



UPHOLDING THESE VALUES, WE ARE WORKING TOGETHER
TO FOCUS ON THE QUALITY OF CARE PROVIDED TO
OUR PATIENTS AND CONSUMERS

CORE VALUES & BEHAVIOURS CHARTER

2017 - 2021



Health
Northern Sydney
Local Health District

Our CORE Values

In June 2016, Northern Sydney Local Health District (NSLHD) embarked on a project to renew our focus on our core values and behaviours, to align them with our Strategic Plan, and to continue building a positive culture in our organisation, for the benefit of our patients and consumers and our staff.

Over 400 staff, volunteers, patients and consumers participated in a consultation exercise with the CORE Values Project Team to tell us what NSW Health's core values of Collaboration, Openness, Respect and Empowerment meant to them. These voices have been consolidated to form our new NSLHD CORE Values & Behaviours Charter.



Our new CORE Values & Behaviours Charter is a true celebration of the positive behaviours our staff identify with every day in the workplace. It provides some practical examples, described by staff in different disciplines and workplaces, of how our interactions with each other can make life a little easier, work more enjoyable and ultimately achieve better outcomes for patients and consumers.

We also identified what behaviours don't work well and that we will not accept at NSLHD and the charter helps us to be clear about that too.

While not an exhaustive list, the following pages outline these examples and behaviours that help us support each other to be our best everyday. The words used in our Charter are the same words that our staff shared with us throughout the consultation.

For further information about the CORE Values & Behaviours Charter you can contact the project team via email: NSLHD-COREValues@health.nsw.gov.au



COLLABORATION

We demonstrate Collaboration among colleagues by:

- > Sharing ideas and information and acknowledging ideas from each other
- > Sharing knowledge and workload amongst the team
- > Creating opportunities to work together
- > Facilitating teamwork to ensure that we share information and resources in a timely manner
- > Understanding others perspectives and points of views
- > Actively listening to others with open body language
- > Making sure we hear each other by reflective listening to appreciate the work shared between colleagues
- > Offering assistance when a colleague is too busy or struggling
- > Giving positive feedback to each other
- > Having regular multidisciplinary meetings to have clarity on each team's role
- > Ensuring that appropriate clinical handover is provided to make sure everyone understands what the goals/ plan are
- > Setting specific goals that we all agree on

We demonstrate Collaboration with patients, consumers, carers and family members by:

- > Always asking our patients and consumers the question "Are you of Aboriginal or Torres Strait Islander origin?"
- > Sharing care across disciplines for patients and consumers
- > Acknowledging the patient or consumer's experiences
- > Including patients in the conversation at their bedside or point of care
- > Taking the time to talk with and listen to patients and consumers
- > Giving patients and consumers the opportunity to ask questions and time to digest information
- > Ensure they are aware of plans and outcomes affecting them
- > Offering them the opportunity to communicate with all members of the team
- > Involving the patients in the decision making process about their care
- > Working together not just within our team but working with other departments to achieve the best possible outcomes for patients
- > Providing regular and transparent communication to patients and consumers, explaining staff roles and any changes to the care plan
- > Asking questions to our patients and consumers to check their understanding of the messages and information being provided

Behaviour that does not support our value of Collaboration:

- > Not sharing information with others or withholding information deliberately
- > Not giving others notice of changes
- > Inappropriate sharing of information
- > Refusal to share goals and not working together toward a common goal
- > Lack of consultation with staff and patients and consumers
- > Not listening to each other's opinions and being dismissive of others input
- > Not being willing to try something new
- > Gossiping about colleagues and talking negatively about them
- > Raising voices
- > Lacking compassion
- > Impolite, aggressive or rude communications and use of an inappropriate communication channels
- > Not greeting each other
- > Bullying behaviour - intimidating another colleague
- > Disregard for policy
- > Not being willing to give a hand to someone when they are in need
- > Not having a 'can do' or problem solving attitude
- > Not allowing staff to be fully educated in their position
- > Ignoring people and then putting them down publicly
- > Not assisting colleagues or doing our fair share of work

OPENNESS

We demonstrate Openness among colleagues by:

- > Being welcoming to our team and being approachable
- > Listening to each other
- > Providing eye contact where culturally appropriate
- > Using face to face communication and avoid using email to deal with our differences
- > Being honest and transparent and being clear about expectations
- > Using different communication methods, ensuring everyone is involved
- > Involving everyone in regular team meetings where all have their say
- > Accepting, encouraging and being open to different views and suggestions
- > Seeking solutions to issues and not personalising
- > Providing recognition and praise for colleagues' good work
- > Being open to, and participating in, constructive feedback
- > Supporting each other to raise concerns and speak out when needed
- > Admit when there is an issue and learn as a team
- > Being non-judgemental and avoid making assumptions
- > Seeking and asking for help when needed
- > Sharing information and knowledge to support others to do a good job
- > Supporting multidisciplinary team communication and working
- > Sharing decision making

We demonstrate Openness with patients, consumers, carers and family members by:

- > Introducing ourselves every time we meet a patient, consumer, carer or family member
- > Using their preferred name and method of communicating
- > Explaining what our role is and how we are going to help
- > Demonstrating compassion, kindness, empathy and ability to adapt to their needs
- > Keeping an open mind by being non-judgemental and not assuming we know best
- > Making time to genuinely listen and understand their needs and goals
- > Informing patient of their rights
- > Being honest about their journey and outcomes
- > Ensuing mutual understanding by using language/ approaches the patient understands and can engage with
- > Proactively providing support or hospitality for them as appropriate, e.g. seating, cup of tea, water
- > Asking permission and ensuring consent
- > Maintaining confidentiality, being aware of the environment when things are discussed
- > Involving them where appropriate, in decisions and care planning
- > Providing a single point of contact for the family
- > Managing patient and consumer expectations
- > Encouraging feedback from patients and consumers, being receptive to criticism
- > Keeping them informed throughout their experience with us, sharing accurate timely information
- > Being proactive and following up throughout their journey e.g. following up results
- > Acknowledging mistakes and apologising if things go wrong

Behaviour that does not support our value of Openness:

- > Avoiding sharing information with or discussing errors, with patients and consumers
- > Not participating in change
- > Avoiding responsibility, blaming others or taking credit for the work of others
- > Concealing information which would help others do their job well
- > Not maintaining confidentiality
- > Being dismissive of others efforts or contribution
- > Closed body language; lack of face to face interaction, lack of eye contact where not culturally appropriate
- > Using judgemental value-based statements about staff or patients
- > Excluding some or favouritising others
- > Not respecting diversity within the team; cultural or religious background, gender, age, sexual orientation, personality etc.
- > Using communication channels e.g. email, to undermine, threaten or intimidate a colleague
- > Ignoring poor behaviour therefore condoning it
- > Absence of regular team meetings, in which all can fully participate
- > Shutting people down, not making time, for an authentic exchange of opinions

RESPECT

We demonstrate Respect among colleagues by:

- > Accepting our differences
- > Allowing each other to voice their opinions
- > Being on time for meetings and work
- > Being polite, courteous and friendly
- > Treating all colleagues and teams equally and fairly
- > Giving gratitude to colleagues, saying thank you for their hard work
- > Keeping in mind that our volunteer colleagues are gifting their time freely to assist
- > Helping each other or offering assistance when we see each other busy – having each other's backs
- > Listening to each other and taking the time to hear other viewpoints
- > Wearing professional attire in the workplace and being identifiable by wearing your ID badge
- > Respecting others safety and the work environment by looking after equipment and using it correctly, cleaning up spills, keeping the workplace tidy
- > Being aware of and careful regarding noise levels
- > Greeting each other and being positive in our communications
- > Being inclusive to all team members, involving each other by asking and seeking their opinions and advice
- > Discussing issues or disagreements directly with each other in a calm and open way
- > Appreciating that each team member and discipline brings valuable skills, knowledge and expertise

We demonstrate Respect with patients, consumers, carers and family members by:

- > Knocking on the door before we enter a patient room
- > Washing our hands before and after seeing a patient
- > Providing dignity and privacy by covering them and drawing curtains
- > Being empathetic to their experience
- > Seeking permission or consent prior to touching them, conducting a procedure or administering a treatment
- > Understanding that a hospital environment is normal for staff, but can be very daunting and overwhelming for others
- > Listening and validating the comments of patients and consumers, families, carers and loved ones
- > Treating people fairly regardless of beliefs or ethnicity
- > Letting them know that we're here for them
- > Asking questions and trying to understand their beliefs, values and routines, and being flexible to accommodate these where possible
- > Following up – coming back or phoning back when we say we will
- > Taking the time to explain the care journey at each stage and providing context, how long it will take, what the desired outcome is, whether there will be pain or discomfort
- > Being polite, courteous and compassionate
- > Offering assistance and support
- > Taking patient concerns seriously and action where required
- > Taking care with patient belongings
- > Recognising or remembering their names when visiting for multiple appointments

Behaviour that does not support our value of Respect:

- > Being dismissive of others
- > Ignoring people, ideas, emails and pagers
- > Making assumptions about cultural experiences or capacity to understand communications
- > Working outside of scope, check with appropriate discipline first
- > Gossiping – if you can't say it in front of their face, don't say it at all
- > Criticising without knowing all the facts and in an unconstructive way
- > Raising voices, shouting, yelling, swearing or using abusive language
- > Breaching privacy
- > Taking credit for others work
- > Interrupting or talking over others
- > Not turning around and acknowledging when someone is speaking to you
- > Unequal distribution of workloads
- > Using phones inappropriately in meetings, when at the bedside, when talking with patients and consumers
- > Using a procedure name or bed number to identify a patient or consumer rather than their name
- > Allowing personality issues and personal feelings to intrude on the job and get in the way
- > Disregarding correct complaint procedures and forums

EMPOWERMENT

We demonstrate Empowerment among colleagues by:

- > Acknowledging everyone in meetings
- > Sharing knowledge to help colleagues to their job or improve
- > Encourage others to succeed in their efforts to do the job better
- > Recognising individual skills and experience
- > Allowing each other to make the decision
- > Acknowledging strengths and complementary skills in colleagues
- > Listening to suggestions
- > Saying thank you
- > Mentoring less experienced colleagues to make their own decisions, providing a supportive environment so they have confidence
- > Being open to receive feedback and self-awareness of feedback
- > Letting people know when they have performed well, showing appreciation for a job well done
- > Providing opportunities for each other to practice things we've learnt which allows us to grow professionally
- > Congratulating and giving praise to other staff on achievements

We demonstrate Empowerment with patients, consumers, carers and family members by:

- > Giving them time to understand information
- > Providing empathy and encouragement
- > Include them in the process of care
- > Involving them in the treatment and encouraging them to be a participant in their treatment decisions
- > Making the patient part of the team
- > Giving them positive feedback when they are doing well or have achieved a goal within their care journey
- > Supporting them through their journey
- > Educating them and allowing them to make decisions when possible
- > Listening and accepting their thoughts regarding their treatment in a non-judgmental manner
- > Allowing them to think and feel the way they think and feel, and validating that they can have those thoughts and feelings today
- > Acknowledge that they are the experts of their own life- they can make decisions
- > Telling them what to expect
- > Allowing and encouraging them to complete tasks when they are able to e.g feeding themselves, showering themselves
- > Sharing the rights and responsibilities for patients and consumers with them

Behaviour that does not support our value of Empowerment:

- > Being denied the opportunity to grow in the team
- > Dismissing ideas without discussion
- > Micro-management - shows no trust and no free thinking
- > Not being able to exercise control over own work
- > Telling what you're going to do instead of asking
- > Ignoring what patients want for their care
- > Negative criticism or putting others down
- > Not listening to other's opinions
- > Not sharing opportunities to further education & knowledge.
- > Favouritism, ignoring patients/carers abilities or opinion or cultural needs
- > Staff undermining each other or leaders or managers
- > Not providing feedback to staff
- > Lack of trust



“We believe the way people work is just as important as what they actually do in their day to day job. The values in our charter have been identified as important by our staff. They are the building blocks to a positive culture and everybody benefits from that.”

Adj. Prof. Vicki Taylor, Chief Executive
Northern Sydney Local Health District

To discuss any concerns you may have about our CORE Values & Behaviours, please contact your line manager in the first instance or your HR team at the following locations:

Hornsby Ku-Ring-Gai Hospital	9477 9300
Macquarie Hospital, Primary & Community Health, Mental Health Drug & Alcohol	8877 5254
Manly Hospital and Mona Vale Hospital	9976 9154
Royal North Shore Hospital	9462 9818
Ryde Hospital	9858 7528

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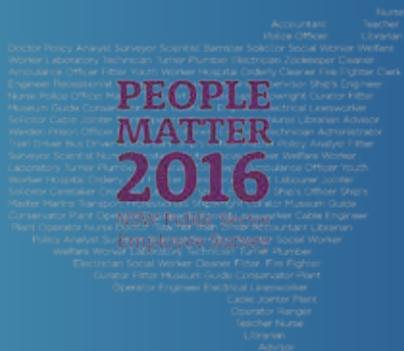




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This resource has been developed as part of the NSLHD response to People Matter survey results