



Birmingham  
Community Healthcare  
NHS Foundation Trust

# Values in Action



Best Care  
Healthy Communities










# Our Vision

Our long-held BCHC vision is summed up as 'Best Care: Healthy Communities'.

Best Care is values driven, evidence-based and outcomes focused, and  
Healthy Communities is locally driven, pathways-based and equity focused.



# Our Values

Our values were developed through an extensive colleague-led engagement process during 2018. Our values guide all our actions, the decisions we make and the way that we have as we seek to deliver our vision and our leadership behaviours.



Treating people with kindness, respect and compassion.



It's about having integrity, with colleagues allowed the space to be honest with each other and the people who use our services.



Respect for autonomy, dignity, feelings, choices and preferences forms the basis for any successful clinical and working relationship.



Thinking about how our actions affect others, being dependable and honouring our commitments.



It's about a sense of belonging, feeling valued for who we are, listening to one another and trying to understand the other person's point of view.

# Introducing our Values in Action

Birmingham Community Healthcare's Strategy 2023-2028 sets out what matters most for BCHC over the next 5 years. It presents our vision, values, and strategic objectives, as shown below.



Our 5 values - developed through very extensive engagement in 2018 and re-affirmed in 2022 - underpin our approach to how we will make our vision of Best Care: Healthy Communities a reality, shaping how we work as colleagues and how we deliver care in our communities.

Our behavioural framework was reviewed and refreshed through engagement with colleagues from across the Trust, including the 50 Voices panel, staff side and the networks and is now referred to as 'Values in Action'.

It was reviewed and refreshed to ensure that the actions align to the values and will support BCHC in achieving the desire to provide the highest quality of care to patients and each other and to continue to improve the service that we provide.

This document shows what our Values will mean in Action, they are the behaviours that we expect based on our values and therefore how we should behave towards each other and to our patients every single day. This document is therefore for all colleagues to use.

They will be embedded within:

- The recruitment process
- Inductions
- Training
- PDR process

These behaviours are a part of everyone's job and will help us to be more consistent in what we do and say to help people to feel cared for, safe and confident in their treatment.



# Our commitment to becoming an anti-racist organisation

Anti-racism is everyone's business. As a Trust, we are committed to becoming an actively anti-racist organisation, which challenges racist behaviours and actively works to oppose racial prejudice.

- Race Equity is central to our Trust vision, CORRI values, and our ambition to become a Great Place to Work.
- Racism exists in BCHC (as in wider society) and continues to affect our colleagues, patients and service users. Colleagues from Black, Asian and other ethnic groups continue to report a worse experience of BCHC than white colleagues in the Staff Survey. This is not acceptable.
- Given the diversity of the communities we serve and the people who work with us, it is vital that we respond to this challenge.
- Whilst we have taken action on equality and inclusion over recent years, we have not made enough progress and we need to go further.







# Caring

Treating people with kindness, respect and compassion.



## **Expect to see:**


- Greetings with a smile, say hello, and introduce yourself ('Hello, my name is...').
- Making others feel welcome.
- Making time to listen and really hear what people are saying; even when you are busy.
- Proactively ask and check on the wellbeing of your colleagues and patients.
- Promoting Equity, being mindful of personal circumstances and respecting different requirements.
- Believe everyone is equal yet individual and everyone has the same right for fair treatment. Take the time to understand them and plan together what their needs are.
- Understanding nature and impact of racism on our colleagues, patients and service users.
- Support for colleagues who experience racism and action from the Trust.
- People understand the pressures and workloads and the stress and strain aligned to this.
- Partners – working in teams to deliver care.

## **Would love to see:**

- Listen with empathy and attention.
- Adapt your approach to the person in front of you and try to view things from their perspective.
- Going the extra mile; actively seeking to support, signpost and help others.
- People care about what you say.
- Always involving the person in planning the support they need.
- Recognition and acknowledgement of colleagues.
- Enthusiasm and positivity about service/colleagues.

## **Don't want to see:**

- Avoiding and ignoring people. Being unfriendly when speaking to people.
- Saying you're too busy, looking bored, ignoring and showing impatience.
- Saying it's not in your job description or your area and not offering to find out who can help.
- Negativity and judgement about someone else's feelings. Not acting on concerns.
- Assuming we know what people need, not involving them or communicating.
- Treating everyone exactly the same.
- Working in isolation and not being part of the team.
- Blame or judgement when people admit they're struggling, feeling vulnerable or mistakes.



# Open

It's about having integrity, with colleagues allowed the space to be honest with each other and the people who use our services.



## **Expect to see:**

- Honesty and saying when things are wrong and mistakes have been made.
- Asking for help when it is needed.
- Actively sharing learning, improvements and new ideas.
- Sharing/discussing information in a way that is honest, timely and meaningful to individuals.
- Being visible, approachable and honest in the workplace.
- A friendly atmosphere.
- Understanding nature and impact of racism and what it means to be anti-racist.
- Providing information freely to everyone – colleague consultations, meeting and forums.
- Thanking and encouraging contributions; celebrating success.
- Being agile, innovative, and creative.
- Engaging authentically in two-way communication with colleagues, service users and communities.

## **Would love to see:**

- Constant encouragement to speak up, listen and learn.
- Accessibility to leaders and managers.
- Dealing with concerns individually and one-to-one.
- Honesty about our own skills and abilities
- Trusting each other, appropriately maintaining confidentiality.
- Allowing colleagues the opportunity to challenge respectfully without embarrassment or fear.

## **Don't want to see:**

- Secrecy and/or covering things up when things have gone wrong.
- People being blamed or chastised for reporting when things have gone wrong.
- Not acting on concerns raised.
- Raising concerns in a way that demeans others.
- People keeping information to themselves and not sharing.
- Putting up barriers or having an authoritarian style.
- Not explaining decisions or following up on actions or feedback.
- Disregard others views; purposefully provide inaccurate information.





# ► Respectful

Respect for autonomy, dignity, feelings, choices and preferences forms the basis for any successful clinical and working relationship.



## **Expect to see:**

- Listening for individual's needs and values even when they are not the same as yours.
- Understanding of other priorities, needs, abilities and limits.
- Promoting equity – respecting others, acknowledging and involving all regardless of role, band or protected characteristics.
- Appropriate use of words (avoiding flippant remarks open to misinterpretation).
- Taking what people say seriously.
- Courteousness, asking when you don't understand and seeing things from others' viewpoint.
- Valuing the contribution made by each team member.
- Self-awareness: being mindful of the impact of our behaviours on others.
- Being spoken to in a manner you would want to be spoken to.

## **Would love to see:**

- Listening actively, respecting others rights and choices.
- Talking / sharing experiences / opinions / views with everyone.
- Ability to disagree without causing offence.
- Respecting everyone's potential to learn and grow – share knowledge / experience with others.
- Acting as a role model and helping others to appropriately challenge disrespectful behaviour.
- Accepting that, on occasion, we need to agree to disagree.
- Being mindful of noise levels when concentration required.

## **Don't want to see:**

- Ignoring, colluding or condoning disrespectful behaviours and actions.
- Behaviours such as; bullying, harassment, bad manners, gossiping, coercion, undermining, making assumptions, aggression, intolerance, confrontation.
- Demeaning when asking for things.
- Over talking other people.



# Responsible

Thinking about how our actions affect others,  
being dependable and honouring our commitments.



## **Expect to see:**

- Doing what you say you will do.
- Learning from mistakes and successes by sharing what went well and areas for improvement.
- Taking responsibility for own actions and behaviours.
- A willingness to change, improve and inspire.
- Responding in a timely manner so tasks can be completed.
- Everybody taking responsibility to keep themselves and others safe.
- Understanding nature and impact of racism on our colleagues, patients and service users.
- Pro-actively take action so that we become representative of the communities we serve; take specific steps to improve equality in the workplace through positive action.
- Undertaking all mandatory training.
- Taking responsibility to raise concerns, take appropriate action, and support where necessary.
- Sensitivity and respect when sharing and handling information.

## **Would love to see:**

- Using best practice and listening to feedback / concerns before taking action.
- Leading by example, treating everyone individually, fairly and respectfully.
- Speaking up and having the appropriate difficult conversation.
- Asking for/acting upon feedback from all; building in reflection for self and team.
- Initiating improvement opportunities across teams.
- Challenging inappropriate behaviour, either directly or by reporting to appropriate person.
- Ensuring correct information or forms are available, not out of date and are legible.

## **Don't want to see:**

- Holding grudges leading to a bad atmosphere.
- Resistance and avoidance to change and adapt.
- Failure to notice effort and achievements.
- Leaving tasks unfinished.
- Lack of supervision, PDR's or development.



# Inclusive

It's about a sense of belonging, feeling valued for who we are, listening to one another and trying to understand the other person's point of view.



## **Expect to see:**

- Providing a voice for all and valuing everyone's contribution.
- Involving people in their support needs and decision making.
- Recognising the diversity of colleagues, patients and service users – actively considering the impact of changes on those with protected characteristics or those in minority groups.
- Services better informed to account for the health needs of Black, Asian and other ethnic groups.
- Colleagues, patients and service users recognising the organisation as pro-actively anti-racist and having confidence to speak-up about racism and being assured that action will be taken.
- Eradicate racism in our systems, policies, procedures, processes and practices.
- Creating shared vision and ownership across teams
- Engaging with colleagues, patients and service users.
- Everyone knowing how they contribute and understanding their role.
- Partners – working in teams to deliver care.

## **Would love to see:**

- Actively seeking and encouraging others to speak up and contribute.
- Thanking colleagues for contributions.
- Treating people as individuals, listening and sharing information to make informed decisions.
- Listening more than you speak.
- Applying policies evenly across service areas.
- Engaging with wider stakeholders
- Creating shared expectations, responsibility and ownership across teams.
- Following up contributions with actions or feedback.

## **Don't want to see:**

- Discrimination, tokenism, prejudices, exclusion, coercion, biases and judgements.
- Not delivering on commitments, missing deadlines, not using best practice.
- Unwarranted risks, failure to follow procedure / policies; disregard for care.
- Avoiding workload, passing the buck, favouritism, secrecy, blaming, bullying, discrimination.
- Uncompromising resistance and avoidance of change and improvement.
- Struggling in silence amongst colleagues.
- Dictatorial culture.
- Expectation that one size fits all.

**For more information about our values  
and behaviours, please contact the  
Organisational Development (OD) Team:**



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**Open**

**Responsible**

**Caring**

**Respectful**

**Inclusive**

**Version 2**