



Our Behaviour Framework & Our Leadership Way

Introduction

What does the term behaviour mean?

Behaviours demonstrate the attitude and approach we bring to our work. It includes how we do things, how we treat others and how we can expect to be treated. Our behaviours affect how we feel about ourselves and how our behaviour can impact others.

Why is this important?

This sets out the expectations of us all at NCH&C. It is the foundation of our employment lifecycle from recruitment and selection, induction, through to appraisals and development conversations.

This is the standard we want us all to achieve to contribute to making NCH&C the best healthcare employer in Norfolk & Waveney.

What is the Behaviour Framework?

The behaviour framework is a set of core behaviours which define **how** we are expected to approach our work and supports **what** we do. It is the behaviours and attitudes expected by all our colleagues with each other, patients, relatives and others we work with across health and social care, and supports delivery of our strategic priorities, values and culture.

Why do we need it?

The framework sets out the behaviours we should all be striving to demonstrate in all of our activities. It will be an easy-to-use tool for our working relationships, giving us something to strive for and a reference point for when we are having conversations about behaviour, as well as using it alongside key people activities such as recruitment, training, performance and development reviews.

What do we expect from our leaders?

We recognise the value and impact of leadership in our organisation and want our leaders to demonstrate compassionate and inclusive behaviours at every level. Our leaders will be supported to demonstrate consistently healthy leadership behaviours that promote the health and wellbeing of those around them and inspire all of us to do the best we can for our patients and each other.

How we will achieve this?

We have adopted the NHS Our Leadership Way which formalises the approach our leaders should take, and how our leaders at every level can help raise the standards of leadership by committing to compassionate and inclusive leadership, supported by a culture of lifelong learning and development.



Introduction

Our behaviour framework defines **how** we can all contribute to the success of our organisation and to our own successes as individuals and as teams. Working together to these behaviours will contribute to achieving our trust's ambition to deliver **outstanding health and care at the heart of the community** and to making NCH&C a great place for everyone.

Recognising the role that our leaders will have in creating and role modelling the behaviours we all aspire to we have adopted the NHS Our Leadership Way. This formalises the approach our leaders should take to create respectful and inclusive environments, and requires every leader to recognise, reflect and bring to life every day 6 core principles.

Our values define us as an organisation and influence everything we do and how we treat each other.

We recognise the crucial role each and every one of us plays in helping to achieve our goals defined in our Trust Strategy and strategic priorities. To achieve our vision to deliver outstanding health and care at the heart of the community we want our trust to be a compassionate and inclusive workplace where our people know they are valued and feel empowered in their roles to achieve excellence for our communities. Our Values describe who we are and what we stand for as an organisation, and our Behaviour Framework and Leadership Way are the practical application of our Values - translating them into day to day actions on how we want our employees and leaders to behave. Essentially, how we live our values through our behaviours.

Trust Vision and Strategic Priorities



Values

Community


Compassion

Creativity

Behaviours and attitudes & leadership principles

How it all works together

Our values, behaviours, leadership principles and strategic aims, along with the NHS People Promise, are aligned.

Trust Values	Behaviours	Leadership Principles	NHS People Promise	Trust Strategic Aim
Compassion	We respect others	We are compassionate 	We are compassionate and inclusive We are recognised and rewarded We are a team 	Continually improving standards of excellence 
	We look after ourselves and each other		We are safe and healthy 	Attracting and developing brilliant and fulfilled teams 
Community	We put patients first	We are collaborative 	We are compassionate and inclusive We are a team 	Deepening our integration with partners 
	We act with integrity		We are recognised and rewarded We are always learning We are a team 	Continually improving standards of excellence 
Creativity	We take pride in what we do	We are curious 	We are always learning We are a team 	Being a future-focused organisation 
	We strive to be the best		We work flexibly We are a team 	Advancing our use of data and technology  Being a future-focused organisation 

Our Leadership Way

Heart

We are compassionate

We are inclusive, promote equality and diversity and challenge discrimination.

We are kind and treat people with compassion, courtesy and respect.

Head

We are Curious

We aim for the highest standards and seek to continually improve harnessing our ingenuity.

We can be trusted to do what we promise.



Hands

We are collaborative

We collaborate, forming effective partnerships to achieve our common goals.

We celebrate success and support our people to be the best they can be.

Our Behaviour Framework

We strive to be the best

We seek out opportunities to suggest innovative ideas for improvement. We regularly review our ways of working, including seeking and providing feedback, and listening to those who use our services to make improvements.

We look after ourselves and each other

We proactively support our own and others wellbeing, creating an environment where we all feel supported and well at work. We are aware of the preventative, intervention and rehabilitation resources available and take positive action to access or signpost for others.

We respect others

We recognise the importance to be self aware and the impact we have on others. We value the strengths in our differences and are inclusive, ensuring fairness and opportunity for all. We are open and listen carefully to the views and opinions of others, building relationships based on trust, respect, compassion and kindness.

We take pride in what we do

We are proud of the work we do and take ownership to deliver our objectives and role expectations. We are accountable for our own performance and development by taking responsibility for our own actions and decisions.

We put patients first

Whether we have direct patient contact or work in a support service, we have patients at the heart of what we do. We work together to reach a common goal; sharing information, supporting colleagues and seeking expertise, ideas and solutions from others where needed to deliver the best possible care we can to our patients every day.

We act with integrity

We feel psychologically safe at work to be open, honest and say sorry when appropriate. We are respectful when handling confidential information and maintain high standards for everyone.

We look after ourselves and each other

We proactively support our own and others wellbeing, creating an environment where we all feel supported and well at work.

We are aware of the preventative, intervention and rehabilitation resources available and take positive action to access or signpost for others.



What we expect to see and hear

- ✓ I create an environment where help is happily offered, asked for and provided.
- ✓ I role-model self-care to support my emotional, physical, financial and mental wellbeing.
- ✓ I promote healthy behaviours at work and am respectful of colleagues' wellbeing needs.
- ✓ I encourage time and space to support reflection and building resilience for myself and others.
- ✓ I recognise when support is needed for myself or others and take positive action to signpost to or access resources available.
- ✓ I actively participate in supervision and appraisal conversations.

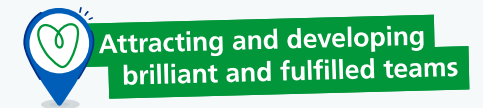
What we don't expect to see and hear

- I display unsustainable or unhealthy working behaviours.
- I lack compassion and empathy for others who may be experiencing a difficult time.
- I fail to make time to reflect, or build my own resilience.
- I do not offer support to others.
- I do not recognise the needs of others, expecting them to behave as I would in a given situation.
- I do not access support available to me.

NHS People Promise



Trust Strategic Aim



Our Leadership Way

We are compassionate



We respect others

We recognise the importance to be self aware and the impact we have on others. We value the strengths in our differences and are inclusive, ensuring fairness and opportunity for all.

We are open and listen carefully to the views and opinions of others, building relationships based on trust, respect, compassion and kindness.



What we expect to see and hear

- ✓ I treat everyone as a valued individual and endeavour to ensure that the things I say and do, do not upset others.
- ✓ I support others to be themselves and respect and value them for who they are.
- ✓ I understand and champion diversity in patients and colleagues.
- ✓ I help and support colleagues, patients and visitors to work together to achieve our goals.
- ✓ I speak up about inappropriate behaviour (including intimidation, abuse or bullying) and encourage others to do the same.
- ✓ I empathise with others, taking the time to listen and understand their perspectives.

What we don't expect to see and hear

- I ignore the feelings and perspectives of others.
- I am impolite, rude or aggressive (physically, verbally or sexually) to colleagues, visitors or patients.
- I lack insight into the diversity of others and the challenges they may face.
- I exclude others based on differences and collude in this behaviour with others.
- I do not speak up about inappropriate behaviour when I see it.
- I make little or no attempt to understand patients' individual needs, preferring to treat them all in the same way.
- I ignore the views and requests of others, continuing to do things the way I have always done them.

NHS People Promise

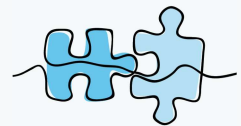
We are
recognised
and **rewarded**



We are
compassionate
and **inclusive**



We are
a team



Trust Strategic Aim

**Continually improving
standards of excellence**



Our Leadership Way

We are compassionate



We act with integrity

We feel psychologically safe at work to be open, honest and say sorry when appropriate. We are respectful when handling confidential information and maintain high standards for everyone.



What we expect to see and hear

- ✓ I always seek to do the right thing.
- ✓ I do what I say I am going to do.
- ✓ I am discreet and sensitive when dealing with confidential information. I speak up when others are not.
- ✓ I am honest about my mistakes and use them as learning opportunities.
- ✓ I speak up to prevent harm, improve practice and share learning.

What we don't expect to see and hear

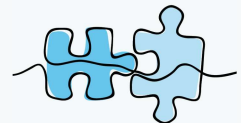
- I do not take responsibility.
- I blame or criticise others.
- I behave in a way that others view as unapproachable and see challenge as a criticism.
- I do not demonstrate the values of the trust or behave in ways that are contradictory to them.
- I take no action to address incidents relating to safety of patients or colleagues or repeat my mistakes.

NHS People Promise

We are
recognised
and **rewarded**

We are
always
learning

We are
a team



Trust Strategic Aim

Continually improving
standards of excellence



Our Leadership Way

We are collaborative



We put patients first

Whether we have direct patient contact or work in a support service, we have patients at the heart of what we do.

We work together to reach a common goal; sharing information, supporting colleagues and seeking expertise, ideas and solutions from others where needed to deliver the best possible care we can to our patients every day.



What we expect to see and hear



- ✓ I always protect patient's dignity and feelings, and support them to make informed choices about their care.
- ✓ I support patients to be active participants in their care.
- ✓ I work with others to deliver the best possible care, sharing knowledge and listening to feedback.
- ✓ I work with those in our system, valuing and celebrating the strengths of others and understanding the positive impact we have on patient care together.

What we don't expect to see and hear



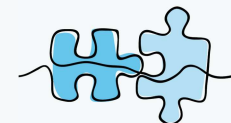
- I am dismissive of feedback from colleagues, patients or their families, and fail to account of their feedback.
- I work in isolation and do not consider how collaboration positively impacts on patients.

NHS People Promise

We are
compassionate
and **inclusive**



We are
a team



Trust Strategic Aim

Deepening our
integration with partners



Our Leadership Way

We are collaborative



We take pride in what we do

We are proud of the work we do, and take ownership to deliver our objectives and role expectations. We are accountable for our own performance and development by taking responsibility for our own actions and decisions.

What we expect to see and hear

- ✓ I focus on completing my duties to a high standard.
- ✓ I commit to my personal and professional development.
- ✓ I celebrate everyone's successes and achievements and encourage others to do the same.
- ✓ I take pride in my appearance, the environment in which I work and our organisation as a whole.

What we don't expect to see and hear

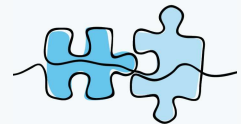
- I ignore hazards and concerns in my working area, assuming others will action.
- I do not consider how my role impacts others or recognise how I can contribute positively.
- I show reluctance to develop personally or professionally and do not support others to do so.
- I do not actively seek feedback and fail to act when this is provided.
- I neither notice or celebrate success, achievement or effort.
- I make negative comments about the organisation or colleagues within it.

NHS People Promise

We are
always learning



We are
a team



Trust Strategic Aim

Being a future-focused organisation



Our Leadership Way

We are curious



We strive to be the best

We seek out opportunities to suggest innovative ideas for improvement. We regularly review our ways of working, including seeking and providing feedback, and listening to those who use our services to make improvements.

What we expect to see and hear

- ✓ I suggest new ideas and find ways to take them forward.
- ✓ I always aim to achieve the best results.
- ✓ I create an environment where feedback is encouraged and new ideas are taken forward and celebrated.
- ✓ I take ownership for resolving problems I encounter, and access appropriate help if I am unable to resolve them myself.
- ✓ I learn from my experiences and listen to and accept feedback to improve my performance.

What we don't expect to see and hear

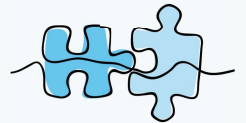
- I criticise existing processes or services, failing to recognise the perspectives of others
- I am reluctant to change and do not take time to consider the reasons or benefits
- I choose not to adapt in support of others, and undermine requests of this nature
- I do not offer new ideas, or take up the suggestions of others
- I repeat the same mistakes and do not see them as opportunities for learning

NHS People Promise

We work
flexibly



We are
a team



Trust Strategic Aim



Advancing our use of
data and technology

Being a future-focused
organisation



Our Leadership Way

We are curious



Our Leadership Way

Our Leadership Way was co-created with thousands of NHS people. Complementing our NHS People Promise, it formalises the approach our leaders should take to develop this even further. It requires every leader, at whatever level, to recognise, reflect and bring to life every day, six core principles. It is a tool to help create joint leadership commitments across wider caring organisations, such as social care and charitable organisations within our integrated system. One way to conceive this is to think about the Heart, Head and Hands of leadership; the things we must consciously think about, the things we and others feel and the things we should do. In short, we should lead with compassion, curiosity and collaboration.

Our Leadership Way formalises the approach our leaders should take. It will support us to raise the standards of leadership by committing to compassionate and inclusive leadership, supported by a culture of lifelong learning and development.

It is a tool for leaders to consider how their behaviour impacts on the NHS People Promise and the cultures they create.

Good leadership:

- Enables individuals and teams to perform at their best
- Makes people feel valued and
- Provides better, safer more effective patient care.

Our best leaders promote the health and wellbeing of those around them and inspire our people to do the best they can for our patients. Our leaders should all demonstrate consistently healthy leadership behaviours.

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Full version of
Our Leadership Way
is available [here](#).