



East Lancashire Hospitals

NHS Trust

A University Teaching Trust

OUR NEW

Behavioural Framework

Safe | Personal | Effective

Introduction

This Framework defines **how** we can all contribute to the success of our organisation and to our own successes as individuals and as a team. Adopting and embracing these behaviours will help to achieve our Trust's ambition to deliver **Safe, Personal and Effective** care and continue to make ELHT a great place for everyone.

What is the behaviour framework?

It is a set of core behaviours which define **how** we are expected to approach our work and sits alongside **what** we do.

It details the behaviours and attitudes required by all of our ELHT colleagues and it supports the delivery of our strategic priorities, values and culture.

What does the term behaviour mean?

Behaviours demonstrate the attitude and approach we all bring to our work and encompass how we do things, what we say and how we say it, how we treat others and how we expect to be treated.

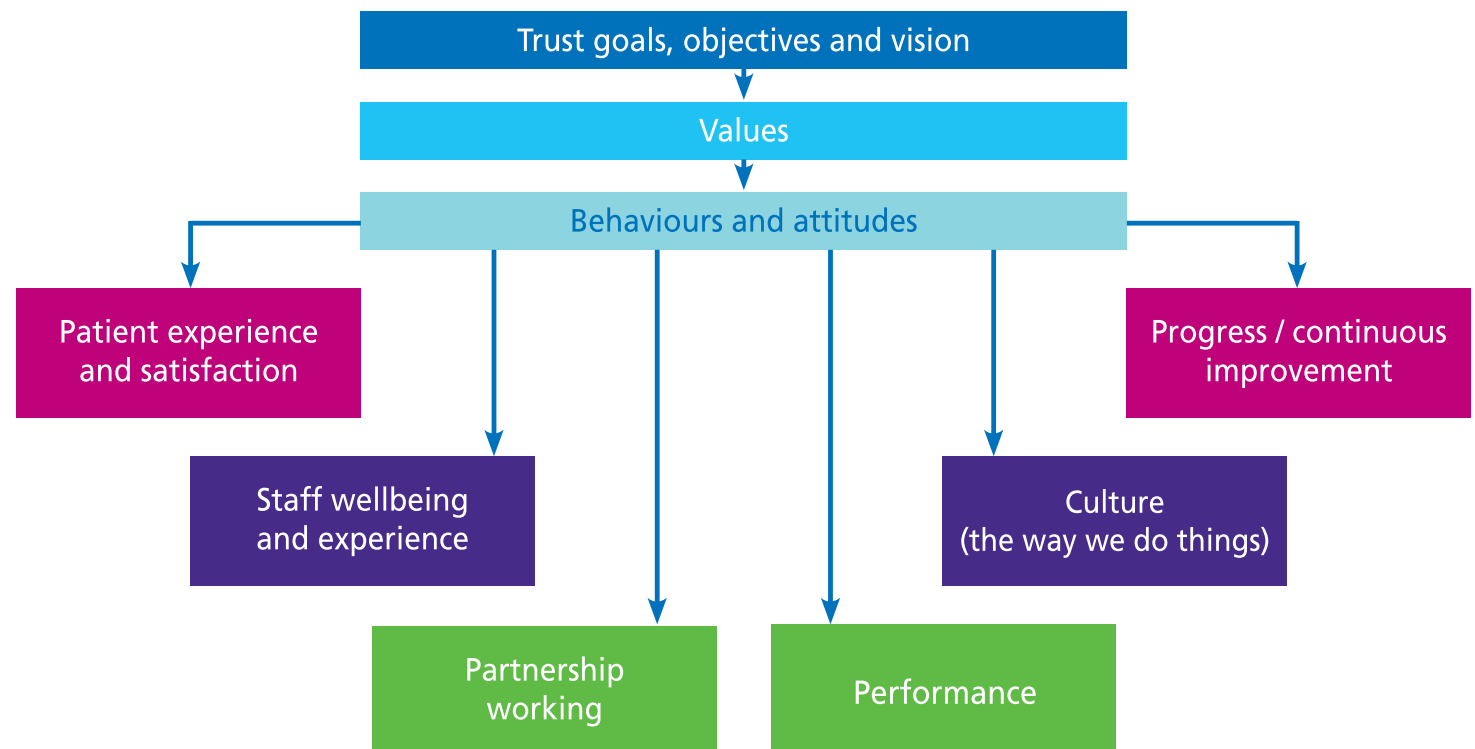
Why is this important to me?

This behaviour framework sets out the expectations of each individual at ELHT. It is embedded into the whole employment lifecycle from recruitment and selection and induction, through appraisals and development conversations.

This sets the standard by which we can identify our talented individuals, enabling our organisation to develop its workforce and plan for the future.

By demonstrating the behaviours within this framework, colleagues will contribute to make ELHT an effective, positive and rewarding place to work.

It's about **how** we all work



Take ownership of your work and use initiative to deliver your objectives and role expectations. Be accountable for your own performance and development by taking responsibility for your own actions and decisions.

Taking Responsibility

Recognise the importance of self awareness and the impact you have on others. Value difference, diversity and inclusion, ensuring fairness and opportunity for all. Be open and listen carefully to the views and opinions of others. Build relationships based on trust, respect, compassion and kindness.

Building Trust and Respect

Form effective partnerships and relationships with people internally and externally from a range of diverse backgrounds. Strive to work with others to reach a common goal; sharing information, supporting colleagues and seeking expertise, ideas and solutions from others where needed. Actively listen and take on board the views and opinions of others.

Working Together

Excellence

Communicate clearly and concisely, to ensure the message is understood by all. Actively work to prevent over-complication or confusion, demonstrating a clear, simple, non-bureaucratic approach to work.

Keeping it Simple

Seek out opportunities to create effective change and suggest innovative ideas for improvement. Review your ways of working, including seeking and providing feedback to improve services. Demonstrate a **can-do** and professional attitude.

Behaviour Definitions

How do you use the Framework?

The framework is designed to set out the behaviours we should all be striving to demonstrate in all of our activities. It should be used as an **easy to use** tool for our working relationships as well as using it alongside key people activities, such as recruitment, training, performance and development reviews.

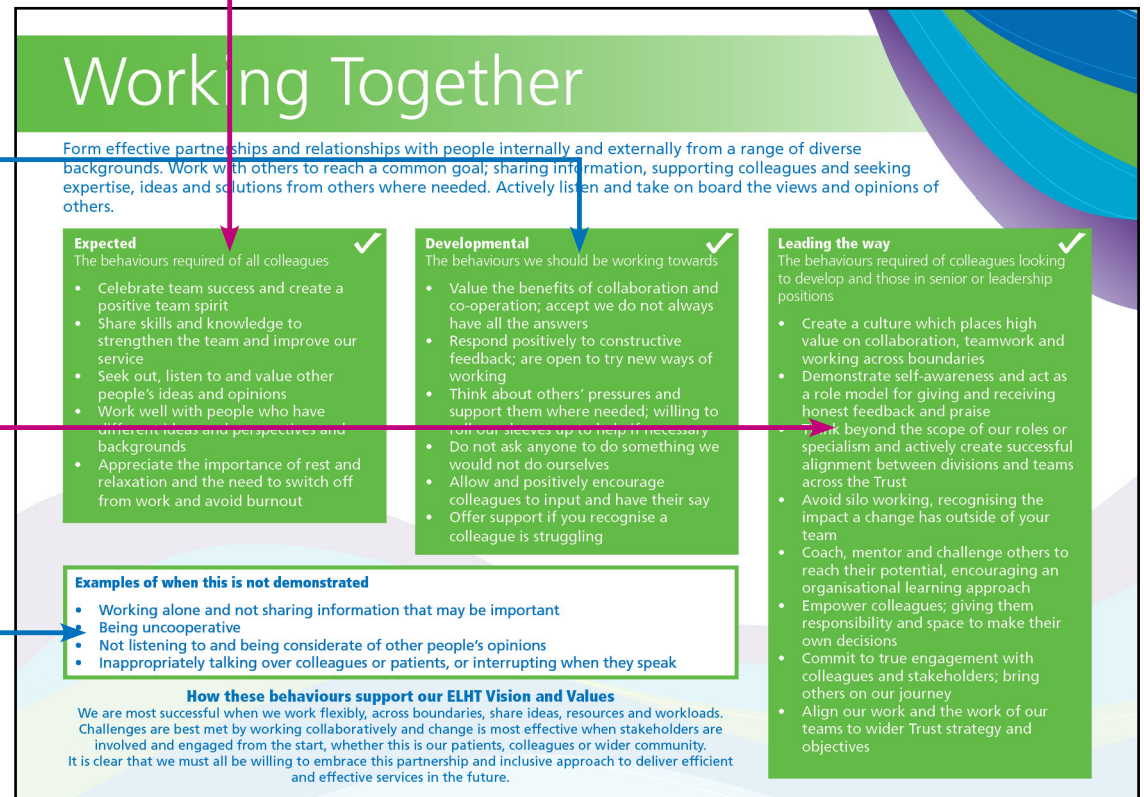
The framework is made up of five elements.

Each element outlines the behaviours that we *expect* at ELHT from all of our colleagues.

Each element also outlines behaviours that many colleagues will already demonstrate and that we should all be working towards. Training and support may be needed to help colleagues develop.

Additional behaviours that are expected of people managers, senior leaders and those colleagues looking to develop further are also detailed for each element.

Examples of unhelpful behaviours are also provided. These can negatively affect our colleagues and the care or service we provide.



Taking Responsibility

Take ownership of your work and use your initiative to deliver your objectives and role expectations.
Be accountable for your own performance and development by taking responsibility for your actions and decisions.

Expected ✓

The behaviours required of all colleagues

- Reflect on your own performance and behaviour and ask for feedback
- Take responsibility and accountability for your own work
- Acknowledge when mistakes are made and take responsibility for addressing and correcting them
- Have a flexible approach and be adaptable to change
- Aim to resolve issues informally before escalating
- Always speak to someone if we see or hear unhelpful behaviours
- Deliver what you promise and to be honest if you are unable to fulfil
- Work safely following instructions and within working practices and guidelines

Developmental ✓

The behaviours you should be working towards

- Empower others and encourage them to suggest improvements
- Appropriately challenge unhelpful behaviours
- Respond positively to constructive feedback; be open to try new ways of working
- Make suggestions rather than complaints
- Resolve conflict and disagreements quickly and professionally

Examples of when this is not demonstrated

- Seeking to find blame when things don't go as expected
- Not taking responsibility for your own actions and the part you have played
- Missing a deadline with no explanation
- Uses phrases such as "that's not my responsibility" as a reason not to do something when asked.
- Excusing negative and unhelpful behaviours as a personality trait and leaving them unchallenged as it may be difficult to address

Leading the way ✓

The behaviours required of colleagues looking to develop and those in senior or leadership positions

- Establish what is important and communicate expectations clearly across the organisation
- Create a culture where colleagues take personal accountability for their actions and hold each other to account
- Balance risk against benefit and make courageous decisions where and when needed
- Set expectation that change; transformation and improvement are a constant across the Trust and wider system
- Promote a Just Culture, where professionals can learn from mistakes without fear or blame
- Address performance and behavioural issues even if this may be controversial and difficult; support people to improve
- Balance own ambition with acting for the greater good

How these behaviours support our ELHT Vision and Values

Taking responsibility and being proactive avoids a blame culture and allows us all to focus on continually improving the way we work and the services we offer.
By taking responsibility, our patients, community and colleagues gain confidence and therefore take reassurance about the quality of our service.

Building Trust and Respect

Recognise the importance of self awareness and the impact you have on others. Value difference, diversity and inclusion, ensuring fairness and opportunity for all. Be open and listen carefully to the views and opinions of others. Build relationships based on trust, respect, compassion and kindness.

Expected

The behaviours required of all colleagues



- Compassionate, inclusive, caring and empathetic towards colleagues, patients and their families
- Respectful and considerate in language and action
- Recognise and value others; give praise, say thank you
- Support each other when things are challenging
- Open and honest in everything you do

Developmental

The behaviours you should be working towards



- Reflect on your behaviours and how this might impact on others
- Challenge disrespectful or discriminatory behaviour or language
- Recognise where there is a need to compromise
- Make decisions about people based on facts rather than favouritism, opinion or any kind of discrimination

Leading the way

The behaviours required of colleagues looking to develop and those in senior or leadership positions



- Lead a culture of honesty, respect, fairness and trust by being inclusive in approach – recognise and celebrate the diversity and individual talents of your colleagues
- Listen to patients, colleagues and stakeholders in order to understand the impact that decisions have on them
- Ensure that inclusion is at the heart of everything
- Show a role models integrity; be seen as an inspirational figurehead by colleagues and stakeholders
- Lead by example and role model our Trust values
- Be self aware; understand and reflect that how you act can impact on your team and other colleagues

Examples of when this is not demonstrated

- Reacting negatively or rudely when asked to do something different by a colleague or manager
- Being unhelpful and/or obstructive
- Being rude or impolite
- Lack of consideration for others
- Use of discriminatory language or displaying discriminatory behaviours towards others

How these behaviours support our ELHT Vision and Values

Respecting the diversity and opinions of our patients, colleagues and communities is key to ensuring we are a truly inclusive organisation.

It improves our patient experience, colleague relationships, creates mutual trust and removes barriers.

It creates a better place to work and in turn impacts positively on our communities and the services we provide.

Working Together

Form effective partnerships and relationships with people internally and externally from a range of diverse backgrounds. Work with others to reach a common goal; sharing information, supporting colleagues and seeking expertise, ideas and solutions from others where needed. Actively listen and take on board the views and opinions of others.

Expected



The behaviours required of all colleagues

- Celebrate team successes and create a positive team spirit
- Share skills and knowledge to strengthen your team and improve our services
- Seek out, listen to and value others ideas and opinions
- Work well with people who have different ideas, perspectives and backgrounds
- Appreciate the importance of rest and relaxation and the need to switch off from work and avoid burnout

Developmental



The behaviours you should be working towards

- Value the benefits of collaboration and co-operation; accept we do not always have all the answers
- Respond positively to constructive feedback; be open to try new ways of working
- Think about others' pressures and support them where needed; be willing to help
- Do not ask someone to do something you would not do yourself
- Allow and positively encourage your colleagues to input and have a say
- Offer support if you recognise a colleague is struggling

Leading the way



The behaviours required of colleagues looking to develop and those in senior or leadership positions

- Create a culture that places high value on collaboration, teamwork and working across boundaries
- Demonstrate self-awareness and act as a role model for giving and receiving honest feedback and praise
- Think beyond the scope of your role or specialism and actively create successful alignment between divisions and teams across the Trust
- Avoid silo working, recognise the impact a change has outside of your team
- Coach, mentor and challenge others to reach their potential, encouraging an organisational learning approach
- Empower colleagues; give them responsibility and space to make their own decisions
- Commit to true engagement with colleagues and stakeholders; bring others on ELHT's journey
- Align work and the work of our teams to wider Trust strategy and objectives

Examples of when this is not demonstrated

- Working alone and not sharing information that may be important
- Being uncooperative
- Not listening to or being considerate of others opinions
- Inappropriately talking over others or interrupting when they speak

How these behaviours support our ELHT Vision and Values

We are most successful when we work flexibly, across boundaries, share ideas, resources and workloads. Challenges are best met by working collaboratively and change is most effective when stakeholders are involved and engaged from the start, whether this is our patients, colleagues or wider community. It is clear that we must all be willing to embrace this partnership and inclusive approach to deliver efficient and effective services in the future.

Excellence

Seek out opportunities to harness diverse views, talents and ways of thinking among staff and stakeholder groups to create effective change and suggest innovative ideas for improvement. Review ways of working, including seeking and providing feedback to improve services. Demonstrate a **can-do** and professional attitude.

Expected

The behaviours required of all colleagues ✓

- Have a 'can do' attitude and are willing to go the extra mile for patients and colleagues
- Work with patients, community and colleagues to ensure we are able to meet their expectations
- Focus on solutions and not problems
- Take responsibility for developing your own skills for the future
- Open to and recognise the need for change and improvement
- Positive, polite, professional and friendly approach to all colleagues, patients and visitors to our Trust

Examples of when this is not demonstrated

- Actively obstructing the delivery of excellence and improvement
- Showing lack of concern in the quality of your own work
- Sticking to outdated models of working; "We've always done it that way"
- Unwilling to be exposed to change or uncertainty

Developmental

The behaviours you should be working towards ✓

- Open to, promote and drive continuous improvement by asking 'How could we do this better?'
- Adopt an improvement mindset and by challenging 'why' we do things the way we do.
- Plan and anticipate changes in working practices and don't just do things the way they have always been done
- Recognise potential barriers or fear of change and identify ways in which these might be minimised
- Recognise and share positive outcomes and experiences
- Make full and best use of digital technologies and resources
- Respond positively to constructive feedback; be open to try new ways of working
- Recognise the need for agile and flexible responses to challenges and barriers

Leading the way

The behaviours required of colleagues looking to develop and those in senior or leadership positions ✓

- Promote a culture of professionalism and excellence when dealing with others whether internal or external at all levels
- Promote an agile and flexible working culture of innovation and creativity, encourage new ways of thinking and eliminate barriers
- Build excitement and inspire others to invest in their own development, so that they can become the best version of themselves
- Create an inclusive environment which values and celebrates diversity and encourages colleagues to freely and openly share their thoughts and opinions
- Lead the transformation agenda towards using digital technologies to improve our services; ensuring full consideration of the diverse range of end users
- Be clear about our expectations and purpose by providing clear objectives
- Lead and enable teams to shift from 'fire fighting' to 'process improver'

How these behaviours support our ELHT Vision and Values

We at ELHT pride ourselves on the quality of our services, of putting safety and quality at the heart of everything we do and in looking to the future for new, better and more innovative ways of working. Encouraging feedback, embracing change and striving for improvement as individuals, teams and services will ensure we continue to meet the high expectations of our communities.

Keeping it Simple

Communicate clearly and concisely, to ensure the message is understood by all. Actively work to prevent over-complication or confusion, demonstrating a clear, simple, non-bureaucratic approach to work.

Expected

The behaviours required of all colleagues ✓

- Understand and make best use of Trust systems and procedures to support the work we do at ELHT
- Make sure your communication style suits our audience and consider how it will be received
- Communicate openly and regularly to keep colleagues, managers, patients and our community informed
- Limit use of jargon, abbreviations, terminology and language which all may not understand
- Ensure services and processes are designed with the user in mind

Developmental

The behaviours you should be working towards ✓

- Summarise or simplify complex information to make sure it is widely understood
- Think through in advance how you can best communicate with your colleagues
- Provide instructions and briefings clearly and concisely using appropriate language
- Make informed decisions based on data, research or best practice where appropriate

Leading the way

The behaviours required of colleagues looking to develop and those in senior or leadership positions ✓

- Promote colleague and stakeholder confidence through relevant, effective and an engaging approach to communication
- Commit to the reduction of unnecessary bureaucracy and barriers to efficiency
- Champion creativity and innovation, including new technology, to improve service delivery and the experience of our patients and community
- Focus on our key Trust priorities; challenge activity or behaviours that distract or detract from delivering these priorities
- Avoid silo working; recognise the impact a change has outside of your team

Examples of when this is not demonstrated

- Overcomplicating approaches to work and creating unnecessary bureaucracy
- Choosing and using ways of communicating that lead to confusion and are not appropriate for the audience
- Including people in communications such as emails unnecessarily
- Working in a way that may put self or others at risk e.g. not wearing PPE when advised to

How these behaviours support our ELHT Vision and Values

Being inclusive and taking a simple, focussed approach to our service delivery and the way we all communicate improves access, understanding and removes barriers. Using the systems we have not only helps us work efficiently, but provides consistency of approach, openness, transparency and helps us to maintain quality and compliance.

What do you need to do next?

This Framework defines how we can all contribute to the success of our organisation and to our own successes as individuals and as a team. Adopting and embracing these behaviours will help to achieve our Trust's ambition to deliver **Safe, Personal and Effective** care and continue to make ELHT a great place to work.

Everyone

Actively engage with colleagues to understand the framework and how it will work in your area

Reflect on our own behaviours – this means **ALL OF US**

- What kind of language do you use? Is it appropriate, professional and friendly?
- Think about your body language - How do you come across to others?
- How do you make people feel when you are around?
- How do you respond to constructive feedback if someone gives it to you?

Don't immediately react, remember to...

STOP - REFLECT - CONSIDER

People and culture sharepoint

Manager's resource

Team agreement

Real conversations

Reflecting on feedback

How to have a coaching conversation

People Managers

- Share this **Behaviour Framework** with your team to ensure understanding
- Agree as a Team what you need to do to make it work
- Agree what you are going to do if someone isn't displaying our ELHT behaviours
- Document and display what you agree in your work areas
- Always take a coaching approach to addressing any unhelpful behaviours

BE CLEAR – BE KIND