

Board of Directors
Item number: 18
Date: 29 January 2025

Private/ public paper:	Public
Report Title:	Values into behaviours – report and framework
Author(s) Accountable Director:	Caroline Parry – Executive Director of People
Presented by:	Charlotte Turnbull, Head of Leadership & OD Denise Hampson, Managing Director, Desire Code
Vision and values:	<p>We are our values at SHSC. The creation of a shared set of behaviours that establishes how we turn our values into behaviours in all that we do is the cornerstone of our culture improvement action. It will give us a consistent set of expectations that applies to all staff and will help support our delivery of quality services and innovation.</p> <p>This behaviours framework will make transparent what we can expect from each other and how we celebrate and challenge this. It will also give our service users, carers and partners clarity on what they can expect from us.</p> <p>This will ensure our priorities are delivered through our values and support a compassionate and inclusive culture.</p>
Purpose and key actions:	<p>We committed as an organisation to review how our values were perceived within our organisation and how we could ensure they stay forefront in our thinking and how we do our roles.</p> <p>Through 2024 we collaborated with the behavioural design agency Desire Code and undertook a wide range of engagement work. This provided a rich and diverse data set which has been analysed and presented in this report with the focus on moving to practical action through</p> <p>(a) a proposed behaviours framework (b) recommendations for a range of action which will enable positive support of our values through the themes of:</p> <ul style="list-style-type: none"> • Helpful reminders • Widening the group • Kind accountability
Executive summary:	<p>The report provides a full recap overview of the work undertaken by Sheffield Health and Social Care NHS Foundation Trust (SHSC), with the support of Desire Code, to embed SHSC’s values more deeply into its culture and day-to-day operations. This extensive engagement action, data gathering and analysis have led to the following six key recommendations:</p> <p>Recommendations</p> <p>1. We move from five values to four. The value “improving lives” is repositioned as an overarching mission for SHSC with the four other values underpinning how we achieve this.</p> <p>2. We revise the name of the “Commitment to Quality” value to reflect a focus on active improvement, thereby increasing its relevance and resonance with staff.</p> <p>3. We refresh our four values, based on engagement input, and reframe each one as a “We statement” to make SHSC values dynamic, clear statements of</p>

	<p>action that we are all accountable for:</p> <ul style="list-style-type: none"> • We work together • We are respectful and kind • We are inclusive • We keep improving (revised from 'Commitment to Quality'. Aim being to move from a passive to active approach to achieving quality through improvement) <p>4. We articulate how we turn our values into behaviours within a new 'values into behaviours framework' to provide consistent, clear guidance across the organisation on how SHSC lives its values through behaviours. This streamlined approach will help set clear expectations on how we do our work, how we treat each other, our service users and partners and how we speak to each other.</p> <p>5. The Values Delivery Group, which is being established, will take on the task of prioritising and managing the implementation of the values into behaviours framework and playbook of staff-generated ideas. It will report on its intended programme of work for 2025/26 to EMT and Wellbeing and Organisational Development Assurance Group (which reports to People Committee) in the first quarter of 2025/26. All implementation work will also be tracked through the Transformation Portfolio Group, with the programme name of 'We are our values'.</p> <p>6. Evaluation of activity is carried out using short, six-monthly, anonymous surveys with five-point scale questions to track progress over time. We recommend starting with a baseline in early Spring 2025 and then five further surveys until Autumn 2027. This data will be used on an iterative improvement cycle basis to enable continuous improvement of the values work.</p>
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Which strategic objective does the item primarily contribute to:				
Effective Use of Resources	Yes	x	No	
Deliver Outstanding Care	Yes	x	No	
Great Place to Work	Yes	x	No	
Ensuring our services are inclusive	Yes	x	No	
What is the contribution to the delivery of standards, legal obligations and/or wider system and partnership working.				
Values into behaviours action is instrumental to how we will use our values to deliver our strategic values and support an inclusive culture.				
BAF and corporate risk/s:	BAF 0020 - Risk of failure as an organisation to live by our values.			
	The recommended action within the attached report is wholly focussed on minimising this risk and to enable a culture that supports shared ownership of living our values across all staff. We will assess its impact on reducing this risk through the planned evaluation and metrics such as staff survey and people pulse.			
Any background papers/ items previously considered:	Members of board have participated in the values engagement events and surveys which produced the data the report is based on.			
	Wellbeing and organisational development assurance group, People Committee and executive management team have received regular updates on action throughout 2024. Executive management team received the attached report and supported the proposed recommendations on 23 January 2025.			

Recommendation:

The Board is asked to:

- receive the report and recommendations within it
- support the role of the Values Delivery Group in advancing the portfolio of values related action
- be assured by the planned evaluation, reporting and governance route going forward.

We work
together

We are respectful
and kind

We keep
improving

Values into behaviours

We are
inclusive

Report and framework

January 2025



in partnership with

desirecode[®]
the behavioural design agency

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▶ 1. Executive Summary

This report provides an overview of the work undertaken by Sheffield Health and Social Care NHS Foundation Trust (SHSC), with the support of Desire Code, to embed SHSC's values more deeply into its culture and day-to-day operations. By engaging staff at every level of the organisation, we explored how the values are experienced, remembered, and lived in practice.

This process, which started as a discovery in spring 2024, uncovered key barriers, such as competing priorities, organisational silos, and the challenge of making values more visible.

We addressed these issues by developing fresh approaches to communication, connection, and engagement, aiming to create a stronger alignment between the values and the daily experiences of staff and service users. This report outlines our findings, the methods used, and recommendations to ensure the values are not only understood but actively shape behaviours across SHSC.

The report provides a full recap of action undertaken to lead to **six key recommendations**:

Recommendations

1. We move from five values to four. The value "improving lives" is repositioned as an overarching mission for SHSC with the four other values underpinning how we achieve this.
2. We revise the name of the "Commitment to Quality" value to reflect a focus on active improvement, thereby increasing its relevance and resonance with staff.
3. We refresh our four values, based on engagement input, and reframe each one as a "We statement" to make SHSC values dynamic, clear statements of action that we are all accountable for:
 - We work together
 - We are respectful and kind
 - We are inclusive
 - We keep improving (revised from 'Commitment to Quality'. Aim being to move from a passive to active approach to achieving quality through improvement)
4. We articulate how we turn our values into behaviours within a new 'values into behaviours' framework to provide consistent, clear guidance across the organisation on how SHSC lives its values through behaviours. This streamlined approach will help set clear expectations on how we do our work, how we treat each other, our service users and partners and how we speak to each other.

Recommendations (cont.)

5. The Values Delivery Group which is being established, will take on the task of prioritising and managing the implementation of the values into behaviours framework and playbook of staff-generated ideas. It will report on its intended programme of work for 2025/26 to Executive Management Team and Wellbeing and Organisational Development Assurance Group (which reports to People Committee) in the first quarter of 2025/26. All implementation work will also be tracked through the Transformation Portfolio Group.
6. Evaluation of activity is carried out using short, six-monthly, anonymous surveys with five-point scale questions to track progress over time. We recommend starting with a baseline in early Spring 2025 and then five further surveys until Autumn 2027. This data will be used on an iterative improvement cycle basis to enable continuous improvement of the values work.

► 2. Background and Context

Sheffield Health and Social Care NHS Foundation Trust has five core values which should be driving the organisation's culture, shaping the way that work is done and how decisions are made. They are:

- Working together for our service users
- Respect and kindness
- Improving lives
- Everyone counts, and
- Commitment to quality

In a discovery phase was carried out from February to April 2024, which engaged over

200 staff members through interviews, focus groups, and surveys. Divisions were identified within the workforce, and a culture that was not fully supportive of the values. While staff recognised the values when they saw them, they struggled to recall them and felt disconnected from how they were being applied in their work. Staff told us they thought the values were personally very meaningful to them but their experience of the values in the workplace was more mixed.

▶ 3. Engagement - The “Summer of Values”

Building on the insights from the discovery phase, SHSC’s Organisation Development (OD) team, with the support and partnership of Desire Code, designed an engagement programme that would explore the challenge of bringing the values to life to create meaningful change.

An engagement initiative, referred to as the “Summer of Values”, was developed. It was a focused effort that ran for several weeks from July to September 2024, incorporating a variety of activities aimed at driving awareness and gathering agreement on what the values look like as everyday behaviours. It also sought additional insight and feedback on how to embed them into everyday activity.

3.1 Animations

To start, we developed a series of four animated explainers to articulate the information we wanted to collect. The animations enabled consistency of how we

asked people for their feedback, regardless of whether the engagement was done in person, online, facilitated or self-served.

The voices used in the audio were the voices of sixteen people from across the organisation, recorded on site, each with several lines to contribute. Links to the animations are given below and the scripts are provided in Appendix A.

3.1.1 Animation 1 - Living Our Values Your Way

The first animation focused on transforming the values into “I statements”, making them personal to each individual. For example, “Everyone counts” became “I am inclusive” and “Respect and kindness” became “I am kind and respectful”. This animation encouraged staff to reflect on what the values looked like in daily life, prompting them to think about their own behaviours and actions, and those of their colleagues, in the context of the Trust’s values.



Vimeo link: <https://vimeo.com/991271221>



I statements...

- I am collaborative
- I am kind and respectful
- My contribution improves lives
- I am inclusive
- I am committed to delivering quality

My words and actions

write down what your own words and actions

The other animations tackled three key behavioural issues identified in the discovery phase. For each one, the animation explained the behavioural challenge to solve and posed a question which participants answered on small cards or on online.



3.1.2 Animation 2 – Helpful Reminders

It's challenging for SHSC's values to remain front of mind amidst competing communication and numerous change programmes affecting staff. Negative experiences, such as incidents of discrimination or exclusion, are more easily remembered and shared, while smaller, positive moments where the values are upheld often go unnoticed. This bias, combined with the "change noise" generated by overlapping initiatives, makes it harder for staff to see and recall examples of the values being lived out in practice.

To address this, we asked staff how SHSC could make it easier to keep the values prominent in daily work, ensuring they are better remembered and embedded into the organisation's culture.

Vimeo link: <https://vimeo.com/991290657>

3.1.3 Animation 3 – Widening Your Group

At SHSC, in-group and out-group behaviours create silos that hinder collaboration, trust, and understanding across the organisation. Divides between teams, roles, and locations reinforce a "them and us" mindset, making it harder for people to work together effectively.

This is at odds with the value of "working together for our service users," which depends on breaking down these barriers. To address this, we asked staff how SHSC could help widen group boundaries and foster stronger connections to support better teamwork and inclusivity.

Vimeo link: <https://vimeo.com/991336877>

3.1.4 Animation 4 – Kind Accountability

The final animation addressed the issue of kind accountability. One of the key themes from the discovery phase was the need for a more supportive approach to holding each other accountable for living the values. Many staff members felt that when others failed to live up to the values, it often led to conflict or escalation.

We framed accountability in a way that encouraged learning and support rather than blame or shame. This approach aimed to help staff recognise misalignments with the values and to challenge it in a compassionate way, allowing for self-correction and growth without creating further division.

Vimeo link: <https://vimeo.com/991351026>

3.2 Design of a visual style for values

To make the engagement with the values as strong as possible, we developed a distinctive visual style that aligned with SHSC's brand guidelines while feeling fresh and impactful. Using the organisation's established colour palette and design elements, we created a "values party" theme - an energetic, vibrant visual identity designed to draw attention and generate excitement. This high-energy design approach was intended to make the values feel dynamic and memorable, ensuring they stood out amidst competing messages and resonated with staff across the organisation.



3.3 Launch Event

The engagement programme started with a launch event at Hillsborough Stadium on 30th July 2024. This event gathered over 100 participants from across the Trust, including many people who don't normally get to participate in events like this and have their voices heard. Bringing together the audience for this event was resource intensive but brought so much value from the diversity and breadth of perspectives we had in the room. The energy at the event was high, and it marked the start of the Summer of Values initiative.

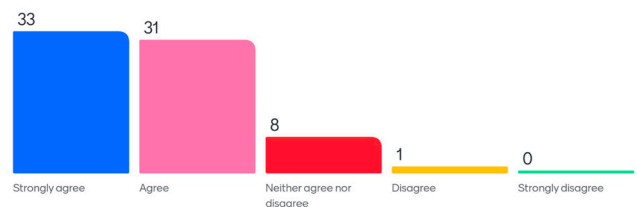
To engage participants further and reinforce the Trust's values, Desire Code created a custom table-top "escape-style" game, filled with puzzles, jigsaws, and challenges linked to the Trust's values. The game was designed to encourage collaboration, foster teamwork, and make the values more memorable by weaving them into a fun and interactive experience.

The game proved particularly effective in fostering interdepartmental connections, as staff were grouped with colleagues they

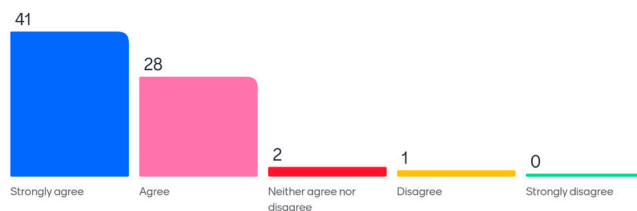
may not have interacted with regularly. It allowed them to see the values in action, in a context where teamwork and collaboration were critical to success. This was a key part of addressing the need for greater connectivity across the Trust, which had been highlighted during the discovery phase.

Some of the feedback provided in the event evaluation can be seen in the charts below, showing the format was positively received.

As a result of this event, I feel more clear on how I can live our values



I feel I was able to participate in this event and be heard



3.4 Summer-Long Engagement and Feedback

The three months following the launch event, the Trust's Organisation Development (OD) team delivered a series of in-person and virtual sessions, ensuring that the engagement reached as many staff as possible, including holding low sensory sessions. The engagement content, including the animations, was made available online, allowing staff to deliver their own team sessions or engage with the values materials individually at their own pace.

Additionally, the OD team played a crucial role in facilitating discussions around the values, helping staff to reflect on their behaviours and identify areas for improvement. Feedback was gathered through surveys, interactive sessions, and ongoing dialogue, which provided valuable insights into how well the values were being absorbed and applied.

A further two-question survey was created and sent to all managers by email to share with their teams, as a final opportunity for staff to be involved or add anything further. It was also shared at events and on Jarvis.

3.4.1 Engagement in Numbers



* Our approach emphasised maintaining robust anonymity, which meant we did not track responses back to individual contributors. As such, while we recorded over 1,000 interactions, it is possible that some individuals may have engaged with us more than once. However, by making it easier for people to contribute anonymously, we heard from people who may not have otherwise shared their perspectives. We believe this approach allowed us to gather candid feedback and ensure that a broader range of voices is represented.

**In some facilitated and team-led engagement sessions, participants held round-table discussions before submitting their responses. While this approach encouraged more meaningful dialogue, it may have reduced the total number of individual responses a little. Additionally, some submissions were lengthy and contained multiple ideas across multiple sub-themes. Although we did separate many of these for the analysis, some were so closely intertwined that it was not feasible to break them apart.

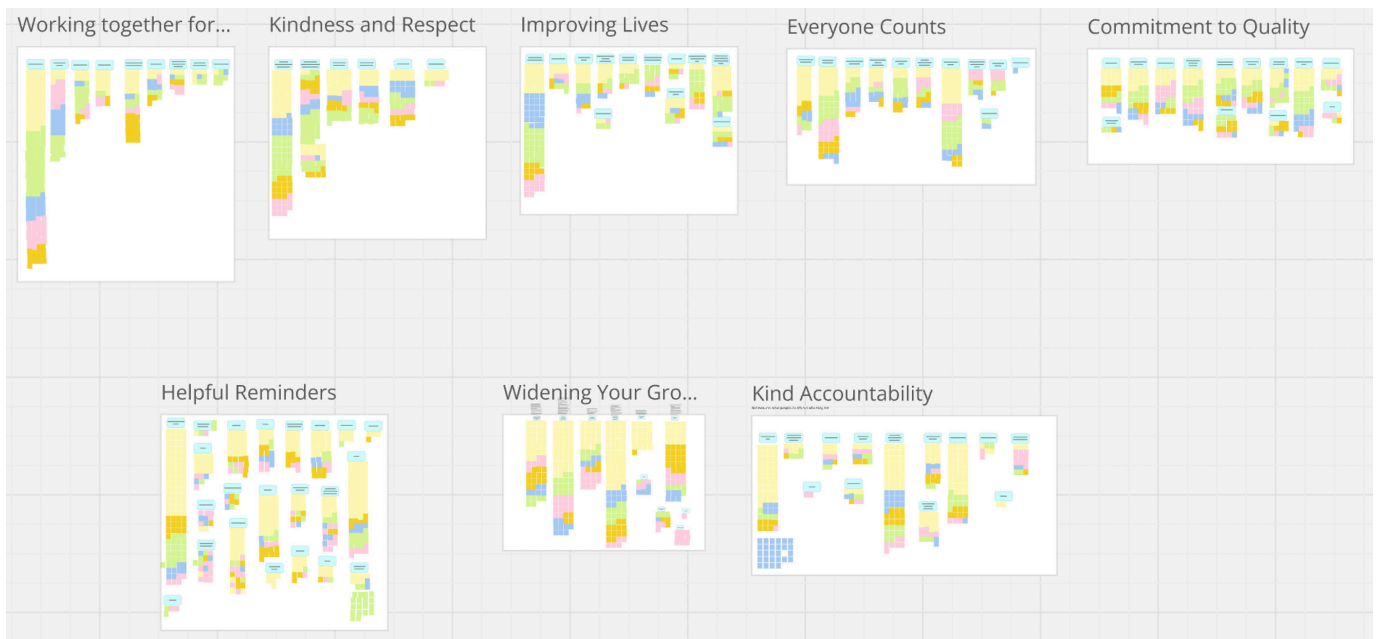
3.5 Collected Insights

Following the extensive engagement activities, we gathered over 3,000 pieces of feedback capturing how staff articulate the values as daily behaviours, and their ideas for change. This provided a rich and diverse data set from which we could draw valuable insights.

By grouping and arranging the insights into themes on an online Miro board (see image

below), we found a high level of consistency in what staff believe should reflect each of the Trust’s five core values.

This thematic analysis not only gave us a clear picture of the behaviours that bring those values to life but also produced an extensive list of potential ideas to help embed them. From this, we can confidently translate values into actionable behaviours to provide the Trust with tangible next steps.



Top level view of Miro board with 3000+ digital “sticky notes” arranged and themed.

The above image is a top-level view to illustrate the volume of responses collected and themed. A high-resolution PDF file and JPG image of each of these sections has been exported from Miro and provided the SHSC’s OD Team, along with a spreadsheet containing all responses.

▶ 4. Values into Behaviours - "I Statements"

4.1 Describing the behaviours

The primary component of the engagement process was to ask staff to reflect on the Trust's values and to convert them into actionable behaviours by using the "I statement" format. This exercise allowed staff to personalise the values and express how they could live them out in their day-to-day roles. The resulting "I statements" show how staff expected to see the values reflected in actions, decisions, and interactions across the organisation.

For example, the value "Working together for our service users" became "I am collaborative." Similarly, "Respect and kindness" was

transformed into "I am kind and respectful." Staff were asked to describe what each of the statements would look like as daily behaviours.

This led to a set of behaviours that are specific, tangible, and deeply connected to the day-to-day experiences of staff. The feedback for each statement was highly consistent and repeated, giving us high confidence the answers are robust.

All the data under each of the values was thematically analysed and weighted by sub-theme. The table below shows the number of responses provided for each value and the number of sub themes identified:

Value	I statement	Number of responses	Number of sub themes from analysis
Working together for our service users	I am collaborative	356	8
Respect and kindness	I am respectful and kind	331	5
Improving lives	My work improves lives	303	10
Everyone counts	I am inclusive	313	10
Commitment to quality	I am committed to quality	311	11

The tables on the following pages list the behaviours staff told us described each of the values in action. It shows the number of responses in brackets we had relating to each sub theme, and their key descriptions.

Working together for our service users – We are collaborative

Sub-theme	Behaviour
Working with others (161)	<ul style="list-style-type: none"> • Working with others in the team, other teams and across the organisation • Participating in team discussions and MDTs • Building relationships with partner organisations
Being person-centred (56)	<ul style="list-style-type: none"> • Engaging with service users • Keeping service users, family and carers informed • Involving services users, family and carers in decisions about their care • Considering the impact of decisions made on service users • Being person-centred
Seeking advice and opinions of others (45)	<ul style="list-style-type: none"> • Asking the advice of others and involving them in decisions • Encouraging others to speak up and participate
Communication (31)	<ul style="list-style-type: none"> • Actively listening to others and taking on board their views
Helping others (21)	<ul style="list-style-type: none"> • Supporting other staff members • Helping others develop their skills
Sharing ideas (19)	<ul style="list-style-type: none"> • Sharing ideas and information
Improving experience of work for colleagues (14)	<ul style="list-style-type: none"> • Improving the work environment for colleagues by making it clean and safe • Treating others with dignity and respect
Being a team player (9)	<ul style="list-style-type: none"> • Being a team player

Kindness and Respect – We are kind and respectful

Sub-theme	Behaviour
Listening Understanding and communication (104)	<ul style="list-style-type: none"> • Active listening to understand other people’s point of view • Being honest and open
Respectful and considerate of others views and opinions (88)	<ul style="list-style-type: none"> • Being respectful of others’ views, opinions and differences
Politeness and consideration (51)	<ul style="list-style-type: none"> • Greeting people warmly, with a smile and saying “hello” • Saying please and thank you • Checking in with colleagues and asking how they are
Supporting and helping others (40)	<ul style="list-style-type: none"> • Offering to help others • Following through on commitments
Self-reflection (48)	<ul style="list-style-type: none"> • Being self-aware of how own words and actions impact others

Improving Lives – We improve lives

Sub-theme	Behaviour
Patient-centred personalised care (94)	<ul style="list-style-type: none"> • Focus on how work improves the outcomes and experience for service users
Making a great experience for staff and service users (54)	<ul style="list-style-type: none"> • Supporting colleagues and making work a better place for them • Focusing on staff wellbeing
Working with others (28)	<ul style="list-style-type: none"> • Working with other people
Data, feedback and evidence-based care (24)	<ul style="list-style-type: none"> • Encouraging feedback and using it to learn and improve • Using and building good quality data • Delivering evidence-based care
Active listening (21)	<ul style="list-style-type: none"> • Active listening to staff and service users

Improving Lives – We improve lives (cont...)

Sub-theme	Behaviour
Maintaining a clean and safe environment (20)	<ul style="list-style-type: none"> Improving the environment by making it clean and safe
Consistency and quality (19)	<ul style="list-style-type: none"> Making sure services are delivered to high quality
Training and development (18)	<ul style="list-style-type: none"> Seeking opportunities for learning, growth and development
Helping people (17)	<ul style="list-style-type: none"> Creating human connection and helping others
Speaking up (8)	<ul style="list-style-type: none"> Speaking up when you need to Acting with integrity

Everyone Counts – We are inclusive

Sub-theme	Behaviour
Treating people equally (70)	<ul style="list-style-type: none"> Treating people equally
Encouraging involvement (69)	<ul style="list-style-type: none"> Encouraging others to be heard and involved
Valuing diversity and inclusion (40)	<ul style="list-style-type: none"> Valuing the opinions of others Actively learning about inclusion
Providing support / adjustments (29)	<ul style="list-style-type: none"> Providing support and making the right adjustments so no one is excluded Ensuring we are accessible
Championing equity (26)	<ul style="list-style-type: none"> Challenging unconscious bias Championing equity and being an ally for others
Curiosity, communication and learning (24)	<ul style="list-style-type: none"> Being curious about others and taking an interest in them Actively seeking the views and opinions of others Actively listening

Everyone Counts – We are inclusive (cont...)

Sub-theme	Behaviour
Creating welcome friendly environments (22)	<ul style="list-style-type: none"> • Creating friendly environments where people feel safe • Communicating clearly
Working together effectively with others (16)	<ul style="list-style-type: none"> • Working with other people
Being patient centred (13)	<ul style="list-style-type: none"> • Ensuring service users and their families are involved in their care
Data and strategy (4)	<ul style="list-style-type: none"> • Collect data to measure if we are being inclusive • Develop tools and approaches to embed inclusion on all levels of trust activity

Commitment to Quality – We are committed to quality

Sub-theme	Behaviour
Commitment and effort (47)	<ul style="list-style-type: none"> • Delivering work to the best of our ability
Best practice, measurement and evidence building (44)	<ul style="list-style-type: none"> • Measuring and recording impact
Person-centred focus and outcomes (41)	<ul style="list-style-type: none"> • Being aware how decisions are affecting the quality of care service users receive
Collaboration and teamwork (37)	<ul style="list-style-type: none"> • Providing support to team • Communicating clearly • Working with other people and ensuring others are involved at the right time
Standards and QA (32)	<ul style="list-style-type: none"> • Following trust policies • Delivering care to the same, consistent agreed, high standard of provision • Maintaining safety standards

Commitment to Quality – We are committed to quality (cont...)

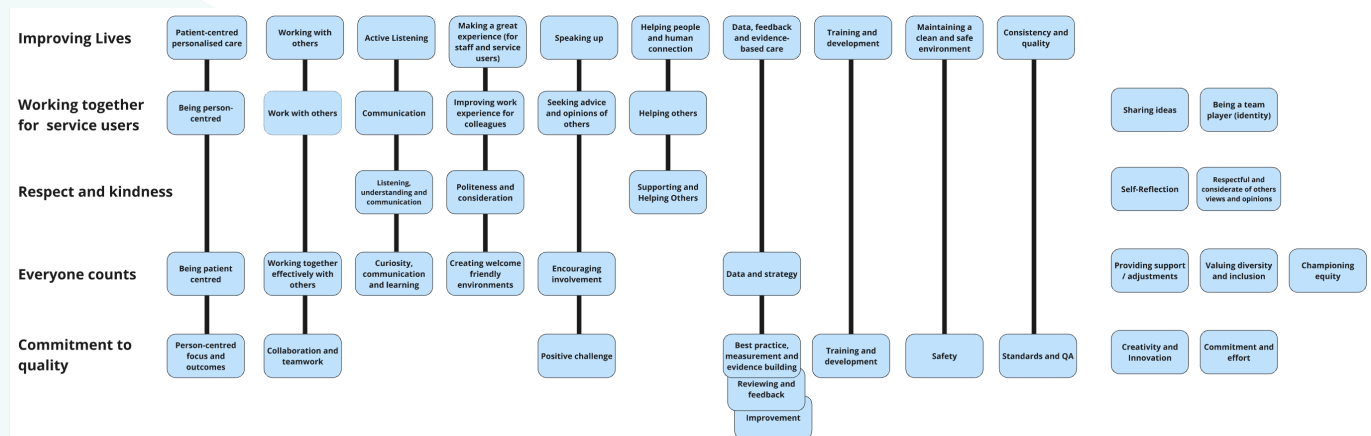
Sub-theme	Behaviour
Reviewing and feedback (31)	<ul style="list-style-type: none"> • Actively asking for feedback and reviewing it to make improvements • Focusing on data and ensuring change is data-driven
Improvement (29)	<ul style="list-style-type: none"> • Looking for opportunities for improvement • Participating in quality improvement projects
Training and development (29)	<ul style="list-style-type: none"> • Staying up to date with latest ways of working and NICE guidelines, to deliver evidence-based practice • Offering CPD and training opportunities to staff
Positive challenge (11)	<ul style="list-style-type: none"> • Offering positive challenge and holding people to account
Safety (6)	<ul style="list-style-type: none"> • Safety first mindset
Creativity and innovation (4)	<ul style="list-style-type: none"> • Being creative and thinking about problems innovatively

4.2 Shaping the values: opportunities for refinement

Based on the feedback, there is an opportunity to refine the Trust's values, making them more aligned with the behaviours staff described, and more actionable in daily work. During the discovery phase and the summer's engagement some staff expressed their opinion that the five values were too abstract or "wordy," and there was a sense that a more streamlined set of values might be more effective in driving change.

While there was consensus on the importance of the core values, there was a clear desire for more straightforward, accessible language that resonated with staff on a deeper level. This included combining similar values or rewording them to be more direct and action-oriented, making them easier to remember and live by.

The analysis shows there is a considerable overlap of themes across the values. The grid below illustrates the overlay of the themes within each value, showing a high level of overlap. Most notably, every one of the themes which makes up "Improving lives" on the top row, is also covered by at least one of the other values, if not several.



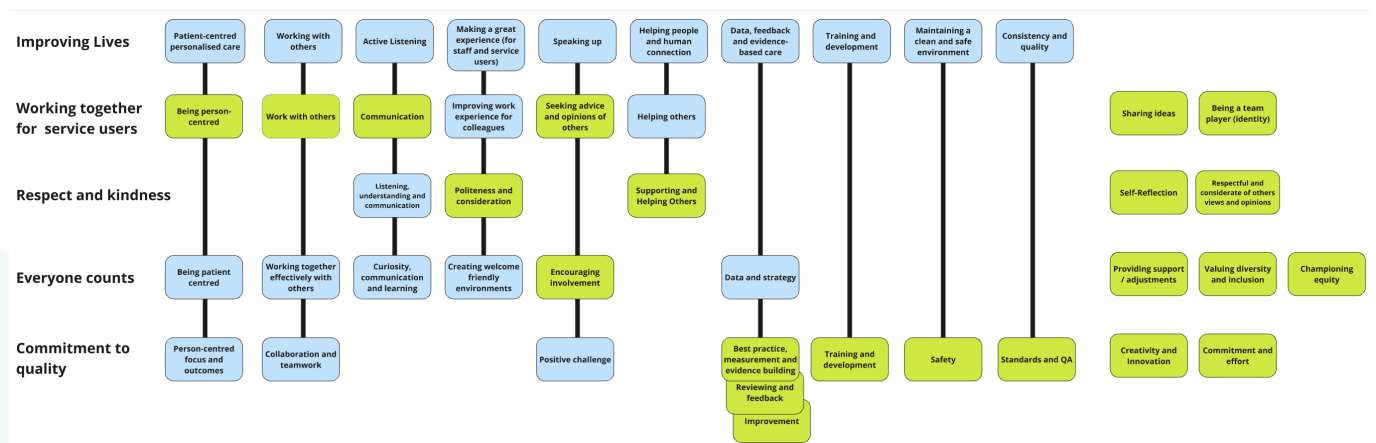
During both the discovery phase and the summer-long engagement, we heard from staff that they thought "improving lives" should not be a value, instead more of a mission, as it was so overarching.

Recommendation 1:

The value "improving lives" is repositioned as a mission instead, that the four other values underpin, bringing the number of values down from five to four.

The values and their behaviours will be most likely to be remembered and adopted if they are simplified. Having so much repetition across the sub themes of each value is likely to be confusing and dilute the possible impact.

If “improving lives” became a mission and the other four values were to feed into it, the illustration below shows in green which of the themes could be the best fit for the purpose of translating values into behaviours with minimal repetition and overlap. Details of this are in section 5.



“Commitment to quality” on the bottom row, can also benefit from a revision. This value is one which resonated least with people during the discovery and was discussed the least in terms of the gap between the value and the reality of everyday behaviour. Looking at the sub themes of the responses given during this engagement, they point more to “active improvement” than “ongoing quality”, so the name of this value could be revisited to raise engagement.

Recommendation 2:

We revise the name of the “Commitment to Quality” value to reflect a focus on active improvement, thereby increasing its relevance and resonance with staff.

Finally, framing the values as “I statements” during our engagement created a sense of action and energy and enabled people to think more clearly about how their behaviour aligned to them. We recommend that in future the values are framed in the same way, but as they are a collective value they are framed as “We statements”. For example, “Respect and Kindness” becomes reframed as “We are respectful and kind”.

Recommendation 3:

We refresh our four values, based on engagement input, and reframe each one as a “We statement” to make SHSC values dynamic, clear statements of action that we are all accountable for:

- **We work together**
- **We are respectful and kind**
- **We are inclusive**
- **We keep improving** (revised from ‘Commitment to Quality’ to move from a passive to active approach to achieving quality through improvement)

► 5. Values into Behaviours Framework

To bring the values to life we have used the analysis above to turn our values into behaviours within a new 'values into behaviours' framework. This provides consistent, clear guidance across the organisation on how SHSC lives its values through behaviours. The streamlined approach will help set clear expectations on how we do our work, how we treat each other, our service users and partners and how we speak to each other.

The analysis distils each of the values into the following behaviours:

Value 1 - We work together

Working with others	<ul style="list-style-type: none"> • Working with others in the team, other teams and across the organisation • Ensuring others are involved at the right time • Participating in team discussions and MDTs • Building relationships with partner organisations
Person-centred	<ul style="list-style-type: none"> • Being aware how decisions are affecting the quality of care service users receive
Communication	<ul style="list-style-type: none"> • Actively listening to others and taking on board their views • Being curious about others and taking an interest in them • Sharing ideas and information
Seeking advice and opinions of others	<ul style="list-style-type: none"> • Asking the advice of others and involving them in decisions • Encouraging others to speak up and participate

Value 2: We are respectful and kind

Politeness and consideration	<ul style="list-style-type: none"> • Greeting people warmly, with a smile and saying "hello" • Listening to understand others • Saying please and thank you • Checking in with colleagues and asking how they are • Giving people opportunity to speak and be heard
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Value 2: We are respectful and kind (cont...)

Supporting and helping others	<ul style="list-style-type: none">• Supporting and helping others• Following through on commitments
Self-reflection	<ul style="list-style-type: none">• Being self-aware of how own words and actions impact others

Value 3: We are inclusive

Valuing diversity and inclusion	<ul style="list-style-type: none">• Valuing the opinions of others• Actively learning about inclusion• Encouraging others to be heard and involved
Providing support / adjustments	<ul style="list-style-type: none">• Providing support so that everyone can be their true self and realise their potential• Ensuring we are accessible• Creating friendly environments where people feel safe
Championing equity	<ul style="list-style-type: none">• Challenging unconscious bias• Championing equity and being an ally for others• Speaking up when things aren't right• Collecting data to measure if we are being inclusive• Developing tools and approaches to embed inclusion on all levels of trust activity

Value 4: We keep improving

Best practice, measurement and evidence building	<ul style="list-style-type: none">• Measuring and recording impact• Offering positive challenge and holding people to account• Actively asking for feedback and reviewing it to make improvements• Focusing on data and ensuring change is data-driven
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Value 4: We keep improving (cont...)

Standards and QA	<ul style="list-style-type: none">• Following trust policies• Delivering care to the same, consistent agreed, high standard of provision• Maintaining safety standards• Delivering work to the best of our ability
Improvement	<ul style="list-style-type: none">• Looking for opportunities for improvement• Giving and receiving feedback• Being creative in problem-solving• Building the future through innovation and research
Training and development	<ul style="list-style-type: none">• Participating in training and development• Staying up to date with latest ways of working

5.1 The Framework

The discovery and design journey on SHSC's values described above has followed this step-by-step process to arrive at the framework:

- Conducting a discovery phase to explore awareness, familiarity, attitudes, and experiences with the values.
- Translating the values into "I statements".
- Defining the behaviours associated with the "I statements" through broad engagement, ensuring robust agreement on what the values look like in practice.
- Analysing and grouping responses into sub-themes.
- Refining the sub-themes to streamline, simplify, and eliminate duplication.
- Drafting a refined list of tangible behaviours linked to the values.
- Translating the behaviours into examples of how they sound when they are demonstrated.

The framework overleaf provides a concise, single-page view of the values, the associated behaviours, and how these behaviours sound when brought to life. It has been designed for a variety of applications and is accessible to all staff. Its purpose is both to celebrate achievements and to address behaviours that do not align with the Trust's values.

Examples of the activities it will support include:

- Guiding decision-making across all areas of work
- Shaping how we interact with colleagues, service users, and stakeholders.
- Enhancing recruitment processes.
- Supporting induction programmes.
- Managing and celebrating performance.
- Identifying areas for improvement.
- Providing templates for team meetings.

Recommendation 4:

We articulate how we turn our values into behaviours within a new 'values into behaviours' framework to provide consistent, clear guidance across the organisation on how SHSC lives its values through behaviours. This streamlined approach will help set clear expectations on how we do our work, how we treat each other, our service users and partners and how we speak to each other.

OUR VALUES

OUR BEHAVIOURS

WE SAY...

<p>WE WORK TOGETHER</p>	<ul style="list-style-type: none"> • Patient centred - being aware that everything we do affects the quality of care we provide • Collaborating with others in our team, other teams and partner organisations • Ensuring others are involved at the right time • Giving people opportunity to speak and be heard • Participating in team discussions and MDTs • Sharing ideas and information • Asking the advice of others and involving them in decisions 	<ul style="list-style-type: none"> • What will this make this better for service users? • I'd like to hear your thoughts • It's great to work with you • Who else might we need to consult with at this stage? • I have an idea • I have information that will help here • What do you think is the best way forward?
<p>WE ARE RESPECTFUL AND KIND</p>	<ul style="list-style-type: none"> • Being polite and considerate • Listening to understand others • Supporting and helping others • Greeting people warmly, with a smile and saying "hello" • Saying please and thank you • Checking in with colleagues and asking how they are • Following through on commitments • Being self-aware of how our own words and actions impact others 	<ul style="list-style-type: none"> • Hello • What do you think? • Please • Thank you • I appreciate what you did • How can I help? • How are you? • I'm sorry... • I'm aware of how my words and actions impact others
<p>WE ARE INCLUSIVE</p>	<ul style="list-style-type: none"> • Creating friendly environments where people feel safe • Providing support so that everyone can be their true self and realise their potential • Championing equity • Challenging unconscious bias and being an ally for others • Speaking up when things aren't right • Collecting data to measure if we are being inclusive • Developing tools and approaches to embed inclusion on all levels of trust activity 	<ul style="list-style-type: none"> • I value and support you • How can we make this better for you? • Share with us what you need so we can support you • How can we be sure we are equitable and inclusive? • I speak up when things aren't right • How can we create more awareness? • Who else's voice do we need to hear on this?
<p>WE KEEP IMPROVING</p>	<ul style="list-style-type: none"> • Participating in training and development • Looking for opportunities for improvement • Giving and receiving feedback • Being creative in our problem-solving • Measuring and evaluating our impact • Offering positive challenge and holding people to account • Ensuring change is data-driven • Delivering evidence-based practice • Building our future through innovation and research 	<ul style="list-style-type: none"> • What is the standard we need to follow? • How do you think that went? • How can we do this better? • Can I make a suggestion? • What could I have done better? • What approach haven't we thought of yet? • How can we record this so we know if it works? • What does the data tell us?

► 6. Designing for Behaviour Change

In addition to defining the values as behaviours, during the wide engagement action staff also provided a wealth of ideas for how the Trust could address the behavioural design challenges highlighted during the discovery phase and described on page 4.

The ideas generated include an array of activity in the areas of 'Helpful Reminders', 'Widening the Group' and 'Kind

Accountability'. There is a rich and diverse range of proposals here which form a 'playbook' of staff-generated ideas for SHSC to implement, with the focus on new action to keep raising the profile and impact of the values and how we hold ourselves to account on delivering our values.

The top ten ideas for each question are shown in order below and the full set are listed in Appendix B.

6.1 Helpful Reminders

The first design question sought to explore how the Trust could keep the values front and centre and encourage more frequent reminders, ensuring staff stay engaged with them in their daily work. The responses highlighted a variety of ideas focused on increasing visibility, accessibility, and the integration of the values into staff routines. Below is a summary of the most popular ideas.

Top ideas:

<p>1. Posters (76)</p> <p>"Posters visible across multiple areas around our sites."</p>	<p>A major suggestion was to create a poster campaign displaying the values in staff and public spaces throughout the organisation. This would include locations such as offices, entrances, corridors, kitchens, and bathrooms, ensuring the values are consistently visible in daily environments.</p>
<p>2. Seeing the Values in Action (65)</p> <p>"Live and demonstrate our values – show them being used."</p>	<p>Staff expressed the need to see the values demonstrated at all levels of the organisation, with a particular focus on ensuring that the values are relatable and work for everyone. This could be achieved through leadership and peer role modelling.</p>

Helpful Reminders ideas

<p>3. Team Meetings (30)</p> <p>"Integrate values within team meetings, reflect within the team."</p>	<p>Many staff recommended bringing the values into team meetings, where they could be discussed and reviewed regularly. This would provide an opportunity for staff to reflect on how they are meeting the values in their day-to-day work and to hold each other accountable.</p>
<p>4. Easier to Recall (26)</p> <p>"Make them shorter and punchier."</p>	<p>Several responses suggested making the values easier to remember by shortening them or creating an acronym. This would require some editing or renaming of the values to make them more concise and memorable.</p>
<p>5. Wall Decals and Art (20)</p> <p>"Have on building walls statements from service users on how our values are met in their recovery journey."</p>	<p>Ideas for wall decals and murals showcasing the values were also popular. This could include artwork created by service users to make the visuals more personal and relatable.</p>
<p>6. Share Stories (20)</p> <p>"Videos of people talking about living the values."</p>	<p>Staff suggested using storytelling as a method to share the values in action. By telling compelling stories about how the values have been demonstrated and their positive impact, staff could better understand their practical application.</p>
<p>7. Supervision (19)</p> <p>"Could they structure the supervision form to aid conversation?"</p>	<p>Including the values in supervision meetings and personal development reviews (PDRs) was seen as another important method to ensure the values are consistently reflected in individual performance and feedback.</p>
<p>8. Email Signatures (18)</p> <p>"On everyone's email signature."</p>	<p>A simple but effective reminder suggested by staff was to include the values in staff email signatures. This would help embed the values in everyday communications.</p>

Helpful Reminders ideas

<p>9. Intranet (18)</p> <p>“Link Wonderwall with trust values and celebrate and focus on one value at a time”</p>	<p>Many staff members suggested including more content about the values on the intranet and internal platforms, such as Jarvis and Wonderwall. This would create easy access to the values and related materials.</p>
<p>10. Recognition for the Big and Little Things (18)</p> <p>“Showcase individuals who have gone above and beyond in relation to our values.”</p>	<p>A system for recognising and celebrating staff who bring the values to life in their work was another suggestion. This could be incorporated into existing recognition systems such as the Shine Awards.</p>

6.2 Widening the Group

The second design question explored how the Trust could make it easier for people to connect with others across the organisation. The responses focused on creating opportunities for networking, improving communication between teams, and fostering a culture of collaboration. The ideas highlighted the importance of both formal and informal connections, offering various ways to break down silos and encourage staff from different departments to interact more easily.

Top ideas:

<p>1. Networking and Connection Events (80)</p> <p>“More events with cross section people across the trust.”</p>	<p>Many respondents suggested networking and connection events to facilitate opportunities for staff to meet colleagues from outside their immediate teams. These events could include shared learning opportunities, away days, and team networking events.</p>
<p>2. Team Partnerships (54)</p> <p>“Encourage different teams to attend your meetings.”</p>	<p>Many staff suggested team partnerships, where different teams could “buddy up” for peer mentoring, sharing information, learnings, and successes. This would foster cross-team collaboration and help build relationships across departments.</p>

Widening the Group ideas

<p>3. Information About Other Teams (29)</p> <p>“Update more information about where staff work not just their telephone number and what they do.”</p>	<p>A consistent theme was the need for clear and up-to-date information about other teams within the organisation. Staff emphasised that knowing the structure and locations of different teams would make it easier to approach and connect with the right people.</p>
<p>4. Staff Rotations (19)</p> <p>“Rotating staff in clinical areas. Spending more time in other clinical areas in the trust”</p>	<p>Several respondents suggested that staff rotations could be a valuable tool for building connections across teams. Allowing staff to rotate through different departments or teams would provide firsthand experience of the work being done elsewhere and help forge stronger inter-team relationships.</p>
<p>5. Stronger Communications (18)</p> <p>“Build culture of doing “show and tells” showing great work, even if it’s just things in development.”</p>	<p>Respondents highlighted the importance of improving communication between teams, with ideas such as delivering “show and tells” where teams could highlight their work, successes, and challenges. Better access to communication tools, such as computers and collaborative platforms, was also noted.</p>
<p>6. Face-to-Face Meetings (18)</p> <p>“Have more face to face meetings and not Teams. Lovely to see a face.”</p>	<p>The importance of face-to-face meetings was emphasised to build better personal connections. Staff suggested that, where possible, face-to-face communication should be prioritised over emails to foster more meaningful relationships.</p>
<p>7. Drop-In Activity (15)</p> <p>“Have open days into services.”</p>	<p>Another idea was to offer team drop-in days, where staff could visit other teams and learn more about their work. These informal opportunities would create a more open environment for inter-team collaboration.</p>

Widening the Group ideas

<p>8. Shadowing (14)</p> <p>“Opportunities for shadowing for staff to learn from each other.”</p>	<p>Creating shadowing opportunities was another idea put forward. Staff suggested that individuals could shadow their colleagues from other teams to gain insight into their roles and how their work contributes to the wider organisation.</p>
<p>9. Social Activity (14)</p> <p>“Online quiz between all teams.”</p>	<p>Social activities, such as quiz events, fundraisers, and other common interest groups, were proposed as a way to foster informal connections across teams. These activities would help staff engage in a relaxed environment, building connection and trust.</p>
<p>10. Org Chart and Information (10)</p> <p>“Up-to-date & clear organisational charts (who to contact for each service & what those services do).”</p>	<p>A clear and updated organisation chart was suggested as an essential tool to help staff easily identify the right contacts across departments. This would reduce barriers to communication and streamline collaboration.</p>

6.3 Kind Accountability

The third design question addressed how staff could challenge others when the values aren't being lived out, but do so in a kind, respectful, and supportive manner. Unlike the previous questions, this one focused more on individual behaviours and how staff can take responsibility for addressing issues in a way that fosters resolution without escalation. The answers emphasised the importance of empathy, open communication, and constructive feedback.

Top ideas:

<p>1. Checking in on People (69)</p> <p>“Ask people how they are. There may be a reason a person is behaving the way they are.”</p>	<p>One of the most frequently mentioned ideas was to check in on people who may be exhibiting behaviour that is not aligned with the values. Staff suggested offering support by asking colleagues if they are okay, as their behaviour might be influenced by external pressures or personal struggles. This empathetic approach was seen as a way to address issues without confrontation.</p>
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Kind Accountability ideas

<p>2. Honesty and Transparency (59)</p> <p>“Being honest, express how you felt. Listen to how the other person felt. Talk through what works.”</p>	<p>Being honest and transparent was seen as essential for preventing misunderstandings and creating an environment where concerns can be raised constructively. This also includes having open conversations about the behaviours observed and ensuring clarity about intentions.</p>
<p>3. Being Empathetic (54)</p> <p>“Revisit the situation and speak to the person or team after. Always stay open and look at the other side.”</p>	<p>Empathy emerged as a central theme for dealing with difficult situations. Staff suggested taking time to listen and trying to understand the other person’s point of view before addressing their behaviour. Focusing on the feelings and emotions behind the actions was seen as key to maintaining respectful communication.</p>
<p>4. Take Responsibility (27)</p> <p>“If we have done something that has upset someone then recognising that and apologising.”</p>	<p>Staff emphasised the importance of taking responsibility for one’s own behaviour and actions. Recognising the impact of one’s behaviour on others, acknowledging mistakes, and offering apologies when necessary were seen as essential steps in maintaining healthy, respectful relationships.</p>
<p>5. Challenging Poor Behaviour (25)</p> <p>“Agree as a team how to do this – develop an agreed ‘way’.”</p>	<p>Many staff highlighted the importance of challenging poor behaviour, but doing so without attacking the individual. The key was to be confident in addressing issues while remaining respectful and supportive, with an emphasis on learning and growth rather than blame.</p>
<p>6. Supervision (18)</p> <p>“Feeling comfortable to raise things in supervision.”</p>	<p>A number of responses suggested using supervision sessions to raise issues and seek advice from line managers. This allows staff to gain support on how to address difficult conversations or behaviours in a way that is kind and solution-focused.</p>
<p>7. Constructive Feedback (16)</p> <p>“Create safe spaces, where people are willing to listen, reflect and then respond.”</p>	<p>Providing constructive feedback was another important behaviour. Staff suggested that feedback should be meaningful and focused on helping others improve, rather than just pointing out what went wrong. Delivering feedback with kindness and integrity was seen as essential for maintaining positive relationships.</p>

Kind Accountability ideas

<p>8. Healthy Work Culture (14)</p> <p>“Create a culture of openness so if someone has an issue with someone else then it can be dealt with.”</p>	<p>The importance of creating a healthy work culture where openness is encouraged was also highlighted. Many staff felt that a culture that assumes good intent and focuses on learning, rather than blame, would make it easier to address issues as they arise.</p>
<p>9. Recognising the Behaviours (12)</p> <p>“Have conversations about acceptable behaviour.”</p>	<p>Recognising and being clear about what the values look like in everyday actions was seen as a way to help staff identify when the values aren't being lived out. This clarity would make it easier to address deviations in a kind and supportive manner.</p>
<p>10. Role Modelling (11)</p> <p>“Create a culture, leading from the top, of being accountable for our behaviour and supportive.”</p>	<p>Role modelling the values, especially by leaders, was seen as a key behaviour. Leaders who consistently demonstrate the values set a strong example for others to follow, creating a culture of accountability.</p>

▶ 7. Moving Forward - Values Delivery Group

One of the most significant outcomes of the engagement was the creation of a Values Delivery Group. This group, facilitated by the OD team, will be responsible for taking the next steps in embedding the values across the organisation.

Over 100 staff members expressed an interest in joining this group, demonstrating a clear commitment to ensuring that the Trust's values are not only reflected in the words but are consistently lived in everyday actions.

The Values Delivery Group will act as a forum for decision-making, where staff can continue to shape them, provide ongoing feedback, and help guide the implementation of initiatives that promote them in all aspects of the Trust's operations. This group will also play a key role in ensuring that the values are integrated into

key processes such as recruitment, induction, and performance management.

With so many staff-generated ideas captured across the three design questions, it's not feasible to implement all of them at once. To ensure the greatest impact, these ideas need to be prioritised according to their potential value and feasibility. The newly formed Values Delivery Group is well-placed to undertake this process, systematically reviewing the ideas and guiding the organisation

The Values Delivery Group will report on its intended programme of work for 2025/26 to Executive Management Team and Wellbeing and Organisational Development Assurance Group (which reports to People Committee) in the first quarter of 2025/26. All implementation work will also be tracked through the Transformation Portfolio Group.

Recommendation 5:

The Values Delivery Group which is being established, will take on the task of prioritising and managing the implementation of the values into behaviours framework and playbook of staff-generated ideas. It will report on its intended programme of work for 2025/26 to Executive Management Team and Wellbeing and Organisational Development Assurance Group (which reports to People Committee) in the first quarter of 2025/26. All implementation work will also be tracked through the Transformation Portfolio Group.

▶ 8. Evaluation

The purpose of evaluation is to measure changes over time of how well the values are becoming embedded into the organisation and supporting positive changes in the culture and the experience of work for staff and service users.

We recommend a series of short six-monthly surveys to track progress over time, starting with a baseline in early Spring 2025 and then five further surveys until Autumn 2027. The surveys will assess staff perceptions of how well the values are seen and shared, lived, and role-modelled across the organisation, while also encouraging self-reflection on their own behaviours.

SHSC is currently trialling a crowd sourcing app, and has access to an enterprise Qualtrics account, either of which could be a suitable platform for conducting this survey activity. We also have the option to include values-

related questions in the annual NHS Staff Survey and the People Pulse, which may reduce some of the need for multiple surveying.

To ensure strong engagement, we recommend keeping them short and focused, limited to four key questions. These questions should be delivered in a format where responses are provided on a 5-point scale, allowing changes to be measured consistently and objectively over time, reducing the effort required to respond and making it easier to see changes compared to free-text responses.

The surveys should be anonymous to encourage honesty and maximise participation. This structured evaluation will provide a reliable evidence base for identifying strengths, tracking progress, and highlighting areas for further action.

Suggested questions

Q1. Visibility

In the last 6 months, how often have you been reminded of the organisation's values?

- Always
 - Often
 - Sometimes
 - Rarely
 - Never
-

Q2. Experience

How much do you feel the organisation's values are demonstrated in your team's day-to-day behaviours?

- Answer on a scale of 1-5, where 5 is "Fully lived every day" and 1 is "Not at all"

Q3. Leadership

How often do you see the organisation's leaders and managers role-modelling the values?

- Always
- Often
- Sometimes
- Rarely
- Never

Q4. Self-reflection

How often do you personally try to demonstrate the organisation's values in your daily work?

- Always
 - Often
 - Sometimes
 - Rarely
 - Never
-

Recommendation 6:

Evaluation of activity is carried out using short, six-monthly, anonymous surveys with five-point scale questions to track progress over time. We recommend starting with a baseline in early Spring 2025 and then five further surveys until Autumn 2027. This data will be used on an iterative improvement cycle basis to enable continuous improvement of the values work.

▶ 9. Conclusion

This report marks a significant step in Sheffield Health and Social Care NHS Foundation Trust's journey to embed its values more deeply into everyday behaviours and culture.

Through a robust, inclusive engagement process, staff from across the organisation have helped shape a framework that translates the Trust's values into tangible, actionable behaviours.

The revised framework reflects the contributions of staff, repositioning "Improving Lives" as a unifying mission and simplifying the remaining values. The creation of the Values Delivery Group will ensure this work continues going forward,

with them taking ownership of prioritising and implementing the rich set of ideas that have been generated.

To measure progress, we recommend implementing six-monthly, short, anonymous surveys. These will provide clear, measurable insights into how well the values are seen, experienced, and role-modelled, while encouraging self-reflection.

With this foundation in place, SHSC has a clear pathway to create a culture where its values are not only visible but actively shaping the way staff work, connect, and care.

► Appendix A - Animations Scripts

Animation 1

At Sheffield Health and Social Care we are proud of our five values. They reflect how we want to do our work and how we should treat others. They are:

- Working together for our service users
- Kindness and respect
- Improving lives
- Everyone counts
- Commitment to quality

We have heard from you, our staff, that each of the values are very meaningful to you personally, and you want us to be a more values-driven organisation. You want ours to be an organisation that feels collaborative and inclusive, where people are kind and respectful and focused on quality and improving people's lives. You also told us that your experience of work was more mixed. Many of you didn't feel that your daily experience of work matched the values we've agreed on.

So, we want to create the best environment for bringing these values to life through our daily actions and behaviours. We all need to do our part and when we do, we create a culture in which we can all thrive and do our best work.

Let's reframe our values for a moment. If they are meaningful to you at a personal level... well... let's start there. Framing the values as "I statements" will help you see where individual words and actions can contribute to us all experiencing the values at work.

It's not just on you. As an organisation, our Trust has to create the conditions for you to be able to do these things and we'll look at how we can help next. But just for this moment, focus on how your behaviours can contribute to us living our values.

If you were to embody each of these statements, write down what your own words and actions will sound and look like.

1. I am collaborative and work with other people for the good of our service users.
2. I am kind and respectful
3. My contribution improves lives
4. I am inclusive
5. I am committed to delivering quality

Animation 2

Imagine if we all showed up to our work really embracing these values, how amazing it would feel for all of us. But it's not as simple as saying we just need to keep the personal commitments we've made. As an organisation, we need to create the conditions that will help each of us adopt the new habits, routines and behaviours to bring the values to life.

Learning from the science of human behaviour, at Sheffield Health and Social Care we are focusing on three principles to help us achieve this.

The next three short videos explain these insights in turn. What we want from you is to watch each one and suggest ideas on what we can do as an organisation to help you bring our values to life. After all, it's what we've collectively agreed is important to us, and we're committed to making it happen.

Starting with the first one...

Behavioural insight #1 – Attention

A lot of our daily routines and behaviours are done automatically. It's human nature to try to limit the amount of brain power we spend on things, so we do a lot on autopilot.

New behaviours and habits don't happen overnight, because it takes a bit of time and practice to retrain our autopilot, and it can be a bit stubborn about doing things differently!

To start with at least, we have to be reminded and have key messages kept front of mind. Some things catch our attention more than others. For example, things that stand out tend to be different, unique and novel. We particularly remember things that make us laugh and things that surprise us. We also of course remember things more if we simply see them more and become more familiar with them.

So, the first question focuses on how we want to be reminded of the values and our commitments to them. The answers could be an internal campaign of some kind to keep them front of mind, or using the values to lead things like team meetings and internal communications. Where and how could we be reminded of the values every day? How can we celebrate seeing them in action? How can we make them stand out and be more memorable? How can we bring in the unexpected and create moments of surprise. Share your ideas with us.

Animation 3

Behavioural insight #2 – Widening the group

We know how highly you think of the people in your immediate teams. You've told us in the Staff Survey and in our discovery on values. It's very human to like, trust and respect the people we work with most closely and spend the most time with. That's because over time we've got to know them and learned what we have in common and how we face similar challenges.

The downside to forming tight-knit working groups is that it's harder for us to connect with teams outside of our own and the wider trust. It's more comfortable to think about the things and people we know well.

To live into the values of collaborating, working together, improving lives and being inclusive, each of us needs to find a way to connect more with others across the organisation, to widen our concept of who is in our crew and include other people we need to work with.

How can SHSC help you to 'widen your team' and connect better with others across the organisation? What would you need to help you do this? Share your ideas.

Animation 4

Behavioural insight #3 – Kind accountability

We are the main character in the story of our lives, a story where others are the supporting cast. Because we are aware of our own internal narrative we see the world from our own point of view. With others we only get to see what's on the outside, with ourselves we get the inside story too.

Have you ever experienced one of those moments when you realise that every other person has a life as full and complex as your own? Those moments are called Sonder.

When we are under pressure, facing challenges and feeling overwhelmed, even if we are doing our best we can act in ways which don't align with our values. We can be short or rude to people, withdraw and isolate ourselves from others. Other people may not understand the situation we are in and assume we acted as we did because of our personality and assume it's in our nature to behave that way. In short, we can be less forgiving of others behaviour than that of our own.

As we take these big steps forward in bringing our values to life through everyday behaviour, we need to find a way to hold ourselves and others accountable, but in a way that is kind and helpful. It helps to assume that we are all coming from a place of good intent.

When we fall short of behaviour that is aligned to our values, how should we respond? How would you want someone to help you notice the gaps in your own behaviour? In what ways can you do similarly for others, with kindness and how do we collectively hold ourselves accountable from a place of understanding and support? What do you think? Share your ideas.

► Appendix B - Playbook - Full Set of Ideas

Helpful Reminders

Embedding the values and keeping them front of mind

No.	Idea	Description	Number of mentions
1	Posters	Develop a poster campaign that can be seen in staff and public spaces that remind people what the values are. Locations in staff spaces, such as offices, entrances, corridors, kitchens and bathrooms.	76
2	Seeing the values in action	Demonstrating the values at all levels of the organisation and ensuring they are relatable and work for everyone	65
3	Team Meetings	Bring the values in team meetings and discuss how they are being met	30
4	Easier to recall	Make them easier to remember by shortening them or making an acronym from the values - this will require editing or renaming the values to create a memorable acronym	26
5	Wall decals and art	Have wall art, murals, and service user art showcasing the values on walls	20
6	Share stories	Share content about the values in the various channels through telling compelling stories about the values in action and the impact they have made	20
7	Supervision	Refer to the values in supervision meetings and PDRs	19
8	Email signature	Include the values in staff email signatures	18
9	Intranet	Include more content on the values on Jarvis, the website and the Wonderwall	18
10	Recognition for the big things	Include category in the Shine Awards, create a system for recognising and celebrating those who bring the values to life in their work	18

No.	Idea	Description	Number of mentions
11	Values events	Events like this summer, celebrating the values and engaging discussions	17
12	Lanyards	Have the values printed on staff lanyards	17
13	Visually appealing design	Create appealing design with consistent branding, attractive colourful design and use of imagery and icons. Also compelling content	15
14	Screensavers	Have screensaver images include content about the values	15
15	Meeting agendas	Set agendas based on the values, or have some aspect of the agenda referring to the values	11
16	Measuring outcomes	Reviewing, measuring work activity and outcomes against the values	11
17	Time-based campaigns	Have time-based campaigns focused on different aspects of the values e.g. a values theme per month	9
18	Badges	Have badges for the values that can be worn on the uniform, attached to lanyards. They could even be earned	9
19	Challenging	Challenging and calling out when the values are not being exhibited	7
20	Handouts / cards	Distribute cards and pocket sized resources for staff to pin to wall, the side of their monitor, or to attach to the back of their ID badge	6
21	Letterheads	Include them in a visual way on the organisation's letterheads	6
22	Individual feedback	Include questions relating to the values in people pulse, reviews, personal reflection and placement feedback	6
23	Ambassadors and champions	Develop a group of values champions in the same way as wellbeing champions and other champions	6
24	Other wearable	Have the values on staff uniforms or t-shirts	6

No.	Idea	Description	Number of mentions
25	Desktop background	Create a desktop background image related to the values	5
26	Start of meetings	Reminders of the values at the start of meetings	5
27	Policies and plans	Ensuring policies and plans are written through the lens of the organisation values	5
28	Recognition for the little things	Praising staff when the values are demonstrated, sending thank you cards, adding a note to an appreciation board, a note in a comments box	5
29	Digital displays	Have content about the values on digital displays/TV screens in staff and service user spaces	4
30	Merchandise	Have them on items like pens and car stickers	4
31	A song!	Make an SHSC song or jingle	4
32	End of meetings	Reflection at the end of meetings through the lens of the values	4
33	Setting work objectives	Setting team objectives based on the values	4
34	Training	Integrate the values into training sessions	4
35	Video content	Make mini videos and clips with examples of the values	3
36	Weekly comms	Include content about the values in the weekly comms information staff receive	3
37	Service user feedback	Include questions relating to the values on new friends and family feedback cards	3
38	Onboarding	Include the values in interviews, admission information and new starter packs	3

Widening the Group

Connecting with people outside of your team

No.	Idea	Description	Number of mentions
1	Networking and connection events	Enable more staff to attend shared learning events, away days and team networking events where they can meet people from outside their teams.	80
2	Team partnerships	Creating connections between teams, so they can buddy up and offer peer mentoring, share information, learnings and successes.	54
3	Information about other teams	Having information about the organisation, its structure, and the location of its teams, which is up to date and correct.	29
4	Staff rotations	Enable staff to rotate to different teams to build connections and work better with others across the trust.	19
5	Stronger	Comms activity, including highlighting the work of individual teams, delivering "show and tells" to highlight great work, better access to computers.	18
6	Face to face meetings	More face to face meetings to build better connection. Where this isn't possible, more telephone calls and less emails. More inter-personal connection.	18
7	Drop-in activity	Offering team open days for others to "drop in" to find out more about what they do.	15
8	Shadowing	Cræete opportunities for individuals from one team to take part or shadow activity in another team.	14
9	Social activity	More opportunities for social activity such as quiz events, fun days, fundraisers and other common interest groups.	14
10	Org chart and information	Having an org chart that is up to date.	10

No.	Idea	Description	Number of mentions
11	Shared spaces	Create more shared spaces and encourage people to connect there. For example, common lunch areas, places they can meet without needing an appointment.	10
12	Protected time	Allow staff protected time to be able to spend forging connections and building relationships with other teams.	10
13	Hot desking	Enabling people to work together with different people on different days.	9
14	Training	Shared CPD training, and opportunities to attend training with people from other teams.	9
15	Named points of contact	Having a named person to contact in each service to make it easier to make new connections with other teams you need to work with.	7
16	Aligned strategy	Clearer roadmaps showing shared objectives and aligned strategy.	6
17	Resourcing	Resource adequately, so that staff have time to make more connections with other teams.	5
18	Information based on service journey	Providing information about other teams based on the part they play in the various service user journeys and pathways.	4
19	Profile photos	Require staff to include a profile photograph for calls and Teams. Photos of staff on sites to make areas more welcoming.	4
20	Induction	Include a tour of sites as part of the induction process for new starters.	4
21	Systems	Develop better linked-up notes system and better flow of patient information on IT systems	3
22	Walking meetings	Hold walking meetings - to be creative, healthy and to build connection	2
23	Move location	Co-locate more people	2

Kind Accountability

Challenging people when the values are not met – but kindly

No.	Idea	Description	Number of mentions	Collective mentions
1	Checking in on people	Being supportive of people around you, asking if they are ok. Their behaviour may be being caused by a lot of other issues.	23	69
	Acting with kindness and compassion	Show compassion, be kind in interactions with others and behave with others how you would want to be treated yourself.	21	
	Understanding others	Taking time to be empathetic, listening and trying to understand the others point of view.	14	
	Building supportive teams	Seek to build stronger trust and relationships with others. Recognise the strains and stresses people are under and look out for the signs of burnout.	11	
2	Honesty and transparency	Be open, honest and transparent to prevent misunderstandings from happening.	14	59
	Clear communication	Develop the skills required to have clear and open conversations that are helpful, not hurtful.	11	
	Respectful approach	Taking time to communicate well with other people about decisions made and situations that need to be resolved. Ask questions, listen and be respectful.	10	
	Manner	Be mindful of body language, posture, tone of voice and other factors that relay to others how we feel.	10	
	Listening	Become an active listener - ask and listen and don't jump to conclusions.	8	
	Tools and scripts	Use scripts such as "Can I have a word as I noticed...?" to help you navigate difficult conversations. Or develop tools, such as "break pauses" and "accountability pauses".	6	

No.	Idea	Description	Number of mentions	Collective mentions
3	Being empathetic	Taking time to try to understand the others point of view, being patient and listening.	15	54
	Finding the right time and place	Picking your moment, choosing a neutral space and ensuring you feel calm beforehand.	10	
	Focus on feelings	Don't apportion blame and instead focus on feelings and how the person's actions made you feel.	9	
	Talking things through	Discuss issues mutually, talk to each other with respect and civility and focus on a resolution.	8	
	Resolving issues quickly	Deal with issues quickly, so they don't escalate and get out of hand.	6	
	Not gossiping	Don't talk it through with others first. Don't engage in spreading negativity and gossip.	3	
	Acknowledging this is hard	Know this challenging behaviour is important but it's also hard to do.	3	
4	Take responsibility	Having awareness of the impact of your own behaviour, taking responsibility for your own actions and saying sorry when you need to.	15	27
	Reflective practices	Self and group reflection to explore how the values are being demonstrated.	12	
5	Challenging poor behaviour	Be confident to challenge poor behaviour when you see it, and do it without attacking the other person.	25	25
6	Supervision	Raising issues in supervision to get support and advice from line manager.	14	18
	Getting additional support	Knowing there are other sources of help available, through FTSU and HR for example.	4	

No.	Idea	Description	Number of mentions	Collective mentions
7	Constructive feedback	Make feedback meaningful and constructive so that it is most helpful. Do it with honesty and integrity.	16	16
8	Healthy work culture	Creating a culture of openness, with clear boundaries and assuming good intent	11	14
	Avoiding blame	Adopting a culture of learning rather than one of blame.	3	
9	Recognising the behaviours	Be clear on what the values look like as everyday behaviours and remind each other of the values in a supportive way.	12	12
10	Role Modelling	Observing the values being role modelled by the organisation's leaders.	11	11
11	Training	More training for staff on how to deal with conflict and have difficult conversations.	2	2
12	System	Review sources of organisations stresses that create the environment for difficult behaviour.	2	2