

EXECUTIVE SUMMARY
REPORT TO THE BOARD OF DIRECTORS
HELD ON 31st JANUARY 2023

Subject	PROUD Behaviours for Patients and Visitors
Supporting TEG Member	Kirsten Major, Chief Executive
Author	Caroline Eadson, Head of Quality Improvement & Leadership Development Paula Ward, Organisational Development Director
Status¹	Debate and Approve

PURPOSE OF THE REPORT

To provide the final version of the adapted Sheffield Teaching Hospitals NHS FT (STHFT) PROUD Behaviours Framework for patients and visitors, with the associated implementation plan. This is for ratification, having been approved by our Trust Executive Group on 18th January 2023.

KEY POINTS

- A total of 6,845 interactions with staff, patients, and their carers/relatives, during the PROUD Behaviours consultation were used to create our PROUD Behaviours Framework for staff.
- The framework was approved at Board of Directors on 24th May 2022 and launched to all staff in June 2022. Communication techniques included: emails, posters, and face-to-face visits to departments.
- Interventions to embed the framework among all staff are ongoing, such as referencing the framework in training and development offers, as well as providing information drop-in sessions for managers.
- The next stage is to launch the PROUD Behaviours Framework to our patients, their carers, relatives, and visitors.
- A second version of the framework – specifically tailored to patients, carers, relatives, and visitors – has been created for this purpose and is included in this paper.
- Following a comprehensive discussion that focused on framing, language, consultation and how we connect our work with the wider system, the patient/visitor version of the framework was approved by our Trust Executive Group on 18th January 2023.
- A Project Coordinator has been recruited to support this next phase, with knowledge and experience in co-production and communications.
- Staff across the Trust will also be key advocates for this next phase and will have support to do this ranging from intensive to light-touch, based on level of need.
- Process measures will be monitored to gauge positive indicators.
- The final version of the framework with detailed plans for the patient/visitor phase are provided below.

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 ratify the final adapted version of the framework and the plans to launch and implement PROUD Behaviours to patients, carers, relatives, and visitors.

APPROVAL PROCESS

Meeting	Date	Approved Y/N
TEG (Staff version of framework)	11.05.2022	Y
Board of Directors – Public Meeting (Staff version of framework)	24.05.2022	Y
TEG (Public version of framework)	18.01.2023	Y
Board of Directors – Public Meeting (Public version of framework)	31.01.2023	

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

The PROUD Behaviours Framework was created following a broad consultation totalling 6,845 interactions, many of which came from patients and our communities. It was approved at the Board of Directors meeting on 24th May 2022 and launched to all staff members in June 2022. Metrics have been monitored to check the reach, and interventions to further embed the framework among all staff are ongoing, such as referencing the framework in training and development offers, as well as providing information drop-in sessions for managers.

During November and December 2022, engagement activities to co-produce a patient/visitor version of the framework and plan for the launch commenced. The range of stakeholders who were involved in this are listed below. A Project Coordinator who has specialist experience in leading projects involving patients, and professional communications skills, has been recruited to lead this aspect of the launch and implementation.

2. PROUD Behaviours Framework for Patients and Visitors

This adapted version of our PROUD Behaviours Framework will be more focused and relevant for patient and visitors than the staff version. Work to adapt it has included re-visiting the staff version to identify how applicable it is to other audiences; re-visiting the consultation data to include new patient- and visitor-specific behaviours; checking the accessibility and inclusivity of the new version; completing an equality impact assessment; and ensuring the framework is consistent with language and meaning of current STH policies and strategies.

Feedback from a diverse range of stakeholders helped iterate the version you will read below. Careful attention has been paid to ensuring the wording is patient- and visitor-relevant, and how it could be interpreted by a range of different patient groups, including those for whom English is a second language, and those who are neurodiverse. The stakeholders who contributed were:

- Violence and Aggression Working Group (comprising of a range of staff including AEM Operations Director, MSK Deputy Nurse Director, Clinical Educators, among others)
- Equality, Diversity, and Inclusion team
- Safety and Risk Forum
- Inclusive LGBTQ+ group (via Sheffield Voices) - a group of neurodiverse adults with learning disabilities or who are autistic/similar, and who identify as LGBTQ+
- Easy Read Self-Advocacy Group (part of Sheffield Voices) - this group comprises adults with learning disabilities and/or autistic adults who use Easy Read translation
- Healthwatch Sheffield
- Key roles across STH, for example: Trust Executives; Occupational Safety Manager; Service Manager - Hand Centre, Podiatric Surgery and Metabolic Bone
- Patient Safety Partners (patient representatives)
- Patient First Group

The resulting version of the patient/visitor PROUD Behaviours Framework was submitted to the Trust Executive Group on 18th January 2023, where it was approved. It should be noted that other frameworks and policies informing staff conduct and confidentiality exist, so – like the first version of our PROUD Behaviours Framework - this framework should not be considered exhaustive. This will be factored into the communication of the framework.

The framework follows on the next two pages.

Patient First

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

You can expect us to...

Introduce ourselves and our role and say 'hello' in a friendly manner.

Show kindness and care to patients, and those accompanying you.

Treat you with respect, and discuss your care with you.

We need you to....

Be polite and kind to all members of staff and other patients.

Understand that staff will make decisions based on the needs of all patients.

Be as open as possible about information that will help us to provide you with the best care.

Respect

Be kind, respectful to everyone and value diversity

You can expect us to...

Listen and show compassion towards your needs and choices.

Treat everyone fairly and with respect, and value and celebrate differences positively.

Be open and honest about your care, and say sorry when things don't go as planned.

We need you to...

Be considerate to all patients and staff.

Do the same as us in treating everyone fairly and with respect, and value and celebrate differences positively.

Never intimidate anyone or be aggressive.

Ownership

Celebrate our successes, learn continuously and ensure we improve

You can expect us to...

Have our ID badges visible at all times and dress in line with the dress code policy.

Prioritise the health and wellbeing of patients and staff.

Learn from mistakes and feedback.

We need you to...

Let us know if you have any needs for your appointment, such as an interpreter or someone to support you.

Take responsibility for your actions and behaviour in any environment where you receive care from us.

Give us feedback on your experiences of receiving care.

Unity

Work in partnership and value the roles of others

You can expect us to...

Work effectively with you and other staff members to offer the best care for you.

Listen to and acknowledge your concerns.

Pay attention to your needs.

We need you to...

Work with us to help provide you with high quality care, including letting us know about any concerns you have.

Understand staff are working in the interests of all patients.

Ensure your behaviours are PROUD towards everyone, regardless of their role.

Delivery

Be efficient, effective and accountable for our actions

You can expect us to...

Communicate clearly with you, your relatives, and others who are with you.

Take reasonable steps to meet your needs and expectations.

Prioritise your safety at all times.

We need you to...

Arrive at your appointment time and ensure you follow advice about any preparation needed.

Let us know if you can't attend your appointment or are going to be late, so we can make the best use of resources.

Follow instructions that are there to protect patient safety.

3. Launch

The launch of this phase of PROUD Behaviours begins with preparing our staff, who will be key advocates during launch and implementation. This is underway. The October 2022 edition of LEAD: Managers' Update focussed on PROUD Behaviours, reminding colleagues of the framework, and sharing information about the pending public launch. Drop-in sessions for managers now include information on the patient/public framework and launch. February and March 2023 will be used as a more detailed and focused warm-up and launch-planning period.

Care Groups have started to work with our Organisational Development Department and the PROUD Behaviours programme team to design department-specific support packages: Some departments require a more intensive package of support if – for example – they have data showing high incidences of staff abuse from patients or have patients on behavioural contracts. Some departments need less intensity therefore tiers of bespoke packages will be provided based on data. In addition, some corporate areas will require a customised implementation programme e.g., Security and PALS. Patient representatives have also been consulted: The Patient First Group on 1st November 2022 was used to talk to patient members and hear thoughts on how to maximise positive impact of this aspect of the launch.

This adapted version of the framework will be launched in April 2023, with a warm-up period for staff between February and March, as mentioned above. We will be working closely with Communications

to ensure that the launch plans are timely and effective, taking into account other internal and external communication plans. Throughout the initial launch week, activities will include:

- An email from central communications including a message from Kirsten Major to explain the framework is being shared widely, encouraging staff to support this phase.
- Distribution of STHFT branded posters and flyers to Clinical and Corporate areas across all sites including Community that are specifically designed for patients and visitors to read.
- Volunteers will share printed copies of this version with patients at entrances and exits and engage in conversations about the purpose of the behaviours and the way patients can also expect staff to behave on our sites and any site where our staff work. Volunteers will share an information slip with patients about how they can contact us if they are interested in working with us more closely to bring the framework to life.
- Staff will be invited to drop-in sessions to support this phase of implementation.
- Local community groups will be visited to share the framework and expectations.
- Materials will include examples of what PROUD Behaviours look like in action.
- Materials will have QR code links to access the framework in languages other than English and in more accessible formats.

4. Implementation

A new Project Coordinator has been recruited, bringing expertise of patient experience and communications to this aspect of implementation. Working closely with our central Communications Team, the post-holder will co-ordinate a series of implementation methods for the initial launch and through to July 2023. Key activities in this phase are anticipated to include:

- Inviting patients into relevant staff meetings to share experiences and thoughts on how to bring the framework to life. Managers will be supported to use the PROUD Behaviours Activity Pack with a patient voice in the room.
- Expansion of sharing posters with PROUD Behaviours displayed in patient and visitor areas around STHFT and community health services venues to highlight the most pressing/relevant areas of the framework to patients.
- Links and references to PROUD Behaviours within communication to patients (e.g., letters, STH app, patient feedback surveys).
- Making this framework explicit when working with patients who are on behavioural contracts.
- Continuing with monthly drop-in sessions for managers and leaders to discuss this wider embedding of the framework.
- Supporting staff to understand when patients have capacity and capability to exhibit the behaviours we expect to see and where they do not.
- Supporting staff to use the framework as a basis for discussions with patients where behaviours have been identified as those we expect or do not expect to see, and to understand how it aligns with the 'Preventing and managing violence, aggression, abusive behaviour and hate crimes at work policy'. 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 and makes clear links between this and the course content.

5. Metrics

Embedding PROUD Behaviours takes time, patience, support, and challenge to become part of the way people work and live across and within STHFT. There are several process measures that will be monitored to give positive indicators that our staff and patients are on track to embedding PROUD Behaviours as part of the culture of the organisation. They include:

- Number of staff attending drop-in sessions related to this phase.
- Number of patient letters/communications/surveys that reference PROUD Behaviours as standard.
- Number of departments engaging with the tiered level of implementation support.
- Reduction in behaviour incidents reported by staff and patients.

6. Conclusion

The PROUD Behaviours Framework for this phase is now ready for sharing with patients, carers, relatives, and visitors, and - in doing so - will be a reminder to all staff of its existence. This new version has been made specifically relevant to our patients and visitors. The framework, launch, implementation plan, and metrics of this aspect of the PROUD Behaviours has been approved by TEG, and preparing our staff is underway. This paper seeks ratification of this version of the framework and associated plans. Once approved, it will be taken to Management Board Briefing on 3rd February 2023. Following this, February and March 2023 will be used as a warm-up and launch-planning period, ahead of the full launch from April 2023.