

ICORE - Values Based Behaviours

Introduction

The Gateshead Trust image below encapsulates our vision and values, but have you stopped to reflect on what values are or how we bring them to life? Values are “the way we do things around here”; they are our collective beliefs, principles, and standards of behaviour. The Trust image below is publically displayed across the Trust; it is explicit in articulating what our patients, visitors, stakeholders and members of the wider public expect us to demonstrate.



Our values should be the ‘golden thread’ which runs through everything we do; it is the core of who we are. To help us to consistently “live our values”, values based behaviours have been developed to underpin our values. The Trust values have been grouped together to form the acronym ICORE. When we consistently demonstrate our values through our behaviours, we gain the trust of others. In order to live our values: -

- We need to believe in them
- We need to think about them
- We need to talk about them
- We need to acknowledge when we see the values being demonstrated
- We need to pause and reflect when our behaviours are inconsistent with the values

The values based behaviours below provides us with specific examples of behaviours that demonstrate our values and those that do not; however it is not an exhaustive list. We all have good days and bad days; we need to appropriately help and support each other to be aware of how our behaviours impact on others. How might you embed the values into your everyday practices?

Remember the acronym ICORE – Innovation, Care, Openness, Respect and Engagement.

Our Trust Values	Behaviours we want to see	Behaviours we don't want to see
<p>IINNOVATION</p> <p>➤ Creativity</p> <p>➤ Reform</p> <p>We will...</p> <p>Look for better ways to do things</p> <p>Embrace new ways of working</p> <p>Continually develop ourselves</p> <p>Uphold a service ethos</p> <p>We will not...</p> <p>Allow things to continue without objective review</p> <p>Be negative to new ideas and ways of working</p> <p>Think we have nothing else to learn</p> <p>Ignore problems and hope they will go away</p>	<p>Continually reviewing what we do and consider whether it is still relevant</p> <p>Understanding and modelling best practice and working within professional codes</p> <p>Displaying curiosity about how to improve services and patient care</p> <p>Making improvements, no matter how small.</p> <p>Recognise that it takes courage to try something new; support and encourage those who experiment</p> <p>Adopt a mind-set of “there is no failure, only deferred success”.</p> <p>Coaching and training staff in the use of technologies, techniques and skills which facilitate new ways of thinking and working.</p> <p>Empowering and involving staff with creating new ways of working / generating ideas</p> <p>Keeping up to date with new initiatives, guidelines, evidence and practices</p> <p>Provide development opportunities for all</p> <p>Recognising and supporting creative and innovative ideas or changes.</p>	<p>Making changes without due consideration, planning or risk assessment.</p> <p>Ignoring problems and hope they'll go away</p> <p>Negativity to new ideas / ways of working</p> <p>Not taking the initiative, leaving things for others to do.</p> <p>Allowing things to continue the way they have always done, without objective review.</p> <p>Not seeking input from others around new ways of working / ideas, especially those that might be affected.</p> <p>Thinking we have nothing else to learn</p> <p>Preventing or not supporting others to develop</p> <p>Discouraging others from taking the initiative or generating ideas</p> <p>Blaming others when things go wrong.</p>

Our Trust Values	Behaviours we want to see	Behaviours we don't want to see
<p>CARE</p> <p>We will...</p> <p>Put ourselves in other people's shoes</p> <p>Be approachable</p> <p>Be sensitive and considerate</p> <p>Listen, respond and support</p> <p>We will not...</p> <p>Ignore or fail to understand others' needs</p> <p>Ignore or avoid others</p> <p>Make decisions without discussing with those people affected</p> <p>Behave defensively to complaints or concerns</p>	<p>Understanding and empathising with others</p> <p>Offering to give our help and support</p> <p>Giving our time and full attention to others</p> <p>Listening to and understanding the views, aims, hopes and expectations of others</p> <p>Graciously accepting and addressing complaints or concerns</p> <p>Actively seeking opinions and feedback</p> <p>Helping people to recover or to live comfortable and satisfying lives</p> <p>Treating each other in a fair, respectful and reasonable way</p> <p>Showing appreciation to others</p> <p>Understanding the impact of our emotions and behaviours on others and adapting accordingly</p> <p>Choosing lifestyle options to maintain own health and well-being, e.g. exercise, healthy food, mindfulness, staying positive, getting sufficient rest, and developing supportive networks.</p> <p>Demonstrating genuine interest in the health and wellbeing of patients and colleagues.</p> <p>Practicing self-compassion through being forgiving and kind.</p> <p>Understanding your limitations on time and effort; set priorities, decline, delegate, or ask for support when appropriate.</p>	<p>Ignoring or failing to understand the feelings / needs of others</p> <p>Demonstrating negative behaviours, e.g. body language or facial expressions, that indicates we are not interested in engaging with others</p> <p>Talking over, ignoring or walking away from others when they are speaking to us</p> <p>Making or changing decisions without discussing with the people that are affected</p> <p>Behaving defensively to complaints or concerns</p> <p>Giving difficult news inappropriately, e.g. via email rather than in person.</p> <p>Failing to show appreciation to others</p> <p>Avoiding telling colleagues that they are doing something wrong or failing to act to address issues that adversely impact others</p> <p>Failing to understand the impact of your own emotions or behaviours</p> <p>Making poor lifestyle choices, e.g. lack of exercise, eating junk foods, displaying negativity, insufficient rest and social withdrawal.</p> <p>Focussing on tasks, targets, form-filling or data-entry over meaningful and caring interactions with others</p> <p>Being hard on yourself and unforgiving about mistakes made.</p> <p>Over-committing your time and efforts</p>

Our Trust Values	Behaviours we want to see	Behaviours we don't want to see
<p>OPENNESS</p> <ul style="list-style-type: none"> ➤ Honesty ➤ Transparency ➤ Trust <p>We will...</p> <p>Be honest</p> <p>Be courageous</p> <p>Admit mistakes</p> <p>Share information</p> <p>Do the right thing</p> <p>We will not...</p> <p>Say things that are not true</p> <p>Avoid difficult issues</p> <p>Cover up mistakes</p> <p>Intentionally delay or omit information</p> <p>Make excuses</p>	<p>Admitting when we make a mistake, apologising and putting it right.</p> <p>Being honest, particularly about difficult decisions/choices that have to be made</p> <p>Providing timely and relevant information to others, e.g. changes or decisions that affect them.</p> <p>Doing what is right</p> <p>Asking questions and challenging positively and appropriately</p> <p>Confronting problems / issues, even though they might be difficult to resolve</p> <p>Being reflective, learning and sharing when things go wrong</p> <p>Working to the best of our ability and asking for help & support when needed.</p> <p>Challenging or escalating poor performance or inappropriate behaviours</p> <p>Ensuring our actions are consistent with our words, e.g. "walk the talk"</p> <p>Reporting and escalating concerns when we see something that is not right.</p> <p>Being open to asking for and receiving help and support</p>	<p>Covering up or ignore mistakes or inappropriate behaviours</p> <p>Blaming others when things go wrong</p> <p>Avoiding issues because they will be difficult to manage / resolve</p> <p>Omitting, delaying or hiding relevant information from others.</p> <p>Saying things that are not factual or true</p> <p>Breaching confidentiality or sharing information inappropriately.</p> <p>Providing unconstructive feedback or holding back from giving feedback</p> <p>Failing to learn or share lessons when things go wrong</p> <p>Work beyond our capabilities or professional code and not seeking help or support when needed.</p> <p>Make excuses for poor performance or inappropriate behaviours / actions</p> <p>Behaving in a way that is inconsistent to what you say, not being authentic, e.g. "pay lip service"</p> <p>Struggling on alone or not accepting help or support when needed</p>

ICORE - Values Based Behaviours

Our Trust Values	Behaviours we want to see	Behaviours we don't want to see
<p>RESPECT</p> <p>➤ Equality</p> <p>➤ Dignity</p> <p>We will...</p> <p>Value the skill and contribution of others</p> <p>Treat each other fairly and reasonably</p> <p>Appreciate and embrace difference</p> <p>Be polite and helpful</p> <p>Maintain dignity of others</p> <p>We will not...</p> <p>Treat others less favourably</p> <p>Be dismissive of others</p> <p>Be insensitive of impolite</p> <p>Fail to acknowledge others</p> <p>Pre-judge others</p>	<p>Treating others according to their needs in an unbiased and honest way.</p> <p>Valuing everyone's individuality</p> <p>Greeting others and introducing ourselves</p> <p>Valuing and acknowledging the contributions that others make, regardless of role or seniority</p> <p>Being punctual, doing things in good time and fulfilling our commitments to others</p> <p>Challenging others when they demonstrate behaviours that are not acceptable.</p> <p>Accepting the views of others even if they differ from or challenge our own views</p> <p>Being fair, reasonable and realistic in our expectations of ourselves and others</p> <p>Adapting our communication style and behaviours to suit others</p> <p>Valuing diversity, treating everyone equitably and fairly</p> <p>Being sensitive and considerate to the needs of others, i.e. vulnerable</p> <p>Ensuring we maintain the dignity of others</p>	<p>Treating others less favourable or as being less important</p> <p>Pre-judging / not valuing others as a result of our own bias</p> <p>Failing to acknowledge, greet or introduce ourselves</p> <p>Placing greater importance / value on the contribution that some make over others.</p> <p>Being late or failing to fulfil our commitments.</p> <p>Ignoring undesirable behaviours</p> <p>Not listening to or accepting the views of others, even though they differ from our own</p> <p>Placing unreasonable demands and expectations on ourselves or others</p> <p>Talking or acting in a way that is insensitive, rude, impolite, derogatory or offensive to others</p> <p>Failing to adapt behaviour / communication style to the needs of others</p> <p>Ignoring, shutting down, or being dismissive of others</p>

Our Trust Values	Behaviours we want to see	Behaviours we don't want to see
<p>ENGAGEMENT</p> <p>➤ Partnership</p> <p>We will...</p> <p>Involve others</p> <p>Listen</p> <p>Work together</p> <p>Share information and resources</p> <p>We will not...</p> <p>Fail to involve others</p> <p>Ignore or dismiss the views of other people</p> <p>Work to our own agenda</p> <p>Withhold information or resources</p>	<p>Sharing information and involving people in decisions that affect them</p> <p>Actively seeking and encouraging the views and opinions of others, particularly from groups or people who would not usually offer their views.</p> <p>Allowing open expression of views and opinions and treating them all with the same value</p> <p>Involving people and recognising their experience and expertise as valuable.</p> <p>Listening respectfully and being willing to change</p> <p>Taking responsibility and actively participating</p> <p>Understanding the importance and benefits of working across teams, functions and organisation boundaries</p> <p>Encouraging the sharing of ideas and best practice</p> <p>Taking actions to break down silos and boundaries</p> <p>Actively encouraging colleagues / patients / carers to be partners in decision making.</p> <p>Being clear on what we are asking from others.</p>	<p>Withholding information / ideas / best practice</p> <p>Failing to engage with other parts of the system</p> <p>Forging ahead with pre-formed ideas just because we think that it is right.</p> <p>Taking responsibility away from others.</p> <p>Ignoring or dismiss the views and opinions of others</p> <p>Being rigid in our approach; unwilling to compromise or change</p> <p>Unwilling to listen or recognise experience and expertise of others</p> <p>Not involving others in discussions, decisions and activities</p> <p>Preventing or discouraging the sharing of ideas or best practice.</p> <p>No / little action to establish or participate in discussions or networks beyond own function or profession.</p> <p>Working to own agenda or thinking about only our part of the organisation.</p> <p>Not involving colleagues / patients / carers in decisions that affect them.</p> <p>Failing to communicate our expectations clearly.</p>

