

# Staff Handbook

---

A guide to living out our  
Values and Behaviours

We all **CARE**



**C**ompassionate



**A**spirational



**R**esourceful



**E**xcellent



# Introduction

Our Organisational Values are the guiding principles that set how we work as an organisation.

Values come alive through behaviours. It's through our behaviours that we demonstrate to others those things that are important to us, as individuals and as an organisation.

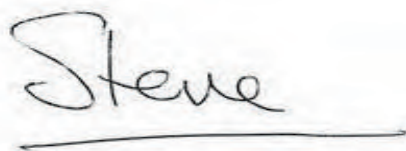
Since its launch in May 2017 our 'What Matters' engagement programme has connected with over 3800 members of staff through a series of conversations around values and behaviours.

This framework is the product of those conversations; they were formed from your voices, they are your thoughts and beliefs. These are the things 'that matter' when it comes to behaviours at the RBFT.

**What** we do is important, but equally so is **how** we do it. This framework sets out the standards we expect of everyone who works for the RBFT and highlights those behaviours that have no place here.

This framework brings with it an expectation for all of us – an expectation to recognise and celebrate great behaviours and constructively challenge poor behaviours when we see them.

Be thoughtful, be proud, be our best – in simple terms, that's the ask of all of us.

A handwritten signature in black ink that reads "Steve". The signature is written in a cursive style and is underlined with a single horizontal line.

Steve McManus - Chief Executive





The Journey.....

Compassionate

Caring  
**Listening**  
Communication  
Feedback Understanding  
Respect Body-Language  
**Empathy**

Think-outside-the-box  
Cut-out-waste Creative Problem-solving  
**Efficient** Teamwork  
Time-management  
**Innovation**

Aspirational

Resourceful

Feedback Communication  
Leadership **Above-and-beyond**  
**Training** Innovation Learning  
Drive-and-Motivation

Communication  
**Above-and-beyond**  
Professional Pride Honest Teamwork  
**Learning-from-Mistakes** Feedback

Excellent

***“Working together to provide outstanding care  
for our community”***

## **Bringing alive the Behavioural Framework**

How does it work? What is expected of me?



As a part of the ‘What Matters’ programme, your aspiration to live these behaviours in our day to day practice was clear.

It is key that you understand what the expected and acceptable behaviours are. Each and everyone of us needs to hold up a mirror and ask “Am I displaying the right behaviours? If not, why not? What is the impact that this has on those around me?”

It is important that we create an environment which is open, honest, inclusive and safe; where feedback is provided on the acceptable and unacceptable behaviours from each and every one of us.





# Compassionate

All our relationships are based on empathy, respect, integrity and dignity. In every interaction and communication, we treat colleagues, patients and their families with care and understanding.

| Behaviour     | It is <b>EXPECTED</b> that I will...   |
|---------------|--|
| Listening     | Give people my full attention.   |
|               | Maintain open and positive body language including making eye contact.                             |
|               | Check people's understanding by repeating things back and make it clear that they have been heard. |
| Caring        | Work with colleagues as part of a team to deliver the best outcomes.                               |
|               | Strive to go the extra mile when I'm able to do so.  |
|               | Be proactive rather than reactive to respond to people's needs.                                    |
| Communication | Be respectful and introduce myself with #hello my name is.   |
|               | Adapt my communication to make sure I meet people's needs.   |
|               | Be clear and open.   |
| Respect       | Be polite and kind.  |
|               | Recognise and respect people's difference and diversity.   |
|               | Take responsibility for how my attitude and emotions might affect others.                          |
| Empathy       | Put myself in the shoes of others and seek to understand people's needs and perspectives.          |
|               | Never judge others.  |
|               | Support others through difficult situations and do what I can to help.                             |



## Behaviours we don't want to see

Not challenging harassment or discrimination.

"It's not my job"/unhelpful attitude.

Doing the minimum required to help others.

Reacting defensively to feedback.

Failing to recognise people as individuals.

Intolerant and judgemental attitudes.

Talking over or interrupting others.

Treating others in a way you wouldn't want to be treated.

Rudeness to others.

Being unapproachable.



# Aspirational

We strive to continuously improve, to be the very best that we can be  
– as individuals and as an organisation.

| <b>Behaviour</b>                | <b>It is EXPECTED that I will...</b>  |
|---------------------------------|---|
| <b>Learning and Development</b> | Strive to learn and develop, so I can always be 'better than yesterday' in my work.                 |
|                                 | Take personal responsibility for my learning and development at work.                               |
|                                 | Share information and learning with those who I work with so we can collectively improve.           |
| <b>Above and Beyond</b>         | Put the needs of patients and their families first.   |
|                                 | Keep positive and tackle issues and challenges in a constructive way.                               |
|                                 | Be proactive in my approach to meeting people's needs.  |
| <b>Innovation</b>               | Be open to change.  |
|                                 | Look for new, improved ways of doing things, informed by evidence, best practice and research.      |
|                                 | Come forward with ideas.  |
| <b>Drive and Motivation</b>     | Persevere and not give up.  |
|                                 | Be a positive role model for those who I work with.   |
|                                 | Make sure I understand how I contribute to the vision and goals of the Trust.                       |
| <b>Feedback</b>                 | Give positive, constructive feedback so people know that I value their contribution. Say thank you. |
|                                 | Respond positively when I receive feedback so I can always strive to be better.                     |





## Behaviours we don't want to see ❌

Dismissive of people and new ideas.

Focus on your own needs above others.

Not taking pride in your development.

Negativity.

Blaming others.

Not valuing the work and contributions of others.

Not adhering to training requirements.

Withholding or not sharing information appropriately.

Excluding people.

Not asking for feedback.

We live within our means. We respond to the challenges of today and tomorrow in effective, efficient, innovative and optimistic ways.

| Behaviour                | It is <b>EXPECTED</b> that I will...  |
|--------------------------|---|
| <b>Efficient</b>         | Be organised and prioritise tasks appropriately.  |
|                          | Make the best use of other peoples time, respecting and recognising that everyone's time is precious. |
|                          | Use the expertise and skill of those around me to enable me to be the best that I can be.             |
| <b>Problem Solving</b>   | Use my initiative to resolve issues and deliver the best outcomes.                                    |
|                          | Think 'outside the box' and creatively about how I respond to challenges.                             |
|                          | Be open to, and respectful of the viewpoints of others.   |
| <b>Teamwork</b>          | Have high expectations of myself and the team that I work in.   |
|                          | Work as part of a wider team and collaborate with colleagues to deliver the best outcomes.            |
|                          | Share information and knowledge to ensure efficient working.  |
| <b>Cutting out Waste</b> | Dispose of waste in the correct and appropriate way.  |
|                          | Recognise my role and contribution to ensure my team/directorate meets its budget.                    |
|                          | Take personal responsibility for the efficient use of the materials I use in my work.                 |
|                          | Challenge others appropriately when I see resources being wasted.                                     |



## Behaviours we don't want to see ✗

Wasting materials through ineffective working.

Wasting people's time by being late with no good reason.

Working in silos or not collaborating with colleagues.

Not doing things differently because *"we've always done it this way"*.

Not using your initiative.

Not asking for help or support of others as needed.

'It's not my job' attitude.

Over focus on the reason why things won't work as opposed to why they will.



# Excellent

We commit to excellence in everything that we do – placing patient safety and quality at our heart. We learn from mistakes, we do what we say we are going to do and hold ourselves and colleagues to the highest standards.

| Behaviour                     | It is <b>EXPECTED</b> that I will...   |
|-------------------------------|--|
| <b>Learning from Mistakes</b> | Speak up if I see something that's not right.  |
|                               | Not blame others, but rather look to see how we can improve to be better.                  |
|                               | Take personal responsibility for contributing to the safety culture of the Trust.          |
| <b>Professional</b>           | Be presentable and professional in my appearance.  |
|                               | Adhere to the relevant policies and guidelines that apply to my role.                      |
|                               | Communicate appropriately, at the right time, in the right place as circumstances require. |
| <b>Pride</b>                  | Be a role model for the RBFT.  |
|                               | Understand that the standard I walk past is the standard I accept.                         |
|                               | Strive to meet my goals and objectives.  |
| <b>Honesty</b>                | Be clear and open in my communication.   |
|                               | Do the things I say I am going to do.  |
|                               | Be honest and say sorry If things don't go right.  |
| <b>Above and Beyond</b>       | Put the needs of patients and their families first.  |
|                               | Always seek to understand the whole picture to ensure the best service is provided.        |





## Behaviours we don't want to see X

Work in isolation from others.

Not challenging poor practice.

Unprofessional approach and appearance.

Blaming rather than learning.

Not being inclusive.

Lack of self awareness.

Seeing safety and quality as 'someone else's business'.

# Effective Feedback

Feedback is an underpinning key factor of this framework. It is a two way conversation which should be given in private and delivered in a timely, non judgemental and constructive manner.

## The BEER Coaching Model

### BEER Model

**B** — Behaviour (when you.....)

**E** — Effect (It means.....)

**E** — Emotion (I feel.....)

**R** — Result ( I would like/ What can you ....)

Information on available training can be found on the intranet site under the learning tab.

<http://www.royalberkshire.nhs.uk/intranet/learning.htm>

### References

BEER coaching model adapted from Amy Shoemaker <https://stewartcoopercoon.com/beer-coaching-model/> accessed 20 September 2018

# Bringing alive the Behavioural Framework

A few examples of where it will be enacted

Training

Trust Core Induction

Specific Inductions

Appraisals

Recruitment

Team Meetings

1-2-1s

Coaching

Patient Leaders

Role Modelling

ILM 3 Programme

Henley BA Hons Programme

Clinical Leadership Programme

HR policies and procedures

Advertisements

Communications

Patient Feedback

Recognition Star Cards

Ward Accreditation

Employee Awards



WE ARE: **NHS**  
**Royal Berkshire**  
 NHS Foundation Trust



2018 —————>>> 2025

PROVIDE THE HIGHEST QUALITY CARE  
 INVEST IN OUR STAFF & LIVE OUT OUR VALUES  
 DRIVE THE DEVELOPMENT OF INTEGRATED SERVICES  
 CULTIVATE INNOVATION & TRANSFORMATION  
 ACHIEVE LONG TERM FINANCIAL SUSTAINABILITY



2018 —————>>> 2025



**Royal Berkshire**  
 NHS Foundation Trust