

NHS Borders Behavioural Framework

**The framework defines the behaviours that our staff must demonstrate for our organisation to perform effectively.
Everything that we do relies on individuals and teams working interdependently,
with our patients at the heart of everything we do.**

This framework is a statement of who we are: what our patients can expect from us and what we expect from each other.

CARE AND COMPASSION

Expectation	Want to see	Don't want to see	Why?
Treat people as though they matter. Involve patients in their care. Consideration of patients as individuals and acknowledging diversity Caring and believing in what you do Putting patients first Showing you care	Be kind, patient and considerate. Make eye contact with patients during interactions. Smile where appropriate. Develop self-awareness, be aware of your impact on others and act on feed back. Treating others as you would expect to be treated Taking the time to care Engagement with and listening to patients and their family Valuing all contributions Empathy and understanding Listening to how others are feeling Compassion Going the extra mile Friendliness	Act with indifference, insensitivity or unkindness. Talk about, or over patients as though they aren't there. An uncaring attitude Gossip about others, hold grudges, demean or demoralise other colleagues. Abrupt behaviour Letting your mood affect how you treat patients and colleagues Being unapproachable Task focused, not people focused, behaviour Disrespect Blaming of others Acceptance of poor practice Taking of short cuts Poor attitude Focus on quantity rather than quality	Patients have the right to be treated with dignity and respect, in accordance with their human rights. When patients feel cared for it makes a significant difference to their experience. It also enhances recovery and reduces length of stay. For the sake of your wellbeing, and those around you, a supportive working environment is essential.

Dignity and Respect

Expectation	Want to see	Don't want to see	Why?
To be a team player To manage your own attitude and behaviour. To address concerns with colleagues as they arise. To communicate respectfully, openly and professionally. Treating others as they wish to be treated Listening and turning that into action Seeing things from another person's perspective	Be approachable, interact and co-operate, willingly offer help to others. Be aware of your body language. Try to see things from the perspective of others. Be professional at all times. Discuss any issues privately and sensitively. Actively listen and seek to understand. Respect for differences Keeping promises Transparency and honesty in care and delivery Respect towards colleagues and patients Listening to patients, family and colleagues Honesty and openness	Un-cooperative, indifferent to, or avoiding helping others. Let other people's attitude/behaviour lower your standards. Be a victim. Blame others when things go wrong. Make judgements without facts and/or act on hearsay. Inappropriate/offensive Language Making promises you can't keep Lack of communication Disrespectful behaviour Bullying or harassment Talking about people as if they're not there Patients being treated as inferior or incapable	Our organisation can be seen as one big team and even if you work individually, your contribution matters. A great team is efficient and effective which benefits staff, patients and contributes to the success of our organisation. Patients and visitors need to be able to trust healthcare professionals. If they see unprofessional or immature behaviour, they may lose confidence in us. Staff have the right to be treated fairly, equally and free from discrimination. Speak well of NHS services and our organisation to increase morale and build confidence in the services we provide.

Openness, Honesty and Responsibility

Expectation	<i>Want to see</i>	<i>Don't want to see</i>	<i>Why?</i>
Taking personal responsibility for your actions	Recognition of your own limitations	Aversion to change and complacency in service delivery	You are an advert for the health service and our organisation. Our reputation is in your hands. Be proud to work here and to represent us.
Sharing of ideas for Improvement	Continued learning to make constant improvements	Negative patient experience	
Observing processes e.g. quality, checklists, whistle blowing	Using mistakes as learning opportunities Taking the initiative to act and not leaving it to others	Taking of short cuts Poor attitude	You and your colleagues are a huge influence on our image (what people see) and our culture (what people experience). Image and culture create our reputation
Ability to work across boundaries	Encouragement of and response to feedback	Ignorance	
Working to the best of your ability	Sharing of ideas for improvement	Focus on quantity rather than quality	Our community deserves a vibrant, thriving hospital that's truly best for patients and great to work for.
	Ensuring patients have a voice	Not reporting of/raising concerns	
	Clear accountability	Negative attitude	
	Continuous reviewing of practices	No accountability	
	Encouragement of excellence	Discrimination	
	Openness to improvement and change	Ignoring of colleagues Ignoring of patient/family needs	
	Asking questions in order to understand	Lack of engagement with patients/staff who may find it difficult/uncomfortable to speak out	
	Having the confidence to challenge/speak up	A one size fits all approach	

Quality and Teamwork

<i>Expectation</i>	<i>Want to see</i>	<i>Don't want to see</i>	<i>Why?</i>
Courage to speak up and escalate concerns appropriately	Patient involvement and understanding of the care pathway	Unwillingness to change	Our organisation can be seen as one big team and even if you work individually, your contribution matters. A great team is efficient and effective which benefits staff, patients and contributes to the success of our organisation.
Working as part of a team to support others and improve service provision	Respect for colleagues	Disregarding others' opinions	
Acknowledgement of mistakes	Honesty when things go wrong	Allowing feelings to impact on how you behave towards patients and colleagues	It's important to focus on what resources we do have and what we can do; see the opportunities in the challenge. The best ideas are often really simple and you probably know what they are. NHS Staff should aim to play their part in sustainably improving services by working in partnership with patients, the public and communities
Taking responsibility	Involvement of patients and families in care provision	Lack of compassion and empathy	
Identifying mistakes and learning from them	Effective and clear Communication	Being uninterested	Patients and visitors need to be able to trust healthcare professionals. If they see unprofessional or immature behaviour, they may lose confidence in us.
	Consulting others in decision making	Putting individual agendas before patients/colleagues/teams	
	Including patients in decision Making and actively listening to their feedback	Making decisions for patients	
	Working together across teams and departments	Ignoring/ covering up mistakes	
	Sharing of knowledge and new ideas	Excluding patients and families	
	Making constructive challenges	Being disengaged	
	Being open to challenge from Others	Lack of awareness	
	Not placing blame on others	Isolating groups	In order to thrive, an organisation needs to grow and to develop its own talent.
		Not asking for help/advice	