

APPENDIX 2

Sheffield Teaching Hospitals Foundation Trust

Staff Engagement 2013/14 Action Plan (incorporating Staff Survey Action Plan)

ACTION	LEAD	TIMESCALE	COMMENTS
Establish revised staff engagement executive group	Mark Gwilliam	April 2013	First meeting April 2013
Work with Directorate staff engagement leads to produce directorate staff engagement action plans	Rhian Bishop and staff engagement leads	July 2013	e.g. encourage use of staff survey and e cat data/sharing of good practice etc to inform directorate action plans
Launch the PROUD values and behaviours throughout the Trust	Mark Gwilliam/ Communications Team	April 2013	.
Consider alternative ways to promote PROUD values and behaviours	Julie Phelan	Summer2013	Photographs of staff at work with the Proud values displayed as part of the exhibition on the hospital sites.
Pilot use of PROUD values behaviours in recruitment	Debbie Padwick	By end of 2013	Introduced into recruitment for newly qualified nurses and health care support workers June 2013
Introduce staff engagement scores into e CAT to gain ward based information	Brian Burke	April 2013	commenced
Delivering great management and leadership			
Continue to implement the leadership development strategy - Senior Leaders programmes with Sheffield Hallam University ILM level 3 programme Effective Manager Series Guest lecture series	Linda Crofts	ongoing	
Launch of ILM level 5 programme	Claire Fretwell	Sept 2014	

Launch of HR development programme	Claire Fretwell /HR managers	June 2013	
Improve the visibility of senior managers in the Trust e.g. via 'Back to the Floor' /Chief exec visits	Julie Phelan	May 2013	Continuation of the Let's Talk Chief Executive staff sessions and the informal planned monthly visits to departments/wards. Continuation of appropriate Executive Directors undertaking periods of work on wards/departments. Continuation of the monthly Board of Directors visits to departments and wards.
Introduce coaching and mentoring for managers across the Trust to enable them to better support staff	Linda Crofts	Summer 2013	Training for coaches commenced March 2013
Hold Leadership forum twice yearly	Linda Crofts	May and Nov 2013	May forum focused on learning from Francis report.
Staff Motivation Research project with University of Sheffield to help us better understand the issues impacting on staff motivation	University of Sheffield	Commence summer 2013	NB dependent on project being selected
Four staff undertaking INSIGHTS team effectiveness accreditation will offer support to directorates with lowest team effectiveness scores in staff survey	Rhian Bishop, Sue Burgin, Claire Fretwell, Amanda Kearsley	Autumn 2013	
Supporting personal development			
Ensure more staff across the Trust receive a well structured annual	Mark Gwilliam	ongoing	To be measured via ESR/staff survey

appraisal through monitoring of KPI			score/internal audit
Provide additional training in appraisal /feedback skills	L and D dept	Commenced Feb 2013	
Launch new PROUD values and behaviours appraisal for senior leaders	TEG members	1 st April 2013	
Roll out of PROUD appraisal system to band 7 staff followed by band 6	Operational board members	July /Sept 2013 Oct 2013- Feb 2014	
Enabling involvement in decision making			
Senior execs to undertake 'Let's talk' roadshows to keep staff informed of future developments	Andrew Cash/ Julie Phelan	April 2013	Open to all staff – specific sessions held for hotel services staff
Establish a working group with staff side to consider how to improve response rate of staff survey e.g. use of work addresses etc	Rhian Bishop/John Campbell	June 2013	
Investigate use of online directorate staff surveys using the new LMS	Rhian Bishop	August 2013	
Seek staff feedback on the friends and family test and suggestions for improvement	Staff engagement leads	May 2013 onwards	
Continue with team brief, webex, staff communications etc	Julie Phelan	ongoing	
Engagement events for consultants	Chief exec/ Julie Phelan	ongoing	
Trust Chairman to meet with Staff Governors on a regular basis	Chairman		Commenced
Promoting a healthy and safe work environment			
Actions to address Health and well being /Boorman report e.g. fast track MSK and mental health pathways	Steve Burgin	ongoing	TEG considering business case
Introduce staff Health & Wellbeing lottery	Steve Burgin	Summer 2013	
Develop internal/external health and wellbeing website	Steve Burgin	Summer 2013	Development funding required but not available
Agree the Acceptable Behaviour at	Jane	June 2013	Approved –

work policy	Clawson		awareness raising sessions to be held July 2013
Agree a Raising Concerns policy	Jane Clawson	June 2013	Approved – awareness raising sessions to be held July 2013
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			To be discussed further at staff engagement executive group
Increased car parking spaces being provided at NGH	Kevin O'Regan	Summer 2013	
Ensuring every role counts			.
Hold annual Thank You awards and Long Service awards	Julie Phelan/HR	October 2013	
Look for ways to help staff feel valued e.g. 100% attendance letters	Mark Gwilliam / Rhian Bishop and Staff engagement leads	Summer 2013	Introduced in Domestic services April 2013 –positive feedback
Ensure more staff complete equality and diversity mandatory training on line	All Managers	Ongoing –	monitored through mandatory training compliance

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