Hywel Dda University Health Board

Values and Behaviours Framework Staff Information Booklet

GIG CYMRU NHS WALES

Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

Help transform the lives of others and we'll help transform yours

What do Hywel Dda employees truly value in their lives?

We all value different things in life, family, health, holidays or even our pets. Here a few employees tell us something about what they value.

"I value my bike, I like to travel to different parts of the country and just get away from it all…"

Sister Ann Robins

"I value my caravan; I like to just hitch it up and travel somewhere to get quality time with the people I love…"

Sister Louise Davies

"I value my new house it's my first. I am really excited in making it somewhere I can call my own…"

Katy Jane – Health Care Support Worker

"I value my new job on Ward 9 and working alongside some wonderful colleagues..."

Martin Pickett – Student Nurse

What as an organisation would we value?

What are Organisational Values?

- Organisational values are abstract ideas that guide organisational thinking and actions.
- Organisational values represent the foundation on which the organisation is formed.
- While difference in opinion and skills may be beneficial to the success of an organisation, a unity of purpose must be maintained.
- Organisational values let others know what it is, why it has been created, and how it is different from other organisations.

Why do we need a Values and Behaviours Framework?

- Our values will only be made real by the behaviours we demonstrate and 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
- These ***behaviours outlined will not be exhaustive.*** It is up to each of us to make our values meaningful in the role that we have.

Our Board members are committed to our Values and Behaviours Framework

Steve Moore –
Chief Executive

"I am proud to announce the launch of the Hywel Dda organisational values.

These values have been a few months in the making with staff feeding back on the personal values that were important to them. The Workforce and OD team then structured the most prominent and came up with a defined list. So we truly know that these were designed by staff for staff. As an organisation I feel it is important that we have a set of behaviours that we are all aligned to and will benefit from. These will underpin all that we are and do within Hywel Dda and as an organisation we will continue to develop and grow from them being in place. The DNA strand in the heart holds the nine personal values that every single one of us in Hywel Dda should demonstrate on a day to day basis. These values represent how we will do things and the expected behaviours in working for this Health Board. We also wanted organisational values that we can genuinely live and breathe. There are three statements around the heart design that as an organisation I want incorporated as well as the personal values. These speak for themselves. In terms of the behaviours we want to see I trust that you will join me in embracing them and strive to implement them all across the organisation."

"We are delighted to commend to you our values.

The Organisation's Values and Behaviours Framework has been designed by staff for staff to ensure that we understand how we aim to be with the people we care for as well as with each other.

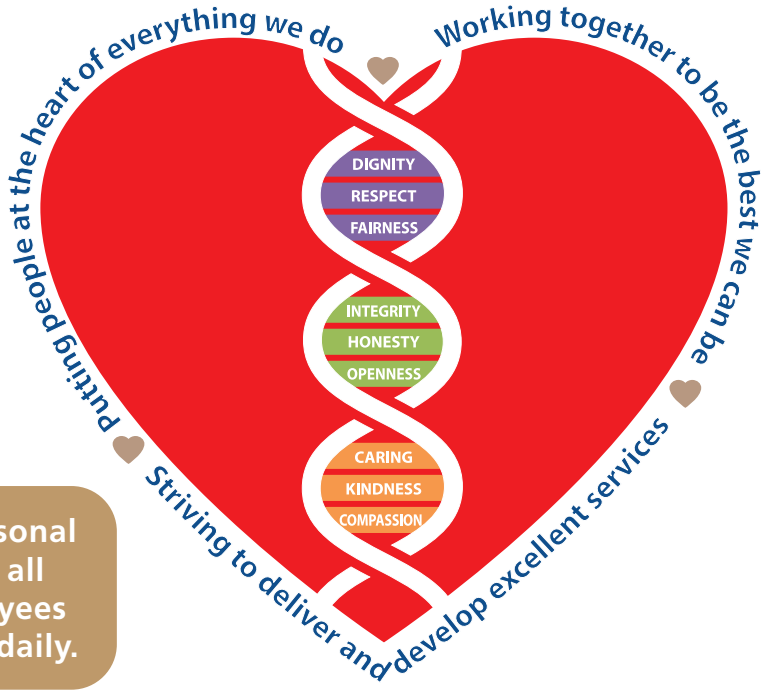
It is important for the Board to ensure that as an organisation we have implemented a framework of behaviours and values that have been designed and agreed by the organisation, and we want to personally thank everyone who has contributed either individually or through team working.

These values and behaviours will shape the way we plan and make decisions, the way we communicate and treat patients and each other.

We would also suggest that the framework will support recruitment and retention of staff through appraisal and staff development. They will also play a big part in measuring and improving both staff and patients experience within the Organisation."

Bernardine Rees OBE –
Chair

Personal Values



These are the personal values we believe all Hywel Dda employees will demonstrate daily.

Treating people in a way that supports their self respect.

Being polite and have due regard for the feelings, wishes and beliefs of others.

Everyone counts – treating people in a way which is right and reasonable.

Choosing to do the right thing every day.

Being transparent and accountable about what we are planning and doing.

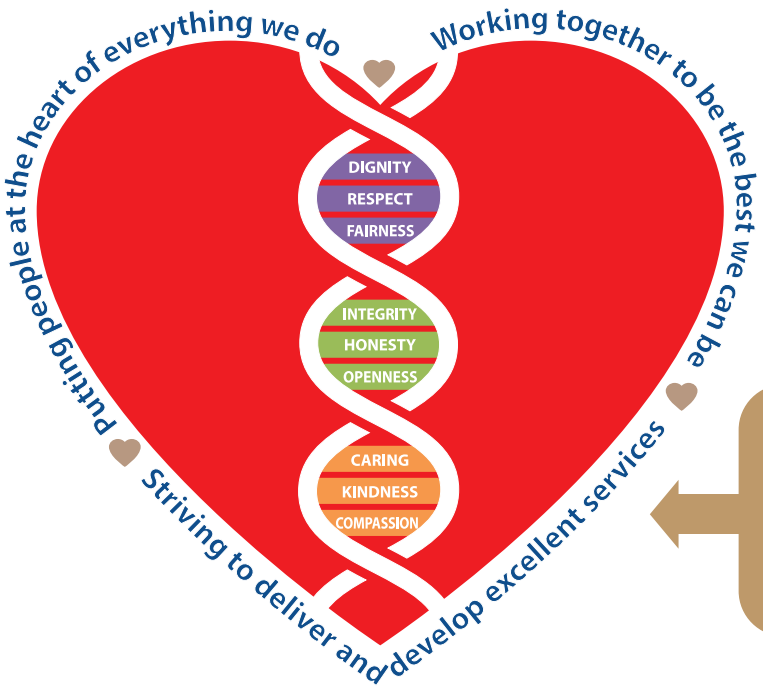
Being truthful in what we say and do.

Feeling and exhibiting concern and empathy for others.

The quality or state of being kind.

A feeling of sorrow and regret for the suffering or misfortune of another, often including the desire to alleviate it.

Organisational Values



These are the organisational values that we at Hywel Dda are committed to.

Working together to be the best we can be

We take responsibility to work alone or as a team to build reputable services to deliver the very best health care we can for our patients.

Striving to develop and deliver excellent services

We will endeavour to continually improve and enhance the services we offer as a health care provider.

Putting people at the heart of everything we do

We take responsibility for the effective care of our patients whilst we support our colleagues to ensure we place people at the centre of all we do.

How We Are Doing
Maent yn ein DNA

Maent yn ein DNA

Dignity, Respect and Fairness

This value group ensures that people are treated in way that supports their self respect. That there is a due regard to people's feelings, wishes and beliefs. Everyone counts and people are treated in a way that is right and reasonable.

CORE	ADVANCED	EXCELLENCE
What we do day to day and is expected of all. It's integral to the DNA of the organisation.	**How we change the way we work to create a positive experience. Demonstrate a positive impact on patients and services.**	**Values are embedded in our culture and become habit. We lead by example and evidence what we do.**
✓ Take time to build professional relationships with colleagues, patients and stakeholders.	✓ Understand how your behaviours could be interpreted and consider the impact they can have on others.	✓ You look to understand other people and their behaviours, and use this knowledge to adapt your approach for effective working relationships within and beyond Hywel Dda.
✓ Trust colleagues to act responsibly and are accountable for your actions.	✓ Encourage others to act responsibly.	✓ You instigate changes in behaviour to improve the use of Health Board resources. You lead change in others and teams.
✓ You respect people as individuals and are considerate.	✓ You drive the diversity of teams and working groups.	✓ You are a role model for an inclusive leadership style; respecting colleagues and partners. You are able to evidence your impact and create a culture of diversity.
✓ You understand how your role contributes to the wider organisations strategy, patients and people.	✓ You recognise and value colleague's contributions and the users of our services.	✓ You display a clear appreciation of your colleagues and teams efforts and support them when there are difficulties with evidence that you have embedded into your routine and the services you provide.
✓ You actively listen to others – showing you value and respect their input.	✓ You engage with internal/external stakeholders ensuring a full range of views are taken into account.	✓ You involve and gain agreement from those affected by decisions and actions.
✓ You communicate respectfully, openly and professionally.	✓ You are positive in all communications. You reflect and consider your communication; the importance of sound communication and its impact on those around you.	✓ You utilise many different types of communication to ensure messages are sensitive and appropriate. You understand the contribution it makes to the importance of high quality safe care.
✓ You provide information to patients/colleagues in a timely manner.	✓ You ensure that timescales are relevant and are met.	✓ You manage shifting timescales to allow information to be timely.

What Hywel Dda will look like with these values embedded?

With these values embedded into the organisation they will ensure that all employees of Hywel Dda University Health Board are treated as equals and fairly at all times. An organisation that allows people to express opinions and ideas on areas we can improve and will actively listen to them. All employees will be treated appropriately through friendships and professional relationships encouraging politeness and courtesy at all times.

When the values are not demonstrated

Examples of behaviours that **fail** to demonstrate **Dignity, Respect and Fairness** are outlined below:

- ✗ You allow disrespectful or discriminatory behaviour to take place.
- ✗ You are disrespectful, insensitive or unhelpful to patients or colleagues and your manner causes upset to others.
- ✗ You deliberately exclude others from activities when you know they could benefit from being involved.
- ✗ You make little or no effort to understand things from your patient or colleagues point of view.
- ✗ You don't say 'thank you' when it's appropriate.
- ✗ You knowingly use the Health Board's resources for personal gain.
- ✗ You inappropriately use your mobile phone and laptop at meetings.

Integrity, Openness and Honesty

This values group ensures that we choose to do the right thing every time. We are transparent and accountable for our actions and plans and that we are truthful in what we say and do.

CORE	ADVANCED	EXCELLENCE
What we do day to day and is expected of all. It's integral to the DNA of the organisation.	**How we change the way we work to create a positive experience. Demonstrate a positive impact on patients and services.**	**Values are embedded in our culture and become habit. We lead by example and evidence what we do.**
✓ Propriety, truthfulness and a sense of decency is your motive in all you do.	✓ You have courage to speak up and raise concerns to the relevant personnel.	✓ You promote a culture of openness and ensure it is part of the culture within your team and the organisation, and this is recognised and appreciated.
✓ You are confident to be able to report and acknowledge mistakes and ensure that you learn from them so they are not repeated.	✓ You foster an environment that supports colleagues to reflect, learn and improve.	✓ You set an example that encourages openness and honesty in reporting adverse incidents and near misses and you actively foster a culture of learning and improvement from these. You are able to evidence this positive culture.
✓ You are open to improvement and change for the better and foster trust in patients and colleagues.	✓ You impart trust and ownership of changes and improvements that are made by the organisation.	✓ You actively seek ways to develop individuals and services to improve patient care and the organisation creating a culture of trust.
✓ You share ideas and knowledge to help support colleagues and create a sense of cohesion.	✓ You demonstrate an understanding where shared knowledge can benefit patients and other services.	✓ You create a culture of knowledge sharing throughout teams and services for the benefit of organisational development and a sense of togetherness.
✓ You share appropriate communication with patients and colleagues.	✓ You look to ensure that communication is fed appropriately to internal services to improve communication strategies.	✓ You build networks locally, regionally and nationally to help provide support and expertise by driving agendas, shaping services and addressing concerns and the impact is evidenced.
✓ You look to gain regular feedback on performance to improve your contribution to the organisation.	✓ You reflect and look to build on any constructive feedback to further develop your skills and those of whom you work with.	✓ You create a culture of regular feedback which promotes personal development through a number of sources and organisations.
✓ You feel confident to be able to discuss any personal or professional issues within an environment of trust that may impact on your work.	✓ You facilitate a sense of belonging and create solutions collectively to issues impacting on work so that you and your colleagues feel supported.	✓ You apply an open door policy where employees feel comfortable to talk and you can evidence positive outcomes of this policy for the organisation and those you work with.

What Hywel Dda will look like with these values embedded?

With these values embedded into the organisation it will bring a more open culture in which we can communicate and share the wonderful work achieved by this Health Board. The organisation requires its employees to become brand ambassadors to promote why external candidates should be looking to join us. A culture of openness and honesty will bring greater support for each other and for new ideas and ways to work. The organisation will be one that recognises mistakes as learning opportunities.

When the values are not demonstrated

Examples of behaviours that **fail** to demonstrate **Integrity, Openness and Honesty** are outlined below:

- ✗ You are secretive and cannot admit when mistakes are made.
- ✗ You allow personal issues to have a detrimental effect on your performance without seeking support.
- ✗ You withhold information that could damage employee, patient and public confidence in the Health Board.
- ✗ There are no open and honest relationships which can lead to mistrust and a lack of respect.
- ✗ You stick relentlessly to your own agenda with no regard to others thoughts or opinions.
- ✗ Individual's performance needs are not measured and discussed so they do not gain suitable development for their career aspirations which would benefit the organisation.
- ✗ There are no appropriate challenges to anyone who behaves outside of these Hywel Dda values, so there is no opportunity for them to change these behaviours to those we expect.
- ✗ You criticise for the sake of it and offer judgemental feedback.

Caring, Kindness and Compassion

This values group allow us to feel and show concern and empathy for people that need support. Where you feel sorrow and regret for the suffering and misfortune for patients, colleagues and teams, with a desire to help them in any way you can.

CORE	ADVANCED	EXCELLENCE
What we do day to day and is expected of all. It's integral to the DNA of the organisation.	**How we change the way we work to create a positive experience. Demonstrate a positive impact on patients and services.**	**Values are embedded in our culture and become habit. We lead by example and evidence what we do.**
✓ Decency is integral in all you do. You provide individual care and treat others as you would expect to be treated.	✓ You routinely encourage and develop others to be attentive, sympathetic and considerate and foster these values.	✓ You ensure a culture where everyone is treated with decency and understanding where compassion is fundamental to you, your team and the organisation.
✓ You share compliments with colleagues.	✓ You forward compliments and success to relevant people and celebrate success using this as a platform for development.	✓ You demonstrate these values where you are able to influence and change in a collaborative manner that is of mutual benefit.
✓ You care to listen when people are speaking to you and are attentive and understanding of their views.	✓ You should be able to give full concentration to what is being said and respect differing views.	✓ You always ensure you are actively participating in any discussions that you have.
✓ You care that people are safe within the organisation and that you always consider their wellbeing.	✓ You proactively manage the environment you work in to ensure safety and wellbeing of patients and people.	✓ You manage the environment to ensure safety is maintained at all times. You anticipate risks and ensure a plan to manage them and are able to evidence impact on wellbeing.
✓ You offer support to your colleagues when it appears it is needed.	✓ To proactively think of times where support will be advantageous to colleagues.	✓ You proactively recognise and celebrate individual and team successes.
✓ You care about the public perception of the organisation.	✓ You champion the Health Board externally.	✓ You proactively seek opportunities to promote the work of staff and the organisation to build a balanced reputation locally, regionally and nationally with evidence of influence and impact on wellbeing.

What Hywel Dda will look like with these values embedded?

With these values embedded into the organisation it will provide us with a workforce who cares for its patients and for each other. Hywel Dda needs to be an organisation that truly cares and supports each other through good and bad times. Each employee should feel empowered to help build the organisational reputation and help it become an employer of choice.

When the values are not demonstrated

Examples of behaviours that **fail** to demonstrate **Caring, Kindness and Compassion** are outlined below:

- ✗ You provide care that is inappropriate to the patient.
- ✗ You ignore colleagues who need support.
- ✗ You withhold positive comments that would benefit others.
- ✗ There are times where information is late in being communicated.
- ✗ You do not take responsibility to ensure a safe environment for people.
- ✗ Individual's and teams are not recognised for the work they complete.
- ✗ You do not offer support for people.
- ✗ You do not play an active part at events/meetings.

SUCCESS

How will the values be measured?

- It is expected that our managers will deliver excellence in all behavioral frameworks. These principles will be complimented by the Health Board's Manager's Standards and the Management and Leadership Development Programmes.
- Review them at your and your staff's annual Performance Appraisal Development Review (PADR).
- Reflect on your practice and ask yourself: 'Are you behaving in such a way that lives up to the values and showing leadership?'
- Ask for feedback on your behaviour **360 degree.**
- Give timely feedback to others.
- Seek patients views and act on their responses.
- Speak up when others are not demonstrating the values.
- Through all policies within the Health Board.
- Recruit using our values.
- Using formal actions i.e. employee relations. Staff surveys.
- Via social media – Twitter, Linkedin, Facebook and Glassdoor.

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.

Our values cannot just be words on a page; they need to be in our DNA. They need to underpin everything that we do and should reflect the day to day behaviour of everyone in Hywel Dda.

Ein Gwerthoedd -
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Maent yn
ein
D N A

GIG CYMRU NHS WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Help transform the lives of others and
we'll help transform yours

They Are In Our DNA

www.hywelddahb.wales.nhs.uk/ItsInOurDNA

https://twitter.com/HywelDda_values