



Our Workforce Wellbeing Plan

July 2022 - July 2025

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NHS FORTH VALLEY

Support & Wellbeing

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Foreword

I consider my role as Wellbeing Champion for NHS Forth Valley to be one of the most important and enjoyable aspects of my job. The health and wellbeing of you - our staff and volunteers - is of paramount importance. Working within the NHS, we are used to caring for others, but it's equally important that we take the time to look after our own health and wellbeing too.

As an organisation, we will strive to ensure that our wellbeing priorities are embedded within our culture and leadership. Staff wellbeing must be integrated into our day-to-day practice. I begin each of my meetings with wellbeing at the top of the agenda, simply by asking 'how are you?' and 'what can I do to help you?' as I know that we produce our best work when we are feeling good.

We want to support you to feel empowered to take ownership of your own health and wellbeing, providing you with the help and resources you need to do this. We want to encourage our managers to be confident and proficient in supporting the wellbeing needs of their teams and will provide them with the knowledge and skills to do this. We have created the Workforce Wellbeing Plan to drive this work forward.



Linda Donaldson

Director of Human Resources

NHS Forth Valley Wellbeing Champion

Introduction

There is no denying that within NHS Forth Valley, our staff are our biggest asset. Over the course of the COVID-19 pandemic, we have witnessed some of the most challenging times health and social care have ever undergone.

NHS Forth Valley staff continued to display strength, compassion and innovation in response to the pandemic. Our staff have gone above and beyond to support patients, colleagues and the wider Forth Valley community, despite the many challenges they faced both in and out of work.

As we move to a period of Reflection, Recovery and Remobilisation, a comprehensive Workforce Wellbeing Plan is part of our Trauma-Informed approach. We need to ensure staff are supported in all aspects of their health and wellbeing within a safe, healthy working environment.

By introducing a Workforce Wellbeing Plan, it will allow us to outline what we as an organisation will do to support you, our staff. The Plan will mark the beginning of a series of actions that will make NHS Forth Valley a better place to work. We will commit to being open and transparent about this process, continually asking for - and more importantly responding to - feedback and input from you to ensure a fit-for-purpose plan.



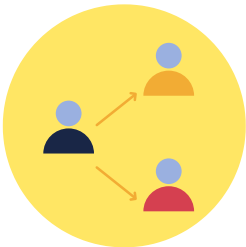
What does this mean for me?

The plan will give me an overview of the work ongoing within the organisation to help support my personal wellbeing, the wellbeing of my colleagues and the wellbeing of the organisation as a whole.
Some of the benefits I should expect are:



As an individual

- Improved overall sense of health and wellbeing;
- Access to support, resources and advice;
- Better work/life balance.



As a team member

- Improved staffing and productivity levels;
- Better communication and support;
- Improved outcomes and patient care.



As an NHS Forth Valley Employee

- A diverse and inclusive workforce;
- To feel valued and empowered to be involved in decision-making.

HOW WILL THIS PLAN SUPPORT SUCH BENEFITS?

You should expect an approach that shows the organisation's commitment to your wellbeing by outlining:

- the actions we will complete as an organisation;
- the ways we will measure success;
- how we will keep you informed of this;
- how we will seek your views and feedback on how we are doing;
- how we will respond to your views and feedback, and how we will learn from them.

You should expect signposting to support for wellbeing that will be available to all NHS Forth Valley Staff, both in and out of work.

WHAT ARE THE ORGANISATIONAL BENEFITS?



STAFFING

Put simply, healthy employees are less likely to take time off work. Our actions will aim to improve attendance at work and bring it in line with the Organisation's absence target of 4.5%. More staff at work, means more manageable workloads and a safer environment for patients.



SAVINGS

Ill-health, work-related injuries and staff grievances all cost the organisation money. By investing in the wellbeing of our workforce, we will see a reduction in such incidences and thus a financial saving. This is time, money and resources that can all then be utilised elsewhere within the organisation, to better support our staff and patients.



SATISFACTION

The happier our workforce, the better care our patients will receive, improving patient outcomes and helping us to meet local and national targets. This will help to promote NHS Forth Valley as an organisation people want to work for, retaining our current staff and attracting new talent.

What is Wellbeing?

NHS Forth Valley is made up of a diverse range of individuals with their own strengths, needs, goals and life experiences. Our Corporate Wellbeing Strategy should reflect this and will therefore act on a wide range of issues in relation to wellbeing.

Wellbeing is about feeling good and functioning well but it is a complex topic that can mean different things to different people. Within NHS Forth Valley, we want to support all aspects of wellbeing.

Good health and wellbeing is more than just the absence of illness or disease. The Pillars Model depicts wellbeing across four key areas: Mental, Physical, Social and Financial.

This Strategy aims to direct actions, and provide support and resources across each of these areas. The issues that affect wellbeing are often connected and support to one area can impact positively on another.



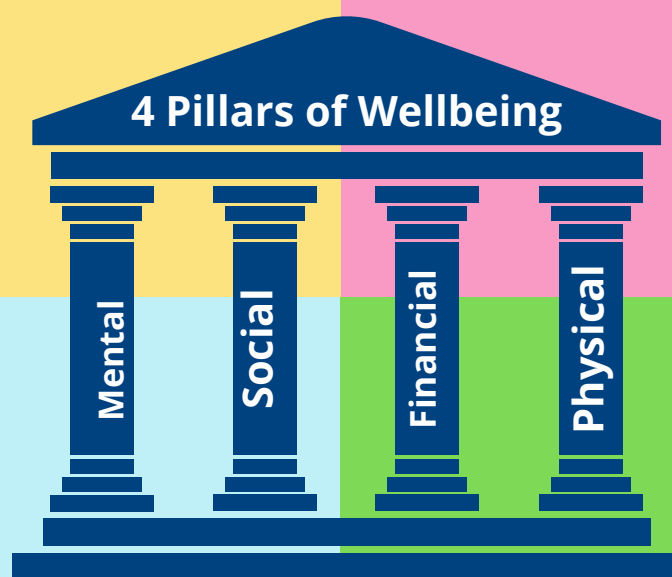
Mental Wellbeing

- Having positive, fulfilling relationships;
- Working in psychologically safe spaces;
- Experiencing authentic engagement at work;
- Having a sense of meaning and purpose in your role;
- Feeling a sense of accomplishment.



Social Wellbeing

- Experiencing a sense of belonging;
- Being an active participant;
- Feeling connected and included;
- Feeling valued;
- Having access to development opportunities;
- Experiencing effective communication.



Financial Wellbeing

- Feeling financially stable and secure;
- Having access to financial support and advice;
- Managing debt effectively;
- Knowing how to budget well;
- Planning for retirement;
- Feeling informed and in control of your finances.



Physical Wellbeing

- Eating well and keeping hydrated;
- Being active and exercising;
- Getting enough sleep and rest;
- Having the right uniform and PPE;
- Having access to healthcare



Our Journey So Far...



A collaborative approach ensured a range of support options were available to staff to maximise their wellbeing during the pandemic;



A Staff Support and Wellbeing Group was developed to ensure a consistent, strategic approach to providing staff support and wellbeing initiatives;



A menu of support options was made available to all staff, including online wellbeing resources; listening services and psychological first aid; virtual staff rooms; relaxation sessions; and ongoing training;



Feedback received was very positive, with staff reporting they felt able to return to work sooner after absences; confident in accessing support; and more resilient;



The recruitment of Speak-Up Ambassadors and Advocates has been a welcome addition to the organisation and one that will help to encourage Staff Voice and provide a safe listening space for any concerns;



We continue to look at wellbeing initiatives and improvements such as the introduction of hydration stations and tuckshops to support staff during shifts;



We are actively targeting wellbeing in relation to staff support and absence management, with new HR training sessions being offered on the Once For Scotland policies;



We are working closely with teams to utilise their iMatters results, supporting action plans and making these part of an ongoing piece of work that teams continue to refer to throughout each iMatter cycle;



We will continue to build upon this work, looking at the ways in which we can best support the mental, social, financial and physical wellbeing of you, our workforce.

Our Principles - Key Areas

Health and wellbeing in the workplace has traditionally focused on health and safety, and reducing sickness absence. It is now recognised that wider organisational and cultural factors must also be included, as well as supporting health and wellbeing at a personal level.

In addition to the four pillars of wellbeing, there are other key areas we must focus on to help create a culture of health and wellbeing within our organisation. These include:



ensuring effective leadership and management;



ensuring safe and sustainable working environments;



ensuring fair and consistent employment conditions and policies;



ensuring a focus upon the prevention agenda.

Our Principles - Diversity and Inclusion

Continuing to cultivate a diverse and inclusive workplace is a vital aspect of the Workforce Wellbeing Plan. NHS Forth Valley strives to be a workplace where everyone feels valued, regardless of who they are or what they do.

Diversity is about ensuring the representation of different people, roles and groups within NHS Forth Valley's leadership structure. Inclusion is about ensuring everyone feels they have equal opportunities to contribute and influence their workplace.

Our Workforce Wellbeing Plan will support the vision outlined within NHS Forth Valley's Equality and Inclusion Strategy (2012-2025), as we strive to become a more inclusive employer by making full use of the talents of our diverse staff and the communities we serve.

The creation of the Race and Equality Forum will help us to identify areas for improvement and deliver upon agreed actions that can help to improve staff wellbeing as a result of building a more inclusive workplace.



Our Principles - Sustainability

In addition to looking at ways to improve our working environment, we must also look towards how we support the wellbeing and sustainability of our planet.

The planet is in the midst of a climate emergency as a result of human activity and a climate crisis is a health crisis – many of the drivers of climate change are drivers of ill health and health inequalities. Urgent action is required to reduce greenhouse gas emissions and achieve an environmentally and socially sustainable health service.

As Scotland's biggest employer, the NHS workforce has a significant role to play in tackling climate change – most staff would agree it is important for the health system to work in a more sustainable way.

NHS Forth Valley now includes sustainability in one of its Corporate Objectives, and as such must ensure staff share a vision of green and sustainable healthcare and are mindful of the resources they use when making decisions about the care they provide.

Research has shown that those who regularly partake in sustainability efforts, report improved levels of personal wellbeing as a result.



Workstreams and Initial Actions

Effective Staff Governance is an essential part of creating a safe, healthy working environment. The NHS Scotland Staff Governance Standard sets out what each board must achieve in order to continuously improve in relation to the fair and effective management of staff.

It sets out five Staff Governance Standards that should be met. Our Corporate Wellbeing Strategy will use the five Staff Governance Standards to inform our initial actions and workstreams.

Our staff are the very heart of NHS Forth Valley and as such, ongoing actions will come directly from you. We want our action plan to be a live document that continues to develop and evolve based on the needs and feedback of our workforce.

**Quality work and environments
that put staff experience, health and wellbeing at the heart
of NHS Scotland's contribution to delivering health and care**

A. Ensure safe, caring and kind workplaces that promote mental, physical and financial wellbeing

1. Achieve and maintain core safety, autonomy and control needs of staff

2. Consider and support the financial wellbeing of staff

3. Develop compassionate, inclusive and appreciative leadership

B. Develop cultures that value and support employees, helping them reach potential to provide world class health and care

4. Enable regular and meaningful conversations between line managers and staff

5. Actively promote a culture of continuous improvement which is inclusive of all staff

C. Create physical + virtual work environments that encourage collaboration, teamwork, respect, recognition and reward

6. Clear team and service objectives, and reporting structures

7. Adopt hybrid home and work based approaches that accommodate diverse workstyles and support work-life balance

8. Promote learning from incidents, and celebrate success by recognising and sharing examples of good practice

D. Policies, conditions of employment, and talent mgt that retains and attracts the right staff at the right time

9. Policies that support work life balance and inclusion, reflecting diverse needs of our communities

10. Career development approaches that attract new entrants and support talent management

Diagram developed by the National NHS Scotland Wellbeing Group to illustrate the key objectives associated with improving staff wellbeing.

Staff Governance Standards

The NHS Scotland Staff Governance Standard sets out what each board must achieve in order to continuously improve in relation to the fair and effective management of staff. It sets out 5 Staff Governance Standards that should be met. Employees should be:

1. Well Informed

2. Appropriately trained and developed;

3. Involved in decisions;

4. Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued;

5. Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.





Priority One

Staff are well-informed

OUR PLEDGE

We will commit to effective and transparent lines of communication, ensuring that all staff are kept up-to-date with the latest organisational developments and feel aligned with the organisational vision and goals.

OUR ACTIONS

- Work closely with our Communications Team Colleagues to ensure any updates are available through a variety of media that all staff can access. This will include a refresh of the staff support website;
- Deliver robust inductions for new staff members joining the organisation.
- Encourage fit-for-purpose TURAS appraisals for all staff members, with regular opportunities for staff to both give and receive feedback, including effective use of iMatter.
- Develop a 'Meaningful Conversations' toolkit to enhance the quality of conversations we have within the organisation.
- Look at how organisational data is collected, utilised and communicated to staff to help inform change.

OUR MEASUREMENT OF SUCCESS

As part of ongoing feedback questionnaires and surveys to assess the effectiveness of this overall strategy, we will ask staff to tell us how informed they feel and to evaluate which forms of communication work best. We will listen to feedback and adapt our communication approaches as required. We will also look to analyse the data we collect, ranging from website statistics to absence rates, to ensure we are targeting support as required and that our responses are making a positive difference.



Priority Two

Staff are appropriately trained and developed

OUR PLEDGE

We will commit to identifying any gaps in skills and knowledge and ensure that appropriate training is made available to support staff roles. We will ensure adequate development opportunities for all staff, with support for progression available as desired.

OUR ACTIONS

- Provide a varied and extensive training menu open to all staff.
- Promote protected learning and development time for all staff groups, ranging from the two-day training passport to allow staff to complete essential training for their role, to more specialised training programmes for clinical staff i.e. doctors in training.
- Continue to develop coaching opportunities and talent management training.
- Work with staff to create and support their own Personal Development Plans via the TURAS appraisal platform and continued 1:1 meetings with their line managers.

OUR MEASUREMENT OF SUCCESS

In addition to ongoing feedback gained from routine questionnaires and surveys, we will continue to utilise training session evaluation forms and monitor uptake rates. We will cross-reference this with staff retention rates and promotions.



Priority Three

Staff are involved in decisions

OUR PLEDGE

We will commit to an organisational culture that values the input of all staff members, empowering them to share ideas and learning and influence the direction of NHS Forth Valley as we move into a period of Reflection, Recovery and Remobilisation following the COVID19 pandemic.

OUR ACTIONS

- Promote and encourage Employee Voice - providing a safe space for staff to share their thoughts and inform organisational decisions.
- Ensure transparency in the communication of all decision-making processes, adopting a 'You Said, We Did' approach, but also being open about any ideas that we weren't able to try and the reasoning behind this.
- Creation of short-life working groups as appropriate to support organisational change.
- Re-visit our values and ensure they are fit-for-purpose.

OUR MEASUREMENT OF SUCCESS

In addition to the data gained from the questionnaires and surveys associated with this strategy, we will utilise information from iMatter, TURAS appraisals, Exit Interviews and HR processes.



Priority Four

Staff are treated fairly and consistently, with dignity and respect, in an environment where diversity is valued

OUR PLEDGE

We will commit to cultivating an organisational culture that values diversity and promotes inclusion at all levels. We will ensure our workplace policies are fit-for-purpose and are applied fairly and consistently across all areas.

OUR ACTIONS

- Establish an annual programme of events that celebrates diversity within the NHS Forth Valley community.
- Continue with Once for Scotland training and education sessions via HR Connect, ensuring support for fair implementation.
- Work closely with our Speak Up Ambassadors and Advocates, acting upon all interactions with these in a transparent and timely manner.
- Continue with Sturrock Report Review Group meetings, aimed at implementing the learning from this report within NHS Forth Valley.
- Train our managers to account for differences in personal circumstances, whilst maintaining fair policy application within their teams.
- Work towards creating a more diverse board membership that reflects the diversity of our population with representation for all.

OUR MEASUREMENT OF SUCCESS

In addition to our questionnaires and surveys in relation to this strategy, we will seek to gain targeted feedback from staff around the Once for Scotland policies. We will monitor the volume of interactions with our Speak Up colleagues and look for trends, implementing focused support within any areas of concern.



Priority Five

Staff are provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community

OUR PLEDGE

We will commit to organisational policies that ensure a robust method of risk assessment for working environments. We will ensure that staff are provided with the resources required to support and promote their health and wellbeing. We will utilise Quality Improvement (QI) methodologies to enhance and develop our organisation.

OUR ACTIONS

- Support our colleagues (Occupational Health, Health Promotion, Health Promotion and Health and Safety to name but a few) to continue to deliver specialised guidance and input for all staff.
- Enlist the help of our Corporate Portfolio Management Office (CPMO) in how we can best deliver the aims of this Strategy.
- Review our current policies and procedures to improve the health and safety culture of our organisation.

OUR MEASUREMENT OF SUCCESS

In addition to the feedback received as part of the staff questionnaires associated with the Strategy, we will monitor workforce statistics such as absence rates and staff engagement with Health Promotion events to ascertain progress. We will also utilise data gained from tools such as Safeguard (our organisational risk management system) to evaluate the effectiveness of our actions.

At A Glance Summary

In order to make our Workforce Wellbeing Plan more accessible to you, our staff, the illustration below will be an interactive feature on the intranet that will show current progress and updates in relation to the Staff Governance Standard actions.

An NHS Forth Valley Staff Member is...



Data and Success Criteria

In addition to asking for your input and feedback, we will identify all useful data sources within the organisation to help inform our plan and actions. This will include data gathered from current methods such as iMatters and Staff Experience Questionnaires.

But it will also involve recognising themes and patterns that emerge from anonymised data gained from a variety of areas including Occupational Health referrals and HR Connect queries.

This will allow us to 'connect the dots' and identify where there are gaps and gain a better understanding of the areas you need us to focus on.



In order to ensure that our actions are not just completed, but actually achieve the desired outcomes in relation to staff health and wellbeing, we will measure them against a strict set of success criterion.

A range of indicators and measures will be identified and agreed by the Staff Support and Wellbeing Programme Group. We will be transparent with these indicators and share our progress.

We will use Improvement Methodology to continually evaluate our success and allow for further development of our action plan.



Key Groups

Here to Help deliver wellbeing support to our staff...



The Staff Support and Wellbeing Programme Group has representatives from all areas and will lead on NHS Forth Valley's Corporate Wellbeing Strategy



HR prepare and advise on all NHSFV policies and can provide support to ensure fair and consistent management of staff across NHS Forth Valley.



Occupational Health provide a confidential and comprehensive healthcare service to all NHS Forth Valley employees. Supporting managers and staff to create a healthy and safe working environment.



Health Promotion provide training, evaluation support, development opportunities, information and resources to individuals and organisations who can influence the public's health. They also run campaigns and activities directly aimed at the public.

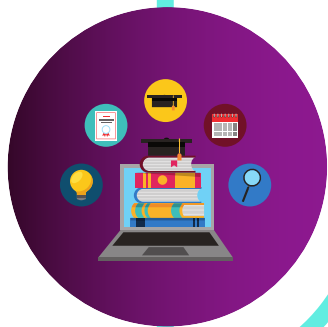
Key Groups cont...



Health and Safety support managers and staff to manage risk and health and safety issues affecting staff, patients and visitors etc. The department also provides a range of information for staff to access.



Staff Side Organisations help to ensure a collective approach to issues such as terms and conditions of employment, providing staff with information and support. Within NHS Forth Valley the various unions and organisations are part of the Area Partnership Forum.



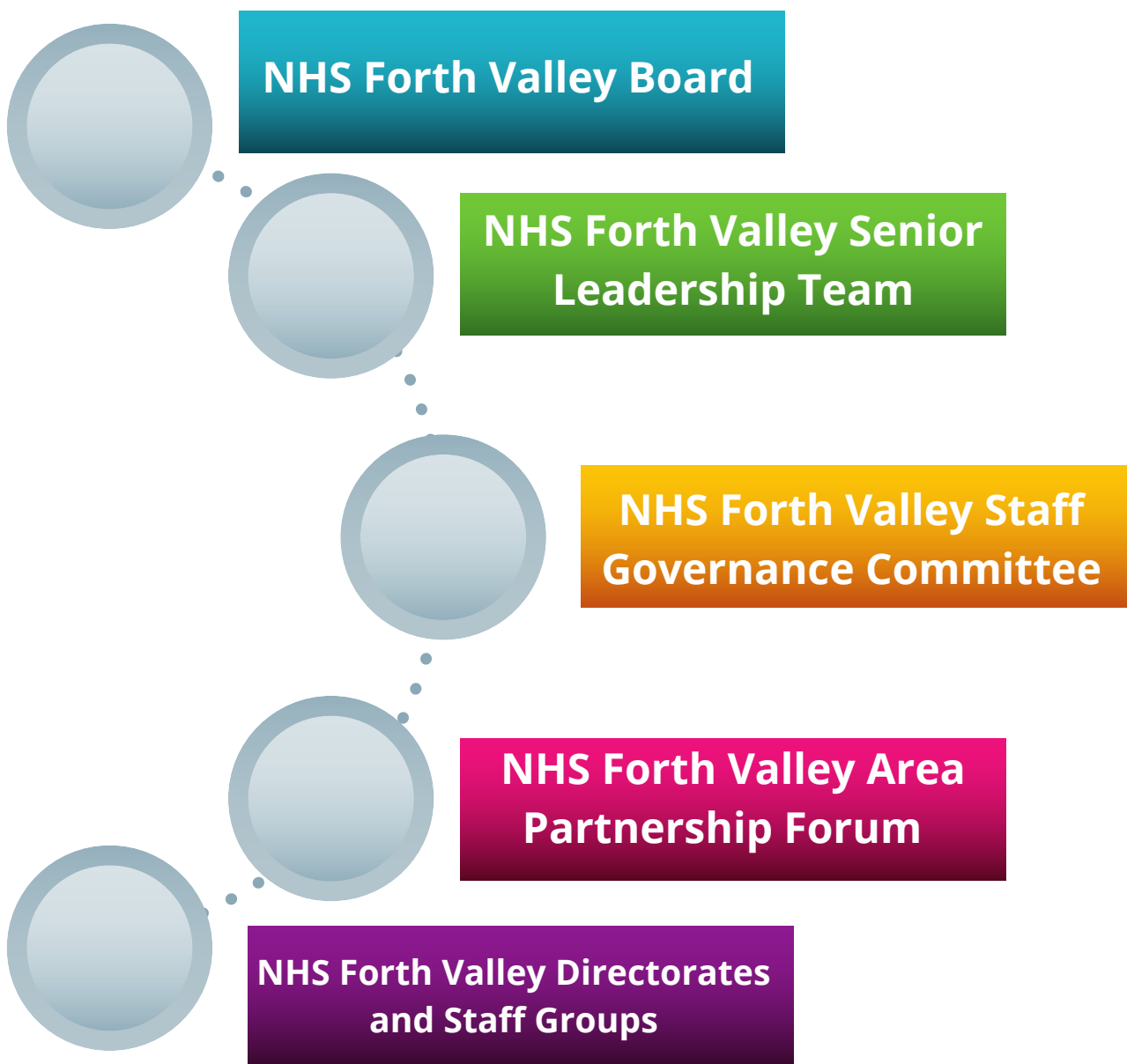
The Organisational Development Team enables people to transform systems through the application of behavioural science to align strategy and capability. They can provide support with learning, training and development.



The Spiritual Care Team offers a 1-2-1 supportive listening service for staff, as well as opportunities for reflective practice both for individuals and staff groups.

Governance

For our Corporate Wellbeing Strategy to be successful, we need to ensure buy-in and engagement at all levels. In order to ensure this, the newly relaunched Staff Support and Wellbeing Programme Group will assume overall responsibility for the associated actions. Progress and outcomes will be reported up to the following groups for approval and dissemination to all staff.



Conclusion

As an organisation, we are committed to making positive changes to improve the health and wellbeing of our workforce. We will look for examples of good practice to inform our work and share our own areas of success, celebrating our staff.

But we will also look to reflect as an organisation on areas where our intentions fell short, or where additional work is needed. We will evaluate our current resources to ensure they are accessible, useful and worthwhile to you, our staff.

We will seek views and input to support this plan and inform the actions that you decide would help to make NHS Forth Valley a better place to work.

We will be transparent in our process, sharing our journey together as we continue to look at ways to improve staff wellbeing, building upon the great work that has been achieved so far during the COVID-19 pandemic and learning from your feedback.

We hope you, our staff, will join us in supporting this work. We ask you to engage with us in this process to help us gather feedback to make sure we are on the right track. After all, for this Strategy to be successful, we need it to be informed by staff in order to best benefit staff.

NHS FORTH VALLEY

Support & Wellbeing



Our Resources



Mental Wellbeing

RESOURCES

[Staying Mentally Well - National Wellbeing Hub](#)



ScotGov Clear Your Head Campaign

[Everyday Pressure - Staff Resources Leaflet](#)



NHS FV Staff Support & Wellbeing Resources

[NHS FV Going Home Checklist](#)



[Mental Health at Work - HR Connect Resources](#)

24 Hour Support Line



0800 111 4191

[NHS FV Departments and Services for Mental Health and Wellbeing](#)

[TURAS - Taking Care of Myself Resources](#)



Smartphone App for worry and anxiety help

[TURAS - Taking Care of Others Resources](#)



NHS FV Speak Up Initiative



Coaching

[Psychological First Aid Leaflet](#)



Smartphone CBT App for Mental Wellbeing

[Stress Control Course Booking Form](#)



Social Wellbeing

RESOURCES

[Staying Connected - National Wellbeing Hub Resources](#)



[Art in Hospital](#)

[The Place Standard Tool - Public Health Scotland](#)

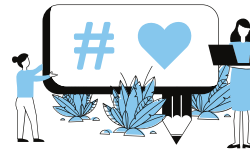


[NHS FV Staff Support & Wellbeing Resources](#)



[Staff News](#)

[Dignity at Work Toolkit](#)



[NHSFV Social Media](#)

[Forth Valley Disability Sport](#)

[Relationships Scotland Website](#)



[NHSFV Staff Social Groups & Events**](#)

***intranet webpage to be created*

[LGBT Health and Wellbeing Scotland Website](#)



[Staff Awards](#)



[Community Resources](#)

[Domestic Abuse Support](#)



[Equality, Diversity and Human Rights Policy](#)

[Relationship Breakdown Advice - Citizen's Advice Scotland](#)



Financial Wellbeing

RESOURCES

[Citizen's Advice Scotland - Debt and Money Advice](#)



Staff Discounts and Benefits

[Financial Wellbeing Resources - National Wellbeing Hub](#)



NHS FV Staff Support & Wellbeing Resources



NHSFV Financial Advisor**

**intranet webpage to be created

[Credit Union](#)



Money Health Check

[Financial Capability - Staff Governance Resources](#)

[NHSFV Payroll - Expenses Policy](#)

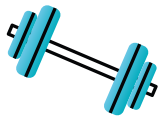
SPPA

Scottish Public Pensions Agency

[Cycle Scheme](#)



NHSFV Car Lease Scheme



Gym Membership Discounts

[Gambler's Anonymous Scotland](#)



Childcare Costs - Government Help

[Home Energy Scotland - Advice](#)



Physical Wellbeing

RESOURCES

Keep Active -
Choose to
Lose



Eating Well

Sexual
Health
and
Wellbeing



NHS FORTH VALLEY
Support & Wellbeing
NHS FV Staff Support & Wellbeing Resources



Oral Health

Alcohol
and
Drugs
Support



Staff Podiatry
Service

Smoking
Cessation

Staff
Physiotherapy
Service



Hydration

Staying
Physically Well -
National
Wellbeing Hub



Staying Active



Staff
Immunisations

Keep Well
Forth Valley



Sleepio App

Physical
Wellness
Toolkit

NHS FORTH VALLEY

Support & Wellbeing



Our Workforce Stats

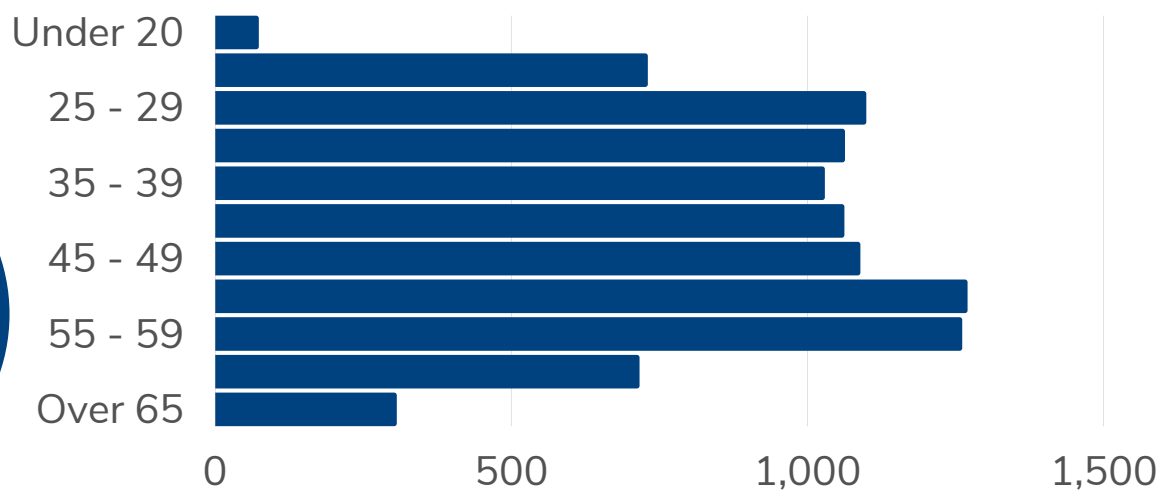
Workforce Stats

NHS FORTH VALLEY

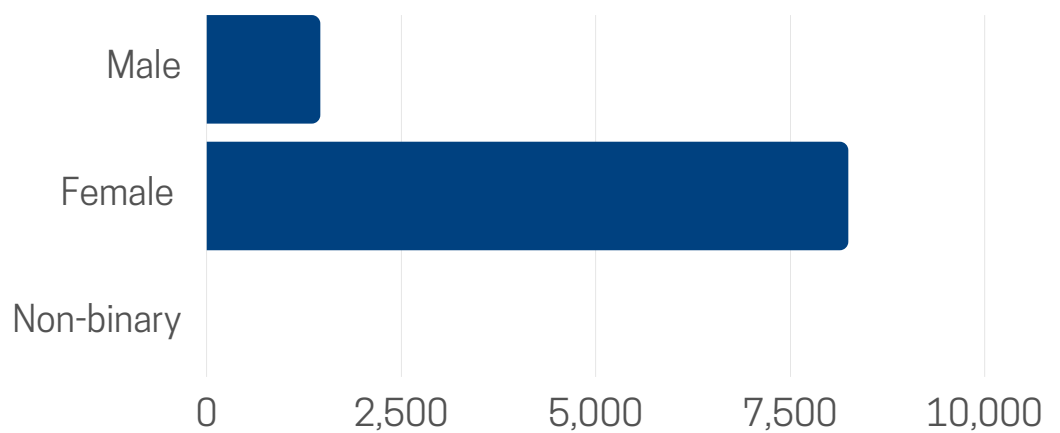
Support & Wellbeing

Currently, our NHS Forth Valley workforce looks like this...

Age



Gender



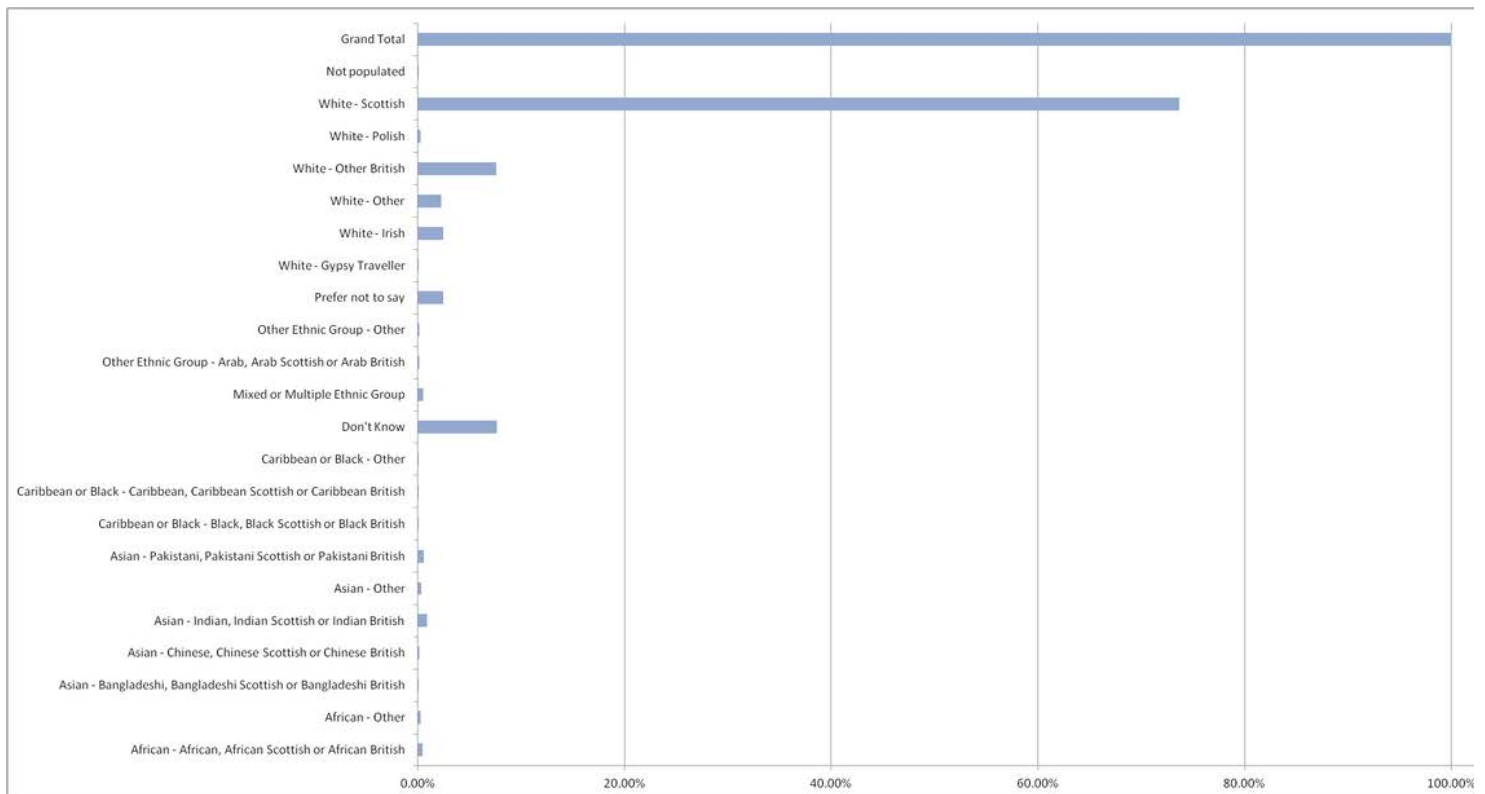
Workforce Stats

NHS FORTH VALLEY

Support & Wellbeing

Currently, our NHS Forth Valley workforce looks like this...

Ethnicity



NHS FORTH VALLEY

Support & Wellbeing



**Our Staff Support and
Wellbeing Programme
Group**

STAFF SUPPORT AND WELLBEING PROGRAMME GROUP

MEMBERSHIP

Co-Chairs



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Robert Clark

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If you have any questions about the group (or wider wellbeing work); are unsure who your representative would be within this group; or are concerned that your wider area or service is unrepresented, then please contact Rachel Tardito, HR Project Manager via rachel.tardito2@nhs.scot