

## Patient Centred

<b>Do's</b>	<b>Don'ts</b>
You give time to care and listen to patients and respond to their needs	You ignore patients or respond inappropriately to their needs and requests, i.e. ignore call bells, do not give eye contact or look up when you know others are trying to attract your attention
You engage with patients, family and carers	You ignore patients' family or carers, i.e. when they are sitting with the patient, or ask for assistance
You communicate and keep patients, their families and carers updated with what is happening in their care and involve them in decisions	You neglect to communicate with patients about their care i.e. you do not share information or care plans
You engage with all members of the multi-disciplinary team to ensure you share and have up to date patient care information, including yourself when appropriate within the decision making process	You are not a team player and/or do not communicate with your team members in decision making, i.e. you work alone and do not share information
You focus on the quality of care you give and seek assistance when required	You neglect to give the quality of care required or expected and neglect to ask for help when needed
You update and communicate with patients concerning delays within their care	You neglect to update and communicate patients of delays within their care, i.e. not informing clinics running late, not producing and sending out patient letters and information
You are aware of your body language/non-verbal communication and how it aligns with your verbal communication	You do not have an awareness of the affect or effect of your interactions with others, i.e. you verbally say 'how are you?' however your facial expression is tense with lips pursed and your arms are folded
You take conversations of an operational or personal nature away from patients or visitors' earshot	You are unaware of the unprofessionalism and impact of conducting conversations of an operational or personal matter on those around you, i.e. Trust operational/safety concerns, frustrations, personal problems etc.
<b>Leaders</b>	
You fully support and encourage your team to deliver the care patients, families and carers need	You neglect to support your team to deliver the appropriate care for patients, families and carers
You communicate with your team when changes to services and individual patient care requirements are being introduced	You neglect to see the importance of updating your team with changes to service or patient care
You invite and encourage patient feedback and recognise the importance of listening to understand how we can improve our care	You do not act on patient feedback and do not understand how it can improve the care given

## Safety

<b>Do's</b>	<b>Don'ts</b>
You are aware of and know how to access all Trust policies and procedures relating to your role	You are not aware of how to access Trust policies and procedures, i.e. using the intranet, asking your colleagues or manager for help
You are up to date with your core learning and role specific training	You are not compliant with core learning and role specific training for your role and you are deemed unsafe in your duties, i.e. you do not attend training
You follow Trust infection control policies and procedures to keep you, your patients and colleagues safe.	You disregard Trust infection control policies i.e. not bare below the elbows, wearing inappropriate jewellery, nail varnish, or unauthorised work wear
You are fully aware and compliant with the fire evacuation, fire procedures and up to date with fire training to keep you, your colleagues and patients safe at all times	You are unaware of fire procedures and/or have not attended fire training and are unable to keep patients and colleagues safe at all times, i.e. you do not know evacuation procedures, fire exits
You raise concerns and speak up if there are risks or you believe safety is compromised for patients, colleagues and others. You ensure incidents are reported appropriately and timely in line with Trust policies	You are unaware of or do not raise risks, i.e. you do not speak with colleagues and managers, you do not complete incident forms
You ask for help and support when required	You are not aware of when you require help or assistance and you are not appropriately trained/up to date in clinical/non-clinical procedures i.e. you are not competent or trained to carry out some tasks, or do not speak up when there is a lack of support or inadequate staffing levels within your work area
You address safety hazards you come across within your working day	You walk by and ignore safety hazards i.e. you do not close fire doors, clean or report wet floors, pick up rubbish, raise alarms when required
You look after your own health and wellbeing and take refreshment and comfort breaks throughout the day and support and encourage your colleagues to do the same	You do not look after yourself i.e. don't take comfort breaks, refreshments etc.
<b>Leaders</b>	
You ensure your team have allocated time to attend core learning training and other role specific training	You neglect to ensure your team have time allocated or completed their core learning and role specific training
You ensure your area has up to date fire	You do not have fire safety evacuation,

Appendix 2 - Behavioural Framework – v5 25 August 2017  
Agenda Item 9.4

safety evacuation procedures, fire equipment and your team are fire trained and competent	or fire equipment, or your team are not trained and therefore not competent should a fire emergency arise.
You manage your team's safe staffing levels and have the correct skill mix to carry out your service safely, efficiently and effectively	You do not ensure you have enough staff or the correct skill mix to deliver your service safely.
You ensure that all staff have a local induction carried out when they join the Trust or have moved into your area, to familiarise them with your local safety and working procedures, even when they join for a shift/day	You neglect to conduct a local induction and therefore staff within your area are unaware of your safety procedures and ways of working
You look after and support your team's health and wellbeing	You do not support your team's health and wellbeing, i.e. breaks, refreshments
You work collaboratively and discourage silo working and divisiveness	You do not work with others, or encourage teamwork and do not challenge those who are disruptive
You deliver agreed standards and improvements in quality and safety consistent with your management role	You do not provide the necessary completed quality and safety standards and improvements evidence required as part of your role

## Excellence

<b>Do's</b>	<b>Don'ts</b>
You take responsibility for your work, tasks and actions	You do not take responsibility or neglect your responsibilities i.e. patient care, work unfinished
You take responsibility for how you represent ULHT both when at work and outside in all forms of communication, i.e. letters, emails, telephone, meetings, social media	You represent ULHT inappropriately when at work or outside when in communication with others, i.e. social media (Facebook), meetings, letters, emails, telephone
You use the correct and appropriate ULHT policies and channels to raise concerns or issues you may have or come across	You use inappropriate ways of escalating concerns or issues, i.e. social media (Facebook etc.) and do not follow the appropriate procedures
You are open and honest when things go wrong and take ownership and accountability	You do not acknowledge mistakes you have made or those you are aware of and do not take ownership and accountability of situations you have been involved in, i.e. blame someone else for your error, hide evidence of errors
You are innovative and adapt to new ways of working and embrace ideas towards the improvement of patient care and service delivery.	You are not open to new ideas and do not carry out new ways of working or block implementation
You are open to challenge and welcome feedback from others	You react negatively to challenge and feedback, i.e. a task you carried out was not of a satisfactory standard and you act in a rude or impolite manner when receiving constructive feedback
You recognise the importance of learning from lessons, changing as a result and sharing this knowledge with your colleagues	You do not listen or acknowledge improvements which could be made
You are empowered to carry out your job role and if you require additional training or information you ask for help	You fail and struggle to carry out your job role and do not request help from your line manager
You act responsibly when spending Trust money, and you support and embrace opportunities to save money.	You spend Trust money without due diligence and do not follow Trust procedures to save money, i.e. expensive hotels, first class train travel
<b>Leaders</b>	
You are innovative, adaptable and proactive in both creating, adopting and sharing new ways of working for and with your team and service	You are not creative, flexible, thoughtless to issues arising and reject new ways of working, i.e. changes to service, changes to team skill mix
You are inspirational and support your	You do not support your team's

team to improve themselves and service delivery	improvement or the service's
You recognise excellence, value and thank your team, in both collaborative efforts and individual	You do not value your team's contributions and neglect to thank them
You recognise individual talent and fully support and play a part in their development and progression	You do not progress or develop your staff
You empower others to aim for high standards and not normalise poor practice	You do not give your team the opportunity to raise poor standards
You inspire others in tough times by helping them to focus on the value of their contribution	You fail to support others and provide a caring and safe environment
You take full responsibility for your allocated budget and spend wisely. You are innovative in ways of saving money and encourage your team to follow your vision.	You are irresponsible with your allocated budget, i.e. allow expensive hotels to be booked, too many team members to attend conferences, authorising first class train travel. You do not advocate you or your team trying saving the Trust money.

## Compassion

<b>Do's</b>	<b>Don'ts</b>
You consider others feelings, especially when giving bad news or feedback	You are inconsiderate and matter of fact towards others and how they feel when you discuss bad news or feedback and assume others would feel the same as you, or share your views
You are compassionate with all those in your care and your colleagues and take the time to understand their situation at that point in time	You are not compassionate and do not consider or acknowledge what it is like from someone else's perspective, i.e. you may ignore a patient in pain and consider it part of the process, or a colleague is upset and you are unsupportive and ignore them
You always help those who require assistance and guidance	You ignore others who may need your help, i.e. you ignore someone who looks lost in the hospital, you ignore colleagues when they ask for help or support and expect someone else to assist them
You are approachable, helpful and kind	You are unapproachable, difficult to work with and unhelpful to patients and colleagues
You establish others understanding when you have discussed and explained their care or a task with them, and invite and encourage questions	You give instructions or information and do not give the other person an opportunity to reflect or ask questions to confirm their understanding
<b>Leaders</b>	
You go out of your way to build positive and caring relationships and working team environment	You do not understand the importance of a good, positive healthy team working environment
You are compassionate, supportive and listen to your team members in times when they find work and personal matters difficult	You are not supportive when your team members have work or personal matters, i.e. a colleagues behaviour, a bereavement.
You are accessible, listen and act with empathy and kindness towards others	You ignore your team members and are never available when your team or others need you, i.e. your office door is closed, you do not look up when someone is talking with you, you do not have team meetings or 1:1's
You offer and expect to receive constructive challenge and discourage confrontation	You are unable to discuss or receive constructive feedback without being defensive, disrespectful or rude and allow confrontation to take place
You support your staff when they need	You do not look after your staff when

your help and follow ULHT policies and procedures when required	they have a need and do not follow policies and procedures, i.e. grievances, compassionate leave etc.
---	---

## Respect

<b>Do's</b>	<b>Don'ts</b>
You greet visitors in your area in a welcoming and sincere way, introducing yourself and your role; 'Hello, my name is ....'	You do not welcome or greet visitors and do not introduce yourself
You use respectful and appropriate greetings when in conversation with patients or answering the telephone - 'Good morning/afternoon Mr or Mrs....'	You use inappropriate or over-familiar greetings when in conversation with patients, i.e. ducky, love, mate etc.
You treat everyone with kindness, dignity and respect	You neglect to understand the need for dignity or the respect of others, i.e. closing curtains when patients require privacy, raising your voice at colleagues and treating all colleagues with respect
You do not have favourites and treat everyone non-judgementally whether a patient within your care or colleagues	You treat some people differently to others and judge some patients and colleagues, i.e. you are not polite to some patients or treat colleagues differently because of their role
You are polite, honest and friendly to all you look after, meet and work with and will challenge those who display bad behaviours	You are a bully, offensive, act aggressively, rude in your conduct, or use inappropriate language when communicating.
You treat patients with dignity and respectfully when caring at their bedside and at all other times	You talk with your colleagues over patients when caring for them, i.e. discussions over patients when they are in bed, whilst being transported through hospital or other times
You always arrive punctually for work and meetings	You are late to work or meetings without giving a good reason for your absence or non-attendance
You are welcoming, supportive and inclusive of all colleagues within your area and to those colleagues who come to help your service area on a short term basis	You do not welcome and support colleagues, i.e. colleagues who are moved to different areas in times when the Trust is busy (bank or agency staff)
You do not allow your mood affect the way we treat others	You shout, ignore or upset others because of how you are feeling
<b>Leaders</b>	
You treat everyone the same and fairly within your team and do not have favourites	You treat some people better than others, i.e. allowing only one or a few of your team additional training, holiday allocation, promotion etc.

Appendix 2 - Behavioural Framework – v5 25 August 2017  
Agenda Item 9.4

You expect all of your team to be consistently punctual and attend work and meetings on time	You turn a blind eye and do not challenge team members who are consistently late, do not attend work or are late for meetings
You are a great role model, set high standards of behaviour and performance and lead by example	You have a negative approach and your standards of behaviour are poor and you do not seek help when struggling or unsure
You set and manage your team's individual and team objectives against our standards to improve patient care and service delivery	You do not set appropriate objectives for your team or individuals within to appropriately support the improvement of patient care
You hold regular team meetings, 1:1s and appraisals with personal development plans, to ensure all your team members are communicated, supported and developed	You do not recognise the importance of holding regular team meetings or the need to communicate effectively with your team, and they are left unsupported and underdeveloped.
You behave respectfully, consistently and fairly and make sure that others do so, even when we are under pressure	You behave unprofessionally and react disappointingly when under pressure and allow others to behave in this way
You collaborate with your peers and understand how our services fit together and recognise how the culture and politics work across the organisation, so you can help your team get things done	You focus solely on your own service at the expense of the broader services and the Trust
You communicate, involve and respect others when decisions are made or changes are taking place	You spring changes on others without prior discussion