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Public Board Meeting

29 January 2025

Item No 12

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	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 the reporting period November 2024 – beginning January 2025. Key points include: <ul style="list-style-type: none"> • An overview of the Improving Workplace Staff Experience & Wellbeing Pulse Survey results and themes arising from the qualitative responses of the 600 staff who completed the survey. • 16 actions (out of a total of 28) within the Health & Wellbeing Roadmap 2024-25 are on track for delivery with a green BRAG status and the remaining 12 actions are complete with a blue BRAG status.
Timing	The Health & Wellbeing Strategy 2024-27 was approved at the July 2024 Board Meeting. Progress updates for the practical implementation of the strategy are discussed at the Staff Governance Committee & National Partnership Forum throughout the lifespan of the strategy. Bi-monthly health & wellbeing updates have been discussed at the Board since May 2022.
Associated Corporate Risk Identification	Risk ID 4636 – Health and wellbeing of staff This paper and associated activity aims to mitigate against the corporate risk of the health and wellbeing of staff affected.
Link to Corporate Ambitions	This paper relates to the following Corporate Ambition: <ul style="list-style-type: none"> • We will be a great place to work, focusing on staff experience, health and wellbeing.
Link to NHS Scotland’s Quality Ambitions	This paper relates to ‘Safe’, ‘Effective’ and ‘Person Centred’ NHS Scotland’s Quality Ambitions.

Benefit to Patients	The steps we are taking in the Health & Wellbeing Strategy to support, nurture, develop & enable our people to thrive at work will in turn have a direct impact on improving the quality of care we provide to patients.
Climate Change Impact Identification	This paper has identified no impacts on climate change.
Equality and Diversity	An Equality Impact Assessment was completed on 8 July 2024 for our Health & Wellbeing Strategy 2024-27 and filed with the Service EDI Lead for publication on @SAS.



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SCOTTISH AMBULANCE SERVICE BOARD

HEALTH & WELLBEING UPDATE

GRAEME FERGUSON, 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 beginning January 2025.

SECTION 2: RECOMMENDATIONS

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

SECTION 3: BACKGROUND

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

SECTION 4: DISCUSSION

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

4.11 Trauma Risk Management (TRiM)

TRiM continues to provide support to our staff that have been exposed to traumatic events. Referral figures have now reached 444 since the launch of the scheme end of June 2023. Of these referrals 176 have been from the West Region, 180 from the East Region, 62 from the North Region, 26 from National Operations.

There has been a total of 76 onward referrals to Occupational Health. The number of referrals per month is included at Figure 1.

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Figure 1. TRiM - Referrals Since Launch end June 2023

Month	Number of Referrals	Total
July 2023	15	15
August 2023	18	33
September 2023	19	52
October 2023	23	75
November 2023	26	101
December 2023	24	125
January 2024	32	157
February 2024	19	176
March 2024	43	219
April 2024	21	240
May 2024	37	277
June 2024	17	294
July 2024	24	318
August 2024	20	338
September 2024	21	359
October 2024	17	376
November 2024	22	398
December 2024	42	440
January 2025 (up to 9 th Jan)	4	444

Findings from the recent TRiM surveys have been discussed at the TRiM Co-ordinators & Clinical Supervisors Group with actions being developed to respond to the suggestions given to ensure we continue to promote and develop this vital support mechanism for our workforce.

4.12 Improving Workplace Staff Experience & Wellbeing Pulse Surveys

Our first Improving Workplace Staff Experience & Wellbeing pulse survey was conducted in October 2024. Whilst this was a recommendation of the internal audit of our Health and Wellbeing Strategy (2021-2024), it has been a long-term aspiration to move towards a more data-informed approach. This first survey provides a mechanism to baseline data before repeating the process again in 2025 with future surveys conducted up to three times a year in addition to the iMatter staff survey. Our aspiration is that the data collected from regular pulse surveys will facilitate trend analysis and the creation of a workplace culture dashboard.

Data collected from the survey has been broken down into sub-regional levels to provide a mechanism for future intelligence-driven OD support. Following data analysis, bespoke action plans are being developed to address the prevailing themes that have emerged within each area. The outputs of this work will be aligned with the culture work led by the Executive Team that will recommence when operational pressures begin to ease following the winter period.

The data below provides high level insight into nine different workplace factors. Questions utilised a 7-point Likert scale where respondents were asked to rate each factor on a scale from 'extremely dissatisfied' to 'extremely satisfied'. Additionally, respondents were asked

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to rate SAS as a 'great place to work' on a scale of 1 to 10 and were also asked to give feedback on how frequently they met with their manager and how frequently they had team meetings. Finally, qualitative feedback was sought from respondents to give context to their numerical answers, which will form the basis for the action plans to be agreed with Departmental/Regional Heads of Service.

A total of 600 responses were received during the survey window. Levels of engagement by business function are demonstrated at Figure 2.

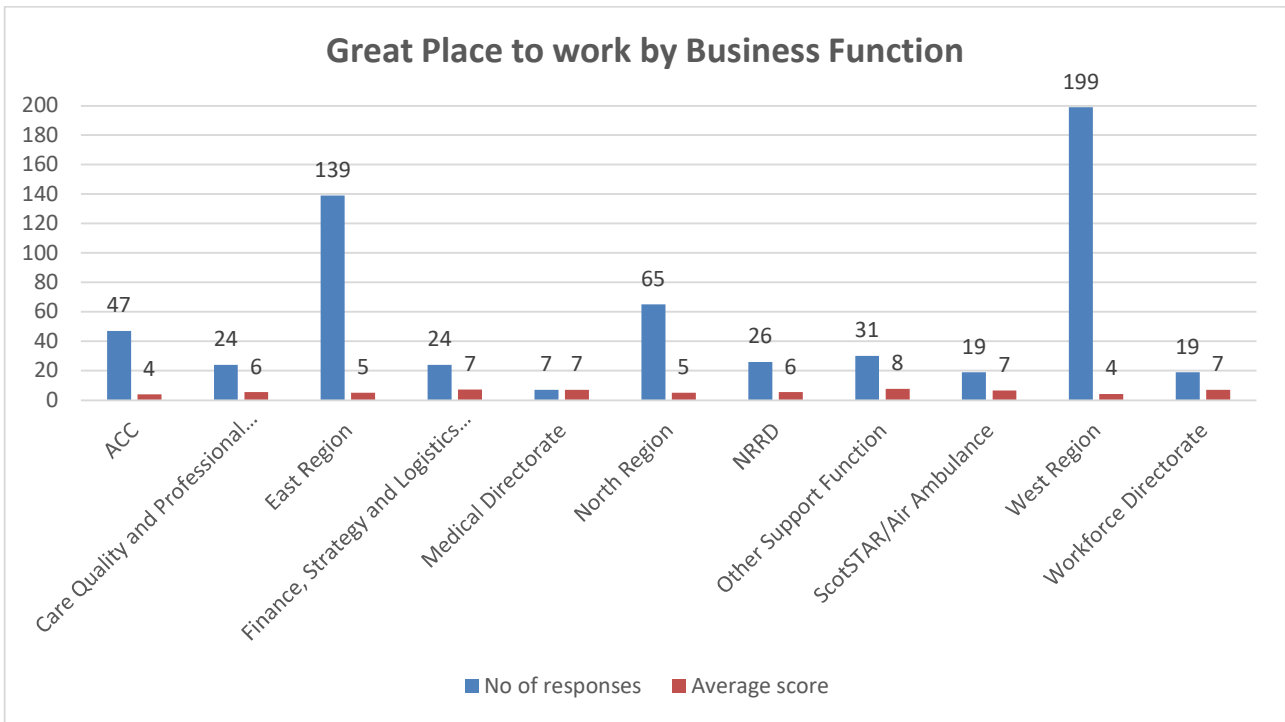
Figure 2. Engagement levels by business function

Business Function	No of responses	% of staff responded
Ambulance Control Centres	47	7%
East Region	139	9%
North Region	65	6%
West Region	199	9%
NRRD	26	12%
ScotSTAR/Air Ambulance	19	9%
Care Quality and Professional Development Directorate	24	10%
Finance, Strategy and Logistics Directorate	24	15%
Medical Directorate	7	6%
Workforce Directorate	19	41%
Other Support Function	31	18%
Overall SAS Response Rate	600	9%

Overall engagement by the organisation was 9%. This low response rate might be attributable to a reluctance to share feedback or as indicated in some of the qualitative responses, a lack of belief that responses will result in action being taken.

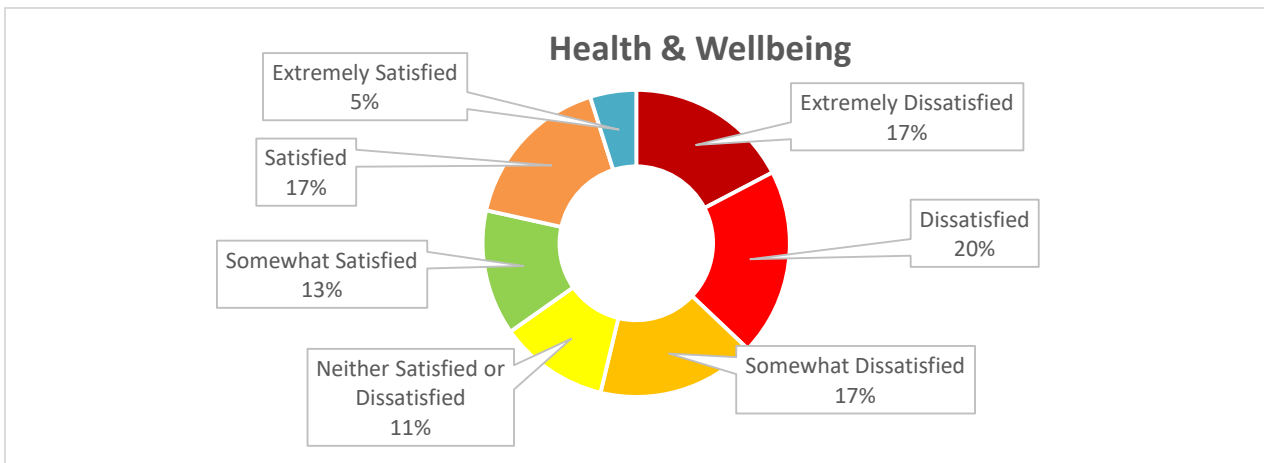
In response to rating your workplace as a great place to work on a scale of 1-10, the average score for the organisation is 5.1. A breakdown of responses by business function is provided at Figure 3.

Figure 3. How you rate your workplace as a 'Great Place to Work'



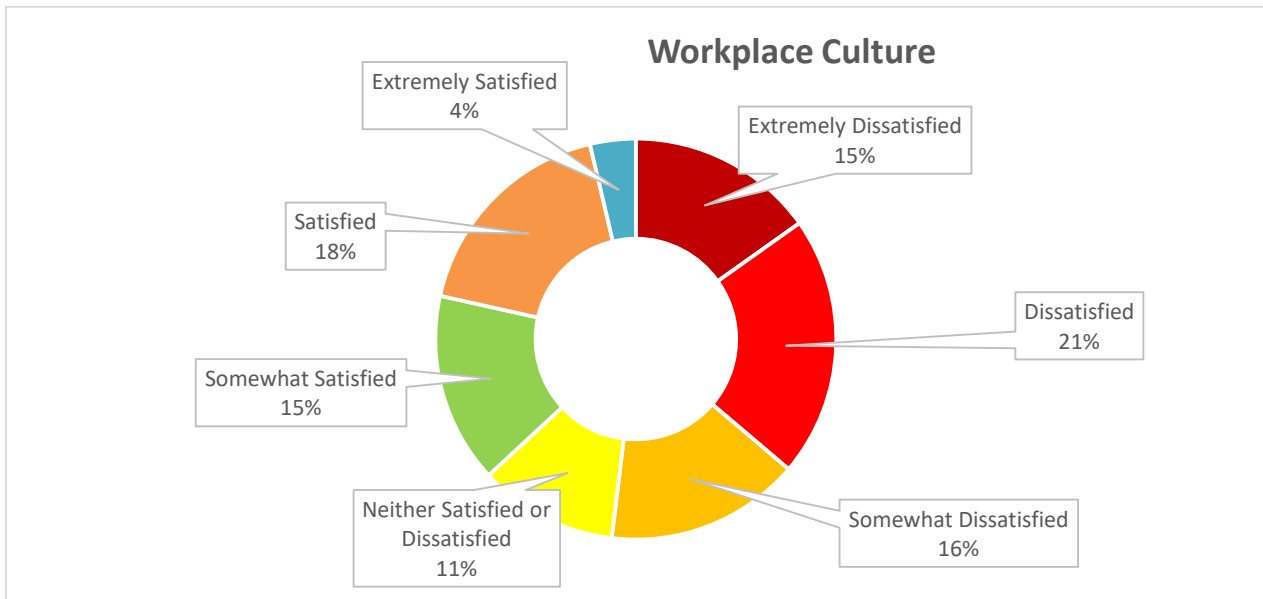
Figures 4 – 12 illustrate how staff rated the nine workplace factors on a Likert scale from extremely satisfied to extremely dissatisfied.

Figure 4. SAS Health & Wellbeing Satisfaction



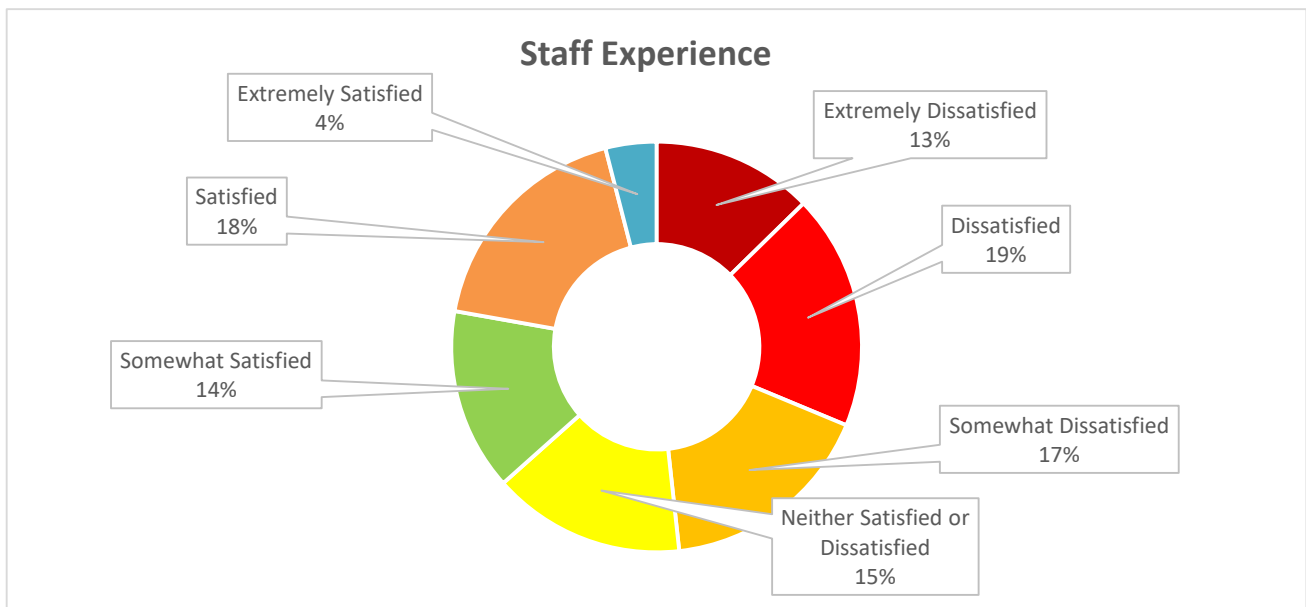
Across the organisation 54% of the respondents recognised that they were dissatisfied to some degree with their experience of Health and Wellbeing within their area. In contrast, 35% were currently satisfied to some degree with 11% neither satisfied nor dissatisfied.

Figure 5. SAS Workplace Culture Satisfaction



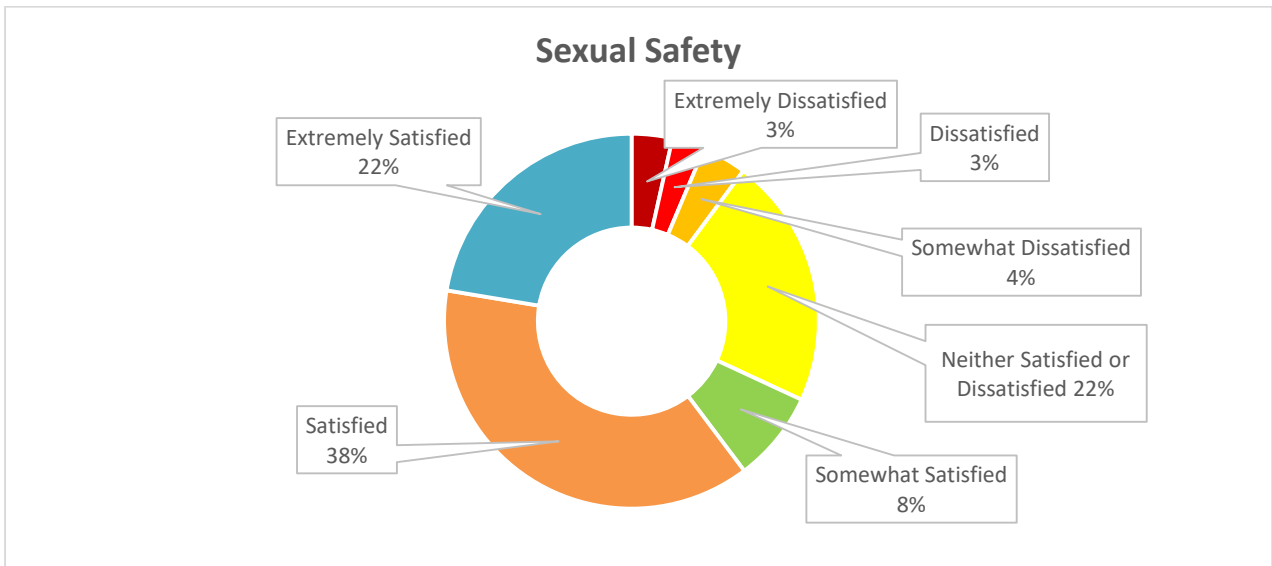
Organisationally, 37% of respondents expressed some degree of satisfaction with their experience of organisational culture within their area. In contrast, 52% of respondents recognised that they were dissatisfied to some degree and 11% were neither satisfied nor dissatisfied.

Figure 6. SAS Staff Experience Satisfaction



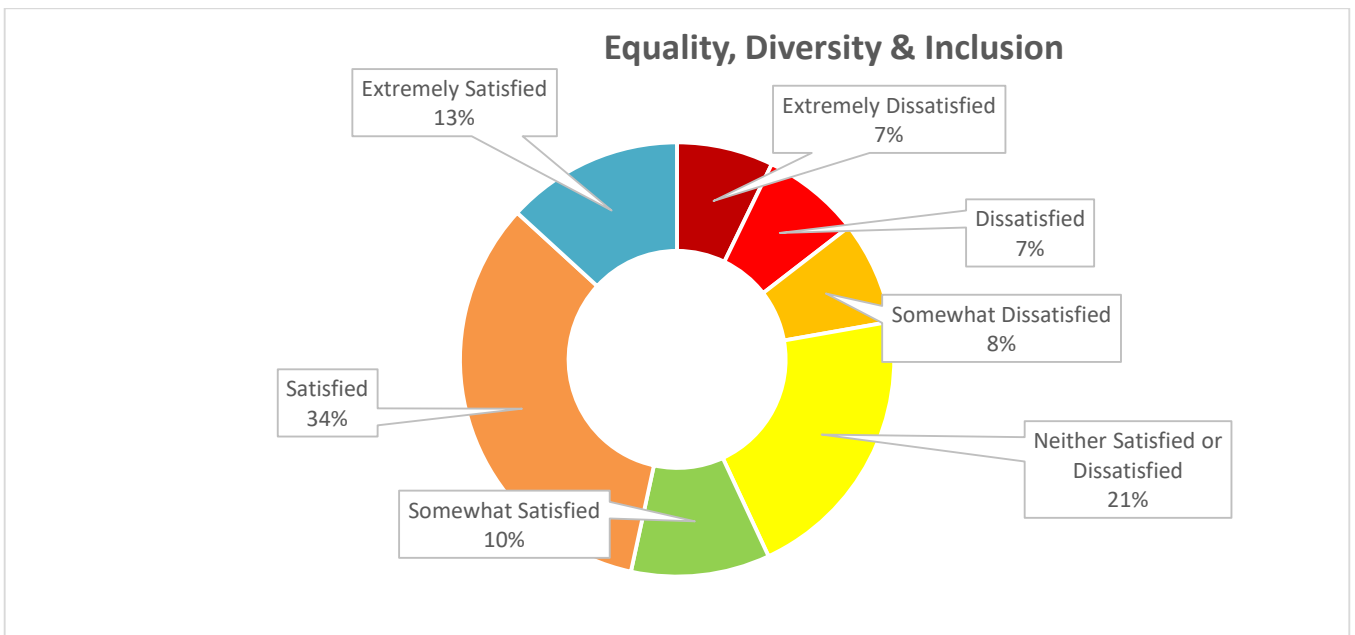
Organisationally, 48% of respondents reported that they were dissatisfied to some degree with their staff experience within their workplace. In contrast 36% of respondents expressed some level of satisfaction and 15% reported they were neither satisfied nor dissatisfied.

Figure 7. SAS Sexual Safety Satisfaction



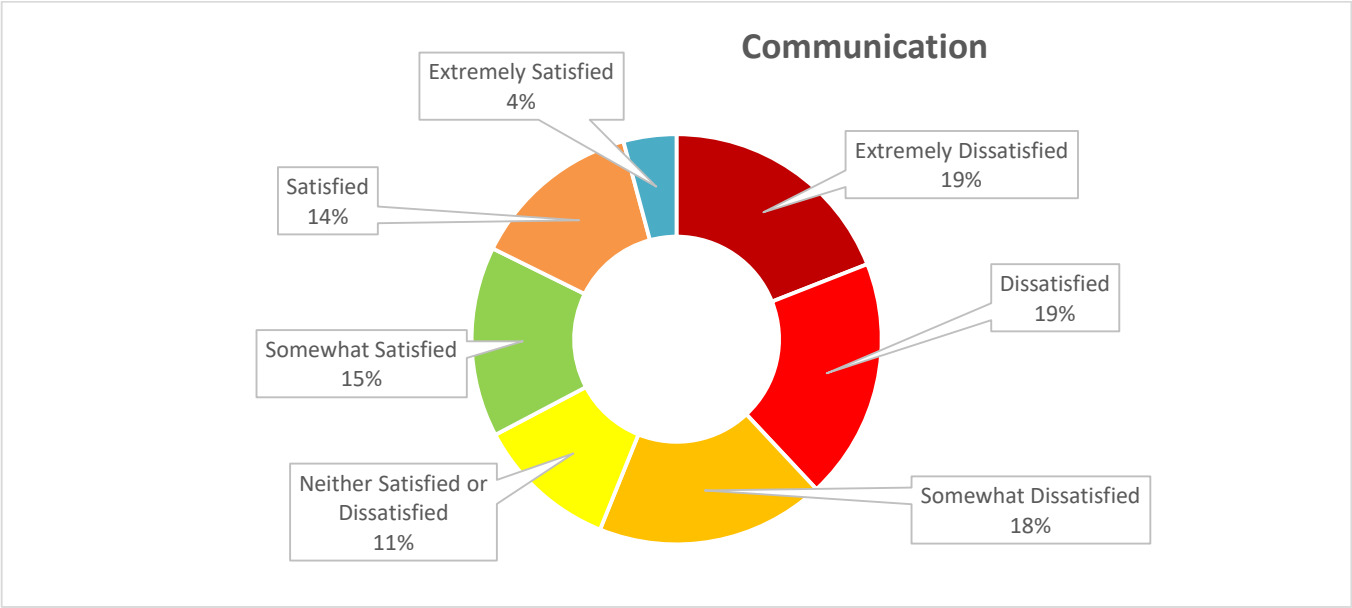
Organisationally, 68% of the responses reported that they were satisfied to some extent with their experience of sexual safety in the workplace. 10% were dissatisfied to some degree with a further 22% of respondents neither satisfied nor dissatisfied.

Figure 8. SAS Equality, Diversity & Inclusion Satisfaction



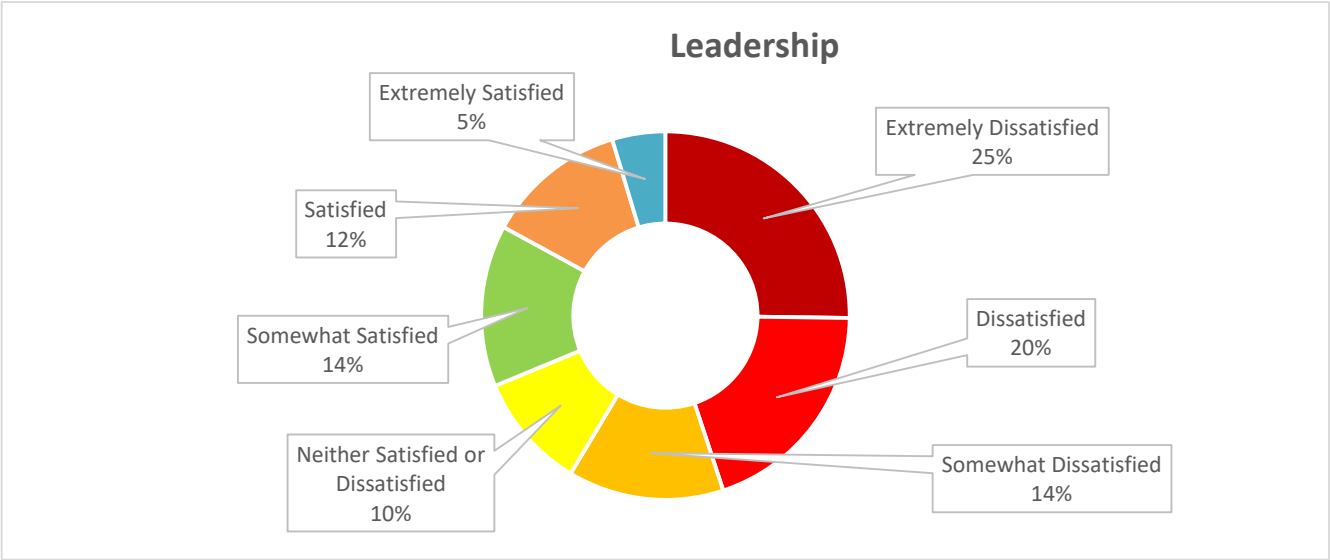
As an organisation, 57% of the responses recognised that they were satisfied to some degree with their experience of Equality, Diversity & Inclusion within their area, compared with 22% who were dissatisfied to some degree and 21% who were neither satisfied nor dissatisfied.

Figure 9. SAS Communication Satisfaction



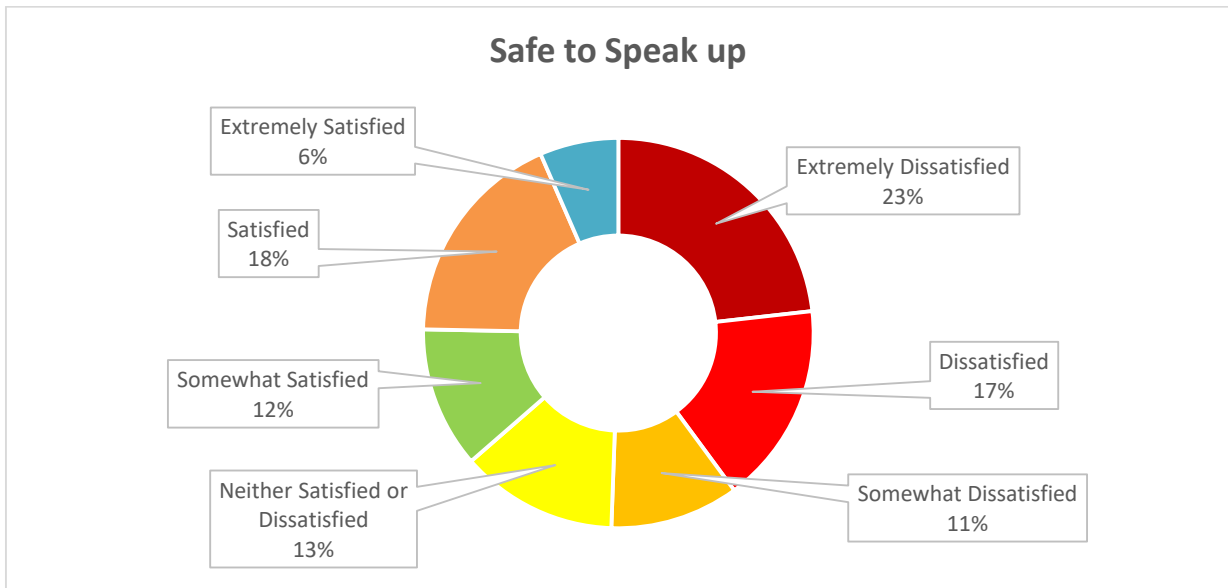
Organisationally, 56% of the responses recognised that they were dissatisfied to some degree with their experience of Communication within their area. In contrast, 33% were satisfied to some extent and 11% neither satisfied nor dissatisfied.

Figure 10. SAS Leadership Satisfaction



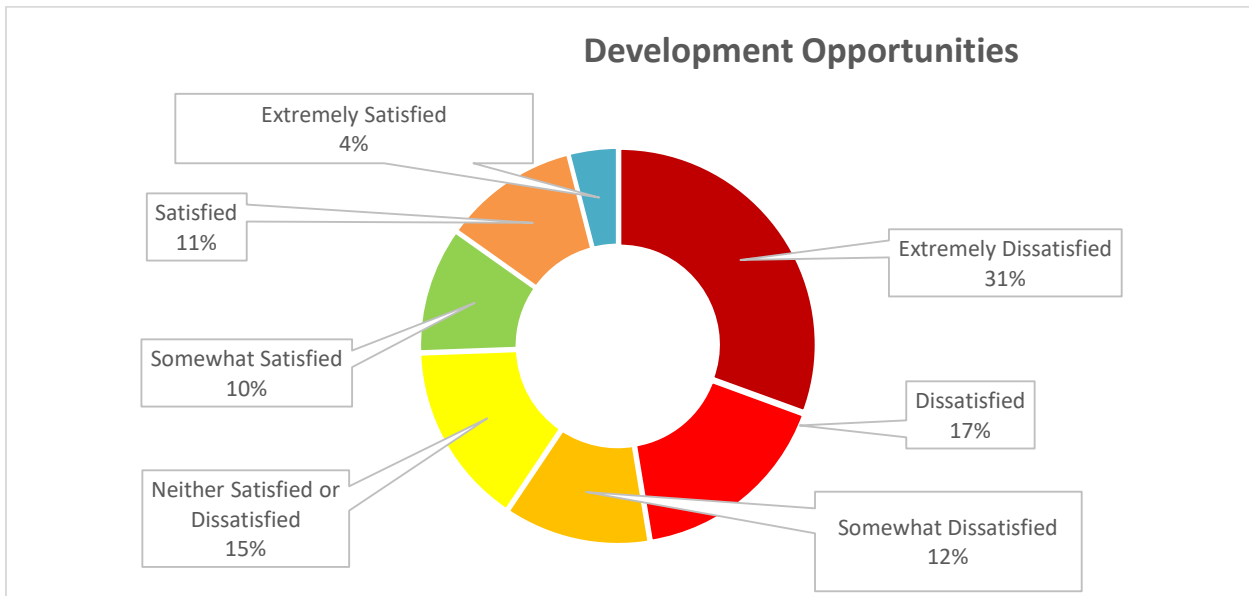
Organisationally, 59% of the responses recognised that they were dissatisfied to some degree with their experience of Leadership within their workplace. A further 10% of respondents expressed neither satisfaction nor dissatisfaction. The remaining 31% of respondents were satisfied to some degree.

Figure 11. SAS Safe to Speak Up Satisfaction



Across the organisation 51% of the responses reported that they were dissatisfied to some degree within the concept of being safe to speak up within their area, whilst in contrast, 36% of respondents expressed some degree of satisfaction and 13% neither satisfied nor dissatisfied.

Figure 12. SAS Development Opportunities Satisfaction

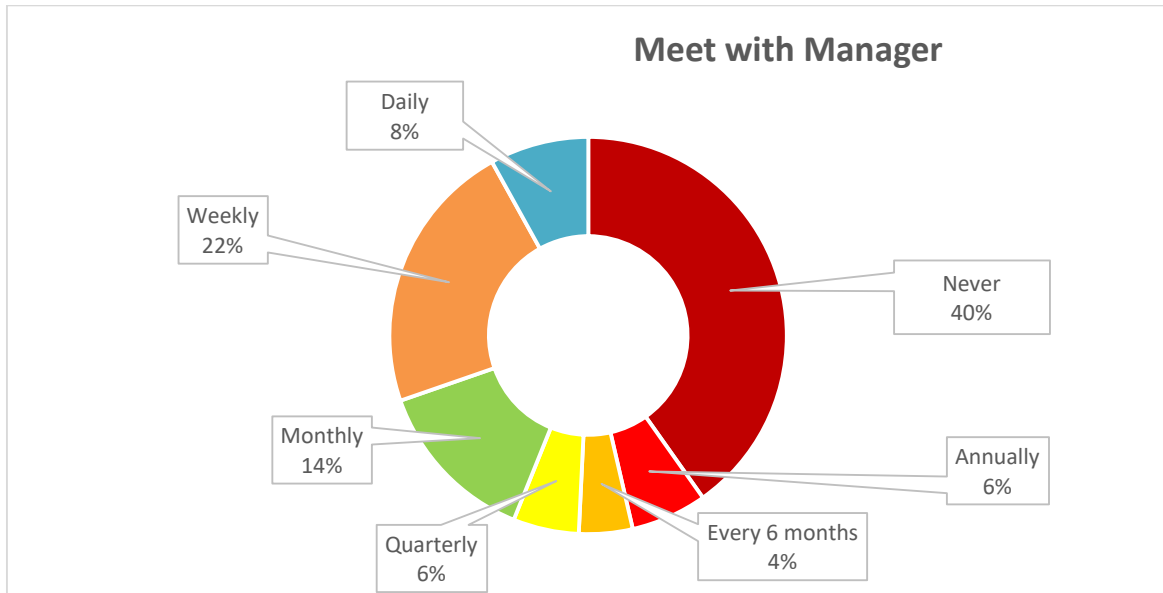


Organisationally, 26% of respondents were satisfied in relation to development opportunities in their workplace with 59% of respondents expressing some level of dissatisfaction and 15% neither satisfied nor dissatisfied.

Figures 13 and 14 highlight the responses to how often staff meet with their line manager and how often they have team meetings respectively.

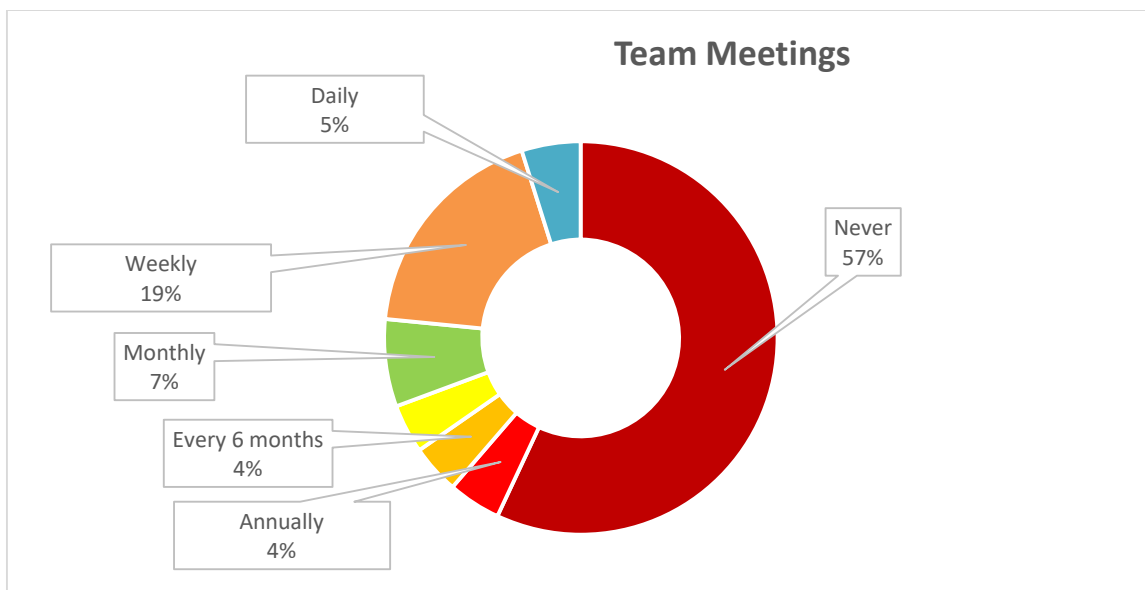
Organisationally, 40% of the respondents stated that they never meet with their manager. The frequency of meetings across the organisation is displayed in Figure 13.

Figure 13. Frequency of Meetings with Manager



Organisationally, 57% of respondents stated that they never have a team meeting. 43% of respondents reported that they did have team meetings and the frequency of them is included in Figure 14.

Figure 14. SAS Team Meetings Frequency



A free text box at the end of the survey provided an opportunity for staff to comment on the reasons for their ratings. Of the 600 staff that completed the Improving Workplace Staff Experience & Wellbeing pulse survey, approximately 10% of the comments highlighted a positive staff experience, 26% either did not make a comment or their comment was neutral and 64% of staff had negative comments.

Responses are completely anonymous, however staff have indicated the area they work in. This will enable the OD Team to identify themes in specific areas to develop improvement actions with local leaders targeting the areas of greatest need as per the management action of the recent internal audit of the Health & Wellbeing Strategy.

4.13 Leadership Development

The leadership programmes progressed as follows over the reporting period (with a break in training over the festive period):

Aspiring Leaders Development Programme (ALDP):

- ALDP 24-2 Commenced on 20 November with 38 participants.

Foundation Leadership and Management Programme (FLMP):

- 8 FLMP tutorials completed.
- E-Learning content redesign completed.
- Accreditation review commenced.

Intermediate Leadership Development Programme (ILDLP):

- Delivery dates and format for 2025 confirmed with lessons learned from pilot in 2024.

Leading for the Future (LftF):

- Cohort 14 Module 2 completed.
- 4 participants currently on this National Programme.
- Participation on Cohort 15 (Financial Year 2025/26) confirmed, with SAS providing one Senior Facilitator in return for five guaranteed places.

NQP Leadership Training

- One NQP Leadership session delivered in this reporting period. Sessions will continue in January 2025.

Leadership CPD:

- 4 leadership CPD communications sent.

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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.

The challenging financial position and resulting restrictions and controls in the last two fiscal years have meant we have been unable to further develop the wellbeing provision for our workforce as planned and explore more creative ways in our existing budget to progress this work. An initial step to create additional capacity in the Wellbeing Team has been to repurpose a funded post within OD & Wellbeing and recruit to a 0.6WTE Wellbeing Lead post. Recruitment to this post will be completed mid-January 2025.

Figure 15 gives an overview of work within the reporting period regarding our Health & Wellbeing Roadmap for 2024-25. We are continuing to evolve our reporting of staff health and wellbeing to provide ongoing assurance to the Board and are meeting with 2 of our Board members early February to explore further options regarding how we can do this.

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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. Complete	
2	Advanced TRIM Practitioner training delivered	Minimum of 5 assessors trained	June 2024	6 assessors trained 4&5 June & Wellbeing Lead trained Nov 2024. Complete	
3	Undertake a TRiM survey for both assessors and staff who have received an assessment.	Satisfaction level >70%	October 2024	Both surveys completed and responses analysed. Satisfaction level 85% Complete	
4	Take forward actions from the TRiM survey responses in order to continually improve service provision.	Action plan developed and completed.	March 2025	Action plan to be discussed with Senior Leaders following the peak winter period pressures.	
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. This will be a priority action for the new Wellbeing Lead recruited in January 2025 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	Regular meetings to be set up to enable joint actions to be developed that will support staff health & wellbeing from Quarter 4 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 and further work will be taken forward from January 2025.	

**HEALTHY
BODY**

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

No	Action	Target	Due Date (End of)	Progress Update	BRAG
8	Develop a virtual health & wellbeing suggestions box to capture staff ideas to improve health & wellbeing.	Initiative implemented & being used by colleagues	October 2025	MS form designed and virtual box launched as part of new Health & Wellbeing Newsletter Live Well, Work Well. Complete	
9	Promote and raise awareness of a range of physical health campaigns throughout 2024-25.	Staff well informed of health campaigns throughout the year.	March 2025	Work initiated with Public Health Scotland to utilise NHS Inform for physical health campaigns. Monthly meetings have been established between Wellbeing & Comms to forward plan Wellbeing Newsletter content on an ongoing basis.	
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 was approved in December. Complete	
12	Provide access to staff led health passports to facilitate reasonable adjustments to the workplace.	Staff awareness and use of the Health Passports.	Approval December 2024	Health Passport has been approved and will be launched across SAS at the same time as the Wellbeing Check. Complete	



HEALTHY WORKPLACE

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

No	Action	Target	Due Date (End of)	Progress Update	BRAG
13	Launch new corporate induction programme for our employees	Initiative integrated and accepted as business as usual.	April 2024	Corporate induction programme launched in Q1, and content will continue to be reviewed with feedback received. Complete	
14	Continue to deliver our Aspiring Leaders & Foundation Leadership & Management Programmes throughout 2024-25.	Quantifiable increase in knowledge through evaluation survey.	Throughout 2024-25	Leadership programmes are running to schedule as highlighted in Section 4.13 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	2024 pilot programme completed with lessons learned incorporated into format for 2025. Delivery dates confirmed for 2025. Complete	
17	Creation of our Leadership Academy to provide support and development for all levels of leaders within SAS.	Creation of a Leadership Academy that hosts resources, actively promotes and signposts activities, events and opportunities for leadership & management development.	March 2025	Work is ongoing 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 this reporting period.	
19	Create awareness of Leadership & Management CPD opportunities through a monthly CPD newsletter.	Deliver a minimum of 12 newsletters annually	March 2025	Four CPD communications sent in this reporting period.	
20	Deliver Healthy Culture Week 2024.	Deliver sessions from all staff networks.	June 2024	A successful Healthy Culture week ran from 17 – 21 June 2024 with reach	

		Reach to exceed 2023 level of 8.7% of workforce		increasing to 13% of workforce. Complete	
21	Deliver Equality, Diversity & Inclusion 'Time to Learn' sprints and 'Civility saves lives' CPD sessions.	Target of 2 sessions per month throughout 2024-25	March 2025	4 development sessions delivered in reporting period. A further 7 sessions delivered on reducing misogyny & sexual safety (5 of these were delivered jointly with Police Scotland). Wellbeing Book Club launched early December 2024.	
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 in August 2024. This work will begin to progress in Q4 and will be discussed as the Special Topic in March 2025 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 recommenced in October and have continued throughout the reporting period.	
24	Deliver 2024 iMatter staff survey.	iMatter survey live May 2024 to action plan development August 2024. Board response Q3.	November 2024	iMatter survey cycle complete with follow up questionnaire conducted to gather more information regarding highest & lowest scoring dimensions. Resulting Board actions communicated to staff via CEO bulletin 14 November. Complete	
25	Develop and launch our first Improving Workplace Staff Experience & Wellbeing Pulse Survey.	Quarterly pulse surveys launched to supplement current staff survey as per internal audit recommendation.	November 2024	Pulse survey conducted in October with responses analysed November 2024. Complete	
26	Develop action plans with local leaders to address issues raised in the pulse survey.	Discussions held with local leaders by end December 2024. Action plan development & delivery Jan-March 2025.	March 2025	Meetings held with local leaders prior to end December to discuss results with action plans in development & delivery phase from end January 2025.	

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 will be developed for consideration at February Endowment meeting.	
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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