

EXECUTIVE SUMMARY
REPORT TO THE BOARD OF DIRECTORS
HELD ON 24th MAY 2022

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| Subject | PROUD Behaviours Road Map |
| Supporting TEG Member | Kirsten Major, Chief Executive |
| Author | Caroline Eadson, Head of Quality Improvement & Leadership Development Paula Ward, Organisational Development Director Paul Griffiths, Deputy Director, Organisational Development |
| Status¹ | Debate and Approve |

PURPOSE OF THE REPORT

To provide the final version of the PROUD Behaviours Framework and associated implementation plan for approval, having been agreed by the Trust Executive Group on 11th May 2022.

KEY POINTS

- A total of 6845 interactions were used as part of the consultation through a wide variety of methods including existing and new sources of information.
- Efforts were made to ensure input from patients and staff from a wide variety of roles, Directorates, and backgrounds.
- The data were analysed and themed around PROUD Values into Behaviours that we expect and do not expect to see and from this a draft framework of PROUD Behaviours was co-created.
- The PROUD Behaviours framework was previously discussed at the Board of Directors meeting on 29th March 2022 with feedback incorporated into the final PROUD Behaviours Framework and Roadmap presented in this paper.
- Further consultation on the draft set of PROUD Behaviours has taken place through seeking feedback from Management Board Briefing, as well as topic experts in areas such as Human Resources, Learning and Development and Patient and Healthcare Governance.
- An enhancement was made to one of the PROUD Behaviours in the Delivery section, to now include 'and delivering on agreed actions'.
- The framework has been iterated and we are confident the final version presented in this paper reflects the additional consultation that has taken place including the Board of Directors at the March meeting.
- The Board of Directors discussed in more detail the role of members of the Board, both individually and as a collective, at their Board Strategy Session on 26th April 2022 and agreed on next steps to ensure members can and do role model our new organisational behaviours.
- We are seeking approval of this final version of PROUD Behaviours and the associated implementation plan described in this paper.

IMPLICATIONS

| AIM OF THE STHFT CORPORATE STRATEGY 2017-2020 | | TICK AS APPROPRIATE |
|---|--|---------------------|
| 1 | Deliver the Best Clinical Outcomes | ✓ |
| 2 | Provide Patient Centred Services | ✓ |
| 3 | Employ Caring and Cared for Staff | ✓ |
| 4 | Spend Public Money Wisely | ✓ |
| 5 | Deliver Excellent Research, Education & Innovation | ✓ |
| 6 | Create a Sustainable Organisation | ✓ |

RECOMMENDATIONS

For the Board of Directors to debate, discuss, and approve the final version of the framework and the plans to launch and implement PROUD Behaviours.

APPROVAL PROCESS

| Meeting | Date | Approved Y/N |
|-------------------------------------|------------|--------------|
| TEG | 11/05/2022 | Y |
| Board of Directors – Public Meeting | 24/05/2022 | |

¹ Status: A = Approval
A = Approval & Requiring Board Approval
D = Debate
N = Note

² Against the six aims of the STHFT Corporate Strategy 'Making a Difference – The next Chapter 2022-27'

1. Overview

This paper provides an overview of the final version of the PROUD Behaviours Framework, created for Sheffield Teaching Hospitals (STHFT) and the associated implementation plan. This version was reached following a broad consultation using 6,845 interactions and then subsequent iterations of the framework with input from a range of stakeholders. It was most recently presented to the Board of Directors on 29th March 2022, and TEG on 11th May 2022 with refinements made following this.

2. PROUD Behaviours Framework

Associated with each PROUD Value there is a list of behaviours that we expect to see at STHFT and those we do not expect to see. The final version is as follows:

Patient First

Ensure that the people we serve are at the heart of all that we do

| We expect to see | We don't expect to see |
|--|--|
| Polite staff who introduce themselves and their role and say 'hello' in a friendly manner. | Patients being ignored, feeling like a nuisance, or spoken about as if they are not there. |
| Patients treated as partners in their care, and staff going the 'extra mile' to help patients. | A lack of communication or explanation to patients, families or carers about what is happening. |
| Kindness and care with attention paid to individual needs. | Feedback from patients, families or carers not listened to or acted upon. |
| Patients treated with dignity and their care is discussed with them. | People treated unfairly because of their culture, gender, religion, age, race, sexual orientation or disability. |
| Compassion shown to patients at all times, through listening and understanding. | Loud, inappropriate and irrelevant conversations within earshot of patients. |

PROUD TO MAKE A DIFFERENCE

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Respect

Be kind, respectful to everyone and value diversity

| We expect to see | We don't expect to see |
|---|---|
| Openness, honesty, and saying sorry when needed. | Unnecessary hierarchy, treating each other unfairly because of grade. |
| People treated fairly and paying attention to individual needs. | Aggressive, bullying behaviour that intimidates. |
| Listening, encouragement and support shown to others with compassion. | People being rude, unkind, or disrespectful. |
| People treated with dignity and respect regardless of their culture, religion, age, race, sexual orientation or disability and value everyone's contribution. | A lack of willingness to address poor behaviour. |
| An inclusive leader who trusts and ensures the whole team are involved. | Undermining behaviour and devaluing the efforts of others. |

PROUD TO MAKE A DIFFERENCE

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Ownership

Celebrate our successes, learn continuously and ensure we improve

| We expect to see | We don't expect to see |
|---|--|
| People treat mistakes as an opportunity to learn. | Unwillingness to change or develop. |
| People getting the basics right such as appearance in line with the dress code policy and displaying an ID badge. | People being quick to apportion blame and judgement on others when things go wrong. |
| Behaviour that is consistent, even when people are busy. | Ineffective communication with colleagues, patients, families or carers. |
| Prioritisation of the health and wellbeing of all our people, at all times. | People who don't take responsibility. |
| Ambitious goals, realistic plans to achieve them and clarity over who will do what. | Problems that are dismissed, ignored or avoided instead of being recognised, assessed and addressed. |

PROUD TO MAKE A DIFFERENCE

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Unity

Work in partnership and value the roles of others

| We expect to see | We don't expect to see |
|--|---|
| Trusting and supportive behaviour to colleagues at all times. | A lack of openness and transparency. |
| Kind and caring behaviour to each other, paying attention to individual needs. | People being self-important, failing to listen and being disinterested in others. |
| Encouragement for others on the team and working together in the spirit of continuous improvement. | People being left behind if things haven't gone well. |
| People who ensure others get the support and help needed to do a great job. | Work left for others to do. |
| People who work to create a healthy and productive working environment. | Gossiping about colleagues. |

PROUD TO MAKE A DIFFERENCE

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Delivery

Be efficient, effective and accountable for our actions

| We expect to see | We don't expect to see |
|---|--|
| Leaders who inspire the team and ensure that work is shared out in a fair and even way. | Communication by any method that is ineffective, confusing, unclear or hard to understand. |
| Staff who go out of their way to help make a difference. | Failure to take reasonable steps to meet patient needs and expectations. |
| Patient safety as a priority at all times with systems and processes designed to support this with the team. | Cynicism and pessimism. |
| Staff stepping up to tackle challenging tasks head on, through effective and efficient work and delivering on agreed actions. | Wasteful practice or ineffective use of resources. |
| People setting clear expectations for individuals and teams and reviewing progress against these. | Lack of attention to the things that matter and make a difference, behaving with apathy and complacency. |

PROUD TO MAKE A DIFFERENCE

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3. Launch

PROUD Behaviours will be launched during the week commencing 20th June 2022. Activities throughout the week will include:

- An email from central communications to launch the framework and circulate a PROUD Behaviours Managers' Pack, designed to help managers lead their teams into living PROUD Behaviours. The pack includes activities, examples and exercises for teams and individuals to undertake that will help them think about the behaviours they do routinely and those they may need to work on.
- Distribution of STHFT branded posters and flyers to Clinical and Corporate areas across all sites including Community.
- As part of this distribution, talking to staff about what the PROUD Behaviours are and how colleagues may apply them both as individuals and within teams, with feedback gathered to share across STHFT through further communication updates.
- Use the information gathered to share a snippet each week from central communications for six weeks following the launch week, about how teams intend to use the framework, to help bring it to life and support practical application and adoption.
- Materials will include examples of what PROUD Behaviours look like in action.

4. Implementation

Through consultation feedback has been provided on the implementation of PROUD Behaviours, with some clear themes emerging for consideration and action. A plan has been formulated taking the feedback into account. A two-phased implementation is recommended. Phase one will focus on PROUD Behaviours for staff and the second, a public facing approach including how we expect patients, relatives, carers, and visitors to behave, and to share the behaviour they can expect to receive from staff. Following the launch key activities in phase one (June to September 2022) will include:

- Integrating PROUD Behaviours into existing and new training programmes for example JSET, LEAD and continuing within Human Factors.
- Sharing PROUD Behaviours at Corporate Induction.
- Making the Managers' Pack and any additional supporting interventions and materials available to existing managers and within the LEAD: New Managers' Programme.
- Describing the tools and materials available to teams to explore what the PROUD Behaviours mean to them and how they can embed most effectively at that local level.
- Asking all Directorate teams to include a slot on PROUD Behaviours at Directorate and Team meetings with help available from the Organisational Development Department as required to support teams in these conversations, to enable embedding PROUD Behaviours at local level.
- Holding monthly drop-in sessions for managers and leaders to discuss how to use the materials with teams and seek advice, support, or facilitation to embed PROUD Behaviours.
- Facilitation of a PROUD Behaviours session for the Board of Directors at a Board Development Day
- Integrating PROUD Behaviours with STHFT policy will be important to ensure that PROUD Behaviours is consistent with such expectations outlined in relevant policy documents, for example including them in the new Acceptable Behaviour at Work Policy and supporting information.
- Sharing PROUD Behaviours with Human Resources Business Partners with follow-on work to incorporate in future policy refresh work.
- Integrating PROUD Behaviours into recruitment processes and the upcoming review of the Recruitment and Selection Policy and training, so that employees have a clear indication of the behaviours expected when working for STHFT.
- Using data to understand where teams have higher rates of serious incidents and exploring the relationship between behaviours and these incidents, bringing the framework to the fore.
- Ensuring staff are supported and empowered to challenge or escalate where PROUD Behaviours we do not expect to see are observed. Human Factors training is currently underway at STHFT which is helpful to train hundreds of staff when and how to do this. The training specifically references that the PROUD Behaviours Framework is under development and makes clear links between this and the course content. This training will expand in the summer through a 'train the trainer' approach.
- Recognition that some staff may have difficulty always being able to display all the behaviours all the time, for example those with autism or mental health disabilities such as depression or anxiety which can impede communication with staff and patients. This will be made clear at outset in the PROUD Behaviours Managers' Pack.

Successful implementation of PROUD Behaviours will be achieved through a wide range of conversations, activities, actions, and behaviour change with the key being to enable managers and leaders to own and embed PROUD Behaviours locally. The activities described above will aim to do just this.

Phase two of the implementation plan will take place in the latter part of 2022 (September to December 2022) and will focus on setting behavioural expectations for patients, carers, relatives, friends, families, and other visitors to STHFT. A detailed plan for this phase will be created and could include:

- Posters with PROUD Behaviours displayed in multiple areas around STHFT, including within public and patient only areas.
- Communication on the STHFT Internet and Facebook page about PROUD Behaviours.
- Links and references to PROUD Behaviours within communication to patients (e.g., letters or via apps).
- The use or integration of PROUD Behaviours into STHFT patient feedback surveys where appropriate.
- Making this framework explicit when working with patients on behavioural contracts. Identification of these patients is underway.

Embedding a set of PROUD Behaviours will take time, patience, support, and challenge to become part of the way people work across STHFT. These initial steps will begin this process of embedding and will be built upon, developed, and executed through 2022/23.

5. Care Quality Commission (CQC) Report

The April 2022 CQC report for STHFT provided a rating of 'Requires Improvement' and within this there were areas for improvement where immediate action was required. Whilst specific programmes of work are taking place to address these improvement actions, there are some actions that the launch, implementation, and adoption of PROUD Behaviours will strongly support, for example:

- *"The service must ensure that systems or processes are established and operated effectively."* (STHFT CQC Report, 05/04/22, page 6).
- *"The service must ensure service users are treated with dignity and respect, ensuring the privacy of the service user."* (STHFT CQC Report, 05/04/22, page 8).
- *"The service must improve lessons learned and the sharing of lessons learned amongst the whole team and the wider service."* (STHFT CQC Report, 05/04/22, page 8).
- *"The trust should continue to embed assurance processes and mechanisms in the department to make improvements to patient care and experience."* (STHFT CQC Report, 05/04/22, page 10).
- *"The service should have a vision and strategy in place to set out achievable aims and objectives for the department to work towards."* (STHFT CQC Report, 05/04/22, page 10).

These are just some examples and the connection between CQC improvement work and PROUD Behaviours will be closely monitored through the rest of 2022 to ensure the programmes of work are aligned and mutually supportive.

6. Measures

How this is launched and implemented will be crucial to successfully embedding PROUD Behaviours, emphasising the responsibility of all staff to demonstrate PROUD Behaviours. Several process measures will be tracked throughout the launch and implementation to ensure the plan is carried out. These will include:

- Number of departments materials are delivered to.
- Number of training courses PROUD Behaviours is referenced in and accessed.
- Number of Trust policies that refer to PROUD Behaviours either directly or in supporting materials.
- Number of places at which the framework sits for sharing as 'business as usual,' such as Corporate and local inductions.
- Number of Directorates that have discussed PROUD Behaviours within a Directorate or Team meeting.
- Number of attendees at the PROUD Behaviour drop-in sessions.

From speaking to other NHS Trusts who have undertaken similar work, the learning proposes that focusing on embedding behaviours takes time and helps support gradual positive culture change across the organisation. Therefore, at the outset the process measures proposed above will help to demonstrate the extent to which PROUD Behaviours are becoming part of 'business as usual' and therefore enabling such culture change. Outcome measures are harder to define and directly link to behavioural changes, however it is reasonable to expect that over time PROUD Behaviours could help have a positive impact on some metrics. Trust wide, beyond the launch and initial implementation plan, there is an expectation that some indicators will improve, for example:

- Staff survey data will be analysed for changes in related fields such as:
 - *"I receive the respect I deserve from colleagues at work."*
 - *"The people I work with are polite and treat each other with respect."*
 - *"How many times have you personally experienced harassment, bullying or abuse at work from managers / colleagues."*
 - *"Effective Teamworking."*
- NHS People Pulse feedback.
- Reduction in serious incidents where behaviour or communication is the root cause.
- HR Casework such as grievances and disciplinaries where behaviour or communication is the root cause.
- Retention rates.
- Sickness Absence.
- Recruitment success rates.
- High 5 App data will be monitored for emerging themes.

The NHSE/I Civility and Respect Toolkit (2020) suggests ways in which the impact of specific interactions can be measured (the Analyse, Intervene, Measure – AIM model), so this can be used locally in teams as needed.

7. Conclusion

Over the past nine months, a comprehensive and far-reaching consultation has enabled thousands of contributions to co-create the draft PROUD Behaviours with our colleagues, patients, and community. Agreement was achieved for this final version at TEG on 11th May 2022, and approval is now sought at the Board of Directors meeting on 24th May 2022 to enable the framework to be launched and brought to life.