

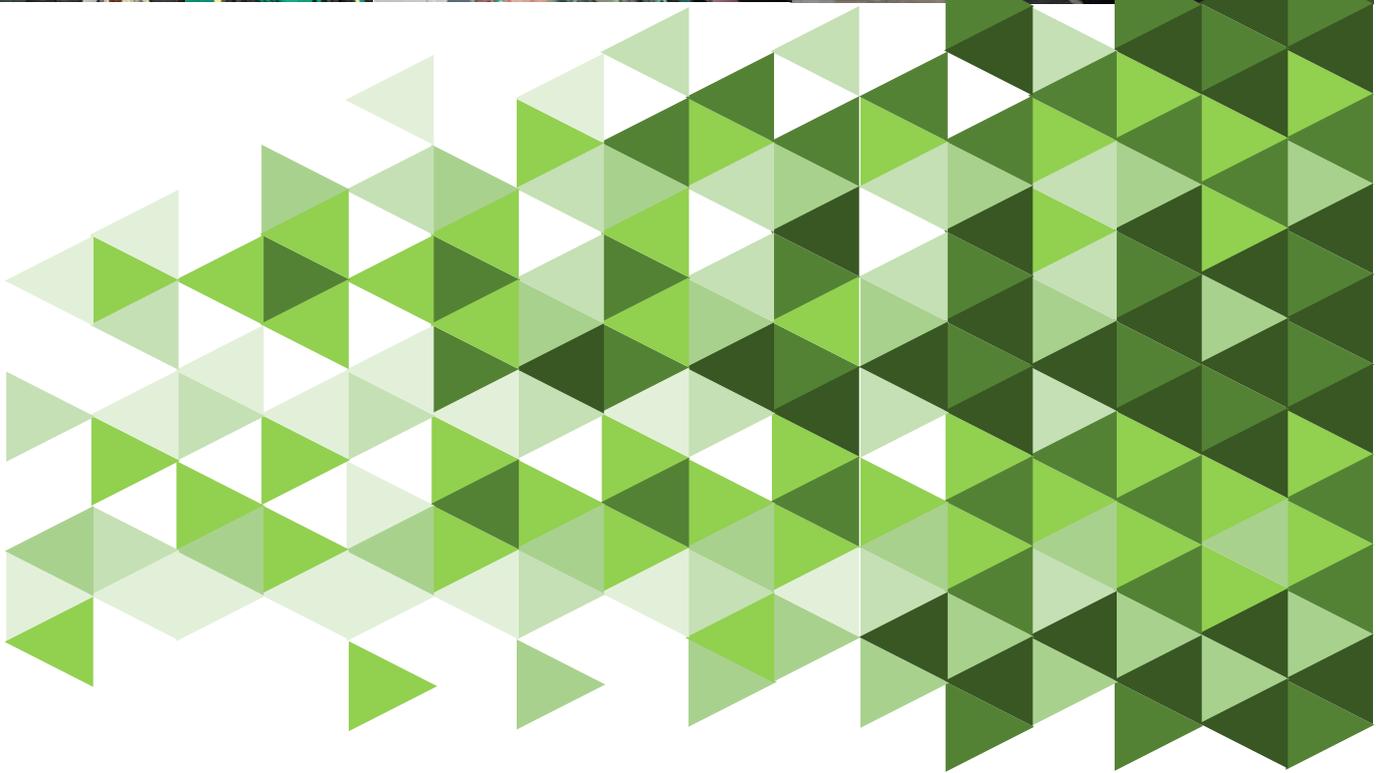


Ymddiriedolaeth GIG  
Gwasanaethau Ambiwllans Cymru  
Welsh Ambulance Services  
NHS Trust



# Welsh Ambulance Services NHS Trust

# Health and Wellbeing Strategy 2020-2024



## Version Control

Version	Date	Editor	Comments
1.0	26 June 2020	CG	Draft
1.1	6 July 2020	CG	Draft following comments from WOD Business
2.0	8 July 2020	CG	Draft following comments from EMT
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## Introduction

The events of 2020 have catapulted the health and wellbeing of our people into the spotlight. Without a healthy workforce we would be unable to provide the vital services that we deliver. This strategy provides a vision that includes and goes beyond health to underpin an organisation that values all its people, their wellbeing and recognises the value of the support of the networks of friends and family that are integral to our lives.

It goes without saying that this document is the result of collaboration and consultation and it is important to thank all those who have contributed, bravely shared their experiences and those who are ready to put our strategy into practice.

*'If you want to go **fast**, go **alone**  
If you want to go **far**, go **together**'*  
***African proverb***



## Table of contents

1.0 Foreword	5
2.0 Message from our CE	6
3.0 Message from our Director of Workforce and Organisational Development	7
4.0 Our vision for Health and Wellbeing	8
5.0 Context for this strategy	13
5.1. Boorman Recommendations	13
5.2. Healthier Wales and Our People and Culture Strategy	15
6.0 Strategic objectives	16
6.1. Assess and understand the health and wellbeing of our people.	16
6.2. Proactively promote protective health and wellbeing offers at all levels within WAST for our people and their families and ensure they are available to all.	17
6.3. Provide comprehensive preventative and reactive health and wellbeing services and training for everyone at each stage of their WAST career path	18
6.4. Succeed in achieving high level Health and Wellbeing standards that are robust and recognised for excellence by external organisations.	19
6.5. Strengthen our health and wellbeing partnerships within WAST and the communities we serve.	20
7.0 Framework to deliver and measure.	21
7.1. Mental health and emotional wellbeing	21
7.1.1. Objectives, Implementation and Measurement	21
7.2. Physical Health	23
7.2.1. Objectives, Implementation and Measurement	23
7.3. Financial Wellbeing	24
7.3.1. Objectives, Implementation and Measurement	24
7.4. Social Wellbeing	25
7.4.1. Objectives, Implementation and Measurement	25
7.5. Environment and Working Arrangements	27
7.5.1. Objectives, Implementation and Measurement	27
8.0 Responsibilities	30
8.1. Organisation	30
8.2. Board	30
8.3. Workplace Wellbeing Team	30
8.4. Managers	31
8.5. Colleagues	31
9.0 Current Provision	32
10.0 COVID 19 Legacy	33
11.0 Constant change and monitoring and review	35



## 1.0 Foreword

This document draws on and links with other WAST publications including Treating People Fairly, People and Culture Strategy, Leadership Management Strategy, Clinical Strategy and our Long Term Strategy, Delivering Excellence – Our Vision for 2030.

The **Health and Wellbeing Steering Group** currently provides the conduit to monitor and guide the implementation of the strategy and consists of representatives from throughout the organisation including our vital trade union partners, paramedics, managers, corporate and executive colleagues in addition to health professionals.

We know that as an organisation that we have to take action to address our current level of absence due to **mental health** and **muscular skeletal** reasons and this will be a key measure of the success of this strategy.

The **commitment** from all areas of the organisation at this time to promote health and wellbeing is impressive and we endeavour to provide a clear framework with space to review and revise in true collaboration as we move forward together with our health and wellbeing at the heart of all that we do. Ultimately health and wellbeing is **everyone's responsibility** and we hope that as you read through this strategy you reflect on what your role will be helping to deliver it.



## 2.0 Message from our Chief Executive

The health and wellbeing of our people is critical, and we are committed to the strategies outlined in this document. We want to ensure a healthy workplace that includes support for healthy lifestyles, physical and mental and financial wellbeing and to keep our people well and at work and providing an outstanding service for those that we serve.

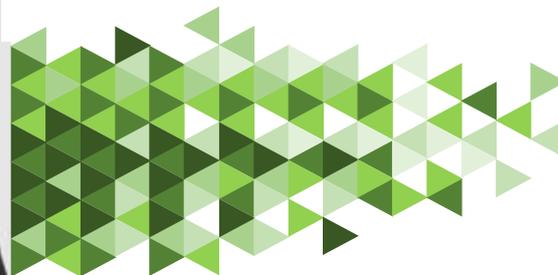
Working within an ambulance service presents specific challenges and we know that mental health and wellbeing is often under recognised within our population, coupled with a higher risk of developing trauma based difficulties. This strategy seeks to understand the health of our workforce, work together to ensure a fit for purpose range of interventions and promote proactive innovations to increase resilience right from first application to retirement and beyond for our people and their families and support networks. Our vision is to work together in partnership to promote belonging and psychological safety throughout the workforce at every stage of employment.

Gratitude and kindness are simple but powerful concepts and when we adopt them intentionally into our lives it not only improves our relationships it improves our own wellbeing. At this moment in time it is perhaps easier to find gratitude, and to recognise the value of kindness, and we want to take this moment to say thank you again to every single one of our people for what they do every day.



**Jason Killens**

*Chief Executive*



### 3.0 Message from our Director of Workforce and Organisational Development

This is the first Health and Wellbeing Strategy for WAST and I believe it sets a clear course into an uncertain future that places the wellbeing of our people at its heart. Its aim is to ensure a strong and resilient organisation with all our people feeling connected and included so that we can work together to provide a service to our patients.

The breadth and scope of this strategy allows for all the key areas of health and wellbeing to be considered with enough flexibility to adjust as we respond as a workforce to the changing landscape of the NHS, ambulance service and the changing needs of the population of Wales. The last eight months, since COVID-19 arrived in Wales, have demonstrated the importance of balancing responsiveness with flexibility and what we can achieve when we take care of each other. It has also highlighted the diversity of roles within WAST and the importance of acknowledging that different colleagues require different types and ways of accessing support.

Listening to one another, having the courage to ask difficult questions and to reach out for help are all essential and this strategy ensures that these pathways to help and support are open to each and every colleague throughout their time as part of #TeamWAST.

**Claire Vaughan**

*Executive Director of  
Workforce and OD*



#### 4.0 Our vision for Health and Wellbeing

We wanted to develop a strategy that both provided WAST colleagues with support that was right for now and that had enough scope to adapt as the service develops over the coming years. Since social support and our sense of belonging are vital to resilience we wanted to ensure we adopted a model for health and wellbeing that not only covered the key areas of wellbeing – mental and emotional, physical, social, financial and environment – but also considered our colleagues and their own support networks throughout their career in WAST.

Alongside this we wanted to incorporate our behaviours, which will be refreshed in 2021 and cultivate and sustain a whole organisation approach resulting in a happy, healthy workforce and striving to ensure we are an employer of choice providing an outstanding service to those we serve.



We felt that the following model, adapted from the *Good Practice framework for mental health and wellbeing in first responder organisations* to include all aspects of health and wellbeing, illustrated our vision:

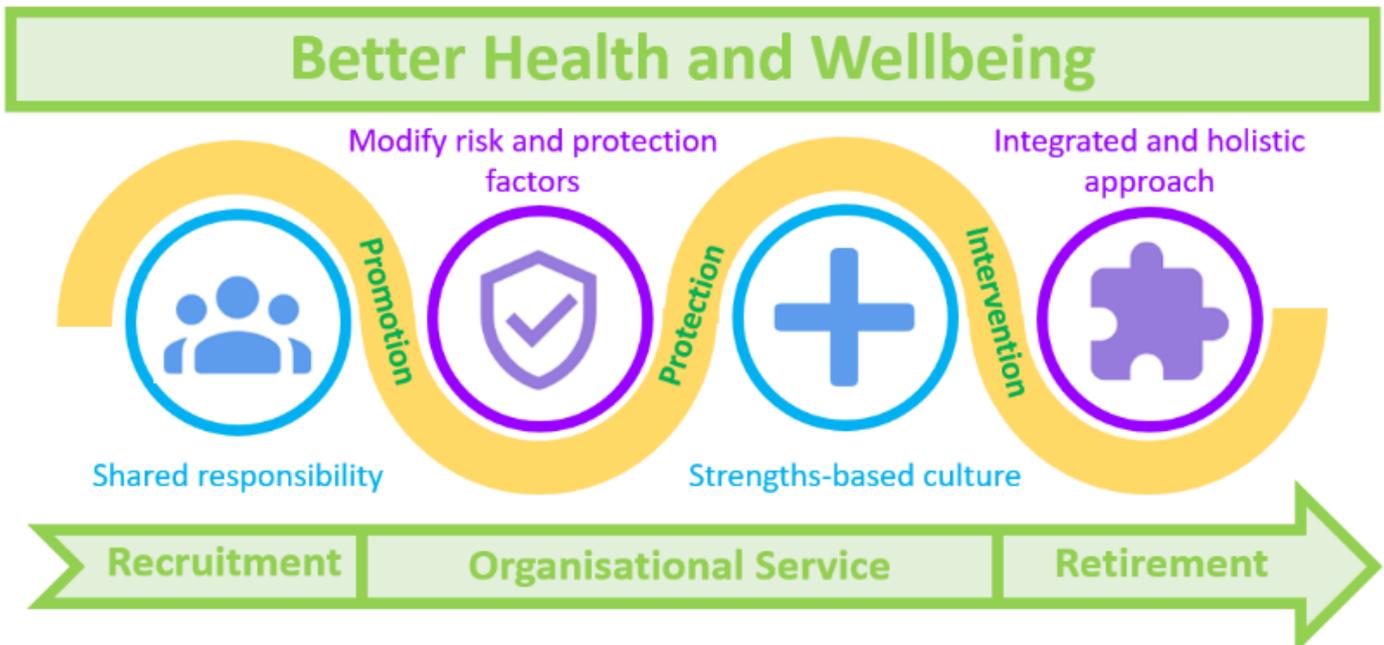
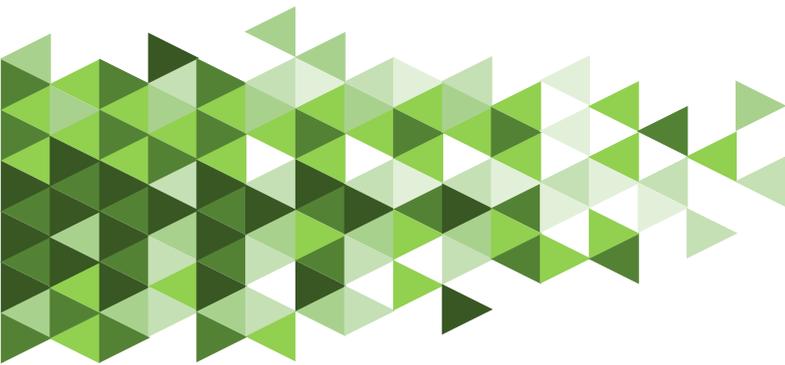


Figure 1: Our Vision for Health and Wellbeing



It reflects an integrated approach to taking action on health and wellbeing across our careers and combines the underpinning ethos of protection, promotion and intervention. The four key principles can be linked to our behaviours – shared responsibility reflects ownership and caring for each other, an integrated, holistic approach encourages asking questions and listening to each other, modifying risk and protective factors includes being open and honest, and a strengths-based culture thrives through kindness and compassion.

*These principles and behaviours are at the heart of the implementation of this strategy.*



## Shared responsibility

*A strong organisation has a shared responsibility*

A shared, collaborative approach to health and wellbeing is fundamental to the health of any organisation. Promoting good wellbeing is everyone's business – from senior leaders, managers, line supervisors, unions, colleagues, and workers themselves, through to the occupational health and wellbeing team working directly with those in need of additional support and signposting.

Considering health and wellbeing should be as natural for everyone in WAST as thinking about any other aspect of the organisation. We aim to achieve and maintain a healthy, resilient environment, where each person can own their role and make a positive contribution so collectively we can be better and provide a better service.



## Modifying risk and protective factors

***Take action at the organisational, team and worker level, own our decisions.***

This is particularly important given our knowledge about the higher risk of developing mental health difficulties related to trauma and the difficulty that shift work presents in maintaining a healthy lifestyle with a good sleep pattern. Providing support and compassionate understanding as close to our colleague's workplace as possible, ideally psychologically aware managers and colleagues, can be incredibly protective and promote resilience.

Providing opportunities in the WAST workplace to make healthy choices or find support to access health behaviour change courses can also increase wellbeing. Consideration given to the environment can also be protective and promote shared responsibility.



## Strengths-based cultures build organisational resilience

***WAST intends to create and maintain a healthy organisation, focusing on working strengths.***

The WAST senior leadership team are passionate about health and wellbeing and fully support the steps outlined in this strategy to foster a culture that focusses on the strengths of our WAST people. Many of the senior leadership have been open about their own actions to maintain good physical and mental health and recognise the importance of leading by example.

It takes courage to raise our hand and say we are struggling and WAST aims to be an organisation where everyone can trust they will be listened to when they do and know that their manager and colleagues will act with compassion.

This results in strong working relationships based on trust and integrity and this focus on strengths and positive relationships helps to build organisational resilience and overcome the challenges that will arise as our service remit grows.

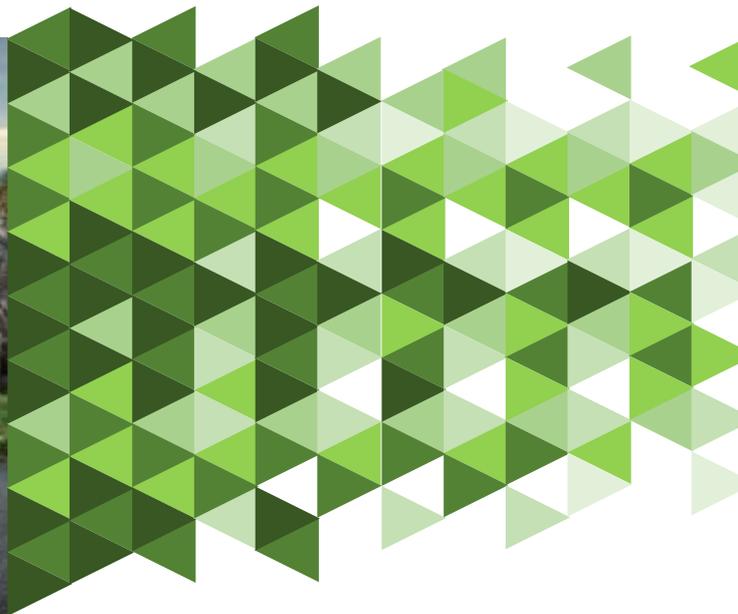


## Integrated, holistic approach

### *A broad focus to promote health and wellbeing*

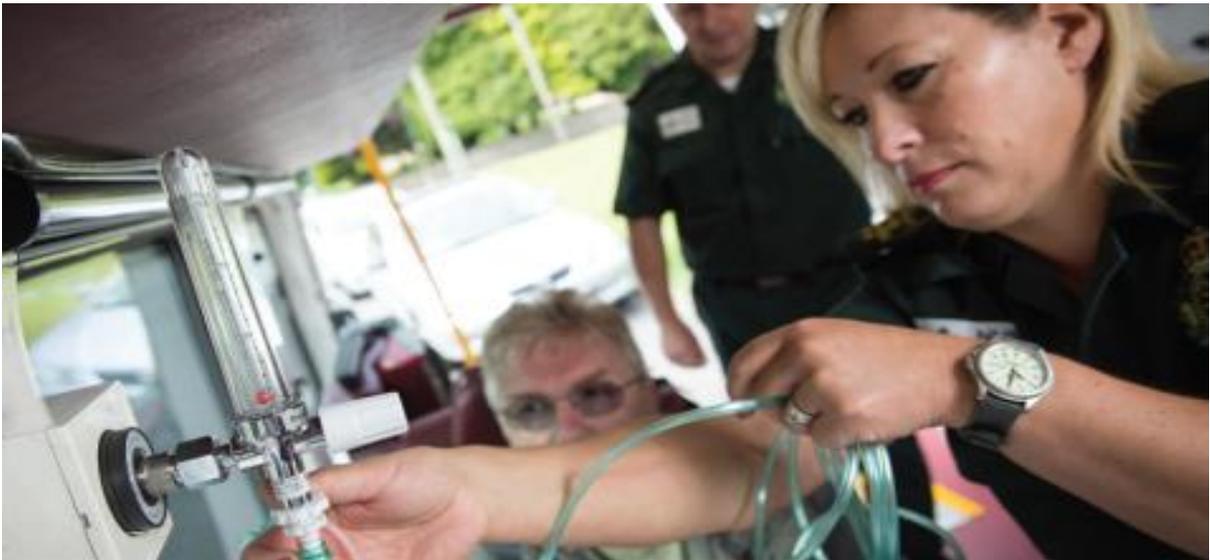
An integrated approach will ensure the health and wellbeing of WAST. We really want to be working from a proactive, preventative stance which can prevent the development of mental and physical ill health. Early intervention for mental or physical ill health includes early referral to occupational health and wellbeing for advice for the colleague and the manager. We are privileged at WAST to have access to an Occupational Health service in house.

We already know as an organisation that we can be better and by working together to improve our sickness absence by providing access to rapid support and compassionate understanding will ensure this and increase our compassion to our service users.



## Support throughout the career pathway at WAST

This strategy is devised to consider health and wellbeing at each stage of a WAST colleague's career, from recruitment to retirement and beyond. At different points in our lives we require different types of support and our strategy reflects the changing phases. This means considering the financial changes that are impacted by alterations in our lifestyle or family situation, the changes in health needs at different points for example menopause, smoking cessation or weight management. We want to support staff who are experiencing emotional challenges, the loss of a loved one or becoming a parent as well as stress or trauma at work. And we want to support staff in the transition to retirement and ensure that once no longer working for WAST they are kept informed of events and opportunities to touch base or contribute to #TeamWAST in a different way.



## 5.0 Context for this strategy

### 5.1. *Boorman Recommendations*

Although published over 10 years ago, the Boorman Review (2009) describes the importance of prioritising staff health and wellbeing within the NHS and remains relevant today. A healthier workforce means fewer avoidable days off sick, reduced levels of presenteeism and a more efficient workforce. Healthier, happier staff means better patient care, which should always be the main priority of the NHS. The Boorman Review outlines how to achieve a healthier workforce by key recommendations summarised below:



**We recommend that all NHS organisations provide staff health and well-being services that are centred on prevention, of both work-related and lifestyle-influenced ill-health, are fully aligned with wider public health policies and initiatives, and are seen as a real and tangible benefit of working in the NHS.**

**We recommend that all NHS leaders and managers are developed and equipped to recognise the link between staff health and well-being and organisational performance and that their actions are judged in terms of whether they contribute to or undermine staff health and well-being.**



**We recommend that all NHS Trusts develop and implement strategies for actively improving the health and well-being of their workforce, and particularly for tackling the major health and lifestyle issues that affect their staff and the wider population.**

**All NHS Trusts should implement the guidance both from the National Institute for Health and Clinical Excellence (NICE) on promoting mental health and well-being at work and from the National Mental Health and Employment Strategy.**





**It is essential that all NHS Trusts put staff health and well-being at the heart of their work, with a clearly identified board-level champion and senior managerial support.**

**Training in health and well-being should be an integral part of management training and leadership development at local, regional and national levels and should be built into annual performance assessment and personal development planning processes.**



**We believe that high priority should be given to ensuring that managers have the skills and tools to support staff with mental health problems.**



## 5.2 A Healthier Wales and Our People and Culture Strategy 2019-2022



**Our People and Culture Strategy sets the context for this vision of a healthy workforce and underpins the values outlined here; a clear aim to ensure the Trust's ambition to be the leading ambulance service with a happy, healthy workforce providing safe, effective and high quality care to the population of Wales.**

The certainty that our workforce, our people, are at the heart of everything we do is emphasised and ensuring a focus on health and wellbeing, including flexibility of working conditions, considering the context of wider commitments and caring responsibilities and supporting everyone throughout their career with WAST.



**One of the strategic goals of Our People and Culture Strategy is the aim for everyone to enjoy a long, healthy, happy and productive (working) life.**

Both these strategies reflect the core ethos of A Healthier Wales – with the emphasis on preventing illness and supporting people to manage their own health and wellbeing. We are part of the system that will be fit for the future.



**A Healthier Wales outlines core values that are echoed in this strategy including the importance of prevention, working in partnership and investing in our staff.**

We want to deliver our service with pride and for all our people to feel a true sense of belonging to the leading ambulance service, to TeamWAST.



## 6.0 Strategic objectives

### 6.1. **Objective One: Assess and understand the health and wellbeing of our workforce.**

It is important that we assess and understand the health and wellbeing of our whole workforce. We know that people working in emergency service roles experience higher levels of emotional distress and trauma resulting in an increase in ill health often with trauma related symptoms including PTSD, depression and anxiety. And we know that throughout WAST we have a high a rate of sickness so it is important we not look at the entire workforce across all roles.

People who work in emergency service systems appear less likely to access help at an early stage, often minimising symptoms, withdrawing from support networks or not recognising early signs in themselves and each other. Historically there was a culture of not discussing emotional difficulties and there may be a legacy of this and possible stigma attached to voicing concerns about wellbeing. We are concerned that this culture may be prevalent throughout the whole workforce.

People who work in emergency service systems are often exposed to repeated distress and ill health and may make judgements about their own difficulties based on this and decide that their difficulties are not so challenging, and they should be able to resolve issues themselves, both emotional and physical.

As stated WAST has a high rate of sickness absence and a low uptake of support services including management referrals to Occupational Health and wellbeing provision. We first need to understand what the health and wellbeing needs are of our people to ensure we are providing the right type of support in the right places and ensuring it is accessible to all.

Physical health surveillance is also important and over the next four years the Occupational Health team will introduce surveillance in several key areas including skin, hearing, lung function and hand arm vibration, all of which are legal requirements for certain WAST roles.



**6.2. Objective Two: Proactively promote protective health and wellbeing offers at all levels within WAST for our people and their families and ensure they are available to all.**

WAST wellbeing services provide a range of support services for both physical wellbeing and mental health. This includes all the recommended steps of care from initial signposting to self-help materials, online support, workshops, drop in listening sessions, rapid access to CBT online and access to face to face counselling. Despite having a well-rounded offer, the take up of wellbeing services is low and disproportionate to the level of mental health and MSK sickness rates, which remain fairly steady in WAST.

We want to engender an open workplace culture where conversations about health are encouraged and as part of this we intend to include a wellness action plan in every PADR so that health and wellbeing is on everyone's agenda and facilitate open conversations that will reduce stigma and provide the health and wellbeing services to provide interventions in a timely, preventative way.

Providing a robust offer of workshops, roadshows, activities and links with partner organisations using our wellbeing champions effectively; using principles of coproduction with rapid roll out of pilot offers.

A whole organisation approach is vital and we know that engaging with families so they, too, know how and where to access support further increases the resilience of our workforce. Revisiting and refreshing our behaviours will further consolidate shared responsibilities for health and wellbeing.

Shared ownership and responsibility automatically results in more matrix, cross directorate working and working closely with both the communications teams and the quality and safety directorate will further ensure shared messages and robust delivery. The clinical team have also supported exploration of using JRCALC plus to enhance availability of health and wellbeing information on the app.

We will launch this strategy by going on the road, both virtually and actually, to promote the objectives and start the conversations that will refine and inform the continued evolution of improved health and wellbeing in WAST.

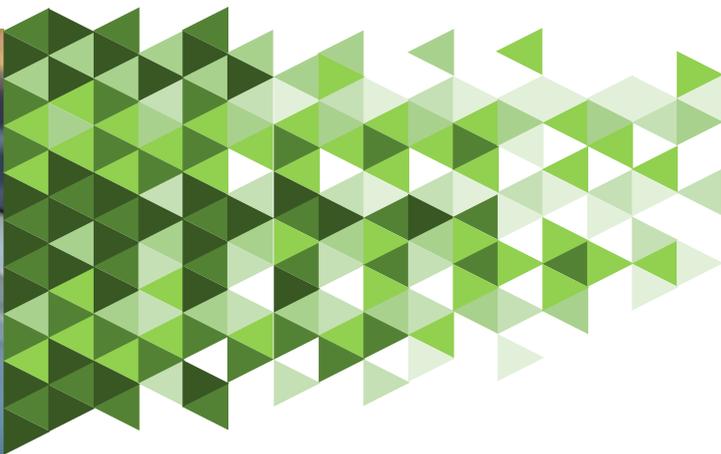


**6.3. Objective Three: Provide comprehensive preventative and reactive health and wellbeing services and training for everyone at each stage of their WAST career path.**

Consistently research studies find that where managers are trained in and confident in talking about health and wellbeing, often viewed as difficult conversations, the health and wellbeing outcomes are improved. Ensuring we train all our managers, provide support and consultation from wellbeing and Occupational Health, and keeping our wellbeing advocates and bluelight champions well informed further strengthens our preventative measures. We also want to ensure that each of our colleague's external support networks knows how to seek support for their friend or loved one and themselves.

Keeping our people fit is also important and providing information about how to keep physically fit and healthy, providing workshops on good back health, weight management, smoking cessation, stress management and alcohol awareness all contribute to a comprehensive health and wellbeing being offer.

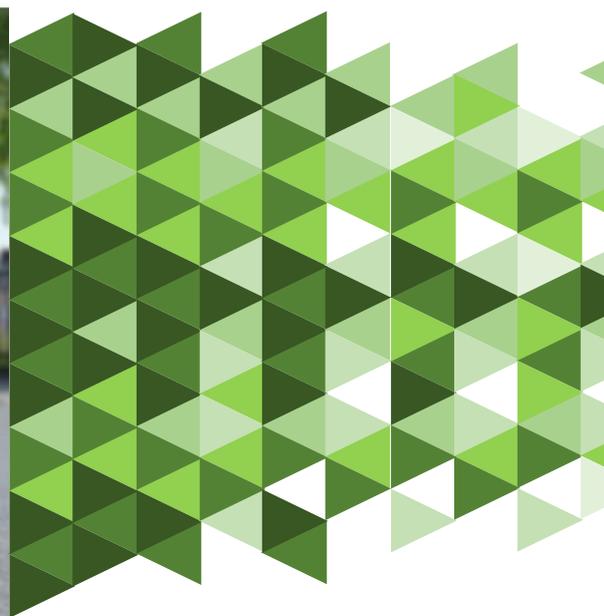
These initiatives have to reflect the stages of our WAST careers and will be implemented right from recruitment and revisited at each transition. The wellness action plan will also result in individuals taking ownership of their own wellbeing and addressing issues that they may have thought fell outside of the WAST workplace. However, we know that a healthier, happier workforce means a more cohesive and effective organisation, able to provide a first class service .



6.4. **Objective Four: Succeed in achieving high level Health and Wellbeing standards that are robust and recognised for excellence by external organisations.**

We want to ensure we can uphold and fulfil the NICE Healthy workplaces Quality Standard which includes making health and wellbeing an organisational priority, being clear about the role of line managers, identifying and managing stress and including all employees in decision making processes.

WAST already hold the Gold Corporate Health Standard and whilst maintaining that is an outstanding achievement, committing to achieving the platinum award would further emphasise the level of seriousness WAST recognises in improving the health and wellbeing of our people.



**6.5. Objective Five: Strengthen our health and wellbeing partnerships within WAST and the communities we serve.**

The Quality, Safety and Patient Experience directorate already have substantial links with external organisations and given the natural cross over in service provider and service user in terms of health and wellbeing it is sensible to work in partnership both within WAST and externally to foster good relationships in terms of joint hosting of events and roadshows, sharing literature about health and wellbeing and also safeguarding and links with domestic abuse support organisations.

Fostering good partnerships will also ensure we can maximise resources available to implement this strategy. We can also reach out to share learning and education with other emergency services, whom we already work closely with, which will also strengthen relationships and positively impact on patient experience.

We already work across ambulance and NHS services throughout Wales and the UK and are forging academic links across the world. We will endeavour to look further into other sectors and organisations to connect and understand how they are innovatively supporting the health and wellbeing of their staff and seek more opportunities to work collaboratively.



## 7.0 Framework to deliver and measure

Communication and promotion of all areas of wellbeing are essential and roadshows, campaigns in line with national initiatives will ensure a high profile for health and wellbeing throughout the organisation.

### 7.1. Mental health and emotional wellbeing

The Wellbeing Team have already started providing more proactive strategies to promote their services and are regularly delivering workshops on subjects such as anxiety, exercise and mental health, TRiM and drop in signposting sessions each week for all staff. In addition, peer support discussion groups have been provided during awareness weeks and developed into regular events. Inclusion and Diversity also fall within this arena and there will be overlap with the Strategic Equality Objectives published earlier in 2020.

#### Objectives, Implementation and Measurement

- Regular review and training for our wellbeing advocates and blue light champions.
- Increased education opportunities for all staff, both using existing online training and developing training based on assessment and understanding of need.
- Health and wellbeing, including mental health awareness and stress management, woven into the induction and training and reviewed within the first year of employment. This will facilitate a reduction in stigma and foster a positive attitude to mental health at work.
- Incorporate risk assessments into disciplinary and capability processes to ensure staff are supported appropriately.
- Promote and refine adequate systems to ensure staff are supported and protected from inappropriate behaviours.
- Health and wellbeing knowledge included as part of promotion criteria.
- Include regular discussions about what each individual's role may entail, including exposure to traumatic events and the impact that may have. Preparation and discussion facilitates healthy processing, as reflected in the TRiM model.
- Provide staff with appropriate training or forums at different stages of their career, for example promotion or retirement, and different life stages, for example the emotional impact of menopause.
- Encourage retired members of staff to volunteer as mentors or speakers to discuss how they took care of their mental health and what they wish they had known when they started.
- Provide staff retiring from the service with ongoing access to wellbeing services for signposting.



- Ensure the equality and inclusion objectives are woven throughout the mental health wellbeing provision.
- Review counselling provision and increase the use of trauma trained therapists.
- Signpost spiritual support for colleagues and grow spiritual support networks and resources within WAST.
- Profile and review the situations that are most common or relevant to the organisation that are potentially traumatic and target interventions to promote understanding and awareness in these areas.
- Promote understanding and regular review of the Major Incident Policy.
- Ensure all staff have an understanding of suicide awareness and know how to seek help for themselves and their colleagues.
- Continue to encourage staff with personal stories of recovery to share their experiences.
- Robust return to work support and understanding of the Disability Act.
- Promote a culture of recovery where improvement is considered likely in most cases.
- Evidence suggests that cumulative experiences of trauma can contribute to the development of mental health conditions, so it is important to assess how people are over time. Some people also develop problems after exposure to one single traumatic incident.
- Surveillance and screening can help to proactively detect mental health risks. By identifying risk, organisations can implement targeted intervention strategies.
- Regular listening events in areas of increased stress such Clinical Control Centres and Hospital Accident and Emergency Departments.
- Work with families and loved ones to ensure they are aware of support available for them and their loved ones and how to access that support.

### *How will we know these are working?*

**Measurement will include uptake of services, use of the portal, usage of apps that will be developed and, of course, mental health sickness absence rates and staff survey results.**



## 7.2. Physical Health

Health surveillance and addressing the high sickness absence with MSK difficulties are both key elements for promoting good physical health and wellbeing.

### Objectives, Implementation and Measurement

- Discussions about the physical impacts of the role will be included in the induction and training process.
- Explore the benefits of fitness testing.
- The importance of taking care of physical wellbeing as part of overall health and wellbeing will be promoted alongside emotional wellbeing initiatives.
- Promotion of weight management, cycle to work schemes, exercise offers.
- Exploration of gym access.
- Nutrition and health information.
- The Occupational Health Department will deliver regular information sessions about their role and how to access support and advice proactively as well as how to make a management referral.
- Health Surveillance will begin with skin surveillance and continue with hearing, lung function and hand arm vibration in addition to role specific medical.
- Promotion of Occupational Health physiotherapy partners and their education provision.
- Understand the impact of fatigue and provide support with management.
- Ensure good uptake of vaccination programmes including seasonal flu.

### *How will we know these are working?*

**Measurement will be through feedback surveys, uptake of services and sickness levels.**



### 7.3. Financial Wellbeing

This is a hugely important area and there is a wealth of free information and workshops and links that WAST will use to facilitate workshops for all staff.

#### Objectives, Implementation and Measurement

- Financial workshops provided by MaPs, the Money Advice and Pensions Service will be available to all staff.
- Support from subject matter experts within HR or direct to union representatives or guidance to complete complex forms for example, in relation to pensions or change in circumstances.
- Open discussion about how to seek help regarding financial issues, recognition that everyone values support with finance.
- Acknowledgement of the impact of difficult financial situations on mental health.
- Awareness of issues that can adversely impact finance such as long term ill health, drug and alcohol issues and gambling.

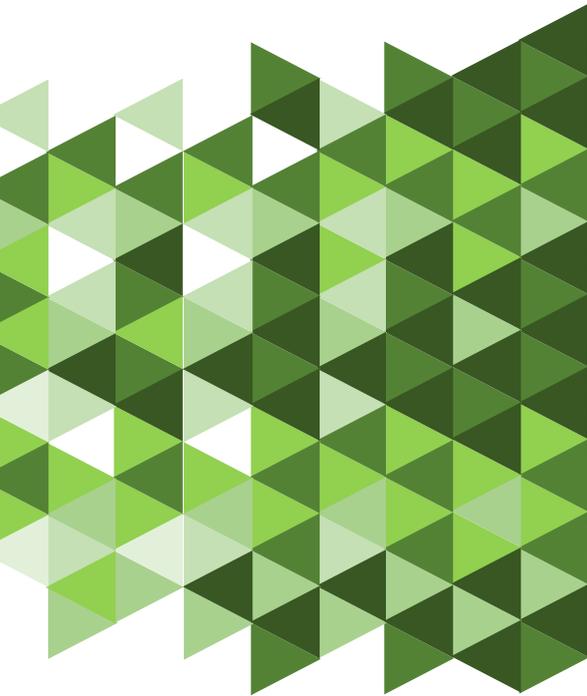
#### *How will we know these are working?*

**Measurement will be through numbers of those who access services and survey results.**



#### 7.4. Social Wellbeing

We know that our social connections are vitally important to our wellbeing and that conflict and difficult relationships both within and outside the workplace can increase our risk of developing both emotional and physical difficulties. Bullying, abuse, including domestic abuse, discrimination and loneliness all impact on our wellbeing. We want to foster a healthy, psychologically safe working environment for our staff to ensure people feel they can speak up in any setting, contributions to all discussions and ideas are welcomed and where we recognise the importance of considering and respecting multiple perspectives.



### Objectives, Implementation and Measurement

- The Leadership and Management Development Strategy 2019-2022 is clear in its goal for a compassionate and vibrant leadership where people are valued and respected.
- We want to ensure that everyone has the freedom to speak up and know concerns will be responded to in a safe way.
- We want all our staff to be able to label and call out and harassment, racism and discrimination and to ensure open discussions about banter and comradery.
- A more inclusive and diverse workforce will ensure we can implement our equality objectives.
- There will be an Alumni newsletter and group for service leavers and Alumni will be included in events and inductions for new employees.
- Promote a work-life balance wherever possible and encourage workers to take annual leave or holidays when they are due.
- We will look within our workforce for experts in areas such as health, fitness, craft and wellbeing to celebrate our hidden strengths.

### *How will we know these are working?*

**Measurement will be through feedback, successfully achieving our equality, diversity and inclusion objectives, reduction in leave being carried over or lost and uptake of services.**



## 7.5. Environment and Working Arrangements

Our work environment is important and we need to consider how we demonstrate care for our people by providing them with the environment to both care for themselves and fulfil their roles. The events of 2020 have changed many people's working role whether it be having to wear PPE for long periods or working in a different environment through redeployment or enforced home working and we need to consider the impact on health and wellbeing.

We need to consider our estate, our working environment whether that be at home or at a workplace or mobile. We know that being outside and green spaces are good for our wellbeing. The design of vehicles, buildings, our desk area and the use of natural light can all impact on physical and mental health. We know that having a calm, relaxing space to rest during worktime is also beneficial to our functioning.

Transitioning back into a working environment from a prolonged period of leave is also an opportunity for WAST to value and support our most important resource, our people. Working hours and patterns are shown to have significant impact on our wellbeing and we need to consider how to balance this with the needs of the service and to meet the growing evidence and guidelines that shifts should be less than 12 hours in length.

### Objectives, Implementation and Measurement

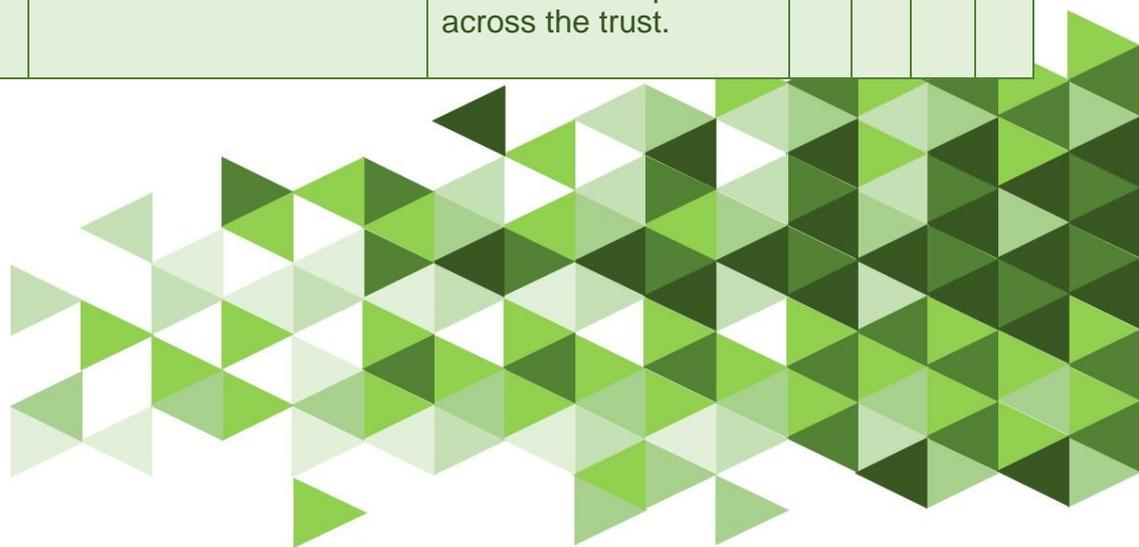
- When people are returning to work following a medium to long term absence, we will continue to provide flexibility regarding working hours.
- A graduated return to work approach allows a person to transition carefully, while they prepare for the role, or move to the next phase of their working life.
- Explore how to provide all colleagues with space where they can take time out during their working hours, for example using the haven model which provides some food, a hot drink and a quiet space.
- Introduce pilot schemes to look at different ways of working and measure outcomes in terms of sickness absence, other quantitative measures alongside qualitative discussion groups.
- Ensure that all our green spaces are nurtured and used and promote the use walk and talk sessions to maximise outdoor space.
- Working with our estates team, ensure that wellbeing is considered when designing or reconfiguring new spaces.

### *How will we know these are working?*

**Measurement will include numbers of colleagues taking up flexible work options, monitoring the availability and use of green space and wellbeing space.**



Strategic Objective	Outcome	How we will achieve this outcome?	Will become part of practice in Year			
			1	2	3	4
<b>Enabling Actions for the delivery of all the Strategic Objectives</b>	A culture of compassion, proactive care and increased resilience.	Shared responsibility throughout WAST.	*	*	*	*
		Provide support and compassionate leadership.	*	*	*	*
		Focus on strengths.	*	*	*	*
		Broad approach to health and wellbeing.	*	*	*	*
		Support throughout our organisational service.	*	*	*	*
<b>Assess and understand the health and wellbeing of our people.</b>	A regular picture of the current status of the health and wellbeing of our staff based on geographical and work areas.	Regular listening exercises throughout the trust.	*			
		Health Surveillance	*	*		
		Undertake stress risk assessments		*		
		Analyse the data to gain a picture of health and wellbeing across the trust.		*		
<b>Proactively promote protective health and wellbeing offers at all levels within WAST for our people and their families and ensure they are available to all.</b>	All colleagues and their families to be fully aware of our full range of health and wellbeing offers and how to access them for themselves and for their families.	Mobilise and skill up our peer support network.		*		
		Structured approach to marketing wellbeing offer throughout the trust and to families and friends.	*			
		Encourage colleagues with expertise to participate in health awareness days.		*		
		Health and wellbeing team to develop links across the trust.	*			



<p><b>Provide comprehensive preventative and reactive health and wellbeing services and training for everyone at each stage of their WAST career path</b></p>	<p>For all colleagues in any role in WAST to be aware of, and incorporate into their wellness action plan, clear ideas of how to maintain their wellbeing across the five areas at each stage of their WAST career.</p>	Wellness Action Plan in every PADR.	*			
		Health lifestyle courses available to all staff.		*		
		Suite of workshops to support different stages of service.		*		
		Robust therapeutic offer for psychological support.	*			
		Regular training for peer support network and managers.		*		
<p><b>Succeed in achieving high level Health and Wellbeing standards that are robust and recognised for excellence by external organisations.</b></p>	<p>Achieve Platinum Corporate Health Standard and meet the NICE Healthy Workplaces Quality Standard.</p>	Maintain Gold Corporate Health Standard	*	*	*	
		Achieve Platinum Corporate Health Standard				*
<p><b>Strengthen our health and wellbeing partnerships within WAST and the communities we serve.</b></p>	<p>Strong and collaborative links with our local communities and other emergency services.</p>	Enhance community connections throughout Wales.	*			
		Connect with other emergency services.	*			



## 8.0 Responsibilities

The responsibility for achieving these objectives is shared and collaborative with the organisation, the board, the wellbeing team, line managers and all colleagues taking their part and committing to a healthy and thriving workplace.

### 8.1. Organisation

- The NHS Constitution (2013) commits all NHS organisations to 'providing support and opportunities to enable staff to maintain their health, wellbeing and safety'.
- The Health & Safety at Work Act (1974) states that, 'it shall be the general duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees.'
- Ensuring staff are fully trained to fulfil their role.
- Ensuring staff are provided with meaningful developmental opportunities.
- Monitor workloads to ensure staff are not overloaded.
- Monitoring working hours to ensure staff are not over working and monitor holidays to ensure staff are taking their full entitlement.
- Trade Union Partners will represent and act in the best interests of their members.

### 8.2. Board

- Consistently promote a positive culture and compassionate leadership to support a healthy and well workforce.
- To recognise the risk to staff and patient safety and outcomes from a poor culture and unhealthy workplace, and ensure appropriate action.
- Provide central support, resources and guidance.
- Monitor the effectiveness of this strategy through annual reporting.
- Allocate resources necessary to allow delivery of the agreed strategy.

### 8.3. Workplace Wellbeing Team

- Establish effective monitoring processes to be able to evaluate the impact of strategy implementation.
- Make recommendations following consultation with staff on developments and improvements to the strategy implementation.
- Ensure the promotion of the strategy throughout the organisation.
- Provide support and guidance to individuals.
- Produce and disseminate guidance notes to support the implementation.
- Provide relevant training to staff.

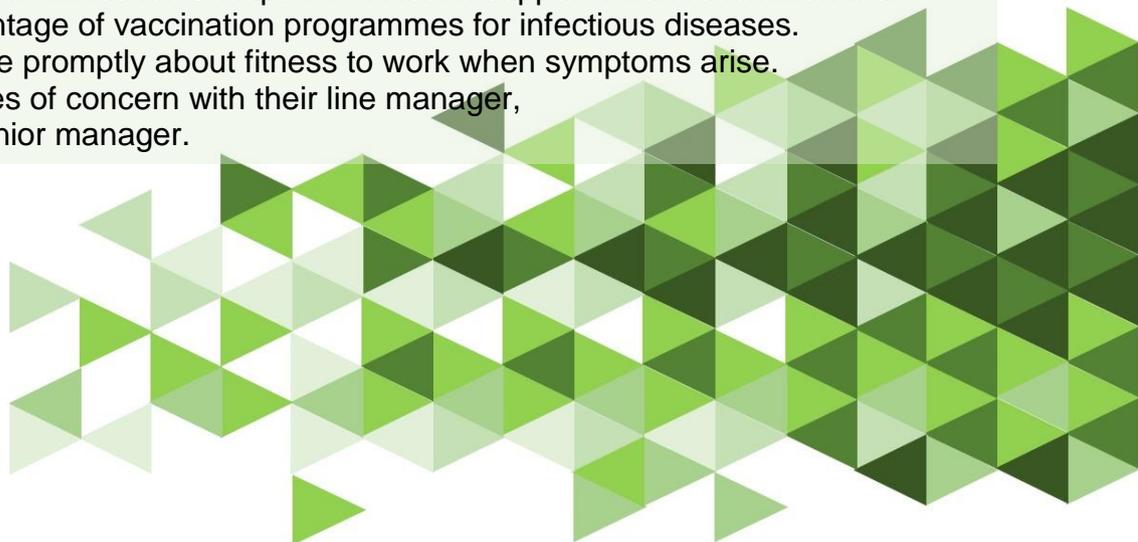


#### 8.4. Managers

- Setting an example by being a compassionate role model by adopting and adhering to the agreed strategy principles.
- Actively promoting the principles and behaviours contributing to positive employee wellbeing.
- Attending to employees' personal circumstances and offering additional support where appropriate to members of staff experiencing risks to their wellbeing derived from outside work e.g. bereavement or separation.
- Ensuring effective communication between management and staff particularly where there are organisational and procedural changes.
- Ensuring that bullying and harassment and discrimination are not tolerated.
- Referring employees, with their consent, to Occupational Health where appropriate.
- Facilitating risk assessments relating to employee wellbeing and implement agreed findings.
- Attending relevant training as required, including management, mandatory training and health and wellbeing training.
- Seeking appropriate advice and support around the implementation of relevant policies and when dealing with complex staff health problems.
- Ensuring effective measures are in place for monitoring all sickness absences including reasons for absence.
- Taking the health and wellbeing of their team seriously, listening and responding to their needs and helping them alleviate, as far as reasonably practicable, workplace stressors.

#### 8.5. Colleague

- Register with a GP
- Take responsibility for managing their own health, safety and wellbeing.
- Taking responsibility for the energy and attitude they bring to work.
- Recognise the limits to what they can do.
- Treat each member of staff with dignity and respect as an individual.
- Uphold confidentiality (wherever safety is not at risk).
- Share ideas for promoting wellbeing in the workplace.
- Take advantage of health promotion advice, guidance and information provided by WAST.
- Accept opportunities for Occupational Health support when recommended.
- Take advantage of vaccination programmes for infectious diseases.
- Seek advice promptly about fitness to work when symptoms arise.
- Raise issues of concern with their line manager, HR or a senior manager.



9.0 Current Provision

We motivate and develop our colleagues and enhance their careers through...	We recognise and celebrate colleagues' contributions and success through...	We offer enhanced terms and conditions that support work-life balance through...	We provide access to beneficial schemes which support health and wellbeing through...	We offer key benefits to our colleagues through...
An annual development review (performance development system)	Nominations for the <b>Queens Ambulance Medal</b>	<b>Annual leave</b> entitlement, starting at 23 days plus 8 bank holidays, increasing to 33 days after 10 years	<b>Cycle to Work</b> (salary sacrifice)	<b>Occupational Health</b>
Study Leave			<b>Cycle Solutions Wales</b> (salary sacrifice)	<b>Counselling</b> – Care First (24/7 support)
Management and Leadership Learning	<b>Long Service and Good Conduct Medals</b> for all colleagues who have completed 20, 30, 40 and 50 years of service and good conduct within the NHS	<b>Family friendly policies</b> that include maternity, adoption, shared parental leave and paternity leave	<b>Blue Light Scheme</b> offering hundreds of high street and online discounts	<b>TRiM</b> support
Annual CPD programmes			<b>Health Shield</b> offering Health Cash Plan	<b>StRaW</b> – CCC Colleagues
Bursary Scheme		<b>Special Leave</b> – up to 5 days paid special leave	<b>Home Electronics</b> (salary sacrifice)	<b>Mental Health</b> portal
eLearning	<b>Staff Awards</b> Ceremony	<b>Flexible Working</b> policy	<b>Childcare vouchers</b> (salary sacrifice)	<b>Wellbeing Team</b>
CPD	<b>Being Our Best</b> Days	<b>Selling</b> annual leave	<b>Fleet Solutions</b> (salary sacrifice)	<b>TASC</b> services <b>Physiotherapy</b> service <b>Woody's Lodge</b> <b>Eye tests</b>



## 10.0 COVID 19 Legacy

It would be difficult to publish a strategy in 2020 without mentioning the world changing events of this year and the impact that has had and will have on our ways of working. It is hoped that the scope of this strategy is sufficient to respond to needs that may arise of which we are not yet aware. However there are several key areas that have already arisen and they are briefly touched on here.



### Working From Home

For many office based staff, working from home, remotely, has become the normal routine and with that comes a variety of challenges. For some, it has been a boost to their wellbeing, more time with family, less time on the commute, more flexibility, being more productive and saving money on travel costs and lunchtime treats. For others it has been a challenge, the reality of trying to work, parent, teach all at a kitchen table or the opposite – trying to tolerate intense isolation where the only contact you have is with people via a screen. And everything in between. The screening and surveillance initiatives will help us identify areas with higher levels of distress and discussions have already started about having a lead for remote working so that there is a single point of contact for staff to address remote working issues, both so we start to understand the main issues and can address these across the organisation, reducing repetition within directorates. This is likely to include signposting to health and wellbeing, physiotherapy and equipment and IT issues.



### Personal Protective Equipment

Prolonged PPE use is now common practice throughout WAST and can be extremely uncomfortable and makes it harder to communicate with each other and with patients. Both these impact on our wellbeing and we have to continue working together to find the most effective solutions whilst keeping our people and those that we serve safe.

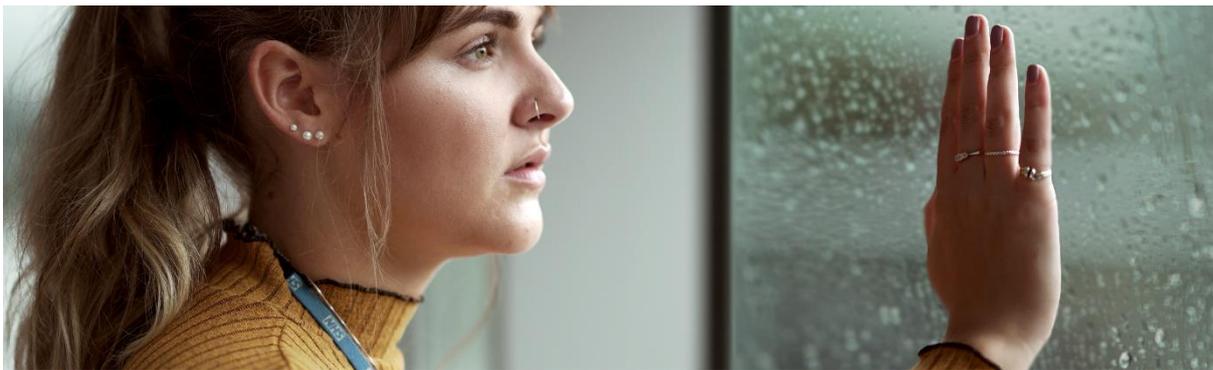


## Loss and Moral Injury

The extent of the pandemic has made loss and grief a reality for the service and we must be mindful of the reality of working within this context. Moral injury, the psychological impact of having to make choices that do not fit with your moral outlook, for example not being able to take a relative to the hospital with their loved one, is something that our people may experience and we have ensured that our TRiM practitioners are trained and ready to address this.

## Long Covid

There is growing evidence that some people recovering from Covid are experiencing long term effects including fatigue which could seriously impact our colleagues and we must ensure we have support in place.



### 11.0 Constant change and Monitoring and review

Although this strategy sets out the vision for the next four years, the recent pandemic has shown how important it is to be able to, and how well we can make changes when we work together. The following routes enable everyone within TeamWast to contribute to the continuous improvement of our colleague health and wellbeing.

- Health and Safety and Wellbeing Forum
- Equality and Inclusion Steering Group
- Consultation
- Regularly listening events
- Staff survey and Staff Wellbeing survey
- New developments are discussed in consultation with key stake holders.
- Links with Swansea University and Australia Universities and Services
- Open and accessible feedback loops
- Wellbeing team available for consultation as well as signposting
- Trial of new ideas supported in small areas – co production

*This strategy will be reviewed and benchmarked in May 2021.*



*'It is **health** that is real wealth  
and not pieces of **gold and  
silver.**'*

***Mahatma Gandhi***

