ATTITUDE, BEHAVIOUR, COMMUNICATION STANDARDS POLICY

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Name and Title of originator/author:
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Lorraine Smith, Acting HR Manager
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CONTENTS

1 INTRODUCTION  

2 PURPOSE  
   2.1 Scope  

3 ACCOUNTABILITIES AND RESPONSIBILITIES  
   3.1 Role of Human Resources  
   3.2 Role of Management  
   3.3 Role of Staff  

4 PROCEDURE/ COURSE OF ACTION REQUIRED  

STANDARDS  
   4.1 Standard One: Attitude  
   4.2 Standard Two: Behaviour  
   4.3 Standard Three: Communication  

5 TRAINING  

HOW THE TRUST WILL SUPPORT STAFF TO ACHIEVE THESE STANDARDS  
   5.1 Equality Impact Assessment  

6 MONITORING COMPLIANCE  

7 REFERENCES  

APPENDIX A – EQUALITY IMPACT ASSESSMENT  

APPENDIX B – CONSULTATION TEMPLATE  

APPENDIX C – EXAMPLES OF UNACCEPTABLE ATTITUDE, BEHAVIOUR AND COMMUNICATION  

APPENDIX D – LINKED POLICIES
1.0 INTRODUCTION

1.1 Croydon Health Services NHS Trust wishes to be a safe place for patients to be treated and a great place to work. We aim to deliver high quality, safe and compassionate care for local people. The positive attitude, behaviour and communication of our staff are central to achieving this. We therefore expect our staff to be courteous and respectful at all times, and to communicate effectively with patients, visitors and colleagues.

1.2 The need to develop standards to clarify this expectation has been made apparent from information gathered through the following sources:
   - Formal and informal patient and staff major engagement exercise known as ‘Patient Revolution’ which redefine the Trust’s vision and determine the values and behaviour needed to improve patient satisfaction.
   - Health Care Commission standards and inspections
   - User Group feedback
   - Essence of Care Patient-focused benchmarks for clinical governance
   - Staff attitude surveys

2.0 PURPOSE

The purpose of the Policy is to make clear the Trust’s expectation that all employees value and show respect for fellow human beings by demonstrating acceptable standards of attitude, behaviour and communication.

The Trust’s ‘Here for You’ Promises and Standards set out the desired behaviour from staff, giving everyone a guide to what is expected of them. The Trust’s promise to the people of Croydon is that we will do our best to ensure:

• You feel cared for by helpful and welcoming staff, who respect you as an individual

• You feel in safe hands with highly professional staff who work well together in clean clinics and hospitals

• You feel confident in your treatment from skilled teams of compassionate clinicians who listen to you and keep you informed

• You feel we value your time with convenient appointments, minimal waiting and care closer to home

• You feel it’s getting better all the time as we continue to improve our services
2.1 Scope

2.1.1 This policy is aimed at all staff working at Croydon Health Services NHS Trust and applies to all interactions between staff and patients, carers, relatives and all visitors to the Trust.

This policy is to clarify the expected standards laid down in the five promises for attitude, behaviour and communication and what support is available for staff to achieve them.

2.1.2 Patients should be treated courteously, with dignity, respect and sensitivity, irrespective of their age, ethnic origin, religious belief, race, gender, sexuality or disability and to have their right to make informed choices about their care and treatment respected at all times.

2.1.3 The Trust expects all staff to contribute to the creation of a happy and friendly environment that encourages effective communication, co-operation and support for colleagues and to treat each other with dignity, courtesy, and with sensitivity whilst valuing the skills, contribution and expertise of staff and colleagues at all levels.

3.0 ACCOUNTABILITIES AND RESPONSIBILITIES

3.1 Role of Human Resources

3.1.1 The Human Resources Department will work to ensure that all employees, including managers are aware of this policy.

3.1.2 Representatives from the Human Resources Department will be available to advise managers considering or making decisions regarding this policy.

3.1.3 Should any employee need advice regarding a manager’s decision, this will be available from the Human Resources Department.

3.2 Role of Management

3.2.1 Managers will be responsible for ensuring that all their staff are aware of the policy and how it applies to them and to the services they provide at Croydon Health Services NHS Trust.

3.2.2 Managers will be responsible for monitoring the application of this policy within their areas, taking into account individual circumstances.

3.2.3 Managers will be responsible for ensuring that staff are able to achieve the standards laid down in this policy by implementing the guidance outlined in point 5 of this document. Where staff persistently do not comply with these standards despite continuing support, action will be taken under the appropriate policy.
3.2.4 Managers will also be expected to ensure that individual performance development reviews are carried out and personal development plans are completed to meet the training and development needs of individual staff within their department.

3.2.5 Managers should seek advice from the HR Department when considering or making decisions regarding this policy or if an employee wishes to appeal against the decision made by the manager.

3.3 Role of Staff
3.3.1 All staff, including managers, are required to comply with these standards, seeking advice and help as necessary. Advice can be obtained from the line management, the HR Department and/or Trade Union Representatives.

3.3.2 Staff have a responsibility to report any incidents of unacceptable attitude, behaviour or communication to their line manager, or a designated manager, if appropriate.

4.0 STANDARDS

4.1 STANDARD ONE: ATTITUDE
All staff are expected to demonstrate a considerate and respectful attitude. This includes:

- Treating others as you wish to be treated yourself
- Being welcoming, friendly, approachable and willing to help
- Being prepared to see things from the other person’s point of view
- Being aware of how well you are communicating
- Not being prejudiced by pre-conceived ideas about other people
- Valuing change as a way to improve patient care
- Being open minded towards new and better ways of working

4.2 STANDARD TWO: BEHAVIOUR
All staff are expected to behave in a professional and caring manner. This includes:

- Being polite, courteous and using good manners even when faced with rudeness or extra demands
- Not becoming angry or defensive if your opinion is challenged
- Respecting others personal space
- Gaining consent before physically touching another person
- Respecting privacy and dignity
- Maintaining confidentiality
- Ensuring noise is kept to a minimum in the working environment
- Being sensitive to the patient’s environment, for example with regard to noise at night
4.3 STANDARD THREE: COMMUNICATION
All staff should communicate effectively and appropriately, both verbally and non-verbally. This includes:

- Listening attentively and showing genuine interest
- Considering any sensory or communication impairment of the person to whom you are speaking
- Giving correct and clear information, avoiding use of jargon
- Directing information to the person concerned
- Being aware of the messages conveyed by body language
- Checking the other person’s understanding of what you are saying
- Providing an appropriate place for discussing sensitive issues in private

NB. The examples provided here are not intended to be an exhaustive list and should be read as a guide as to what staff should be aiming to achieve.

5.0 HOW THE TRUST WILL SUPPORT STAFF IN ACHIEVING THESE STANDARDS
Croydon Health Services NHS Trust will:

1. Ensure, on joining the organisation, all staff have an induction and are aware of the Five Promises to the People of Croydon.

2. Provide customer care and communication training, which staff are expected to attend

3. Ensure all staff are treated fairly regardless of their ethnic origin, culture, gender, religion or beliefs, sexual orientation, disabilities or other factors unrelated to their ability to perform in their job.

4. Ensure all staff are valued for the contribution they make to the delivery of high quality healthcare.

5. Ensure an environment and working practices that enhance the health, safety and wellbeing of staff.

6. Ensure an environment that is free from bullying, harassment and abuse from work colleagues or members of the public.

7. Maintain a happy and friendly environment where we endeavour to ensure all staff are treated, at all times, with dignity and respect.

8. Ensure, via the PDR process, each member of staff has an individual development plan that focuses on the achievement of their training and
development needs.

9. Ensure that where staff have concerns and grievances these are handled sensitively and close to the point of origin, in accordance with contemporary employment legislation.

The Trust confidently expects the vast majority of staff will comply with and support these standards. However, failure to adhere to this policy may result in disciplinary action.

5.1 Equality Impact Assessment

The Equality Impact Assessment for this policy is attached in Appendix A

6 MONITORING COMPLIANCE

6.1 The effectiveness of these standards will be assessed through reviewing national and local surveys and audits, identifying trends and areas of good practice or areas for improvement. From the surveys and audits action plans will be formulated with specific outcomes and time scales and the managers of the department will use this tool for performance management to ensure that standards are being met.

6.2 Examples of audits and surveys that will be used to influence our action plan are as follows

- Formal and informal complaints
- Patient Advice and Liaison Service
- IRIS forms
- Clinical Governance reviews
- Patient Satisfaction Surveys
- Staff Attitude Survey
- Essence of Care benchmarking
- Picker Survey (MORI Survey)
- Dr Foster Good Hospital Guide
- Any other audit/survey /poll

7.0 REFERENCES

Department of Health (2003) Essence of Care Patient focused benchmarks for clinical governance London, Department of Health


8.0 VERSION HISTORY TABLE

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Author</th>
<th>Ratified by</th>
<th>Comment/Reason for change</th>
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<td>1</td>
<td>April 2008</td>
<td>Cynthia Davis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>December 2010</td>
<td>Tracy Lynn + Lorraine Smith</td>
<td>POD</td>
<td>Policy reviewed due to integration of Mayday Healthcare NHS Trust and Croydon Community Services</td>
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## Appendix A – Equality Impact Assessment

To be completed and attached to any procedural document when submitted to the appropriate committee for consideration and approval.

<table>
<thead>
<tr>
<th></th>
<th>Yes/No</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td><strong>Does the policy/guidance affect one group less or more favourably than another on the basis of:</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Race</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Ethnic origins (including gypsies and travellers)</td>
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</tr>
<tr>
<td></td>
<td>Nationality</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Gender</td>
<td>No</td>
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<tr>
<td></td>
<td>Culture</td>
<td>No</td>
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<tr>
<td></td>
<td>Religion or belief</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Sexual orientation including lesbian, gay and bisexual people</td>
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</tr>
<tr>
<td></td>
<td>Age</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Disability - learning disabilities, physical disability, sensory impairment and mental health problems</td>
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</tr>
<tr>
<td>2.</td>
<td><strong>Is there any evidence that some groups are affected differently?</strong></td>
<td>N/A</td>
</tr>
<tr>
<td>3.</td>
<td><strong>If you have identified potential discrimination, are there any exceptions valid, legal and/or justifiable?</strong></td>
<td>No</td>
</tr>
<tr>
<td>4.</td>
<td><strong>Is the impact of the policy/guidance likely to be negative?</strong></td>
<td>No</td>
</tr>
<tr>
<td>5.</td>
<td><strong>If so can the impact be avoided?</strong></td>
<td>N/A</td>
</tr>
<tr>
<td>6.</td>
<td><strong>What alternative are there to achieving the policy/guidance without the impact?</strong></td>
<td>N/A</td>
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<td>7.</td>
<td><strong>Can we reduce the impact by taking different action?</strong></td>
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## Appendix B – Consultation Template

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<th></th>
<th>Procedural Document’s Name:</th>
<th>Attitude, Behaviour, Communication Standards Policy</th>
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<td>2.</td>
<td>Procedural Document Author:</td>
<td>Tracy Lynn + Lorraine Smith</td>
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<td>3.</td>
<td>Group/Committee Consulted:</td>
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<td>4.</td>
<td>Date of Consultation:</td>
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<td>Comments Received:</td>
<td>No comments received from Staff side</td>
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<td></td>
<td></td>
<td>Comments received from Community Managers are incorporated in the document.</td>
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<td>6.</td>
<td>Highlight where policy changed following consultation or state reasoning why comments not incorporated:</td>
<td>Reviewed due to integration of Mayday Healthcare NHS Trust and Croydon Community Services</td>
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<tr>
<td></td>
<td></td>
<td>Main changes are the Organisation name and removed People for People Charter to “Here for you” Promises and Standards</td>
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</table>
APPENDIX C

EXAMPLES OF UNACCEPTABLE ATTITUDE, BEHAVIOUR AND COMMUNICATION

The Trust regards the examples of attitude, behaviour and communication identified below as unacceptable and unprofessional. They will be dealt with in the same way as any other performance / conduct issue and may lead to disciplinary action. This is NOT an exhaustive list.

- Making inappropriate or discriminatory comments about / to a patient, relative or colleague
- Conducting non work related conversations with colleagues, or excluding the patient from any conversation when you are delivering care
- Failing to respond to a patient, relative or colleague’s request for help, and failure to provide a reasonable explanation
- Wilfully ignoring the presence of a visitor or colleague in your work area
- Deliberately excluding others from a conversation through the use of language not common to all parties
- Swearing and/or making rude signs / gestures in front of patients, relatives or colleagues
- Giving the patient or relative the impression that they are an inconvenience
- Failure to maintain confidentiality
- Refusal to comply with a reasonable management request e.g., refusal to work in a similar specialty ward / clinical area when required
- Refusing to cooperate with appropriate policy on appearance and dress code.
APPENDIX D

LINKED POLICIES
The standards should be read in conjunction with the following Trust Policies:

- Code of Requirements
- Capability Policy and Procedure
- Maintaining High Standards for Doctors and Dentists
- Sickness and Attendance Management Policy
- Raising Concerns at Work (formerly Whistleblowing) – policy and procedure
- Disciplinary Policy
- The Management of Violent or Potentially violent Incidents
- Staff Development Policy and Procedure for Non-Medical Staff
- Relevant Professional Code of Conduct
- Dignity at Work Policy
- Other policies and recognised codes as appropriate.