



Care Colleagues
Collaboration Communities



Caring for All

Our Standards of
Behaviour



Working in partnership

The Royal Wolverhampton NHS Trust
Walsall Healthcare NHS Trust

Introduction to our Joint Behavioural Framework

Our Joint Behavioural Framework for **The Royal Wolverhampton NHS Trust (RWT)** and **Walsall Healthcare NHS Trust (WHT)** outlines the behaviours we value and expect all our staff to follow.

In October 2022, RWT and WHT launched the first joint strategy, 'Our Strategy 2022-2027', which reflects the closer working taking place between the two organisations. It was agreed that both Trusts would retain their existing values and develop a set of joint behaviours.

RWT values:

Safe and Effective, Kind and Caring, Exceeding Expectation

WHT values:

Respect, Compassion, Professionalism, Teamwork

We have engaged with our workforce in this process and identified four behaviours that we value and expect our staff to adhere to when supporting colleagues and treating patients. These behaviours replace the previous standards of behaviours held at each Trust.

We want individuals and teams to perform at their best, for our staff to feel valued and to provide safe and effective patient care. How we treat each other is one of the strongest determinants of the culture of our workplace and can help create a great employee experience.

This has been developed as a self-assessment guide to promote the behaviours we want to see from all our staff. Some staff will also adhere to behaviours described in their respective Professional Codes of Conduct. This will help us cultivate a safe and healthy working environment that everyone can thrive in and receive great care and service from.



Care	Excel in the delivery of Care	
Colleagues	Support our Colleagues	
Collaboration	Effective Collaboration	
Communities	Improve the health and wellbeing of our Communities	

A message from our Group Chairman



"I want our organisations to be the very best they can be – to be recommended as great places to work, where we deliver high standards of patient care, offer ample development opportunities for our staff, and have a demonstrable commitment to teamworking and quality improvement.

"Being an employer of choice means developing and maintaining a positive and inclusive working culture – so that our staff feel supported and valued for the work they do, and in turn are better equipped to deliver safe and effective care to the people we serve.

"A good culture starts with how we treat each other.

"It's not always easy to be at our best, especially if we are feeling stressed because of pressures at work or at home. The aftermath of the pandemic is still affecting the NHS, and we know that everyone is working incredibly hard amid sustained pressures on our services. Outside work, the cost of living continues to have an impact for many, as do events happening at home and abroad.

"It's therefore more important than ever to support each other, as we never know what challenges a colleague may be dealing with beneath the surface. Even the simplest act of courtesy can make a huge difference to someone's day.

"Following our most recent NHS Staff Survey results, and after reviewing feedback gathered in our Trust-led 'civility and respect' and staff engagement sessions, we have developed our new Behavioural Framework. This document outlines how we expect staff to speak and act toward one another, so that we can all live up to the organisational values for both The Royal Wolverhampton NHS Trust and Walsall Healthcare NHS Trust.

"I'd like to thank those staff members who took the time to let us know about the types of behaviours they value the most: your feedback is invaluable."

Sir David Nicholson KCB CBE
Group Chairman



Making people feel they belong

These are the behaviours we value and expect our staff to display when interacting with colleagues, patients, and relatives.



Visit the Trust intranet for more information on our Joint Behavioural Framework.

Our Framework in practice

This section provides more detail on what these key behaviours mean in practice, focusing on the 'how' so we can all be sure of what is expected of us.

To show I am listening, I will...

Actively listen to others, showing an interest in their perspective and how they think and feel

- Listen with interest.
- Listen with the intent to understand, listen patiently, and enable others to express themselves.
- Ask curious questions to understand how others are thinking and feeling.

Be present and engaged when others are talking to me

- Pay attention to what people are saying and doing.
- Communicate back to people what I think they have said, to make sure I have understood them.
- Use body language and facial expressions to show others I'm engaged in the conversation.

Listen to people's feedback with an open mind and without judgement

- Consider any barriers I may have when listening to others, for example, any bias or judgement.
- Recognise how my responses can impact on others.
- Avoid interrupting or talking over people, asking too many questions or trying to control a conversation.



To be kind, I will...

Role model civility and respect

- Treat patients and colleagues with care and kindness.
- Be welcoming, courteous, helpful, and approachable, creating a sense of belonging for others at work.
- Introduce myself by saying 'hello, my name is...' and remember the importance of appreciating others.

Be understanding of others, showing compassion and empathy

- Be curious about other people's experiences and show compassion and empathy towards them.
- Apologise if I have offended or misunderstood someone.
- Involve others in decisions that impact them, considering their needs and perspective.

Looking after my own and others' health and wellbeing

- Promote safe and effective working by checking in with my colleagues regularly.
- Value people's strengths and abilities and be reasonable about what is expected from colleagues.
- Take action or ask for support to resolve conflicts that impact myself or others, ensuring everyone has the opportunity to be the best they can be in work.



To be inclusive, I will...

Promote equality, value diversity and help everyone to feel they belong

- Respect everyone's individual differences.
- Be considerate of people's protected characteristics and how these might impact their experiences of care and work.
- Value and encourage everyone's contribution and seek diverse views when making decisions.

Treat people with dignity and respect and value everyone's contribution

- Build healthy relationships at work based on humility, integrity, respect and trust.
- Make decisions in a fair and honest way, always considering the impact on others.
- Listen with empathy and care if someone tells me about a difficult experience they have had.

Respectfully challenge inappropriate behaviours

- Support others when they courageously speak up about poor behaviour, helping the voices of those affected to be heard.
- Challenge inappropriate behaviour courteously and try to prevent patients and colleagues from experiencing intimidation, abuse, bullying or discrimination.
- If challenged on my behaviour, I will be prepared to accept feedback and the positive intentions of others in sharing their perspective.



To be professional, I will...

Lead by example, communicating clearly, honestly, and by maintaining professional attitudes and behaviours

- Show positive attitudes and behaviours towards colleagues and patients, showing I am approachable, I communicate well, and I am reliable.
- Demonstrate good judgement and make decisions ethically.
- Lead by example in living by the organisation's strategic aims and values.

Always look for opportunities to learn, develop and improve

- Get involved in improvement by sharing your ideas and learning.
- Embrace change, be open to new ideas and show a willingness to adapt and be flexible.
- Use opportunities to give and receive feedback to support learning and improvement.

Escalate concerns appropriately and be honest if something goes wrong

- Be accountable for my personal learning and development, recognising my limits and any areas for growth and when I may need support or advice.
- Be honest, open and transparent about mistakes, take responsibility and ensure lessons are learned and opportunities for improving practices are highlighted.
- Escalate concerns appropriately, promptly, and safely if something goes wrong, recognising that speaking up is crucial to providing safe care.



What can I do next?

This Framework can be used as a tool for you to think about your own behaviours.

All staff

Asking self-reflective questions such as: Is this how I work? Is this how I treat others? Is this how I expect to be treated? Let's put this into practice.

Managers

Share this Framework with your team and agree what you need to do differently and acknowledge what you are doing well.

These behaviours are intended to help us create a compassionate workplace for everyone. Evidence shows this helps engage and motivate colleagues, improves wellbeing, and leads to high-quality care being provided.

Actively engage with colleagues to ensure you have a joint understanding of what you expect to see; recognise and reward others when these behaviours are present and agree what you are going to do if someone is not displaying these behaviours. This will help you to create a strong team that inspires and enables others to live by our expected values and behaviours.

Our Behavioural Framework will be embedded in key processes and policies, for example, our recruitment practices, our approach to reward and recognition, our appraisal process, our performance management process, our learning and development offers and our approach to partnership working.

Supporting documents and guides will be produced to complement this Framework and support our leaders and managers to enable and inspire all staff to adhere to the behaviours included. We also encourage staff to 'call it out' when others behave in ways that are inconsistent with this Framework, to support us in creating the right culture for staff to thrive and for patients to receive excellent care.

Both organisations are focused on creating the best workplace culture for our staff, so they have a great experience of coming to work and are supported to provide the best possible standard of care.

If you are interested in finding out more about our approach to improving civility and respect across the organisation, search 'civility and respect' on the staff intranet and on My Academy.



Where can I raise concerns?

If you see behaviours that fall short of those outlined in this guidance, for example, if staff are being unkind, unprofessional, excluding others or not listening, you can raise concerns in the following ways:

1. Speak to your manager, or the next manager in line if they are not available. Your manager may want to address what you raise informally to resolve the issue promptly. They may also want to consider a more formal process to address your concerns.
2. If you are unsure who to contact, don't feel confident speaking to your manager, or have already done this with no success, then you can speak to a Freedom To Speak Up (FTSU) Guardian who may be able to assist.

RWT email:

rwh-tr.freedomtospeak@nhs.net

WHT email:

wht.freedomtospeakup@nhs.net



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