



Final Report - May 2018

St John Ambulance wellbeing
and culture recommendations

From the CEO

In the past 18 months, St John Ambulance WA has achieved extraordinary results across a number of areas important to its workforce—including career planning, training, and the ongoing care and protection of its paid and volunteer staff.

Of the 27 recommendations posed by the Independent Oversight Panel and previous reports by Phoenix Australia and the Chief Psychiatrist, all were achieved within the set timeframes. Where we considered we could extend on the recommendations and deliver a greater and longer lasting response than recommended, we have done so, with these project plans already established and approved for ongoing work.

In this report—the final instalment of the operations plan that St John established in response to the IOP—our achievements and future plans are clearly outlined. We've included links to supporting information including, importantly, the considered input of internationally recognised mental health experts we appointed to the Expert Advisory Group. Pleasingly, the EAG offered significant support to our efforts following their in-depth review and you can read their report [here](#). Ongoing, localised expertise will now be provided by 2018 EAG members.

Throughout, we were mindful of many interested stakeholders who cared about our people and the broader ambulance profession. The 26 members of the St John Employee Engagement Program were consulted throughout, as was United Voice and the Council of Ambulance Authorities. I thank them all for their interest and support.

The exceptional progress of our organisation in the past 18 months has involved many members of our workforce across Metro and Country, and across many directorates. Each of us should be proud of the work outlined here, and the exciting future we are delivering for St John.

Tony Ahern
CEO

Of the 27 recommendations posed by the Independent Oversight Panel and previous reports by Phoenix Australia and the Chief Psychiatrist, all were achieved within the set timeframes.

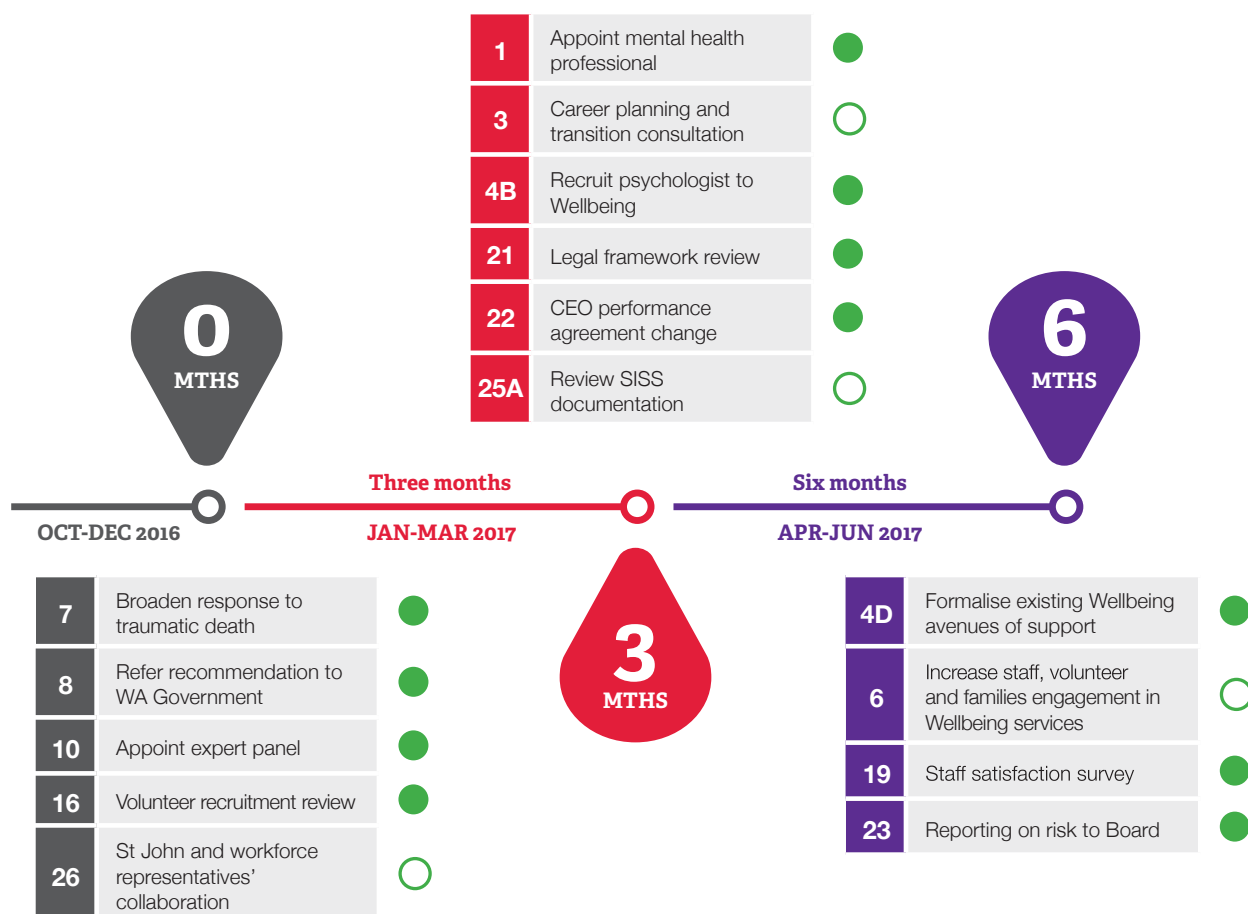
Operations timeline

Implementation deadlines for recommendations

KEY FOR STATUS:

 Achieved and delivered

 Achieved and ongoing



2	Workforce mental health study	<input type="radio"/>
4C	Match health literacy to best practice	<input checked="" type="radio"/>
11A	Wellbeing and manager training	<input type="radio"/>
11B	Workplace training	<input type="radio"/>
12	Leadership capability framework annual review	<input type="radio"/>
14A	Paramedic workplace training	<input type="radio"/>
14B	Management training for country and community paramedics	<input checked="" type="radio"/>
15	Country ambulance strategy	<input type="radio"/>
18A	Engage bullying expert	<input checked="" type="radio"/>
18B	Create engagement forum	<input checked="" type="radio"/>
18C	Expand regional consultation	<input checked="" type="radio"/>
18D	Develop an engagement strategy	<input checked="" type="radio"/>
20	Conflict management and mediation	<input checked="" type="radio"/>

NOT AGREED

24 St John contract change

27 Oversight final report

12
MTHS



9
MTHS

4A	Integrated wellbeing and support strategy	<input type="radio"/>
5A	Mental health screening	<input type="radio"/>
5B	Screening—evidence base	<input type="radio"/>
9	Trauma tracking	<input type="radio"/>
13	Performance management policies	<input type="radio"/>
17	Volunteer screening	<input type="radio"/>
25B	Continuous improvement framework	<input type="radio"/>

15
MTHS

Recommendation 1

It is recommended St John engage a qualified mental health professional with expertise in emergency service workforces to assist the organisation to develop a formal position on the unique needs of the ambulance workforce and ongoing needs for mental health care. Integral to this is an up-to-date expert and comprehensive knowledge of the relevant literature.

Our response

St John appointed an independent Expert Advisory Group, chaired by Prof Jane Shakespeare-Finch, an expert academic psychologist with 20 years' experience working with first responder organisations and the President of the Australasian Society for Traumatic Stress Studies. Remaining group members included mental health experts with national and international experience in trauma and neuroscience.

The group was given the task of addressing several recommendations within this report in conjunction with undertaking a literature review of the current research available relevant to the mental health of those working in first responder organisations. The literature review was used by the EAG to inform their recommendations. The EAG met throughout 2017, and submitted its final report in January 2018.

St John has now formed a new, localised EAG. This group includes two members of the original Expert Advisory Group in addition to three more members. All members have expertise as medical and mental health professionals with an interest in mental health and trauma.

Supporting documents - *click titles below*

EAG report

The Expert Advisory Group considered and responded to this recommendation.

2017 Meet EAG

St John introduced the original EAG members to its workforce in 2017.

2018 Meet EAG

The biographies of the new, localised EAG are available to read.

Recommendation 2

It is recommended St John consider conducting a study into the mental health of its workforce and the risk factors for disorder, including suicidality. There would be merit in establishing this as a longitudinal study, which would feed into continuous improvement of the wellbeing and support model and would allow St John to regularly measure the effectiveness of its model. Consideration could be given to expanding this to include all emergency service agencies in Western Australia, which would give this State a leadership position in the country.

Our response

Since the release of the reviews, beyondblue has taken a leadership role to measure wellbeing and mental health within Australian first responder organisations. St John staff and volunteer population participated in a beyondblue survey, which closed in late December 2017. Participation in this survey was also endorsed by the Council of Ambulance Authorities.

The EAG final report highlights the value in undertaking strength-based, longitudinal research into the risk factors associated with mental health disorders in the St John population and the effectiveness of the its mental health and wellbeing approach. St John will continue to pursue further research opportunities and is actively participating in the current beyondblue research.

Meanwhile, St John, as an active member of the ongoing WA First Responders Working Group, met monthly throughout 2017 to discuss matters including these.

Progress in 2018

Following the release of the beyondblue survey results, St John will collaborate with beyondblue, CAA and CAA members to ensure the outcomes of the survey are taken into consideration while developing St John-specific and sector-wide wellbeing and support initiatives.

The Wellbeing and Support Manager will collaborate with Curtin University to undertake a longitudinal research project with the current cohort of student ambulance

officers to examine the effectiveness of resiliency training undertaken prior to commencing operational duties. The mental health and wellbeing of this cohort will be evaluated over a five-year period. In addition, evaluations will also be undertaken regarding client satisfaction with the External Provider service and effectiveness of interventions provided by the service.

The results of the EAG literature review (see recommendation 4A) will be shared with the WA First Responders Working Group, whose members are also committed to sharing additional resources, research and evaluations. During 2018, further research and evaluation opportunities will be identified.

Supporting documents - *click titles below*

EAG report

The Expert Advisory Group considered and responded to this recommendation.

beyondblue

St John staff and volunteer population participated in a beyondblue survey in late 2017.

WA First Responders

Minutes of these meetings are available.

Recommendation 3

Career planning and transition

It is recommended St John work collaboratively with the workforce and workforce representatives to develop more effective career transition pathways underpinned by a strategic workforce plan and actuarial model of the workforce. Consideration should be given to options such as dual qualifications, and creation of new workforce roles including roles in Wellbeing and Support.

Our response

St John undertakes deliberate workforce planning to ensure a common approach is taken across all areas.

A workforce actuarial model uses estimates of probabilities to predict future workforce needs. Based on its workforce planning, St John is now developing an actuarial model for areas of identified need such as future demand analysis and workforce segmentation.

Career management and transition pathways are also standing items for the Employee Engagement Program (EEP) members and are discussed at every meeting. An EEP sub-group has been formed to examine this topic. With feedback and input from EEP, career management resources are being developed. Every quarter a training calendar is published which offers training courses to support individual professional development. The work plan for career transition and career management was discussed at the October meeting 2017.

Supporting documents - *click titles below*

Strategic workforce planning model and methodology

This strategic workforce model outlines methods and approaches to support this recommendation in 2018.

EEP minutes

Minutes of the monthly EEP meetings are shared with the St John workforce on the intranet.

Managing your career development and decisions

This model details steps to follow to progress career development and career decisions.

So you want to be a...community paramedic (example)

Job role overviews are being developed to provide clarity and transparency to interested parties wanting to prepare for future opportunities.

Training calendar

This calendar provides details of our internal training courses and is updated and communicated every quarter.

Training catalogue

The catalogue details supporting information regarding learning outcomes. It is used in conjunction with the calendar.

Parent and carer guides

An informative document with guides and avenues of support for parents and carers in the St John workforce. This includes transitioning to less than full-time hours information.

ACHIEVED AND DELIVERED

Recommendation 4

It is recommended St John develop and implement an evidence-based integrated wellbeing and support strategy.

Phoenix recommendation 6, 7 and 8 (Wellbeing and Support) are supported:

Our response

The final EAG report acknowledges St John follows an evidence-based wellbeing and support strategy. This overarching recommendation has therefore been achieved and delivered.

St John has reviewed and modified the content of all of its wellbeing and support education, including the Continuing Education Program and Mini-Modules, to ensure it contained strength-based and evidence-based content, as recommended by the EAG. It will continue to build and enhance this content with the ongoing support of the new EAG members. All education documentation includes accompanying research to support the topic that due to some copyright restrictions is not publicly available but can be provided upon request.

St John uses industry documents—including the CAA Health and Wellbeing Strategy and the beyondblue/Heads Up good practice framework for mental health and wellbeing in first responder organisations—as best practice frameworks to ensure the St John Wellbeing and Support Strategy is aligned with industry expectations.

Supporting documents - *click titles below*

EAG report

The Expert Advisory Group considered and responded to this recommendation.

CEP education materials

St John has developed Wellbeing education materials for the past five years.

Wellbeing and Support **- Education Overview Brochure**

Health and Wellbeing Strategy (CAA)

St John considers this industry document to be an example of best practice.

Good practice framework for mental health and wellbeing in first responder organisations (beyondblue/Heads Up)

St John considers this industry document to be an example of best practice.

Recommendation 4A

This integrated strategy should take into account the literature review findings in Recommendation 1, findings of the Chief Psychiatrist Report, Phoenix Report, and Independent Oversight Panel Report, and incorporate an explicit employee engagement strategy to ensure staff input into the model. It should incorporate requirements for screening and a tracking system.

Our response

St John's response included commissioning the EAG to complete a literature review, and ongoing consultation with EEP members to provide updates in regard to the EAG's progress during 2017.

The literature review will provide the evidence required to ensure the content of the Wellbeing and Support Strategy is appropriate and relevant.

Progress in 2018

In 2018, the literature review will be used to identify possible future research and evaluation opportunities.

Potentially Traumatic Event Response Meeting (PTERM) training will be delivered to all operational leadership staff in 2018. Notification guidelines will continue to be monitored and reviewed to ensure all areas of the organisation are aware and skilled in regard to their responsibilities. In 2018, the EAG recommendations will be presented to EEP members for consultation and feedback. The EEP will also be consulted in regard to changes to the Wellbeing and Support Strategy and additions to the wellbeing education and mental health literacy resources available to staff, volunteers and their families.

Supporting documents - *click titles below*

EAG report

The Expert Advisory Group considered and responded to this recommendation.

PTERM

PTERM training provides guidelines for psychologically and emotionally responding to disasters and potentially traumatic events.

Critical Incident Response

St John has developed critical incident notification guidelines, which are now standard practice.

RPT019 Wellbeing Support Service - contact process

State Operations Centre reporting procedure and guidelines are detailed here.

Corporate Events Calendar 2018

Calendar of St John corporate events in 2018.

How we connect - October 2016

A document detailing the ways the St John workforce can have their say and engage.

ACHIEVED AND DELIVERED

Recommendation **4B**

Employ qualified and experienced mental health practitioner/s on the WB&S team.

Our response

St John agrees that qualified and experienced mental health practitioners are needed on the Wellbeing and Support team.

In August 2017, Donna Lawrence, a Clinical Psychologist, was appointed the Wellbeing and Support Manager.

The Wellbeing and Support team also includes other staff with psychological, health and theology qualifications.

Supporting documents - *click titles below*

Wellbeing and Support Manager biography

Donna Lawrence was appointed as the Wellbeing and Support Manager in August 2017.

Recommendation 4C

Modify the content of mental health literacy and psychological first aid to be consistent with best practice approaches to these programs. Implement these programs across the organisation to ensure that staff are supported and their wellbeing monitored in an ongoing way, but particularly after a potentially traumatic event.

Our response

All wellbeing education has been reviewed and updated to ensure content is strength-based, evidence-based and aligned with best practice in regard to topics offered. All previous wellbeing education has been developed into mini-modules and made available to all staff as part of the 2018 wellbeing education calendar.

Content to be delivered in CEP 5.0 (2018) will be aligned with the EAG literature review, which detailed the benefits of resilience, effective coping strategies and peer support. This content included supportive conversations to ensure staff are skilled and feel confident to support others, particularly after a potentially traumatic event.

Progress in 2018

In 2018, St John will deliver scheduled mini-modules of past wellbeing education, new wellbeing education and CEP to operational and non-operational staff and volunteers in Metro and Country.

PTERM training will also be delivered to all operational leadership staff across WA.

St John will also undertake a review of industry online mental health literacy resources, with the possibility of including appropriate options into its wellbeing education.

In addition, evidence-informed generic online resources will be considered. A business case has been submitted for the Third Space, an online program to assist with transition from work to home. The transition from work to home is identified as challenging for those who work in high-risk occupations. Strategies to assist with this transition can improve wellbeing and quality of life for operational staff and their families.

Throughout 2018, St John will continue to attend CAA and local First Responder meetings to encourage industry consistency and to enhance its wellbeing and support services.

Student Ambulance Officers will complete resiliency training, which is based on the Battlesmart training offered by the defence force to new recruits prior to deployment. This training has been customised for paramedics.

Supporting documents - *click titles below*

Wellbeing and Support - Education Overview Brochure

PTERM

PTERM training provides guidelines for managing disasters and potentially traumatic events.

ACHIEVED AND DELIVERED

Recommendation 4D

Formalise the existing avenues of support into a wellbeing and support model that provides St John staff with clear guidance on the different levels of support that are available to them, based on preference and need. Ideally, a dedicated peer support team would be a part of the wellbeing and support model.

Our response

Wellbeing and Support questions were included in the content of the December 2016 culture survey. It is anticipated that these questions will continue to be included in any future surveys.

The Being Well website is well-established, and the Wellbeing and Support model, including available levels of support, is in a brochure format on the intranet and the website.

All new staff attend a Wellbeing and Support induction when they begin employment, and this specifically communicates the levels of support available and provides staff with hardcopy resources for future reference. The levels of support are also communicated in all wellbeing education sessions, during phone contact and as part of Wellness Wednesday. In addition, Wellbeing and Support is a standard agenda item in EEP meetings.

The Metro and Country operational leadership groups also offer contact from Wellbeing and Support after a potentially traumatic event. As part of the 'shared responsibility' message, St John staff and volunteers are actively encouraged to contact Wellbeing and Support to access levels of support.

The EAG literature review identified that there is limited objective evidence demonstrating the success of peer support programs but highlighted the benefits of connectedness and belonging. The EAG report stated the St John organisation-wide peer support approach should be continued and extended to include an evaluation process.

The EAG referenced the International Expert Consensus on Guidelines for Peer Support Programs developed by the Australian Centre for Posttraumatic Mental Health which details the goals of peer support. These include:

- providing an empathic listening ear
- providing low-level psychological intervention
- identifying peers who may be at risk to themselves or others and facilitate pathways to professional help.

This process is intended to facilitate psychological and physical health and well-being in addition to recovery. These goals have been considered in the development of CEP content for 2018.

Progress in 2018

The Being Well website will remain an agenda item in the regular Wellbeing and Support team meeting to discuss content and updates. A designated team member is responsible for ensuring content is updated based on team input and recommendations. Meanwhile, the website content is being reviewed to ensure only evidence-based, best practice mental health information is detailed. Links to online mental health resources are being reviewed and evaluated. The update will also include more detailed information in the areas of expertise for External Providers and updated Wellbeing and Support team information.

Wellbeing and Support materials will be updated to include new initiatives such as the mini-modules, country visits, EHS training and on-road attendance. In addition, as online resources become available these will also be communicated via relevant materials.

ACHIEVED AND DELIVERED

Recommendation 4D

Continued

Wellbeing and Support levels of support and any associated updates or changes will continue to be communicated via CEP, induction, country visits, on-road attendance, EEP meetings, mini-modules, leadership training, brochures, intranet and the Being Well website.

All staff and volunteers have also been offered the opportunity to participate in St John First Aid for Mental Health workshops. These workshops provide the knowledge and skills required to identify when someone is experiencing distress or a mental health issue and then to have a supportive conversation to assist the person.

Supporting documents - *click titles below*

EAG report

The Expert Advisory Group considered and responded to this recommendation.

Wellbeing levels of support

This provides a more detailed overview of the levels of support available to the St John workforce.

Wellbeing levels of support - flyer

A simple guide to inform St John workforce of accessible levels of support.

First aid for mental health - flyer

Promoting the St John First Aid for Mental Health course, this flyer outlines the one-day course offering.

Recommendation 5A

On an annual basis, staff undertake an anonymous online mental health screen that provides feedback on wellbeing, guidance on self-care, and recommendation for appropriate level of support and professional care, where required.

Our response

CEP contains content with a strength-based focus that encourages participants to be responsible for self-care and provides the skills required to develop and build resilience.

St John is currently in consultation with an external consultant to develop a mental health screening app based on an evidence-based mental health screening tool (K10). To ensure maximum usage and to protect privacy, this app will be available to staff and volunteers to download on their personal mobile devices with the results of an elevated score messaged direct to Wellbeing and Support for follow-up. A business case has been submitted and is currently under consideration.

St John continues to collaborate with CAA members and other emergency services in regard to an integrated approach to mental health and associated initiatives such as screening trials. Current evidence detailed in the EAG literature review identified that there is currently no evidence to support mandatory screening.

A more comprehensive Wellbeing and Support triage and assessment process has been established to ensure the most appropriate and relevant information is gathered from people seeking support to ensure people are connected with the external provider or service that will best suit their needs. This includes encouragement to engage with primary care or facilitating support that may extend beyond the external provider service if specialised support is required.

Progress in 2018

The Wellbeing and Support team has undertaken a literature review to identify the evidence-based self-care and resilience topics yet to be included in CEP. These topics will be included in CEP 5.0 (2018).

Understanding the CAA is seeking to determine an evidence-based, effective approach to screening. St John will meanwhile continue to promote access to the external provider service as an opportunity to undertake a mental health and wellbeing check or assessment as a form of prevention or early intervention.

The Being Well website will also continue to provide access to online resources to assess and review mental health.

Supporting documents - *click titles below*

The Council of Ambulance Authorities (CAA) Health and Wellbeing Strategy – a resilience workforce and healthy workplace

This strategy outlines the CAA leadership approach to integrated mental health support and screening trials.

The K10 self report

K10 is an evidence-based mental health screening tool.

EAG report

The Expert Advisory Group considered and responded to this recommendation.

beyondblue First Responder

This is a best practice framework for mental health and wellbeing in first responder organisations.

Wellbeing levels of support

A brochure outlining the three levels of support from the St John Wellbeing and Support service was developed and distributed to the workforce.

Recommendation **5B**

On a two-yearly basis, staff have a face-to-face or telephone mental health screen with a mental health practitioner. On the basis of the results, the mental health practitioner would provide feedback to the employee and make recommendations for ongoing self-care and/or mental health treatment if required.

Our response

The EAG report did not detail their view in regard to the frequency of screening. It could be concluded that this is subsequent to the EAG literature review, which highlighted a lack of consistent evidence to support the effectiveness of mandatory screening. St John will continue to provide all staff, volunteers and families with the opportunity to access the external provider service as a means of assessing and reviewing their mental health.

Progress in 2018

Consideration is being given to providing additional supports for the country leadership group—regional managers, assistant regional managers and community paramedics—due to their isolation and unique nature of their work. This group are able to access supervision support with specified AHPRA-approved supervisors within the external provider service. This is a private, confidential and voluntary initiative.

Supporting documents - *click titles below*

EAG report

The Expert Advisory Group considered and responded to this recommendation.

Country supervision support

The formal support framework for Country supervision is outlined here.

Recommendation 6

Chief Psychiatrist recommendation 1 is supported: It is recommended St John work in close partnership with staff, volunteers and their families, to review their wellbeing and support services to increase 'ownership' and address the challenges in providing such services.

Our response

EEP provides an avenue for workforce engagement. Standing items include Wellbeing and Support services. The content of Wellbeing and Support education and initiatives are presented to the EEP for review and feedback. The Being Well website is publicly accessible so families are able to explore St John WA wellbeing services. Accessibility of wellbeing services for family members is also communicated via CEP and printed materials.

Since 2016, family nights have been held for family members of new Ambulance Officer recruits. Based on feedback from 2016, content has been modified and updated to better meet the needs of this cohort. Once the mini-modules are well-established with predicted staff and volunteer numbers, the offer to attend mini-modules will be extended to include family members.

Progress in 2018

In 2018, family nights will be extended to include patient transport and SOC new recruits.

Content for CEP 5.0, 2018 will be presented to the EEP for review and feedback, in addition to the operational leadership group and CPHC trainers.

St John will also investigate the option of including volunteer trainers on secondment to assist with delivery of wellbeing education to volunteers. CPHC trainers on secondment from operational duties co-facilitated sessions in 2017 and this arrangement will also be ongoing.

Supporting documents - *click titles below*

EEP minutes

Information about the EEP forum, history, representation, purpose and records of engagement are all on the St John Intranet.

ACHIEVED AND DELIVERED

Recommendation 7

Chief Psychiatrist recommendation 2 is supported: It is recommended that St John broaden its response to the impact of suicide and other forms of traumatic death among its staff and volunteers by providing proactive, ongoing support focused on the work group, which recognises and builds upon the group's coping strategies.

Our response

The St John critical incident response procedures have been documented, discussed with managers and have become practice. These procedures better support the St John workforce in situations of traumatic events.

PTERM training follows the format of psychological first aid training and provides guidelines for managing disasters and potentially traumatic events. This will be offered to all leadership staff within the organisation in the first quarter of 2018 and commences with Metro area managers and clinical support paramedics in January 2018.

A more comprehensive triage and assessment process, including suicide risk assessment procedures during contact with Wellbeing and Support, will ensure individuals are assessed appropriately and connected with the most suitable service for their presenting issue.

Community paramedic supervision support has also been established to ensure that community paramedics have access to the appropriate level of support to ensure they have the skills to identify and take appropriate action when volunteers are experiencing distress.

Supporting documents - *click titles below*

Critical incident response

The critical incident response outlines procedures that will continue to support this recommendation.

PTERM

PTERM training provides guidelines for managing disasters and potentially traumatic events.

Recommendation 8

State-wide coordination

It is recommended the WA State Government give consideration to the formalised coordination of the provision of wellbeing support for emergency service personnel.

Our response

St John CEO Tony Ahern raised this recommendation with the Minister for Health and the Director-General of Health on 8 October 2016. It was then discussed with the Ambulance Standing Committee on October 27, 2016. The committee accepted it would take this recommendation forward and the Director-General indicated his intention to consider this recommendation.

Supporting documents

Minutes of discussions are held by WA Health and the committee.

Recommendation 9

It is recommended a system is implemented in St John which tracks staff exposure to trauma and that this is used to flag individuals in need of proactive follow up by the Wellbeing and Support team.

Our response

The EAG report highlighted that no evidence exists to support the rationale for trauma-tracking.

Wellbeing and Support continues to operationalise the notification guidelines following a potentially traumatic event or upon notification from operational staff as required when staff are experiencing signs and symptoms of distress.

Progress in 2018

St John notification guidelines will continue to be monitored for compliance and refinement, and the operational leadership group will be trained to support staff after experiencing a potentially traumatic event.

Sector-wide initiatives will continue to be discussed to determine best practice in this area.

Supporting documents - *click titles below*

EAG report

The final report of the Expert Advisory Group references this recommendation.

Wellbeing levels of support

A brochure outlining the three levels of support from the St John Wellbeing and Support service was developed and distributed to the workforce.

RPT019 Wellbeing Support Service - contact process

State Operations Centre reporting procedure and guidelines are detailed here.

ACHIEVED AND DELIVERED

Recommendation 10

It is recommended St John establish an ongoing expert panel to oversee the implementation and operation of its wellbeing and support model.

Our response

Work undertaken by the EAG is now complete.

Supporting documents - *click titles below*

EAG report

The Expert Advisory Group considered and responded to this recommendation.

2017 Meet EAG

Members of the original EAG were introduced to the St John workforce in late 2016.

2018 Meet EAG

A new, localised EAG has been formed to continue this important advisory role.

Recommendation 11A

Engage with mental health professionals (either internal or external) with relevant experience to provide regular and repeated workplace training for managers in how to identify signs and symptoms of stress and how to support their staff.

Our response

All managers of St John have completed stress management and resilience workshops.

Progress in 2018

In 2018, all managers will attend the St John First Aid for Mental Health workshop. All managers of frontline operational staff will also attend the Gatekeeper Suicide Prevention training.

Supporting documents - *click titles below*

Gatekeeper suicide prevention training

This document outlines the two-day workshop designed to equip professionals with the ability and confidence to work with suicidal people and to conduct risk assessments.

Wellbeing levels of support

This provides a more detailed overview of the levels of support available to the St John workforce.

First aid for mental health - flyer

Promoting the St John First Aid for Mental Health course, this flyer outlines the one-day course offering.

Stress management education

Education materials have been developed for training in stress management.

Recommendation 11B

Provide initial and ongoing workplace training and mentoring for managers to ensure development and maintenance of core skill competencies for managing and supervising staff, including how to address staff issues such as bullying in a timely and appropriate manner. To ensure that skills are maintained, refresher training should be offered at least every two years.

Our response

Leading with Purpose modules one and two have been developed and delivered to the current cohort of operational managers. The Leading with Purpose module one has been delivered to approximately 50 per cent of the Country paramedic cohort, with a plan for delivery to 100 per cent of the cohort in 2018.

Non-operational managers are aware of the requirement to undertake the Leading with Purpose modules. All modules are scheduled and are available for participants to enrol via the organisation's People and Culture Training Calendar.

A Managing Performance, Conflict and Conduct course is delivered within the Leading with Purpose program to build the competence of our leaders in these areas.

Further progress in 2018

The remaining half of the country paramedic cohort will undertake the Leading with Purpose module one education in 2018. Administration managers will also undertake the modules.

Supporting documents *- click titles below*

Leading with purpose - series one

This brochure provides information about the individual modules within series one.

Leading with purpose - series two

This brochure provides information about the individual modules within series two.

Training calendar

Our quarterly training calendar details dates when the Leading with Purpose modules will be delivered in Metro.

Leading with purpose: statistics of involvement

This reflection report provides statistical information for completion rates of the program to date and information for future delivery to our metropolitan and country ambulance personnel.

Recommendation 12

Leadership capability framework

It is recommended St John give consideration to the development and implementation of a leadership capability framework appropriate to a workforce with professional registration.

Our response

A draft leadership capability framework has been provided to the executive for review.

Progress in 2018

In 2018, the organisation's leadership capability framework will be finalised and embedded into processes and activities which support our people lifecycle management and leadership recruitment and development.

Supporting documents - *click titles below*

Leadership capability framework - leadership roles

This framework details the core capabilities and supporting behaviours

St John leadership capability framework - practical application

This document provides information regarding practical application of the framework.

Recommendation 13

It is recommended that St John review its performance management process with a view to providing clear guidance on the conditions under which:

- The process may need to be amended or suspended;
- Expert psychological advice should be sought; and
- An independent person be appointed.

Further, it is recommended St John revise its performance management policy and procedures in light of the connection between poor mental health and poor performance; and the move towards professional registration of paramedics.

Our response

St John developed a Code of Conduct to combine the three performance management policies: misconduct, performance improvement and conflict resolution. A clinical psychologist was appointed to provide expert psychological advice on this code. The code of conduct incorporates the process to appoint an independent person and amend or suspend where appropriate.

Progress in 2018

Ongoing online training will be included for all new employees as part of induction.

Supporting documents

Code of conduct and performance management plan

The code of conduct is ready for implementation and will be released alongside training and information sessions. These are for the second half of 2018.

Recommendation 14A

Provide initial and ongoing workplace training for paramedics who work with volunteers to ensure development and maintenance of core skill competencies for managing and supervising volunteers. To ensure that skills are maintained, refresher training should be offered at least every two years.

Our response

A clinical psychologist has been appointed to help provide expert psychological advice.

The first Leading with Purpose module has been developed and delivered to approximately 50 per cent of the Country paramedic cohort. Training topics included in this module are giving and receiving feedback, and being a coach.

Meanwhile, community paramedic supervision support has been established to ensure that community paramedics have access to the appropriate level of support to ensure they have the skills to identify and take appropriate action when volunteers are experiencing distress.

Community paramedics also complete a wellbeing education component in the Transition to Country training prior to commencing country deployment. This training explores the personal and professional challenges of country deployment including supporting volunteers and also provides skills for managing wellbeing and mental health.

Progress in 2018

The roll-out of Leading with Purpose series one training will be completed in Country regions and the Country ambulance management team are ensuring that, where possible, there is 100 per cent attendance at these planned sessions.

A plan will also be developed for a refresher program in this content.

Supporting documents - *click titles below*

Leading with purpose - series one

This brochure outlines information about the individual modules within series one.

Leading with purpose - series two

This brochure provides information about the individual modules within series two.

Country mobilisation course

A description and plan of the 2017 Country Ambulance Paramedic Professional Development Program.

Country supervision support

The formal support framework for Country supervision is outlined here.

ACHIEVED AND DELIVERED

Recommendation 14B

Undertake a review of community and country paramedic processes to ensure recruitment, role clarity, training and support processes adequately address the challenges of working as a country or community paramedic.

Our response

Work to achieve this recommendation has been staged and sequenced to ensure delivery and regular review.

In late 2016, St John finalised pilot recruitment program for Country paramedics. A review of this process was then undertaken and recommendations were made for future enhancements to the selection process.

The Country ambulance management team also consulted with employees and, from these consultations and review recommendations, a revised approach to selection for country paramedic positions will be undertaken and developed in 2018.

The training and induction program for country paramedic and community paramedic cohorts has been developed and delivered to relevant staff members commencing in the role or who have transferred from locations. Changes to this training and induction program may be made based on the feedback from participants and the Country Ambulance management team.

Supporting documents - *click titles below*

Managers' guide - country induction

A guide to provide line managers of Paramedics undertaking a new role in country best practice activities to support their integration into their new role.

Buddy guidelines - being a buddy

A guideline for the nominated buddy to understand their role and responsibilities

Buddy guidelines - manager change of role

A manager's guide to supporting new team members via a buddy relationship.

Country paramedics - a local induction

A checklist for the country paramedics local induction program.

Month 1 pre-review form - country paramedic

This form is used to review progress against competence and any agreed support and/or development areas.

Month 2 pre-review form - country paramedic fillable

This form is used to review progress against competence and any agreed support and/or development areas.

Month 3 review form - country paramedic fillable

This form is used to review progress against competence and any agreed support and/or development areas.

Details if the employee is recommended for permanency at the location.

Recommendation 15

Long-term model for Country ambulance services

It is recommended St John work with the State Government through the WA Country Health Service to determine a long-term solution to the provision of country ambulance services to rural and remote areas of Western Australia. This would incorporate Chief Psychiatrist recommendation 5: It is recommended that St John in partnership with WACHS undertake a detailed review of the ambulance service in the Northern Goldfields to determine the most effective service delivery model for this region.

Our response

In 2016, St John formally indicated its desire to work with the WA state government to develop Country ambulance services.

WACHS appointed an external consultant, Ernst and Young, to lead this plan, and St John was actively involved in planning as a partner. In mid-2017, St John met with and provided submissions to the external consultant.

Progress in 2018

WACHS has not yet completed this work.

Supporting documents

Submissions were provided to Ernst and Young.

ACHIEVED AND DELIVERED

Recommendation 16

Volunteer recruitment to include regional assessment

Chief Psychiatrist recommendation 6 is supported: It is recommended that St John review its volunteer recruitment process to include an assessment by regional services (possibly including reference checks, interviews and on-the-job experience) with delegation of the final decision for acceptance to regional services.

Our response

St John already provided these services at the time of the report's publication.

A flow chart further outlining this process was distributed to all employees and updated on the Progress website in 2016.

Further work continued in 2017 and was made available to the St John workforce.

Supporting documents - *click titles below*

Volunteer application process

A flowchart detailing the process of volunteer applications at St John.

Recommendation 17

It is recommended more stringent psychological screening of volunteers occurs as part of the recruitment process and that explicit strategies are implemented which more effectively manage exposure to trauma in volunteers.

Our response

The EAG literature review was unable to identify any evidence to determine appropriate psychological screening for volunteers.

Notification guidelines for exposure to potentially traumatic events are followed for all members of the St John workforce—including volunteers—and volunteers receive the same level of support as paid staff.

Volunteers are able to access all levels of support available through Wellbeing and Support. This includes annual face to face wellbeing education for Country volunteers.

Progress in 2018

In 2018, more extensive mental health screening will be implemented prior to Country volunteer recruitment that will include specific mental health questions completed during the medical assessment in addition to completion of the Kessler 10 Psychological Distress Scale.

A more comprehensive triage and assessment process, including suicide risk assessment procedures during volunteer contact with Wellbeing and Support, will ensure volunteers are assessed appropriately and connected with the most suitable service for their presenting issue. Community paramedic supervision support will likewise ensure that community paramedics have access to the appropriate level of support to ensure they have the skills to identify and take appropriate action when volunteers are experiencing distress.

Supporting documents - *click titles below*

EAG report

The Expert Advisory Group considered and responded to this recommendation.

ACHIEVED AND DELIVERED

Recommendation 18A

Phoenix recommendation 5 (Organisational culture and employee engagement) is supported. Undertake a review of organisational culture and employee engagement, including: Engage relevant experts to provide specific education and training to staff throughout the organisation on identifying and addressing workplace culture issues including appropriate behaviour in resolving workplace conflict, with a particular focus on bullying.

Our response

Following the completion of the project plan, Class Act roll-out to all employees and volunteers began in August 2017 and was completed the following month. The reports received from Coach were communicated to the workforce and work is now being undertaken to incorporate the feedback and Class Act principles into communication commitments and a charter.

To reflect the overarching description of organisational culture for this recommendation, an internal program (SHAPE) will be developed and delivered with phased implementation by the end of 2018 to provide education, information and inspiration against these culture-shaping drivers:

- Communication commitments
- Code of Conduct
- Leadership Capability Framework
- Customer Service Standards
- Safety Guidelines.

Supporting documents - *click titles below*

Shaping our culture at St John

The SHAPE program is being developed with phased implementation to support this recommendation in 2018. This document provides a summary of the SHAPE program concept.

Class Act: summary report

This document outlines the participation numbers and some key findings from the Class Act Program.

Class Act thematic summary

This report details the external provider's conclusions regarding feedback from the Class Act Program.

Class Act – Aggregate responses

This document details aggregate responses to the questions within the Class Act Program.

ACHIEVED AND DELIVERED

Recommendation **18B**

Phoenix recommendation 5 (Organisational culture and employee engagement) is supported. Undertake a review of organisational culture and employee engagement, including: Arrange regular staff consultations and communications to raise matters of interest and concern to staff and encourage their input and feedback.

Our response

St John established the Employee Engagement Program in early 2016. Its 26 members represent all parts of the St John workforce and includes two United Voice members.

EEP meets monthly and its agenda includes discussing career transition pathways and family-friendly workplaces. A focus for 2018 will be to support the development and implementation of activities within the St John Shape Program.

Supporting documents - *click titles below*

How we connect

This document outlines the many opportunities for workforce engagement offered by St John.

EEP minutes

The minutes from the EEP meetings are on the Intranet.

ACHIEVED AND DELIVERED

Recommendation 18C

Arrange specific communication and consultation strategies for regional staff to ensure region-specific issues are understood and responded to.

Our response

Since 2016, St John has offered an expanded program of regional seminars, including a new staff engagement day. The 'regional roadshow' format is reviewed annually, and in July 2017, regional seminars were extended to include day-long leadership seminars for regional managers. Regional managers also engaged in discussions at the regional chair persons' meetings. Conversations were facilitated at each seminar so volunteers could consider how greater consultation could be facilitated across their region.

Last year, the organisation also introduced a range of new ways to assess region-specific communication and issues. The facilitation design of Class Act Conduct, for example, included specific communication and engagement strategies for regional staff and volunteers. Class Act was then rolled out in August and then completed in September. The program was offered to all workforce members, including country volunteers, managers and paramedics.

Supporting documents - *click titles below*

How we connect

This document outlines the many opportunities for workforce engagement offered by St John.

Class Act Conduct

This promotional flyer outlines the Class Act program.

ACHIEVED AND DELIVERED

Recommendation 18D

Chief Psychiatrist recommendation 7 is supported: It is recommended that St John undertake the development of an Employee Engagement Strategy and Action Plan.

Our response

St John published a detailed overview of its engagement opportunities on October 14, 2016. EEP members continue to discuss actions that can be included in a formal strategy and action plan.

Informing EEP's planning are results from the St John inaugural workforce culture survey, which ran from 7–17 December 2016. Designed and delivered by the Voice Project—from Macquarie University researchers—the survey benchmarked St John against other healthcare services and provided an important, annual reference for future planning.

Supporting documents *- click titles below*

How we connect

This document outlines the many opportunities for workforce engagement offered by St John.

EEP minutes

The minutes from the EEP meetings are on the Intranet.

Recommendation 19

Staff satisfaction survey

It is recommended St John give consideration to implementing a system of periodic whole of workforce organisational culture/staff satisfaction survey. This would allow a systematic gathering and analysis of data, development of comprehensive action plan and measurement of success.

Our response

The Voice Project, part of Macquarie University, developed and delivered the St John inaugural staff satisfaction survey from 7–17 December 2016. The survey extended beyond staff satisfaction to consider wider cultural issues.

Results were collated and benchmarked against national healthcare organisations. These results were communicated to the organisation in early 2017, presented to senior leaders and included in presentations delivered at each of the regional seminars.

Supporting documents - *click titles below*

2016 culture survey - voice project

Outcomes and findings from the 2016 Culture Survey to the St John workforce.

Listening to your voice

A document for the St John workforce detailing outcomes and findings from the 2016 Culture Survey.

Executive summary presentation

Recommendation 20

Chief Psychiatrist recommendation 3 is supported: It is recommended that St John investigate how to better respond to the management of conflict in the workplace, including in cases of ongoing serious conflict, using an independent skilled mediator.

Our response

Performance, conflict and conduct training has commenced, with training sessions completed in November 2017 for all Metro and Country ambulance operations staff, MMOs, area managers, CSPs and regional managers.

Workplace Behaviour and Code of Conduct training has been developed and will roll-out online in the second half of 2018. Development of this content has included consultation with United Voice.

Ongoing training is also included in the Leading with Purpose framework. All existing managers are required to complete the training. Any new managers will complete the modules within six months of appointment.

Wellbeing and Support also responded to this recommendation with the formal training of a Wellbeing and Support Coordinator to undertake structured mediation when required. The Wellbeing and Support mediator is an organisational Psychologist and neutral facilitator in the mediation process and is able to liaise with Employee Relations if escalation of the mediation issue is required. In 2018, a mediation protocol document will be developed to provide information on the mediation process, including approval channels.

Supporting documents

Code of conduct and performance management plan

The plan outlines the code of conduct and protocol for its use.

ACHIEVED AND DELIVERED

Recommendation 21

Legal framework

It is recommended that St John undertake a comprehensive review of the legal framework as it pertains to the health and wellbeing of its workforce.

Our response

A risk register review of the St John legal framework and a due diligence assessment were commissioned and completed in September 2017.

Supporting documents

Both the risk register review and the due diligence assessment were submitted to the Board.

ACHIEVED AND DELIVERED

Recommendation 22

Accountability in CEO performance agreement

Aligned with the Toll of Trauma Report recommendation 3 it is recommended the Chief Executive Officer be made responsible for the psychological health (as a result of critical incident trauma) of St John employees and volunteers as it relates to the work environment. This obligation should be reflected in the CEO performance agreement.

Our response

At the time, St John considered this legal obligation already existed, regardless of performance agreement. However, it agreed to update the performance agreement to reflect this.

In November 2016, this obligation was formally included in the CEO performance agreement and provided to the St John Board meeting of the same month.

Supporting documents

This document was submitted to the Board.

Recommendation 23

Reporting to the Board

It is recommended regular and formal reporting of psychological risk and care of the workforce to the Board of St John should be implemented.

Our response

To strengthen psychological health and safety reporting to the Board, the People and Culture directorate prepares a summary report each month.

Workforce wellbeing and health strategies, including the Drug and Alcohol Program and the Safety Strategy (both of which will be rolled out in 2018) further outline key measurable goals for both physical and psychological risk and care.

Supporting documents - *click titles below*

Drug and Alcohol Program

The St John Drug and Alcohol Program, which includes a policy, procedures and training, will be rolled out in April 2018.

Drug and Alcohol FAQs

Safety Strategy

The St John Safety Strategy will be shared with the organisation later in 2018 and outlines harm-reduction targets.

Wellbeing and Support MIS performance

This is a sample of ongoing information provided to the Board each month.

Recommendation 24

Reporting to the State

It is recommended the contract between the State and St John incorporate agreed key performance indicators relating to psychological risk and care of the workforce.

Our response

St John already has legal obligations to its staff and volunteers.

St John advised its view regarding this recommendation to the Ambulance Standing Committee in October 2016.

Recommendation 25A

Review Safety and Injury Support Services (SISS) documentation (e.g., risk register, OHS responsibilities) to reflect thorough consideration of psychological as well as physical risks.

Our response

All safety documentation was reviewed and updated in 2017 to reflect all risks, including both physical and psychological risks.

Progress in 2018

In 2018, St John will continuously review and monitor the St John Safety Management System. St John will also provide employees with technology to reduce the compliance burden of safety systems and processes.

The implementation of a safety platform for IR, hazards, risk register and auditing tools will be also achieved in 2018. The current risk management process will be streamlined and reviewed in order to create a simplified and user-friendly process for all employees and volunteers.

Supporting documents

SISS review

This document was prepared by Minter Ellison.

Recommendation **25B**

Develop an evaluation and continuous improvement framework for managing psychological risks.

Our response

A due diligence gap analysis assessment was completed in 2017.

Progress in 2018

St John will create efficiencies and ensure continuous improvement of safety management systems to establish sound occupational health and safety practices and demonstrates compliance against regulatory frameworks.

Further actions in 2018 and beyond will be guided by the St John Safety Strategy following its launch in 2018.

Supporting documents - *click titles below*

Safety Strategy

The St John Safety Strategy will be shared with the organisation later in 2018 and outlines harm-reduction targets.

Recommendation 26

It is recommended St John and the workforce and workforce representatives collaborate and develop a comprehensive wellbeing and support plan which is universally agreed.

Our response

To improve collaboration with its workforce and workforce representatives, St John and United Voice met in early 2016 to re-establish positive and productive discussions. The CEO and Deputy CEO regularly brief the union committee on major achievements within the organisation.

In 2017, St John CEO Tony Ahern wrote to United Voice, outlining his support for a Memorandum of Understanding, which was then developed and agreed between the two organisations.

Progress in 2018

St John will continue to work productively with United Voice and other workforce representatives throughout 2018.

Supporting documents - *click titles below*

Letter from CEO to United Voice

The St John CEO wrote to United Voice outlining his support for a Memorandum of Understanding.

Memorandum of Understanding

This Memorandum of Understanding between St John WA and United Voice was then developed.

Recommendation 27

Implementation oversight

It is recommended a body be established to oversee the implementation of recommendations in this report with a formal progress report conducted in 12 months.

Our response

To implement the recommendations arising from the three reviews, St John formalised an implementation and oversight process that included internal, external and workforce stakeholders. The organisation committed to robust oversight to ensure recommendations were implemented in a timely way, with maximum transparency, comfort and reassurance to all stakeholders.

The establishment of a formal oversight process enabled St John to provide timely reports on its progress in achieving the 27 recommendations. It also fulfilled the expectation of the IOP report: "Some form of ongoing oversight involving internal, external and workforce/union representation should be considered with periodic reports provided to the Board" (page 121, IOP report).

The implementation and oversight process included:

- formal reporting every month to the Employee Engagement Program, Executive and the Board
- regular reporting to all of St John employees and volunteers through the Progress website and other means
- regular reporting to the State Government
- this final report.

A key component of our process was oversight provided by members of the Employee Engagement Program (EEP) two EEP members are also United Voice representatives.

Our oversight process also drew on the opinions and advice of academics and practitioners through the Expert Advisory Group (EAG). EAG members represented a broad range of experience and expertise and helped to guide St John Board, management and workforce by providing important advice.

The Director-General of the Department of Health was

provided with progress reports from St John Ambulance through the WA Ambulance Standing Committee, an existing formal meeting between the Department of Health and St John. Chaired by the Director-General, departmental representatives include district CEOs, CEO of the WA Country Health Service and the Chief Medical Officer. St John representatives include CEO, Deputy CEO, Ambulance Director, Clinical Service's Director, and Director of Finance and Administration.

All stakeholders in the implementation and oversight process will receive this final report.

Supporting documents - *click titles below*

Implementation and oversight process

St John established a rigorous implementation and oversight process and communicated this to its workforce in each operations plan edition.



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