

CARE

Behaviour Framework 2025



Introduction



Our Values in Action

Our journey to define our values began in 2017 with the "What Matters" programme. It gave us a foundation to build upon, a shared understanding of what truly matters to you. In 2021, we revisited those values, listening to your feedback and making adjustments to better reflect our evolving needs and priorities.

In 2024, we continued this journey with "What Matters 2024." You've told us loud and clear that our values of compassionate, aspirational, resourceful, and excellence still resonate deeply. Yet, we also recognise the importance of continuous improvement, we were also provided invaluable insights that have shaped this updated framework.

Your What Matters 2024 Feedback in Action

This framework has been updated based on your valuable feedback from the "What Matters 2024" programme. Here are some of the key changes:

Compassionate

You said:



You asked for a more compassionate and inclusive workplace.

We did:



We have emphasised the importance of active listening, clear communication, and understanding diverse needs. We're also promoting open communication and acknowledging the impact of our words and actions.

Aspirational

You said:



You called for greater innovation, collaboration, and support.

We did:



We're building a culture of continuous learning. These revisions emphasise embracing change, contributing to improvements, and providing and receiving feedback.

Resourceful

You said:



That sustainability and efficient use of resources are important to you.

We did:



We're promoting responsible practices and respecting everyone's time.

Excellent

You said:



About the need for a more transparent, supportive, and patient-focused environment

We did:



We're fostering open communication, teamwork, and a commitment to learning from mistakes. We're also emphasising proactively addressing issues and upholding the highest standards.

In addition to your feedback, our Behaviours Framework has also been reviewed in light of the 2024 Patient Safety Principles, developed by the Patient Safety Commissioner and also the Trusts commitment to the NHS Sexual Safety Standard. Both sources, in line with our Framework, seek to actively promote a culture of respect and safety for all to foster a truly compassionate workplace.

Embedding Our Values

This framework is woven into the fabric of our organisation. It influences how we recruit, develop our talent, conduct appraisals, and interact with each other every day. It's a guidepost for our individual actions and collective efforts, reminding us that how we work together is as important as the work itself. By embodying these values, we create a workplace where everyone thrives, and our community benefits.

Our Values



Compassionate



All our relationships are based on empathy, respect, integrity, and dignity. In every interaction and communication, we aim to create a supportive environment where colleagues, patients, and their families feel heard, valued, and cared for.

Aspirational



We strive to continuously improve and be the very best we can be – as individuals, as teams, and as an organisation. We champion inclusivity and belonging.

Resourceful



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

Excellent



We commit to excellence in everything that we do – placing patient care, 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. We champion open communication, teamwork, and continuous improvement.



Compassionate

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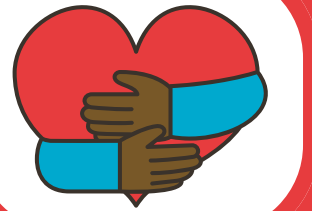
Behaviour

Our expectation of each other...



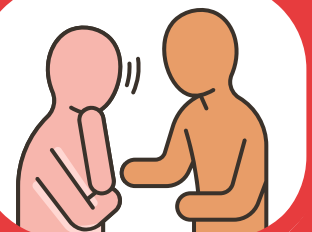
Listening

- Actively listen and give people our full attention, demonstrating genuine interest and empathy.
- Maintain open and positive body language.



Caring

- Collaborative work with colleagues, as part of a team, to deliver the best outcomes.
- Strive to do our very best to care for, support and assistance to patients, their families, and each other.



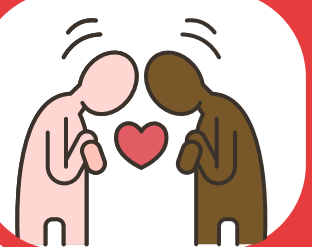
Communication

- Communicate with clarity, empathy, and respect in all our communications, be it written or verbal, through tone or choice of language.
- Introduce yourself and adapt your approach to meet the diverse needs of others.
- Role-model civility and kindness across all interactions, even in challenging situations.



Civility & Respect

- Cultivate an environment of openness and honesty, where diverse perspectives are valued and respected.
- Acknowledge the impact of our words and actions on others.
- Take responsibility for how our attitudes and emotions might affect others.
- Challenge any form of sexual harassment or discrimination and support colleagues who have experienced it.



Empathy

- Put ourselves in other people's situations and seek to understand people's needs and perspectives.
- Create a safe space for open communication and vulnerability.
- Never judge others.



Compassionate



Behaviours we don't want to see

- ❌ Ignoring harassment or discrimination and not challenging it
- ❌ '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

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Aspirational

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Behaviour

Our expectation of each other...



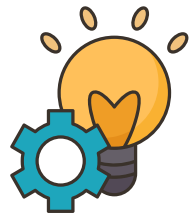
Learning & Development

- Strive to learn and develop, so we can always be better than yesterday in our work.
- Take personal responsibility for ensuring Mandatory and Statutory training are always up to date.



Be Your Best

- Put the needs of patients and their families first.
- Keep positive and tackle issues and challenges in a constructive and proactive way.



Innovation

- Embrace change and actively contribute ideas for improvement, fostering a culture of innovation.
- Embed Continuous Quality Improvement in our daily practices, seeking ways to enhance our services.



Drive & Motivation

- Persevere and not give up, supporting each other's efforts.
- Make sure we embrace the vision and goals of the Trust and how we contribute to them.



Feedback

- Give positive, constructive feedback so people know that we value their contribution, say thank you.
- Respond positively when we receive feedback so we can always try to be better.
- Challenge poor behaviour, foster a safe and inclusive environment where everyone feels empowered to speak up.



Aspirational



Behaviours we don't want to see

- ⊗ Dismissive of people and new ideas
- ⊗ Focus on your own needs above all others
- ⊗ Not taking pride in your development
- ⊗ Fostering a negative or unsupportive environment
- ⊗ Blaming others and/or the wider organisation
- ⊗ Not valuing the work and contribution of others
- ⊗ Not keeping up to date with training requirements
- ⊗ Withholding or not sharing information appropriately
- ⊗ Excluding people or making them feel isolated
- ⊗ Not asking for feedback

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Resourceful

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



Behaviour

Our expectation of each other....



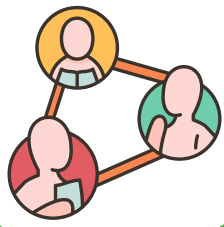
Efficient

- Organised and prioritise tasks appropriately to respect everyone's time.
- Make full use of digital and virtual technology to help work efficiently.
- Be flexible and support the wider needs of teams and services as they arise.



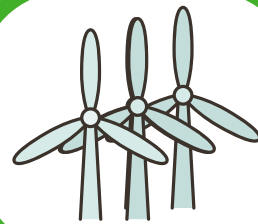
Problem Solving

- Use initiative to resolve issues.
- Share information, learning and knowledge to ensure efficient working.
- Be open to, and respectful of the viewpoints of others.



Teamwork

- Have high expectations of myself and the team that I work in.
- Fostering a supportive and inclusive team environment.
- Work as part of a wider team and collaborate with colleagues to deliver the best outcomes.



Sustainability

- Dispose of waste in the correct and appropriate ways.
- Recognise my role and contribution to ensure my team/directorate meets its budget.
- Take personal action and responsibility to promote sustainability and reduce our carbon footprint.



Resourceful



Behaviours we don't want to see

- ⊗ Wasting materials and energy
- ⊗ Wasting peoples time by being late with no good reason
- ⊗ Not asking for the help or support of others as needed
- ⊗ Working in silos or not collaborating with colleagues
- ⊗ Not using your initiative
- ⊗ Not doing things differently because 'we've always done it this way'
- ⊗ Over focusing on the reasons why things won't work, as opposed to why they will

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Excellent

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Behaviour

Our expectation of each other....



Learning from mistakes

- Speak up if we see something that's not right and report potential risks or safety concerns using reporting systems.
- Embrace an open and transparent culture where mistakes are seen as learning opportunities, not occasions for blame.
- Take personal responsibility for contributing to patient and staff safety at the Trust.



Professional

- Stay updated on and work to the relevant policies, guidelines and best practices that apply to our roles.
- Be presentable and professional in our appearance both in face to face and virtual environment.



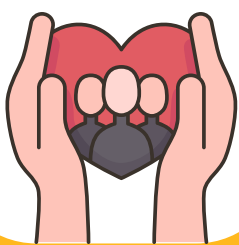
Pride

- Be a role model for those we work with, and the Trust, and demonstrating behaviours that exemplify the Trust's values.
- Understand that the standard we walk past is the standard we accept.
- Strive to meet our goals and objectives.



Honesty

- Do the things we say we are going to do. Be accountable for our actions and commitments.
- Say sorry if things don't go right, learn from mistakes, taking appropriate steps to rectify any errors and prevent recurrence.



Support each other

- Remember the needs of team members working remotely or virtually – out of sight is never out of mind.
- Support the health and wellbeing of colleagues.
- Refrain from and actively challenge any behaviour that may contribute to an unsafe or uncomfortable environment, including sexual harassment or discrimination.



Excellent



Behaviours we don't want to see

- ⊗ Working in isolation from others
- ⊗ Failing to address concerns and not challenging poor practice
- ⊗ Unprofessional approach and appearance
- ⊗ Focusing on blame rather than learning
- ⊗ Excluding others
- ⊗ Lack of self-awareness
- ⊗ Abdicating responsibility for safety and quality
- ⊗ Do not overlook the needs of team members working remotely or virtually – out of sight is never out of mind
- ⊗ Ignoring the health and wellbeing of colleagues

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Application

This framework sets out those behaviours that reflect our organisational values. The application of this framework will be seen in a number of key ways:

- **Personal Responsibility:** The start point for this framework is self. We all need to be responsible for role modelling the behaviours we expect to see.
- **Appraisal:** Appraisal conversations will focus on values and behaviours every bit as much as performance. They will be conversations not just about what you've done; they will be about how you did it – focusing on how you demonstrate the values and behaviours of the organisation daily.
- **Recruitment:** To work at the RBFT or to progress, you will need to evidence how you demonstrate Trust values and behaviours. Recruitment and selection processes will be values and behaviours based.
- **Performance and Conduct:** This framework spells out the expectation around behaviours at the RBFT. Where behaviour persistently and/or seriously falls below the standards we expect, this will be considered a matter to be addressed through the appropriate application of relevant Trust policies.
- **Induction:** Our values and behaviours are central to our induction process, providing everyone with a clear understanding of roles and responsibilities.
- **Talent Management:** Recognising Individual's Success and Excellence (RISE) Talent Management: As part of our approach to identifying and developing talent in the organisation, demonstration of the Trust's values and behaviours will be a pre-condition to accessing RISE talent management framework.
- **Every Day:** Everybody in the organisation has a responsibility to act in a manner consistent with this framework and to appropriately challenge others when the values and appropriate behaviours are not being demonstrated. In addition to appropriately challenging others, when we are challenged we have a responsibility to listen.
- **Feedback:** The ability, confidence and safety to provide feedback is central to this framework. The Trust will support staff through continually seeking to develop and maintain the conditions in which feedback can be given and appropriately received.

