

Treetops Behavioural Framework

Our mission, vision and values

A reference document for the behaviours that Treetops hold dear.

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Behavioural Framework

This document contains the mission, vision and values that Treetops holds dear.

Treetops’ vision

That everyone living within the communities we serve has access to end of life care of the highest quality. Related behaviours: Customer focus/Social Responsibility/Pursuit of excellence.

Treetops’ mission

To make every day count through giving the highest quality support for patients and families living with life limiting illness or affected by death and dying by:

Ensuring we have the skills and experience to deliver and promote excellence in end of life care provision. Related behaviours: Pursuit of excellence.

Working in partnership with other local end of life service providers to ensure the best possible patient experience is achieved. Related behaviours: Co-operation, Social Responsibility, Change Orientation.

Treetops values

*Respecting the unique worth of every person*

We believe that every person is different but equal and that everyone’s unique needs and contribution should be recognised and supported. Related behaviours: Customer focus/pursuit of excellence/social responsibility

*Exercising responsible stewardship*

The commitment of our staff and volunteers to making the best use of all our resources enables us to deliver high quality care today and in the future. Related behaviour: Social responsibility

*Working with hope*

Our hope is to enable patients and families supported by the hospice to live well and die well. Related behaviours: Customer focus/pursuit of excellence

*Sustaining a culture of trust, warmth and safety*

Everyone who comes into contact with Treetops is treated with care and respect. Related behaviours: Customer focus/pursuit of excellence

Customer Focus

The drive to identify, understand and give priority to meeting the needs of both internal and external customers, ensuring quality and professionalism.

Is able to clearly identify his/her customer(s).

* Shows courtesy and concern in dealing with customers and others.
* Listens and responds to customers' views.
* Demonstrates their understanding that both internal and external customer care is important.
* Looks for ideas to improve approaches/service.
* Makes the effort to understand the full picture of a customer's expectation.
* Is able to prioritise and respond to customer's requirements and strives to exceed their expectations.
* Earns the respect of customers and others through commitment to meeting their expectations and communicates honestly and responsibly when expectations cannot reasonably be met.
* Builds trust by showing commitment to exceeding the expectations of customers and others.
* Empowers others to activate customer focus strategies.
* Develops powerful relationships that enable the easy management of expectations in difficult circumstances.
* Is sought out to help with the most difficult of situations/negotiations to help identify, address and deal with crucial issues.
* Works strategically with team to create ideas and initiatives to focus on customer care.

Effective Communication

The use of verbal, written, and non-verbal skills to convey ideas and information appropriately, openly and honestly.

* Exhibits an open and approachable manner and encourages two-way communication.
* Written and verbal communication is structured, clear and concise and avoids jargon.
* Has established the trust of his/ her team and is recognised as being straightforward and honest.
* Shows an ability to empathise with others and an understanding of non-verbal communication.
* Is able to rapidly establish trust and rapport - is able to appreciate the other person's point of view.
* Is able to judge accurately the level of detail or over-view required to pitch communication depending on the context.
* Keeps team members informed about business issues, targets and results as a matter of priority - briefings, meetings and appraisals.
* Shows a high level of skill in interpreting complex oral and written briefs and is able to convey that to others.
* Communicates strategy, targets and direction to team.
* From the strategy is able to create and communicate appropriate objectives.
* Uses language, both written and verbal, with skill and precision, demonstrating an ability to communicate that inspire rather than simply inform.
* Actively promotes communication issues throughout the hospice as a whole.
* Creates the environment and resources to allow the development of effective communications at all levels.

Co-operation

The ability to involve and support others and to work effectively with/within teams.

Responds to requests for help from immediate colleagues and is alert to opportunities to be helpful to others.

* Generously uses own expertise and experience to help others. Understands the benefits of teamwork. Looks to support and encourage positive behaviours.
* Contributes to and supports decisions made by team.
* Deliberately tries to be non-judgmental and seeks to not have 'personality' conflicts.
* Takes responsibility for working with people to clarify goals, roles and procedures to increase the effectiveness of the team.
* Actively encourages team members to generate new ideas, use initiative and take action in the face of challenges or problems.
* Shows ability to assess team individuals' strengths and weaknesses and works with them to develop overall effectiveness.
* Actively seeks to bring out the value of others experience and expertise to
* the benefit of the whole team.
* Encourages team to think for themselves, and to create their own goal orientated action plans. Acts in a support and coaching role.
* Thinks through implications of actions on other departments, communicates effectively to gain support.
* Creates and sustains a strong team of highly capable individuals who all support, encourage, motivate each other.
* Creates a learning environment where the team encouraged to constantly learn from each situation or problem and promotes working well with colleagues across the Society.
* Creates/encourages the development of effective team working practices within the scope of strategic plans and objectives.
* Actively creates links with other hospice, taking the wider view of all of the movement as one.

Pursuit of Excellence

The drive to develop and improve the skills and performance of others and to encourage and guide business and personal development.

* Demonstrates an understanding of the knowledge, skill and personal attributes required to progress in his/her career.
* Takes pride in personal performance and has high personal standards of work.
* Deals with poor performance issues when problems arise.
* Seeks feedback on his/her professional performance and is able to examine personal strengths and weaknesses.
* Is able to delegate effectively.
* Able to give positive feedback and praise to colleagues.
* Shows commitment to identifying training and development needs and takes the initiative in addressing them.
* Provides training and support to the team.
* Is able to clearly identify team's strengths and weaknesses.
* Proactively helps develop team members and encourages them through the provision of timely praise and recognition, constructive feedback and ongoing coaching.
* Holds regular reviews of individuals progress towards set objectives and monitors team's training plans.
* Acts as coach and mentor to colleagues and team.
* Plans activities to improve the performance of the team/department as a whole, i.e. training events, projects, workshops, etc.
* Seeks to introduce innovative methods to reward and encourage extraordinary levels of performance.
* Strives for all levels of management to set plans to encourage colleagues to reach their full potential.
* Creates effective reward and recognition processes and a climate that inspires high levels of performance.

Change Orientation

The ability to accept, handle and proactively deal with change, and to adjust one's approach as the demands of the situation requires.

* Displays flexibility, adaptability and open-mindedness in response to change.
* Adapts rapidly to changed circumstances and priorities.
* Encourages and enables others to handle change, ambiguity and uncertainty in a constructive way.
* Encourages team and team members to seek new approaches to situations/difficulties.
* Demonstrates the capacity to respond constructively in situations of change that appear ambiguous and contradictory.
* Frequently challenges the status quo and asks: Why do we do this? Leads the team through changing circumstances with enthusiasm. Is a calming influence when uncertainty causes insecurity.
* Is constantly exploring the merits of own behaviour. Personal change and growth is of great importance.
* Is someone others seek out as an expert regarding the direction his field/specialism is moving in.
* Recognised as the natural person in a group to handle stressful and/or emotionally charged change issues.
* Quick to identify trends and external developments and quickly move ideas into actions that will improve business competitiveness.
* Is usually one step ahead of a changing market place and is proactive in the creation of ideas and plans to compete successfully.
* Has demonstrated capability to handle large and complex programmes of change.

Social Responsibility

Every individual has a responsibility to act in a manner that is beneficial to hospice and the wider community; not solely to the individual.

Leadership (for management grades)

The ability to demonstrate a sense of vision, clarity and purpose, inspiring and motivating others to high levels of achievement.

* Has a sense of pride in Treetops
* Maintains good levels of enthusiasm and self-motivation.
* Normally has a 'can-do' attitude.
* Deliberately cultivates optimism and is positive about the future
* Tries to create a sense of enjoyment amongst their peers and teams.
* Spends time with team members and peers, listens and seeks to understand their needs.
* Places trust in team members and delegates effectively.
* Prioritises coaching and development according to team members needs.
* Open to receiving and giving constructive criticism willingly (never to people not present).
* Defines and clarifies current policy, goals and objectives on an ongoing basis and cascades these down effectively and clearly.
* Demonstrates the ability to be decisive. Leads by example - walks the talk.
* Capable of taking the lead and initiative and resolves operational issues creatively and constructively.
* Makes effective strategic decisions, balancing long and short term needs and objectives.
* Sets the vision for the future with the strategy to achieve