

## Appendix 3

### Sheffield Teaching Hospitals Foundation Trust

#### Staff Engagement 2014/15 Action Plan (DRAFT) (incorporating Staff Survey Action Plan)

ACTION	LEAD	TIME -SCALE	COMMENTS
Staff engagement executive group to continue to meet bi monthly and set direction/monitor progress	Mark Gwilliam	ongoing	
Investigate alternative options/resources to support staff engagement in STH	Mark Gwilliam	Summer 2014	
Work with Directorate staff engagement leads to produce directorate staff engagement action plans which include Trust wide and directorate priorities	Rhian Bishop and staff engagement leads	May 2014	
Share good practice in staff engagement via the staff engagement leads forum	Rhian Bishop/trust staff engagement leads	ongoing	
Consider alternative ways to promote PROUD values and behaviours	Julie Phelan/ Karen Barnard	Summer 2014	
Use of PROUD values behaviours in recruitment	Debbie Padwick	2014/15	
Use the CAT staff survey data to gain ward based information to inform staff engagement plans	Brian Burke	ongoing	
<b>Delivering great management and leadership</b>			
Continue to implement the leadership development strategy - Senior Leaders programmes with Sheffield Hallam University ILM level 3 programmes Effective Manager Series Guest lecture series HR development programme	Linda Crofts	ongoing	
Introduction of new post Francis senior sisters development programme	Sue Burgin/Sam Debbage	September 2014	
Continued expansion of coaching and mentoring programme for managers across the Trust to enable them to better support staff	Linda Crofts/Sue Burgin	Summer 2014	2 supervisors of coaches currently being trained(Sue Burgin/Linda Crofts)

Creation of new Leadership into action post to strengthen leadership development, Talent management in particular	Neil Riley	Summer 2014	
Improve the visibility of senior managers in the Trust e.g. through introduction of formal quarterly back to the floor scheme/ TEG visits to directorates etc.  Chief Executive planned monthly visits to departments/wards.  Continuation of the monthly Board of Directors visits to departments and wards.	TEG/ operational board  Andrew Cash/Julie Phelan Trust board	April 2014  April 2014	
Hold Leadership forum twice yearly	Linda Crofts	2014/15	
Staff Motivation Research project with University of Sheffield to help us better understand the issues impacting on staff motivation	University of Sheffield	Commence summer 2014	
Staff undertaking INSIGHTS team effectiveness accreditation will offer support to directorates with lowest team effectiveness scores in staff survey where appropriate	Rhian Bishop, Sue Burgin, , Amanda Kearsley	May 2014	
Encourage teams to review team working /reviewing effectiveness in particular	Staff engagement leads/ operational board	During 14/15	
Develop additional resources re factors for good team working etc	SE Exec team working sub group	Sept 2014	
<b>Supporting personal development</b>			
Ensure more staff across the Trust receive a well structured annual appraisal through use of PROUD appraisal	Mark Gwilliam/ operational board	ongoing	To be measured via ESR/staff survey score/internal quality audit
Provide additional training in appraisal /feedback skills/paperwork	L and D dept	Commenced Feb 2013	Ongoing –still providing minimum of 10 full appraisal

			training sessions per month
Undertake quality of appraisal audits	Karen Barnard/ Rhian Bishop/Linda Crofts	Summer 2014	
<b>Enabling involvement in decision making</b>			
Promote use of microsystem academy approach	Operational Board	May 2014	
Utilise staff feedback on the friends and family test and suggestions for improvement	Staff engagement leads	July 2014 onwards	
Consider how to improve response rate of NHS staff survey and monitor response rate of staff FFT	Rhian Bishop/John Campbell	Summer 2014	
Investigate use of online directorate staff surveys e.g. FFT using the new PALMS system	Rhian Bishop	When available	
Senior execs to undertake 'Let's talk' roadshows/staff briefings to keep staff informed of future developments	TEG	Summer 2014	
Engagement events for consultants	Chief exec/ Julie Phelan	ongoing	
Trust Chairman to meet with Staff Governors on a regular basis	Chairman	ongoing	
Continue with team brief, webex, staff communications etc	Julie Phelan	ongoing	
<b>Promoting a healthy and safe work environment</b>			
Actions to address Health and well being /Boorman report e.g. fast track MSK and mental health pathways	Steve Burgin	ongoing	
Continue to raise awareness of the Acceptable Behaviour at work policy	Karen Barnard	June 2014	
Continue to raise awareness of the Raising Concerns policy	Karen Barnard	June 2014	
Undertake mediations promptly as appropriate in order to reduce stress	Steve Burgin and trust mediators	ongoing	
Consider how to reduce amount of unpaid extra hours that staff are working	Mark Gwilliam		To be discussed further at staff engagement executive group

Increased car parking spaces provided at NGH to accommodate community services staff	Kevin O'Regan	Summer 2014	
<b>Ensuring every role counts</b>			.
Hold annual Thank You awards Hold Long Service awards	Julie Phelan/ HR	October 2014	
Look for ways to help staff feel valued e.g. 100% attendance letters	Mark Gwilliam / Rhian Bishop and Staff engagement leads		
Ensure more staff complete equality and diversity/all mandatory training	All Managers	Ongoing –	Monitored through mandatory training compliance

RB April 2014