy 2021 – 2024 was discussed at the September Staff Governance Committee. After further refinement and consultation with staff it was approved at the December 2020 Staff Governance Committee.
<b>Link to Corporate Objectives</b>	This paper relates to: <ul style="list-style-type: none"><li>• Corporate Goal 1 – To ensure our patients, staff and the people who use our services have a voice and can contribute to future service design, with people at the heart of everything we do</li></ul>

	<ul style="list-style-type: none"> <li>Corporate Goal 3 – To continue to develop a workforce with the necessary enhanced and extended skills by 2020 to deliver the highest level of quality and improve patient outcomes.</li> </ul>
<b>Contribution to the 2020 vision for Health and Social Care</b>	Supporting the health & wellbeing of our people is a fundamental to the achievement of a healthy organisational culture; one of the five key priority areas of Everyone Matters: the 2020 Workforce Vision that contributes to the 2020 vision for health & social care.
<b>Benefit to Patients</b>	The steps we are taking in the Health & Wellbeing Strategy to support, nurture and develop our people and enable them 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 EQIA will be completed prior to the commencement of the strategy in April 2021.

**NOT PROTECTIVELY MARKED**

**SCOTTISH AMBULANCE SERVICE BOARD**

**HEALTH & WELLBEING STRATEGY 2021-2024**

**LYNDSAY LAUDER, DIRECTOR OF WORKFORCE**

**ALISON FERAHI, HEAD OF ORGANISATIONAL DEVELOPMENT**

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## **SECTION 1: PURPOSE**

The Health & Wellbeing Strategy 2021–2024 sets out the direction of travel and steps we are taking to support, nurture and develop our people so that they can thrive at work, perform to the best of their abilities and achieve our wellbeing vision ‘to enable our people to feel healthy, well, valued, supported and love to work for the Scottish Ambulance Service.’

## **SECTION 2: RECOMMENDATIONS**

The Board is asked to **approve** the Health & Wellbeing Strategy 2021–2024 and associated Wellbeing Roadmap 2021–2022.

## **SECTION 3: BACKGROUND**

The need to focus on the wellbeing of our people has never been greater; the global pandemic has brought this into very sharp focus throughout 2020. UK and international research has previously highlighted the need to prioritise wellbeing, however the evidence to support this has grown substantially since the start of the pandemic with findings painting a stark reality of the long term implications and impact on our health & wellbeing.

Some of these findings include:

- 27% of emergency responders had contemplated taking their own lives due to work stress and poor mental health (MIND survey 2015)
- Those working in emergency responder roles may be at greater risk of adverse mental health & wellbeing outcomes (Kings College and Open University July 2020)
- The demands of the job can be exacerbated by organisational factors such as unpredictable work, working hours, tensions with colleagues, inadequate support and a lack of control over work, to name a few

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Date: 2021-01-13	Version 1.0	Review Date: March 2022

- International research has further indicated these pressures can have a significant impact on spouses/partners, children and family functioning (e.g. concerns regarding their safety, less quality time spent with family, partners feeling like lone parents)
- These organisational factors are not purely the domain of clinical staff; they relate to staff in all roles
- The psychological impact of COVID-19 on emergency workers is significant with the impact continuing to be felt for the next decade with a prevalence of burnout and sleep disturbance
- The psychological impact needs to be recognised with bespoke interventions developed at a local, organisational and sector level
- Priority referrals will be required for frontline workers to services for the next 15 years (in service or retired) to address the impact of serving through the pandemic

## **SECTION 4: DISCUSSION**

The Health & Wellbeing Strategy 2021-2024 (Appendix One) has an accompanying document called the Wellbeing Roadmap 2021-2022 (Appendix Two). The Roadmap contains the milestones of what we will achieve in each of the five sections in six monthly phases for the first year of the strategy and will continue throughout the lifespan of the strategy. The roadmap will be reviewed on an annual basis given the changing landscape we are operating within, and any changes to the direction of travel made.

Resourcing of the Health & Wellbeing Strategy will need to be considered on an ongoing basis to ensure the necessary momentum and progress is achieved. Additional OD resource has already been agreed that will make a significant contribution to the healthy culture and healthy environment themes and discussions are underway to receive support from other Directorates to take this important work forward. It is also acknowledged that this strategy links and is dependent on a number of other work streams across the Service, such as the demand and capacity work and developments in ICT and our Property Strategy.

## **SECTION 5: CONSULTATION**

Wide consultation has taken place with our stakeholders and staff groups over the last 2 years that have formed and developed the themes and content of the strategy. Latterly a short life working group of staff further refined the draft strategy to produce final draft that was approved at the December 2020 Staff Governance Committee.

## **APPENDICES:**

Appendix One: Health & Wellbeing Strategy 2021 – 2024

Appendix Two: Wellbeing Roadmap 2021 – 2022

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Our Health & Wellbeing Strategy  
2021 – 2024

# Being Well

Working together to  
support the health and  
wellbeing of our people







**Pauline  
Howie**

Chief  
Executive  
Officer

**Tom  
Steele**

Chair  
of the  
Board



**John  
Riggins**

Employee  
Director



## Foreword

**Our Directors, Board members and staff representatives stand united in a shared pride of you and the work you are doing.**

We see the care, compassion and commitment you demonstrate on a daily basis, we hear the many positive comments from grateful patients and we know that you are improving patient outcomes from the fantastic feedback and data we see regularly.

When we talk about our people, we mean everyone - from call handlers to fleet mechanics, to paramedics, care assistants, managers and volunteers. Whether you are in a clinical, leadership or support role we all work together to provide the best quality care each and every day. The services you provide make a real difference to the people of Scotland and they greatly value what you all do.

We recognise the emotionally and physically challenging nature of the roles our people perform. We also appreciate that there are often many other things going on in the lives of our people outside

of work that can add to these demands and pressures. We want to support our people to feel well, to be the best you can be at work and beyond and to grow and develop in your roles. This desire sits at the heart of our Health & Wellbeing strategy.

Creating, building and maintaining a strong sense of health and wellbeing within our people will ensure we continue to provide the best care to our patients and the implementation of the strategy will allow us to do that.

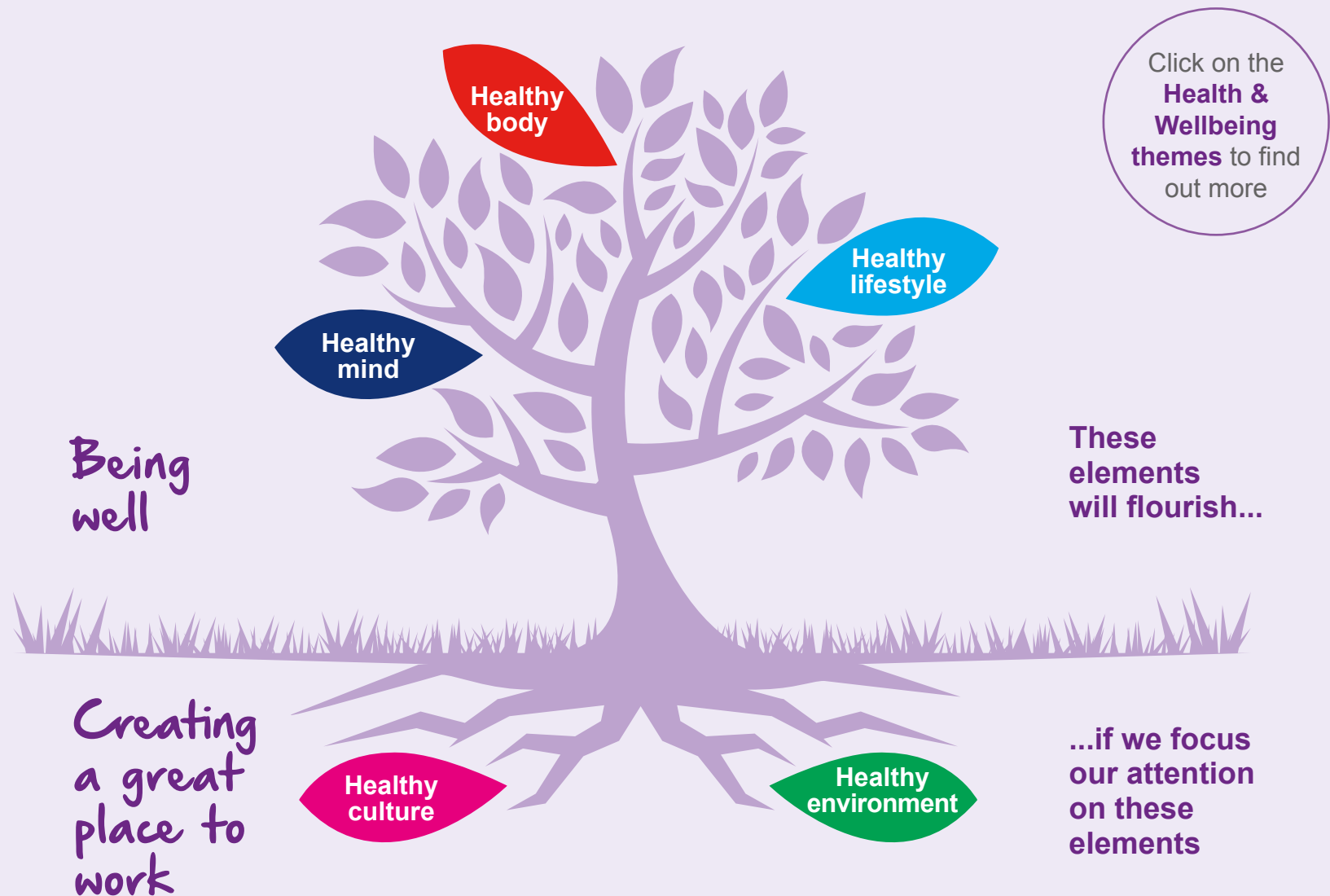
We have been challenged by the global pandemic in 2020, and looking out for one another and working together have made the difference. This is exactly what is required with our wellbeing strategy. It will bring benefits to everyone and to our patients. We all have a part to play if it is to be successful and we look forward to working in partnership with you over the next 3 years on our wellbeing journey.

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# Our Health & Wellbeing Strategy in summary







### Mental / Emotional / Psychological

➔ how we think & feel and how we cope with everyday life.



### Spiritual

➔ the ability to experience meaning & purpose in life.



### Growth & Development

➔ expanding our knowledge & skills to develop our potential.

### Financial

➔ the ability to meet our basic needs & feel a sense of security.



### Social

➔ the extent to which we feel a sense of belonging & included. How we communicate, our values, beliefs and how we operate as a team.

### Physical

➔ the functioning of our bodies including what we eat, how active we are & lifestyle choices that affect our physical health.



### Culture

➔ how we do things & treat one another, what it feels like to work in the organisation, how we live our values, behaviours & what is accepted or not.



### Environment

➔ physical environment, working practices, health & safety, uniforms & equipment and achieving a work / life balance.



## Our Health & Wellbeing Vision

**To enable our people to feel healthy, well, valued, supported and love working in the Scottish Ambulance Service**

Wellbeing at work is about creating an environment that enables us to feel appreciated and valued, in which we can thrive and grow. It is about developing a culture in the workplace that is inclusive, where our interactions with one another reflect the values we hold and enable us to be the best we can be.

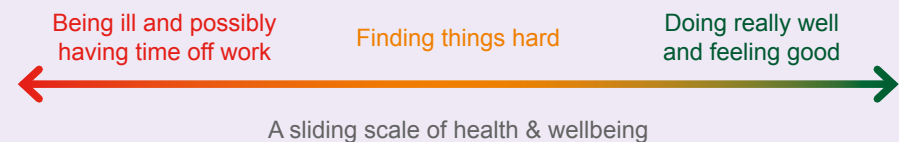
Wellbeing means different things to different people, which is no surprise given we have different motivations and ambitions at work and in life. We are therefore looking at wellbeing in this strategy in its broadest sense with many different, yet overlapping elements.

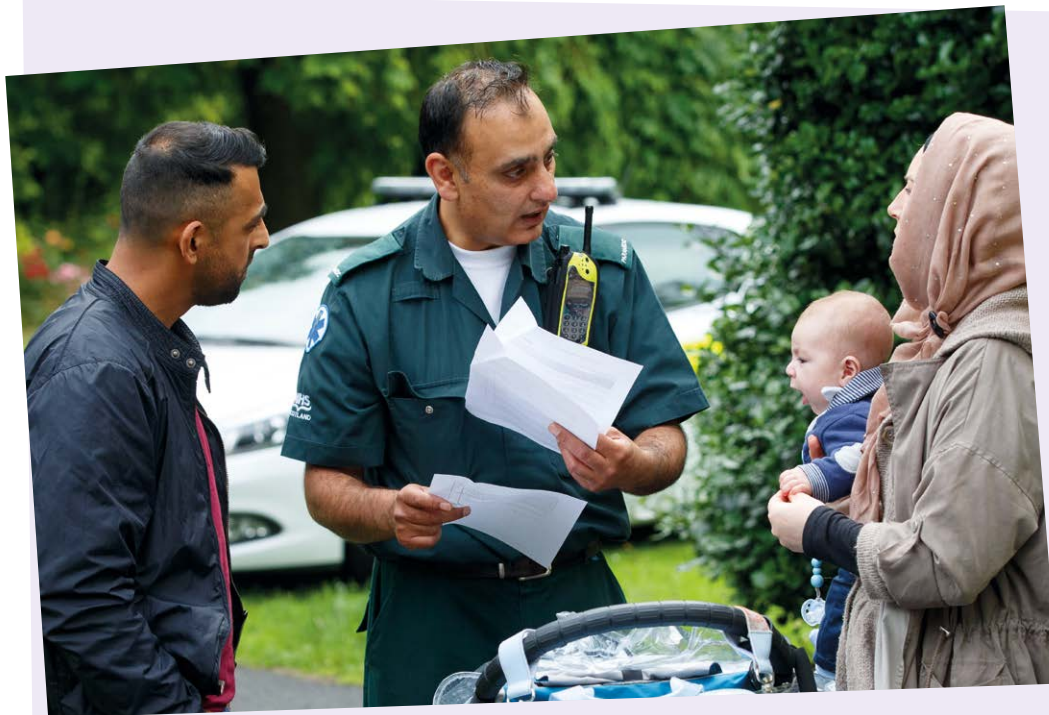
These different elements are at play on a daily basis and therefore how they are tackled by our organisation, our line managers, the teams we work in or by us individually will have a significant effect on our overall health & wellbeing.

Our wellbeing fluctuates not just throughout our working lives, but on a day to day basis. One way of thinking about this is in terms of a sliding scale as in the diagram below.

How resilient you are, how well you are supported and how any situation is managed in the organisation will not only determine how you move up or indeed down the scale, but how quickly. The actions we will take to deliver this strategy are focused on enabling our people to be in the 'doing really well' end of the scale and being able to thrive at work.

We have co-designed this strategy with our people building on existing good practice and incorporating global research on what works to bring out the best in our people that enables them to be able to think and act in a positive way about the work they do, the people they work with and our organisation they work within.





## Why health & wellbeing is important

Day in, day out, our people demonstrate a willingness to put the interests of those they care for first.

They are frequently exposed to potentially distressing situations, accident scenes and threats to safety for themselves and others that places huge demands on both their physical and mental health and wellbeing. Unpredictable work, working hours, relationships with colleagues, a lack of support, control over work and other organisational factors can make these situations worse. These factors do not just affect clinical staff; they relate to and impact upon staff and volunteers in all roles within the Service.

The Kings College and Open University research paper<sup>1</sup> in July 2020 concluded that those working in emergency responder roles may be at greater risk of adverse health & wellbeing outcomes. The mental health charity MIND's 2015 survey revealed that 27% of emergency responders had contemplated taking their own lives due to

work stress and poor mental health. More recently there has been much discussion and indeed concern regarding the longer term impact of the COVID-19 pandemic on the health and wellbeing of those who work in health and social care.

The cumulative effect of the stresses of the job combined with organisational factors sustained over a prolonged period of time pose significant risk to the wellbeing of our people, the quality of care we provide to our patients and the overall performance of our organisation. International research has further indicated these pressures extend beyond the workforce and can have a significant impact on spouses, partners, children and family functioning. Reversing these risks and trends does not happen overnight, it requires constant focused attention over a long period of time and everyone needs to be involved.

***“Organisations that focus on building great workplaces also improve employees’ physical & mental health and lifespans as a result”***

Jeffrey Pfeffer, Great Place to Work for All Summit 2018

<sup>1</sup> Assessing the mental health and wellbeing of the emergency responder community in the UK, Kings College, London and The Open University July 2020





# Why health & wellbeing is important

Research tells us that there are several factors known to promote, support and improve health and wellbeing as well as increase staff engagement, job satisfaction and morale.

**Some of these factors include:** strong leadership with a visible commitment to staff health and wellbeing; supportive managers with good people management skills and the confidence and competence to support others' wellbeing; a culture of openness that enables people to speak up and have conversations about difficult

issues; talking to colleagues, strong support networks and effective teamwork; having a sense of control over your work, being listened to and involved in decisions; having good working conditions, a healthy work-life balance and opportunities for growth and development and being equipped with the awareness, knowledge, confidence and tools to look after your own health and wellbeing and of those around you.

This strategy aims to make a difference in these areas.

**59%** *of our people said they were concerned about their health at work*

Stress Survey conducted in the Scottish Ambulance Service 2019. 1286 people completed the survey out of 5,200 who were sent it (25% response rate)



## What our people are telling us to prioritise

- ➔ Making the health & wellbeing of our people the top priority
- ➔ Listening to our people & addressing their concerns
- ➔ Our people feeling valued & supported
- ➔ Achieving a better work / life balance
- ➔ Reducing the stresses & pressures of relief working
- ➔ Having regular conversations with and feedback from managers
- ➔ Development & training for managers to help them support our peoples' health & wellbeing
- ➔ Developing peer support
- ➔ Mental health training for our people
- ➔ Having non-judgemental debriefs following specific incidents
- ➔ Helping our people to maintain fitness
- ➔ Having a dedicated resource to support our peoples' welfare and wellbeing

*"Listen to the very small requests made by staff that could easily be accommodated"*

*"Show staff with mental health issues that they are still valued"*

*"Our staff are the most valuable and precious asset we have"*

## What are our people telling us?

As an employer, we have a duty of care to support, protect, nurture and develop our people so that they can thrive at work and perform to the best of their abilities.

We cannot understand and address the health and wellbeing needs of our people without their active involvement. Health and wellbeing affects everyone in the Service and we will not make the progress we desire unless we all work together and commit to making small changes that will make a difference.

We have sought, collated and gathered feedback and views across our organisation over the last couple of years from discussions at many of our Service groups and committees, emails and feedback forms, data collated from staff experience, wellbeing and stress surveys, the 'What matters to you' campaign and through informal discussions every day in the workplace.

We would like to thank all who contributed for openly sharing your thoughts and views with the positive intent of making things better for you and your colleagues. Your input is valued and collectively has shaped the future direction and content of our Health & Wellbeing strategy over the next three years.

**Five key themes** emerged from the data within two overall categories and these are the areas where we will focus our attention over the next three years:

### Being Well

- Healthy Mind
- Healthy Body
- Healthy Lifestyle

### Creating a great place to work

- Healthy Culture
- Healthy Environment

*"We need to come together and work as proper teams"*

*"We are good at looking after our patients, but not so good at looking after each other"*

*"We need to take a proactive approach rather than reactive"*



## Our Health & Wellbeing Themes

# Creating a great place to work

**Our Aim:** Our people feel valued, supported, listened to and treated with dignity & respect and would recommend the Scottish Ambulance Service as a great place to work.



## 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

## Our Health & Wellbeing Themes



# 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

## Our Health & Wellbeing Themes

# Being Well

**Our Aim:** Our people feel a good sense of health & wellbeing at work & able to manage and balance the pressures & challenges within their working lives.



## 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

## Our Health & Wellbeing Themes



### 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

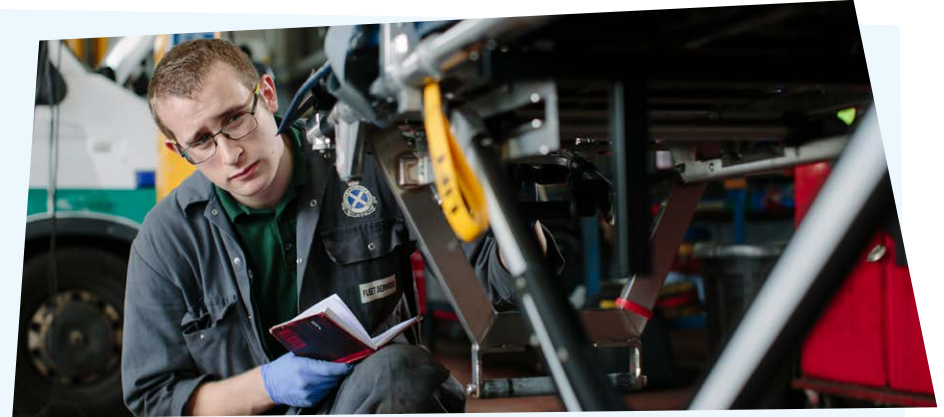
#### How we will know it is successful

- 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 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



## Implementing the strategy

The pace of progress in implementing the strategy and achieving our aspirations will be determined by the commitment and support of our people, by putting Health & Wellbeing at the centre of all we do and by working together to transform this strategy into a meaningful lived experience for us all.

The more we all work together to make the changes happen, the better the health and wellbeing experience of all our people.

We can all incorporate wellbeing into our working day: whether supporting a colleague or providing them with wellbeing information or resources; participating in wellbeing activities, groups or networks; providing ideas or suggestions to improve wellbeing; making an effort to make team members working remotely feel included; asking someone who doesn't seem their usual self RUOK?; supporting and encouraging personal development or undertaking new learning to support the wellbeing of your team.

This is a three-year strategy and work will be phased over that period and beyond. We will not be able to achieve everything in the first year so we will prioritise what we need to focus on first. The work that we are undertaking is significant and is also dependent upon a number of other work streams and programmes progressing at the same time in the Service.

This strategy document provides our overall direction of travel but more detail of the priorities over the first year and what will be delivered is provided in an accompanying document to this strategy called the [Health & Wellbeing Roadmap 2021 - 2022](#).

***“Improving the overall work environment by creating a great place to work for all is a far more effective way to keep employees healthy”***

Jeffrey Pfeffer, Great Place to Work for All Summit 2018



# References & Sources of Information

Ambulance Victoria Mental Health & Wellbeing Action Plan 2019 - 2022

Association of Ambulance Chief Executives (AACE) Employee Mental Health Strategy Guidance (2018)

Carnegie Trust UK (2020) Wellbeing around the World

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Greenberg N (2020) Managing mental health challenges faced by healthcare workers during covid-19 pandemic

New Economics Foundation (2008) Five Ways to Wellbeing

NHS Education for Scotland (2020) Psychosocial and mental health & wellbeing support

NHS Employers (2018) Health and Wellbeing Framework

Oscar Kilo (2018) The Blue Light Wellbeing Framework

The Kings Fund (2017) Improving NHS Culture

Kings College & Open University (2020) Assessing the mental health & wellbeing of the Emergency Responder community in the UK

Lifelines Scotland



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](#)



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







# 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



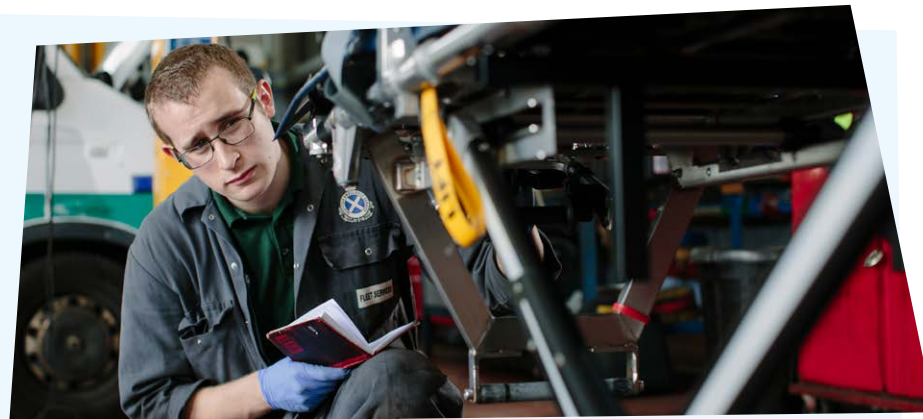
# Healthy Body

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](#)



**Scottish  
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*Taking Care to the Patient*

