MANCHESTER UNIVERSITY NHS FOUNDATION TRUST

BOARD OF DIRECTORS (PUBLIC)

Report of:	Group Executive Director of Workforce & Organisational Development
Paper prepared by:	Margot Johnson Group Executive Director of Workforce & Organisational Development Helen Farrington, Deputy Director of Workforce and Organisational Development
Date of paper:	May 2018
Subject:	Manchester University Foundation Trust (MFT) Values and Behaviours Framework
Purpose of Report:	Indicate which by ✓ • Information to note ✓ • Support • Resolution • Approval
Consideration of Risk against Key Priorities:	The MFT values and behaviour framework make explicit the behaviours that all staff need to display to ensure a high quality and compassionate culture that is required for high performance
Recommendations:	The Board of Directors is asked to note the content of this paper and approve the MFT Values and Behaviours Framework.
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1.0 Background and Context

1.1 The purpose of this paper is to provide the Board of Directors with an overview of how the values have been developed and seek approval of the Manchester University NHS Foundation Trust (MFT) Values and Behaviours Framework.

1.2 A key element of the merger plans and the MFT Leadership and Culture Strategy is the development of values and behaviours which describe the core cultural characteristics of MFT.

1.3 Organisational values are the principles or standards that guide the behaviour of all staff. Together with the vision they define the purpose, culture and beliefs of an organisation.

1.4 Research suggests that commitment to values is fundamental in determining the quality and safety of patients and staff.[1]

1.5 The MFT Values and Behaviour Framework makes explicit the behaviours that all staff need to display to ensure a high quality and compassionate culture that is required for high performance and the delivery of excellent standards of care. The aim of the Framework is to support the creation of a compassionate, inclusive and high quality care culture that is underpinned by exemplary leadership and ensures the best outcomes for people; improving the health of our local population. More specifically:

- Create and build a common purpose, identity and sense of belonging to hospitals and MFT
- Be a celebration of what we do well – as well as stopping the behaviour we don't want
- Be as much about the little things as the big eg first impressions
- Be modelled by our leaders
- Be about permission to use our initiative
- Be an enabler to holding each other to account – decisions and behaviours congruent with values
- Be an enabler to how we achieve targets – consistency of behaviours and reward and recognition of them
- Support a culture of hard work, enjoyment, satisfaction, kindness and helpfulness

1.6 MFT culture is measured through the NHS staff survey, quarterly staff pulse checks, team and cultural diagnostics and patient experience feedback. A key measure is staff engagement which is included in the Accountability Oversight Framework (AOF).

1.7 The MFT values project has been led by the MFT Values and Behaviours Steering Group chaired by Julia Bridgewater.

[1] NHS Improvement Culture and Leadership Programme Phase 2 2017

2.0 Developing the MFT Values and Behaviours Framework

2.1 Through a variety of mechanisms almost 5,000 staff have been involved in developing the MFT Values and Behaviours Framework.

2.2 Staff groups have included members of the Board of Directors, clinical and administrative staff, Sodexo staff and staff with protected characteristics. Volunteers and patients have also been included in its development.

2.3 Initial engagement sessions focussed around understanding the values that matter most to staff and this was refined into four value sets:

- ***Working Together***
- ***Dignity and Care***
- ***Everyone Matters***
- ***Open and Honest***

2.4 Research suggests that organisations which have most successfully developed a strong commitment to values have simple and memorable statements. Therefore to aid this, an overarching values statement for MFT has been developed which is ***'Together Care Matters'.***

2.5 These Values were presented at the CEO forum in January with John Ashcroft CEO at Manchester Royal Eye Hospital and University Dental Hospital of Manchester taking a lead in developing the behavioural framework which underpins the values.

2.6 Based on conversations with staff and a review of other NHS Foundation Trust 'values into behaviour' approaches a core group of behavioural statements were shared with staff who were asked to vote via a survey for the behaviours that they felt were most important to them and best reflected the values.

2.7 The survey was then shared widely with the other Hospitals sites, corporate teams and volunteers to increase engagement with the development process. Over 850 staff completed the survey

2.8 To finalise and further test the co-created values and behaviours with staff, volunteers, patients and networks, the framework was taken out into the hospitals during 'Patient Experience and Care' week roadshows. Patients in particular were targeted for their feedback.

3.0 MFT Values and Behaviours Framework

3.1 The MFT Values and Behaviours Framework built from this extensive engagement exercise has been kept simple

:**MFT Values and Behaviours Framework 'Together Care Matters'**

Value	Behaviours we want - Examples of this Value in practice	Behaviours we don't want - Examples of the opposite of this Value in practice
Working Together	• I listen and value others views and options • We work together to overcome difficulties • I effectively communicate and share information with the team • I do everything I can to offer my colleagues the support they need	• I am aggressive, impolite and rude towards my colleagues • I do not communicate or share crucial information with others • I act in a way that undermines others • Our department works in isolation and we don't work collaboratively with others
Dignity and Care	• I treat others the way they would like to be treated – putting myself in their shoes • I show empathy by understanding the emotions, feeling and views of others • I demonstrate a genuine interest in my patients and the care they receive • I am polite, helpful, caring and kind	• I do not listen to other people's issues or problems • I lack empathy when supporting others • I tell my colleagues and patients I am too busy to help • I show little energy or enthusiasm in the work that I do
Everyone Matters	• I listen and respect the views and opinions of others • I recognise that different people need different support and I accommodate their needs • I treat everyone fairly • I encourage everyone to share ideas and suggestions for improvements	• I discriminate against others • I make no attempt to see things from other people's point of view • I exclude others based on their values and beliefs • I do not listen to what others say
Open and Honest	• I admit when I have made a mistake, and learn from these • I feel I can speak out if standards are not being maintained or patient safety is compromised • I deal with people in a professional and honest manner • I share with colleagues and patients how decisions were made	• I am dishonest and cover up my mistakes • I blame others for my mistakes • I do not keep people informed when problems occur • I openly criticise other people's views and opinions

4.0 Embedding the values

4.1 Led by the MFT Values and Behaviours Steering Group the values will be embedded through five core programmes:

- Performance, Accountability and Appraisal – Lead: Helen Farrington Deputy Group Director of Workforce and OD
- Communication and Engagement (symbols and branding) – Lead: Sarah Booth, Associate Director of Strategic Communications
- Recruitment and Talent (including leadership and team development) – Lead: Stacy Bullock, Head of Change and Talent Management
- Challenging Poor Behaviour and Inclusion – Lead: Mags Bradbury, Associate Director of Inclusion and Community
- Integration and Policies – Lead: Claire MacConnell: Associate Director of Quality Workforce Governance & Quality

4.2 The project groups will have representatives from across all disciplines to ensure the values and behaviours are embedded in all professions.

4.3 Hospital sites have in place plans to embed the values identified in their staff survey and annual plans.

5:0 Launching the MFT Values and Behaviours Framework

5.1 A range of plans are being developed by the Communications team to launch the framework and these include:

- Incorporate as part of the 70 year birthday celebrations
- Values and behaviours video for a variety of uses but including Induction
- Payslip leaflet (June)
- Social Media campaign
- Screensavers and posters.

6.0 Recommendations

6.1 The Group Board of Directors are recommended to approve the MFT Values and Behaviours Framework presented in section 3 and note the high level programme plans outlined in section 4