

Meeting title:	Trust Board	Public Trust Board paper M				
Date of the meeting:	14 th March 2024					
Title:	Our Behaviours, UHL's Behaviours Framework					
Report presented by:	Clare Teeney, Chief People Officer					
Report written by:	Trish Francis, Senior People Partner					
Action – this paper is for:	Decision/Approval		Assurance	x	Update	x
Where this report has been discussed previously	EPM					

To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which
This report provides assurance that UHL's behavioural framework has been developed to positively impact our values, our culture and delivery of our strategic objectives.

Impact assessment
This report provides a summary of the behaviours we wish to see from all UHL colleagues, that support us being the best place to work and to receive care.

Purpose of the Report

- To provide an overview of the importance of having a behavioural framework, 'Our Behaviours'.
- To provide assurance of the methodology applied in developing Our Behaviours.
- To present Our Behaviours and a high-level delivery plan for immediate next steps
- To outline a proposal to support local ownership of Our Behaviours through a behavioural pledge.

Recommendation

Trust board members are asked to:

- Approve the behavioural framework presented.

Summary

This paper provides an overview of the importance of having a behavioural framework, in the strategic context of developing a culture that supports UHL being a great place to work, to receive care and delivery of our strategic objectives.

It provides assurance that the language used to describe Our Behaviours has been developed using a plain English approach in accordance with the NHS writing guide and the Fleishman reading score guide.

The report highlights how Our Behaviours align to current national guidance e.g., CQC, local staff survey result and colleague feedback.

The high-level delivery plan commences with the launch of Our Behaviours at our third 'We are UHL' Leadership event on 20th March 24 and focuses on the immediate next steps post event. This includes a corporate communication plan and a proposal that supports local ownership of Our Behaviours through the development of team pledges.

Main report detail

1.0 Purpose and Importance of a Behavioural Framework

As an organisation we are driven by our values. The way in which we execute our values, defines our Organisational culture, and determines whether UHL is a great place to work and to receive care.

Our behaviours are the practical application of our values, which demonstrate the attitude and approach we take to our work every day. Our behaviours define:

- How we do things
- How we treat others
- What we say and how we say it
- How we expect to be treated

It is our behaviours that help create a culture where we can celebrate achievements, talk about our aspirations, express how we want to develop and continuously improve.

2.0 Development of the Draft Behavioural Frameworks

In early 2023, in partnership with Clever Together, a series of anonymised online conversations ran to co-create our strategy and refresh our organisational values. Colleagues, patients, and partner organisations were asked to share their views on what our purpose, vision, goals, and values should be.

More than 15% of UHL colleagues (3,000+ people) and 20% of invited external partners (100+ people) contributed. Respondents were broadly representative of the wider organisation by job role, age, ethnicity, and other key factors. In addition 3 patient focus groups and various Board workshops including Clinical Directors took place.

Our new strategic framework was launched at our leadership event in September 23 with c250 delegates. Feedback from an interactive session exploring what behaviours we, as a senior leadership team expect to see at UHL that show we are compassionate, proud, inclusive and one team was thematically analysed and used to inform the development of Our Behaviours.

In addition to the information above, staff survey data, and examples from other NHS organisations including Guys and St Thomas, Sheffield Hallam, Sherwood Forrest and NHSE Our Leadership Way were reviewed, and three draft behavioural frameworks were developed and socialised with UHL colleagues during December 2023.

2.1 Engagement and Socialisation of our Three Draft Behavioural Frameworks

The three options can be summarised as follows:

- Option A: 'We are' statements. Brief statement of towards (positive) behaviours

- Option B: 'We are' statements. Plus, descriptions of towards and away from (negative) behaviours.
- Option C: Examples of towards and away from behaviours

Drop-in focus group sessions and an information pack including a short survey was shared across UHL in December 23 which enabled:

- Leaders to hold local engagement sessions with their teams and facilitate feedback.
- UHL colleagues to directly access and share their feedback.
- Targeted sharing of the draft frameworks with staff networks and other identified groups.

In total, 176 responses were received from the survey, in addition to informal feedback.

2.2 Feedback and Final Draft

Feedback on the three draft frameworks broadly reflected that colleagues:

- Liked the simplicity of option A for ease of remembering and for visual presentation purposes.
- Felt there was still a need for more detailed examples of behaviours (rather than statements of behaviours) to be available to refer to when required. Appraisal was stated as an example.
- Did not like the terms 'towards' and 'away from' behaviours.
- Had mixed views on the need to state 'away from' behaviours.
- Felt the language needed simplifying.

To ensure the framework is clearly aligned to our values, each of the existing value's statements were used as the foundation of Our Behaviours framework. Key words from each of these statements have been incorporated into an example of what the desired behaviours could look like, resulting in each value having three positively focused behavioural examples.

The development of Our Behaviours has been cross referenced with the high-level themes from our 2023 staff survey results and the CQC's new assessment approach launched in January 2024

To maximise the opportunity to engage all UHL colleagues with Our Behaviours, they have been written in accordance with the NHS writing guide and the Fleishman reading score.

Finally, a leader's toolkit and support pack has been developed. This will offer leaders practical tips and templates on how to engage with their teams about the framework and an option to develop a local 'behaviours pledge' that is specific to them and their immediate work area. This is intended to be high level and in a format which can easily be displayed in colleague/patient communal areas.

3.0 Our Behaviours - Final Behavioural Framework

The proposed draft behavioural framework is detailed below:

'Our Behaviours' describes how we live our values, which put patient care and a safe and healthy culture at the heart of everything we do.

WE ARE COMPASSIONATE

We care for patients and treat each other with kindness, dignity, and respect.

- We practise **kindness** in our everyday actions – speaking, listening, and behaving with warmth, empathy, and consideration.

- We treat everyone with **dignity** by providing privacy when it is needed and wanted and speaking with everyone as equals.
- We are civil and **respectful** of every person, and we take the time to listen.

WE ARE PROUD

We are proud of what we do, are responsible for our actions, and continuously improve to be the best we can be.

- We are **proud** of what we do by recognising and celebrating what we do well.
- We take **responsibility** for the safety and wellbeing of our patients, ourselves and each other and have the courage to say 'sorry' if we fall below our high standards.
- We **continuously improve** by creating a workplace where everyone can learn from each other and our patient voice.

WE ARE INCLUSIVE

We promote fairness and equity, celebrate diversity, and challenge discrimination where we find it.

- We promote **fairness and equity**, by treating people how they would like to be treated.
- We **celebrate diversity** by embracing our cultural differences.
- We are not afraid to **challenge discrimination** and speak up when we see something that is unfair.

WE ARE ONE TEAM

We work together to make a difference for patients, partners, and communities.

- We **work together** so that our **patients** receive the best care.
- We work alongside our colleagues and **partner organisations** so that we can deliver the best care.
- We are part of our **local communities** and are there for everyone.

4.0 High Level Delivery Plan and Immediate Next Steps

Indicative timescales are detailed below to support a launch of the Our Behaviours and Our Behaviours pledge at our March 24 Leadership event.

- TLT – 12 March 2024
- PCC and Trust Board final sign-off – March 2024
- UHL Leadership Event, Our relentless focus on culture – 20 March 2024

Communications Plan

- Operational update 27.03.24
- Promo box/flash box 01.04.24
- Leadership huddle 03.04.24
- Friday Focus 31st May – opportunity for early adopters of the Our Behaviours local team pledge to share their experience of how they have engaged with their teams to ensure local ownership of Our Behaviours

In addition to local ownership of Our Behaviours, it is essential that they are embedded at every stage of the employee lifecycle, starting with our attraction strategies, through to exit from the organisation.

Work has commenced to develop and prioritise these workstreams. Examples of how this will be embedded include:

Attraction and Recruitment. Applicants are selected following behavioural based interviewing for cultural-fit as well as job-fit.

Reward and Recognition. Colleagues demonstrating outstanding behaviour and being an advocate for the values and culture of UHL are recognised and awarded through our awards schemes.

Performance Excellence. Colleagues are led, managed, supervised, and appraised for their work performance (in terms of task delivery) and behaviours (the approach taken to work).

Learning and Development. Wellbeing and personal development discussion and planning takes place and corporate learning materials, and training is available to support staff to deliver the required behaviours.

Partnership Working and Transformation. The way in which we work with our partners is key to delivering our strategy; the behaviours framework is central to the success of this and to the development of relationships and information sharing with our partners.

Policy. The behaviours are fully supported by our just and restorative policies, processes and guidance to support our workforce and our leaders. We recognise that an individual's well-being can be affected by negative behaviour, and we will ensure support is available and easy to access.