



<b>Teitl adroddiad:</b> <b>Report title:</b>	Values and Behaviours Framework
<b>Adrodd i:</b> <b>Report to:</b>	Health Board
<b>Dyddiad y Cyfarfod:</b> <b>Date of Meeting:</b>	Thursday, 28 November 2024
<b>Crynodeb</b> <b>Gweithredol:</b>  <b>Executive Summary:</b>	<p>In September 2023, the Board approved the paper titled <b>Organisational Development: Culture, Leadership and Engagement</b>. In September 2024 the Board received a report outlining the progress to date across all nine areas of focus. This report provides, for decision, the outcome of the work undertaken in relation to the development of a Values and Behaviours Framework, following significant engagement and co-design.</p> <p>The final draft review has been undertaken by People and Culture Committee and informally the wider Board. Given the role of the Board is leading culture, the final steps of the process of developing the Values and Behaviours Framework has looped back to the Board itself and the Committee charged with a focus on People and Culture. The discussion enabled an understanding of the approach to development and co-design taken, and the final draft for consideration formally at the Board in November. The detail is provided below, and a toolkit will be developed with further resources and materials during the implementation phase. In summary, the Values and Behaviours presented are:</p> <ol style="list-style-type: none"><li><b>1. Compassion</b><ul style="list-style-type: none"><li>- We will take care of each other</li><li>- We will provide a good place to work, learn and succeed</li></ul></li><li><b>2. Openness</b><ul style="list-style-type: none"><li>- We are honest</li><li>- We are accountable</li><li>- We empower each other</li><li>- We are innovative in delivering safe, quality and reliable care</li></ul></li><li><b>3. Respect</b><ul style="list-style-type: none"><li>- Everyone counts</li><li>- We work together and appreciate individual differences</li><li>- We say thank you and well done</li></ul></li></ol>
<b>Argymhellion:</b> <b>Recommendations:</b>	<p>The Board is asked to:</p> <p><b>NOTE</b> the progress of the work; and</p> <p><b>APPROVE</b> the Values and Behaviours Framework in order that implementation can commence.</p>
<b>Arweinydd</b> <b>Gweithredol:</b> <b>Executive Lead:</b>	Chief Executive, supported by Deputy Director of People
<b>Awdur yr Adroddiad:</b> <b>Report Author:</b>	

<b>Pwrpas yr adroddiad:</b> <i>Purpose of report:</i>	<b>I'w Nodi</b> <i>For Noting</i> <input checked="" type="checkbox"/>	<b>I Benderfynu arno</b> <i>For Decision</i> <input checked="" type="checkbox"/>	<b>Am sicrwydd</b> <i>For Assurance</i> <input type="checkbox"/>	
<b>Lefel sicrwydd:</b> <i>Assurance level:</i>	<b>Arwyddocaol</b> <i>Significant</i> <input type="checkbox"/> Lefel uchel o hyder/tystiolaeth o ran darparu'r mecanweithiau / amcanion presennol <i>High level of confidence/evidence in delivery of existing mechanisms/objectives</i>	<b>Derbyniol</b> <i>Acceptable</i> <input type="checkbox"/> Lefel gyffredinol o hyder/tystiolaeth o ran darparu'r mecanweithiau / amcanion presennol <i>General confidence/evidence in delivery of existing mechanisms/objectives</i>	<b>Rhannol</b> <i>Partial</i> <input type="checkbox"/> Rhywfaint o hyder/tystiolaeth o ran darparu'r mecanweithiau / amcanion presennol <i>Some confidence/evidence in delivery of existing mechanisms/objectives</i>	<b>Dim Sicrwydd</b> <i>No Assurance</i> <input type="checkbox"/> Dim hyder/tystiolaeth o ran y ddarpariaeth <i>No confidence/evidence in delivery</i>
<b>Cyfiawnhad dros y gyfradd sicrwydd uchod. Lle bo sicrwydd 'Rhannol' neu 'Dim Sicrwydd' wedi'i nodi uchod, nodwch gamau i gyflawni sicrwydd 'Derbyniol' uchod, a'r terfyn amser ar gyfer cyflawni hyn:</b>				
<b><i>Justification for the above assurance rating. Where 'Partial' or 'No' assurance has been indicated above, please indicate steps to achieve 'Acceptable' assurance or above, and the timeframe for achieving this:</i></b>				
<b>Cyswllt ag Amcan/Amcanion Strategol:</b>  <b><i>Link to Strategic Objective(s):</i></b>	Strategic Objective 3: Creating Compassionate Culture, Leadership and Engagement			
<b>Goblygiadau rheoleiddio a lleol:</b>  <b><i>Regulatory and legal implications:</i></b>	Indirect – these values will form part of the expected standards of behaviour			
<b>Yn unol â WP7, a oedd EqIA yn angenrheidiol ac a gafodd ei gynnal?</b> <b><i>In accordance with WP7 has an EqIA been identified as necessary and undertaken?</i></b>				
<b>Yn unol â WP68, a oedd SEIA yn angenrheidiol ac a gafodd ei gynnal?</b> <b><i>In accordance with WP68, has an SEIA identified as necessary been undertaken?</i></b>				
<b>Manylion am risgiau sy'n gysylltiedig â phwnc a chwmpas y papur hwn, gan gynnwys risgiau newydd (croesgyfeirio at y BAF a'r CRR)</b> <b><i>Details of risks associated with the subject and scope of this paper, including new risks( cross reference to the BAF and CRR)</i></b>				
<b>Goblygiadau ariannol o ganlyniad i roi'r argymhellion ar waith</b> <b><i>Financial implications as a result of implementing the recommendations</i></b>	No recommendation results in a financial decision or implication			
<b>Goblygiadau gweithlu o ganlyniad i roi'r argymhellion ar waith</b> <b><i>Workforce implications as a result of implementing the recommendations</i></b>	Approving the Values and Behaviours Framework will impact on the approach taken to recruitment and the standards of behaviour within the organisation			
<b>Adborth, ymateb a chrynodeb dilynol ar ôl ymgynghori</b>	Feedback following engagement has been included within the main report			

<b>Feedback, response, and follow up summary following consultation</b>	
<b>Cysylltiadau â risgiau BAF:</b> (neu gysylltiadau â'r Gofrestr Risg Gorfforaethol) <b>Links to BAF risks:</b> (or links to the Corporate Risk Register)	CRR24-01 CRR24-16
<b>Rheswm dros gyflwyno adroddiad i fwrdd cyfrinachol (lle bo'n berthnasol)</b>  <b>Reason for submission of report to confidential board (where relevant)</b>	N/A
<b>Camau Nesaf:</b> <b>Gweithredu argymhellion</b>  <b>Next Steps and implementation of recommendations:</b>  The implementation plan relating to the Values and Behaviours Framework will be presented to the Executive Team and onward to the People and Culture Committee. Monitoring will also take place through these mechanisms.	
<b>Rhestr o Atodiadau:</b>	

# VALUES AND BEHAVIOURS FRAMEWORK

## 1.0 INTRODUCTION

In September 2023, the Board approved the paper titled **Organisational Development: Culture, Leadership and Engagement**. In September 2024 the Board received a report outlining the progress to date across all nine areas of focus. This report provides, for decision, the outcome of the work undertaken in relation to the development of a Values and Behaviours Framework, following significant engagement and co-design.

It is within the Boards responsibility to develop and set culture. The ‘tone from the top’ is evidenced as critical to the culture that exists across the organisation. Developing an organisational culture designed to deliver the purpose and strategic objectives of the organisation is key. In developing this work therefore, there has been a clear line of sight linking the development of the Values and Behaviours Framework to the organisations’ purpose which is ‘to improve health and provide excellent care’ and the organisations Strategic Objectives:



1. Building an effective organisation



2. Developing strategy and long-lasting change



3. Creating compassionate culture, leadership and engagement



4. Improving quality, outcomes and experience



5. Establishing an effective environment for Learning





## 2.0 APPROACH TO DEVELOPING THE VALUES AND BEHAVIOURS FRAMEWORK

The approach to developing the Values and Behaviours Framework has been designed to be as inclusive as possible. Learning from what has worked and not worked from the past within the health board has meant that a significant emphasis has been placed on co-designing the values and behaviours. Detail of the genesis of previous values and separate behaviours approaches are included as appendix 1. In relation to the contemporary work, a five-stage process has been developed and implemented:

1. *Review of the Evidence* relating to compassionate cultures, given the Board has already stated its intent to commit to this approach. The work of Professor Michael West, along with wider contributors in the Kings Fund, have informed practical resources for understanding and developing compassionate culture.

2. *Stage 1 insights and feedback.* This included work commenced in summer 2023 and concluding in June 2024. The initial draft Framework was developed from these insights.

<p>Thematic analysis from the Independent Reviews carried out as part of Special Measures provided information on culture and areas for development.</p>	<p>Stronger Together engagement events carried out in Summer 2023 – feedback on current culture, values and behaviours were analysed and themed.</p>	<p>Leadership (&amp; People Managers) Conference June 2024 – conversational spaces were held with participants asking specific questions on our values and behaviours.</p>
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Organisational Values	Organisational Behaviours	Behaviours for All	Behaviours for People Managers	Behaviours we Don't Want
<b>Compassion</b> 	<ul style="list-style-type: none"> <li>▪ We are Kind</li> <li>▪ We Listen</li> <li>▪ We show Empathy</li> <li>▪ We take Care of each Other</li> </ul>	<ul style="list-style-type: none"> <li>• I am patient and considerate of others</li> <li>• I take time, even if busy to understand others point of view</li> <li>• I am attentive and think about what others need</li> <li>• I take care of my own wellbeing and support others to do so too</li> </ul>	<ul style="list-style-type: none"> <li>• I care for my team and colleagues' wellbeing, showing understanding and compassion</li> <li>• I listen with curiosity, proactively listen to suggestions and address areas of concerns</li> <li>• I am open to hear worries and concerns and working together to resolve them</li> <li>• I am attentive to my teams needs and motivations, I am civil, courteous and polite</li> </ul>	<ul style="list-style-type: none"> <li>• I ignore people's feelings, I am rude and dismissive of others</li> <li>• I don't give people a chance to explain, I talk over people and I'm disruptive</li> <li>• I ignore concerns that people raise</li> <li>• I ignore and walk by when people need support</li> </ul>
<b>Respect</b> 	<ul style="list-style-type: none"> <li>▪ We are Open and Honest</li> <li>▪ We recognise Achievement</li> <li>▪ We Value Difference</li> <li>▪ We have Integrity</li> </ul>	<ul style="list-style-type: none"> <li>• I am aware of my impact on others and act on feedback</li> <li>• I celebrate others' achievement</li> <li>• I appreciate that people have differing needs and take them into consideration</li> <li>• I am truthful and honest</li> </ul>	<ul style="list-style-type: none"> <li>• I communicate openly, respectfully and professionally</li> <li>• I celebrate achievements and say 'thank you'</li> <li>• I take into account and respect diverse views for better outcomes</li> <li>• I challenge inappropriate behaviours or language</li> </ul>	<ul style="list-style-type: none"> <li>• I speak negatively of others and hold grudges.</li> <li>• I am closed to feedback about myself</li> <li>• I ignore my colleagues/teams achievements or take the credit myself</li> <li>• I make people feel belittled or judged</li> </ul>
<b>Everyone counts</b> 	<ul style="list-style-type: none"> <li>▪ We put People First</li> <li>▪ We work Together</li> <li>▪ We are Inclusive</li> <li>▪ We are Professional</li> </ul>	<ul style="list-style-type: none"> <li>• I prioritise actions that will improve the service and promote safety</li> <li>• I am a team player, interacting, co-operating and offer help</li> <li>• I am approachable and welcoming to everyone whoever they are</li> <li>• I lead by example by modelling the values and behaviours of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• I am visible, approachable and available to my team, colleagues and service users</li> <li>• I share ideas and knowledge to develop best practice for the benefit of all</li> <li>• I consistently act in a positive and inclusive manner and value all staff as individuals</li> <li>• I lead by example, influencing and inspiring confidence by maintaining professional standards</li> </ul>	<ul style="list-style-type: none"> <li>• I ignore safety and poor standards of care</li> <li>• I am not supportive of my colleagues</li> <li>• I am only concerned about my own needs, ambitions and goals</li> <li>• I dismiss differing views or opinions without discussion, I isolate and avoid people</li> </ul>
<b>Innovation &amp; Positivity</b> 	<ul style="list-style-type: none"> <li>▪ We constantly Improve</li> <li>▪ We Strive to be the Best</li> <li>▪ We Empower</li> <li>▪ We are Open to Change</li> </ul>	<ul style="list-style-type: none"> <li>• I frequently ask for and act on feedback to improve what I do from day to day</li> <li>• I suggest improvements to the way we do things. I am positive and have a can-do attitude</li> <li>• I ensure everyone's voice is heard and is considered in decision making</li> <li>• I challenge the status quo in a constructive way</li> </ul>	<ul style="list-style-type: none"> <li>• I define and lead change and continuous improvement</li> <li>• I develop myself as a manager and leader to the best I can be</li> <li>• I develop others so that they can bring their best self to work</li> <li>• I share skills and knowledge in order to encourage others to innovate and improve</li> </ul>	<ul style="list-style-type: none"> <li>• I resist change or improvements</li> <li>• I focus on problems rather than solutions</li> <li>• I sabotage change</li> <li>• I make changes to suit my own agenda not for the greater good of the service user or organisation</li> </ul>

3. *Stage 2 Feedback on initial draft Framework.* Extensive engagement was held across the organisation to help shape the Framework, including:

- 28 meetings ranging from –
  - IHC/Pan and Corporate Services Senior Leadership Teams;
  - Local People & Culture Committees;
  - Workforce Partnership Group;
  - Local Partnership Forum
- Health Board People & Culture Committee
- Executive Team
- Stakeholder Reference Group
- Health Board workshop
- All members of the Culture & Leadership Design Group have cascaded out to their teams and main contacts
- 3 Roadshows at areas of high footfall in the main District General Hospitals
- 7 Microsoft Teams drop-in sessions with 47 staff attending

The feedback from the engagement events was collated into a **'You Said We Did'** format, this was posted on BetsiNet and shared in all presentations to ensure staff could see how the feedback had been used to shape the second iteration of the framework, as outlined below.

You said	We did
<ul style="list-style-type: none"> <li>There was duplication in some of the values and behaviours</li> </ul>	<ul style="list-style-type: none"> <li>We re-looked at the values and behaviours and removed any duplication. This involved condensing values to three, whilst being mindful not to lose any of the behaviours (these have been added under other values).</li> </ul>
<ul style="list-style-type: none"> <li>The document was too busy and wordy</li> </ul>	<ul style="list-style-type: none"> <li>By removing duplication as noted above, the framework was condensed.</li> </ul>
<ul style="list-style-type: none"> <li>The language needed simplifying</li> </ul>	<ul style="list-style-type: none"> <li>Statements have been simplified and shortened.</li> </ul>
<ul style="list-style-type: none"> <li>Whilst the behaviours we don't want, are important and should not be lost, they should not be included on the front page as it could be seen as providing a negative view.</li> </ul>	<ul style="list-style-type: none"> <li>The behaviours we don't want to see, have been taken off the front page of the document but will be included in a toolkit to support embedding the values and behaviours.</li> </ul>
<ul style="list-style-type: none"> <li>Accountability needs to feature within the framework</li> </ul>	<ul style="list-style-type: none"> <li>Accountability is clearly featured with specific behaviours relating to holding ourselves and others to account. The PADR process will be reviewed, to ensure evidence is provided on behaviours.</li> </ul>
<ul style="list-style-type: none"> <li>What support will staff receive to develop competence and confidence to address any unacceptable behaviours?</li> </ul>	<ul style="list-style-type: none"> <li>A toolkit to support embedding the values and behaviours will be produced. The toolkit will include signposting to workshops available to develop competence and confidence; signposting to additional support /policies and resources; local case studies and more. (There will be opportunities to be involved in the development of this toolkit).</li> </ul>
<ul style="list-style-type: none"> <li>Open and honest communication is not featured heavily enough in the framework</li> </ul>	<ul style="list-style-type: none"> <li>Due to the overwhelming feedback, there is a value dedicated to openness which embodies this.</li> </ul>
<ul style="list-style-type: none"> <li>Learning &amp; development is not featured heavily enough in the framework</li> </ul>	<ul style="list-style-type: none"> <li>These behaviours have now been included across the framework.</li> </ul>

**4. Stage 3 Feedback on second draft Framework.** The revised draft reduced the number of values and further simplified the wording. In terms of engagement, this phase involved those who had taken the time to inform the first iteration and furthermore reached out across the organisation using surveys as well as roadshows, aiming to reach as many staff as possible.

Organisational Values	Organisational Behaviours	Behaviours for All	Behaviours for People Managers
<b>Compassion</b>	<ul style="list-style-type: none"> <li>We take care of each other</li> </ul>	<ul style="list-style-type: none"> <li>I am patient and considerate of others</li> <li>I take time, even if busy to understand other people's feelings</li> <li>I listen to understand the needs of others</li> <li>I take care of my own wellbeing and encourage others to do so</li> <li>I am civil and polite</li> </ul>	<ul style="list-style-type: none"> <li>I care for my team and colleagues' wellbeing, showing understanding and compassion</li> <li>I proactively listen to suggestions and ideas from my team</li> <li>I encourage my team to raise concerns</li> <li>I strive to understand and support my teams needs</li> </ul>
<b>Openness</b>	<ul style="list-style-type: none"> <li>We are honest</li> <li>We are accountable</li> <li>We empower each other</li> </ul>	<ul style="list-style-type: none"> <li>I am aware of my impact on others and act on feedback</li> <li>I am truthful and honest</li> <li>I strive to live the values and behaviours of the organisation everyday</li> <li>I share ideas and knowledge for everyone's benefit</li> <li>I am open to being held to account on my performance and behaviour</li> <li>I ask for feedback to improve my work</li> <li>I suggest improvements to the way we do things in a constructive way</li> <li>I seek to learn from any mistakes and make changes</li> </ul>	<ul style="list-style-type: none"> <li>I communicate openly, respectfully and professionally</li> <li>I am visible, approachable and available to my team, colleagues and service users</li> <li>I will hold myself and others to account for performance and behaviours</li> <li>I act on feedback to develop my leadership skills and abilities</li> <li>I support my team when mistakes are made and collectively learn as a team</li> </ul>
<b>Respect</b>	<ul style="list-style-type: none"> <li>Everyone counts</li> <li>We work together and value individual difference</li> </ul>	<ul style="list-style-type: none"> <li>I recognise that people's needs are different and respect these difference</li> <li>I take into account and respect diverse views for better outcomes</li> <li>I challenge inappropriate behaviours</li> <li>I am approachable and welcoming to everyone whoever they are</li> <li>I take responsibility for my own learning and development</li> </ul>	<ul style="list-style-type: none"> <li>I value my team collectively and as individuals</li> <li>I lead by example by demonstrating integrity</li> <li>I develop and support others so that they can bring their best self to work</li> <li>I ensure everyone's voice is heard and is considered in any change and/or improvement</li> </ul>

- All Senior Leadership Teams, Partnership groups and forums engaged with during the first draft have received an email update with the second draft for circulation to teams and encouragement to provide feedback.
- All leadership and management course participants have had the second draft to cascade and provide feedback.
- Executive Team discussion and feedback
- People & Culture Committee update and discussion
- Stakeholder Reference Group
- All members of the Culture & Leadership Design Groups cascaded to their teams
- Local Partnership Forum
- Workforce Partnership Forum
- Organisational Learning Forum
- 13 Roadshows at the following areas: Bryn Beryl & Alltwn Community Hospitals; Llandudno & Denbigh Hospitals; Ysbyty Wrexham Maelor; Ysbyty Glan Clwyd; Ysbyty Gwynedd; Hergest, Ablett and Heddfan Mental Health Units; Ty Llywelyn Mental health Unit; Holywell & Chirk Community Hospitals.
- 9 Microsoft Teams sessions held
- QR code available on leaflets and BetsiNet – to encourage as much feedback as possible
- Padlet survey for feedback open across the organisation.

A summary of the feedback is included in the table below.

You said	We did
<ul style="list-style-type: none"> <li>• Some comments in relation to ensuring partners are included in the framework</li> </ul>	<ul style="list-style-type: none"> <li>➤ This will be part of the over-arching theme of the how the final framework is displayed i.e. relevant to staff, patients and partners.</li> </ul>
<ul style="list-style-type: none"> <li>• A few comments in relation to uncertainty of who 'People Managers' are</li> </ul>	<ul style="list-style-type: none"> <li>➤ For consistency, the term 'People Managers' ties into other initiatives, such as the newly launched People Manager Forum.</li> </ul>
<ul style="list-style-type: none"> <li>• The need to provide support and training for staff to ensure accountability of the framework and how we embed it</li> </ul>	<ul style="list-style-type: none"> <li>➤ A toolkit that will be provided to support the framework will include information and signposting to support staff</li> </ul>
<ul style="list-style-type: none"> <li>• There were suggestions to make changes specific to certain staff groups etc</li> </ul>	<ul style="list-style-type: none"> <li>➤ The current behaviours are high-level to ensure that they are relevant for everyone</li> </ul>
<ul style="list-style-type: none"> <li>• A comment was made around elaborating on behaviour statements</li> </ul>	<ul style="list-style-type: none"> <li>➤ We aim to ensure the framework is easy to understand and high-level, the toolkit will contain further information to support.</li> </ul>
<ul style="list-style-type: none"> <li>• Suggestion under the 'Respect' section, under behaviours of Managers, the sentence which starts with 'I develop and support others so that they can bring their best self to work' to add in 'realise their potential.'</li> </ul>	<ul style="list-style-type: none"> <li>➤ This has been taken into account and the wording 'realise their potential' added in, to provide a balanced focus on organisation and staff.</li> </ul>

### 3.0 THE VALUES AND BEHAVIOURS FRAMEWORK

The final draft review has been undertaken by People and Culture Committee and informally the wider Board. Given the role of the Board is leading culture, the final steps of the process of developing the Values and Behaviours Framework has looped back to the

Board itself and the Committee charged with a focus on People and Culture. The discussion enabled an understanding of the approach to development and co-design taken, and the final draft for consideration formally at the Board in November. The detail is provided below, and a toolkit will be developed with further resources and materials during the implementation phase. In summary, the Values and Behaviours presented are:

### 1. Compassion

- We will take care of each other
- We will provide a good place to work, learn and succeed

### 2. Openness

- We are honest
- We are accountable
- We empower each other
- We are innovative in delivering safe, quality and reliable care

### 3. Respect

- Everyone counts
- We work together and appreciate individual differences
- We say thank you and well done

Organisational Values	Organisational Behaviours	Behaviours for All	Behaviours for People Managers
<b>Compassion</b>	<ul style="list-style-type: none"> <li>• We take care of each other</li> <li>• We will provide a good place to work, learn and succeed</li> </ul>	<ul style="list-style-type: none"> <li>• I am patient and considerate of others</li> <li>• I take time, even if busy, to understand other people's feelings.</li> <li>• I listen to understand the needs of others</li> <li>• I take care of my own wellbeing and encourage others to do so</li> <li>• I am civil and polite</li> </ul>	<ul style="list-style-type: none"> <li>• I care for my team and colleagues' wellbeing, showing understanding and compassion.</li> <li>• I proactively listen to suggestions and ideas from my team</li> <li>• I encourage my team to raise concerns</li> <li>• I strive to understand and support my whole teams needs</li> </ul>
<b>Openness</b>	<ul style="list-style-type: none"> <li>• We are honest</li> <li>• We are accountable</li> <li>• We empower each other</li> <li>• We are innovative in delivering safe, quality and reliable care</li> </ul>	<ul style="list-style-type: none"> <li>• I am aware of my impact on others and act on feedback</li> <li>• I am truthful and honest</li> <li>• I strive to live the values and behaviours of the organisation every day</li> <li>• I share ideas and knowledge for everyone's benefit</li> <li>• I am open to being held to account for my performance and behaviour</li> <li>• I ask for feedback to improve my work</li> <li>• I suggest improvements to the way we do things in a constructive way</li> <li>• I seek to learn from any mistakes and make changes</li> </ul>	<ul style="list-style-type: none"> <li>• I communicate openly, respectfully, and professionally.</li> <li>• I am visible, approachable, and available to my team, colleagues, and service users.</li> <li>• I will hold myself and others to account for performance and behaviours</li> <li>• I act on feedback to develop my leadership skills and abilities</li> <li>• I support my team when mistakes are made and collectively learn as a team</li> </ul>
<b>Respect</b>	<ul style="list-style-type: none"> <li>• Everyone counts</li> <li>• We work together and appreciate individual differences</li> <li>• We say thank you and well done</li> </ul>	<ul style="list-style-type: none"> <li>• I recognise that people's needs are different and respect these differences</li> <li>• I take into account and respect diverse views for better outcomes</li> <li>• I challenge inappropriate behaviours</li> <li>• I am approachable and welcoming to everyone, whoever they are.</li> <li>• I take responsibility for my own learning and development</li> </ul>	<ul style="list-style-type: none"> <li>• I value my team collectively and as individuals</li> <li>• I lead by example by demonstrating integrity</li> <li>• I develop and support others so that they can bring their best selves to work and realise their potential</li> <li>• I ensure everyone's voice is heard and is considered in any change and/or improvement</li> </ul>

The key part of having a Values and Behaviours Framework is to enable these to be part of everyday life at the health board. Once the final draft has been approved by the Board, there is a need therefore to draw in specific expertise in helping to create 'visuals' that are engaging, attractive and memorable which promotes that values and Behaviours that should be experienced by staff, patients and partners.

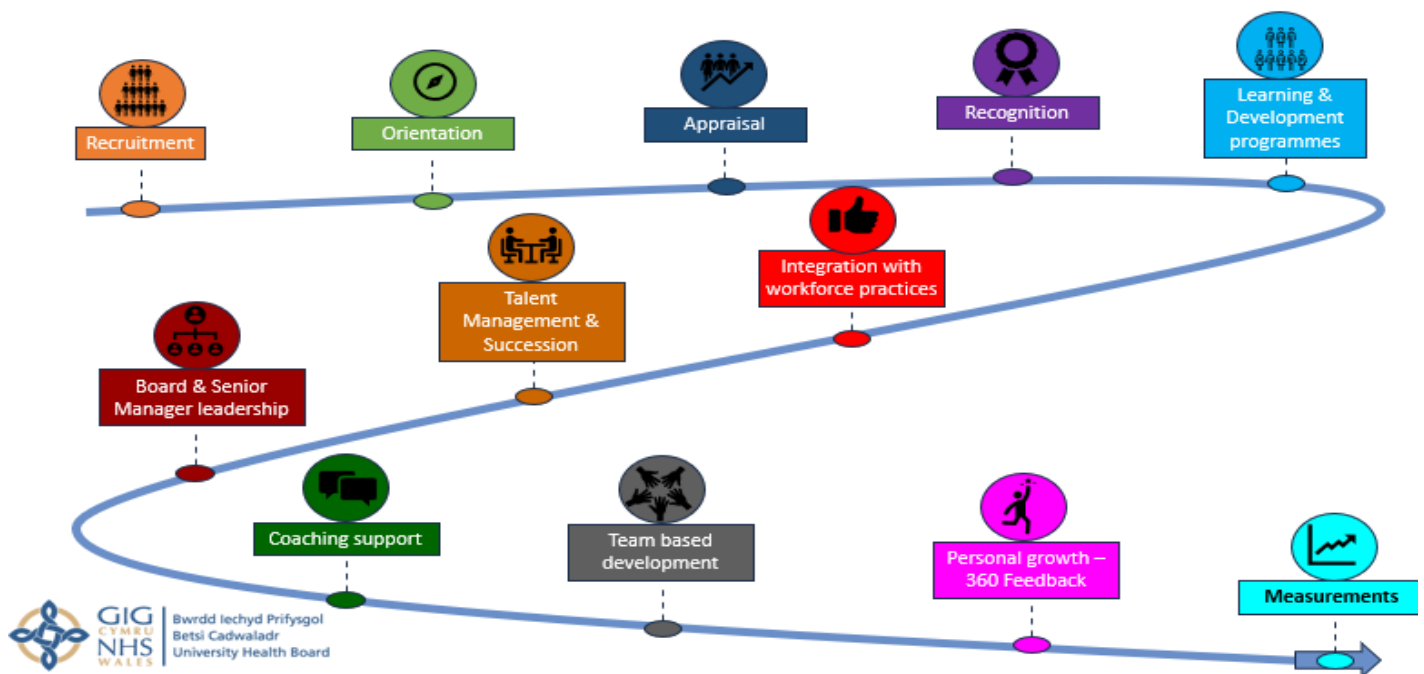


## 4.0 IMPLEMENTATION PLAN

A draft Implementation Plan, including the development of a Values and Behaviours Toolkit, will be led by the Deputy Director of People, reporting through to the Executive Team and then onward to the People and Culture Committee. The Plan is expected to be extension as the Values and Behaviours Framework will be significantly rooted in policies, recruitment and retention practices, engagement mechanisms, team working and partnership working, clinical care, patient experience; in essence in all aspects of the health board in undertaking its core purpose.

Engaging the Culture & Leadership Design Group will be key, as will an ongoing engagement with staff and the organisations new Culture Change Leaders, along with all managers and leaders. Already, this work has been highlighted in response letters to complaints relating to staff attitudes and behaviours and how this significantly impacts the quality of care for our patients and service users.

Some initial areas for implementation are shown below:



## 5.0 CONCLUSION AND RECOMMENDATION

The Values and Behaviours Framework that has been developed is a significant step forward in the work to develop a compassionate culture, reflecting the alignment to the organisations core purpose and strategic objectives. It marks a key point in setting the standard for everyone in the organisation, regardless of role, and will be embedded into everyday practice.

An implementation plan will be critical to its successful delivery, and learning from the past, the way in which the values and behaviours have been co-designed should set the standard for how they become central in all aspects of the health boards work going forward.

The Executive Team and People and Culture Committee will monitor the development and delivery of the implementation plan, including the measurement and reporting of impact.

**The Board is asked to APPROVE the Values and Behaviours Framework.**

## APPENDIX 1: Background to Existing Values 2011 – to date

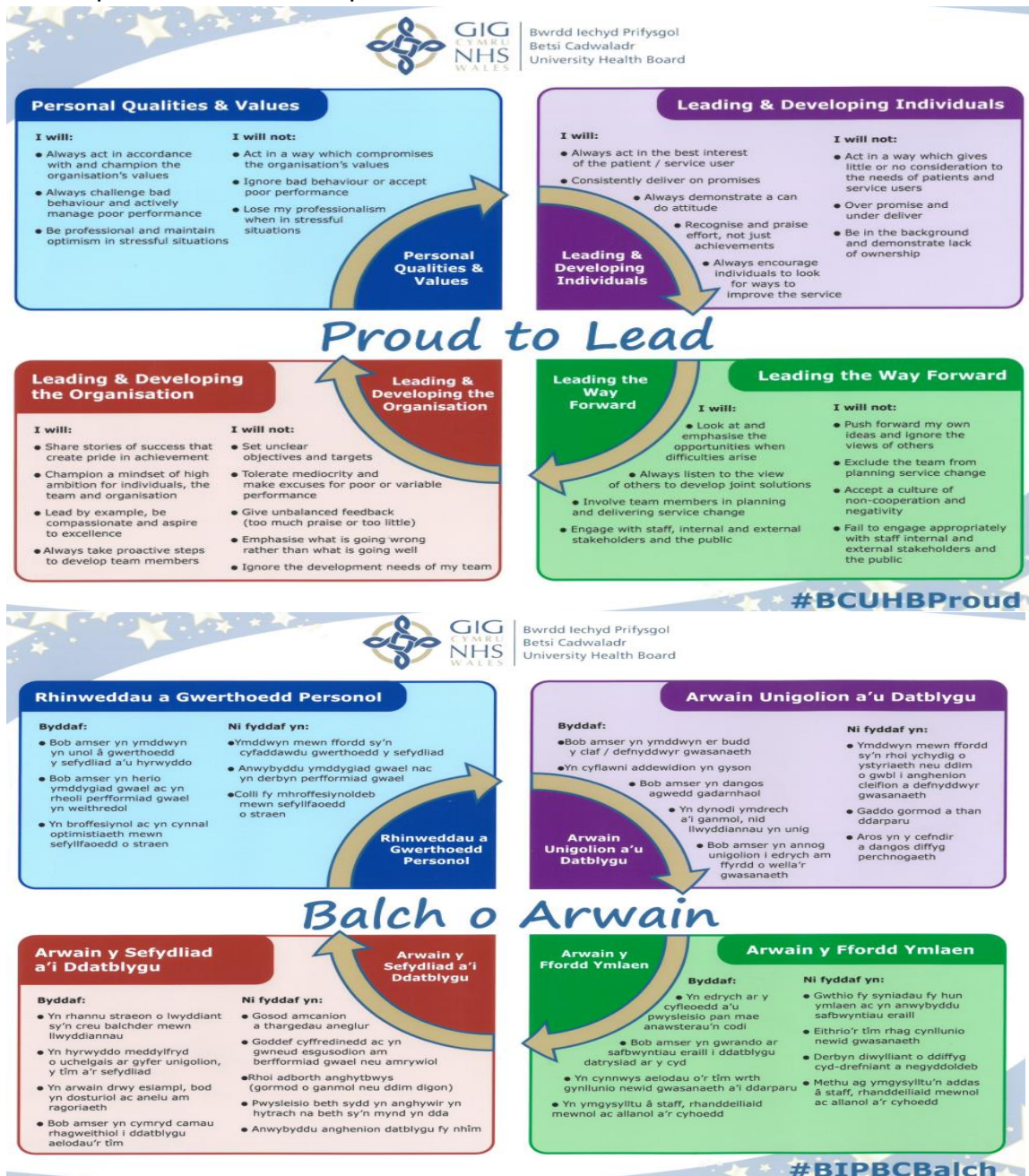
Our current values were co-produced with staff through various engagement methods in 2011. The journey diagram below shows the values that were created at that time.



In 2013 there was a small refresh of the values to make them slightly more succinct (as is seen below):



The Proud to Lead behavioural framework was developed in 2016 and co-produced following engagement events as part of the development of an Engagement Strategy in response to Special Measures requirements.



Colleagues who have been in the organisation for some time have reflected that the Proud to Lead Framework was not embedded thoroughly enough in the organisation and therefore failed to have any gravitas or long term impact.