

# We Respect and Support Each Other

## Behavioural Framework

It's about  
**how**  
we do things  
here

*Be part of* #TeamNGH

Providing  
the **Best**  
**Possible**  
Care



Dear Colleagues

In order to achieve our ambition of providing Best Possible Care for our patients we all must encourage a culture of respect and support in a way that everyone who works here feels that they are a valued member of TeamNGH. The NHS is under incredible pressure and this inevitably has an impact on each and every one of us. Therefore it is even more important for us to think seriously and show what we can do to make NGH a great place to work.

One of the things that make the biggest difference in our experience of work is the way we treat each other and that is something which all of us can influence through the way we behave ourselves and by the way we allow others to behave. To get this right all of us need to keep thinking about the things we do and say and the way we make other people feel. There are many aspects to this and this behavioural framework describes some of them.

This is an important document and reflects the things many of you have said over the last year. If I had to pick just one thing that makes a difference in a way that is really clear to see it would be one of simple kindness – an underrated virtue by anyone’s standard. It is something which costs nothing and benefits everyone – our challenge is how to demonstrate it consistently every time, no matter how challenging the situation.

Please read this framework and show the expected behaviours in your day to day work so that we can continue to improve the care that we give and be proud of what we all do as a member of #TeamNGH.

A handwritten signature in black ink, appearing to read 'Sonia Swart', on a light-colored background.

Dr Sonia Swart  
CEO Northampton General Hospital

# Section 1 About our Behavioural Framework

The behaviours identified in this framework were developed with more than 800 members of TeamNGH who took part in our respect and support survey and focus group sessions between May and October 2017. This work was undertaken as a result of staff feedback in relation to bullying and harassment in the National Staff Survey in 2016.

Our Behavioural Framework is a set of core behaviours based on our value of respect and support. They define 'how' we are expected to approach our work and sit alongside 'what' we do as outlined in each of our job descriptions.

Our Behavioural Framework will help us make NGH a great place to work and will make a real difference for our patients and our colleagues. Below are some of the ways in which we will integrate the framework.

## RECRUITMENT AND SELECTION

These behaviours will form an essential part of how we recruit and select new staff to join us.

## APPRAISAL

We will use these behaviours to assess and improve our own performance and these will be discussed during appraisals.

## REWARD AND RECOGNITION

We will embed these behaviours within our staff recognition schemes.

## BULLYING, HARASSMENT and VICTIMISATION

These behaviours underpin our Bullying, Harassment and Victimisation Policy.

## TRAINING AND DEVELOPMENT

Our behaviours will be a golden thread through all learning and development – from Induction and Mandatory Training, to leadership and other development.

## What does this framework mean for me?

You can use this as a checklist to reflect on your own behaviour as you go about your day to day work through regular conversations and meetings.

## Section 2 Behavioural Framework for all Staff

Central to this framework is our corporate vision and our values.

### Our Vision

We are committed to providing the best possible care for our patients.

### Our Values

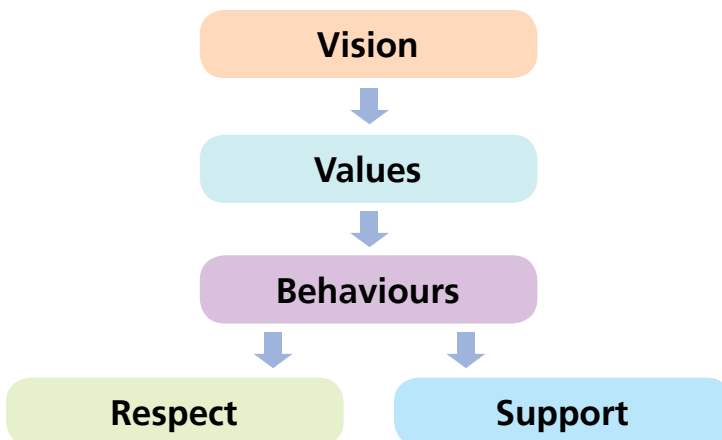
- We put patient safety above all else
- We aspire to excellence
- We reflect, we learn, we improve
- We respect & support each other.

Our values are the things that we believe are important in the way we live and work. They are our guiding principles

- Values are usually invisible (like an iceberg; they are the ice below the water)
- Values on their own can be meaningless, if they are not matched to our behaviours.

### Our Behaviours

Behaviours are the things that we do and say, the way that we act. In addition our behaviours impact on how we feel about ourselves and how we make others feel.



# 'We Respect and Support Each Other' - the behaviours at a glance

There are two behaviours that we are asking every member of TeamNGH to demonstrate, regardless of their role and level within NGH. For each of the behaviours within the framework examples have been provided of what we should and should not expect to see and hear from one another.

## How to use this Framework?

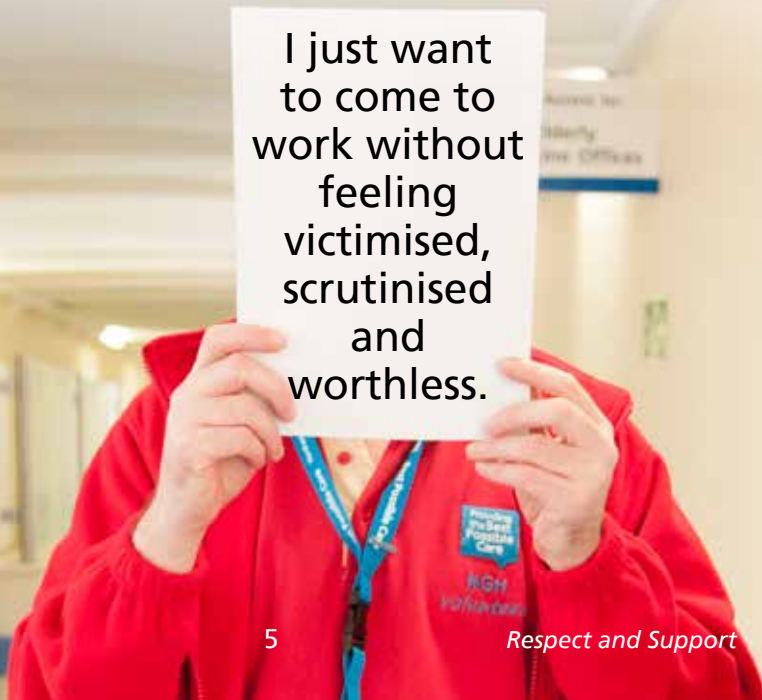
Within this framework there is a page describing each of our behaviours. Every member of TeamNGH should demonstrate the behaviours outlined in the framework.

An example is given below:

Behaviour: Respect

**What we expect to see and hear:** e.g. show kindness to others

**What we don't expect to see and hear:** e.g. gossiping and talking about people "behind their back"



I just want  
to come to  
work without  
feeling  
victimised,  
scrutinised  
and  
worthless.

# Respect

*“Staff are really kind and show compassion to patients and their carers, it would be nice if we can also be like this to staff, particularly when we are under pressure.”* Staff Nurse.

*“We should work together, regardless of our pay bands and status. We are one team. We are Team NGH.”* Porter.

## What we expect to see and hear

- Showing kindness to others
- Respecting diversity and difference
- Resolving any conflicts and disagreements quickly and professionally
- Listening to others, considering their feelings and needs
- Adapting our communication style and behaviour to reflect individual needs
- Remaining calm when faced with challenging situations
- Being friendly and making eye contact
- Treating everyone fairly
- Recognising the value of contributions and ideas from others
- Taking personal responsibility for sorting things out

## What we don't expect to see and hear

- Gossiping and talking about people “behind their back”
- Deliberately excluding others in conversations
- Insulting someone
- Spreading rumours
- Swearing at others
- Showing favouritism
- Shouting or raising your voice
- Criticising individuals in front of others
- Patronising and judgemental behaviour, including belittling
- Raising malicious allegations against another member of staff
- Acting with indifference, insensitivity or unkindness
- Using offensive language in the workplace
- Any form of physical violence
- Sending critical, rude, disrespectful or otherwise offensive or unhelpful e-mails to colleagues or about colleagues
- Inappropriate comments on social networking sites which has a negative effect on NGH e.g. critical or disrespectful comments

# Support

*"I did not trust anyone to raise my concerns at the time because I felt it would go against me and I would not be supported and my team would be believed over me."* Manager

## What we expect to see and hear

- Helping colleagues out whenever you can
- Sharing of information that would help others in their role
- Being open to constructive challenge and welcoming feedback from others
- Taking the time to build positive relationships
- Taking responsibility for your own actions
- Being honest when things go wrong
- Keeping promises you make and following them through
- Giving feedback to colleagues when things are going well
- Ensuring feedback is constructive and balanced
- Being friendly and co-operating with others
- Recognising when help is needed and willingly offering support and 'pitching in'
- Supporting each other in difficult times
- Respecting decisions made in good faith
- Celebrating success and sharing positive stories

## What we don't expect to see and hear

- Not helping or supporting others
- Not resolving conflicts and disagreements in an adult and constructive way
- Failing to share information with other people that would enable them to do their job more effectively
- Making a minimal contribution to the achievement of team goals and objectives
- Allowing individual differences to adversely affect the team or the way team members work together
- Treating someone unfairly
- Being insensitive or unhelpful
- Blaming others when things go wrong
- Undermining behaviour that prevents good decision making such as
  - ▶ agreeing to do something and then not doing it or being critical of what has been agreed
  - ▶ constant negativity and blaming others
  - ▶ distancing ourselves from things we see as difficult and leaving others to deal with it

## Where can I find further information?

For more information about this framework, please contact:

**Organisational Development Team**

01604 545157

More information and support is also available on the We Respect and Support each other intranet pages available on The Street.

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