Norfolk Community
Health and Care

NHS

NHS Trust

Behaviour Framework

What are behaviours?

Our behaviours demonstrate how we are living our values every day and in everything we do.

Our values are what guide our decision making and they are:

- **COMMUNITY**
- **COMPASSION**
- **CREATIVITY**

Our values are then upheld by the following five behaviours:

- Care, Respect and Dignity
- Working Together for the Community
- Integrity
- Taking Ownership
- Innovation, Flexibility and Resilience

The behaviours have been simplified to make sure that they are easy to use and can be used to:

- Ensure we recruit, retain and develop people who live the values and behaviours of our organisation.
- Assist in performance management, supervision and 1-2-1 meetings.
- Identify and support development.
- Are at the core of everything that we do, think and say in all areas of our work.

How do the behaviours work?

Each of the five behaviours has three levels, these levels are:

1. **All Employees**
2. **Line Managers**
3. **Managers of Managers**

This behaviour dictionary details what is expected of you and why it is important to live each behaviour. In order to be satisfactory in your role, individuals are expected to demonstrate all of the bullet points included for your level and to adhere to them at all times. Line managers and managers of managers are also expected to demonstrate the behaviours detailed at the level/s below them.

We have indicated the types of things that would show that you are regularly demonstrating that you are exceeding expectations.

There may also be times where improvement is required and these development indicators are also set out in this dictionary. These areas should be discussed in your 1-2-1 meetings, included in your supervision and form part of your PDP.

Care, Respect and Dignity

Link to Values: Compassion and Community

Why is it important?

To demonstrate that we treat people fairly, appropriately and as they wish to be treated.

What does this behaviour mean?

We strive to understand each individual patient, service user, carer and customer's total needs as well as valuing and respecting our peers and colleagues.

Essential Indicators

All Employees

- Sees patients and colleagues as people and puts the need of the patient and the Trust first as well as being respectful and sensitive to individual differences and preferences.

- Is consistently nice, polite, courteous and welcoming to staff and colleagues.

- Responsible for the wellbeing of patients, colleagues and self.

- Upholds patient rights, privacy, dignity and independence by considering their individual needs, wants and desires.

- Demonstrates the understanding of the total needs of the patient, listens to their concerns and encourages involvement in the care planning process.

- Ensures patients have easy access to services when they are needed.

- Does what is right for the patient and the Trust at all times rather than what is convenient.

- Demonstrates a sense of pride in the delivery of healthcare and in team achievements.

Line Managers

- Leads by example showing compassion and empathy for patients and staff.

- Creates an environment where staff at all levels treat colleagues and patients with care, respect and dignity at all times.

- Values every person and the job they do by communicating openly, honestly and in a transparent way that encourages two way communication and challenge and puts people at ease.

Managers of Managers

- Creates an environment where patients and staff are made to feel that they belong, are safe, valued and in control.

- Demonstrates in all interactions that care, respect and dignity are a core part of the DNA of the organisation.

- Supports, develops and empowers their teams to demonstrate and understand Care, Respect and Dignity.

- Demonstrates compassionate leadership at all times.

Exceeding indicators

- Consistently looks for the best in others and openly finds ways to identify the unique value of patients and colleagues.

- Consistently demonstrates compassion and empathy especially when working under pressure.

- Leads by example in everything they say and do and upholds the Trust's behaviours and values at all times.

Development indicators

- Dismissive of patient and colleague views or needs.

- Gossips about patients and staff.

- Appears to patronise patients and staff.

- Makes assumptions about what patients colleagues want and need rather than open listening and communicating.

- Allows barriers to impede or deny services.

- Does what is easy or convenient, with little or no regard for the patient or colleagues.

- Bullies colleagues, patients or peers.

Working Together for the Community

Link to Values: Compassion and Community

Why is it important?

Consistency and connectedness are vital to the way in which we interact with our patients and with our colleagues and partners.

What does this behaviour mean?

We are one team, whether working in teams locally, across NCH&C or with our partners for the benefit of our patients and services.

Essential Indicators

All Employees

- Listens to and empathises with the views of others, irrespective of own opinions.

- Questions and challenges appropriately.

- Continues to support colleagues even when under pressure or experiencing difficulties.

- Demonstrates fairness and respect consistently towards every team member regardless of role.

- Breaks barriers down to cross team/ partnership working and challenges "them and us" behaviour.

- Shows pride in their work and a sense of pride in working for the Trust.

Line Managers

- Leads the way in collaborating with other teams and services to provide the best possible service for patients.

- Encourages two way challenge and a sense of 'togetherness'.

Managers of Managers

- Creates an environment of trust and collaboration across all teams.

- Allows staff at all levels to work with autonomy and accountability.

Exceeding indicators

- Goes above and beyond what is expected of them when it comes to breaking down barriers and operating with the best interests of patients, colleagues and the community.

- Openly demonstrates pride in all they do at all times.

- Willingly seeks to collaborate and learn from others.

Development indicators

- Does not consistently support colleagues.

- Appears unapproachable, withdrawn, chaotic, flippant or moody.

- Criticises colleagues and patients behind their backs.

- Blames or criticises others, other teams or department for mistakes.

Integrity

Link to Values: Compassion and Community

Why is it important?

Integrity is about doing the right thing even when nobody is watching. It's about acting in the best interests of the trust at all times in all you do and consistently operating to the best of your ability.

What does this behaviour mean?

We maintain high ethical standards, showing integrity and fairness in dealings with colleagues, partners and patients.

Essential Indicators

All Employees

- Acts as a role model by always adopting high standards of professional ethics and behaviour.

- Challenges negativity or cynicism about organisational standards and behaviour.

- Is accountable and responsible for own actions.

- Demonstrates openness and inclusivity in dealings with others.

- Maintains ongoing, two-way, reciprocal conversations and relationships.

- Actively commits to and demonstrates the values of the organisation and promotes them positively to all around them.

- Works to reduce wastage whilst promoting quality of care.

- Demonstrates a positive 'can do' attitude even when working under pressure.

Line Managers

- Leads by example to enable an open and honest place to work.

- Has tough conversations when necessary whilst treating team members as adults at all times.

- Acknowledges the positives and thanks staff for their efforts and commitment.

- Maintains a visible presence and ensures that staff are able to approach, challenge and communicate openly.

Managers of Managers

- Creates an environment of trust, confidence and visibility.

- Enables staff at all levels to work autonomously trusting that they have the best interests of the Trust in all that they do.

- Demonstrates that staff have the freedom to work to the best of their ability learning from mistakes.

Exceeding indicators

- Is an enabler of great service at all times through actions and words.

- Works as an ambassador for adult to adult conversations.

- Works at all times with honesty, openness and transparency.

Development indicators

- Demonstrates carelessness or a permissive attitude towards poor or unprofessional ethics/or behaviour.

- Colludes with inappropriate behaviour.

- Manipulates others for personal gain.

- Takes little or no responsibility for own behaviour or impact of own behaviour.

- Blames others.

- Avoids addressing problems as they arise.

- Seeks to cover up or hide problems or deficiencies.

Taking Ownership

Link to Values: Compassion, Creativity and Community

Why is it important?

Taking ownership for all we do, think and say is vital to creating an environment of honesty, openness and transparency particularly when it comes to delivering great service to patients.

What does this behaviour mean?

We take responsibility for our own performance, the success of our colleagues, our teams and the wider organisation.

Essential Indicators

All Employees

- Takes a proactive approach in understanding the wider organisation.

- Takes a proactive approach in ensuring that the vision, values and behaviours are always upheld and takes action in putting things right when this doesn't happen.

- Demonstrates personal responsibility for playing an active role in the success of the wider organisation.

- Stays focused and puts personal energy and commitment into successful task completion to the required standard.

- Demonstrates a 'can do'/proactive attitude towards challenging performance targets.

- Acknowledges and values own performance and, where appropriate seeks positive and constructive feedback from others.

- Takes responsibility and is accountable for own personal and professional development.

Line Managers

- Supports, encourages and coaches staff through their own development.

- Works to find solutions and then inform leadership of the outcome.

- Actively demonstrates a commitment to supporting team members and the best interests of the Trust at all times.

- Sets realistic and revised challenges once targets are achieved.

- Decisive yet able to flex approach and thinking when and where appropriate.

Managers of Managers

- Creates a safe environment for staff at all levels to take ownership for their actions and words.

- Ensures that staff feels that they belong, are valued, are safe and in control.

- Creates an environment where employees are able to challenge each other where it is in the best interests of the Trust.

Exceeding indicators

- Empowers self and others to take ownership and accountability for all tasks and outcomes.

- Communicates openly, provides feedback and ensures action and follow up are always demonstrated.

- Is always 'happy to come to work' and demonstrates this through everything they do.

Development indicators

- Exhibits indifference to the performance or success of the wider organisation.

- Works on a "do as little as possible" basis.

- Avoids extra work or responsibility.

- Disconnects self from performance targets.

- Constantly highlights risks, problems and barriers without offering alternatives and solutions.

- Becomes complacent.

- Does not demonstrate a willingness to be accountable or responsible for own personal and professional development.

Innovation, Flexibility and Resilience

Link to Values: Compassion and Creativity

Why is it important?

Innovation, flexibility and resilience allows us to find more effective and efficient ways of working that improve services to patients. By being flexible in our approach we demonstrate that we are always willing to learn and try new ways of working and through resilience we recognise that we can learn from mistakes.

What does this behaviour mean?

We continuously seek more innovative ways of delivering care to patients and persevere in the face of challenging situations.

Essential Indicators

All Employees

- Thinks creatively and is willing to positively challenge how things currently are.

- Encourages new ideas and creativity in others.

- Suggests new and practical ways of doing things.

- Reflects and learns from experience, taking the positive out of different situations.

- Responds positively to and embraces change.

- Understands the 'why'.

- Perseveres in the face of challenging tasks/goals to achieve required results.

- Overcomes setbacks and disappointments quickly and constructively.

- Effectively manages own emotion and emotional responses.

Line Managers

- Creates an environment for new ideas to be piloted and if successful encourages collaboration with other services.

- Creates an environment for staff to make and learn from mistakes.

- Openly encourages ideas and suggestions from staff knowing that they are being made with the best interests of the Trust and the patients at heart.

Managers of Managers

- Creates an environment of learning and collaboration.

- Empowers staff to find ways of developing their personal resilience and recognises that sometimes space and reflection is all that is required and allowing the right environment for this to occur.

- Lead by example demonstrating the growth and learning are all part of what makes us human.

Exceeding indicators

- Acknowledges where mistakes have been made and finds solutions quickly to prevent these from happening again.

- Weighs up the pros and cons of suggestions before making them.

- Demonstrates that all ideas have the patient at the core of the suggestion.

- Recognises that change is the one constant now in any organisation and embraces change as a way to improve services.

Development indicators

- Criticises the way things are without suggesting improvements.

- Follows routine blindly without thinking.

- Resists opportunity to try different practices or ways of working.

- Inflexible to change.

- Demonstrates a lack of engagement.

- Gives up or loses motivation when the going gets tough.

- Appears to be unable to regulate own behaviour or emotional responses.