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Public Board Meeting

27 November 2024

Item No 15

THIS PAPER IS FOR DISCUSSION

HEALTH & WELLBEING UPDATE

Lead Director Author	Graeme Ferguson, Deputy 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 health & wellbeing by outlining the planning and work that has taken place during this reporting period.</p> <p>Key points include:</p> <ul style="list-style-type: none">• Findings of the recent TRiM surveys conducted in October for recipients of TRiM assessments and TRiM Co-ordinators, Assessors and Clinical Supervisors.• Key actions we have committed to as a result of the 2024 iMatter survey.• Proposed approaches agreed by our Executive Team to deliver our health & wellbeing ambitions in the short – medium term with existing resources given the current tight financial climate.• An updated Health & Wellbeing Roadmap for 2024-25 to reflect our resourcing pressures and changing requirements.
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	This paper relates to 'Safe', 'Effective' and 'Person Centred' NHS Scotland's Quality Ambitions.

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, DEPUTY 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 November 2024.

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 386 since the launch of the scheme end of June 2023. Of these referrals 166 have been from the West Region, 149 from the East Region, 57 from the North Region, 14 from National Operations.

There has been a total of 53 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 (as of 14 Nov)	10	386

We conducted a TRiM survey in this reporting period to review where we are with the provision of TRiM in SAS and also determine if there are ways we can further improve this support to our workforce.

Two surveys were conducted during October:

- One was sent to TRiM Co-ordinators, Assessors and Clinical Supervisors with 26 responses received from 67 invitations to complete the survey (38% response rate)
- The second survey was sent to all staff who had received a TRiM assessment with 46 responses received from 361 invitations sent (12% response rate).

TRiM Co-ordinators, Assessors & Clinical Supervisors Survey

The following data gives an overview of the current views from the 26 TRiM Co-ordinators, Assessors and Clinical Supervisors that completed the survey

How long after your training was it when you conducted your first TRiM assessment?



How many TRiM Assessments have you conducted since the system went live in June 2023?



As soon as Assessors were trained, the majority undertook assessments shortly afterwards, demonstrating a need for TRiM in the Service. Reasons for assessors not undertaking assessments included availability, no incidents in their area, reduced confidence since training and release from day job to conduct assessments.

It is of note however that almost two thirds of staff trained as assessors have not engaged in the network or responded to communication at all, despite numerous attempts from Co-ordinators, Clinical Supervisors and the National Wellbeing Lead to engage and communicate with them.

When asked what has worked well with the TRiM network, responses included:

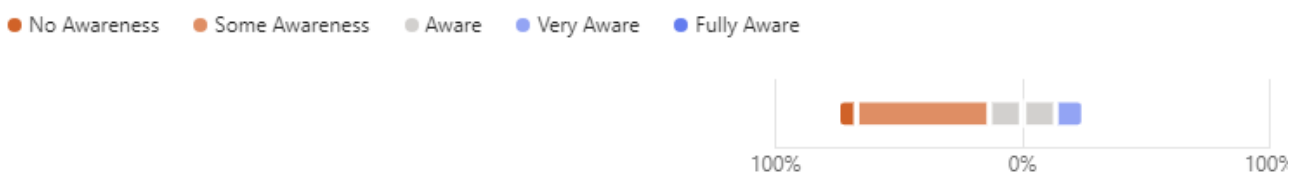
- Ease of the referral form
- Being able to make self-referrals
- Having a Regional Coordinator as a point of contact
- Being able to support staff in need

The following were suggestions regarding how TRiM could be further improved:

- Level of awareness of TRiM in SAS
- Manager education regarding what TRiM is
- Better locations for carrying out assessments
- More assessors trained and fairly spread across the Service
- Better resources provided to Assessors
- Monthly TRiM newsletter/update from the TRiM Lead

Our active cohort of Assessors, Co-ordinators and Clinical Supervisors are very passionate and proactive regarding TRiM, however, it is evident that we still have a way to go to develop and maintain our programme and ensure our workforce is fully informed regarding the provision of TRiM in SAS.

How informed do you think our Workforce is regarding TRiM?

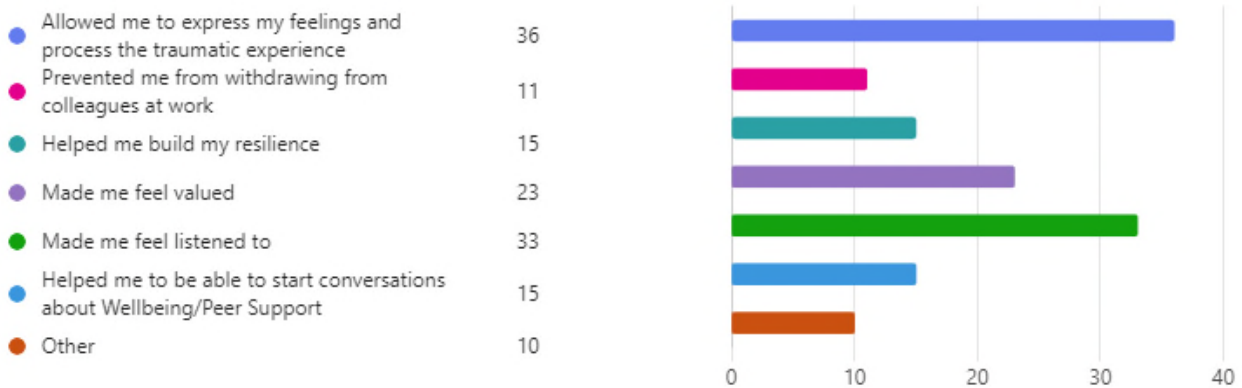


Survey Results from Staff who have received a TRiM Assessment

The following data provides an overview of how staff who have received a TRiM assessment perceived their experience.

Staff who had a TRiM Assessment reported that the process gave them a safe environment to tell their story and feel listened to. This was important for staff as they were able to process the traumatic accident and enhance their psychological recovery before it became worse.

What impact did the overall experience of TRiM have on you? Please tick as many as apply to you.



Did having a TRiM Assessment prevent you from going off sick?



Did you have an onward referral to Occupational Health?



When asked what went well with the TRiM assessment responses included:

- Very professional
- Very quick
- Very friendly
- Able to chat and be vulnerable and feel safe to do so

When asked what could be improved about the TRiM assessment process, responses included:

- Managers support
- No follow up materials provided
- Location of assessment

Regarding the future provision of TRiM in SAS, responses were predominantly positive with 93% advocating the continuation of TRiM:

Do you think we should continue to provide TRiM in SAS?



The 3 staff who responded negatively to this question gave the following reasons:

- TRiM is not for everyone – it is a personal choice
- Attitudes of Managers and colleagues to accessing support
- Perception that it is a tick box exercise and not for staff benefit

Findings from both of these surveys will be discussed within the Service and actions taken to respond to the suggestions given to ensure we continue to promote and develop this vital support mechanism for our workforce.

4.12 iMatter Staff Survey 2024: You Said, We Heard

We conducted a follow-up survey when the iMatter cycle concluded this year to gather more detailed insights into staff responses that focused on the 'Organisation' section of the report. We asked a series of questions to understand the experiences and perspectives behind the scores.

After collecting and analysing the feedback, we have committed to taking the following actions forward, that was shared with staff via our CEO Bulletin on 14 November.

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Increased Board Visibility and Communication

- We will develop a calendar on @SAS showing when Executive and Non-Executive Board members will visit your station/location. We will have links from this page to profiles of each member, providing a clear understanding of their roles and responsibilities. If you can't be at your base location when they visit, there will be an area on @SAS where you can ask them a question.
- Board members will continue to attend the Thursday staff engagement sessions, providing regular opportunities for you to engage directly with them.
- We are exploring the logistics and benefits of holding 'Meet the Board' sessions twice a year to enhance direct communication further.

Health and Wellbeing

- We will continue to develop our resources to support your wellbeing. These will be promoted through the new monthly 'Live Well, Work Well' newsletter.
- We will launch a suggestions box to capture staff ideas and suggestions to improve health and wellbeing on an ongoing basis.

We will keep staff updated on progress throughout the year as we implement these changes.

4.13 Leadership Development

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

Aspiring Leaders Development Programme (ALDP):

- ALDP 24-1 Masterclass and cohort finished on 16 October, with 26 participants completing the programme
- ALDP 24-2 scheduled to commence 20 November with circa 50 participants
- 6 ALDP tutorials completed
- Transition to TURAS completed October 24

Foundation Leadership and Management Programme (FLMP):

- FLMP 24-1 ongoing with 27 participants
- FLMP 24-2 commenced on 10 September with 35 participants
- 8 FLMP tutorials completed
- Mid-point review for content is now complete. Content is now being put onto TURAS in phases scheduled up until August 2025.

Intermediate Leadership Development Programme (ILDLP):

- Pilot programme tested and completed with 4 participants
- Lessons Learned from this pilot programme underway

Leading for the Future (LftF):

- Cohort 14 Introduction completed
- Cohort 14 Module 1 completed

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- We have 4 participants on this National Programme
- Planning for resource allocation on Cohort 15 ongoing

Leadership CPD:

- Support to Leadership Development days for National Operations Managers
- 4 leadership CPD communications sent

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.

We have declared as a Board that staff health and wellbeing is a top priority and of equal importance to patient health and wellbeing in the Scottish Ambulance Service’s 2030 Strategy. However, financial restrictions and controls in the last two fiscal years have meant that we have been unable to continue to fund and further develop the wellbeing provision for our workforce we had planned. The challenging financial position we find ourselves in has necessitated a requirement to work within the current budget and resources we have available. This position is unlikely to change until at least 2026 requiring different and more creative approaches to achieving our health & wellbeing objectives in the short to medium term.


Proposed approaches to achieve this were discussed and agreed at the 5 November Executive Team meeting. These include:

- 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 is repurposed and utilised to create additional capacity and build some resilience into the Wellbeing Team by recruiting a 0.6WTE Band 7 Wellbeing Lead post.
- The Green Champion Network works with the OD & Wellbeing team to help support joint actions and plans.
- An endowment bid is developed for the ‘non-core’ activities that would support the Health and Wellbeing strategy.

The Health & Wellbeing Roadmap in Figure 15 will continue to be refined to reflect these changes and developments as we progress throughout the lifespan of the Strategy.

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Figure 15. 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.	
2	Advanced TRIM Practitioner training delivered	Minimum of 5 assessors trained	June 2024	6 assessors trained 4&5 June 2024.	
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%	
4	Take forward actions from the TRiM survey responses in order to continually improve service provision.	Action plan developed and completed.	March 2025	Survey results will be discussed with Senior Operational Leaders and action plan developed by End December 2024.	
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	This work stalled due to capacity issues in the Wellbeing Team, but now linking with experts in Medical Directorate & new Wellbeing Lead will progress this once in post.	
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	This work will progress at pace in final quarter of 2024-25.	
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 work commenced September 2024.	

**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.	
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	Work initiated with Public Health Scotland to utilise NHS Inform for physical health campaigns. Monthly meetings commenced between Wellbeing & Comms to forward plan Wellbeing Newsletter content.	
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	Initial work commenced to benchmark physical health initiatives with AACE Ambulance Trusts with ongoing dialogue throughout 2024-25.	
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 designed for use as part of the Health Passport that will be launched following approval in December Committees.	
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 developed for approval and launch at the same time as the Wellbeing Check.	







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 in Q1, and content will continue to be reviewed with feedback received.	
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 are running to schedule as highlighted in Section 4.14 of this update.	
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 is in development and on track for scheduled deadline.	
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	Action Learning Sets commenced in September with lessons learned captured as sets progress.	
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	Work in progress to develop our leadership and management resources and consider ways to further promote events and activity.	
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	One leadership session delivered in Q3.	
19	Create awareness of Leadership & Management CPD opportunities through a monthly CPD newsletter.	Deliver a minimum of 12 newsletters annually	March 2025	CPD newsletters commenced in July 2024 with 4 delivered to date.	
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 from 17 – 21 June 2024 with reach increasing to 13% of workforce.	

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 commenced in Q1 and continuing according to schedule.	
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 August 2024. This work will progress with new OD Lead in post & plan for discussion as Special Topic in Dec Staff Governance Committee Meeting.	
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	Joint OD & Wellbeing Visits have recommenced in October with our new OD Lead in post and will continue to year end. Visits can now be more targeted with data obtained from the pulse survey.	
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.	
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.	
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 Jan-March 2025.	March 2025	Meetings being arranged with local leaders to discuss pulse survey results.	
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	Initial ideas discussed – bid to be developed.	

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