

Expected Standards of Behaviour at Work Policy

CNWL requires all employees to act with honesty and integrity and to treat others with the respect and dignity that they would expect themselves. The purpose of this policy is to ensure that all employees clearly understand what is expected of them in relation to their role, conduct and behaviour.

This policy is essential reading for all staff.

All staff should be aware of the existence of this policy.

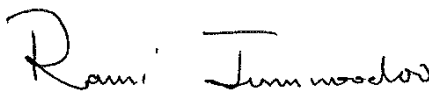
Key points of the policy:

- This policy applies to all staff including substantive employees, temporary staff, agency workers and contractors.
- This policy sits alongside the recognised professional codes of conduct issued by certain professional and statutory bodies
- The policy sets out a behavioural framework linked to our core values. In this we identify the behaviours that all CNWL employees should aspire to. The framework provides a focus for discussion, within teams and with managers and individual members of staff.
- Staff who behave in such a way that is unacceptable to the Trust will be managed under the Trust's Disciplinary Policy.
- Serious breaches of this policy such as acts of theft, fraud and other forms of dishonesty, violence, harassment and the abuse or neglect of patients may be treated as grounds for dismissal.

Expected Standards of Behaviour at Work Policy

Policy lead:	Associate Director for OD
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1. Purpose and Scope

This Code, together with the NHS Constitution (Appendix A) and Public Service Values (Appendix C) set out the standards of conduct expected of all employees in carrying out their duties for the Trust.

All staff are expected to provide the highest possible standards of care and service, to act with honesty and integrity and to treat others with respect and dignity.

2. Responsibilities

Individual / Group	Key Responsibility
Board of Directors & Divisional, Borough, Service and Clinical Directors	To lead by example, abiding by and showing commitment to these standards and to work in a way that is consistent with the Trust core values. To abide by the Code of Conduct for NHS Managers.
Joint Negotiating Consultative Committee	To abide by and show commitment to these standards and to work in a way that is consistent with the Trust core values. To monitor the effectiveness of the policy; to regularly review the policy and amend as necessary.
Managers	To abide by and show commitment to these standards and to work in a way that is consistent with the Trust core values. To abide by the Code of Conduct for NHS Managers. To provide the necessary clinical support, education and training needed by staff to help them reach and maintain these levels.
Employees	To abide by and show commitment to these standards and to work in a way that is consistent with the Trust core values.
Human Resources	To abide by and show commitment to these standards and to work in a way that is consistent with the Trust core values. To support line managers and staff where these standards are breached.
Staff side/trade union representatives	To abide by and show commitment to these standards and to work in a way that is consistent with the Trust core values. To support their members with advice and guidance should they breach these standards.

3. Definitions

Personal Conduct the way in which the Trust expects all staff to behave, reflecting common standards of decency.

Clinical Conduct the way in which the Trust expects all staff to conduct themselves in terms of their clinical practice.

4. The Code

The Trust's vision and values underpin everything we do and it is an expectation of all staff that they work in a way that is consistent with these values.

Section 4.1 sets out the behavioural framework that has been developed for use within CNWL. Against each of the trust's core values, the framework identifies a range of statements indicating the associated behaviours. The framework has been developed by our staff and service users/patients. It is intended for use within teams, and between line managers and staff members when considering performance during supervision and during the annual appraisal process. It is a developmental tool.

Section 4.2 sets out the standards of personal and clinical conduct expected of all staff across the Trust.

4.1 Behavioural Framework

Compassion

We all contribute to a compassionate environment for everyone here; what we say and do helps make the lives of others better

- We act to maintain the dignity and safety of our colleagues and users of our services
- Rather than just following a procedure or process, we find out what a person really needs, and try to meet those needs and exceed their expectations
- What we say and do shows people we understand what they need and that we have heard
- As well as thoughts, we acknowledge and work with feelings - our own as well as other people's
- We take time to stop and listen to people – really listen and not jump in with our view or solutions – even when we are busy
- We are warm and approachable to others, and recognise the positive impact of a smile
- We are hopeful in our words and actions even when those around us don't see hope themselves
- We prioritise people over tasks, unless they are really urgent
- While we recognise that it is more difficult to show the behaviours in this framework when the pressure is on, we don't allow this pressure to be an excuse for poor behaviour and never for bad behaviour

Respect

is owed to everyone and we acknowledge and welcome people's differences rather than ignore them or see them as problematic

- We are honest, open and transparent with those we come into contact with
- We maintain clear and appropriate boundaries, explaining the need for them as and when necessary
- In respecting a person, we don't allow their perceived status to influence how we treat them
- We are polite and courteous with everybody we come into contact with
- We show a genuine interest in what others have to say
- We reflect on our own biases and prejudices so as not to allow them to influence our actions
- If we notice somebody needs help or support, we do what we can to assist rather than ignore or assume somebody else will take action

- We recognise that our tone of voice can have an impact on those we are speaking to and do what we can to come across as calm, confident, reassuring and encouraging
- We recognise that people have strengths, knowledge and qualities we don't have; we seek to use and learn from them
- When working with users of our services, we recognise that they bring 'lived' experience of their condition and value this perspective
- When working with friends and families, we recognise that they bring considerable experience of supporting an individual with their condition; we work with this expertise
- Although we may be able to communicate in other languages, we see the inclusive value of working in English with colleagues and users of our services
- We prepare properly for the work we are about to do

Empowerment

We continually strive to provide information, resources and support to help others make their own decisions and meet their own needs

- We actively encourage others to express their views about something, and allow these views to influence our own actions
- We do what we can to make our systems, processes and procedures provide a benefit to colleagues and users of our services rather than a hindrance
- We continually make the information we provide simpler, clearer and more relevant
- We take ownership of issues rather than 'pass the buck' or blame the system
- We understand the importance of choice, and find ways to provide and communicate available choices to those we work with
- We make ourselves available and visible to others rather than 'locking ourselves away'
- We encourage others by giving them praise and recognition for their efforts and achievements
- We bring a positive energy to work and leave no doubt that we want to be here
- Our actions show that we trust colleagues to do a good job and to use their own initiative
- We make sure we find out what is expected of us and we make it clear what we expect of others
- We are open to change and embrace different ways of doing things
- We are a role model for all of the behaviours in this framework

Partnership

Wherever we are in the organisation, we behave in a way that shows that we recognise that commissioners and users of our services are the people who generate our business

- Rather than simply doing what is convenient at that moment, we act to meet the needs of individuals and the organisations
- We do what we say we are going to do
- We meet deadlines and show that time-keeping is important
- When deciding to do something, we consider the impact of our actions on others rather than just looking after our own needs
- When someone's behaviour is inappropriate, could be improved, or not good enough, we recognise that collaboration means taking action to address this
- We try to break down institutional barriers rather than maintain them or put them up
- We work with others rather than impose things on them
- We continually seek to understand what our colleagues do, and what goes on in the wider organisation
- We continually seek to share our knowledge and expertise with others
- We recognise our own limits and when we need to look to others for support
- When something goes wrong, we won't seek to assign blame but to learn from the situation and act to address it
- In recognising that CNWL's services may be just one part of a user's journey, we seek to develop healthy relationships with our external and internal partners, which sometimes means challenging them or calling them to account
- When change is proposed, we recognise the importance of engaging with users of our services and other partners
- We promote open discussion with users of our services, friends, family and colleagues about all aspects of service provision to find ways to improve it

4.2 Standards of Clinical Conduct Expected of Staff in all areas of the Trust¹

The Trust is committed to delivering a high quality service to the highest standards to all clients under its care and needs the support of all staff to ensure this is realised. Management, at all levels, will provide the necessary clinical support, education and training needed by staff to help them reach and maintain these standards. Clinical staff will be expected to abide by and show commitment to the standards of clinical conduct as outlined below, as well as working in a way that is consistent with the behaviours outlined above.

1. To carry out all the duties expected of you under your job description to the best of your ability as well as taking all reasonable steps, in co-operation with the Trust, to professionally develop

¹ Taken from APPENDIX D (Codes of Conduct – Disciplinary Policy), CNWL's *Disciplinary Policy*

your career. In addition, to bring concerns about your personal performance promptly to the attention of your line manager in order for appropriate support and training to be given.

2. To ensure you have a clear understanding of and are familiar with all the appropriate Trust Clinical Policies and to keep up to date on any changes to these, applying them at all times in your clinical practice.
3. To accept regular management supervision and to take part in clinical supervision and appraisal and attend whatever training courses are considered necessary to ensure your skills and the knowledge needed to perform your duties are kept up to date.
4. To abide by the GMC, NMC, HCPC or other professional Codes of Conduct as appropriate and ensure that you maintain your professional level of competence.
5. To keep your professional registration up to date and be able to produce verification of this when requested by the Trust.
6. To always be aware of the needs of all patients and clients under your care and to carry out all the duties required of you to the highest possible standards in order to meet these needs.
7. To ensure you contribute to and co-operate with the work of the multi-disciplinary team.
8. To maintain confidentiality at all times and respect the privacy, dignity and rights of patients and clients
9. To be accountable for the quality of the service you deliver to your patients and will be expected to deliver this service to the standards laid down by your professional body as well as by the Trust.
10. To be aware of and have respect for the cultural traditions and sensitivities of colleagues and clients, to genuinely appreciate the needs of others and behave towards them with dignity and respect. This includes understanding how other people perceive your personal cultural values and behaviour and how these might impact on their clinical well-being. The Trust respects the cultural values of all staff, but expects that these values will not interfere with or affect the well-being of colleagues, patients and clients.
11. To be committed to achieving the best possible standards of care in order to make a difference to the quality of the lives of your patients and clients. This includes the need to maximise the amount of face to face contact with patients and keeping to a minimum administrative duties whilst still fulfilling such obligations.

Employees should raise concerns in line with the trust and NHS processes and the requirements of their professional bodies

It is essential for each member of staff to maintain the above standards and to fully co-operate with management in ensuring these are fully met. Any breaches of these standards could lead to appropriate action being taken under the Trust's Disciplinary or Capability Policies, which could lead to dismissal.

4.3 Standards of Personal Conduct Expected of Staff in all areas of the Trust²

The following is a summary of the standards of personal conduct expected of all staff working across all areas of the Trust. It is appreciated that the client base can be challenging at times, but the Trust believes that, given high standards of clinical and personal competence as well as personal commitment, the Trust and its staff can deliver a service to our patients and clients of which we can be proud.

In return and in addition to laid down clinical standards, the Trust has the right to expect certain standards of personal conduct and behaviour from each individual member of staff in order to ensure the smooth and efficient running of the Trust. This conduct covers the following broad

² Taken from APPENDIX E (Codes of Conduct – Disciplinary Policy), CNWL's *Disciplinary Policy*

areas, but is not by any means exclusive. It reflects the common standards of decency and behaviour expected of all staff as follows:

1. To co-operate fully with your line managers at all times and to carry out all reasonable instructions as required in order to carry out your duties.
2. To be familiar with and follow all Trust Clinical and Employment Policies and to appreciate that a manager has the right to ensure all staff within their area of responsibility, follow and abide by these. Any failure to do so will be dealt with appropriately.
3. Special emphasis is placed on all staff following the requirements of the Trust's Dignity at work policy and the need to avoid unacceptable conduct both inside and outside the Trust, which could breach this policy and damage the reputation of the Trust. This will entail managers and staff conducting relationships with each other in a dignified and respectful manner. The Trust takes this issue very seriously and will investigate legitimate complaints. However, the misuse of this policy by bringing a malicious complaint will also be investigated under the Trust's Disciplinary Policy.
4. In the interest of good order and discipline, the use of inappropriate verbal, non-verbal or physical abuse of a racial, sexual or offensive nature towards any manager, colleague, patient or visitor is not permitted under any circumstances. Such conduct will lead to the matter being investigated under the Trust's Disciplinary Policy.
5. The use of personal mobile phones and tablets in the workplace may raise concerns about confidentiality and information governance for our patients and staff. It is recognised that making and receiving private calls may, due to personal circumstances, be necessary during work hours, also that the use of social media is becoming a more accepted method of communicating about work practices. Staff must discuss the practicalities with their line managers, adhere to local agreements and ensure that the use of such devices does not detrimentally impact on patient care.
6. Line managers will always treat their staff with dignity, respect and consideration and, in return, they have the right to be treated likewise by those they manage. Managers are authorised by the Trust Board to carry out their duties under the terms of their job descriptions and by the appropriate use of a range of clinical and employment policies. Any member of staff who attempts to unreasonably impede this legitimate process could leave themselves open to disciplinary action. This does not preclude the right of people to raise concerns using the trust processes to support the freedom to speak up.
7. Staff will be expected to co-operate with both clinical and managerial supervision, which is designed to offer support in an open and sensitive manner to give both parties the ability to address legitimate problems and areas of concern as well as help them develop their careers.
8. There may be occasions when a member of staff believes they may have been unfairly treated. They must make every effort to resolve this with their line manager calmly and reasonably. The formal part of the Grievance Procedure should only be used when the informal stage has been unsuccessful. All grievances will be dealt with as quickly as possible and both manager and staff member will be expected to maintain a normal business relationship pending the outcome of the grievance.
9. Issues concerning poor performance or unacceptable behaviour are dealt with under the Trust's Capability or Disciplinary Policies. Providing managers are using these policies appropriately in all the circumstances, staff cannot use the Grievance Procedure as a means of circumventing or delaying this legitimate process.

Employees should raise concerns in line with the trust and NHS processes.

5. Monitoring Compliance and Effectiveness

What key element(s) need(s) monitoring as per local approved policy or guidance?	Who will lead on this aspect of monitoring.	What tool will be used to monitor/check/ observe/ assess/ inspect/ authenticate that everything is working according to this key element from the approved policy?	How often is the need to monitor each element? How often is the need complete a report? How often is the need to share the report?	Who or what committee will the completed report go to. How will each report be interrogated to identify the required actions and how thoroughly should this be documented in e.g. meeting minutes.	Which committee, department or lead will undertake subsequent recommendations and action planning for any or all deficiencies and recommendations within reasonable timeframes?	How will system or practice changes be implemented and how will these be shared.
Element to be monitored	Lead	Tool	Frequency	Reporting arrangements	Acting on recommendations and Lead(s)	Change in practice and lessons to be shared
Number of cases dealt with under this policy	HR Manager – ER lead	Database	Quarterly	The Trust Board Joint Negotiating & Consultative Committee	Issues will be discussed at Service Line Senior Managers meetings	Required changes to practice will be identified and actioned within a specific time frame. A lead member of the team will be identified to take each change forward where appropriate. Lessons will be shared with all the relevant stakeholders.
Results from staff survey	Director of HR & OD	Analysis from staff survey	Annually	Trust Board & Joint Negotiating & Consultative Committee	Issues will be discussed at Service Line Senior Managers meetings	
Local adherence to the policy	Line Managers	Supervision & Appraisal Records	Monthly/Annually	Local SMT meetings		

6. Consultation

This policy has been developed in consultation with the HR Policy Review Group and the Joint Negotiating and Consultative Committee.

7. References

CNWL Disciplinary Policy
CNWL Vision and Values
CNWL Supervision and Appraisal Policy
CNWL Counter Fraud Policy
Code of Conduct for NHS Managers (2002)
The NHS Constitution (2013)

Appendix A

The NHS Constitution

NHS Staff have important legal duties which are summarised below:

- You have a duty to accept professional accountability and maintain the standards of professional practice as set by the appropriate regulatory body applicable to your professional role.
- You have a duty to take reasonable care of health and safety at work for you, your team and others, and to co-operate with employers to ensure compliance with health and safety requirements.
- You have a duty to act in accordance with the express and implied terms of your contract of employment.
- You have a duty not to discriminate against patients or staff and to adhere to equal opportunities and equality and human rights legislation.
- You have a duty to protect the confidentiality of personal information that you hold.
- You have a duty to be honest and truthful in applying for a job and in carrying out that job.

For further information, please refer to the NHS Constitution, part 4b.

Appendix B

Our Vision

Wellbeing for Life:

We work in partnership with all who use our services to improve health and wellbeing. Together we look at ways of improving an individual's quality of life, through high quality healthcare and personal support.

Our Values

Compassion

Our staff will be led by compassion and embody the values of care outlined in our staff charter

Respect

We will respect and value the diversity of our patients, service users and staff, to create a respectful and inclusive environment, which recognises the uniqueness of each individual

Empowerment

We will involve, inform and empower our patients, service users, carers and their families to take an active role in the management of their illness and adopt recovery principles. We will ensure our staff receive appropriate direction and support to help them to develop and grow.

Partnership

We will work closely with our many partners to ensure that our combined efforts are focused on achieving the best possible outcomes for the people we serve.

Appendix C

Public Service Values³

High standards of corporate and personal conduct, based on the recognition that patients come first, have been a requirement throughout the NHS since its inception. The three fundamental public service values are:

Accountability	Everything done by those who work in the Trust must be able to stand the tests of parliamentary scrutiny, public judgements on property and professional codes of conduct.
Probity	Absolute honesty and integrity should be exercised in dealing with NHS patients, assets, employees suppliers and customers.
Openness	The Trust's actions should be sufficiently public and transparent to promote confidence between the Trust and its patients, our employees and the public.

In addition, all those who work for or are in contract with the Trust should exercise the following when undertaking their duties:

Selflessness	staff should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends;
Integrity	staff should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties;
Objectivity	staff should, in carrying out public business (including making public appointments, awarding contracts or recommending individuals for rewards and benefits), make choices on merit;
Accountability	staff are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office;
Openness	staff should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest demands;
Honesty	staff have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest;
Leadership	all managers should promote and support these principles by leadership and example.

³Taken from the CNWL Counter Fraud Policy