**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***

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| **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 diversityCaring and believing in what you doPutting patients firstShowing 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 wouldexpect to be treatedTaking the time to careEngagement with and listening to patients and their familyValuing all contributionsEmpathy and understandingListening to how others are feelingCompassionGoing the extra mileFriendliness | Act with indifference, insensitivity or unkindness.Talk about, or over patients as though they aren’t there. An uncaring attitudeGossip about others, hold grudges, demean ordemoralise other colleagues.Abrupt behaviourLetting your mood affect how you treat patients andcolleaguesBeing unapproachableTask focused, not people focused, behaviourDisrespectBlaming of othersAcceptance of poor practiceTaking of short cutsPoor attitudeFocus on quantity rather than quality | Patients have the right to be treated with dignity and respect, in accordance withtheir 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 workingenvironment is essential. |

***Dignity and Respect***

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| **Expectation** | **Want to see** | **Don’t want to see** | **Why?** |
| To be a team playerTo manage your ownattitude and behaviour.To address concerns withcolleagues as they arise.To communicaterespectfully, openly andprofessionally.Treating others as they wish tobe treatedListening and turning thatinto actionSeeing things from anotherperson’s perspective | Be approachable, interactand co-operate, willingly offer help to others.Be aware of your body language.Try to see things from theperspective of others.Be professional at all times.Discuss any issues privatelyand sensitively.Actively listen and seek tounderstand.Respect for differencesKeeping promisesTransparency and honesty incare and deliveryRespect towards colleaguesand patientsListening to patients, familyand colleaguesHonesty and openness | Un-cooperative, indifferentto, or avoiding helpingothers.Let other people’s attitude/behaviour lower yourstandards.Be a victim. Blame otherswhen things go wrong.Make judgements withoutfacts and/or act on hearsay.Inappropriate/offensiveLanguageMaking promises you can’t keepLack of communicationDisrespectful behaviourBullying or harassmentTalking about people as if they’re not therePatients being treated asinferior 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 seeunprofessional 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 buildconfidence in the services we provide. |

***Openness, Honesty and Responsibility***

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| **Expectation** | ***Want to see*** | ***Don’t want to see*** | ***Why?*** |
| Taking personal responsibility for your actionsSharing of ideas forImprovementObserving processese.g. quality, checklists,whistle blowingAbility to work acrossboundariesWorking to the best of yourability | Recognition of your ownlimitationsContinued learning to makeconstant improvementsUsing mistakes as learningopportunitiesTaking the initiative to act andnot leaving it to othersEncouragement of and response to feedbackSharing of ideas forimprovementEnsuring patients have a voiceClear accountabilityContinuous reviewing ofpracticesEncouragement of excellenceOpenness to improvementand changeAsking questions in order tounderstandHaving the confidence tochallenge/speak up | Aversion to change andcomplacency in service deliveryNegative patient experienceTaking of short cutsPoor attitudeIgnoranceFocus on quantity rather thanqualityNot reporting of/raisingconcernsNegative attitudeNo accountabilityDiscriminationIgnoring of colleaguesIgnoring of patient/family needsLack of engagement with patients/staff who may find it difficult/uncomfortable tospeak outA one size fits all approach | 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.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 reputationOur community deserves a vibrant, thriving hospital that’s truly best for patients andgreat to work for. |

***Quality and Teamwork***

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| ***Expectation*** | ***Want to see*** | ***Don’t want to see*** | ***Why?*** |
| Courage to speak up andescalate concerns appropriatelyWorking as part of a team tosupport others and improveservice provisionAcknowledgement of mistakesTaking responsibilityIdentifying mistakes andlearning from them | Patient involvement andunderstanding of the carepathwayRespect for colleaguesHonesty when things go wrongInvolvement of patients andfamilies in care provisionEffective and clearCommunicationConsulting others in decisionmakingIncluding patients in decisionMaking and actively listening to their feedbackWorking together across teamsand departmentsSharing of knowledge and newideasMaking constructive challengesBeing open to challenge fromOthersNot placing blame on others | Unwillingness to changeDisregarding others’ opinionsAllowing feelings to impacton how you behave towardspatients and colleaguesLack of compassion and empathyBeing uninterestedPutting individual agendasbefore patients/colleagues/teamsMaking decisions for patientsIgnoring/ covering up mistakesExcluding patients and familiesBeing disengagedLack of awarenessIsolating groupsNot asking for help/advice | 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.It’s important to focus on what resources we do have and what we can do; see theopportunities 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 insustainably improving services by working in partnership with patients, the public andcommunitiesPatients and visitors need to be able to trust healthcare professionals. If they seeunprofessional or immature behaviour, they may lose confidence in us.In order to thrive, an organisation needs togrow and to develop its own talent. |