Scottish Ambulance Service
University National NHS Board

NHS SCOTLAND

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Public Board Meeting	26 July 2023
	Item No 12

THIS PAPER IS FOR DISCUSSION

HEALTH & WELLBEING UPDATE

Lead Director Author	Avril Keen, Director of Workforce Alison Ferahi, Head of Organisational Development & Wellbeing
Action required	The Board is asked to **discuss** the Health & Wellbeing update.
Key points	• This paper provides an update of our health & wellbeing activity June – July 2023. • Our targets and milestones are on track for delivery with two of our 6 monthly milestones already completed.
Timing	The Health & Wellbeing Strategy 2021-24 was approved at the January 2021 Board Meeting. Progress updates for the practical implementation of the strategy are discussed at the Staff Governance Committee and National Partnership Forum throughout the lifespan of the strategy. Bi-monthly health & wellbeing updates have been discussed at the Board since May 2022.
Associated Risk Identification	This paper and associated activity aims to mitigate against the corporate risk of the health and wellbeing of staff affected. Risk ID: CR 4636
Link to Corporate Ambitions	This paper relates to the following Corporate Ambition: • We will be a great place to work, focusing on staff experience, health and wellbeing.
Link to NHS Scotland's Quality Ambitions	This paper relates to 'Safe', 'Effective' and 'Person Centred' NHS Scotland's Quality Ambitions.
Benefit to Patients	The steps we are taking in the Health & Wellbeing Strategy to support, nurture, develop and enable our people to thrive at work will in turn have a direct impact on improving the quality of care we provide to our patients.
Equality and Diversity	An Equality Impact Assessment was completed on 3 June 2021 for our Health & Wellbeing Strategy 2021-24 and is published on @SAS.

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SCOTTISH AMBULANCE SERVICE BOARD

HEALTH & WELLBEING UPDATE

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

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SECTION 1: PURPOSE

This paper provides a health and wellbeing activity update from June – July 2023.

SECTION 2: RECOMMENDATIONS

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

SECTION 3: BACKGROUND

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

SECTION 4: DISCUSSION

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

We are now in the third and final year of our current Health & Wellbeing Strategy 2021-24. Whilst much has been achieved in the two year period since the strategy began, our ambition is to achieve even more in the years to come to further support our workforce's health and wellbeing, take a more proactive and preventative approach to our health & wellbeing and measure what is working well and not so well, so that what we offer is fit for purpose and continuously improves year on year.

We have combined the measurement of all our health & wellbeing and OD interventions and initiatives into one overarching staff experience measurement framework based on best practice, which is highlighted in Diagram 1.

Diagram 1: SAS Staff Experience Measurement Framework
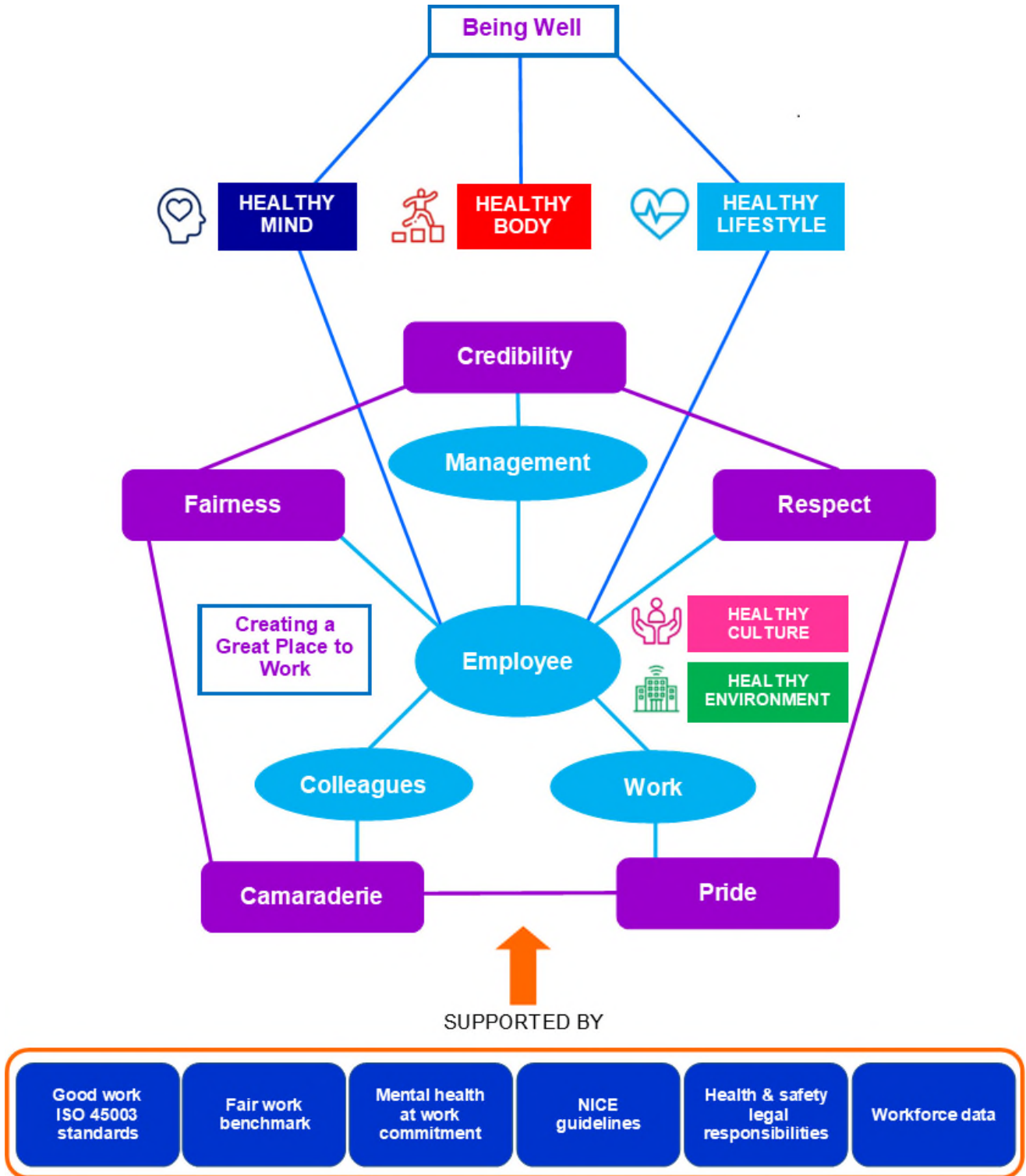
The staff experience framework is based on the employee at the centre of the model **'Being Well'**, measured by Healthy Mind, Healthy Body and Healthy Lifestyle.

'Creating a great place to work' measures the experience of our employees and their relationships with management, their colleagues and their work (Healthy Culture & Healthy Environment) utilising the globally recognised Great Place to Work Trust Model with the 5 dimensions of Credibility, Respect, Fairness, Camaraderie and Pride. (You can see more information via this link https://www.greatplacetowork.com/our-methodology).

These five dimensions are described in more detail in the following table.

Table 1: Description of Great Place to Work Dimensions

Credibility	Management are competent to lead, communicate strategy & goals, actions match words, deliver on promises, share information and are visible.
Respect	Employees feel supported, that management cares about them as individuals, feel listened to & appreciated, involved in decisions and training & development is supported.
Fairness	Employees treated equitably, fair policies & procedures, unique needs are recognised & met, inclusive behaviours, no favouritism or discrimination.
Pride	Employees feel valued, empowered & engaged, know what the organisation wants to achieve & how they contribute, proud of their organisation and its reputation.
Camaraderie	Strong & healthy relationships at work that create a positive work environment, employees feel welcomed from day one & are set up for success, opportunities to collaborate, employees can be themselves at work, want each other to succeed & celebrate together.

These dimensions have been colour coded to cross reference how they map across to the annual iMatter components. The mapping is highlighted in **Appendix One**.

All these elements are supported by and can be benchmarked against standards, guidance and data such as Good Work ISO 45003 Standards, Fair Work benchmark, Mental Health at Work Commitment, NICE guidance, health & safety legal responsibilities and workforce data.

We have linked our sources of data and how they are being utilised to each element of the strategy, however measuring the impact of our strategy is multi-faceted and complex as we operate within an ever changing environment. This work will continue to evolve as our methods of capturing workforce data develop e.g. development of a dashboard to display key metrics.

Staff Experience Data

We are currently in the action planning phase of our iMatter cycle for 2023. Our overall response rate has increased 4% from 52% in 2022 to 56% and our Employee Engagement Index has remained the same as last year at 67. We will be able to present further comparative data as available following completion of the cycle.

Prior to commencing the iMatter cycle this year an evaluation was undertaken to understand the factors which might have prevented teams generating an iMatter action plan in 2022. 130 managers of teams who did not produce an iMatter action plan in 2022 were sent a short questionnaire that produced 23 responses (18%).

The most common barriers identified by the managers were:

— Insufficient time due to work pressures - 69.6 %
— Team not being able to get together to discuss the iMatter results in order to produce the action plan – 39%
— Insufficient knowledge of the action planning process - 34.8%

Based on the findings, the following actions were taken forward to specifically overcome a reported lack of knowledge about the iMatter process and lack of engagement among staff:

— Introduction of new and promoting existing training and support resources for managers in SAS (recorded iMatter awareness and action planning sessions, video demonstration of team confirmation and an e-learning iMatter induction for managers).
• Introduction of targeted communications to managers to support them with their responsibilities around the iMatter process (targeted e-mails to all team managers registered on the iMatter portal including a specific Managers brief).

Leadership Development

We currently deliver two leadership development programmes in the Service.
1. Foundation Leadership & Management Development Programme (FLMP) – an accredited 12 month programme for first level leaders and managers
2. Aspiring Leadership Development Programme (ALDP) – a 6 month programme for those aspiring to become a manager/leader in the Service.

110 participants are enrolled on the Foundation Leadership Programme (in 4 cohorts with 3 commencing in 2022 and 1 in 2023) and 23 are enrolled in the Aspiring Leaders Programme (1 cohort that commenced in May 2023).

Table 2. Progress tracker as of 11/07/23

Cohort	On Track	Delayed	Withdrawn form programme
FLMP 2022- Cohort 1	20%	50%	30%
FLMP 2022- Cohort 2	20%	70%	10%
FLMP 2022- Cohort 3	40%	60%	0
FLMP 2023- Cohort 1	75%	25%	0
ALDP 2023- Cohort 1	100%	0	0

A lack of protected time for training is the most critical issue and barrier to the successful delivery of leadership training. The resulting impact on the programme is 25 – 70% of participants have delayed modules and tutorials in all cohorts of the Foundation Programme because they could not be released to attend with up to 30% withdrawing completely.

Mitigating actions to reverse these trends include running extra tutorials between now and the end of the first two programmes to enable participants to catch up and complete their

development programme, engaging with the Heads of Service Group to get their assistance in enabling the release of participants and ensuring that the time commitment is made explicit in further enrolments of the programme.

Healthy Culture Week

We held our first ever Healthy Culture Week 5th – 9th June 2023 to coincide with 'What matters to you?' day (6th June). A range of activities and workshops ran throughout the week from how to have a compassionate culture, compassionate leadership and self-compassion to a 12 hour virtual crew room, having the courage to speak out and gender equality discussions, appraisal and civility saves lives sessions that were open to all staff.

We reached approximately 9% of our workforce with these sessions however recordings of the sessions are still available for staff to view. Evaluation of the sessions scored an average of 9.3 out of 10. Examples of staff comments are as follows:

"Demonstration of how to complete an appraisal made the process less daunting"

"Great discussion with lots of ideas put forward – I really enjoyed the session"

"The recordings of the sessions were really valuable"

"It was energising and refreshing to see the positive steps in the next direction for SAS and SAS culture"

A survey ran throughout the week alongside a 'guestbook' where staff could put their comments relating to the culture in the Service. 87 staff responded and Charts 1 and 2 present the key themes they thought mattered most to staff and what would help them achieve the things that matter to them at work.

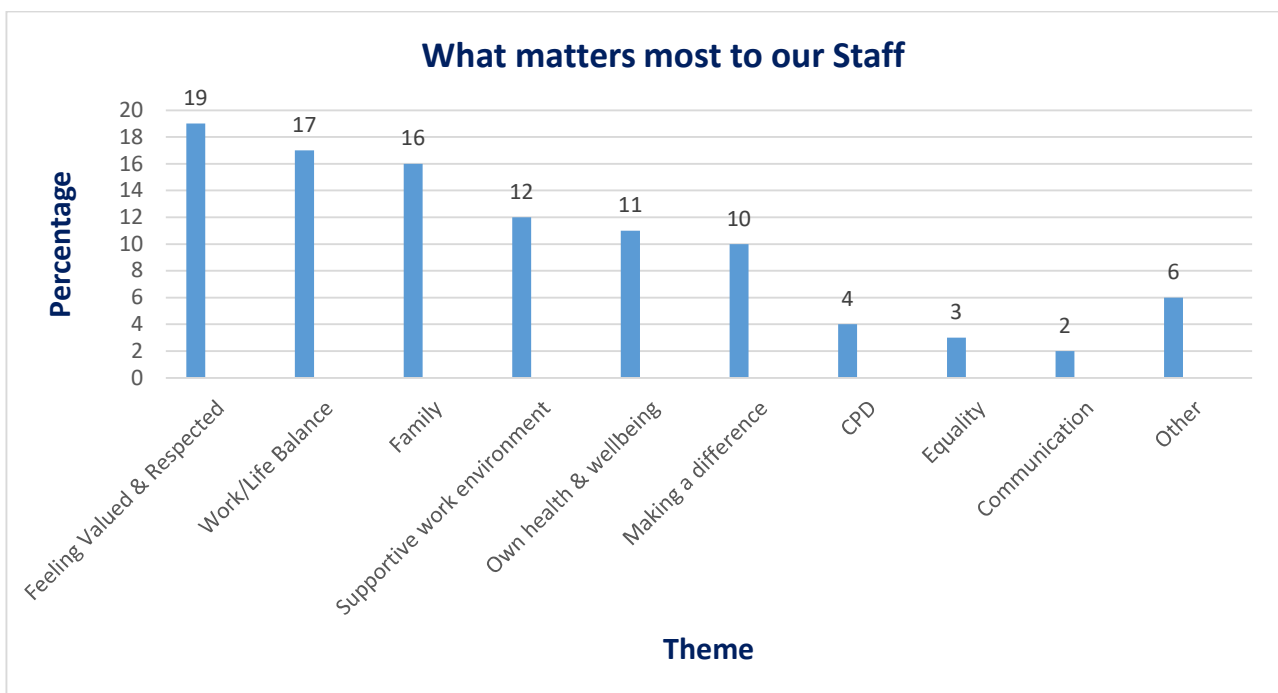Chart 1: What matters most to our staff

What matters most to our Staff

(Bar chart – Percentage vs Theme)
- Feeling Valued & Respected: 19
- Work/Life Balance: 17
- Family: 16
- Supportive work environment: 12
- Own health & wellbeing: 11
- Making a difference: 10
- CPD: 4
- Equality: 3
- Communication: 2
- Other: 6

Chart 2: What will help you achieve the things that matter to you at work?

What will help you achieve the things that matter at work?

Some more specific comments about what would help staff achieve the things that matter to them at work included:

- 15 minute protected period at the end of every shift to complete admin, vehicle turnarounds etc.
- Become more focused on people results, then clinical results will look after themselves
- Longer forecasted shift allocation for relief staff
- Do at least one kind thing for a colleague every day
- Thank people genuinely and sincerely in the heat of the moment
- Middle management are the key to culture change and better communication
- Managers to make time to engage with teams over a coffee
- Improve the recruitment process
- Really listen to colleagues
- Encourage people to challenge unacceptable behaviour
- Dedicated study time for clinical staff

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

Our staff experience measurement framework has two key elements:
1. Being well – consisting of Healthy Mind, Healthy Body and Healthy Lifestyle
2. Creating a great place to work – Healthy Culture and Healthy Environment

Table 3 highlights the high level staff 6 monthly targets and milestones for 2023-24 under these two headings respectively.

All of the targets and milestones are on track for delivery within timescales set with 2 of the September targets already achieved.

Table 3. Staff Experience Targets & Milestones 2023-24

Being Well – Development of proactive Service wide approaches that support & improve workforce health & wellbeing with a focus on prevention & early intervention.

HEALTHY MIND   HEALTHY BODY   HEALTHY LIFESTYLE

#	Target	Date	
1	Establish the SAS National TRiM Network with supporting infrastructure in place.	Sept 2023	(blue)
2	Establish a Wellbeing Network for our workforce to promote & progress local peer support and health & wellbeing initiatives and share good practice	Sept 2023	(green)
3	Review and update wellbeing documentation and information on @SAS	Sept 2023	(green)
4	Develop, test and refine a wellbeing check for staff for further roll out across the Service.	March 2024	(green)
5	Our people are aware of the health & wellbeing services & resources on offer & the uptake of them is high.	March 2024	(green)
6	Plan & deliver a scheduled programme of visits across SAS in collaboration with the OD Team to promote and engage with staff on key wellbeing and cultural issues, signposting, advising and supporting as appropriate.	March 2024	(green)
7	Implement the AACE 10 Point Suicide Prevention Action Plan	March 2024	(green)
8	Deliver the next phase of the Trauma Management Framework that focuses on prevention, risk identification & support.	March 2024	(green)

Creating a Great Place to Work – Developing a compassionate culture & positive working environment where our people feel valued, supported, listened to & can thrive in the workplace.

HEALTHY CULTURE   HEALTHY ENVIRONMENT

#	Target	Date	
9	Promote and deliver the 2023 iMatter staff survey including the improvement plan developed in 2022.	Sept 2023	(green)
10	Healthy Culture week is delivered with a positive evaluation and is a springboard to develop further cultural work in the Service.	Sept 2023	(blue)
11	An OD calendar of events is developed with CPD & learning sessions, leadership cafes and staff engagement activities.	Sept 2023	(green)
12	Develop a new approach to corporate induction for all new starts in SAS.	Sept 2023	(green)
13	Our Foundation Leadership & Management Development Programme runs according to schedule with 60 managers completing the programme to March 2023.	March 2024	(green)
14	Our Aspiring Leaders Programme runs according to schedule with 20 managers completing the programme to March 2023.	March 2024	(green)
15	We have a bank of staff stories demonstrating positive staff experience in SAS.	March 2024	(green)
16	Identify and develop a pool of leadership talent in readiness for vacant leadership positions.	March 2024	(green)
17	Implement a plan to raise awareness and educate staff on the importance of appraisal that increases engagement with and completion of appraisals and personal development plans.	March 2024	(green)

4.3   Progress Update June – July 2023 (against September 2023 targets & milestones)

- **Establishing the SAS TRiM assessors network with supporting infrastructure in place**
  All TRiM assessor training is complete and the supporting infrastructure to ensure timely referral and efficient processes have been developed. Ongoing support and supervision is also in place for our assessors. The Data Protection Impact Assessment was completed and signed off to enable the launch of the TRiM network with the system going live on 29th June 2023.

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

- **Establish a Wellbeing Network for our workforce to promote & progress local peer support and health & wellbeing initiatives and share good practice**
  The Wellbeing Network was launched at the Staff Engagement Session on 15th June that highlighted some of the work that staff are taking forward locally to support staff wellbeing and discuss plans to join this work up across the Service that will enable sharing of ideas and building momentum further. This network will be established over the coming months.

- **Review and update wellbeing documentation and information on @SAS**
  Most of our wellbeing documents and information was developed during the pandemic (e.g. wellbeing leaflet, wellbeing wallet cards, information on @SAS) and some of this information is now out of date. A number of documents and information requires to be updated to reflect changes over the past year and additional services that have been put in place. We are on target to deliver this by the September deadline.

- **Promote and deliver the 2023 iMatter staff survey including the improvement plan developed in 2022**
  The improvement plan from 2022 and communication plan for the 2023 iMatter survey was implemented for the current cycle of iMatter. We had 100% team confirmation prior to the survey going live this year and a 4% increase in the response rate from 2022. We are currently in the action planning phase and further comparative data will be presented when the National Report is published.

- **Healthy Culture week is delivered with a positive evaluation and is a springboard to develop further cultural work in the Service**
  A successful Healthy Culture week ran from 5th – 9th June 2023 that started conversations about our culture that we will build upon in the months to come. Sessions and workshops throughout the week included:
  - A compassionate culture workshop with Tommy Whitelaw from the Health & Social Care Alliance Scotland
  - Culture of appraisal workshops x 2 – awareness raising and highlighting the importance of conducting appraisals
  - A 12 hour virtual crew room for anyone to drop in, have a chat and a coffee with activities on the hour each hour

- Having the courage to speak out session with our Whistleblowing Champion and Contacts
- Compassionate Leadership workshop exploring how we can further develop a compassionate culture in the Service
- Staff engagement session with Executive Directors exploring what matters to them
- Civility saves lives session with our Foundation Leadership programme participants run by Dr Chris Turner of 'Civility saves lives'
- Civility saves lives session with Dr Chris Turner open to all staff
- Gender equality network session focusing on women's experiences of working in the Service illustrated with personal stories
- Self-compassion workshop run by Dr Nicola Harker

Key themes and data gathered throughout the week via evaluation forms and the 'guestbook' is highlighted in pages 6 and 7 of this report. Themes were also presented to the Senior Leadership Team at their 27th June meeting with good discussion and actions discussed on how we can further develop this work.

This milestone is complete with a BRAG status of blue.

- **An OD calendar of events is developed with CPD & learning sessions, leadership cafes and staff engagement activities**
  We have been gathering suggestions and ideas for the OD calendar of events in the first quarter of 2023/24 and this will be developed over the next 2 months and completed by the September 2023 deadline.

- **Develop a new approach to corporate induction for all new starts in SAS**
  This milestone is one of the objectives of our new OD Lead who will commence in post on 31st July. Recognising the tight timescales the OD Team will work collectively to develop a fresh approach ready for implementation in the third quarter.

- **Additional updates during reporting period**
  - A Lifelines Conference was held in Edinburgh to highlight and celebrate all the tri-service and volunteers work that Lifelines has supported over the last few years with input from all three emergency services.
  - The Suicide prevention and postvention group met on 16th June with a presentation from Karl Demian, CEO of The Ambulance Staff Charity (TASC) who highlighted the work of TASC with a particular focus on the Crisis Helpline that was launched in November 2022.
  - Karl Demian also delivered a presentation at the 29th June Staff Engagement Session to raise awareness and highlight the work of TASC and answer any queries from our staff.

SECTION 5:   APPENDICES

Appendix One: Mapping of iMatter components to Great Place to Work dimensions.

APPENDIX ONE:Mapping of iMatter components to Great Place to Work Dimensions

	iMatter Components	Great Place to Work
1	I am clear about my duties and responsibilities	Pride
2	My direct line manager is sufficiently approachable	Credibility
3	I would recommend my team as a good one to be a part of	Pride
4	I have confidence and trust in my direct line manager	Credibility
5	My team works well together	Camaraderie
6	I feel my direct line manager cares about my health and well-being	Respect
7	I understand how my role contributes to the goals of my organisation	Pride
8	My work gives me a sense of achievement	Pride
9	I am treated with dignity and respect as an individual	Respect
10	I am treated fairly and consistently	Fairness
11	I get the information I need to do my job well	Credibility
12	I would be happy for a friend or relative to access services within my organisation	Pride
13	I have sufficient support to do my job well	Respect
14	I am confident performance is managed well within my team	Credibility
15	I feel involved in decisions relating to my team	Respect
16	I would recommend my organisation as a good place to work	Pride
17	I feel appreciated for the work I do	Respect
18	I am confident my ideas and suggestions are listened to	Respect
19	I get enough helpful feedback on how well I do my work	Fairness
20	I get the help and support I need from other teams and services within the organisation to do my job	Camaraderie
21	I am confident my ideas and suggestion are acted upon	Fairness
22	I feel involved in decisions relating to my job	Respect
23	I feel my organisation cares about my health and wellbeing	Respect
24	I am given the time and resources to support my learning growth	Respect
25	I have confidence and trust in Board members who are responsible for my organisation	Credibility
26	I am confident performance is managed well within my organisation	Credibility
27	I feel that board members who are responsible for my organisation are sufficiently visible	Credibility
28	I feel sufficiently involved in decisions relating to my organisation	Respect