



NOT PROTECTIVELY MARKED

Public Board meeting		31 July 2024 Item 12
THIS PAPER IS FOR DISCUSSION		
HEALTH & WELLBEING UPDATE		
Lead Director Author	Graeme Ferguson, Deputy 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"> • The draft Health and Wellbeing Strategy was approved by the Staff Governance Committee on 6 June 2024. Recommendations from the Committee have been incorporated into the final draft version, which is included at item 8 of the agenda for the Board's approval. • Our internal provision of trauma support continues to develop through our TRiM programme. A total of 45 referrals have been facilitated during this reporting period. • We delivered 'Healthy Culture Week' in June, with focus on Equality, Diversity and Inclusion and championing our staff networks. • Hosting of our 3 National Partnership Conferences is now complete with positive feedback delivered from attendees. • The 2024 iMatter Staff survey has generated a 59% response rate and an employee engagement index score of 66. Further work is being undertaken of a deeper analysis of data to allow the Board to respond. • Our leadership and management development programmes continue to be delivered to schedule. 	
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 4636 - health and wellbeing of staff affected.	

Link to Corporate Ambitions	This paper relates to the following Corporate Ambition: <ul style="list-style-type: none"> We will be a great place to work, focusing on staff experience, health and wellbeing.
Link to NHS Scotland's Quality Ambitions	This paper relates to 'Safe', 'Effective' and 'Person Centred' NHS Scotland's Quality Ambitions.
Benefit to Patients	The steps we are taking in the Health & Wellbeing Strategy to support, nurture, develop 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.



NOT PROTECTIVELY MARKED

SCOTTISH AMBULANCE SERVICE BOARD

HEALTH & WELLBEING UPDATE

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

SECTION 1: PURPOSE

This paper provides an update of health and wellbeing activity during June and July 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 have been incorporated into the draft Health and Wellbeing Strategy 2024-27, which was presented to and approved by the Staff Governance Committee on 6 June 2024. The final draft version of the strategy is presented for approval by the Board in the accompanying paper at Item 8 of the agenda.

SECTION 4: DISCUSSION

4.1 Draft Health & Wellbeing Strategy 2024-27

The draft Health & Wellbeing Strategy 2024-27, incorporating recommendations from the Staff Governance Committee, sets the strategic direction for the Organisational Development and Wellbeing Team over the next three years, pending Board approval. The 2024-25 Roadmap emphasises the themes of Healthy Mind, Healthy Body, and Healthy Workplace, aiming for evidence-based measurable outcomes. Delivery will also encompass support from the Health and Safety Team and HR. A key focus for the next reporting period will be baselining and benchmarking data to support quarterly reporting to the Staff Governance Committee.

Doc: Health and Wellbeing Update	Page 3	Author: Acting Head of OD
Date: 31 July 2024	Version 1.1	Review Date: September 2024

The accompanying roadmap outlines project milestones for Year 1, with monthly updates provided to the Workforce and Wellbeing Portfolio Board.

4.2 Trauma Risk Management (TRiM)

TRiM remains a vital support mechanism for staff exposed to traumatic incidents. Awareness of the service within the workforce continues to grow, and our internal support capability has strengthened since the programme's inception 12 months ago.

Mandatory annual CPD for TRiM assessors was held at Scottish Fire and Rescue Service (SFRS) Cambuslang on 12 June 2024, offering skill refreshment and best practice assurance. Additionally, six staff members completed Advanced TRiM Assessor Training with the North East Ambulance Service, enhancing our ability to assess groups exposed to the same incident, expediting referrals to Occupational Health and reducing assessment time.

During this period, we processed 45 new TRiM referrals, bringing the total to 294 since the program's launch on 27 June 2023. Referral distribution includes 128 from the West Region, 104 from the East Region, 51 from the North Region, 9 from Ambulance Control Centre (ACC), and 2 from National Risk and Resilience Department (NRRD) and the Special Operations Response Team (SORT). There have been 42 onward referrals to Occupational Health.

4.3 'Healthy Culture Week'

Our second "Healthy Culture Week" took place from June 17 to June 21, 2024, with a primary theme of Equality, Diversity, and Inclusion (EDI), aligned with the SAS EDI Steering Group's objectives. Our five Staff Networks led sessions aimed at informing, educating, and expanding their communities. Topics covered included:

- Developing safe spaces for clumsy conversations.
- Is it enough to not be racist?
- Essential information for managers and staff on the Armed Forces Network.
- Becoming more disability confident.
- Improving sexual safety in the workplace.

A total of 12 sessions were delivered, generating 770 engagements, including views of the session recordings, reaching approximately 11.6% of our workforce. Healthy Culture Week is now an annual event, contributing to our 2030 strategic ambition of being a great place to work by focusing on staff experience, health, and wellbeing.

4.4 Partnership Conferences

Our National Partnership Conferences took place during May and June 2024. These were de-centralised across three geographical areas: NHQ Edinburgh, Moray College Elgin, and SFRS Cambuslang. This decentralised approach aimed to reduce travel burdens and increase accessibility, allowing broader staff participation across Scotland.

The conference opened with the Chief Executive addressing all venues, emphasising the importance of partnership working. Workforce Director Avril Keen and Employee Director Steven Gilroy followed, highlighting the achievements since the last conference and

Doc: Health and Wellbeing Update	Page 4	Author: Acting Head of OD
Date: 31 July 2024	Version 1.1	Review Date: September 2024

setting objectives for the future. Senior leaders and partnership representatives then engaged in a panel discussion, answering questions from attendees.

Interactive workshops on "Resilience and Wellbeing" and "Growing a Positive Culture Through Psychological Safety" were well-received, alongside a table-top exercise focusing on overcoming barriers to effective partnership working.

Feedback has been overwhelmingly positive, with an average 4.24 rating out of 5. Key themes included collaboration, communication, and innovation. Attendees raised important questions on issues like ensuring adequate time for staff training, improving hospital turnaround times, advancing the equality agenda, and maintaining a safe working environment despite budget constraints.

Overall, the conference fostered a spirit of collaboration and continuous improvement, with attendees committed to making the Scottish Ambulance Service an excellent workplace dedicated to providing outstanding patient care and exceptional support to its colleagues.

4.5 iMatter Staff Survey

The administration of iMatter 2024 staff survey has continued during this reporting period. The survey was open from 28 May to 18 June 2024 and achieved an overall response rate of 59%. Teams are now in the action planning phase (20 June to 14 August 2024), with 23 out of 407 teams (5.65%) having completed their plans to date. Comparative data for the past 4 reports is provided at Table 1.

	Board Report 2024	Board Report 2023	Board report 2022	Board report 2021
Response Rate	59%	56%	52%	60%
Employee Engagement Index	66	67	67	65

Table 1: Comparison of Response Rates and Employee Engagement Index

Work continues within the Organisational Development Team to encourage an increase in the number of completed team action plans. Additionally, a pulse survey has been recently launched to gain deeper insights into the survey responses. It is hoped that this will provide qualitative data that will assist the Board in consolidating a response to iMatter 2024.

4.6 Leadership Development

The delivery of our leadership training packages remains a crucial element of our staff experience. The Aspirant Leader Development Programme currently has 36 participants, with 27 on track and 9 experiencing delays. The Foundation Leadership and Management Programme has 82 participants, with 52 on track and 30 facing delays.

Both programmes will undergo a content review this quarter, incorporating feedback from previous cohorts and redesigning e-Learning content and portfolios. This update will also involve transitioning from LearnPro to Turas.

Doc: Health and Wellbeing Update	Page 5	Author: Acting Head of OD
Date: 31 July 2024	Version 1.1	Review Date: September 2024

Development for a Middle Manager programme is underway, starting with a pilot programme of action learning sets. Senior management training continues, with five participants confirmed for Leading for the Future Cohort 14, commencing in September.

Doc: Health and Wellbeing Update	Page 6	Author: Acting Head of OD
Date: 31 July 2024	Version 1.1	Review Date: September 2024