

Quarterly Report - Q4 2017/18

STRATEGIC PRIORITY 2 TO SUPPORT EACH OTHER TO DO A GREAT JOB										
EXECUTIVE LEAD JULIE BACON										
PROGRAMME/ACTION		LEAD MANAGER	BENEFITS REALISATION MEASURES / KPIs	MILESTONES					RAG	COMMENTS
1	Use innovative recruitment campaigns to promote the Trust as a great place to work and use social media to reach a wider audience so that we attract capable people who have the right values.	Rob Simcox	Reduction in Trust vacancies	Q1	Q2	Q3	Q4	18/19		All five actions completed. Band 5 RN vacancies 15.68% as @ 31/10/17 (from 22% in 2016.) Nursing bank usage from 8% to +50%. Turnover below 1%
1A	The Trusts recruitment brand "Outstanding Careers" embedded into digital offerings and social media with recruitment advertising aligned across the Trust	Hannah Parry-Payne	Band 5 RN vacancies under 15% by 31/10/17 and under 12% by 1/10/18	*						New branding now embedded into recruitment documentation, advertising and social media for nursing. Nurse assessment day is business as usual. Action completed.
1B	Implementation of a weekly payroll for bank and locum assignments	Michael Powell	20% Increased in no. of bank nurses and locum medics by 31/12/17	*						Weekly payroll implemented in June for nurses and administrators and September for Medical locum bank. Action Completed.
1C	A staff benefit, reward and recognition booklet created and publicised	Hannah Parry-Payne	Turnover remains below 1%			*				Document now live and being used within all recruitment campaigns. Additional work taking place to develop existing intranet pages to promote reward and retention aspects the trust has to offer. Action completed
1D	A deep-dive report and an action plan developed to identify and address recruitment and retention issues relating to Diversity and Inclusivity	Rob Simcox	The report itself will identify appropriate KPI's		*					Report completed. Findings and actions presented at October Diversity & Inclusivity and OD and Workforce Committee meetings. Action completed.
1E	A recruitment candidate portal for prospective applicants and new starters and a candidate experience questionnaire available	Hannah Parry-Payne	Positive candidate feedback. Clear evidence of feedback being addressed				*			Candidate portal live and aligned to on-boarding work, also linked to welcome letters from CEO and card from Chief Nurse. Feedback now regularly captured from candidates during recruitment process, feeding into service review and redesign. Action Completed.
2	Deliver staff communication and engagement initiatives that harness the views and ideas of all staff, that truly inspire them to outstanding performance and which embed our values	Lee Radford	Staff survey engagement score remains above average	Q1	Q2	Q3	Q4	18/19		3 actions completed. Two others are for 2018/19. 56.6% response rate to NHS staff survey and its engagement score was 3.87 in 2017 (3.86 in 2016). Staff recommending the Trust as a place to work was 69.6% in 2017 and to receive care was 77.7% in 2017.
2A	Deliver "CARE Values" engagement sessions to re-affirm staff understanding and commitment to them	Annette Robinson	Staff survey engagement score remains above average	*						Session uses a "Values Board" to enable engagement to be taken to staff in their work place. Events took place at all 3 sites in accordance with plan. Extended original plan for ward based sessions until early Autumn, engagement with divisional boards and a KMH tour. Care Value Slides and session now business as usual as included in mandatory training, manager induction and team leader programme. Action Completed.

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2B	Complete staff insight / leader engagement to identify how to improve workforce related policies and practices to improve employee and manager experience	Rob Simcox	75% + staff recommend the Trust as a place to work in 2017 staff survey and 80%+ in 2018 one.		*						25 engagement sessions have been held to date including discussions at Snr team meetings along with embedded opportunities to obtain ongoing. Action plan now agreed and being implemented. Action Completed
2C	A Knowledge repository of best practice completed and launched	Lee Radford	75% + staff recommend the Trust as a place to receive care in 2017 staff survey and 80%+ in 2018 .			*					Exploration and scoping work using the existing library & knowledge service resulted in an outlined shell being launched December 2017. HEEM funding secured to enhance the website and populate it with further case studies in Q4. A full launch will take place in April 2018. 2017 Actions completed.
2D	An organisational culture "heat map" produced and maintained that helps to identify areas that may require interventions	Annette Robinson	Staff survey engagement score remains above average			*					initial scoping work identified standard KPI's which could be included, together with the PASCAL survey. This action has now been moved to 2018/19 to coincide with the Trusts implementation of the NHSI toolkit / Discovery phase, which includes creation of a heat-map. Moved to 2018/19
2E	Develop and launch a complete programme of corporate, social and family orientated annual engagement events	Annette Robinson	75% + staff recommend the Trust as a place to work in 2017 staff survey and 80%+ in 2018 one.					*			NHS 70th birthday celebrate will be used as the main vehicle to support this initiative and is being led by the Comms Team.
3	Revolutionise the way that the Trust maximises the potential of all staff	Lee Radford	Staff survey engagement score remains above average	Q1	Q2	Q3	Q4	18/19			5 actions completed, one green for 2018/19, one amber and slipped to Q1 2018/19. Sickness is under the 3.5% thresholds. Appraisal@ the 95 % target. Flu vaccinations 78.4%
3A	Coaches, mentors and "wise owls" identified, trained and network launched	Annette Robinson	75% + staff recommend the Trust as a place to work in 2017 staff survey and 80%+ in 2018 one.				*				Able to access EMLA's coaches. Talent mapping identifying coaches / mentors and 8 senior leaders have offered so far. Conclusion of action delayed due to staff long term sickness. Wise Owls recruited and currently being trained to be launched in Q1 2018.
3B	Appraisal system revised to incorporate talent conversations	Rob Simcox / Annette Robinson	Appraisal KPI meets 95% for at least 6 months of 2017/18; 10% Improvement in staff survey appraisal score				*				Pilot of talent conversations for Deputy Director tier completed. Appraisal system in place for management element of consultant leaders roles. New appraisal launched along with talent conversation and 9 box grid toolbox talks. Action completed.
3C	Guidance on career paths and options available for A&C, Nursing and AHP roles	Lee Radford	75% + staff recommend the Trust as a place to work in 2017 staff survey and 80%+ in 2018 one.					*			Initial career pathway scoping work has commenced. This will be completed by the end of March 2018 as planned.
3D	A job swap facility available that allows staff, as part of a development plan, to undertake or shadow a different role	Annette Robinson	75% + staff recommend the Trust as a place to work in 2017 staff survey and 80%+ in 2018 one.				*				Following a review of the pilot programme it has been decided that this is no longer feasible due to employment logistics/practicalities. However, a facility is available for non clinical staff to shadowing clinical staff.

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3E	Deliver a week long Staff Health, Wellbeing and Safety at Work event	Becky Loveridge	sickness rates at or below the 3.5% target for a minimum of 6 months in each fy				*			Week long 'OH H&WB goes on tour' event held W/C 15/01/18 on all Trust sites with body mass analyser and opportunity to 'find out what you are made of' and obtain advice about weight management, healthy eating, lifestyle advice and signposting to other specialist services. A number of other H&WB events took place throughout the week including reflexology, taster yoga session, stress management and introduction to mindfulness. Event attended by over 600 staff. Action completed
3F	Deliver a flu campaign for 2017	Becky Loveridge	70%+ flu vaccination uptake of frontline healthcare staff in 2017				*			>70% front line staff had been vaccinated on Friday 24th November. Target achieved 3 months in advance of the CQUIN deadline. Action Completed
3G	Major initiative to reduce workplace conflict, bullying and harassment launched	Rob Simcox	75% + staff recommend the Trust as a place to work in 2017 staff survey and 80%+ in 2018 one. Move out of bottom 20% for these staff survey questions.				*			Week-long event occurred November with links with anti-bullying week including raising the profile of dignity at work capturing a variety of interventions including Lunch & learn sessions, masters classes, drop in session that has been underpinned by the development of the Trust Time to Change actions. Action Completed.
4	Build a reputation for excellent leadership development and succession planning which promotes a collaborative style and effective system leadership for both clinical and non-clinical leaders.	Lee Radford	5% Increase in Staff survey score in leadership questions in 2017 and 10% increase by 2018	Q1	Q2	Q3	Q4	18/19		All actions completed. Using NHS leadership strategy capabilities. Appraisals at 96%. Staff survey scores include 4th best acute Trust for teamwork.
4A	A formal talent mapping and succession planning system for leadership roles created	Annette Robinson	Continual increase No. of leaders who are "ready now"				*			Talent map developed and part-populated for 8a and above. Talent conversation guidance and 9 box grids piloted and embedded in new appraisal process. Executive talent group operational. Action completed.
4B	A management passport / managers induction launched	Trudy Stringfellow	100% of new managers attend within 3 months				*			Managers induction developed, piloted and is held monthly. Very positive feedback received so far. Action completed.
4C	All leadership development programmes refreshed, including those supporting medical leadership	Trudy Stringfellow	5% Increase in Staff survey score in leadership questions in 2017 and 10% by 2018				*			Executive team approved leadership development framework and new senior leadership programme (to be launched September 2018, in partnership with NHS Elect). Team leaders programme launched. Existing programmes refreshed. New leadership intranet page launched February 2018, making leadership opportunities more easily available. Actions completed.
4D	Mary Seacole local programme for Nottingham launched	Trudy Stringfellow	SFH takes up 20% of the places	*						Programme launched in May as part of a system collaboration. Facilitated by SFH for participants across Nottinghamshire. Very positive feedback received. Now business as usual. Action completed.

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4E	An annual leadership event established	Lee Radford	5% Increase in Staff survey score in leadership questions in 2017 and 10% by 2018				*			The has been approved as part of the leadership framework. Event scheduled for summer 2018. Action completed
5	Take a planned approach to the development of new roles and ways of working in the trust to address staffing gaps and deliver best practice healthcare, making sure that the change is well managed.	Rob Simcox	Year on year reduction in vacancies in hard to fill areas	Q1	Q2	Q3	Q4	18/19		4 objectives completed and one has changed. Workforce planning audit gave significant assurance. Success with c50 clinical fellows. Medical vacancies down to just over 10%. 100% job plans in place. Sickness below 3.5%
5A	A detailed 5 year workforce plan developed showing the impact of planned new / alternative roles and reflects changes across the wider health system	Hannah Parry-Payne	Year on year reduction in vacancies in hard to fill areas			*				This was changed to support the development of a real time, dynamic workforce modelling tool. Completion of the workforce planning refresh of the annual planning cycle. Workforce Planning Group established January 2018. Successful submission of annual NHS workforce plan
5B	A rolling 12 month recruitment plan developed which reflects major periodic campaigns and international recruitment	Hannah Parry-Payne	Year on year reduction in vacancies in hard to fill areas	*						This is now in place and managed by the Resourcing Manager. Action completed
5C	Deliver the planned roll-out of Allocate and CAM (Clinical Activity Manager)	Donna Mariner	Programme delivered to planned timescales				*			This has been delivered. Additional work to use allocate for the medical locum bank added and delivered. SFH is now an exemplar site for Allocate in the NHS, recommended by NHSI. Action completed.
5D	2017/18 Job Planning Cycle completed	Rebecca Freeman	100 % job plans completed				*			All 2017/18 changes processed in July 2017. 100% of consultants have job plans. .Action completed.
5E	A fast track occupational health appointment system available	Becky Loveridge	sickness rates at or below the 3.5% target for a minimum of 6 months in each fy		*					Service in place to fast track SFH staff to outpatient appointments, investigations and treatment through an OH request. 57 applications for fast tracking of SFT staff been made by OH from April 2017. Action Completed.