

**caring** for and about  
**you** is our  
top priority

Healthcare  
from the heart of  
your community

**committed**  
to providing **good quality,**  
**safe services**

working **together**  
with **you** to develop  
**innovative solutions**

## Operational Managers, Team Leaders and Supervisors – Behaviour Framework

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### *Striving for excellence*

- + Gives their team space and autonomy to develop ideas for service improvement
- + Insists on high standards; implements improvements to the way care is conducted
- + Ensures a proactive response to complaints; uses these as learning opportunities
- + Reinforces the need to be person centred; sensitive to the realities faced by staff
- + Alert to quality and safety issues; take decisive and bold action if necessary

### *Tailoring Care*

- + Initiates ways of making services quicker, easier and more pleasant for service users
- + Takes a holistic view of all aspects of service users' journeys through the system
- + Works collaboratively with their counterparts to develop joined up services
- + Develops a service which is flexible and responsive to the needs of individuals
- + Encourages others to seek and respond to feedback from service users and their families

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### *Maximising value*

- + Turns change and efficiency initiatives into stimulating and creative activities
- + Reduces bureaucracy; frees up time for people to do things which make a difference
- + Understands the impact that their teams activity levels have on expenditure
- + Reinforces that providing value for money is part of everyone's job
- + Makes decisions on the basis of what will provide long term value for money

### *Delivering success*

- + Injects pace and energy; finds ways to make things new, fresh and different
- + Sorts through priorities; concentrates on what has most impact and adds value
- + Leads on changes and new developments rather than waiting to be asked
- + Takes personal accountability for sorting things out and solving problems
- + Focused around delivery, meeting commitments and achieving results

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### *Working across boundaries*

- + Shares information; ensures people understand the latest developments
- + Highly visible and approachable, listens carefully and takes their views seriously
- + Ensures their team is working well with internal and external partners
- + Brings people together; discusses things openly and finds common ground
- + Establishes rapport with everyone from the most junior staff to eminent clinicians

### *Inspiring others*

- + Knows what makes their team members tick and how to get the best out of them
- + Appreciates the differences in profession and background of their colleagues
- + Manages underperformance promptly and constructively; looks for solutions
- + Alert to successes and achievements; quick to provide praise and encouragement
- + Gives people space to try things out, coaching them to find their own solutions