

caring for and about
you is our
top priority

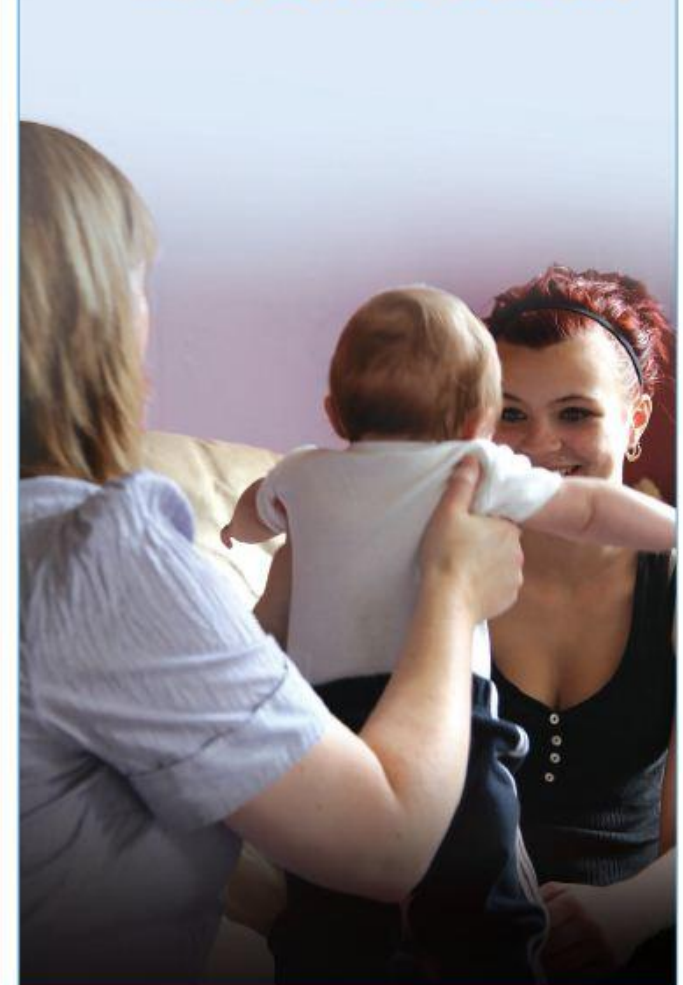


Healthcare
from the heart of
your community

committed
to providing **good quality,**
safe services



working **together**
with **you** to develop
innovative solutions



Heads of Service and Locality Managers – Behaviour Framework

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Striving for excellence

- + Takes time out to talk to service users and staff; remains touch with the realities they face
- + Provides front line staff with the space and autonomy to develop services on their own
- + Creates a culture where service redesign and integration is driven by the front line
- + Starts with the patient/client in mind; ensures decision making is based around their needs
- + Balances delivery of operational requirements with meeting corporate objectives

Tailoring Care

- + Focuses on developing of services which adapt around the needs of individuals
- + Develops a vision which is built around transforming the service user/client experience
- + Identifies solutions and implement changes which have a tangible impact on service users
- + Works with local partners to develop services which are flexible and responsive
- + Streamlines processes and systems; liberates staff to spend their time on what matters

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Maximising value

- + Creates a culture amongst where constant change and service development are the norm
- + Removes blockages and bureaucracy, freeing up time for their teams and business partners
- + Sets clear financial targets; holds their managers accountable for balancing their budgets
- + Responds in a constructive way to changes in their budget; insists others do the same
- + Instils the need to weigh up costs and benefits, focusing on value in the long term

Delivering success

- + Focuses around delivery, meeting commitments and achieving results
- + Develops a team who are quick to take initiative and lead on changes and developments
- + Sorts through priorities; focuses on the areas that have most impact and add most value
- + Able to delegate; steps back to focus on the overall performance of their team
- + Appoints people who inject pace, energy and enthusiasm into their respective teams

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Working across boundaries

- + Develops effective relationships with internal and external counterparts
- + Brings parties together around shared interests; drives integrated service provision
- + Calm and assertive in their dealings with others, remains focused on what really matters
- + Remain in touch with the direction of travel in other health and social care partners
- + Redesigns services in collaboration with other provider and commissioning organisations

Inspiring others

- + Gives their managers space to try things out; builds their confidence as a team leaders
- + Appreciates the differences in profession and background of their colleagues
- + Clear about objectives and performance measures; invests time in appraisal/development
- + Manages underperformance promptly; ensures issues are dealt with quickly
- + Recognises achievements, celebrates success and rewards high performance