

Our Leadership Way



The **Heart**, **Head** and **Hands** of Leadership
Compassionate, Curious, Collaborative

Heart

We are Compassionate

We are inclusive, promote equality and diversity and challenge discrimination.

We are kind and treat people with compassion, courtesy and respect.

Hands

We are Collaborative

We collaborate, forming effective partnerships to achieve our common goals.

We celebrate success and support our people to be the best they can be.

Head

We are Curious

We aim for the highest standards and seek to continually improve harnessing our ingenuity.

We can be trusted to do what we promise.



Heart

We are Compassionate



We are inclusive, promote equality and diversity, and challenge discrimination

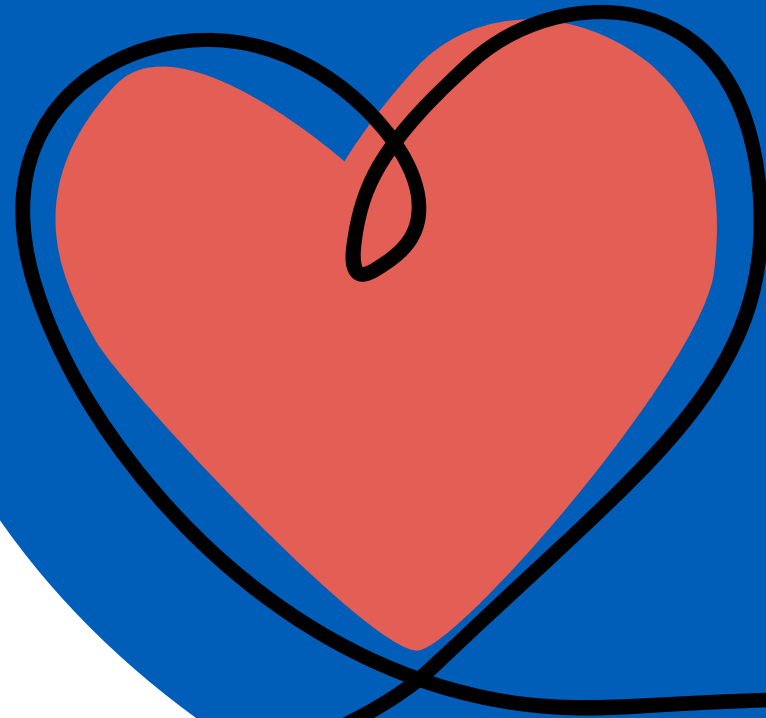
- We learn from the lived experience of the people around us and work to promote equality, diversity and inclusion so everyone feels they belong in the NHS and within a broader family of caring communities.
- We celebrate diversity and respect everyone's experience.
- We lead by example, enabling the voices of those affected by discrimination to be heard.
- We speak up when we see behaviours that aren't inclusive or don't promote diversity and equality.
- We support our staff when they courageously speak up about poor behaviour they have witnessed or experienced.
- We actively seek feedback to inform how to improve things and move forward.
- We seek diverse views when making decisions because we understand how important they are for securing the best possible outcomes for patients, service users, residents and staff.

We are kind and treat people with compassion, courtesy and respect

- We treat everyone as they would wish to be treated, whoever they are and whatever they do.
- We never underestimate the physical and emotional impact that work in the NHS, health and care can have and offer support to those who need it.
- We don't forget the little things like saying 'please' and 'thank you'.
- We create psychologically safe environments that enable open, honest and fearless conversations.
- We are easy to talk to because we listen and act.
- We work to ensure our patients, service users, residents and staff do not experience intimidation, abuse or bullying.
- We accept responsibility for our behaviours and strive to take steps to improve.
- We take actions to improve the health and wellbeing of our teams.

Heart

We are Compassionate

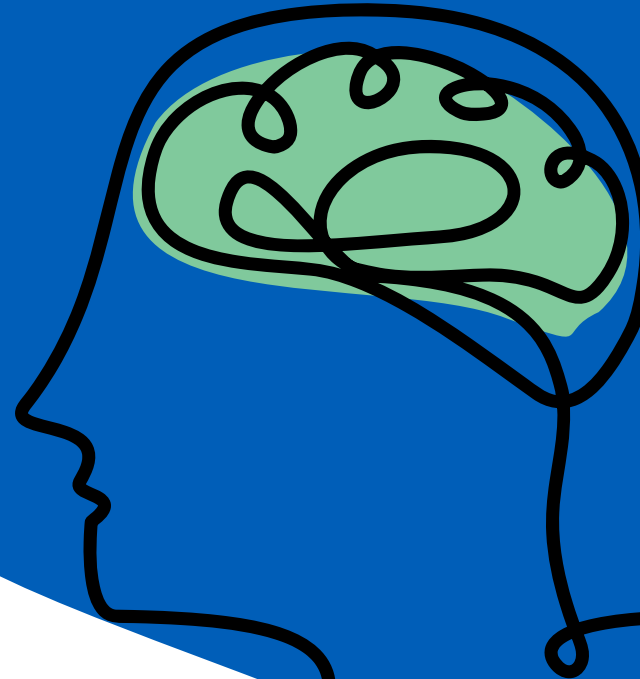


We aim for the highest standards and seek to continually improve harnessing our ingenuity

- We constantly aim to deliver high-quality care and experiences to patients, service users, residents and staff.
- We are not afraid to try new things. We encourage creative thinking and champion the innovation that leads to continuous improvement and new solutions.
- We empower our staff to make improvements to the way care is delivered and the way services are run.

Head

We are Curious



Head

We are Curious



We can be trusted to do what we promise

- We aim always to deliver what we promise. We acknowledge when we cannot and communicate what we will do in a clear, engaging and transparent way.
- We are visible as leaders. We engage with staff and listen to each other, our patients, service users, residents and staff.
- We communicate clearly to prevent misunderstanding, taking time to check that people know what is being asked of them, as well as appreciating what they ask of us.
- We acknowledge when things have gone wrong and act in a way that creates a fair and just culture.

We collaborate, forming effective partnerships to achieve our common goals

- We all act and behave in ways that promote collaboration.
- We foster strong teamwork and take care to understand what matters to patients, service users, residents and staff.
- We are clear on our responsibilities and contributions and make the best use of the expertise we and our partners bring.
- We are optimistic and ambitious and are not afraid to step out of our comfort zone when working with others.
- We value open, respectful, thoughtful debate with our partners. When our partners' priorities differ from ours, we negotiate in a respectful way, focusing on our shared goal of promoting wellbeing and providing high quality care that improves population health.
- We are consistent in the way we communicate our views, being respectful and honest to all who we are talking to.

Hands

We are Collaborative



Hands

We are Collaborative



We celebrate success and support our people to be the best they can be

- We take time to celebrate successes and achievements.
- We acknowledge the effort and contribution of the people we work with.
- We support people to develop their skills and progress in their careers so they can help the NHS, health and care partners deliver high quality care and improve population health outcomes.
- We help people to achieve their goals and work with them to identify opportunities for development where it is needed.
- We proactively address identified disparities in recruitment and progression.