



NOT PROTECTIVELY MARKED

Public Board Meeting

26 March 2025

Item No 12

THIS PAPER IS FOR DISCUSSION

HEALTH & WELLBEING UPDATE

Lead Director Author	Graeme Ferguson, Acting Director of Workforce Alison Ferahi, Head of Organisational Development & Wellbeing
Action required	The Board is asked to discuss the Health & Wellbeing update.
Key points	<p>This paper provides oversight and assurance to the Board on the progress of staff experience, health & wellbeing by outlining the planning and work that has taken place during this reporting period.</p> <p>Key points of note:</p> <ul style="list-style-type: none">• Of the 27 actions in the Health & Wellbeing Roadmap, 25 have been completed with a BRAG status of blue with 2 actions behind schedule with a BRAG status of Amber.• The 2 Amber actions are:<ul style="list-style-type: none">- Developing awareness, training & support mechanisms for suicide prevention & postvention - with our new Wellbeing Lead now in post, this work is commencing in March with an organisational plan developed within Q1 2025/26.- Collaborative work between Green Champions and OD & Wellbeing to support progression of staff health & wellbeing activity – the Green Champion Network did not meet with OD & Wellbeing over the winter period due to operational pressures. This work will commence from April 2025 following a successful bid to our Endowments Committee to facilitate this work.• We are reviewing and further developing how we present our staff experience, health and wellbeing progress at a more strategic level to the Board over the next reporting period for discussion at the next Board meeting in May.
Timing	The Health & Wellbeing Strategy 2024-27 was approved at the July 2024 Board Meeting. Progress updates for the practical implementation of the strategy are discussed at the Staff Governance Committee & National Partnership Forum throughout the lifespan of the strategy. Bi-monthly health & wellbeing updates have been discussed at the Board since May 2022.

Associated Corporate Risk Identification	Risk ID 4636 – Health and wellbeing of staff This paper and associated activity aims to mitigate against the corporate risk of the health and wellbeing of staff affected.
Link to Corporate Ambitions	This paper relates to the following Corporate Ambition: <ul style="list-style-type: none"> 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 & enable our people to thrive at work will in turn have a direct impact on improving the quality of care we provide to patients.
Climate Change Impact Identification	This paper has identified no impacts on climate change.
Equality and Diversity	An Equality Impact Assessment was completed on 8 July 2024 for our Health & Wellbeing Strategy 2024-27 and filed with the Service EDI Lead for publication on @SAS.



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SCOTTISH AMBULANCE SERVICE BOARD

HEALTH & WELLBEING UPDATE

GRAEME FERGUSON, ACTING DIRECTOR OF WORKFORCE
ALISON FERAHI, HEAD OF OD & WELLBEING

SECTION 1: PURPOSE

This paper provides an update of health and wellbeing activity over the last reporting period to March 2025.

SECTION 2: RECOMMENDATIONS

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

SECTION 3: BACKGROUND

Our Health & Wellbeing Strategy 2024-27 builds upon the approach of its predecessor, which was developed during the global pandemic. It is based on a solid and growing evidence base of the need to prioritise the health and wellbeing of our workforce. The preceding strategy was subject to an internal audit by KPMG in 2023, with several areas of best practice and future recommendations highlighted by the findings of the audit. These have been incorporated into the Health & Wellbeing Strategy 2024-27, which was approved by the Board on 31 July 2024.

SECTION 4: DISCUSSION

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

4.11 Trauma Risk Management (TRiM)

TRiM continues to provide support to our staff that have been exposed to traumatic events. Referral figures have now reached 492 since the launch of the scheme end of June 2023. Of these referrals 192 have been from the West Region, 197 from the East Region, 73 from the North Region, 30 from National Operations.

There has been a total of 84 onward referrals to Occupational Health. The number of referrals per month is included at Figure 1.

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Figure 1. TRiM - Referrals Since Launch end June 2023

Month	Number of Referrals	Total
July 2023	15	15
August 2023	18	33
September 2023	19	52
October 2023	23	75
November 2023	26	101
December 2023	24	125
January 2024	32	157
February 2024	19	176
March 2024	43	219
April 2024	21	240
May 2024	37	277
June 2024	17	294
July 2024	24	318
August 2024	20	338
September 2024	21	359
October 2024	17	376
November 2024	22	398
December 2024	42	440
January 2025	21	461
February 2025	24	485
March 2025 (up until 13 March)	7	492

Over the past month we have been meeting with TRiM Co-ordinators and Supervisors in each Region to discuss actions for implementation following the recent TRiM survey to continue to improve the service we provide to our workforce.

4.12 Leadership Development

During this reporting period, the leadership programmes progressed as follows:

Aspiring Leaders Development Programme (ALDP):

- ALDP 24-2 commenced on 20 Nov with 37 participants
- 5 ALDP tutorials completed

Foundation Leadership and Management Programme (FLMP):

- FLMP 24-1 ongoing with 26 participants, scheduled to complete on 6 March with an in-person Masterclass
- FLMP 24-2 ongoing with 35 participants
- 17 FLMP tutorials completed

Intermediate Leadership Development Programme (ILDLP):

- Pilot programme completed 2024-25 with lessons learned built into next programme.
- ILDP 25-1 scheduled to commence on 11 Jun 2025 with 7 participants

Leading for the Future (LftF):

- Cohort 14 Module 2 completed
- Cohort 14 Module 3 completed
- We have 1 facilitator and 4 participants on this National Programme
- Confirmation of dates and availability for Cohort 15 (2025 – 26) complete

Leadership CPD:

- Support to Leadership Development for various National Teams
- 4 leadership CPD communications sent in reporting period

We have been conducting a review of accreditation providers as it is our intent to get all of our leadership programmes accredited. Some providers costs are prohibitive at this time so it looks likely that we will remain with our current provider (Faculty of Medical Leadership & Management) for the next accreditation cycle.

4.2 What we are doing, by when, with clear targets/ milestones and progress update.

'Staying Well' our Health & Wellbeing Strategy 2024-27 was approved by the Board at their July 2024 meeting with a Health & Wellbeing Roadmap developed for Year One of the Strategy 2024-2025 for the 3 key themes of Healthy Mind, Healthy Body and Healthy Workplace. The Roadmap is a working document kept under constant review reflecting changing operational, system and resourcing pressures throughout 2024-25 and making any necessary adjustments to prioritisation as required.

As we continue to operate within tight financial restrictions and controls, we have been implementing the proposed approaches agreed at the November Executive Team to make best use of current budgets and funding.

- The OD & Wellbeing Leads continue to work interdependently & increase collaboration with other experts (e.g. colleagues in Health & Safety, HR, Care Quality & Medical Directorates plus external partners) to enable progress with our wellbeing ambitions in the Service.
- The funded post within the OD & Wellbeing budget was repurposed to create a 0.6WTE Band 7 Wellbeing Lead post. Our new Wellbeing Lead commenced in post 17 February and is currently undergoing a period of induction into the Service.
- An endowment bid was developed for the 'non-core' activities that would support the Health and Wellbeing strategy and was approved at the March Endowments Committee meeting.

The Health & Wellbeing Roadmap in Figure 2 highlights progress made with actions and targets as we come to the end of Year One of 'Staying Well' 2024-27.

Of the 27 actions in the Roadmap, 25 have been completed with a BRAG status of blue with 2 actions behind schedule with a BRAG status of Amber.

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The 2 Amber actions are:

- Developing awareness, training & support mechanisms for suicide prevention & postvention - with our new Wellbeing Lead now in post, this work is commencing in March with an organisational plan developed within Q1 2025/26.
- Collaborative work between Green Champions and OD & Wellbeing to support progression of staff health & wellbeing activity – the Green Champion Network did not meet with OD & Wellbeing over the winter period due to operational pressures. This work will commence from April 2025 following a successful bid to our Endowments Committee to facilitate this work.

We recently met with 2 Board members to discuss reporting more strategic information on our staff experience, health and wellbeing progress at Board meetings. We have also had discussions with Executive Team regarding how we further improve our wellbeing support and services provision by moving to a more preventative approach. In addition, the Wellbeing Team and Head of Health & Safety attended the Wellbeing at Work Conference in Birmingham 11-12 March to hear of latest developments in wellbeing best practice and considerations for our future workforce and workplaces. We will be working collaboratively over the next reporting period to consolidate our thinking and plan our next steps to enable progress and demonstrate our impact in Year Two of our Health & Wellbeing Strategy 2024-27 'Staying Well'.

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Figure 2. Health & Wellbeing Roadmap Year One 2024-25

 HEALTHY MIND		Promote mental wellbeing and resilience to enable colleagues to effectively manage stress, cope with challenges, and thrive in their personal and professional lives.			
No	Action	Target	Due Date (End of)	Progress Update	BRAG
1	Deliver annual CPD event open to existing TRIM Co-ordinators, Assessors & Clinical Supervisors.	Minimum of 30 co-ordinators/ assessors attending	June 2024	CPD event held on 21 st June with 36 assessors and co-ordinators in attendance. Complete.	
2	Advanced TRIM Practitioner training delivered	Minimum of 5 assessors trained	June 2024	6 assessors trained 4&5 June 2024. Complete.	
3	Undertake a TRiM survey for both assessors and staff who have received an assessment.	Satisfaction level >70%	October 2024	Both surveys completed and responses analysed. Satisfaction level 85% Complete.	
4	Take forward actions from the TRiM survey responses in order to continually improve service provision.	Action plan developed and completed.	Plan by March 2025 Actions delivered from April 2025	Survey results have been discussed to identify actions for implementation. Actions have been developed but implementation will continue into the next financial year. Actions for 2024/25 complete.	
5	Develop awareness, training & support mechanisms for suicide prevention and postvention.	Organisational plan developed for suicide prevention and postvention by year end.	January– March 2025 From March 2025	Our new Wellbeing Lead will convene a small working group to commence this work as a priority from March into new financial year. Commence March & continue 2025/26.	
6	Enable collaborative working between the Green Champion Network and OD & Wellbeing to support progression of staff health & wellbeing activity.	Joint actions are developed to support the delivery of staff health & wellbeing initiatives.	January– March 2025 From April 2025	The Green Champion Network have not met with OD & Wellbeing over the winter period due to operational pressures. This collaborative work will commence from April 2025. Carried Forward to 2025/26.	
7	Explore feasibility of further mental health rehab pathways in Partnership & via invest to save initiatives.	Feasibility study complete with recommendations to take forward to Year 2 of the strategy.	March 2025	Initial groundwork completed. We will be able to pilot some new pathways from April following a successful bid for funds to our Endowment Committee. Complete.	



HEALTHY BODY

Promote physical health & wellbeing with an emphasis on prevention and early intervention.

No	Action	Target	Due Date (End of)	Progress Update	BRAG
8	Develop a virtual health & wellbeing suggestions box to capture staff ideas to improve health & wellbeing.	Initiative implemented & being used by colleagues	October 2025	MS form designed and virtual box launched as part of new Health & Wellbeing Newsletter Live Well, Work Well. Complete.	
9	Promote and raise awareness of a range of physical health campaigns throughout 2024-25.	Staff well informed of health campaigns throughout the year.	March 2025	Monthly meetings established between Wellbeing & Comms to forward plan Wellbeing Newsletter content and plan health campaigns. Complete for 2024/25.	
10	Benchmark physical health initiatives with other AACE Ambulance Trusts & implement initiatives proven to be effective.	Benchmarking complete by Q2 and initiatives introduced, resource permitting, by end Q4.	March 2025	Benchmarking complete. Any new initiatives will be taken forward with funding sourced in next financial year. Complete.	
11	Introduce a Wellbeing Check to assist line managers in facilitating wellbeing conversations across all roles in the Service.	Initiative integrated and accepted as business as usual.	Approval December 2024	Wellbeing Check has been approved through relevant committees and will be embedded over the coming months. Complete.	
12	Provide access to staff led health passports to facilitate reasonable adjustments to the workplace.	Staff awareness and use of the Health Passports.	Approval December 2024	Health Passport has been approved alongside Wellbeing Check & will be embedded into the organisation over the coming months. Complete.	







HEALTHY WORKPLACE

Create the climate for our people to enjoy coming to work and the Scottish Ambulance Service to be a great place to work.

No	Action	Target	Due Date (End of)	Progress Update	BRAG
13	Launch new corporate induction programme for our employees	Initiative integrated and accepted as business as usual.	April 2024	Corporate induction programme launched Q1 with content reviewed according to feedback received. Complete.	
14	Continue to deliver our Aspiring Leaders & Foundation Leadership & Management Programmes throughout 2024-25.	Quantifiable increase in knowledge through evaluation survey.	Throughout 2024-25	Leadership programmes have run according to schedule throughout 2024/25. Complete.	
15	Develop a framework for our managers to promote knowledge, skills and behaviours required when working with their people.	Framework integrated into our leadership development programmes and CPD.	March 2025	Framework finalised and has been aligned to leadership job descriptions and job specifications within the Service. Complete.	
16	Pilot Action Learning Sets as part of leadership development for our middle manager cohort.	Pilot up and running Q2 with monthly action learning sets thereafter.	Sept 2024 – March 2025	Pilot concluded for 2024/25. The next programme will commence in June incorporating lessons learned from first programme. Complete.	
17	Creation of our Leadership Academy to provide support and development for all levels of leaders within SAS.	Creation of a Leadership Academy that hosts resources, actively promotes and signposts activities, events and opportunities for leadership & management development.	March 2025	The foundations of this work are complete. The Leadership Academy will be launched in 2025 once we have gained accreditation for all our leadership programmes and developed our online site. Actions Complete for 2024/25.	
18	Continue to deliver leadership introduction training to NQPs on their bespoke induction package.	Deliver at each NQP induction programme throughout 2024-25	Throughout 2024-25	NQP leadership introduction training delivered according to set schedule. Complete.	
19	Create awareness of Leadership & Management CPD opportunities through a monthly CPD newsletter.	Deliver a minimum of 12 newsletters annually	March 2025	Leadership CPD newsletters established and regularly circulated to our leadership cohorts. Complete.	
20	Deliver Healthy Culture Week 2024.	Deliver sessions from all staff networks. Reach to exceed 2023 level of 8.7% of workforce>	June 2024	A successful Healthy Culture week ran 17-21 June 2024 with reach increasing to 13% of workforce. Complete.	

21	Deliver Equality, Diversity & Inclusion 'Time to Learn' sprints and 'Civility saves lives' CPD sessions.	Target of 2 sessions per month throughout 2024-25	March 2025	Sessions have been delivered according to schedule with a break over winter period due to operational pressures. Complete.
22	Develop a short life working group to target actions to increase Turas appraisal completion rates.	Short life working group formed by Aug 2024 with recommendations identified and developed throughout 2024-25.	March 2025	Short life working group formed, and actions developed following a review of Turas appraisal completion across SAS. Staff Governance Committee were updated on progress at 13 March 2025 meeting. Complete.
23	Conduct intelligence led and targeted service location visits by the combined OD & Wellbeing Team.	5 combined visits per quarter. Promote staff networks, Equality, Diversity & Inclusion, Psychological safety and Civility saves lives.	Throughout 2024-25	At least 5 joint OD & Wellbeing Visits have been delivered per quarter in addition to Senior Leadership Station Visits in Q3-4. Complete.
24	Deliver 2024 iMatter staff survey.	iMatter survey live May 2024 to action plan development August 2024. Board response Q3.	November 2024	iMatter survey cycle complete with follow up questionnaire conducted to gather more information regarding highest & lowest scoring dimensions. Resulting Board actions communicated to staff via CEO bulletin 14 November. Complete.
25	Develop and launch our first Improving Workplace Staff Experience & Wellbeing Pulse Survey.	Quarterly pulse surveys launched to supplement current staff survey as per internal audit recommendation.	November 2024	Pulse survey conducted in October with responses analysed November 2024. Complete.
26	Develop action plans with local leaders to address issues raised in the pulse survey.	Discussions held with local leaders by end December 2024. Action plan development & delivery throughout 2025.	Discussions Dec 2024 Actions throughout 2025	Pulse survey results discussed at Board, Staff Governance Committee and with local leaders and teams who are developing plans for action throughout 2025. Actions Complete for 2024/25.
27	Develop an endowment bid for non-core activities that will help support the Health & Wellbeing Strategy.	Endowment bid is successful in gaining funding for activity to support Health & Wellbeing Strategy.	January 2025	Bid developed, discussed and approved at March Endowment Committee. Complete.

The following BRAG colour coding key relates to the achievement of targets within the Health & Wellbeing Roadmap 2024-25:

	Milestone Achieved/Complete
	Milestone not achieved
	Milestone behind schedule or incomplete
	Milestone on track for completion