



NOT PROTECTIVELY MARKED

Public Board meeting

**31 July 2024
Item 8**

THIS PAPER IS FOR APPROVAL

DRAFT HEALTH & WELLBEING STRATEGY 2024-2027

Lead Director Author	Graeme Ferguson, Deputy Director of Workforce Daren Nelson, Acting Head of Organisational Development
Action required	The Board is asked to approve the draft Health & Wellbeing strategy.
Key points	<p>The draft Health and Wellbeing Strategy 2024-2027 is an evolution of, and builds upon, our existing Health and Wellbeing Strategy 'Being Well' (2021-2024).</p> <p>Key points:</p> <ul style="list-style-type: none"> • The document retains the two themes of the previous strategy of 'Being Well' and 'A Great Place to Work'. • It has captured the views of our people through workplace visits, forums and workshops. Most recently a short-life working group has met several times and provided feedback on the development of the strategy. • It encompasses the recommendations of the KPMG Internal Audit, conducted in 2023 (resource assessment to be included within annual delivery plan). • An accessible 'staff-friendly' version of the strategy has been incorporated within the accompanying roadmap document. • The three themes of the strategy are 'Healthy Mind', 'Healthy Body' and 'Healthy Workplace', and these are underpinned by the roots of staff empowerment and a preventative/proactive approach to health and wellbeing. • The strategy sets out to establish a more-evidence-based approach from the outset by baselining internal data and benchmarking where appropriate.
Timing	The draft Health & Wellbeing Strategy 2024-2027 was approved at the June 2024 Staff Governance Committee Meeting. Progress updates for the current strategy 2021-2024 have been 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	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.
Climate Change Impact Identification	This paper has identified no impacts on climate change.
Equality and Diversity	An Equality Impact Assessment was completed on 3 June 2021 for our Health & Wellbeing Strategy 2021-2024 and is published on @SAS. A new Equality Impact Assessment was completed for the draft strategy on 16 June 2024 and filed with the Service EDI Lead.



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SCOTTISH AMBULANCE SERVICE BOARD

HEALTH & WELLBEING UPDATE

GRAEME FERGUSON, DEPUTY DIRECTOR OF WORKFORCE DAREN NELSON, ACTING HEAD OF ORGANISATIONAL DEVELOPMENT

SECTION 1: PURPOSE

The Health & Wellbeing Strategy 2024–2027 sets out the trajectory and steps that we are taking to support, nurture and develop our people so that they can thrive at work, perform to the best of their abilities and achieve our 2030 vision for the Service to be ‘a great place to work, focusing on staff experience, health and wellbeing’.

SECTION 2: RECOMMENDATIONS

The Board is asked to **approve** draft of the Health and Wellbeing Strategy 2024-2027.

SECTION 3: BACKGROUND

Our Health & Wellbeing Strategy 2021-2024 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 have been incorporated into the draft Health & Wellbeing Strategy 2024-2027, with a resource assessment to be additionally included in the Annual Delivery Plan of the OD and Wellbeing Team.

UK research recommends that health and wellbeing should be integral to an organisation’s business goals, particularly given the challenges being faced whilst recovering from the effects of the pandemic. The 2023 CIPD Survey Report ‘Health and Wellbeing at Work’¹ observed an increase in sickness rates of an additional 2 days per employee per year, when compared to levels in 2019, and recommends *‘including a stronger focus on evaluating the impact of health and wellbeing initiatives, improving the*

¹ Health and wellbeing at work. London: Chartered Institute of Personnel and Development)

Doc: Health and Wellbeing Strategy (2024-2027)	Page 3	Author: Acting Head of OD
Date: 31 July 2024	Version 1.1	Review Date: September 2024

capability of line managers to support people’s mental health, and integrating wellbeing support throughout the employee lifecycle’.

This draft strategy seeks to incorporate these recommendations, alongside those of the internal KPMG audit and the views that we have collected whilst consulting with our workforce.

SECTION 4: DISCUSSION

Developed as an evolution of our existing strategy (‘Being Well’ 2021-2024) this document builds upon the academic and consultative research previously reported to the Staff Governance Committee (December 2020, Item 9.3) and additionally considers the annual CIPD ‘Health and Wellbeing at Work’ surveys that have been commissioned since the pandemic.

The KPMG internal audit conducted in 2023 identified many areas of good practice within our existing strategy, providing guidance for developing these themes further over the next three years. These include our staff experience measurement framework (creating ‘A Great Place to Work’ and ‘Being Well’) and initiatives such as our TRiM and Wellbeing networks and leadership development programmes.

We are increasingly aware, though, that sickness and absence levels, particularly in relation to anxiety and mental health, are rising and that *‘more proactive steps to prevent or mitigate ill-health issues [are required], including early intervention to manage work-related stress’*². This draft strategy, therefore, sets direction for a ‘Healthy Mind’ to be its dominant and prevailing workstream. This is supported by the additional themes of ‘Healthy Body’ and ‘Healthy Workplace’.

Whilst a full resource assessment has yet to take place, the draft strategy recognises that the Wellbeing Team is considerably smaller than it was in 2023. Significant support will be required from Organisational Development, Health and Safety and Human Resources to deliver what it sets out to achieve **or the aim revised**. Operational success, however, will be dependent on the empowerment of its vision and aims within the workforce at a grassroots level. A proactive and preventative approach across all our workforce locations underpins the roots of the three themes discussed above. Similarly, the growth of our networks and the introduction of wellbeing facilitators embedded within our work locations will be pivotal to successful rollout.

Measurement of impact was included as a key recommendation by the KPMG internal audit, and this has been a prevailing consideration when drafting the strategy. It is acknowledged that ‘Being Well’, when implemented during pandemic conditions, experienced difficulties when attempting to quantify impact. National research has also recognised that wellbeing programmes *‘do generally help, if employees use them, [but] leaders report difficulty in measuring how they are helping’*³. Nevertheless, the draft strategy sets out to establish a more-evidence-based approach from the outset by aiming to baseline internal data and benchmark with other health boards, where appropriate. It is

² CIPD Health and Wellbeing at Work Survey (2022)

³ Clegg, A (2024).: Employers re-examine wellbeing strategies. *Financial Times*. [Employers re-examine wellbeing strategies \(ft.com\)](https://www.ft.com/content/2024-07-01/employers-re-examine-wellbeing-strategies)

Doc: Health and Wellbeing Strategy (2024-2027)	Page 4	Author: Acting Head of OD
Date: 31 July 2024	Version 1.1	Review Date: September 2024

envisaged that this will encourage a systems-approach that considers operational data within its key metrics and drivers.

The accompanying roadmap to the strategy provides an accessible 'staff-friendly' version, together with annual targets and milestones. This format was unanimously requested during the final meeting of the short-life working group, who also endorsed the 'corporate voice' narrative of the main strategy document. The roadmap will be refreshed annually, incorporating stretch targets for the following year, and included within the annual delivery plan for the OD and Wellbeing Team.

The Board is asked to **approve** the draft strategy.

SECTION 5: CONSULTATION

Wide consultation has taken place with our stakeholders and staff groups during the life of the current strategy that have formed and developed the themes and content of the draft documents. This has been reinforced further by the KPMG internal audit in 2023. Most recently, a short-life working group has met on several occasions, resulting in production of the document versions that are presented to the Committee. Consultation has also taken place with the Executive Team and Regional Directors.

APPENDICES:

Appendix One: Draft Health & Wellbeing Strategy 2024 – 2027

Appendix Two: Draft Wellbeing Roadmap 2024 – 2025

Appendix Three: EQIA Template for draft Health and Wellbeing Strategy 2024-2027

Doc: Health and Wellbeing Strategy (2024-2027)	Page 5	Author: Acting Head of OD
Date: 31 July 2024	Version 1.1	Review Date: September 2024



Staying well

Protecting the health
& wellbeing of our people

Our Health and Wellbeing Strategy
(2024-2027)



Michael Dickson
Chief Executive Officer

Foreword

We are immensely proud of our people and the outstanding work that you do on a daily basis to support the needs and improve the healthcare outcomes of the population of Scotland.

We consistently hear how grateful our patients are for the care and compassion you show them and how skilfully your sense of humour can uplift them in their greatest hours of need.

We recognise the extreme pressure our people have been working under, especially in recent years, and continue to do so by putting others' needs first and acknowledge that this can take its toll. It is therefore vital that we nurture and protect the health and wellbeing of our people, so that you can continue to do your best and make a difference to peoples' lives.

We value our people and are committed to ensuring your health and wellbeing sits at the heart of everything that we do. 'Staying Well', builds on the strong foundation that was established with our first Health & Wellbeing Strategy (2021-24) with a greater emphasis on addressing mental health needs and developing healthy workplaces with proactive and preventative approaches.

We will continue to listen to your ideas and views on how we can continue to support our peoples' health & wellbeing and look forward to working together alongside colleagues, leaders, managers, students, volunteers and staff side in partnership as we take the next steps forward in this journey.



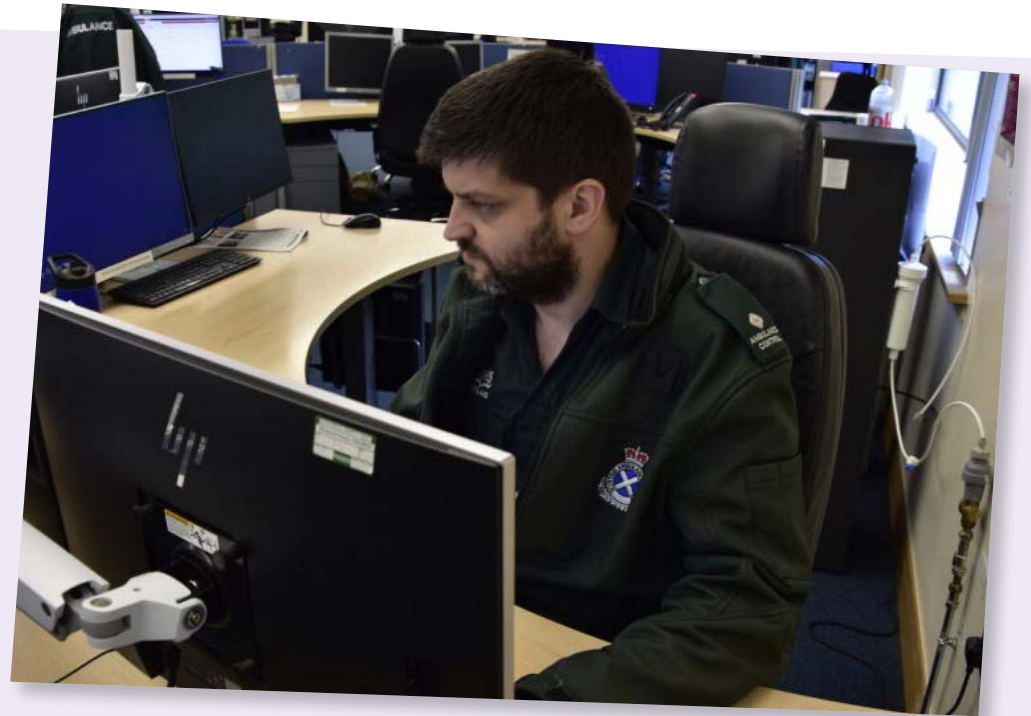
Tom Steele
Chair of the Board



Stevie Gilroy
Employee Director

Contents

Introduction	4
What Have We Achieved?	5
Our Strategy at a Glance	6
What Matters to Our People?	8
Grassroots Comments	9
Grassroots to Green Shoots	10
Our 3 Health and Wellbeing Themes in more detail	11
The Roots of Our Strategy	18
Governance	19
References	20





“Good mental health and wellbeing are essential for all of us to lead fulfilling lives, to realise our full potential, to participate productively in our communities, and to demonstrate resilience in the face of stress and adversity.”

World Health Organisation,
Mental Health Action Plan 2013-2030

Introduction

Our 2030 Strategy, ‘Saving more lives, reducing inequalities, improving health and wellbeing’, describes our commitment to playing a vital role in improving the Health and Wellbeing of our staff and citizens.

Our ambition is always for the Scottish Ambulance Service to be a great place to work and this has been underpinned by our previous Health and Wellbeing Strategy, ‘*Being Well*’ (2021-2024).

This next stage in our Health and Wellbeing journey further supports this ambition, as being a great place to work sits right at the heart of our 2030 Strategy. It builds on the outcomes that have been delivered over the previous three years by listening to the views of our people and by firmly taking organisational ownership of these, so that:

- Lessons that have been identified are evidence-based and developed,
- Outcomes are measurable and impactful,
- Resources are focused on areas that can achieve greatest effect.

It aims to reflect the feelings and opinions of the most important stakeholders within the Scottish Ambulance Service, our people, whose views have been captured during focus groups, workshops and workplace visits.

We continue to map staff experience by using the framework of ‘Being Well’ (Healthy Mind and Healthy Body) and a ‘Great Place to Work’ (Healthy Workplace). Also, recognising the impact that stress and anxiety places upon our workforce, we intend to place the mental wellbeing of our staff as a significant priority, seeking to implement a proactive and preventative approach to supporting them.

The Scottish Ambulance Service is immensely proud of its people. This strategy seeks to work collaboratively with our colleagues, management, partnership, and all stakeholders to create a place to work where everyone feels happy and healthy.

What Have We Achieved?

Some of our achievements that we have delivered to date include the following:

- Established a Trauma Risk Management (TRiM) Assessors Network with over 60 Assessors trained & ongoing CPD (Continuous Professional Development).
- Designed and developed our Accredited Foundation Leadership & Management Development Programme.
- Provided access to a suite of health and wellbeing support, that recognises that one size does not fit all.
- Introduced the Wellbeing Lead role within the Service.
- Developed our Wellbeing Network which all staff can access and contribute to.
- Delivered 'Lifelines' training: Staying Well, Understanding Resilience; Supporting Your Colleagues and Post Trauma Support.
- Introduced 'Healthy Culture' week and delivered our Quarterly 'Culture Club'.
- Developed a new Aspiring Leaders Programme.
- Provided access to Career Coaching.
- Worked collaboratively with The Ambulance Staff Charity (TASC) to introduce a crisis phonenumber for staff.
- Worked collaboratively with Wellbeing Groups across Emergency Services and the Association of Ambulance Chief Executives (AACE) to share best practice.
- Delivered workplace visits, provided drop-in sessions and facilitated 'Spaces for Listening'.

There is more though that we aspire to achieve, including strengthening our commitment to Equity, Diversity and Inclusion, increasing our capability and learning around the subject of sexual safety in the workplace and being more proactive and preventative in our approach to mental health.



Our Strategy at a Glance

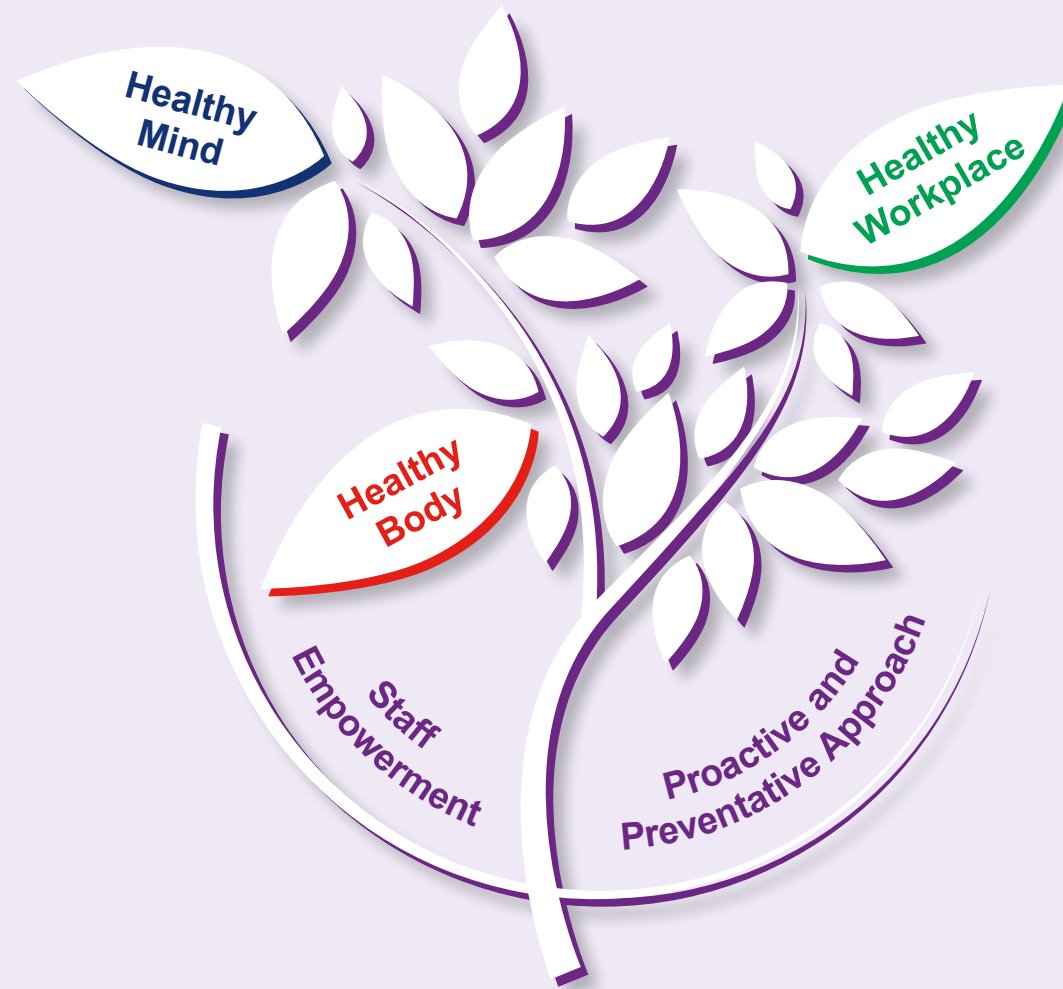
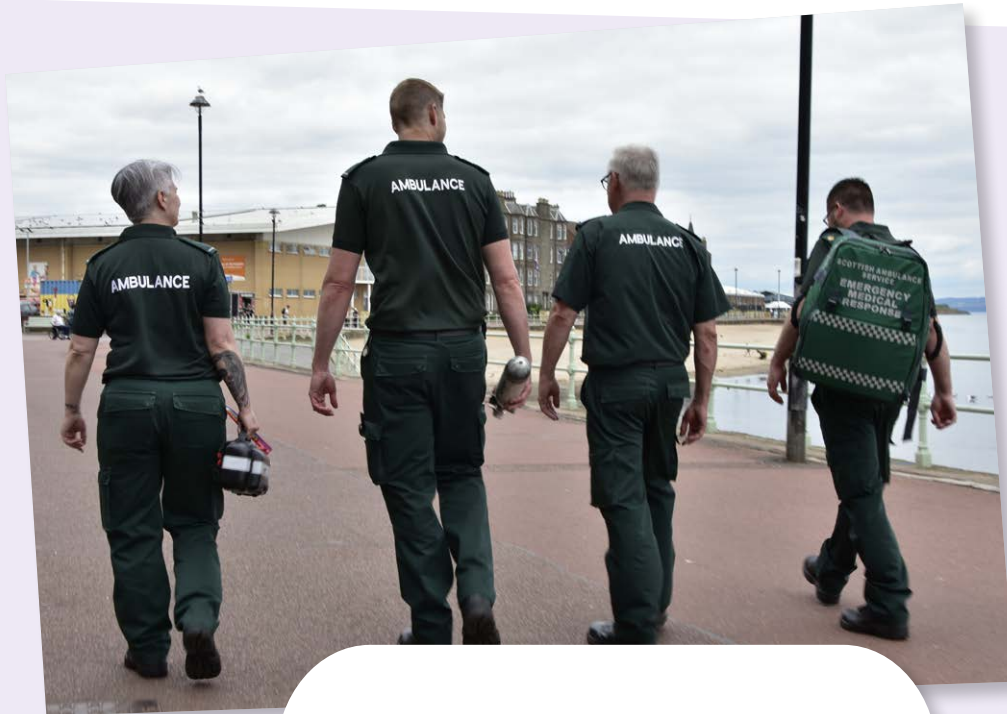


Figure 1 - Our Tree of Wellbeing



“Frontline healthcare workers and first responders have been exposed to numerous stressors and ensuring the mental health of healthcare workers is a critical factor in sustaining COVID-19 preparedness, response and recovery.”

United Nations 2020

Our Strategy at a Glance (continued)

Our Vision

A workplace where the physical, mental, and emotional wellbeing of our staff is prioritised and supported.

Themes

**Healthy Mind, Healthy Body,
Healthy Workplace.**

Achieved by

Empowerment of health and wellbeing initiatives at a grassroots level and by being proactive and preventative.

For maximum impact, and for wellbeing to flourish, we aim to champion the great work that is already taking place through local support networks. These are key to creating workplaces where we are compassionate to each other and reducing the bureaucracy of seeking help, so that a supporting conversation is always nearby.

Our strategy is inclusive of all, as we recognise that it is not just our frontline staff that experience pressures. Our support staff, those from corporate functions and our next generation of students are also facing unique daily challenges.

Health and Wellbeing - easy to access – supportive of everyone.

What Matters to Our People?

The recovery from the pandemic has brought challenges that are still having a significant impact on our workforce and we are committed to placing the health and wellbeing of our people right at the centre of our organisational priorities.

In 2022 and 2023 we asked our people 'What Matters to You?'

Obvious themes emerged from this, particularly focussing on the impact that work experience has upon quality of home life.

When asked to focus on what would make a difference in the workplace, the requirement of support from our managers and leaders was regarded as being most significant.

The message is clear and is one which we make a commitment to owning collectively as an organisation: the demands of the job are high, and our plans must prioritise psychological safety and creating the conditions for people to feel that they are valued at all levels.

We need to work collaboratively with all areas of our workforce so that we can realise together 'what matters to you'.



Figure 2 - Word cloud from our 2023 'What Matters to You?' Survey



Figure 3 - Word cloud answering the question 'What would make a difference?'

Grassroots Comments

We are constantly seeking engagement and feedback from our staff.

Whilst this is, by no means, an exhaustive list of thoughts and feelings, we understand the sentiments that underpin each and every feeling and we have captured these within our 3 themes of **Healthy Mind**, **Healthy Body** and **Healthy Workplace**.

Comments from our online engagement sessions and face-to-face visits have included:

Staff work better when they are happy and feel supported.

We need to be able to challenge poor culture and stigma.

It is important for managers to value staff contributions and recognise good work.

I feel that improving the wellbeing of staff is key to morale and will lead to quality patient care.

I think when staff feel supported and valued it makes for a better working environment despite the current pressures of working on the road.

It is important to lead by example, keeping the service values in mind, be a good mentor and treat everyone.

As colleagues we need to be available for chats, knowing where there is external and internal help for staff that are struggling.

Compassion is as important for staff, as it is to patients.

Without excellent staff welfare, we cannot provide excellent care to patients. Staff must be supported.

Keeping your team's health and wellbeing is a priority.



Figure 4 - The Mental Health Continuum

“The effects of your habits multiply as you repeat them. They seem to make little difference on any given day and yet the impact they deliver over the months and years can be enormous.”

James Clear
Atomic Habits: Tiny Changes, Remarkable Results.

Grassroots to Green Shoots

Support of the strategy at grassroots level is an essential part of any successful policy. Positive change, though, does not require extreme effort or complicated programmes.

Small, daily habits when added together provide the conditions for health and wellbeing improvements within individuals, teams and organisations.

Green shoots that appear at a local level can grow and flourish to change the daily environment that we work within. Small, impactful habits are those that take place at a grass root level which, when repeated, have a much larger effect.

These might include:

- Understanding the importance of Health and Wellbeing and how it affects both you and your colleagues.
- Becoming familiar with the range of support services that are available,
- Recognising when you and team members might be experiencing poor Health and Wellbeing and encouraging them to seek support when necessary.
- Being aware of tools and resources such as the Mental Health Continuum

- Contributing to a culture of psychological safety within the team. Encouraging individuals to share their views and feelings without fear of reprisal.
- Demonstrating care, compassion, and kindness for colleagues, in the same way that we provide this to our patients and service users.
- As a manager, trying to break the habits of ‘remote interaction’ with colleagues, which became normalised during the pandemic. Where possible, face-to-face interaction increases feelings of being valued, impacting on Health and Wellbeing and operational performance.
- Getting to know your colleagues as people, not just teammates. Trying to understand and empathise with their challenges and listening to them as individuals.
- Being unafraid to come to work as the genuine ‘you’.



Our 3 Health and Wellbeing Themes in more detail

“Much of the day-to-day responsibility for managing employees’ health and wellbeing falls on line managers. This includes spotting early warning signs of stress, making supportive adjustments at work, and nurturing positive relationships.”

CIPD Factsheet – Wellbeing at Work 2023

“Employees also have a responsibility for looking after their own health and wellbeing, and will only benefit from wellbeing initiatives if they participate in the initiatives on offer.”

CIPD Factsheet – Wellbeing at Work 2023

“Mental ill health remains the most common cause of long-term absence from work, with nearly three-fifths (59%) of organisations including this among their top three causes.”

CIPD Health and Wellbeing at Work Report 2020



Healthy Mind

Aim: Promote mental wellbeing and resilience to enable colleagues to effectively manage stress, cope with challenges, and thrive in their personal and professional lives.

WHAT we will achieve

- Cultivate a climate that supports a proactive approach to mental health.
- Provide awareness and education about mental wellbeing and empower individuals to take responsibility for their health.
- Foster resilience to help colleagues cope with the effects of trauma and stress.
- Create a supportive environment so that colleagues and teams feel comfortable discussing their pressures and where supportive conversations become normal practice.
- Decrease stigma associated with mental health and reduce barriers to support our people.
- Investigate increased access to pathways for rehabilitative mental health support.
- Develop an evidence-based understanding of the causes of absence.

HOW we will achieve this

- Expand our TRiM network by recruiting and training more assessors and developing the skills of our existing assessors.
- Develop awareness, training and support mechanisms for suicide prevention.
- Deliver a range of health promotion campaigns and activities to promote positive mental health and raise awareness levels by further developing our wellbeing network across the Service and conducting targeted visits by the Organisational Development and Wellbeing Team.
- Conduct feasibility study into further mental health rehabilitation pathways in collaboration with Partnership, also considering 'Investing to Save' options.
- Develop a Health and Wellbeing toolkit for managers.
- Educate and provide strategies to disconnect from work.
- Investigate support mechanisms to promote financial wellbeing.





Healthy Mind (continued)

MEASURES of progress

- ➔ Quarterly Health and Wellbeing pulse surveys.
- ➔ Number of TRiM assessors recruited and trained.
- ➔ Number of CPD hours completed for TRiM assessors.
- ➔ Number of TRiM assessments made/declined.
- ➔ Number of occupational health referrals.
- ➔ Number of engagements with mental health support resources via @SAS intranet pages.
- ➔ Number of absences and abstractions attributable to mental health.
- ➔ Hours of overtime resulting from wellbeing and sickness cover.
- ➔ Number of physical/verbal assaults on staff.
- ➔ Number of suicide prevention CPD sessions delivered.
- ➔ Number of engagements with TASC crisis support.
- ➔ Qualitative data relating to best practice captured via wellbeing networks and facilitators.
- ➔ Number of targeted visits by OD/Wellbeing Team. Capture themes raised by staff qualitatively and quantitatively.
- ➔ Publish manager's toolkit on @SAS and record number of engagements.
- ➔ Feedback following training and development sessions, including transference of behaviour into the workplace.

“Support pathways are very important and there will undoubtedly be times when an employee needs to take time off because of a health condition. But we also need to see more organisations taking stronger preventative steps to promote good mental well-being and help employees to avoid work-related stress in particular.”

CIPD Health and Wellbeing at Work Report 2020



Healthy Body

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

WHAT we will achieve

- Promote the health benefits of exercise and physical activity through both organisation-wide and locally targeted campaigns.
- Capture and cross-fertilise best practice conducted by wellbeing networks, such as walking groups or yoga sessions.
- Provide education on nutrition and healthy eating habits by collaborating with partner organisations.
- Educate and inform on effective sleep habit strategies.
- Provide information campaigns to allow our people to flourish by making lifestyle choices that are right for them.
- Develop an organisational approach to fatigue risk management based on best practice.
- Facilitate rehabilitative pathways in respect of physical injury.
- Adopt a preventative approach to musculoskeletal conditions.

HOW we will achieve this

- Ensure that our physical wellbeing messaging is genuine and sincere, recognising the importance of individual choice.
- Work with partner organisations to deliver best-practice campaigns targeting physical health.
- Benchmark physical health initiatives within Ambulance Trusts holding membership of AACE and implement initiatives that have proven to be effective.
- Continue to grow the wellbeing networks using key stakeholders to act as enablers and share practice by interactively mapping this through the @SAS platform.
- Develop staff led initiatives to support and promote health and wellbeing in the workplace commencing with:
 - Development of a 'health passport' so that reasonable adjustments to the work environment are captured and supported.
 - Introduction of a wellbeing check as a proactive approach to promote wellbeing and enhance existing processes such as appraisal and return to work meetings.
- In partnership with other blue light colleagues, hold a physical activity challenge event to encourage cross service wellbeing and partnerships.
- Work collaboratively with Occupational Health Services to provide information and support in respect of physical injury rehabilitation.
- Identify and embed practical approaches to identify and manage staff fatigue and the risks associated with it.
- Provide preventative information and training in respect of musculoskeletal conditions.
- Continue to investigate strategies to alleviate the effects of shift overruns, ensuring that the work done at the rest break programme board becomes business as usual.





Healthy Body (continued)

MEASURES of progress



Quarterly Health and Wellbeing pulse surveys.

Participation rates and qualitative data in response to promotion campaigns.

Number of absences and abstractions attributable to physical health.

Levels of overtime resulting from wellbeing and sickness cover.

Growth of wellbeing networks and facilitators.



“We [cannot] afford to sideline the importance of people’s physical health, especially with the additional risks posed by the more sedentary practice of homeworking.”

CIPD Health and Wellbeing at Work Report 2020



Healthy Workplace

Aim: Create the climate for our people to enjoy coming to work. Encompassing workplace culture and the physical work environment, our aim remains for the Scottish Ambulance Service to be 'a great place to work'. Creating a workplace built upon psychological safety will be key to this.

WHAT we will achieve

- Develop the five dimensions of 'a great place to work' in our workplaces (Credibility, Respect, Pride, Camaraderie and Fairness) as the benchmark for teams.
- Continue our trajectory of cultural development aligned to the principles of Equity, Diversity, and Inclusion.
- Continue to develop our Leadership and Management cadres, investing in the skills that have impact at a grassroots level.
- Embed the themes of psychological safety and being valued within individuals, teams and departments.
- Foster mutual support both within teams and across team boundaries to grow a culture of increased collaboration.
- Operationalise our values by embedding the underpinning behaviours as workplace norms.
- Ensure that new colleagues feel welcome and are provided with the best start to flourish within the Scottish Ambulance Service.
- Create a climate where early intervention becomes an increasingly important method of dealing with problems and difficulties.
- Support individuals, teams and departments who wish to enhance their physical operating environment by utilising endowment funding streams, whilst respecting the boundaries of financial and clinical governance.
- Strive for a culture of continuous improvement by regularly seeking feedback and developing towards a just culture.
- Promote a culture of Health and Safety.
- Strive for a culture of fewer meetings and where our people have the courage to try to do things differently without fear of repercussion.
- Continue to develop working practices that support work life balance and promote health and wellbeing.
- Deliver sessions centred on sexual safety and reducing misogyny in the workplace.

HOW we will achieve this

- Deliver regular 'micro-learning' sessions and action learning sets focusing on the themes of ED&I (Equality, Diversity and Inclusion) and the five dimensions of a great place to work.
- Promote and support the aims and ambitions of our five staff networks so that they become embedded in our culture.
- Develop a Leadership Academy to host and deliver leadership and management programmes, resources, activities and events and provides ongoing support and development for our aspiring and current leadership cohorts.
- Develop a framework of positive cultural behaviours for line managers.
- Further embed respectful communication using concepts such as 'Civility Saves Lives' and 'Calling It Out With Compassion'.
- Launch and evaluate our new corporate induction programme.
- Provide education and training on effective team working and communicating across boundaries.
- Work in collaboration with Finance Directorate to ease pathways to endowment fund and similar initiatives.
- Develop a culture dashboard to provide data-informed, targeted organisational development and wellbeing interventions.
- Further raise awareness on the importance of appraisals to a culture of feeling valued.





Healthy Workplace (continued)

MEASURES of progress

- Quarterly Health and Wellbeing pulse surveys.
- Results of the iMatter staff survey mapped against the 5 dimensions of 'a great place to work' and compared to previous baselined data.
- Number of attendees at staff network events and meetings.
- Number of recorded ED&I grievances.
- Number of staff undertaking leadership development programmes and level of completion/disengagement.
- Measurement of the increase in knowledge and transference of behaviour into the workplace following attendance on leadership development programmes.
- Number of new staff undertaking corporate induction programme.
- Number of staff undertaking 'Civility Saves Lives' Training.
- Number of successful endowment fund applications to improve the workplace environment.
- Number of staff undertaking 'micro-learning sessions' on ED&I.
- Membership growth of staff networks.
- Number of targeted OD/Wellbeing visits.
- Number of appraisals completed.
- Number of workplace accidents and near misses.

“Now, more than ever, we need leaders who are not afraid to show compassion, who consciously role-model healthy working practices and foster an environment where people feel safe to speak about health issues and seek help.”

CIPD Health and Wellbeing at Work Report 2020

The Roots of our Strategy: Staff empowerment and taking a proactive and preventative approach

Aim: Cultivate a culture where our people feel empowered and supported to take ownership of health and wellbeing issues both individually and collectively.

By taking a proactive and preventative approach our aim is to encourage staff, managers and leaders to anticipate and mitigate issues before they become problems.

WHAT we will achieve

- Increase levels of awareness of Health and Wellbeing support pathways across the organisation.
- Empower colleagues to prioritise their own health and wellbeing.
- Encourage individuals to reach out and seek support, where needed.
- Grow our wellbeing networks and further increase their profile to create local communities of support.
- Encourage our leaders to promote health-oriented leadership to facilitate change at a local level from the 'middle' out.

HOW we will achieve it

- Work with partner organisations to deliver best-practice campaigns to educate and inform.
- Ensure that resources are accessible and signposted effectively so that appropriate support pathways can be found easily.
- Support and reinforce the activities of our local wellbeing facilitators and networks.
- Develop a virtual health and wellbeing suggestions box for ideas to be captured at a grassroots level.
- Provide access to staff-led 'health passports' so that reasonable adjustments to the work environment are captured and supported.
- Raise awareness levels through intelligence-led and targeted visits by the Organisational Development and Wellbeing Team.

MEASURES of progress

- Quarterly Health and Wellbeing pulse surveys.
- Number of ideas submitted and adopted through wellbeing suggestions box.
- Level of workforce engagement with iMatter staff survey.
- Number of local wellbeing networks and facilitators.
- Number of absences and abstractions by reason.
- Number of engagements with supporting resources via @SAS.

Governance

Governance of the strategy is provided in accordance with Figure 5.

Meetings for governance take place every three months. Accountability is linked to staff governance requirements to ensure that all staff are provided with a continuously improving and safe working environment, promoting health and wellbeing of staff, patients and the wider community.

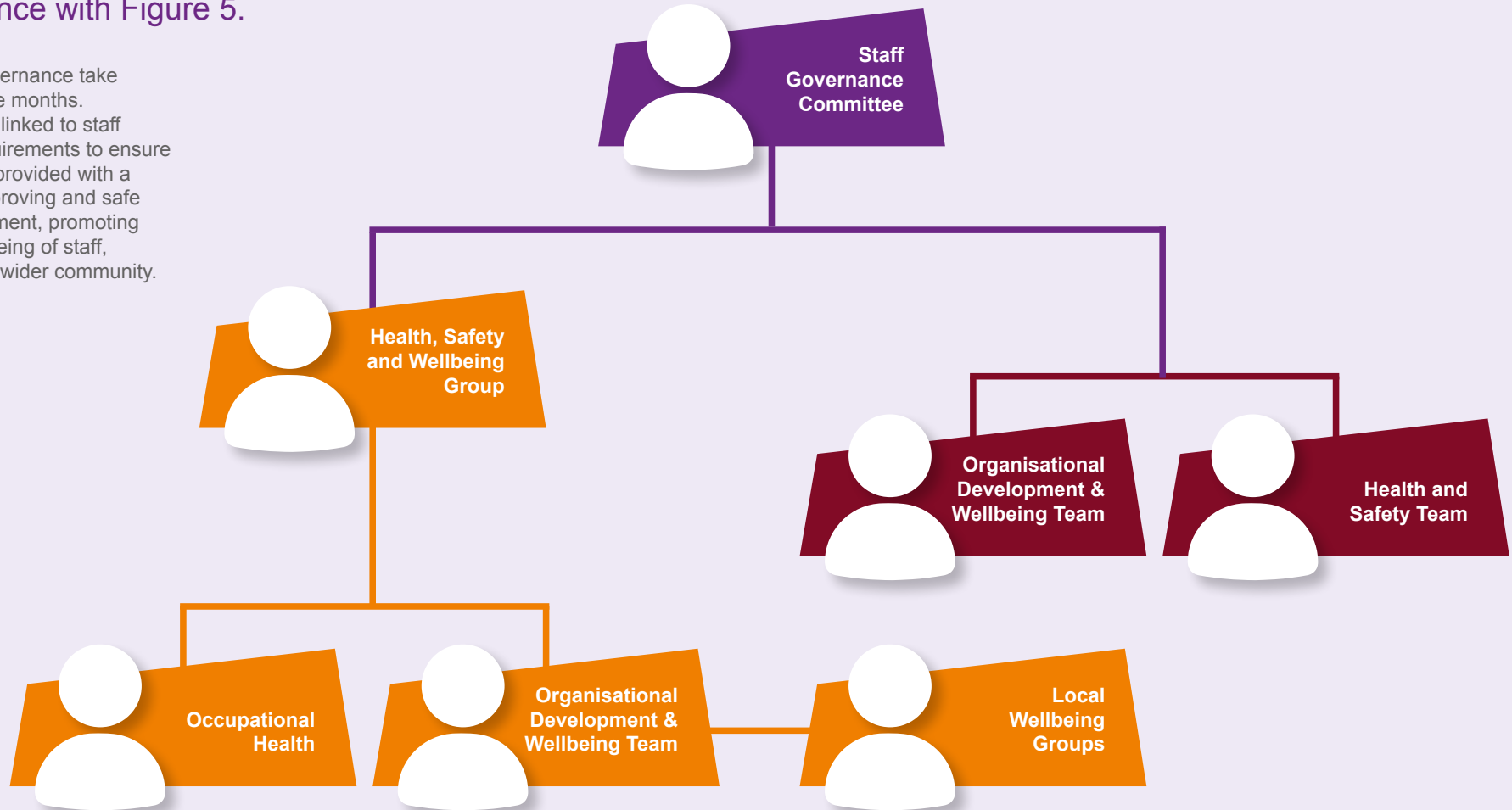


Figure 5 - Governance structure



References

CIPD Factsheet Wellbeing at Work (2023)

CIPD Health and Wellbeing at Work Report 2020
[eehealth-and-well-being-2020-report_tcm18-73967.pdf \(cipd.org\)](#)

CIPD Health and Wellbeing at Work Report 2022
[Health and wellbeing at work 2022: Survey report \(cipd.org\)](#)

Great Place to Work: Definition of a Great Workplace
[Trust Model | Great Place To Work®](#)

James Clear – Atomic Habits: Tiny Changes, Remarkable Results.

NHS Scotland Staff Governance
[Home — NHS Scotland Staff Governance](#)

United Nations
[Policy Brief: COVID-19 and the Need for Action on Mental Health \(13 May 2020\)](#)

What Matters to You?
[What matters to you?](#)

World Health Organisation; Mental Health
[Mental health \(who.int\)](#)



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**Scottish
Ambulance
Service**

Working in Partnership with Universities





Health and Wellbeing roadmap

2024 - 2025

A summary of our **Health and Wellbeing Strategy**, Staying Well - Protecting the health & wellbeing of our people (2024-2027), including the roadmap for Year 1



Contents

Introduction	2
Our Strategy at a Glance	3
Healthy Mind	4
Healthy Body	6
Healthy Workplace	8
The Roots of Our Strategy	10
Making a Small Difference Every Day	11



Introduction

Our Health and Wellbeing Roadmap is an easy to access summary of our strategy 'Staying Well - Protecting the health & wellbeing of our people (2024-2027)'.

It contains all the key points so that people can understand and apply what it is aiming to achieve within their own places of work. The roadmap also sets out our milestones for Year 1 of the strategy, allowing us to measure our progress and set targets for Years 2 and 3.

Our 2030 Strategy shows our commitment to improving the health and wellbeing of our staff and the people we serve. We want the Scottish Ambulance Service to be a great place to work, where our people feel happy and valued.

In this next stage, we will focus on making our workplace even better by:

- Using evidence-based lessons to improve.
- Setting measurable goals.
- Focusing resources where they can make the most impact.

We have listened to your feedback through focus groups, workshops, and visits to make sure we address your needs by focusing on the themes of Healthy Mind, Healthy Body, and Healthy Workplace.



Our Strategy at a Glance

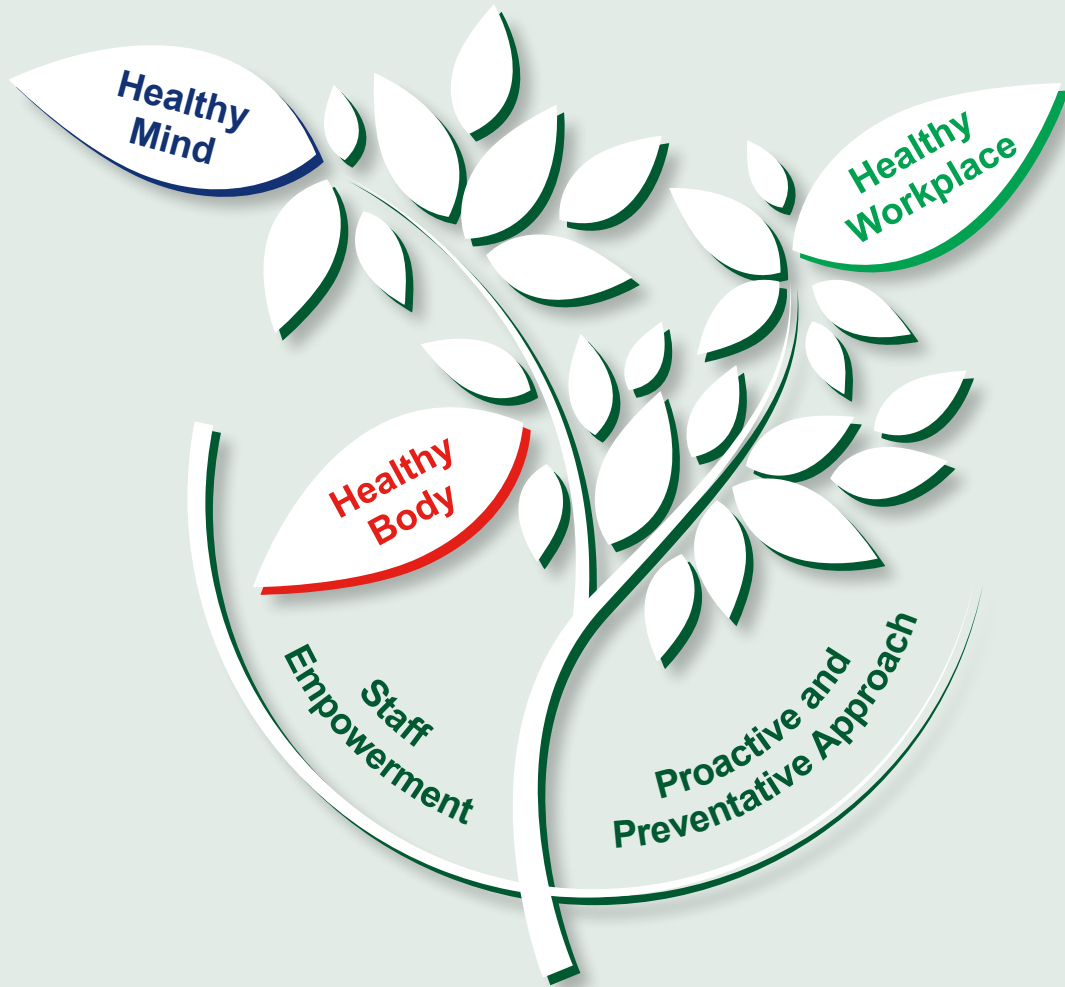


Figure 1 - Our Tree of Wellbeing

Our Vision

A workplace where the physical, mental, and emotional wellbeing of our staff is prioritised and supported.

Themes

Healthy Mind, Healthy Body, Healthy Workplace.

Achieved by

Empowerment of health and wellbeing initiatives at a grassroots level and by being proactive and preventative.

For maximum impact, and for wellbeing to flourish, we aim to champion the great work that is already taking place through local support networks. These are key to creating workplaces where we are compassionate to each other and reducing the bureaucracy of seeking help, so that a supporting conversation is always nearby.

Our strategy is inclusive of all, as we recognise that it is not just our frontline staff that experience pressures. Our support staff, those from corporate functions and our next generation of students are also facing unique daily challenges.

Health and Wellbeing - easy to access – supportive of everyone.



Healthy Mind

Aim: Promote mental wellbeing and resilience to enable colleagues to effectively manage stress, cope with challenges, and thrive in their personal and professional lives.



WHAT we will achieve

- ➔ **Support Mental Health:** Create a workplace that actively promotes mental health care.
- ➔ **Educate and Empower:** Provide education on mental wellbeing and encourage everyone to take charge of their health.
- ➔ **Build Resilience:** Help colleagues handle trauma and stress better.
- ➔ **Encourage Openness:** Make it normal to talk about stress and pressures, creating a supportive atmosphere.
- ➔ **Reduce Stigma:** Decrease the stigma around mental health and make it easier for people to get support.
- ➔ **Improve Access to Support:** Investigate more ways to provide mental health rehabilitation.
- ➔ **Understand Absences:** Research why people are absent to find and address the root causes.

HOW we will achieve this

- ➔ **Expand TRiM Network:** Recruit and train more TRiM assessors and enhance the skills of current assessors.
- ➔ **Suicide Prevention:** Develop training and support systems for suicide prevention.
- ➔ **Promote Mental Health:** Run health campaigns and activities to boost mental health awareness, with the Wellbeing Team conducting targeted visits.
- ➔ **Study Rehabilitation:** Explore more mental health rehabilitation options with partners and consider 'Invest to Save' strategies.
- ➔ **Create a Toolkit:** Develop a Health and Wellbeing toolkit for managers.
- ➔ **Work-Life Balance:** Teach strategies to disconnect from work.
- ➔ **Financial Wellbeing:** Investigate ways to support financial wellbeing for staff.



Healthy Mind - Year 1 Delivery Plan

Target Date (End of)	Action	Target
June 2024	Deliver annual CPD event open to existing TRiM assessors and co-ordinators.	Minimum 30 assessors attending.
June 2024	Advanced TRiM Practitioner Training delivered.	Minimum 5 assessors trained.
Aug 2024	Re-commence intelligence-led and targeted visits by the combined Organisational Development and Wellbeing Team visits.	5 combined visits per quarter.
Sep 2024	Conduct TRiM pulse survey.	Satisfaction level >70%.
Sep 2024	Develop awareness, training and support mechanisms for suicide prevention.	Launched by Q2. Reached >25% of workforce by Q3, > 75% by Q4 2024-25.
Sep 2024	Develop & establish an interactive Wellbeing Hub on @SAS website including manager's toolkit.	Launch by target date. Number of interactions to be recorded.
Nov 2024	Recruit additional 30 TRiM assessors.	30 staff recruited and trained. Increase in TRiM assessment uptake rate.
Dec 2024	Conduct feasibility study in Q3 2024-25 into further mental health rehabilitation pathways in collaboration with Partnership and by investing to save through Finance Directorate.	Feasibility study complete with potential recommendations to take forward into Year 2 of the strategy.
Jan 2025	Further develop wellbeing networks by locality and region encompassing wellbeing facilitators.	Number of wellbeing networks to expand by 20%.
Apr 2025	End of year baselining of data.	Increase in TRiM referral rate. Decrease in local sickness absence. Decrease in overtime cover for mental health absence. Increase in staff satisfaction scores within surveys.
Apr 2025	Develop SMART targets for Year 2.	Stretch targets set from baseline data.



Healthy Body

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



WHAT we will achieve

- ➔ **Promote Exercise:** Encourage exercise and physical activity through campaigns.
- ➔ **Share Best Practices:** Highlight successful wellbeing activities like walking groups and yoga.
- ➔ **Nutrition Education:** Provide information on healthy eating by working with partners.
- ➔ **Improve Sleep:** Teach effective sleep habits.
- ➔ **Lifestyle Choices:** Offer information to help people make healthy lifestyle choices.
- ➔ **Physical Rehabilitation:** Support recovery from physical injuries.
- ➔ **Prevent Musculoskeletal Issues:** Take steps to prevent muscle and joint problems.

HOW we will achieve this

- ➔ **Genuine Messaging:** Make sure our physical wellbeing messages are sincere and respect personal choices.
- ➔ **Partner Campaigns:** Collaborate with partners to run effective physical health campaigns.
- ➔ **Benchmarking:** Implement successful initiatives from other Ambulance Trusts.
- ➔ **Wellbeing Networks:** Expand and share best practices through our wellbeing networks.
- ➔ **Staff Initiatives:** Support health and wellbeing in the workplace with:
 - A 'health passport' for workplace adjustments.
 - A wellbeing check to promote health and improve processes like appraisals and return-to-work meetings.
- ➔ **Occupational Health Collaboration:** Work with Occupational Health Services to support physical injury recovery.
- ➔ **Preventive Training:** Provide training to prevent musculoskeletal issues.



Healthy Body - Year 1 Delivery Plan

Target Date (End of)	Action	Target
Jul 2024	Develop a virtual health and wellbeing suggestions box for ideas to be captured.	Initiative implemented within time frame and being used by colleagues.
Aug 2024	In conjunction with partner organisations, deliver best-practice information campaigns targeting physical health.	Benchmarking complete Aug 2024. Information campaign commenced by Q3 2024.
Sep 2024	Benchmark physical health initiatives within Ambulance Trusts holding membership of AACE and implement initiatives that have proven to be effective.	Benchmarking complete by end of Q2 2024-25. Initiatives introduced within Q3/Q4.
Oct 2024	Introduce a Wellbeing Check to assist line managers in to facilitating wellbeing conversations across all roles in the Service.	Initiative integrated and accepted as business as usual.
Oct 2024	Provide access to staff-led 'health passports' to facilitate reasonable adjustments to the work environment.	Initiative integrated and accepted as business as usual.
Jan 2025	Further develop wellbeing networks by locality and region encompassing wellbeing facilitators.	Number of wellbeing networks to expand by 20%.
Apr 2025	End of year baselining of data.	Decrease in local sickness absence. Decrease in overtime cover for physical health reasons. Increase in staff satisfaction scores within surveys.
Apr 2025	Develop SMART targets for Year 2.	Stretch targets set from baseline data.



Healthy Workplace

Aim: Create the climate for our people to enjoy coming to work. Encompassing workplace culture and the physical work environment, our aim remains for the Scottish Ambulance Service to be ‘a great place to work’.



WHAT we will achieve

- ➔ **Great Place to Work:** Develop our workplaces based on Credibility, Respect, Pride, Camaraderie, and Fairness.
- ➔ **Culture Development:** Continue to align with Equity, Diversity, and Inclusion.
- ➔ **Leadership Development:** Invest in improving leadership and management skills at all levels.
- ➔ **Psychological Safety:** Ensure individuals within teams feel safe and valued.
- ➔ **Mutual Support:** Encourage support within and across teams to boost collaboration.
- ➔ **Operationalise Values:** Make our values and behaviours standard practice.
- ➔ **Welcoming New Colleagues:** Help new employees feel welcome and supported.
- ➔ **Early Intervention:** Focus on addressing problems early.
- ➔ **Continuous Improvement:** Seek regular feedback and develop a just culture.
- ➔ **Health and Safety:** Promote a culture of safety.
- ➔ **Innovative Practices:** Encourage fewer meetings and new ways of working without fear.
- ➔ **Work-Life Balance:** Develop practices that support health, wellbeing, and work-life balance.
- ➔ **Sexual Safety:** Provide sessions on sexual safety and reducing misogyny.

HOW we will achieve this

- ➔ **Micro-Learning Sessions:** Offer regular short training sessions on Equity, Diversity, Inclusion, and creating a great workplace.
- ➔ **Staff Networks:** Support the goals of our staff networks to embed them in our culture.
- ➔ **Leadership Academy:** Create a Leadership Academy for training and ongoing support for leaders.
- ➔ **Behaviour Framework:** Develop a framework of positive behaviours for our managers incorporating ‘Civility Saves Lives’.
- ➔ **Corporate Induction:** Launch the new corporate induction programme.



Healthy Workplace - Year 1 Delivery Plan

Target Date (End of)	Action	Target
May 2024	Launch new staff corporate induction package.	Initiative integrated and accepted as business as usual.
May 2024	Continue to deliver our Aspiring Leaders and Foundation Leadership and Management Development Programmes throughout 2024-25.	Quantifiable increase in knowledge through evaluation survey.
May 2024	Deliver iMatter Staff Survey.	Survey live May 2024. All actions complete, including Board response by Aug 2024.
May 2024	Continue to deliver Leadership Introduction training to NQPs on their bespoke induction package.	Deliver a minimum of 4 sessions.
May 2024	Continue to deliver Leadership and Management CPD opportunities through a monthly CPD Newsletter.	Deliver a minimum of 12 Newsletters annually.
Jun 2024	Deliver 'Healthy Culture Week 2024'.	Sessions from all Staff Networks. Reach to exceed 2023 level of 9% of workforce.
Jul 2024	Deliver ED&I 'Time to Learn' sprints and 'Civility Saves Lives' CPD.	Minimum of 2 sessions/month throughout 2024-25.
Aug 2024	Develop short-life working group to increase TURAS appraisal completion rates.	SLWG formed by Aug 2024. Recommendations implemented by Oct 2024.
Aug 2024	Re-commence intelligence-led and targeted visits by the combined Organisational Development and Wellbeing Team visits. Promote staff networks, ED&I, Psychological Safety and 'Civility Saves Lives'.	5 combined visits per quarter.
Aug 2024	Deliver H&W/Culture pulse survey.	Execute and analyse quarterly pulse survey.
Sep 2024	Develop framework for our managers to promote knowledge, skills and behaviours required when working with their people.	Initiative integrated and accepted as business as usual.
Sep 2024	Deliver quarterly 'Culture Club' forum to cross-transfer best workplace practices.	Increase in attendees quarter-on-quarter.
Oct 2024	Deliver regular 'Action Learning Sets' to support our managers with workplace problems.	Monthly delivery. Initiative integrated and accepted as business as usual.
Mar 2025	Creation of the Scottish Ambulance Service's Leadership Academy to provide ongoing support and development for our aspiring and current leadership cohorts.	Creation of a Leadership Academy that hosts resources to support leadership and management development, promotes and signposts leadership and management programmes, activities, events and opportunities for further development.
Apr 2025	End of year baselining of data.	Quantifiable increase in knowledge by attendees undertaking leadership and management development. Increase in appraisal completion rate. Quantifiable feedback from all staff CPD sessions. Increase in staff satisfaction scores within surveys.
Apr 2025	Develop SMART targets for Year 2.	Stretch targets set from baseline data.

The Roots of our Strategy: Staff empowerment and taking a proactive and preventative approach

Aim: Cultivate a culture where our people feel empowered and supported to take ownership of health and wellbeing issues both individually and collectively.

WHAT we will achieve

- ➔ **Raise Awareness:** Increase knowledge of Health and Wellbeing support throughout the organisation.
- ➔ **Empower Colleagues:** Encourage everyone to prioritise their own health and wellbeing.
- ➔ **Encourage Seeking Support:** Motivate individuals to seek help when needed.
- ➔ **Expand Wellbeing Networks:** Grow and promote local support communities.
- ➔ **Health-Oriented Leadership:** Encourage leaders to promote health and wellbeing.

HOW we will achieve this

- ➔ **Partner Campaigns:** Work with partners to deliver educational campaigns.
- ➔ **Accessible Resources:** Make sure support resources are easy to find.
- ➔ **Support Wellbeing Facilitators:** Assist local wellbeing facilitators and networks.
- ➔ **Virtual Suggestions Box:** Create an online suggestion box for health and wellbeing ideas.
- ➔ **Health Passports:** Provide staff with health passports to document and support workplace adjustments.
- ➔ **Targeted Visits:** Raise awareness through visits from the Organisational Development and Wellbeing Team.

Making a Small Difference Every Day

Supporting our strategy at the grassroots level is crucial for success. Positive change doesn't need extreme effort or complicated programs.

Small daily habits can improve health and wellbeing for individuals, teams, and the whole organisation. Local, small changes can grow and make a big impact over time. These small habits, when done regularly, can lead to significant improvements.

These might include:

- Understanding the importance of Health and Wellbeing and how it affects both you and your colleagues.
- Becoming familiar with the range of support services that are available.
- Recognising when you and team members might be experiencing poor Health and Wellbeing and encouraging them to seek support when necessary.
- Being aware of tools and resources such as the Mental Health Continuum.
- Contributing to a culture of psychological safety by individuals and within teams and departments. Encouraging others to share their views and feelings without fear of reprisal.

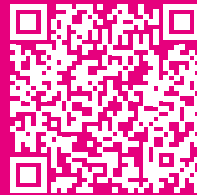


- Demonstrating care, compassion, and kindness for colleagues, in the same way that we provide this to our patients and service users.
- As a manager, trying to break the habits of 'remote interaction' with colleagues, that became normalised during the pandemic. Where possible, face-to-face interaction increases feelings of being valued, impacting on Health and Wellbeing and operational performance.
- Getting to know your colleagues as people, not just teammates. Trying to understand and empathise with their challenges and listening to them as individuals.
- Being unafraid to come to work as the genuine 'you'.



Figure 2 - The Mental Health Continuum

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EQIA Template – (for when Board/Committee has to **approve** or **endorse** a proposal/policy and is the decision maker)

QUESTIONS TO CONSIDER FOR BOARD EQIA REPORTING

- Complete the questions from the EQIA and present as an appendix to the proposal/paper. You may use the template or provide a narrative that includes the information (aim to keep this within one A4 page).
- Include key points in summary in the cover paper.

		Answer	
1.	Have you considered equality and equality impact on different groups and issues.	Yes	If the answer is no, the proposal is not ready to come to the Board or Committee.
			If yes, go to Q2
2	What form did this take?		
	Equality Impact Screening	No	
	Equality Impact Assessment	Yes	
	Other	Please specify how you considered equality impact.	
3	What consultation did you undertake? Specify which protected characteristics groups were included.	<p>We have sought, collated and gathered feedback and views across our organisation during the life of our previous strategy and during the consultation period of the new draft strategy.. These include:</p> <ul style="list-style-type: none"> • Discussions during scheduled workplace visits by the OD and Wellbeing Team. • OD representation at the Equality and Diversity Steering Group. • OD representation on all of our Service Staff networks. 	Go to Q4

		<ul style="list-style-type: none"> • Feedback during all OD 'touchpoints' with the organisation, including leadership development sessions and 'time to learn' sprints. • Feedback received during our 'Healthy Culture' weeks. • Discussions during our quarterly 'Culture Clubs' • Feedback received from our Partnership Conferences. • Feedback received during our 'What matters to you' surveys. • By aligning OD workstreams with the Service Lead for ED&I. • By consulting our Service executive team and Staff Governance Committee. <p>Once a draft strategy had been-produced a working group with a cross section of our staff further refined the strategy to produce the final version. This group met several times and also provided comprehensive feedback by email.</p> <p>Protected characteristics considerations included Age, Disability, Gender reassignment Gender, Marriage, Civil Partnership, Pregnancy, Maternity, Race, Religion, Belief and Sexual orientation</p>	
4	<p>Did you identify any equality impact?</p> <ul style="list-style-type: none"> - For any group - Across any of the three "needs" 	No	<p>If yes Go to Q5 If no go to Q8</p>
5	<p>Describe the nature of the impact, which "need" is involved, and which groups were affected. Specify if the impact was positive, adverse or neutral.</p>		Go to Q6
6	<p>Did you identify any adverse impact?</p>	Yes/No	<p>If you answered yes, Go to Q7.</p>

			If no, go to Q8.
7	What mitigations have been put into place to reduce adverse impact? Please specify how this will reduce the impact and how the proposal/policy has been changed.		Go to Q8
8.	What opportunities are there to enhance equality for any of the protected characteristic groups or others? Please specify these and say how the proposal has been changed to incorporate these.	An opportunity to conduct feasibility study into further mental health rehabilitation pathways, scoping possibility of 'spend to save' options. This opportunity cross-cuts the workforce population in respect of poor mental health / psychological trauma. The proposal incorporates this by benchmarking schemes currently operated by Police Scotland and scoping feasibility for including within Scottish Ambulance Service.	Go to Q9
9	Are there monitoring arrangements to monitor the impact of the proposal/policy? Describe the monitoring arrangements or explain why none is required.	Yes/	Go to Q10
10	Do you consider the Board or Committee has enough information to understand the equality impact of the proposal and to use this to inform their decision?	Yes	If the answer to Q10 is no, the paper is not ready to come to the Board or Committee. If the answer is yes, sign off the template or alternative report.

Signed: Daren Nelson

Title Acting Head of Organisational Development

Date: 17 July 2024

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Date: 17 Jul 2024	Version 1.0	Review Date: Mar 2027