

Value: Patient and Customer Focus

Behavioural Anchor: Does not always meet Expectations	Behavioural Anchor: Consistently meets Expectations	Behavioural Anchor: Exceeds Expectations
Theme: Effective Communication with patients, families, carers and colleagues		
Does not always communicate effectively with patients, families, customers and staff to deliver relevant, timely and reliable information	Consistently communicates effectively with patients, families, customers and staff to deliver relevant, timely and reliable information	Anticipates needs and proactively establishes new and effective communication channels within and across departments (where appropriate) to deliver relevant, timely and reliable information to patients, families, staff & customers
Theme: Communication: levels of engagement across the organisation		
<p>Sometimes does not hold or communicate relevant information to keep patients, families, staff and customers updated</p> <p>Often gives the impression of being unavailable or busy and tends to communicate with patients, families, staff and colleagues only upon request</p>	<p>Consistently communicates full and accurate information to patients, families, staff and customers to keep them updated</p> <p>Keeps patients, families, staff and colleagues internally and across departments fully informed on progress and changes to plan. Caters to requests and prioritises urgency</p>	<p>Proactively communicates and disseminates information to individual's and across departments to ensure effective working and progress of actions</p> <p>Takes the lead in seeking out and anticipating patients', families, staff and customers communication needs and requests, and prioritises urgency within, and where appropriate, across departments</p>
Theme: Personalisation and delivery of care to patients (Note: For non front line staff please interpret theme to context of own job role)		
<p>Aware of 'Safe, Clean, Personal' ethos but displays limited evidence of personal practice</p> <p>Seen as often avoiding spending time with patients or customers by focusing rather on administrative tasks and activities that take care away from the patient</p> <p>Provides standard service. Little evidence of a person-centred approach</p>	<p>Consistently adopts 'Safe, Clean and Personal ' ethos</p> <p>Connects with patients, families and carers to personalise the service. Where applicable, adapts care plans to fit individual needs</p> <p>Sees things from an individual patient's perspective</p>	<p>Adopts and advocates the 'Safe, Clean, Personal' ethos at all times</p> <p>Goes the extra mile to provide customised, one to one attention and care for patients, personally, or as a part of the multi-disciplinary healthcare team</p> <p>Role model – personalises own service and actively encourages others to act in a patient/person-centred way</p>
Theme: Attitude towards people and working environment		
<p>Limited evidence of participation or collaboration with developments.</p> <p>Focuses on existing tasks and job remits and tends to put 'protective' boundaries around ideas</p>	<p>Recognises patients' and organisation's needs, is aware of changing situations, actively seeks out opportunities to collaborate and improve current environment</p> <p>Encourages participation and contribution throughout the Trust</p>	<p>Fosters and drives an environment of change by partnering with patients, families, staff and external parties to shape patient-centred services</p> <p>Proactively facilitates change through staff involvement and engagement</p>
Theme: Minimises and learns from mistakes		
<p>Does not always work to Trust protocols</p> <p>Overlooks own and others' mistakes and/or omissions. Does not consistently report errors/near misses</p>	<p>Adheres to Trust protocols ensuring quality standards are met</p> <p>Identifies, reports and corrects mistake, omissions and near misses</p>	<p>Adheres to Trust protocols and quality standards. Challenges and leads on changing protocols where required.</p> <p>Anticipates errors, mistakes and/or near misses and proactively deals with them. Discusses with colleagues and uses as a learning opportunity. Communicates lessons learnt across departments.</p>

Value: Continuous Improvement

Behavioural Anchor: Does not always meet Expectations	Behavioural Anchor: Consistently meets Expectations	Behavioural Anchor: Exceeds Expectations
Theme: Disposition and attitude towards change		
<p>Relies on current practices. Tends to be reluctant to test new ideas, schemes and designs</p> <p>Attached to existing ways without seeing the need to explore alternatives</p>	<p>Challenges the current situation. Keeps an open and critical mind to their environment. Accepts and understands the need for change.</p> <p>Listens and is open to suggestions. Responds well to improvement suggestions Encourages change and shares ideas.</p>	<p>Drives an environment of change. Demonstrates forward thinking and constantly moves the service forward</p> <p>Pioneers and sees through change. Puts innovative improvement solutions and mechanisms in place.</p>
Theme: Attitude towards moving forward, measuring and auditing improvements		
<p>Sometimes advocates change without quantifiable evidence of outcomes (benefits and costs).</p> <p>Can be too eager to change without thinking through and/or planning steps forward.</p>	<p>Reviews and refines change initiatives.</p> <p>Uses planned measurements to assess performance and effects of change.</p>	<p>Leads the introduction of new ways of working within/across departments, based on evidence of best practice measuring and auditing improvements.</p> <p>Addresses problems in a person-centred way. Redirects initiatives and leads improvements (large or small scale) keeping focus on patient, customer, staff and Trust benefits.</p>
Theme: Reduction of waste and inefficiency		
<p>Demonstrates little appreciation of the Trust's resources. Tends to see/perceive resources as an element outside their role/control/influence</p> <p>Accepts how things stand. Does not volunteer ideas to reduce inefficiency and/or waste in own work practices</p>	<p>Uses and manages Trust resources with appropriate consideration of 'value for money' principles.</p> <p>Consistently identifies opportunities to reduce waste and inefficiency and suggests ideas within the team</p>	<p>Demonstrates an appreciation of Trust resources and actively promotes or introduces innovative approaches to effectively manage Trust resources.</p> <p>Advocates and leads on initiatives to reduce waste and inefficiency in Trust activities</p>
Theme: Self-improvement		
<p>Focuses mainly on routine job requirements</p> <p>Does not see the necessity of continuous personal improvement and development of new knowledge and skills to support changes to role and service</p> <p>Little involvement with seeking or receiving feedback from others. Does not collaborate well in transition periods</p>	<p>Aligns goals and objectives to support the Trust's vision. Identifies own short and long term development needs</p> <p>Fulfils personal and professional development requirements for current role. Identifies emerging personal development needs and actively seeks development options to meet identified needs Responds well to feedback and provides feedback to others. Collaborates well in transition periods.</p>	<p>Actively seeks and explores new avenues for personal and professional development to support the Trust's vision</p> <p>Fulfils or exceeds personal and professional development requirements for current role.</p> <p>Seeks feedback from others and consistently offers feedback. Collaborates across the trust bringing fresh thinking and implementing new benchmarks.</p>

Value: Accountability

Behavioural Anchor: Does not always meet Expectations	Behavioural Anchor: Consistently meets Expectations	Behavioural Anchor: Exceeds Expectations
Themes: Personal accountability		
<p>Does not always accept responsibility for own decisions, actions or results</p> <p>Defends own practices and does not challenge them</p>	<p>Takes full responsibility for own actions</p> <p>Always transparent and quick to admit mistakes, regularly reviews practice. Follows actions through personally to support colleagues</p>	<p>Is self-aware, able to inspire others and creates a learning culture</p> <p>Consistently acts with professionalism and integrity being a role model and influencing others by offering feedback, coaching and sharing best practice as appropriate</p>
Theme: Accountability beyond job role and across department boundaries		
<p>Focuses merely on specific job boundaries and confines responsibility strictly within their job role</p> <p>Sometimes identifies problems, within own work areas, but does not assume responsibility for resolving them, offering solutions or raising issues</p>	<p>Clear about own role and seeks out opportunities to contribute outside of job role</p> <p>Takes responsibility for resolving problems directly and indirectly related to other areas of work. Follows through personally</p>	<p>Very clear about their role in the organisation and always ready to venture beyond departmental boundaries</p> <p>Anticipates issues and takes responsibility for resolving problems. Removes obstacles for others so that teams can deliver results and succeed</p>
Theme: Contribution aligned to Trust's goals		
<p>Focuses mainly on personal practice. Does not demonstrate how this contributes towards Trust goals</p>	<p>Demonstrates through practice, personal contribution towards Trust's goals</p>	<p>Demonstrates to others, through personal practice, how individual contribution is aligned to the Trust's goals</p> <p>Supports and coaches others in understanding how their personal contribution aligns to Trust goals.</p>

Value: Respect

Behavioural Anchor: Does not always meet Expectations	Behavioural Anchor: Consistently meets Expectations	Behavioural Anchor: Exceeds Expectations
Theme: Supporting and empowering staff involvement		
<p>Weak team player who rarely displays team spirit. Slow to consider the needs of other team members or offer help and support to colleagues</p> <p>Relies on hierarchy and title rather than leading by example.</p> <p>Reluctant to challenge unacceptable behaviour</p>	<p>Strong team player or team leader who displays and respects team values, offers support to colleagues, empowers staff involvement and contributes to team goals</p> <p>Is able to influence others and uses authority only when needed.</p> <p>Challenges unacceptable behaviour</p>	<p>Excellent team player and/or team leader who constantly seeks to ensure team values are upheld, supports colleagues, empowers staff and monitors and acts on complaints</p> <p>Leads by example and not by title.</p> <p>Addresses unacceptable behaviour and ensures corrective measures are put in place</p>
Theme: Interpersonal skills: Ability to be consistent and understand others needs		
<p>Takes little account of others' thoughts, feelings or perspectives</p> <p>Behaves either with over familiarity when dealing with patients or customers, or with a negative attitude when dealing with others</p>	<p>Connects with others' thoughts, feelings, and perspectives. Understands others, and directs own input and efforts in line with others' needs</p> <p>Consistent, in behavioural patterns; courteous, polite and considerate. Displays a positive attitude when dealing with others</p>	<p>Takes action to ensure others needs are understood and addressed. Proactively ensures stakeholder engagement and action upon decision making</p> <p>Connects with others and is consistently courteous, polite and considerate.</p>
Theme: Respect to Trust's policies and procedures		
<p>Does not always follow or keep up to date with Trust policies and procedures</p>	<p>Is aware of and consistently follows Trust policies and procedures</p>	<p>Consistently follows, Shapes, advocates and/or develops Trust policies and procedures as appropriate to role</p>
Theme: Respect and contribute to Trust reputation		
<p>Has little involvement or alignment with raising and building the Trust's name and reputation.</p> <p>Fails to understand and demonstrate personal contribution towards Trust's goals. Does not communicate to others in a positive manner about the Trust.</p>	<p>Consistently contributes towards raising, building and expanding Salford's name and reputation.</p> <p>Demonstrates confidence to the organisation and consistently communicates to others in a positive manner about the Trust</p>	<p>Seeks out opportunities to raise the profile of the Trust at all times. Consistently works to build and/or expand Salford's reputation for Excellence,</p> <p>Enhances networks and partnerships to raise Salford's visibility and actively encourages others to understand how they can contribute to the Trust's goals. Responds constructively to negative publicity about the Trust.</p>