



NOT PROTECTIVELY MARKED

PUBLIC BOARD MEETING		29 May 2024
		Item 14
THIS PAPER IS FOR DISCUSSION		
HEALTH & WELLBEING UPDATE		
Lead Director Author	Avril Keen, Director of Workforce Daren Nelson, Acting Head of Organisational Development	
Action required	The Board is asked to discuss the Health & Wellbeing update	
Key points	<ul style="list-style-type: none">• Work has commenced on the draft Health & Wellbeing Strategy (2024-27) with the aim of it being presented for approval at the June Staff Governance Committee.• Measures have continued to expand our network of Trauma Risk Management support with development sessions planned for June 24.• Cultural development initiatives have included planning for Healthy Culture Week, planning and delivery of the first of three Regional Partnership Conferences, development sessions aligned to sexual safety in the workplace and delivery of iMatter support sessions.• Leadership and Management development sessions continue to be delivered to our first-level and aspirant leaders.	
Timing	The Health & Wellbeing Strategy 2021-24 was approved at the January 2021 Board Meeting. An annual roadmap has been developed for the practical implementation of the strategy with progress updates discussed at the Staff Governance Committee and National Partnership Forum throughout the lifespan of the strategy. Since May 2022 bi-monthly health & wellbeing updates are discussed at the Board.	
Associated Corporate 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: <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 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.



NOT PROTECTIVELY MARKED

SCOTTISH AMBULANCE SERVICE BOARD

HEALTH & WELLBEING UPDATE

AVRIL KEEN, DIRECTOR OF WORKFORCE
DAREN NELSON, ACTING HEAD OF ORGANISATIONAL
DEVELOPMENT

SECTION 1: PURPOSE

This paper provides an update of health and wellbeing activity during April and May 2024.

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. The 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 are being incorporated into the draft Health & Wellbeing Strategy 2024-27, which will be presented to Staff Governance committee on 6th June 2024.

SECTION 4: DISCUSSION

4.1 Draft Health & Wellbeing Strategy 2024-27

Following the recommendations of the KPMG internal audit of our Health & Wellbeing Strategy (Being Well) 2021-24, work has now commenced on the Strategy's next evolution. A short-life working group has met on several occasions to discuss lessons identified and has produced recommendations on how to develop the strategy in line with internal audit findings.

A draft version of the strategy is currently being produced which incorporates these recommendations and themes, whilst retaining those areas of best practice from 'Being Well.' The new strategy will aim for a proactive and preventative approach to Health & Wellbeing with a strong focus on mental health and the empowerment of colleagues within

Doc: Health and Wellbeing Update	Page 3	Author: Acting Head of Organisational Development
Date: 2024-05-29	Version 1.0	Review Date: July 2024

local wellbeing networks. The delivery road map for 2024-25 will be incorporated within the strategy, also forming the basis for the Annual delivery Plan for the OD and Wellbeing Team.

It is anticipated that the draft strategy will be presented to Staff Governance Committee for comment on 6 June 2024 prior to seeking implementation approval from the Board.

4.2 Trauma Risk Management (TRiM)

TRiM has become more established within the organisation with referrals increasing as more staff become aware of the service. Since launch on 27th June 2023, we have had 249 referrals (as of 8 May 2024).

What we are beginning to see is, in addition to individual referrals coming through, full crews are now referring themselves after a traumatic incident further confirming how much TRiM is now being embedded as a wellbeing service for staff.

Planning is currently underway for mandatory Continuing Professional Development training for all TRiM Assessors. This will take place in Glasgow on Friday 21 June 2024. This training is a pre-requisite and compulsory for us as a Service to maintain our TRiM licence. Meetings have been conducted with TRiM co-ordinators and supervisors during this reporting period to develop a programme that meets our commitments within the licence.

Advanced TRiM Training is also being developed, which will equip TRiM Assessors with the skills to conduct group TRiM assessments. This represents a big step forward in our latent TRiM capability as an organisation, enabling a greater reach to support our staff who have been exposed to traumatic events. Training is currently being scoped in collaboration with North-East Ambulance Service.

Further TRiM Training to increase our pool of available Assessors is hoped to take place later in the summer to meet the increasing demand of the programme.

4.3 Planning for ‘Healthy Culture Week’

As part of the ‘Healthy Culture’ theme of the current Health & Wellbeing Strategy, planning sessions have taken place for the organisation’s second Healthy Culture Week. The underpinning theme this year will be Equality, Diversity, and Inclusion, with all Staff Networks planning to deliver sessions. The Equalities Steering Group and Human Resource Equalities Department have been included within these planning considerations to ensure that our approach is consistent across the organisation.

Healthy Culture Week will take place from 17 June to 21 June 2024.

Doc: Health and Wellbeing Update	Page 4	Author: Acting Head of Organisational Development
Date: 2024-05-29	Version 1.0	Review Date: July 2024

4.4 Ambulance People Profession Development Programme

Staff from Organisational Development, Wellbeing and Human Resources have attended sessions as part of the Ambulance People Profession Development Programme in support of the Healthy Culture theme of our Health & Wellbeing Strategy. This initiative has been developed through the Association of Ambulance Chief Executives, with an aim to support colleagues working within people profession roles throughout the ambulance sector to strengthen capability and learning surrounding the subject of sexual safety in the workplace. Staff have attended sessions on 'Ethics, Relationships and Boundaries' and 'Support to those involved in complex cases' during this reporting period. Further sessions are scheduled for June and July 2024, with an additional Board Development Session currently planned for August 2024.

4.5 Partnership Conferences

Planning has taken place during this reporting period for our three regional partnership conferences for 2024. The first of these took place on 13 May 2024 at National Headquarters for the East Region. During the plenary 'breakout' sessions, views were captured on the subject of 'Resilience and Wellbeing: Supporting our Workforce.' During the session delegates explored resilience, identified stressors, and developed the theme of promoting wellbeing within our workforce.

Further conferences are planned for 4 June 2024 (North) and 7 June 2024 (West), following which significant themes will be collated and reported.

4.6 iMatter Staff Survey

The annual Staff iMatter survey remains a crucial part of our impact measurements of the Health & Wellbeing Strategy, particularly in respect of the aspiration for the Service to be a great place to work. The team confirmation stage closed for the Service on 24 May 2024, with the window to complete the survey opening on 28 May and closing on 18 June 2024.

Six engagement sessions have been delivered during this reporting period to discuss strategies with managers for encouraging teams to actively participate in the survey. The importance of transferring responses into team action plans was also promoted, alongside the iMatter Manager's Toolbox

Key dates for 2024:

- Team Confirmation: 29 April – 24 May
- Questionnaire Live: 28 May – 18 June
- Reports Published: 19 June
- Action planning: 20 June - 14 August

4.7 Leadership Development

Doc: Health and Wellbeing Update	Page 5	Author: Acting Head of Organisational Development
Date: 2024-05-29	Version 1.0	Review Date: July 2024

The Aspirant Leader Development Programme (ALDP) continues to be delivered to schedule. Registration for ALDP 24-1 was completed in April, with 63 participants registered, and the cohort commenced on 15 May. This included a further 15 participants from previous cohorts that were delayed.

The Foundation Leadership and Management Programme (FLMP) had one ongoing cohort, 23-2, which started in Sep 23, and currently has 24 participants. Five tutorials were delivered in May, and planning is ongoing for their Masterclass, currently scheduled for 21 Aug 24. FLMP 24-1 cohort commenced on 17 April with 41 participants. FLMP 24-2 has been scheduled to commence on 20 Sep 24 and will run until Aug 25.

Both the of these training programmes include lessons on the Health and Wellbeing Strategy and the role that leaders and managers have in promoting and role modelling wellbeing across the organisation.

Development of leadership training for Mid-Level Managers is ongoing, with Action Learning Sets planned to commence in July. The calling notice for Leading for the Future Cohort 14 was sent in April, and applications were submitted in May.

Doc: Health and Wellbeing Update	Page 6	Author: Acting Head of Organisational Development
Date: 2024-05-29	Version 1.0	Review Date: July 2024