ANEURIN BEVAN HEALTH BOARD

VALUES AND BEHAVIOURS

1. INTRODUCTION

The purpose of this paper is to provide an update on the range of staff and patient engagement activities that have been undertaken to develop the values and behaviours expected within Aneurin Bevan Health Board.

The paper outlines the themes that resulted from the wide range of staff engagement activities and how the newly proposed values and behaviours will support the delivery of the organisational objectives.

The Board is asked to note the contents of the paper endorse the revised values and behaviours framework.

<table>
<thead>
<tr>
<th>Financial Assessment and link to Financial Recovery Plan</th>
<th>The resource required for the engagement activities were met from within the corporate Development and Well-being budget.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Assessment</td>
<td>The risk of insufficiently involving the workforce to develop the values and behaviours of the organisation could lead to disengagement.</td>
</tr>
<tr>
<td>Annual Operating Framework</td>
<td>Links to AQF – Efficiency and Productivity</td>
</tr>
<tr>
<td>Standards for Health Services Wales</td>
<td>This paper links to the following Standards for Health Services: STANDARD 1: Governance and Accountability, STANDARD 25: Workforce Recruitment and Employment Practices, STANDARD 26: Workforce Training and Organisational Development. STANDARD Dignity &amp; Respect.</td>
</tr>
<tr>
<td>Equality Impact Assessment</td>
<td>The content of this paper has been equality impact assessed with no differential negative impacts identified.</td>
</tr>
</tbody>
</table>
2. PURPOSE

The purpose of this paper is to provide an update on the range of staff and patient engagement activities that have been undertaken to develop the values and behaviours expected within Aneurin Bevan Health Board.

The paper outlines the themes that resulted from the wide range of staff and patient engagement activities and how the newly developed values and behaviours will support the delivery of the organisational objectives.

It is essential and timely both in light of the Francis Report and the results of the Staff Survey to ensure that the values and behaviours of the organisation have been shaped and are owned by the workforce at all levels.

3. BACKGROUND

The Health Board published its initial Behaviours Framework in early 2012. The Framework stated that the Health Board expects a high standard of behaviour from its staff; treating patients, their families, the public and colleagues with dignity and respect at all times. The Framework made explicit that all staff are expected to carry out their roles with dedication and a commitment to the NHS and its core values.

The core values that underpin the NHS in Wales are:

- Putting quality and safety above all else
- Integrating improvement into everyday working
- Focusing on prevention, health improvement and inequality
- Working in true partnerships with partners and organisations and with our staff
- Investing in our staff through training and development, enabling them to influence decisions and providing them with the tools, systems and environment to work safely and effectively

These core values support good governance and help ensure the achievement of our vision for Aneurin Bevan Health Board:

- Working with you for a healthier community
- Caring for you when you need us
- Aiming for excellence in all we do
In line with the commitment of the Health Board to promote positive employee engagement and in the spirit of co-production, it was recognised that it was important to build on the initial work undertaken in partnership to develop the Behaviours Framework. This supports and complements the information gained and ongoing work in relation to the results of the Staff Survey. It also supports the focus on engagement and the development of principles for agreeing local values and behaviours as part of the all Wales Working Differently, Working Together engagement work stream.

4. ENGAGEMENT

It was recognised that the values and behaviours of the organisation needed to be shaped and developed by all those who must enact them using a model of co-production. Presenting a set of pre-determined values to the organisation without appropriate engagement would have presented a risk of them never being owned by the workforce and may even have engendered resentment that they had been imposed.

Employee engagement has been found to impact positively on productivity, profitability and safety (Harter et al 2002). From an individual perspective, evidence suggests that employees that are engaged are likely to be more satisfied both in their life generally and in their job, leading to better physical and mental health. The CIPD (2010) defines engagement through 3 lenses:

- Intellectual engagement – described as ‘thinking’. This involves thinking about the job and how to do it better.
- Affective engagement – described as ‘feeling’, which involves feeling positive about doing a good and worthwhile job.
- Social engagement - ‘acting’. This means actively taking opportunities to discuss work related improvements with others at work and taking them forward.

Effective organisations identify and develop a clear, concise and shared meaning of their values, priorities, and direction so that everyone understands and can contribute. Once defined, the values and associated behaviours should impact every aspect of the organisation.

These will need to be supported and nurtured or identifying the values will have been a wasted exercise. People will feel misled unless they see the impact of the proposed engagement activity in the longer term.
5. ENGAGEMENT ACTIVITY

A programme of engagement activities was developed that enabled patients and staff at all levels within the organisation to shape and influence the values and behaviours expected.

This work commenced at a Clinical Engagement event which provided valuable feedback to inform the first draft. A blended approach to engagement was used. This enabled us to take account of the diversity of our staff and patients and the different ways that they may wish or be able to contribute to the development of our organisational values and behaviours. A broad range of engagement activities were undertaken to gain feedback, these included:

- Clinical Workshop
- Invited workshops
- Display Boards with feedback forms in public areas to enable both staff and patients to comment
- Patient focus group and engagement activity
- Road shows in acute Hospital and community venues
- Trade Union Partnership Forum
- Intranet publicity
- Distribution to patient panel members
- Presentation at meetings
- Executive Team workshop
- Corporate Induction
- Healthcare Support Worker Induction
- New Registrants Induction
- Divisional meetings
- Team based activities
- Verbal and e-mail feedback

A standard format for receiving feedback was developed which enabled responses to be made to specific questions and the opportunity for free text (Appendix 1). The range of engagement activities utilised has facilitated the option for both verbal and e mailed feedback responses to be included in this exercises. In total 843 written responses have been received, in addition to the verbal feedback from both staff and patients.
6. RESULTS

With very few exceptions the feedback received acknowledged that the draft values presented were positive. Indeed, most people stated that there was little to dislike. It was, however, clear that the majority felt strongly that for the greatest impact the final values agreed should reflect the following criteria of being:

- **Meaningful**
- **Memorable**
- **Measureable**

The majority of feedback made clear that the number and length of the draft values did not meet these criteria. This is reflected in the following quotes from staff and patients;

"I do not feel inspired by the values, they sound too common place to strike a chord"

"They need to be short and sharp......just make them snappy"

"I agree with them but I'll never remember them!"

"As a patient I don’t think it’s expecting too much of staff to listen to me and not rush me on"

"I expect my mother to be treated with dignity all the time"

"They sound a bit 'off the shelf' to me"

"Far too long to be meaningful"

The themes that came from the feedback were that we should be:

- delivering excellence - being patient centred, efficient and effective
- respecting and valuing people - diversity, staff, patients, community
- being ethical - honesty, integrity, openness, accountability
- always striving to improve what we do
- working together – trust, teamwork, collaboration
- reputation, clear leadership

The above themes have been translated into four concise values that are both meaningful and memorable. They use clear and simple language and are easy to understand.

The revised values are:
• Patient first
• Personal responsibility
• Passion for improvement
• Pride in what we do

These revised value statements have been tested with staff, patients and Trade Union colleagues who provided responses as part of the engagement exercise. All those who have reviewed the revised values have been very positive about them.

The engagement exercise included key questions about what behaviours would demonstrate the values in practice. The feedback was clear that staff wanted explicit reference made to the behaviours that are not acceptable. Unsurprisingly staff found it easier to describe what behaviours we should not see:

"You shouldn’t see disinterest - It’s obvious that some staff aren’t bothered - they make no eye contact and don’t show to show any concern”

"Some people are rude - I do want people that are rude to visitors to be told that’s not right. They should not be allowed to get away with it”

"I don’t think it’s too much to ask for people to smile and say good morning”

"Aneurin Bevan Health Board is only as strong as the weakest link and we should not accept poor standards”

"My heart sinks when I read some of the stuff people say on the staff forum......why do we let people get away with bullying?”

The feedback was also clear that a framework describing positive and negative behaviours would support staff in two ways. It would support discussions at annual Personal Appraisal Development Review (PADR) as well as on a day to day basis when providing timely and specific feedback to colleagues whilst opening up the opportunity to discuss what is and is not expected. This would facilitate a cultural shift by embedding the behaviours.

"I want something practical that will help me and give me a check list to use when I am doing reviews with staff”

"It will be really helpful to have the behaviours laid out, so staff know what we expect”
"Whatever the values are I will make them real in my area"

The importance of supporting a cultural shift by embedding behavioural change cannot be underestimated. Berwick’s recent review of the Francis Report (2013) emphasises this when he states that “in the end culture will trump rules, standards and control strategies every time.....”

Although not exhaustive **Appendix 2** summarises in plain English the values and associated behaviours expected within ABHB. This new framework builds and enhances the content of the original Behaviours Framework developed in 2012. These behaviours provide a measure that enable staff, patients, peers and PADR reviewers to test out if the values are being demonstrated on a day to day basis. The Framework will be available in A4 and A5 size.

**LIMITATIONS**

It is recognised that the number of responses received mean that the vast majority of people did not comment. It is encouraging, however, that generally people responded positively to having the opportunity to “have their say”. A small number of people commented that they believed the exercise would not be acted upon which is reflective of feedback also given to the staff survey.

"What a farce this is – nothing will change!"

"If the Health Board proposes these values and behaviours they must implement them – not put them out in the public domain and move on to the next questionnaire!"

"If I was being cynical I would say that this is just a paper exercise and a load of ...........!"

"It’s all about saving money - not about the patients!"

The work currently underway as part of the Staff Survey response will ensure that the feedback received will be acted upon through a range of implementation activities.

**7. IMPLEMENTATION**

It is essential that having identified, developed and agreed clear, concise and shared values and associated behaviours these should impact every aspect of the organisation.
The values and behaviours will be supported within ABHB through the following processes and initiatives:

**Recruitment** - The Health Board will move towards a values based recruitment process for cultural-fit as well as job-fit. It will include the values in all its NHS Jobs advertising and work towards including them in standardised job descriptions.

**Staff Recognition Awards** - Staff demonstrating outstanding values and behaviour and being an advocate for the values and culture of the organisation is recognised as an integral part of the annual staff recognition awards.

**Personal Appraisal Development Review (PADR), Appraisal and Performance Management** - Staff are managed, supervised and appraised for their work performance (in terms of task delivery) and their behaviours (for reviewing the approach taken to work). There is an explicit question within the documentation to promote discussion around how the values and behaviours are being enacted.

**Education and Development** - Personal development planning takes place as part of the performance management and PADR processes to identify individual and team needs. The Health Boards values and behaviours framework will be integral to all inductions and core development programmes.

**Partnership Working** - The way in which we work with our partners is key to delivering the Health Boards core business; the values and behaviours framework is central to the success of this and to the development of relationships and information sharing.

**Policy** - The values and behaviours are fully supported by the policies, processes and guidance designed to support the workforce and our managers.

**Well-being** - The Health Board recognise that an individual’s well-being can be affected by negative behaviour. There is clear evidence that treating each other with dignity, respect and kindness has a positive impact on the quality of patient care. The Employee Well-being Service provide support and a range of interventions to consider how we keep employees well-being at the heart of plans designed to give the best possible care to patients.

**Patients** - Feedback has been given to the Patients Panel with an open invitation for them to continue to express their views in relation to their particular experiences. Work is underway with a range of services, including the Putting it Right team, Lead Nurse Patient Experience and
Network Leads to explore how the Values and Behaviours Framework can be further disseminated.

8. CONCLUSION

This paper has presented the background and rationale for the staff and patient engagement that has led to the development of the revised values and behaviours framework for Aneurin Bevan Health Board. These have been well received by Trade Union Partnership Forum and the Workforce & Organisational Development Committee. The use of a co-production methodology in the development of these values and behaviours has ensured that the organisation has a shared understanding of what is expected of staff at all levels. In doing so, there is a message for both our workforce and the community we serve that we are committed to the delivery of our vision through the active and ongoing development of a positive, values based culture.

9. RECOMMENDATIONS

The Board are asked to:

- Note the contents of the paper
- Endorse the revised Values and Behaviours Framework.
- Discuss how the Board would wish to engrain these values through its business and support the launch and communication of these values and behaviours

**Sponsored by:** Anne Phillimore, Director of Workforce & Organisational Development
Richard Bowen, Director of Planning

**Prepared by:** Sue Ball, Head of Development & Well-Being

**Date:** 19th November 2013
## DRAFT Aneurin Bevan Health Board - Values and Behaviours

<table>
<thead>
<tr>
<th>Our Values</th>
<th>We want your views. Are these the values the Health Board should adopt?</th>
<th>Any comments?</th>
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</thead>
<tbody>
<tr>
<td><strong>Care and compassion</strong></td>
<td>Yes</td>
<td></td>
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<tr>
<td>This organisation champions dignity, compassion and respect, putting</td>
<td>No</td>
<td></td>
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<tr>
<td>individuals at the heart of all decisions, striving to get it right for</td>
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<tr>
<td>every person, every time.</td>
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<tr>
<td><strong>Actively listening and responding</strong></td>
<td>Yes</td>
<td></td>
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<tr>
<td>Actively listening and responding to our patients, staff and our partners.</td>
<td>No</td>
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<tr>
<td>To achieve better experiences, fewer mistakes and better clinical</td>
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<tr>
<td>outcomes.</td>
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<tr>
<td><strong>Strive for excellence</strong></td>
<td>Yes</td>
<td></td>
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<tr>
<td>We support and challenge ourselves and others to do better. Being</td>
<td>No</td>
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<tr>
<td>average is not good enough, and we strive for excellence to innovate</td>
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<tr>
<td>and improve patient safety.</td>
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<tr>
<td><strong>Working in partnership</strong></td>
<td>Yes</td>
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<tr>
<td>We all need to understand the big health issues facing our population</td>
<td>No</td>
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<tr>
<td>and use every opportunity to promote good health. We recognise that this</td>
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<tr>
<td>can only be done in partnership with staff, patients, communities, and</td>
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<td>other public and third sector organisations addressing inequalities.</td>
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<tr>
<td><strong>Value the contribution of all staff</strong></td>
<td>Yes</td>
<td></td>
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<tr>
<td>Whether a staff member has a clinical or non-clinical role, is involved</td>
<td>No</td>
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<tr>
<td>in direct patient care or is undertaking a supporting function, everyone</td>
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<tr>
<td>within Aneurin Bevan is making an important contribution to patients’</td>
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<td>experience. Ensuring staff are appropriately trained, feel valued and</td>
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<tr>
<td>empowered to make decisions in the best interest of patients is vital.</td>
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<tr>
<td>What are the behaviours that the Health Board should adopt to reflect these values?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What behaviours should we see?</td>
<td>What behaviours should we NOT see?</td>
<td></td>
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</tbody>
</table>

Thank you for taking the time to complete this, please post this form into the box or return to Education & Development, Portacabin, Llanfrechfa Grange, Cwmbran, NP44 8YN or e mail to jill.evans2@wales.nhs.uk
Appendix 2 – Values and Behaviours Framework

Aneurin Bevan University Health Board

Values and Behaviours Framework

Staff Information leaflet
Why do we need a values and behaviours framework?

We want Aneurin Bevan University Health Board to be an enjoyable and fulfilling place to work. We know that feeling valued at work has a positive impact on both staff and patients. Aneurin Bevan University Health Board expects a high standard of behaviour treating patients, their families, the public and colleagues with dignity and respect at all times. All staff are expected to carry out their roles with dedication and a commitment to the NHS and its core values.

Dignity and Respect in the Work Place

Our Dignity at Work policy states:

"The Health Board is committed to achieving the highest standards of healthcare services and provide a safe, healthy, and fair working environment, where all staff are treated with dignity and respect."

It is the responsibility of all of us to ensure this is the case.

The policy makes clear what is expected of staff in terms of how we treat each other. It recognises that the effects of poor relations between individuals can be felt across the organisation and ultimately can have a negative impact on the care provided to patients. In some cases it can undermine the confidence and performance of staff and may affect their mental health and well-being.

The core values that underpin the NHS in Wales

1. Putting quality and safety above all else
2. Integrating improvement into everyday working
3. Focusing on prevention, health improvement and equality
4. Working in true partnerships with partners and organisations and with our staff
5. Investing in our staff through training and development, enabling them to influence decisions and providing them with the tools, systems and environment to work safely and effectively
What do we mean by behaviour?

Our values will only be made real by the behaviours we demonstrate. Behaviours demonstrate the attitude and approach we take to work; they are:

- How we do things
- How we treat others
- What we say and how we say it
- How we expect to be treated

This Framework details the behaviours and attitudes required by all employees and it supports the delivery of our Business Plan, values and culture.

The behaviours outlined are not exhaustive. It is up to each of us to make our values meaningful in the role that we have.

- Discuss them at your annual Personal Appraisal Development Review (PADR)
- Reflect on your practice and ask yourself are you behaving in such a way that lives up to the values
- Ask for feedback on your behaviour
- Give timely feedback to others
- Seek patients views and act on their response

What behaviours does the Health Board expect to ensure our vision and values are put in to practice?

Treating everyone politely, with dignity, respect and kindness.

Helping patients, their families, the public and colleagues when we can, or putting them in touch with the right person if we can’t.

Regularly seeking feedback from patients, clients and colleagues.

Responding to concerns, problems and complaints quickly and courteously.
Remember – It’s your behaviour and actions that make the difference

- First impressions count - Make eye contact and smile.
- Greet people - "Good morning" or "Hello".
- If you have to keep someone waiting always acknowledge their presence to let them know you are aware they are waiting.
- Watch your body language - it needs to reflect the smile.
- Ensure you adhere to the uniform or dress code policy in your area - a smart professional image is expected.
- Recognise that excellent ‘customer service’ doesn’t just involve how you communicate with patients, their families, the public and colleagues – it also involves how you do your job. For example always demonstrate respect for patient privacy by ensuring confidentiality.
- Give solutions, options or alternatives, always telling people you come into contact with what is possible, not what you can’t do. Don’t tell yourself that it’s not your problem and there’s nothing you can do about it. Look at what needs to be done to correct the problem. If it isn’t within your job scope to deal with the situation, then make sure it is passed to the person who is able to deal with it. Feedback to the person that this is what you’ve done.

When dealing with queries-always give a positive first response

- "No problem"
- "Yes I can do that"
- I can look in to that for you
- Let’s see how I can help you
- "What I can do is......"

If your answer is yes then it’s easy to give a positive response
If you’re not sure or your answer is a ‘maybe’ then try
If your answer is ‘no’ then try
Dealing with people on the telephone
- Answer the telephone bilingually e.g. Sore da/Good Morning stating your name and department
- Calls should always be answered in a welcoming and friendly manner. Be polite and efficient at all times. **Never** show impatience or boredom.
- If you are away from your desk for a long period, either divert your calls to a colleague or make use of the voice mail facility.

Dealing with a difficult situation
It is important to be professional at all times. If you feel you are at risk of losing your patience ask for time out, involve another member of staff in the situation or refer to your line manager.

What are the Health Board’s values and behaviours?
There are four core values with associated behaviours for every member of staff, regardless of role in the Health Board.

- Patient First: These core values support good governance and help ensure the achievement of our vision for Anglia Ruskin University Health Board.
  - Working with you for a healthier community
  - Caring for you when you need us
  - Aiming for excellence in all we do
- Personal Responsibility
- Passion for Improvement
- Pride in What We Do
### Patient first

<table>
<thead>
<tr>
<th>What we are expected to do</th>
<th>What we are not expected to do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listen to patients and visitors concerns and take action.</td>
<td>Ignore criticisms, seeing it as a personal attack rather than a way to improve yourself or your service.</td>
</tr>
<tr>
<td>Give priority to actions that will improve the service and promote patient safety.</td>
<td>Provide or ignore poor or inappropriate care.</td>
</tr>
<tr>
<td>Always report incidents or near misses that could cause harm to patients and clients.</td>
<td>Show a lack of concern for the quality and care patients receive.</td>
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### Personal Responsibility

<table>
<thead>
<tr>
<th>What we are expected to do</th>
<th>What we are not expected to do</th>
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<tbody>
<tr>
<td>Use initiative to solve problems and inform others when aware of potential issues.</td>
<td>Not take responsibility for own actions, admit we are wrong or recognise how our actions affect others.</td>
</tr>
<tr>
<td>Appropriately challenge unhelpful behaviour.</td>
<td>Ignore problems, don’t use initiative, pass the buck and say “it’s not my job”</td>
</tr>
<tr>
<td>Be willing to go the extra mile for patients and clients and act on their feedback.</td>
<td>Behave in a way that might put others at risk.</td>
</tr>
<tr>
<td>Lead by example; influencing and inspiring confidence in others.</td>
<td>Blame others; without taking own responsibility for looking at how things could be changed.</td>
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</table>
## Passion for Improvement

<table>
<thead>
<tr>
<th>What we are expected to do</th>
<th>What we are not expected to do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Look at my working environment and actively look for ways of improving the patient and client experience.</td>
<td>Dismiss alternative ideas and discourage colleagues from suggesting new ways of doing things.</td>
</tr>
<tr>
<td>Drive continuous improvement by asking ‘how could we do this better?’</td>
<td>Stick to outdated methods that have become ineffective.</td>
</tr>
<tr>
<td>Review what the ‘Best in Class’ would be for our area of responsibility and seek to achieve this.</td>
<td>Be unwilling to be exposed to change and uncertainty.</td>
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## Pride in What We Do

<table>
<thead>
<tr>
<th>What we are expected to do</th>
<th>What we are not expected to do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Take pride in our own work and that of your team.</td>
<td>Show a lack of concern in the quality of our work and the reputation of the organisation and our team.</td>
</tr>
<tr>
<td>Celebrate success and share good practice.</td>
<td>Be overly critical and a poor role model.</td>
</tr>
<tr>
<td>Be a positive role model that looks smart and professional.</td>
<td>Choose not to work as a team by pursuing your own agenda.</td>
</tr>
<tr>
<td>- Lead by example</td>
<td>You ‘dead end’ people by saying:</td>
</tr>
<tr>
<td>- Promote confidence in colleagues, teams and the organisation</td>
<td>- I can’t do anything</td>
</tr>
<tr>
<td>- Recognise and rewarding achievement</td>
<td>- Not my problem</td>
</tr>
<tr>
<td>- Value our workplace</td>
<td>- He/she isn’t here there’s nothing I can do</td>
</tr>
<tr>
<td>- Celebrate success</td>
<td>- Not my patient</td>
</tr>
<tr>
<td>- Learn from experience</td>
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</table>
What is the cost of getting it wrong?
We run the risk of:
- Patients, their families and the public not getting the service they have the right to expect
- The Health Board developing a poor reputation within the community
- People feeling anxious and unconfident about dealing with us
- Skilled but unhappy staff leaving – leading to increased costs in staff recruitment and training
- The time it takes to complete a job increasing as ‘good will’ reduces

Reflection and Action
Putting in to practice the attitude and behaviours outlined will contribute to the evidence for each of the core dimensions of the knowledge and skills framework (KSF). This can be discussed at any time and particularly as part of your annual Personal Appraisal and Development Review (PADR).

Helpful resources are available via your line manager or via the Intranet
Customer care training is available for all staff, please check the training prospectus for dates or contact your Divisional training Lead. Welsh awareness and support with bilingual greetings is also available via the Welsh Language Officer.
Check out

- ABUHB Dignity pledge and ABUHB Dignity and Respect Intranet web pages
- Resources from the Education & Development Service
- The Dignity at Work policy
- Employee Well-being Service
- Customer care workbook