

Appendix 1

Let's Talk

Action Plan for implementing Internal Communications strategy

Listening: Good communications begins with listening to staff and understanding the organisation as they see it.

Informing: Staff are our ambassadors. They are often the first source of information to patients and relatives, so they need to be fully informed about what is happening, the decisions being taken and the reasons behind them.

Enabling: HR to add

Involving/Engaging: All staff have a contribution to make to the organisation

Feedback: We will ensure we close the loop by asking staff for feedback and changing, adapting and improving communications mechanisms to ensure they are responsive to the organisation's needs.

*** - New proposal, seeking support of JCC/Executive Team**

Listening

Method of Communication	Audience	Frequency	Responsible officer/ co-ordinating body	Commentary	Medium	Monitoring and Evaluation	Target
Staff Survey	All staff	Annual	HR team	<p>The annual staff survey is an important method of taking a snapshot of staff opinion at any given time.</p> <p>Allows us to track changes and develop necessary actions/celebrate achievements depending on outcomes</p>	Written	<p>Survey completed</p> <p>Healthcare Commission target</p> <p>Comparison with last year's results</p>	Ongoing
*Communication Review panel	Cross section of staff	4 times a year	ADC/Comms Team	The panel will provide qualitative method of gaining more in-depth information on staff views, allow for	F2F Focus Group	<p>Staff willingness to participate</p> <p>Improving outcome of staff survey</p> <p>Improved outcomes of audit on</p>	January 2007

				feedback on messages and mediums and provide a means to test messages prior to a communication campaign launch		communication initiatives	
* Audience segmentation	Research with different staff groups to establish their communication needs	Once a year/or as necessary through IM process	HR/Clinical Informatics/Communication	Not all staff require the same information delivered in the same way	Test: Review Panel	Improved reception of information Improved understanding of issues (outcomes in audit)	Begin January 2007 -
Rumours@	All staff	Ongoing	Comms Team – answers/inputs needed from across the Trust	Harnessing the grapevine by answering the questions of the day promptly, in lay language.	Intranet	Timeliness of information/feedback and follow up Hits	Ongoing
Joint Consultative Committee	Staff-side	Monthly	Director of HR	Formal employee consultation body	F2F meeting	Attendance	Ongoing
Appraisal	All staff	Annual	Line Manager/HR support	One to one forum between staff and managers Link to organisational	F2F meeting	Staff survey	Ongoing

				vision and objectives			
Departmental meetings/professional group meetings	All staff	Monthly	Line manager/area lead	Group discussions/guest speakers – cross organisational working	F2F meeting	Staff informed – audit Staff survey	Ongoing
* Listening Days	All staff	Annual	Trust Board	Forum for gauging staff views. F2F discussions with most senior in organisations	F2F – in department Offer lunch	Staff views heard – staff survey	March 2007

Informing

Method of Communication	Audience	Frequency	Responsible officer/ co-ordinating body	Commentary	Medium	Monitoring and Evaluation	Target
Induction	All new staff	Monthly	HR	Begin understanding of WHHT – its vision, culture and operational info	F2F presentations and discussion	Attendance and feedback	Ongoing
Mandatory training	All staff	Annual	HR		F2F presentations and discussion	Attendance and feedback Compliance with policies	Ongoing
*On the Pulse (review)	All staff	Bi-monthly	Comms team	To refocus OTP to support short, medium and long term strategies of the Trust: 1. Interim measures 2. Turnaround 3. Celebration	Written/electronic	Readership feedback surveys – annual	January 07
In Touch	All staff	Monthly	Comms team		Written – in payslips	Staff survey	Ongoing
Open Staff Brief	All staff	Monthly	Comms Team/Exec Team	Forum for open and honest discussion	F2F	Feedback/audit – four times per year	Ongoing – audit to begin

				Briefing on key issues			January 07
CE bulletin	All staff	Weekly	Comms Team/CE	CE's update on issues of the day/week	Written/email	Staff survey	Ongoing Stricter timing to commence January 07
* Intranet (review)	All staff		Comms/All depts responsible for individual areas	The intranet will be updated and 'tested' with staff at the staff conference Staff say that they see the intranet as an important communication tool and look to it as a repository of information	Electronic	On-line survey	December 14 – testing January 07 relaunch Surveys Feb 07
* Staff ambassadors	Cross section of staff		Comms Team/CE		F2F/supported by electronic Quarterly meetings/briefings	Staff willingness to take part	January 07
* Team Brief (review)	All staff	Monthly	Comms Team/CE/Line managers	A written briefing that accompanies the cascade briefing designed to ensure key information is co-ordinated so that all staff	F2F/Written notes to support Available on the intranet	Cascade process working Telephone	Ongoing

				<p>receive the same messages.</p> <p>There have been issues with Team Brief within the Trust. Research – both in questionnaires/unstructured interviews and telephone audit show very poor areas.</p> <p>Consider if Team Brief is write medium – however face to face meetings are requested by staff.</p>		<p>audit</p> <p>Review Group Feedback</p>	
Notice boards	All	Bi-monthly	Updated by comms team	<p>Stand along update of corporate information</p> <p>Time consuming – not highlighted by anyone in recent internal communications research</p>	Written		Ongoing
*Communication 'air traffic control'	All staff		Communications Team/Executive Team	<p>Control the output of information/messages into the organisation.</p> <p>Supports audience segmentation initiative and ensures employees are not</p>		Review Group Feedback	February 07

				bombarded by information which then fails to be 'received' as necessary			
* All staff email (review)	All staff All staff with access to send		Communications/HR	To be reviewed and restricted Audience segmentation encouraged Email etiquette to be developed and endorsed	Electronic		February 07
* Corporate Plan	All staff			A summary of the corporate plan to be developed and issued to staff	Written/Electronic	Review Group feedback	TBA

Enabling

Method of Communication	Audience	Frequency	Responsible officer/co-ordinating body	Commentary	Medium	Monitoring and Evaluation	Target
* Communication skills competency	Middle managers		ADC/Training	To support organisational change programme – as part of Masterclass series	F2F presentation discussion Written support material in development	Feedback Review Group	Spring 2007 TBC

Involving and Engaging

Method of Communication	Audience	Frequency	Responsible officer/co-ordinating body	Commentary	Medium	Monitoring and Evaluation	Target
Suggestion scheme	All staff		Turnaround Team	Staff encouraged to come up with ideas to improve the organisation Must be publicised – use In Touch/OTP/intranet	Written/electronic Celebrated in awards scheme and in Team Brief	Take up of scheme Review Group	TBC
Long Service Awards	Staff with 15 years service plus	Annual	HR	Recognise achievement of staff	F2F presentation and tea party	Attendance	March 07
*Problem solving 'speed dating'	All staff	As needed	TBC	Allow/encourage staff to meet colleagues to discuss issues/change ways of working Supported by Executive Team – time out allowed - requests must be acknowledged and	F2F	Feedback – review of system Examples highlighted in OTP	

				a meeting held within four weeks of request			
Staff awards	All staff	Employee/Team – monthly Annual ceremony	Comms Team	Reward staff for excellent work	Written applications/or email Monthly and annual presentation event	Entries submitted Informal feedback following presentations and main event	Ongoing
15 to 1	All staff	Bi-monthly	CE/PA to CE	Staff self-select to meet the Chief Executive for an informal, candid discussion. With groups agreement, notes of meeting are circulated to all staff.	F2F	Review Group	Ongoing
Staff Conference	100 staff – cross section	Annual	Comms Team	Future plans put forward. Discussion	F2F meeting	Feedback forms	December 14
Celebrating Our Success	Nursing and Midwifery staff	Annual	Chief Nurse	Key note speakers Presentations Display stands	F2F meeting	Feedback forms	May 2007

* Back to the floor/Walk the floor	Trust Boards	Monthly	Chief Executive/Comms Team	Trust Board members spend time in departments 'working' meeting staff Finding publicised	F2F	Informal feedback Review Group	February 2007
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Feedback

Method of Communication	Audience	Frequency	Responsible officer/co-ordinating body	Commentary	Medium	Monitoring and Evaluation	Target
* Audit/score card	All staff	Quarterly	ADC	Review feedback following briefings/events Feedback presented to Executive Team – changes made where necessary	Written		Early 2007
Exit interviews	All staff		HR				Ongoing

	leaving the Trust						
Team Brief feedback/audit	Cross section of departments – randomly selected each month Also as for audit/score card	Monthly	ADC/Comms Team	As for audit			
*Communications Review Group	Cross section of staff	4 times per year				See before	