

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		Progress according to plan. Two actions completed. 49 student nurses to start autumn 17. Successful trip to Croatia for nurses. Nursing bank uptake regularly at +40%
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. Other roles will be included from September. Platform developed to support all recruitment campaigns.
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%			*				First draft has been created and is being piloted in the nursing recruitment campaigns
1D	A deep-dive report and an action plan developed to identify and address recruitment and retention issues relating to Diversity and Inclusivity	R Simcox	The report itself will identify appropriate KPI's		*					First draft has been created based on 2016/17 data which is to be discussed at the Diversity and Inclusivity Group and the Joint Staff Partnership Forum.
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				*			A new microsite is now available for nursing. It is anticipated that this will eventually be widened to incorporate all new roles and additional information by the target date. Work on the experience questionnaire is not yet due to start.
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		Progress according to plan. Values and engagement session and slides embedded into business as usual. NHSI culture tool being explored. 2017 staff survey prepared, with a covering letter to all staff from the CEO. Full census survey this year.
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.
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.		*					14 engagement sessions delivered to date, including senior team meetings
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 .			*				Initial exploration and scoping work using the existing library and knowledge service has commenced

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. And, potentially the use of the PASCAL survey from the patient safety culture work. Patient safety lead engaged on patient KPI's. However, NHSI launched a complete culture programme in September, including a heat map format which is being explored.
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.					*			Not yet started as the deliverable is for 2018/19
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			Progress generally according to plan, although a small amount of slippage in two areas. Sickness has been under the 3.5% target for 2 months. Appraisal is now 93%.
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 at present and collaborating on a regional coaching initiative. Talent mapping work will identify those who should be approach to be coaches / mentors although 8 senior leaders have offered Much of the work on this is scheduled for later in 2017
3B	Appraisal system revised to incorporate talent conversations	Rob Simcox	Appraisal KPI meets 95% for at least 6 months of 2017/18; 10% Improvement in staff survey appraisal score		*						Appraisal system under review. A pilot of talent conversations for DGM / triumvirates and Deputy Director tier has commenced. Appraisal system launched for management element of medical managers roles. Final testing of talent conversation tool to be used. Piloting has cause some element of slippage to final revised documentation being issued. Talent management processes fit with those being adopted for wider NHS talent boards etc., supporting a collaborative approach.
3C	Guidance on career paths and options available for A&C, Nursing and AHP roles	Annette Robinson	75% + staff recommend the Trust as a place to work in 2017 staff survey and 80%+ in 2018 one.					*			Not yet started as work planned for 2018/19. however, some of the work being undertaken for recruitment will link in.
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.				*				Work planned for later in 2017, linked to talent mapping
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 event planned to take place in January 2018. Provisionally w/c 15th. Working group set up to support the planning process of the event, in conjunction with the Trust Staff Health and Wellbeing group.

3F	Deliver a flu campaign for 2017	Becky Loveridge	70%+ flu vaccination uptake of frontline healthcare staff in 2017			*					Flu clinics commence w/c 18/09/17 using a blended approach of drop in sessions and planned appointments (on all sites). 500+ vacancies administered within first week of go live. Dedicate page on the Trusts intranet
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.		*						Engagement events with managers and staff undertaken. Week-long event planned w/c 13th November to link 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. Project group established.
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			Progressing to plan. Initial focus on talent work and leadership development. Using NHS models for leadership and focusing on developing system leadership for senior leaders.
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 structure developed for 8a and above. Talent conversation guidance and 9 box grids issued to executives for use as a pilot with next tier of leaders . Use of Hogan assessments / derailers being explored. First executive talent board will be held in October, with a view to finalising approach.
4B	High potential leaders and aspirants programme launched	Annette Robinson	Continual increase No. of leaders who are "ready now"				*				Initial scoping work done after discussion with divisions. Link to apprenticeship developed.
4C	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 closed.
4D	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 have approved the leadership development over-arching framework and the new senior leadership development programme. Team leaders programme launched. 12 delegates in September.
4E	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 so action closed.
4F	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 and will form part of the senior leadership development programme. Intention to widen attendance to STP leaders to encourage system working.
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			Progress to plan but apprentice action affected by external circumstances. Success with c50 clinical fellows. workforce planning audit obtained significant assurance.

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			*				Development of a real time workforce planner is being undertaken with strategic planning and finance. This would be aligned with NHSI workforce planning returns. It fits STP plans for a dynamic workforce planning tool. The impact of new roles and workforce changes will be tracked / modelled through this. An SFH workforce planning group is being proposed. In addition to SFH workforce planning, it will oversee the SFH contribution to STP workforce planning and role development.
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
5B	An SFH Apprentice Framework Developed	Lee Radford	93 people on an apprenticeship at any one time by 31/3/18			*				Apprenticeship plans and frameworks are being developed with individual services across the Trust. Over 400 standards are still in development nationally which prevents a complete career pathway being set out and inhibits the delivery of this target. Apprenticeships on the website and application forms are live with links to all current apprentice frameworks. currently 22 apprenticeships taken forward.
5C	Deliver the planned roll-out of Allocate and CAM (Clinical Activity Manager)	Donna Mariner	Programme delivered to planned timescales				*			This work is on track and in line with project implementation plan. Additional work to use allocate for the medical locum bank has been added and delivered. SFH is now seen as an exemplar site for Allocate in the NHS and NHSI have recommended us to a number of Trusts.
5D	2017/18 Job Planning Cycle completed	Rebecca Freeman	100 % job plans completed				*			All 2017/18 changes processed in July 2017. Planning cycle for 2018/19 commence as planned in September 2017. Much of the SFH job planning guidance has been adopted by NHSI in their best practice document.
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. Service will be refined further as part of business as usual, along with targeted communications. A total of 37 applications for fast tracking of SFT staff been made by OH from April 2017