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Public Board Meeting	May 2022 Item No 10
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">• As the NHS ceases to be on an emergency footing and we move from REAP level 4 to 3, staff health and wellbeing remains a top corporate priority with a focus on recovery and stabilisation over the next few months.• Our health and wellbeing activity from March – May 2022 is highlighted in this update.• An overview is provided in this update of our health and wellbeing priorities for 2022-23.
Timing	The Health & Wellbeing Strategy 2021-24 was approved at the January 2021 Board Meeting. An annual roadmap is developed for the practical implementation of the strategy with progress updates discussed at the Staff Governance Committee throughout the lifespan of the strategy. From May 2022 bi-monthly health and wellbeing updates will be discussed at the Board.
Link to Corporate Objectives	This paper relates to: <ul style="list-style-type: none">• 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• 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.
Contribution to the 2020 vision for Health and Social Care	Supporting the health & wellbeing of our people is a fundamental component of achieving 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.
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 has been 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 an update of health and wellbeing activity from March – May 2022.

SECTION 2: RECOMMENDATIONS

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

SECTION 3: BACKGROUND

Our Health & Wellbeing Strategy 2021-24 was developed during the global pandemic and is based on a solid and growing evidence base of the need to prioritise the health and wellbeing of our workforce. There is a requirement to focus on immediate welfare and wellbeing priorities, however it is essential that this is done in tandem with proactive and preventative approaches to improving the health and wellbeing of our workforce in the longer term.

Our Health & Wellbeing Strategy has an associated Health & Wellbeing Roadmap that is developed annually throughout the lifespan of the strategy. The Roadmap sets out priorities for the implementation of the strategy for the following 12 month period and is kept under constant review given the rapidly changing environment within which we are operating. An overview of key achievements in the first year of the Health & Wellbeing Strategy is included in Appendix 1.

SECTION 4: DISCUSSION

As the NHS ceases to be on an emergency footing and we move from REAP level 4 to 3, staff health and wellbeing remains a top corporate priority in SAS. There are still pressures across the health and social care system and levels of staff fatigue remain high. The Scottish Government has acknowledged this advocating a focus on recovery and stabilisation over the next few months (as outlined in the Director General letter of 27 April) and our activity is based on this intent.

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4.1 Our health & wellbeing activity March – May 2022

Our actions and activity to support staff health and wellbeing from March includes:

- Utilising extra wellbeing funding from the Scottish Government to stock up on supplies of consumables (e.g. pot noodles, cup-a-soups, snack bars) to ensure staff continue to have access to refreshments to support their welfare particularly at hospital sites when significant delays can be experienced or for sustenance until a meal break can be taken. These supplies have been received and distributed across the Service. We have also purchased items that will be distributed to staff when out on station/wellbeing visits (hand cream, lip balm, mints, pens, notebooks).
- Our four Wellbeing Leads began in post in March and are settling into these new roles in a period of induction, whilst identifying the key priorities for the year ahead and planning activity. In 2021/22 due to Covid response we had to suspend significant pieces of work within our Health & Wellbeing Roadmap, however with the introduction of this additional resource we shall have greater momentum behind all work streams.
- Our Health & Wellbeing Roadmap 2022/23 is in draft with quarterly milestones set. This is for discussion at the National Partnership Forum with any adjustments made prior to presentation at the June Staff Governance Committee for approval.
- The Health & Wellbeing Strategy internal audit (regarding progress of the first year of the strategy) is complete with a rating of “significant assurance with minor improvement opportunities”. The two areas of improvement include agreeing evaluation measures and prioritisation of milestones (including identifying interdependencies between the work streams). A suite of evaluation measures will be agreed in Quarter Two and the prioritisation of milestones are set out in the Wellbeing Roadmap.
- We are liaising with Lifelines to plan and schedule an ambitious programme of work in the Service over the next year. They will support the Wellbeing Leads in several work streams including peer support and supervision, post trauma support and risk assessments. They have recruited two new trainers (equivalent to one full time post) commencing in June and August that will be working with us to deliver Lifelines training over the next year in addition to the provision of a ‘train the trainer’ approach to develop a more sustainable model to building personal resilience in future years.
- Our Health & Wellbeing Strategy was highlighted and discussed at the April Partnership Conference at the Golden Jubilee with strong support and willingness for staff side colleagues to be involved in the implementation.
- The revised Foundation Leadership Development Programme recommenced on 26th April with a cohort of 27 managers following a two year break in activity due to the pandemic. Further cohorts are being scheduled in a phased approach over the next 18 months enabling approximately 350 managers to undertake this programme. Health and wellbeing is integrated into all elements of the programme with consistent messaging to promote and embed the concept of managers keeping themselves healthy and enabling them to support their staff/teams so it is demonstrated as a key element of a leadership role over time.
- OD Leads and Wellbeing Leads have continued to conduct staff wellbeing visits, drop in sessions and ‘Spaces for listening’ to enable staff to express their views, concerns, ideas and gain support in addition to regular ongoing dialogue across the Service at

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Staff engagement sessions, meetings with Partnership colleagues and a range of communication channels.

- A taster session and subsequent dialogue has taken place regarding ‘Intelligent Kindness’ and how we can work alongside the Alliance (Health & Social Care Alliance Scotland) to progress key pieces of work in SAS. Initial suggestions where this could have maximum impact are on our student programmes and induction for all staff.
- The iMatter cycle for 2022 is underway with the Team confirmation phase completing on 27 May prior to commencement of the live staff engagement survey from 30 May – 20 June.

One of our newly appointed Wellbeing Leads has significant evaluation expertise and we are therefore currently developing our approach as a priority in order to ensure that we are able to demonstrate the progress and impact of our strategy. We will report back to the Board as this work develops.

4.2 Priorities for 2022/23

We have embarked on an ambitious plan for the delivery of the second year of our Health & Wellbeing Strategy 2021-24 with an overview of our priorities highlighted in the following table.

Developing our approach to the management of staff trauma, including prevention, identification of those at risk and provision of timely support as appropriate.
Reviewing the Service stress management policy and developing a sustainable approach to risk management at both an individual and organisational level.
Development and implementation of a SAS suicide prevention action plan and postvention guidance.
Consulting and testing the introduction of an annual staff wellbeing check.
Establishing our approach to peer support across SAS including how we train and provide supervision to peer supporters.
Development of our SAS Wellbeing Hub to enable staff interaction and engagement with the health & wellbeing strategy, demonstrate the progress we are making and promote and signpost resources.
Establishing a proactive network of wellbeing groups in Regions/National operations & departments that maximises staff involvement and engagement to enable the implementation of the Health & Wellbeing Strategy.
Planning and delivering a proactive wellbeing calendar of events throughout the year.
Identifying and developing ways to measure and evaluate our Health & Wellbeing Strategy.
Further developing a caring and compassionate climate in SAS through targeted interventions and activity (e.g. intelligent kindness, civility saves lives, leadership development, team effectiveness/development programmes).
Supporting and developing phased cohorts of managers through our Foundation Leadership & Management Development Programme.
Identifying and progressing opportunities to promote and improve positive working environments and establish wellbeing areas/de-stress zones.

Undertaking a review of our wellbeing provision via our Occupational Health Contract with recommendations on how these services can be taken forward to best effect.

Identify and progress Tri-Service opportunities for shared facilities, programmes and joint campaigns to improve health & wellbeing.

SECTION 5: CONSULTATION

Wide staff group and stakeholder consultation took place over two years that helped shape and develop the content of the Health & Wellbeing strategy 2021-24 and associated Roadmap through to publication in February 2021.

SECTION 6: APPENDICES

Appendix 1: Overview of achievements of Health & Wellbeing Strategy – Year One 2021/22

Appendix 1

Overview of achievements of Health & Wellbeing Strategy – Year One 2021/22

Our Health & Wellbeing Roadmap 2021/22 plans were reviewed several times throughout 2021/22 in an unprecedented year of sustained pressures across the entire health and social care system leading to operation at REAP level 4 and the NHS on an emergency footing.

Our primary focus throughout this time was supporting the basic welfare needs of our staff by providing access to refreshments within and out of hours and working in partnership to improve meal break compliance and reduce shift overruns.

In addition to this, the following has contributed to supporting the health & wellbeing of our workforce:

- 431 staff participated in Lifelines training (across the three programmes of Understanding resilience & staying well, Supporting your colleagues and Post trauma support).
- 64 funded places were taken up for Mental Health First Aid training.
- We signed up to the Mental Health at Work Commitment as part of the Ambulance Association of Chief Executives (AACE) community.
- An evaluation of the trauma risk management pilot was conducted.
- Provision of hot and cold refreshments at pressured hospital sites and welfare packs with snacks.
- Conducting a review of wellbeing provision and setting up a group with named staff welfare contacts to ensure equity of provision, identify any gaps and share best practice.
- Conducting staff welfare/wellbeing visits at key Service and hospital sites.
- Holding staff drop in sessions and Spaces for Listening to enable staff to voice how they are feeling.
- Promotion of national wellbeing campaigns (e.g. mental health awareness week) as appropriate throughout the year.
- Procurement and provision of double insulated water bottles for all staff.
- Getting a Wellbeing vehicle in place in readiness for wellbeing/health promotion campaigns throughout 2022/23.
- Achieving a 60% response rate to our 2021 iMatter survey.
- Promotion and use of GREATix to acknowledge each other's efforts.
- Procuring a range of outdoor furniture (picnic tables and benches) that was delivered to all stations who submitted requests.
- Reviewing the content and format of our Leadership & Management Development Programme to enable a blended learning delivery approach and collating evidence for accreditation of the programme.
- Securing funding from the Scottish Government for 3 Wellbeing Lead posts with a further post funded from a vacant post within the OD Department.