

What is the framework?

This defines the behaviours that our staff must demonstrate for our Trust to perform effectively. The content has been compiled for staff by staff and patients.

What is in the framework?

The values of the Trust are listed at the top of the table and directly underneath are the behaviour statements which represent the behaviours which we expect to see demonstrated by staff in relation to the values.

At the bottom of the table is a single row listing behaviours which we do not want to see in relation to each value.

How do we use the framework?

There are 3 tables which show different staff groups in the organisation. These are not necessarily fixed as it is recognised that roles flex and change in the day to day activities, projects or role that staff undertake. Therefore the framework is flexible depending on the role you are taking at the time which is most applicable.

The roles are defined as:

Everyone – this applies to everyone within the organisation at any level

Influencers – this could apply to a manager, supervisors, team leader or project lead

Organisational shaper –this could apply to a manager, director, project lead, innovator, or someone who is temporarily leading an initiative.

Why do we need a framework?

This is a statement of who we are, what our patients can expect from us and what we expect from each other. This is at the heart of everything we do.



You matter most

EVERYONE – A high quality patient experience is at the heart of all actions

RESPECTFUL	RESPONSIBLE	PASSIONATE
<p>Expect to see: I demonstrate compassion in practice by showing care, compassion, communication, competence, courage and commitment in everything I do</p> <p>I respect everyone, staff and patients for the diversity we represent</p> <p>I actively listen to what is being said to me</p> <p>I demonstrate mutual respect in all aspects of my role</p> <p>I take the time to acknowledge my colleagues and service users</p> <p>I smile, make eye contact, say hello and introduce myself #hellomynameis</p> <p>I value your skill as much as my own</p> <p>I am happy to share my skills and knowledge so that if you know what I know, we can do more</p> <p>I show respect by being punctual, being willing and able to do the tasks given to me</p> <p>I protect and respect others' dignity and confidentiality</p> <p>I am flexible in my approach</p> <p>I admit to mistakes and ask if I don't know or understand</p>	<p>Expect to see: I make sure I undertake all appropriate training to do my job</p> <p>I work to my full remit at all times</p> <p>I am confident and responsible for my actions. I do what I say I will do</p> <p>I always act to my professional body's code of conduct and the organisational behavioural framework</p> <p>I am open to suggestions and welcome feedback</p> <p>I am proactive in seeking development and work to achieve my personal objectives, those of my team and those of the Trust</p> <p>I conduct myself in a professional manner at all times. I take pride in my personal appearance and in representing the Trust</p> <p>I am discreet and sensitive when dealing with confidential information and I challenge others who are not</p> <p>I act with integrity at all times</p> <p>I keep myself up to date with changes in my job, department and the Trust</p> <p>I am open, transparent and honest in all my actions</p> <p>I seek clarification if I am unclear on any aspect of my role</p> <p>I embrace change in my role and my department</p> <p>I have the freedom and autonomy to be creative in my work</p> <p>I know that curiosity is welcomed – why can't we do this differently?</p> <p>I take ownership for resolving problems I encounter in my daily work</p>	<p>Expect to see: I listen to my colleagues and understand the impact my actions have on others</p> <p>I share my knowledge and expertise with others, and by training and educating others in my role</p> <p>I put patient safety at the heart of everything I do</p> <p>I encourage and participate in a culture of learning and development</p> <p>I support others to work to the best of their ability and lead by example</p> <p>I escalate and report concerns or issues appropriately and recognise that teamwork helps keep everyone safe.</p> <p>I use equipment, resources and time in an efficient and sustainable way</p> <p>I know what I am here to do and what my role is within my team and that of the wider Trust</p> <p>I know that I am here to contribute to the patient experience</p> <p>I contribute to a happy work environment</p> <p>I work collaboratively with my members of my team and within the wider Trust at all times</p> <p>I question anything that seems out of place</p> <p>I am committed to thinking differently about how we can do every task</p> <p>I am confident to put forward ideas</p> <p>I know that I have the power to change my practices, my role, my environment and the wider organisation</p> <p>I learn from my experiences</p>
<p>Don't want to see Gossiping Talking over others Negative attitude</p>	<p>Don't want to see: Not being open Being defensive Cutting corners Not being open to new ways of working</p>	<p>Don't want to see Escalating rather than solving Looks for excuses to undermine others Inflexibility Avoids patients, colleagues and others</p>

INFLUENCERS

effectively utilising skills and expertise of the staff is vital to delivering a positive patient outcome

RESPECTFUL	RESPONSIBLE	PASSIONATE
<p>Expect to see:</p> <p>I take time to make sure I am available to patients, clients, visitors, staff</p> <p>I actively listen to ideas from everyone and acknowledge what is being said to me</p> <p>I am clear in my expectations of staff and am happy to spend time with them if they are unsure</p> <p>I take the time to check my messages are understood</p> <p>I take the time to say thank you to my team and</p> <p>I thank people for going the extra mile and recognise good work and effort</p> <p>I take the time to feedback to staff on concerns raised</p> <p>I don't use jargon, my language is accessible and understandable by all</p> <p>I take the time to get to know staff</p> <p>I know that my staff's skills are as important as mine</p> <p>I recognise that communication is a 2 way process</p> <p>I talk to my staff and discuss ideas that they have for improvements</p> <p>I am welcoming of ideas even if they are not the same as mine, everyone's contribution is valued</p> <p>I give feedback on ideas put forward whether we adopt them or not</p>	<p>Expect to see:</p> <p>I am able to account for my actions and am prepared to stand by the decisions I make</p> <p>I am consistent and fair in my dealings with all of my colleagues and team members</p> <p>I am professional in all aspects of my work</p> <p>I set clear objectives and translate these into specific tasks and goals for myself, others and the team.</p> <p>I ensure that all my team's appraisals take place</p> <p>I set out clearly the standards expected for others and act as a role model in everything I do and say in this regard</p> <p>I ensure that I give feedback in a timely and appropriate manner</p> <p>I listen to my team members and take time to seek ways to support them in both personal and professional matters</p> <p>I demonstrate a culture of learning not of blame</p> <p>I hold others to account for adhering to Trust standards and policies</p> <p>I admit that I don't know everything and take time to find out</p>	<p>Expect to see:</p> <p>I keep my team informed of changes and organisational information</p> <p>I seek contributions from my team on change and encourage ideas from everyone</p> <p>I promote and demonstrate the "You matter most" ethos in everything I do</p> <p>I am flexible in my approach and lead by example</p> <p>I operate an open door policy and make time for my team</p> <p>I ensure that everyone knows what role they undertake and what part they play in the patient experience</p> <p>I ensure that my team work in an integrated and collaborative manner to achieve their own and the wider Trust objectives and are skilled to undertake their roles</p> <p>I lead and manage staff as I would like to be managed</p> <p>I ensure everyone is given credit for the contribution they make in any way</p> <p>I acknowledge that difficult situations can occur and I take action to resolve them</p> <p>I encourage a flexible approach to all problems and allow others to come up with their own solutions and implement them</p> <p>I am active in redesigning, analysing and reviewing services, pathways, procedures</p>
<p>Don't want to see</p> <p>Not listening – talking over others</p> <p>Destructive criticism</p> <p>Failing to deal with issues</p> <p>Makes little or no effort to explain</p> <p>Dismissive approach to ideas</p>	<p>Don't want to see</p> <p>Not being open</p> <p>Using positional power</p> <p>Inflexibility</p>	<p>Don't want to see</p> <p>Unclear goals or expectations</p> <p>Not giving staff space to do the job</p> <p>Prioritising the irrelevant stuff</p> <p>Attributing blame rather than supporting to learn</p> <p>Avoiding responsibility</p>

ORGANISATIONAL SHAPERS – leading and directing the Trust

RESPECTFUL	RESPONSIBLE	PASSIONATE
<p>Expect to see:</p> <p>I actively encourage and work towards an environment of support and learning</p> <p>I ensure all groups are represented in the activities of the Trust and are consulted, informed and considered in our activities</p> <p>I encourage everyone to anticipate needs of patients, clients and visitors in all aspects of their work</p> <p>I actively promote a safe environment by allocating resources in the right place at the right time</p> <p>I frequently remind staff and colleagues that the Trust's business is all about people</p> <p>I take the time to say thank you</p> <p>I stand up and support my staff and colleagues in difficult situations</p> <p>I am open, honest and transparent in all my interactions with staff and colleagues, patients and carers.</p> <p>I demonstrate a culture of learning not of blame</p>	<p>Expect to see:</p> <p>I spend time with front line staff to understand the day-to-day running of the operational environment</p> <p>I ensure that there are Team plans in place that reflect the organisational goals through to departmental and individual levels</p> <p>I act as an exemplary role model in all aspects of my role and epitomise professional conduct</p> <p>I am fair and consistent in my approach and address issues even if they are controversial</p> <p>I am the public face of the Trust, in all my conduct I act as an ambassador for the Trust, its services and its values</p> <p>I listen to everyone and respond in a timely manner</p> <p>I seek expert opinion where it is required</p> <p>I constantly review our services to ensure they are fit for purpose</p> <p>I formulate, communicate and implement future plans and ensure the Trust has a coherent strategy</p> <p>I take national priorities and apply those to us locally</p> <p>I take calculated risks and try different approaches to improve our services and the patient experience.</p>	<p>Expect to see:</p> <p>I work with partners internally and externally to promote the health of our communities that we serve</p> <p>I am accessible to all staff and colleagues and am welcoming</p> <p>I ensure that I and others learn from success as well as learning from what could have gone better</p> <p>I acknowledge that we are all in it together</p> <p>I strive to promote learning and development, and I encourage and nurture talent.</p> <p>I recognise the individual and collective achievements of the staff</p> <p>I take the time to consult with staff and feed back on the input I am given</p> <p>I recognise and reward loyalty in all staff members</p> <p>I gather facts before making a decision and don't rush to make judgements</p> <p>I am approachable and invite discussion</p> <p>In everything I do I motivate and inspire others</p> <p>I am passionate about service development and improvements</p> <p>I am always thinking about how we can be strategic and drive forward services</p> <p>I always review aspects of our service to consider how can we work smarter</p>
<p>Don't want to see</p> <p>Insensitive or dismissive of others' needs or views</p> <p>Makes assumptions about what people want</p> <p>Lack of interest in others' opinions, suggestions</p> <p>Fails to feed back</p>	<p>Don't want to see</p> <p>Reluctant to use others expertise</p> <p>Failing to display the values and behaviours of the Trust</p>	<p>Don't want to see</p> <p>Sets unrealistic goals/targets</p> <p>Empire building</p> <p>Puts barriers to working outside Trust</p> <p>Second guessing</p>