



Introduction

Our behaviours framework has been put together using things you've told us matter to you and which can make, or break, your day. Sometimes just a kind word or action is all it takes to make people feel valued and supported by their peers. Equally, an uncivil word or thoughtless action can really hurt someone who's already feeling under pressure.

Given the unprecedented pressure we've all been under over the last couple of years, we felt now was a good time to refresh and re-release the behaviours framework, just as a gentle reminder to everyone to 'do as you would be done by.'

Our first framework was shaped using your feedback from the 2017 What Matters programme, and this new edition includes things you've told us during the 2021 What Matters engagement. I'm really pleased to say that the 2017 version has served us all so well that we've only had to make minor changes to this edition based on the latest feedback from you.

And the one thing you've told us is really important is civility – at all times, in all circumstances and from all members of the teams, whatever their rank and role. So we've included some clear expectations about being civil to one another. Another addition this time is around hybrid and flexible working and how we all handle the behavioural shifts this brings within our teams.

Your What Matters 2021 feedback also highlighted the importance you place on clear and effective communication across teams and services and how interested you are in supporting our work around sustainability, so you'll find plenty about that in the framework.

I'd really like you to take a few moments to read it because it's

about what matters to you and your peers and it sets out the expectations we have of one another.

I see incredible acts of care and kindness within the Trust each and every day – towards our patients, their families and also to one another. I'm often humbled and also very proud by what I see and hear.

This framework will help us build on the Trust's culture of compassion and care, and that's important because it plays such a big part in the way we work together to deliver care to our communities and to one another.

With best wishes



Our values



Compassionate

All our relationships are based on empathy, respect, integrity and dignity. In every interaction and communication, we treat colleagues, patients and their families with care and understanding



Aspirational

We strive to continuously improve, to be the very best that we can be – as individuals and as an organisation



Resourceful

We live within our means. We respond to the challenges of today and tomorrow in effective, efficient, innovative and optimistic ways



Excellent

We commit to excellence in everything that we do – placing patient safety and quality at our heart. We learn from mistakes, we do what we say we are going to do and hold ourselves and colleagues to the highest standards

COMPASSIONATE

All our relationships are based on empathy, respect, integrity and dignity. In every interaction and communication, we treat colleagues, patients and their families with care and understanding.

Our expectations of each other...

Behaviour	Give people our full attention, whether in a virtual or face to face environment
Listening	Maintain open and positive body language.
Caring	Work with colleagues as part of a team to deliver the best outcomes
	Strive to do our very best to care for, support and help people
Communication	Be respectful and introduce myself with #hello my name is
	Adapt communication to make sure we meet people's needs
	Always be civil and polite – in every interaction and in every circumstance
	Communicate kindly and effectively across and beyond our immediate team/service
Civility and Respect	Be honest and open
	Recognise and respect people's difference and diversity
	Take responsibility for how our attitudes and emotions might affect others
Empathy	Put ourselves in other peoples situation and seek to understand people's needs and perspectives
	Never judge others

Behaviours we don't want to see

• Not challenging harassment or discrimination	• 'It's not my job'/ unhelpful attitude.	• Doing the minimum required to help others	• Reacting defensively to feedback	• Failing to recognise people as individuals
• Intolerant and judgemental attitudes	• Talking over or interrupting others	• Treating others in a way you wouldn't want to be treated	• Rudeness to others	• Being unapproachable

ASPIRATIONAL

We strive to continuously improve, to be the very best that we can be – as individuals and as an organisation.

Behaviour

Our expectations of each other...

Learning and Development	Strive to learn and develop, so we can always be better than yesterday in our work.
Be your Best	Take personal responsibility for ensuring Mandatory and Statutory Training are always up to date. Put the needs of patients and their families first
Innovation	Keep positive and tackle issues and challenges in a constructive and proactive way Be open to change and come forward with ideas Contribute to Continuous Quality Improvement in the Trust in our every day work
Drive and Motivation	Persevere and not give up Make sure we understand the vision and goals of the Trust and how we contribute to them.
Feedback	Give positive, constructive feedback so people know that we value their contribution. Say thank you Respond positively when we receive feedback so we can always try to be better Challenge poor behaviour

Behaviours we don't want to see

• Dismissive of people and new ideas	• Focus on your own needs above all others	• Not taking pride in your development	• Negativity	• Blaming others
• Not valuing the work and contribution of others	• Not keeping up to date with training requirements	• Withholding or not sharing information appropriately	• Excluding people.	Not asking for feedback

RESOURCEFUL

We live within our means. We respond to the challenges of today and tomorrow in effective, efficient, innovative and optimistic ways

Our expectations of each other...

Behaviour

Be organised and prioritise tasks appropriately

Make the best use of other peoples time , respecting and recognising that everyone's time is precious

Make full use of digital and virtual technology to help work efficiency

Be flexible and support the wider needs of teams and services as needs arise

Use initiative to resolve issues

Problem Solving

Share information/learning and knowledge to ensure efficient working

Be open to, and respectful of the viewpoints of others

Have high expectations of myself and the team that I work in

Work as part of a wider team and collaborate with colleagues to deliver the best outcomes

Dispose of waste in the correct and appropriate way

Recognise my role and contribution to ensure my team/directorate meets its budget

Take personal action and responsibility to promote sustainability and reduce our carbon footprint

Behaviours we don't want to see

• Wasting materials and energy

- Wasting peoples time by being late with no good reason

- Working in silos or not collaborating with colleagues

- Not doing things differently because 'we've always done it this way'

- Not using your initiative

• Not asking for the help or support of others as needed

- 'It's not my job attitudes'

- Over focus on the reasons why things won't work, opposed to why they will

EXCELLENT

We commit to excellence in everything that we do – placing patient safety and quality at our heart. We learn from mistakes, we do what we say we are going to do and hold ourselves and colleagues to the highest standards

Behaviour Our expectations of each other...

Learning from Mistakes	Speak up if we see something that's not right
	Not blame others, but rather look to see how we can improve to be better
Professional	Take personal responsibility for contributing to patient and staff safety at the Trust
	Be presentable and professional in our appearance both in face to face and virtual environments
	Work to the relevant policies and guidelines that apply to our roles
Pride	Be a role model for those we work with and the RBFT
	Understand that the standard we walk past is the standard we accept.
	Strive to meet our goals and objectives
Honesty	Do the things we say we are going to do
	Say sorry If things don't go right
Support each other	Support the health and wellbeing of colleagues
	Remember the needs of team members working remotely or virtually – out of sight is never out of mind

Behaviours we don't want to see

• Work in isolation from others	• Not challenging poor practice	• Unprofessional approach and appearance	• Blaming rather than learning
• Not being inclusive	• Lack of self-awareness	• Seeing safety and quality as 'someone else's business'	

Application

This framework sets out those behaviours that reflect our organisational values. The application of this framework will be seen in a number of key ways:

- **Personal Responsibility:** The start point for this framework is self. We all need to be responsible for role modelling the behaviours we expect to see.
- **Appraisal:** Appraisal conversations will focus on values and behaviours every bit as much as performance. They will be conversations not just about what you've done; they will be about how you did it – focussing on how you demonstrate the values and behaviours of the organisation in doing your job.
- **Recruitment:** To work at the RBFT or to progress, you will need to evidence how you demonstrate Trust values and behaviours. Recruitment and selection processes will be values and behaviours based
- **Performance and Conduct:** This framework spells out the expectation around behaviours at the RBFT. Where behaviour persistently and/or seriously falls below the standards we expect, this will be considered a matter to be addressed through the appropriate application of relevant Trust policies.
- **Induction:** Our values and behaviours are central to our induction process, providing everyone with a clear understanding of roles and responsibilities.
- **Talent Management:** As part of our approach to identifying and developing talent in the organisation, demonstration of the Trust values and behaviours will be a pre-condition to accessing talent frameworks.
- **Every Day:** Everybody in the organisation has a responsibility to act in a manner consistent with this framework and to appropriately challenge others when the values and appropriate behaviours are not being demonstrated. In addition to appropriately challenging others, when we are challenged we have a responsibility to listen.
- **Feedback:** The ability, confidence and safety to provide feedback is central to this framework. The Trust will support staff through continually seeking to develop and maintain the conditions in which feedback can be given and appropriately received.

