

# Our values based behaviours



## **Caring:**

Compassion for our patients,  
ourselves and our partners



## **Professionalism:**

Setting high standards and  
delivering what we promise



## **Innovation:**

Continuously striving to create  
improved outcomes for all



## **Teamwork:**

Delivering high performance  
through an inclusive and  
collaborative approach

# CARING

**Compassion for our patients, ourselves and our partners.**

## Why is it important?

By understanding and connecting with the needs of ourselves and those around us, we can take action to deliver the best possible care.

## What is it?

- Holding patient need at the centre of our decision making
- Practising self-care and compassion for ourselves and each other
- Displaying understanding and respect for others from every walk of life
- Having brave conversations
- Focussing on learning and continuous improvement

## What is it not?

- Avoiding brave conversations and difficult decisions
- Finding excuses not to listen, speak up or address poor performance
- Focussing solely on others at the expense of our own wellbeing
- Discounting the importance of meeting performance targets



Compassion for our  
patients, ourselves and  
our partners

# Caring means:

We do...	We don't...
<ul style="list-style-type: none"> <li>☑ Always consider patient need and our collective goal to deliver high quality care across our services</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Focus inwardly and lose sight of the impact of our actions on patient care</li> </ul>
<ul style="list-style-type: none"> <li>☑ Maintain a focus on the wider patient experience and wellbeing in addition to clinical need</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Focus purely on our own function and remain detached from our direct or indirect impact on patient experience</li> </ul>
<ul style="list-style-type: none"> <li>☑ Treat service users and each other with dignity, care and compassion offering reassurance, empathetic support and advice when required</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Adopt a purely clinical, financial or logistical approach that does not consider the wider service user experience or are disinterested in using feedback to improve</li> </ul>
<ul style="list-style-type: none"> <li>☑ Seek to understand and respect cultural and personal differences when interacting with and supporting others</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Make assumptions about others and how they may wish to be treated and are unable to adapt our approach to suit</li> </ul>
<ul style="list-style-type: none"> <li>☑ Own and apologise for errors or misunderstandings focussing on root cause, support and learning</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Seek to blame others or find excuse for errors or lose sight of the need to learn and act differently next time</li> </ul>
<ul style="list-style-type: none"> <li>☑ Expect and role model high standards of service and remain compassionately aware of others within the team who need our support</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Role model mediocre performance or fail to notice when team members are struggling</li> </ul>
<ul style="list-style-type: none"> <li>☑ Use appropriate channels to listen and speak up when encountering behaviour that gets in the way of doing a great job</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Excuse or ignore poor or unacceptable behaviour believing it not to be our concern</li> </ul>
<ul style="list-style-type: none"> <li>☑ Role model self-compassion and self-care so that others around us feel able to do the same</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Set an example of poor self-care to those around us</li> </ul>
<ul style="list-style-type: none"> <li>☑ Share our experience and skills to help others learn</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Become overly hierarchical or status conscious such that others are not enabled to learn from us</li> </ul>
<ul style="list-style-type: none"> <li>☑ Remain responsible for our personal impact on others and take time to thank those who support us</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Display consistently negative or cynical behaviour and have no concern for our impact on others</li> </ul>
<ul style="list-style-type: none"> <li>☑ Hold the physical, mental and emotional safety of ourselves and colleagues as a priority at all times</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Pay insufficient attention to the physical, mental or emotional safety of ourselves or others considering it not to be our concern</li> </ul>

# PROFESSIONALISM

Setting high standards and delivering what we promise.

## Why is it important?

By demonstrating strong integrity, respect and high standards of practice, we earn the confidence and trust of the public, our partners and each other.

## What is it?

- Being an ambassador for SCAS
- Speaking well of the organisation and clearly communicating our purpose
- Doing the right thing and showing respect for others
- Holding ourselves and each other to account
- Maintaining high standards of governance at all times

## What is it not?

- Building barriers between teams, other organisations or the public
- Maintaining a siloed, 'us and them' mindset
- Allowing rank, uniform or jargon to exclude or diminish others



Setting high standards  
and delivering what we  
promise

# Professionalism means:

We do...	We don't...
<ul style="list-style-type: none"> <li>☑ Demonstrate a strong belief in the organisation's purpose, value and direction and our team's ability to contribute to this</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Express cynicism or sarcasm about the direction of the organisation or the ability of our team to contribute to it</li> </ul>
<ul style="list-style-type: none"> <li>☑ Work to develop effective relationships with other parties, building trust and respect across all areas</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Ignore the importance of building trust and respect across boundaries or of developing professional networks.</li> </ul>
<ul style="list-style-type: none"> <li>☑ Accept responsibility for problems and role model candour, transparency and openness in order to encourage learning and generate solutions</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Conceal or seek to blame others when mistakes occur and operate from a 'not my problem' stance that allows situations to fester and to create further hurt and resentment</li> </ul>
<ul style="list-style-type: none"> <li>☑ Paint a clear picture of success that inspires others to invest energy even within stretching circumstances</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Ignore our role in inspiring or energising others, allowing them to become disillusioned especially when facing difficulties</li> </ul>
<ul style="list-style-type: none"> <li>☑ Set high standards for others and compassionately ensure a fair distribution of work, autonomy and opportunity across the team</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Allow or contribute to inequitable pressure across the team with minimal performance from some and excessive workloads for others</li> </ul>
<ul style="list-style-type: none"> <li>☑ Use a respectful, adult approach to challenging, questioning and listening to any concerns at all levels for the benefit of colleagues, patients and the organisation</li> </ul>	<ul style="list-style-type: none"> <li>⊗ We don't shy away from speaking and listening up even when it is hard to do so</li> </ul>

# INNOVATION

Continuously striving to create improved outcomes for all.

## Why is it important?

By engaging with new ways of working, we meet the diverse and changing needs of our service users in an agile, person-centred and sustainable way.

## What is it?

- Seeking and supporting different ways of working
- Building trust and respect so others feel safe to share and listen to ideas
- Actively inviting and including diverse views
- Taking time to evaluate and embed changes

## What is it not?

- Constantly changing and moving on to the next new thing
- Change for change's sake
- Not expecting every new idea to be taken forward



Continuously striving  
to create improved  
outcomes for all

# Innovation means:

We do...	We don't...
<ul style="list-style-type: none"> <li>☑ Make suggestions about new ways of working and help others to do the same</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Ignore or fail to progress new ideas preferring to stick to the way things have always been done</li> </ul>
<ul style="list-style-type: none"> <li>☑ Feedback to others where their ideas and suggestions have had an impact or why they might not be taken up</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Forget to give credit or feedback on new ideas to those that suggested them</li> </ul>
<ul style="list-style-type: none"> <li>☑ Support efficiency and cost control whilst also encouraging ideas for investment where these might add value and provide savings</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Focus solely on cost control at the expense of longer term savings and added value</li> </ul>
<ul style="list-style-type: none"> <li>☑ Ensure that new ways of working are evaluated and embedded by role modelling the change in behaviour</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Forget to evaluate or embed changes and discount aligning our own behaviour with the new approach</li> </ul>
<ul style="list-style-type: none"> <li>☑ Embrace new technologies where they offer greater efficiency. Seek help if needed and actively support others to adapt and learn new skills.</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Resist approved new technology or role model cynicism about the benefits it may offer</li> </ul>
<ul style="list-style-type: none"> <li>☑ Actively work across boundaries with other teams, organisations and partners to improve the service we offer</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Ignore or discount opportunities to work with other teams, areas and partners to improve the range and quality of service we offer</li> </ul>
<ul style="list-style-type: none"> <li>☑ Develop and support reflective practice to learn lessons and inform future plans</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Promote reactive behaviour that responds only to demand without finding time to reflect and learn</li> </ul>
<ul style="list-style-type: none"> <li>☑ Celebrate, promote and give credit to innovative ideas that lead to improved service delivery and staff wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Pay minimal attention to stories of success or fail to give credit where it is due</li> </ul>

# TEAMWORK

Delivering high performance through an inclusive and collaborative approach.

## Why is it important?

By combining our strengths and working together, we develop outcomes that are more effective, inclusive and sustainable than when we work in isolation.

## What is it?

- Working collaboratively to maximise team skills and knowledge
- Building strong connections with others
- Ensuring every team member is able to participate and contribute
- Seeking and valuing diverse views from all members of the team

## What is it not?

- Focussing exclusively on one's own team separate to the wider organisation
- Fostering tribal 'us and them' behaviour and language



Delivering high performance through an inclusive and collaborative approach



# Teamwork means:

We do...	We don't...
<ul style="list-style-type: none"> <li>☑ Seek and help others to understand how we all contribute to the overall vision, mission and direction of SCAS</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Maintain or promote a narrow, internal view that is detached from the wider organisational direction</li> </ul>
<ul style="list-style-type: none"> <li>☑ Encourage collaboration and partnership by actively breaking down barriers between different groups</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Fail to share information or support across the service thereby allowing patient care to be fragmented</li> </ul>
<ul style="list-style-type: none"> <li>☑ Help to build effective and influential relationships outside the team in support of improving service delivery</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Discourage collaboration, allow ourselves and others to work in isolation or make no effort to build new networks and relationships</li> </ul>
<ul style="list-style-type: none"> <li>☑ Provide clear and consistent communication and directly challenge any 'tribal' or diminishing behaviour between groups</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Focus solely on our own priorities or display contradictory communication that divides rather than unites</li> </ul>
<ul style="list-style-type: none"> <li>☑ Trust, and are trusted by, others to maintain confidentiality and offer mutual support when needed</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Lose the trust of others by breaking confidentiality or not offering support</li> </ul>
<ul style="list-style-type: none"> <li>☑ Role model and encourage others to achieve high standards and feel personally proud and responsible for what we deliver</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Forget to celebrate the success of the team or to engender a sense of pride and belonging for all members</li> </ul>
<ul style="list-style-type: none"> <li>☑ Encourage and demonstrate inclusion, drawing upon the experience and perspective of all our colleagues and actively speaking and listening up if we notice this has been omitted</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Favour those who represent the majority within the team or consider diversity and inclusion to be someone else's concern</li> </ul>
<ul style="list-style-type: none"> <li>☑ Pay attention to team relationships and dynamics, actively promoting an environment of respectful and robust discussion and challenge</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Allow internal politics or covert behaviour to disrupt effective team performance or fail to speak up and challenge when needed</li> </ul>
<ul style="list-style-type: none"> <li>☑ Seek to make others welcome and foster a sense of belonging within the team and across SCAS</li> </ul>	<ul style="list-style-type: none"> <li>⊗ Omit to make colleagues feel welcome, introduce them to others or give them the necessary information to succeed</li> </ul>

**HELP  
US  
TO HELP  
YOU**

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