

# How we work



**Caring for our patients**



**Making the best decisions**



**Leading by example**



**Caring for one another**



**Adapting to change and  
delivering improvements**



**Working together**



**Finding solutions**

# How we work



## Our values

At Leeds Community Healthcare NHS Trust our shared purpose is underpinned by our values:

- We are open and honest and do what we say we will
- We treat everyone as an individual
- We are continuously listening, learning and improving

### Caring for our patients

Patients and carers are at the heart of what we do, seeing things from their point of view and acting on their needs in the best way we can. It also means treating them with respect, dignity, kindness and ensuring that we keep high quality and complete patient records to enable a consistent approach to all that we do.

### Making the best decisions

Being willing to take a decision, gathering sufficient information from the right sources and making decisions which are logical and evidence-based. It also means taking a long-term view about what is best for the future of our patients and the Trust.

### Adapting to change and delivering improvements

Looking at the way things are done now and suggesting new ways of working. This includes looking at best practice elsewhere and bringing in relevant ideas from outside the Trust. It also means being able to adapt to new ways of working and to changes in the ways in which we deliver care.

### Caring for one another

Being thoughtful in the way we treat one another and keeping your emotions under control. It means listening to one another, being sensitive to other people's situations and treating them with kindness. It also means being flexible in the way you work with others that enables you to work effectively with different types of people.

### Leading by example

Being clear about what needs to be done and helping others to develop their abilities. It also means acting as a role model by taking responsibility, keeping your promises and being prepared to say what you think. It also means setting high standards for yourself and others.

### Working together

Being supportive of colleagues and building relationships both inside and outside the Trust. It also means communicating clearly and persuasively, being open to others' ideas and finding out what is important to them in order to get things done.

### Finding solutions

Adopting a positive approach to problems and looking for ways to solve them. It also means showing a sense of enjoyment and commitment to what you do.

# Caring for our patients

Patients and carers are at the heart of what we do, seeing things from their point of view and acting on their needs in the best way we can. It also means treating them with respect, dignity, kindness and ensuring that we keep high quality and complete patient records to enable a consistent approach to all that we do.



## Effective behaviours

### Core behaviours relevant to all staff

### Leading through others

### Organisational leader

## Putting patients first

Makes patients a priority and is prepared to meet their needs for them in the best way possible.  
 Has an outward focus on activity other than own team.  
 Takes complaints seriously.  
 Escalates complaints using the correct process.  
 Enabling patients to self-manage their conditions wherever possible and/or focusing on the enablement of their goals as the basis of care planning.

Engages with service users and seeks to understand their needs.  
 Seeks to investigate and resolve complaints fully, while ensuring that complainants are kept informed of progress.  
 Acts as a role model and ensures that team members make patients a priority.

Ensures that services are designed and delivered based on meeting the current and future needs of the local community.  
 Is willing to 'give power away' to patients, families and to other organisations if this will improve standards of care.

Does not look at things from the point of view of patients and their families.  
 Is more interested in protecting their own job / team rather than in providing the best service for patients.

## Treating patients with kindness and respect

Shows empathy with patients and treats them as a person (rather than as an 'illness').  
 Provides encouragement to patients (e.g. while treating them).  
 Tries to reassure patients and to put them at ease.  
 Offers advice to patients and makes them feel valued.  
 Checks records for inaccurate information.  
 Knows when to escalate an issue with poor quality records.

Puts processes in place to ensure that patients are kept informed about their condition and their treatment.  
 Seeks to really understand exactly what complainants are unhappy about and what can be done about it.

Is rude or patronising towards patients (e.g. not facing a patient while talking to them).  
 Does not listen to the patient and consider their opinions.  
 Is prejudiced against certain groups of patients and shows it.

## Keeping high quality patient records

Maintains high quality and up to date documentation (e.g. handover notes, patient records, records of incidents etc), in line with professional standards of conduct.

Ensures that processes are in place which gather all relevant data to ensure the highest level of patient care.  
 Monitors compliance with these systems.

## Ineffective behaviours

# Making the best decisions

Being willing to take a decision, gathering sufficient information from the right sources and making decisions which are logical and evidence-based. It also means taking a long-term view about what is best for the future of our patients and the Trust.



## Effective behaviours

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Ineffective behaviours

## Willingness to take a decision using the most appropriate decision making process

<p>Is willing to take decisions (within own role) when others can't or won't.</p> <p>Is able to think quickly to deal with a crisis.</p>	<p>Empowers others to make decisions and encourage them to have 'freedom to act'.</p>	<p>Is willing to take complex decisions which have a significant impact on partner organisations.</p>	<p>Is reluctant or too slow to take decisions.</p> <p>Always refers to others.</p> <p>Always defers to others.</p> <p>Never consults with others.</p> <p>Leaves decision making to the last minute.</p>
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## Understanding issues

<p>Gathers information from different sources and looks at problems from a range of angles.</p> <p>Understands risks and who to report them to.</p> <p>Accurately interprets data.</p>	<p>Accurately identifies the trends in data and the 'story' behind it.</p> <p>Identifies risks and areas of poor performance.</p>	<p>Sees the 'bigger picture' and how national policies and trends are likely to impact upon the Trust.</p>
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## Taking high quality decisions

<p>Is able to suggest logical evidence-based solutions to solve problems.</p> <p>Can identify which actions will have the biggest impact (rather than trying to 'do everything').</p> <p>Is able to manage workload that fits the requirements of the service.</p>	<p>Recognises that their team cannot do 'everything' and takes clear and logical decisions about how best to use resources.</p> <p>Understands what they can and cannot control.</p> <p>Look at problems from multiple angles and comes up with a range of possible solutions.</p>	<p>Is able to demonstrate how an idea would add value to the overall performance of the Trust.</p> <p>Recognises which activities and initiatives will have the biggest impact and targets resources accordingly.</p>
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## Effective behaviours

## Ineffective behaviours

### Core behaviours relevant to all staff

### Leading through others

### Organisational leader

## Thinking about the future

Understands own personal workload priorities and how this fits with the service.

Anticipates the future requirement to change by keeping up to date with clinical, professional or organisational policy changes that impact on their work.

Understands the long-term goals and the strategic reasons for doing something.  
Invests time now to make the future better.  
Identifies risks and takes action to mitigate them.

Thinks long-term about how local and national policies and commissioning will change and how this will impact upon the structure and role of the Trust.

Is unclear about the organisational purpose or how things are likely to change.

# Leading by example

Being clear about what needs to be done and helping others to develop their abilities. It also means acting as a role model by taking responsibility, keeping your promises and being prepared to say what you think. It also means setting high standards for yourself and others.



Effective behaviours			Ineffective behaviours
Core behaviours relevant to all staff	Leading through others	Organisational leader	
<h2>Leading and developing others</h2>			
<p>Is able to engage and enthuse others.</p> <p>Helps colleagues improve or develop their skills.</p> <p>Seeks out and values others' ideas.</p> <p>Helps to create an atmosphere where others feel valued.</p>	<p>Provides direction and sets clear objectives and priorities for others.</p> <p>Invests time in coaching others to develop their skills / behaviours and improve their performance.</p> <p>Trusts and empowers others and values their contributions.</p> <p>Has a clear vision of what needs to be done.</p> <p>Provides support and encouragement for team members.</p> <p>Shows interest and gets to know each individual member of their team.</p>	<p>Is able to set, articulate and drive the purpose of the Trust.</p>	<p>Is autocratic and simply tells others what to do.</p> <p>'Does the thinking for people' instead of trying to develop their skills.</p> <p>Uses hierarchy and position / role to get things done.</p> <p>Lacks insight into own interpersonal skills and the impact this may have on staff morale.</p> <p>Dismisses new ideas without proper consideration.</p>
<h2>Taking responsibility</h2>			
<p>Accepts responsibility for their work.</p> <p>Takes 'ownership' of problems when they arise and knows where to report them to.</p>	<p>Is willing to be supportive but also to 'stand firm' when necessary.</p> <p>Is willing to deliver difficult messages when necessary.</p>		<p>Just complains about problems rather than doing anything about them.</p> <p>Waits to be told what to do.</p> <p>Uses excuses or blames others.</p>

## Effective behaviours

## Ineffective behaviours

### Core behaviours relevant to all staff

### Leading through others

### Organisational leader

## Being open and honest

Admits and apologises if they have made a mistake.  
 Admits if they don't know or can't do something.  
 Is 'authentic' and prepared to say what they think.  
 Is open to feedback.  
 Does what they say they will do.  
 Asks for help when they need it.  
 Maintains confidentiality.  
 Aware of how to report risks or concerns.  
 Does the right thing, even when no-one is looking.

Shows 'authentic' leadership by behaving in a way that is consistent with the Trust's organisational purpose and values.  
 Admits it to others when they are not sure about the best answer to an issue.  
 Asks for feedback from team members and peers and is willing to act upon it.  
 Takes action when risks or concerns are raised.

Is open and honest with external stakeholders about what the Trust realistically can and can't do.

Is unwilling to say what they really think (e.g. appears to agree with something in a meeting and then complains about it afterwards).  
 Displays false emotions (e.g. by pretending to be more upset about something than they really are).  
 Keeps information to themselves that should be shared.

## Setting high standards

Takes pride in their work and their appearance.  
 Delivers results on time and produces high quality work.  
 Sets high standards for self and others.  
 Takes action quickly to resolve problems.  
 Knows when to report a complaint or incident.  
 Seeks to avoid recurrences of incidents.

Sets high standards and monitors direct reports' performance against these.  
 Is willing to challenge and confront poor performance.  
 Shows a desire to raise standards.  
 Applies rules consistently and shows respect to team members.  
 Provides recognition for good performance.  
 Investigates complaints and critical incidents and seeks to avoid a recurrence.

Acts as an 'ambassador' and represents the Trust to external agencies.

Allows poor performance to go unchallenged.  
 Sets a poor example.  
 Does not encourage or motivate others.  
 Puts down others to make themselves look better.

# Caring for one another

Being clear about what needs to be done and helping others to develop their abilities. It also means acting as a role model by taking responsibility, keeping your promises and being prepared to say what you think. It also means setting high standards for yourself and others.



## Effective behaviours

Core behaviours relevant to all staff

Leading through others

Organisational leader

## Ineffective behaviours

### Tact and diplomacy

<p>Is respectful and diplomatic when dealing with others. Avoids unnecessary conflict.</p>	<p>Is able to discuss difficult issues with team members and with managers from other departments without upsetting them.</p>	<p>Is able to discuss difficult issues with partners and external stakeholders without upsetting them.</p>	<p>Makes inflammatory remarks or sends hostile emails. Uses inappropriate or offensive language. Uses aggressive body language.</p>
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### Interpersonal sensitivity / empathy

<p>Shows patience and 'kindness' to others. Is aware of the pressures that others are under and seeks to understand their situation. Is able to stay calm and professional under pressure. Shows self-awareness (and is prepared to ask for help). Tries to see things from the other person's situation and to understand how they feel.</p>	<p>Makes team members and peers feel valued and treats them the way that they would like to be treated. Recognises when people are under pressure or 'down' and offers support (e.g. by asking: 'what can we do to help you with this?')</p>		<p>Focuses exclusively on tasks without attempting to deal with 'people' issues. Acts out emotions (e.g. by sending an angry email) so that others can see how upset they are about something. Loses their temper or is rude. Is dismissive of others people's issues.</p>
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## Effective behaviours

## Ineffective behaviours

### Core behaviours relevant to all staff

### Leading through others

### Organisational leader

## Listening

Gives full attention to others and listens to ensure that they fully understand problems.  
 Asks open questions to understand what people want / need.  
 Listens twice as much as they speak.  
 Makes the time to listen to patients' concerns.  
 Listens carefully to ensure that you fully understand patients' symptoms/medical history.  
 Demonstrate that you are listening (e.g. by summarising to check your understanding).  
 Ensures that everyone 'has their say'.  
 Tries to find out exactly what complainants are unhappy about.  
 Asks for feedback and acts on it.

Makes themselves available to the team and listens to their concerns.  
 Seeks to understand the priorities of other parts of the Trust and the issues they are dealing with.

Seeks to understand the priorities of partner and stakeholder organisations.

Talks more than they listen.  
 Is not receptive to ideas from others.  
 Only hears what they want to.  
 Does not ensure that everyone has their say.

## Flexibility

Is able to adapt their style in order to work with different types of people or in a new environment / situation.  
 Is willing to go the extra mile.  
 Willing to try new ideas, even if they do not agree with them at first.

Is set in their ways or rigid in their approach.

# Adapting to change and delivering improvements

Looking at the way things are done now and suggesting new ways of working. This includes looking at best practice elsewhere and bringing in relevant ideas from outside the Trust. It also means being able to adapt to new ways of working and to changes in the ways in which we deliver care.



Effective behaviours			Ineffective behaviours
Core behaviours relevant to all staff	Leading through others	Organisational leader	
<h2>Looking for improvement / innovation</h2>			
<p>Looks at existing ways of working and identifies where improvements could be made.</p> <p>Not accepting the way things are always done and suggests new ways of delivering services that would improve outcomes and efficiency.</p> <p>Shares best practice outside the Trust (e.g. "elsewhere they do x..." or "I read an article where they suggested doing it this way").</p> <p>Seeks to learn from the experience when things go wrong.</p>	<p>Encourages others to think creatively.</p> <p>Is willing to take risks and to look for new business opportunities.</p> <p>Puts systems and Key Performance Indicators (KPIs) in place to avoid a recurrence of problems or complaints.</p> <p>Identifies and addresses inefficiencies or duplication of effort.</p> <p>Willing to admit when a change is not an improvement and stopping it.</p> <p>Ensures that systems are in place to measure and demonstrate improvement.</p> <p>Is willing to listen when the ways in which things are done are challenged, or new suggestions are made.</p>	<p>Has an overview of the activities and priorities of the Trust and uses this information to identify areas where significant improvements can be made.</p> <p>Looks to improve the overall service provided by the Trust and to encourage greater synergy and cohesion between teams.</p>	<p>Doing the same thing in the same way without questioning whether it is still the best approach.</p> <p>Negative attitude towards change and new ideas.</p> <p>Discourages others to engage with changes.</p> <p>Being overtly risk averse.</p> <p>Being obstructive to others when testing out new ways of doing things.</p>
<h2>Looking outside of the Trust</h2>			
<p>Shares 'what is out there' in terms of what other organisations do / best practice / latest thinking and how the Trust compares with these.</p>	<p>Shows an external perspective by focusing on the needs of the community.</p> <p>Is aware of how our performance compares with that of other Trusts.</p>	<p>Looks at the ways in which care is delivered elsewhere and seeks to introduce best practice across the Trust. This includes social care and other key areas of public policy.</p>	<p>Relies on existing ways of doing things and focuses on internal factors.</p>

## Effective behaviours

## Ineffective behaviours

### Core behaviours relevant to all staff

### Leading through others

### Organisational leader

## Adapting to change

Is able to work effectively during periods of change and uncertainty.

Accepts that change will continue and that their team / office/structure may well have to change.

Is willing to 'let go' of some tasks.

Recognises that change will be continuous.

Is able to adapt to new ways of working and changes in the system of social care.

Supports team members and helps them to deal with periods of change and uncertainty (e.g. by remaining calm and by explaining the need for change and the impact of leaving things as they are).

Keeps up to date with changes in the Social Care system and is aware of their implications for the Trust.

Is unwilling to accept change and needs to feel 'safe' in their current job/structure.

Being unable to accept or consider changes in ways of working.

Discourages others to engage with change.

# Working together

Being supportive of colleagues and building relationships both inside and outside the Trust. It also means communicating clearly and persuasively, being open to others' ideas and finding out what is important to them in order to get things done.



## Effective behaviours

### Core behaviours relevant to all staff

#### Teamwork

- Is collaborative and remembers that colleagues are all part of the same organisation.
- Is supportive towards colleagues (e.g. helps others to share the workload).
- Willing to ask colleagues for help in order to solve a problem.
- Willing to offer help to colleagues who may be struggling.
- Avoids 'blaming' others when things go wrong.

### Leading through others

- Supports efforts to break down 'silos' and encourages team members to support one another.
- Behaves as if we are all part of the same organisation and encourages other members of staff to do the same.
- Works closely and cooperatively with colleagues from other departments, seeking to break down 'silos'.

### Organisational leader

Works in a collaborative way with partner organisations across the city.

## Ineffective behaviours

- Leaves things for the next person to do.
- Is confrontational. Looks to 'blame' others when problems arise.
- Is narrow minded, and adopts a 'silo' mentality.
- Tries to undermine colleagues (e.g. by engaging in petty personal disagreements).

#### Relationship building

- Builds relationships within the team and across the Trust.
- Seeks to solve problems by consulting with others.
- Seeks to resolve conflicts and to repair relationships when they are strained or broken.
- Makes the effort to talk to people wherever possible rather than just using emails.

- Acts as a role model by building relationships between their team or department and others.
- Treats colleagues from other parts of the Trust with respect.
- Build relationships across the Trust.
- Devotes time to building external relationships and networks.

Builds a network of relationships with external stakeholders e.g. commissioners and other parts of the NHS.

- Does not try to repair relationships and instead just waits to be 'proved right'.
- Uses rank or hierarchy to impose a solution.
- Tries to undermine other colleagues and managers.

## Effective behaviours

## Ineffective behaviours

### Core behaviours relevant to all staff

### Leading through others

### Organisational leader

## Clarity

Uses 'plain English' – language that others can easily understand.  
Provides a clear and comprehensive explanation (e.g. of how a procedure will work or the effects of a condition or treatment) both to patients and to their families/carers.

Clearly explains the rationale behind a decision or a request.

Can 'translate' the organisational purpose and make it 'real' so that they understand what it means for them.

Provides confusing or conflicting information.  
Provides far too much data so that messages are unclear.

## Persuasiveness

Uses evidence and examples to construct a persuasive case for doing something.

Engages and mobilises others to support the overall team, service or organisational purpose.

Is able to gain the support of external stakeholders by convincing them of the benefits of a particular course of action.

## Influencing

Seeks to gain commitment from others who are reluctant to engage.

Is open to others' ideas even when there are differences of opinion.

Is keen to find out what matters to other people.

Tries to arrive at joint solutions that others will support.

Engages others to support the Trust's organisational purpose.

Role models the organisations required behaviours to others.

Works in the local system to support organisational purpose and to ensure the best outcomes for patients.

Uses influence for one's own ends.

# Finding solutions

Adopting a positive approach to problems and looking for ways to solve them. It also means showing a sense of enjoyment and commitment to what you do.



## Effective behaviours

### Core behaviours relevant to all staff

### Leading through others

### Organisational leader

## Showing a positive attitude to problem-solving

<p>Adopts a positive attitude to problem-solving. Is solutions-focused and asks: "what do we need to deliver and how can we do it?" Accepts the reality of the situation and looks to identify what can be done, despite constraints on resources.</p>	<p>Helps to build a 'can do' culture within the team. Is proactive in asking direct reports and peers to consider: "what do we need to deliver and how best can we do it?"</p>	<p>Demonstrates 'System Leadership' by working with partners across the city.</p>	<p>Complains / moans about how bad things are or how they used to be better. Says "this can't be done" and waits to be told what to do rather than trying to generate solutions.</p>
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## Commitment

<p>Shows commitment, passion and enthusiasm for what you do. Considers what needs to happen to get the job done.</p>	<p>Encourages others to persist in looking for solutions to problems.</p>	<p>Shows system-wide commitment to addressing health inequalities with partner organisations across the city.</p>	<p>Lacks commitment.</p>
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## Optimism

<p>Shows a sense of enjoyment and fun in their work. Uses humour (e.g. to deal with frustrations). Has a positive view of the future. Celebrates success of others and team.</p>	<p>Accepts the reality of the situation (e.g. limited or reduced resources) but encourages others to focus on what can be achieved.</p>		<p>Expresses cynicism or negative attitudes which spread to others.</p>
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## Ineffective behaviours