



NOT PROTECTIVELY MARKED

Public Board Meeting

**September 2022
Item No 15**

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 an update of activity and progress within the Health & Wellbeing Roadmap from July – September 2022.• One milestone is behind schedule from Quarter 1 and all milestones in Quarter 2 are on track for completion as of the date of this update (9 September 2022).
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.
Associated Corporate Risk Identification	Risk 4636 – health and wellbeing of staff Risk 4638 – Wider system changes and pressures
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.
Link to NHS Scotland's Quality Ambitions	Supporting the health & wellbeing of our people is a fundamental component of achieving a healthy organisational culture
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.
-------------------------------	--



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



NOT PROTECTIVELY MARKED

SCOTTISH AMBULANCE SERVICE BOARD

HEALTH & WELLBEING UPDATE

**AVRIL KEEN, DIRECTOR OF WORKFORCE
ALISON FERAHI, HEAD OF OD & WELLBEING**

SECTION 1: PURPOSE

This paper provides an update of health and wellbeing activity from July – September 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.

SECTION 4: DISCUSSION

The Health & Wellbeing Roadmap 2022/23 was approved at the June 2022 Staff Governance Committee meeting. Activity and progress in each of the categories from July – September 2022 is included in Appendix One.

Doc: 2022-09-28 Health & Wellbeing Update	Page 3	Author: Alison Ferahi, Head of OD & Wellbeing
Date: 2022-09-28	Version 1.0	Review Date: November 2022

There is one remaining milestone still due for completion from Quarter One that relates to the accreditation of our Foundation Leadership & Management Programme. The Accreditation Board of the Faculty of Medical Leadership & Management Development was due to meet in May and then July 2022, however neither of these meetings took place. The next meeting where our evidence will be discussed will be held week commencing 19 September with notification of the outcome later that week.

The quarter two milestones are currently on track for completion by 30 September, but this will not be reported until the next update. This update covers activity up to 9th September 2022.

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 staff/stakeholder feedback will be regularly captured throughout the lifespan of the strategy to continually improve what we do and ensure our strategic direction remains fit for purpose.

SECTION 6: APPENDICES

Appendix One: Health & Wellbeing Update

Doc: 2022-09-28 Health & Wellbeing Update	Page 4	Author: Alison Ferahi, Head of OD & Wellbeing
Date: 2022-09-28	Version 1.0	Review Date: November 2022



HEALTHY MIND

Aim of Workstream:

Development of Service wide approaches to improve mental health and wellbeing including prevention, reducing stigma, identification of those at risk, provision of support and timely referral to professional support as required.

	Action	Lead	Timescale	Progress
HM1	Develop & implement a sustainable model for peer support across SAS.	Sarah Bush Wellbeing Team	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> Lead role for peer support has moved to the Wellbeing Team who are reviewing current position prior to developing a sustainable model. Initial work has taken place to gather information on what types and levels of peer support exist currently in the service and how staff can access it.
HM2	Develop and implement a Service approach to the management of trauma that includes prevention, identification of those at risk, provision of support and timely referral to professional support as required.	Becs Norris Wellbeing Team Lifelines Health & Safety Team	Priority focus in Quarters 1&2	<ul style="list-style-type: none"> Approaches to managing potentially traumatic events/incidents and support for those displaying post trauma symptoms varies across the organisation. A review of our current response is ongoing. Research evidence, external partners, internal partners and anecdotal staff experience, has informed a wider approach work plan. A SAS multidisciplinary working group has been established and with second meeting 12 Oct, two-pronged approach agreed. <ol style="list-style-type: none"> Exploring options to put some interim support in place for staff exposed to the most 'potentially traumatic incidents' to get them the right help at the right time. In principle use of TRiM agreed. In collaboration with the Research Team, opportunities and funding streams for a wider, more evidence-based, approach are being explored.

HM3	Raise awareness of and deliver a range of techniques to further develop personal resilience within our workforce through Lifelines training programmes, Service initiatives and the development of bite sized learning to reinforce key messages.	Amy Small Lifelines Wellbeing Team	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> • Personal resilience session has been trialled with East managers with further sessions planned for teams in the East Region. • CPD sessions in collaboration with Mental Health and Drug harm reduction and Wellbeing teams scheduled for North and East ACC and planned for the West ACC.
HM4	Deliver the 2022/23 Lifelines programme of work that includes the development of a sustainable model for the delivery of Lifelines training utilising a 'Train the trainer' approach.	Gill Moreton, Lifelines Phil Avery Wellbeing Team	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> • Lifelines courses continuing through August and September. Courses are promoted via the CEO bulletin, all staff email and @SAS banner, with course dates posted regularly on the peer support section of @SAS. • Community first responders now included in training offer. • Lifelines are supporting several work streams including delivering trainer training, peer support training, providing expertise & guidance regarding trauma management, stress risk assessment, integrating wellbeing into HR policy and developing further resources & bite sized learning.
HM5	Develop and implement a suicide prevention action plan and postvention guidance for SAS aligned to the Ambulance Association of Chief Executives (AACE) and National Suicide Prevention Leadership Group's work utilising evidence-based practice & resources.	Phil Avery Health & Safety Team Wellbeing Team	Priority focus in Quarters 1&2	<ul style="list-style-type: none"> • Suicide prevention information and support has been reviewed with links established across the Service and with external partners to gather the most up to date resources and information regarding training. • Suicide Awareness Week/World Suicide Day promoted in CE bulletin (8 Sept). • Suicide awareness presentation on SE session planned for November. • Work is also underway to establish staff support, in line with the peer support review.

**Aim of Workstream:**

Development of approaches to promote and improve physical health & wellbeing with an emphasis on prevention and early intervention.

	Action	Lead	Timescale	Progress
HB1	Develop and implement interventions that: <ul style="list-style-type: none">• Adopt a proactive & preventative approach to physical health & wellbeing• Promote, encourage & improve physical fitness in the workplace and• Contribute to the Wellbeing Calendar of Events	Phil Avery Wellbeing Team Wellbeing Groups	Phased programme of work throughout 2022/23	<ul style="list-style-type: none">• The Wellbeing Team meeting regularly to plan promotional campaigns for our wellbeing calendar of events throughout 2022/23.• Weekly input into the CEO Bulletin highlights a different campaign every week and information on upcoming campaigns are on @SAS for information.
HB2	Explore opportunities to collaborate with external partners to access & utilise shared facilities and programmes to improve physical wellbeing (e.g. gym equipment, discounted memberships in gyms, fitness programmes).	Sarah Bush Wellbeing Team Estates Team	Phased programme of work throughout 2022/23	<ul style="list-style-type: none">• Wellbeing Team are connecting with Tri-Service partners to explore opportunities for joint working as regards physical wellbeing.• Shared spaces are being explored to encourage access by Service staff to existing equipment on site.• Funding is being pursued to procure bike racks for service locations as appropriate.• Work is ongoing with Finance to establish appropriate funding routes.
HB3	Collaborate with our Tri-Service partners to hold a fundraising sporting event/ physical activity to support an agreed emergency services staff health & wellbeing need.	Phil Avery Wellbeing Team Tri-Service Wellbeing Group	Commence planning Quarter 3 for 2023 event	No action required for this reporting period.

**Aim of Workstream:**

Development of interventions and resources that take a proactive, health promotion approach to support healthy lifestyles.

	Action	Lead	Timescale	Progress
HL1	Introduce a more proactive approach to staff health & wellbeing across SAS through health promotion campaigns and wellbeing activity, supported by subject matter experts and our own branded wellbeing vehicle.	Wellbeing Team Subject matter experts	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> The Wellbeing Team are out and about in our Wellbeing Vehicle (from end August to October) to engage with staff, hear their views, conduct health promotion activity and consult on future plans. A representative from the Money & Pensions Service has agreed to join the Wellbeing Team in the vehicle for some sessions in November.
HL2	Develop a Wellbeing calendar of events that is managed proactively & populated with health & wellbeing campaigns throughout the year.	Wellbeing Team Communications Team	Planning in Quarters 1&2	<ul style="list-style-type: none"> The Wellbeing Team are meeting regularly to plan promotional campaigns for our wellbeing calendar of events throughout 2022/23. Working with colleagues in the Mental Health Team and others to develop campaigns for World Suicide Prevention Day (10 Sept) and World Mental Health Day (10 Oct).
HL3	Develop a range of topic specific wellbeing resources and guides to support staff health & wellbeing.	Wellbeing Team Subject matter experts	Developed throughout the year to support actions HL1&2	Work will commence in Q3.
HL4	Consult with staff to co-design and test the potential of introducing an annual wellbeing check for staff.	Amy Small Wellbeing Team	Priority focus from Quarter 3	Plans to consult with staff on the idea of wellbeing checks will be an integral part of the Roadtrip in end August – October 2022.



HEALTHY CULTURE

Aim of Workstream:

Creating a great place to work with a caring & compassion climate that enables our people to feel valued, supported, listened to and are treated with dignity and respect.

	Action	Lead	Timescale	Progress
HC1 OD1	Prepare documentation and submit evidence to achieve accreditation for our Foundation Leadership & Management Development Programme from the Faculty of Medical Leadership & Management.	Luke Hawke Daren Nelson	Accreditation by end of Quarter 1	The documentation was submitted in March, however a couple of scheduled Accreditation Board meetings did not go ahead. Our application will be discussed at the next meeting on 19 September with notification of the outcome that same week.
HC2 OD2	Recommence our Foundation Leadership Development Programme scheduling cohorts in a phased approach with a blended mode of delivery.	Luke Hawke Matthew Sime OD Team	Commence Quarter 1	<ul style="list-style-type: none"> Leadership programme content has been reviewed & revised and the renewed programme commenced April with cohorts scheduled to December 2022. Two of five eLearning modules are fully developed and published for use with a further module currently in production. The module content will be reviewed & refined as appropriate according to feedback from participants on an ongoing basis.
HC3 OD10	Further develop a caring and compassionate climate in SAS through targeted interventions and activity (e.g. intelligent kindness, civility saves lives, leadership, learning and development programmes).	Daren Nelson OD Team Clinical Leads	Phased programme of work throughout 2022/23	<ul style="list-style-type: none"> Intelligent kindness sessions with Alliance Scotland have commenced with student cohorts. Further sessions have been arranged for BSc Paramedic Science students and our existing workforce via MS Teams. Wellbeing Leads conducted a 'What matters to you? day' campaign focusing on small improvements to make a positive difference to staff wellbeing.

				<ul style="list-style-type: none"> Wellbeing & compassionate leadership content integrated into our Foundation Leadership Programme. We have consulted with Chris Turner from 'Civility Saves Lives' to discuss how best to embed themes within cultural norms. Key messages will now be identified and embedded within all OD interventions and engagements, including the foundation leadership programme and coaching sessions. A test of Civility saves lives will be conducted at a station in the North that will also utilise the Trickle staff engagement platform tool.
HC4 OD14	Develop our approach to appraisal that is more suited to the requirements of a mobile workforce with targeted promotion and educational interventions to increase understanding and enable greater engagement and use of the system.	Matthew Sime OD Team All SAS Managers Partnership	Commence during Quarter 2.	<ul style="list-style-type: none"> Different approach is being developed that focuses on awareness raising and education to enable increased appraisal completion rates. Online TURAS appraisal training will be made available to all staff by end Q3.
HC5 OD11	Complete our annual iMatter cycle that measures staff engagement across the Service including the implementation of iMatter Action Plans.	Agnieszka Stephen All SAS Managers OD Team Partnership	Commence Quarter 1 as per planned schedule	<ul style="list-style-type: none"> iMatter 2022 Board report has been published – Response rate 52%, Employee Engagement Index 67. Seven live Action Planning Workshops for managers were offered in June & July and a video guide to action planning made available on @SAS.
HC6 OD13	Review our staff awards and recognition methods and develop a proposal for discussion regarding how we can further progress this area of work.	Matthew Sime Communications Partnership	Commence end Quarter 2	<ul style="list-style-type: none"> Research work has commenced with key areas of focus identified. Trial will be carried out in Ayrshire & Arran for length of service and retirement awards.



HEALTHY ENVIRONMENT

Aim of Workstream:

Creating a positive work environment, working practices and interventions that help individuals and teams to thrive in the workplace.

	Action	Lead	Timescale	Progress
HE1	Identify and progress opportunities to improve the physical working environment of our estate and establish wellbeing areas/de-stress zones based on staff suggestions that will have a positive impact on staff morale and wellbeing.	Sarah Bush Estates Team Finance Team Wellbeing Team External Partners	Phased programme of work throughout 2022/23	<ul style="list-style-type: none">The Wellbeing Team are identifying opportunities to improve our physical work environment as they visit locations throughout the Service, progressing activity as appropriate.Wellbeing Spaces inside and outside of SAS premises are being explored.
HE2 OD12	Contribute to the development of a positive working environment through targeted local team development and team effectiveness work.	Daren Nelson OD Team	Phased programme of work throughout 2022/23	<ul style="list-style-type: none">All OD Leads are engaged in team development and effectiveness programmes with managers in their allocated areas.Team development sessions have continued, targeting positive workplace relationships and empowerment at all levels. Career coaching has continued with both new and existing coaches.
HE3	Review the Service stress management policy and develop a sustainable approach to risk management at both an individual and organisational level in line with duty of care under the Management of Health & Safety at Work Regulations.	Fay McNicol Becs Norris Lifelines	Priority focus Quarter 2	Work is underway to review the policy and risk management approach in the Service.
HE4	Undertake a review of the wellbeing services provided within our OH contract (OH, Employee Assistance Programme, wellSAS, IPRS) to ensure they are addressing our workforce's needs and remain fit for purpose.	Fay McNicol External Consultant Wellbeing Team	Commence Quarter 2	Paper was discussed at August Executive Team outlining the rationale of the review with the scope of the review agreed.

WELLBEING HUB & RESOURCING

Aim of Workstream:

Creating the infrastructure to support the implementation of the Health & Wellbeing Strategy & Roadmap and measure success & progress.

	Action	Lead	Timescale	Progress
WHR1	Establish Regional/National Operations & Departments wellbeing groups including developing a network of staff Wellbeing Champions to promote and progress health & wellbeing activity locally & feedback staff ideas & suggestions for improvement.	Wellbeing Leads Managers & Staff Partnership	Establishing groups a priority focus in Quarters 1&2	<ul style="list-style-type: none"> Wellbeing Groups have been set up in the East and North Regions. West Region and National Operations/Departments still to form groups.
WHR2	Develop an online 'SAS Wellbeing Hub' that builds on our @SAS Wellbeing Section to promote & signpost wellbeing help & resources, enable staff interaction & engagement and sign up to webinars & events, show progress on wellbeing activity and collate feedback, ideas & suggestions for implementation & improvement.	Head of OD & Wellbeing IT/Web design specialist skills	Priority focus in Quarters 1&2	The additional resource required to develop this function is being progressed as an internal secondment opportunity.
WHR3	Implement dedicated wellbeing resources to support, enable & co-ordinate all our wellbeing activity, maintain the SAS Wellbeing Hub, manage Department communications and pursue sources of funding/sponsorship (out with core funding) to further develop and improve wellbeing activity & initiatives.	Head of OD & Wellbeing	Priority focus in Quarters 1&2	<ul style="list-style-type: none"> Funding not currently secured to support/co-ordinate wellbeing activity. This will be progressed in tandem with the additional resource required to create and develop the Wellbeing Hub.
WHR4	Identify & develop ways to measure and evaluate our health & wellbeing activity/strategy.	Becs Norris Wellbeing Team OD Team External Partners	Priority focus in Quarters 1&2	<ul style="list-style-type: none"> The Wellbeing Leads have developed a draft work plan and rationale for proposed outcome measures. A working group has had an initial meeting to discuss outcome measures and sources of existing data. A further meeting is scheduled for 13 September. A live dashboard, annual and final outcome reporting across the

				<p>overarching Strategy is proposed, as well as evaluation of individual work streams, and local wellbeing activity.</p> <ul style="list-style-type: none"> • Baseline report will be ready by end October 2022.
--	--	--	--	---

This Roadmap is aligned to and underpinned by:

- Scottish Ambulance Service Corporate Priorities and Values
- The six standards of the Mental Health at Work Commitment for Emergency Services
 1. Prioritise mental health in the workplace by developing & delivering a systematic programme of activity
 2. Proactively ensure work design & organisational culture drive positive mental health outcomes
 3. Promote an open culture around mental health
 4. Increase organisational confidence and capability
 5. Provide mental health tools and support
 6. Increase transparency & accountability through internal and external reporting
- Our responsibilities set out in the National Workforce Strategy for Health & Social Care in Scotland (e.g. having a trauma informed workforce, Women’s Health Plan)
- NICE Guidance
- Our Health & Safety legal responsibilities

The Roadmap supports and is interdependent upon a number of strategies, plans and ongoing work in the Service for its successful implementation including (but not exclusively):

- 2030 Service Strategy
- Digital Strategy
- Property Strategy
- Quality Strategy
- Demand & capacity work
- Workforce Plan
- Improving Workforce Cultures Strategy

We will measure the impact of the Health & Wellbeing Strategy and Roadmap and individual activity within them utilising:

- External evidence base and standards/guidance (e.g. Good Work ISO 45003 Standards, Fair Work benchmark)
- Internal evaluation and testing
- Internal data and feedback from all who work in the Service through staff engagement mechanisms (e.g. Strategy consultation, iMatter, Wellbeing surveys, stress risk assessment).

Doc: 2022-09-28 Health & Wellbeing Update	Page 13	Author: Head of OD & Wellbeing
Date: 2022-09-09	Version 1.2	Review: Dec 2022





Measuring Progress – Milestones

First Quarter Milestones – by end June 2022			Status
HM2	Trauma Management	An ongoing review of current SAS policies, procedures, resources and support relating to trauma prevention, identification of risk and management is complete.	
HM4	Lifelines	A phased plan for the implementation of Lifelines programme of work 2022/23 is developed.	
HM5	Suicide Prevention	A review of the current provision of suicide prevention information, referral pathways and services available to SAS employees and the ease at which these can be accessed is complete.	
HC1	Leadership Development	Accreditation is achieved for our Foundation Leadership & Management Development Programme with the Faculty of Medical Leadership & Management.	
HC2	Leadership Development	Our Foundation Leadership & Management Development Programme has recommenced with cohorts scheduled to year end.	
Second Quarter Milestones – by end September 2022			Status
HM1	Peer Support	A review to establish the range of current provision of peer support arrangements in SAS is complete with a plan of how to best to progress this developed.	
HM2	Management of trauma	A draft staff trauma management framework including processes and pathways is developed for consultation.	
HM5	Suicide Prevention	A suicide prevention action plan and postvention guidance is developed for SAS.	
HL2	Wellbeing Calendar	A Wellbeing calendar of events is populated and planned until end March 2023.	
WHR1	Wellbeing Groups	A network of wellbeing groups is established in Regions/National operations & departments.	
WHR2&3	Wellbeing Resource	Wellbeing resources to create and manage the SAS Wellbeing Hub are recruited.	
WHR4	Evaluation	Evaluation measures and processes are identified and agreed for the Health & Wellbeing Strategy.	

Third Quarter Milestones – by end December 2022			Status
HM1	Peer Support	A SAS peer support approach is agreed and peer supporter training is completed as appropriate.	
HM2	Management of trauma	New trauma management processes and pathways are piloted following analysis of feedback from staff consultation.	
HM3	Personal Resilience	A package of interventions to support personal resilience is developed and integrated into existing development activities.	
HM4	Lifelines	'Train the trainer' training for the Understanding resilience and staying well programme is underway with an identified cohort of trainers.	
HB1 HL1	Health Promotion	A 'Wellbeing Roadtrip' is completed end August – Oct utilising the wellbeing vehicle for health promotion and awareness raising purposes.	
HB2	Tri-Service	Tri-Service opportunities for shared facilities, programmes and joint campaigns to improve health & wellbeing have been identified with a range of activity underway.	
HB3	Tri-Service	A plan for a fundraising sporting event is agreed with our tri-service partners with a 2023 date identified to hold it.	
HL4	Wellbeing Check	A staff consultation exercise is complete to gain views and ideas regarding introduction of an annual staff wellbeing check.	
HC5	Staff Engagement	We deliver our iMatter survey cycle for 2022 according to schedule with at least 42% of action plans developed.	
HC6	Staff Awards / Recognition	A review of our staff awards and recognition methods is complete with recommendations proposed on how this work can be developed.	
HE3	Stress Management	The Service stress management policy is reviewed and a sustainable approach to risk management developed.	
Fourth Quarter Milestones – by end March 2023			Status
HM1	Peer Support	Our peer support approach is implemented in SAS with supervision for peer supporters in place.	
HM2	Management of trauma	Our staff trauma management framework is implemented across the Service based on review and staff feedback from the pilots.	
HM4	Lifelines	Lifelines deliverables for 2022/23 are complete.	
HM5	Suicide Prevention	The key priority areas in our suicide prevention action plan 2022/23 are complete.	

HL1	Wellbeing resources	A range of wellbeing guides and resources are available to staff on the SAS Wellbeing Hub.	
HL4	Wellbeing Check	The format of our Staff Wellbeing Check is finalised following trials and ready for implementation across SAS.	
HC4	Appraisal	There is increased engagement with our appraisal process due to promotional and educational messaging throughout the year.	
HE4	Wellbeing Provision	A review of our wellbeing provision via our Occupational Health Contract is complete with recommendations on how these services are taken forward.	
HM3 HB1&2 HL1-3 HC3 HE1&2 WHR1-4	Measuring Progress & Evaluation	We can demonstrate progress towards our health and wellbeing ambitions in the second year of our strategy from staff engagement and feedback, the range of initiatives & resources we have put in place, health and wellbeing measures and benchmark against the 6 standards of the Mental Health at Work commitment that will inform 2023/24 provision.	

Milestone progress will be coded as follows:

	Milestone complete		Milestone on track
	Milestone slippage		Milestone not achieved