

Lancashire and South Cumbria Integrated Care Board

Our values and behaviours framework



Compassion



Integrity



Respect



Inclusion

Contents

- Our culture principles p3 - 4
- Introduction to our values and behaviours framework p5
- Understanding the values and behaviours framework p7
- Core values p8-12
- Applying our behaviours framework p13
- Our development journey p14 -18
- Sharing ideas and best practice p19

Our culture principles – a message from our executive team

At our ICB, we are committed to fostering a culture that is ambitious, appreciative and resilient. We believe in a "can do" attitude, where every challenge is an opportunity for growth and improvement. Our intent is to deliver our plans effectively and efficiently, ensuring that we become an organisation that serves our communities with excellence.

We all shape our culture

- Every member of our team plays a crucial role in upholding our values and behaviours. Our actions, whether big or small, reflect on who we are and what we stand for.
- We are all responsible for contributing to a positive work culture, where compassion, integrity, respect and inclusion are paramount.
- By embracing our values, we can create a workplace where everyone thrives and succeeds and where we deliver excellent care for our service users and communities.

Ambition to deliver excellence

- We are driven by ambition and a commitment to excellence. Our goal is to deliver our plans and become an effective and efficient organisation that is known for its excellence and dedication to service.
- We are committed to achieving our objectives and making a positive impact on the communities we serve. By staying focused and working together, we can turn our plans into reality.

Learning and continuous improvement

- We continuously strive to improve our processes, enhance our capabilities and deliver outstanding results.
- We do not believe in a blame culture. Instead, we focus on learning from our experiences and supporting each other in our efforts to improve. Mistakes are seen as opportunities for growth, and we work together to find solutions and move forward.

Positive attitude to build resilience

- We believe in a "can do" attitude that builds resilience and fosters a positive work environment. By maintaining a proactive and optimistic outlook, we can overcome challenges and achieve our goals.
- We support each other and work collaboratively to find the best solutions.
- Our resilience is key to our success and the success of the communities we serve.

Our culture principles – a message from our executive team

Appreciation

- We value and appreciate the contributions of every team member.
- Recognition and appreciation are integral to our culture, and we celebrate our successes together.
- By acknowledging each other's efforts, we build a stronger, more cohesive team.

Collaboration and partnership working

- We recognise that collaboration and partnership working are essential to our success.
- By working together with our colleagues, partners and communities, we can achieve more than we could alone.
- We are committed to building strong, collaborative relationships that enable us to deliver the best possible outcomes for our service users and communities.
- Through effective partnership working, we can share knowledge, resources and expertise, ensuring that we provide comprehensive and integrated services that meet the needs of those we serve.

Our service users and communities

- Our ultimate goal is to serve our communities with excellence.
- We are dedicated to understanding their needs, providing high-quality services, and making a positive impact on their lives.
- Our commitment to service is at the heart of everything we do.



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Introduction

Our Lancashire and South Cumbria ICB values and behaviour framework sets out how we will collectively create the culture to achieve our vision and purpose.

Our vision and purpose: Our role is to join up health and care services, improve people's health and wellbeing, and to make sure everyone has the same access to services and gets the same outcomes from treatment. We also oversee how money is spent and make sure health services work well and are of high quality.

Our vision is to have a high quality, community-centred health and care system by 2035.

Our values and behaviours framework

Together from our workshops and sessions (October 2024 - February 2025) we established our core values and behaviours to foster a positive organisational culture as a great place to work, delivering high quality, safe and effective health and care. This framework outlines:

- How we do things.
- How we can all contribute to the success of our teams, our organisation and our system.
- How we treat others and work in partnership and collaboration.
- How we can expect to be treated.
- How we can achieve our organisation's purpose and develop a culture which makes our organisation a great place to work.

Our values and behaviours framework will build the culture that enables our organisational effectiveness


Culture is defined as “the way we do things around here”. It is the shared beliefs, assumptions, values, unwritten rules and behaviours. The culture of a team, organisation or a system shapes the behaviour of everyone in it.

Our values and behaviours framework will:

- Establish expectations and clarify how we will work together and treat each other to achieve our organisational vision and strategy.
- Enable us to have a collective understanding of the culture we are creating in our teams and organisation.
- Articulate the behaviours required in our roles to foster a culture that will promote high performance and create a great place to work.
- Highlight the key behaviours necessary for effective collaboration and partnership with our system partners to deliver integrated care outcomes of high quality for the population of Lancashire and South Cumbria.
- Provide clear guidance on the behaviours that will inform how we will lead and manage our services to enhance productivity, efficiency, financial sustainability and quality health and care outcomes.
- Support conversations about behaviours in a one-to-one setting, as a team and as an organisation.
- Provide a clearly defined framework to reflect on and assess our individual, team and collective strengths and areas for development.
- Guide our communication practices, feedback processes and approaches to overcoming challenges.
- Inform our decision-making processes and strategies for leading change.
- Integrate into our people policies and practices.
- Be a fundamental part of our culture improvement journey, supporting the delivery of our organisational strategy and improvement plans.

Understanding the values and behaviours framework

At the **top of each page** is the name of the value and a brief explanation of its significance. These behaviours apply to all employees and represent a commitment to a shared set of values and behaviours for success in our roles, as teams and in collaboration with our system partners.



I am caring and compassionate. I show understanding and kindness. I strive to improve the wellbeing of staff, patients and communities by being supportive and empathetic.

Compassion

✓ **What this looks like:**

- I am non-judgemental and curious about others to try to understand their views and needs.
- I am kind and caring to myself and others even during times of challenge or when things do not go to plan.
- I care for others by trying to help with their needs even during difficult situations.
- I show my appreciation of others, giving praise and feedback to people I interact with, celebrating achievements.
- I maintain professional, inclusive and compassionate relationships with patients and members of the public, ensuring that they are treated with respect and dignity.

✗ **What this doesn't look like:**

- I am judgemental about others and dismiss their views, needs and experiences.
- I ignore others, ignore their needs and how they would like to be treated or interacted with.
- I am critical and blame myself or others when things do not go to plan.
- I do not help others with their needs.
- I do not offer praise or recognise people's contributions.

The **left-hand column** shows the behaviours that describe:

- What is expected from everyone be successful in our roles.
- How we will work together in our teams and collaborate across our organisation to create high performance and a positive culture.
- The principles that will underpin partnership and collaboration with our system partners to deliver integrated care outcomes for the population of Lancashire and South Cumbria
- Our approach to leadership and management aimed at enhancing our services, delivering and improving productivity, efficiency, financial sustainability and quality health and care outcomes.

The **right-hand column** shows the behaviours that:

- May lead to ineffectiveness in our roles.
- Are unlikely to create high performing teams or a positive organisational culture.
- Will not support collaboration with our system partners, limiting our collective ability to deliver high-quality integrated care outcomes for the population of Lancashire and South Cumbria.
- Will prevent us from achieving the productivity, efficiency, financial sustainability and high-quality health and care outcomes.

Our values and behaviours framework



Compassion

I am caring and compassionate. I show understanding and kindness. I strive to improve the wellbeing of staff, patients and communities by being supportive and empathetic.



Integrity

I am committed to acting with honesty, transparency and to deliver what I say I will. I seek to learn and improve when things haven't gone to plan, ensuring that my actions positively impact staff, patients and communities.



Respect

I value and respect others. I build relationships and trust. I welcome ideas and different perspectives. By doing so, I contribute to a respectful and inclusive environment that benefits both patients and communities.



Inclusion

I create a sense of belonging where people can collaborate, bring different perspectives, feel heard and are appreciated. This creates a positive environment to deliver high performance and quality outcomes.



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Compassion



What this looks like:

- I am non-judgemental and curious about others to try to understand their views and needs.
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What this doesn't look like:

- I am judgemental about others and dismiss their views, needs and experiences.
- I ignore others, ignore their needs and how they would like to be treated or interacted with.
- I am critical and blame myself or others when things do not go to plan.
- I do not help others with their needs.
- I do not offer praise or recognise people's contributions.



Integrity

I am committed to acting with honesty, transparency and to deliver what I say I will. I seek to learn and improve when things haven't gone to plan, ensuring that my actions positively impact staff, patients and communities.



What this looks like:

- I do what I say I will do and if not, I explain why.
- I am transparent in my decision-making, providing reasons to help others understand.
- I am open and honest in all my interactions.
- I take ownership of my actions and seek to learn when things haven't gone to plan.
- I take responsibility for effectively managing resources and remove any waste.



What this doesn't look like:

- I do not honour my commitments or explain why I haven't been able to.
- I withhold relevant information.
- I fail to communicate openly and may close people down.
- I overlook opportunities to learn when things don't go to plan.
- I do not seek to effectively manage resources and remove waste.



I value and respect others. I build relationships and trust. I welcome ideas and different perspectives. By doing so, I contribute to a respectful and inclusive environment that benefits both patients and communities.

Respect



What this looks like:

- I treat others with kindness, civility and respect even when under pressure.
- I recognise and listen to the expertise, experiences and perspectives of colleagues, service users and local population, involving them at the earliest opportunity to deliver our ICB priorities.
- I build trust and relationships through positively working with others and seeking to understand.
- I am committed to managing my own attitude and behaviour, being sensitive and emotionally aware of my impact on others.
- I speak up early when issues arise, challenging with curiosity and considering the best method and timing.



What this doesn't look like:

- I act with indifference, insensitivity, unkindness or sarcastic comments.
- I dismiss the expertise, experience and perspectives of others and do not involve them at the earliest opportunity.
- I listen only to respond and may talk over others, dismissing their perspectives and experiences.
- I act inconsistently, demonstrating different behaviours with different people.
- I do not speak up when issues arise, challenging with judgement or blame and do not consider the best method, timing and audience.



I create a sense of belonging where people can collaborate, bring different perspectives, feel heard and are appreciated. This creates a positive environment to deliver high performance and quality outcomes.

Inclusion



What this looks like:

- I acknowledge and embrace different views, cultures and beliefs.
- I promote equal opportunities, valuing participation from a range of people and communities ensuring they are heard.
- I promote team-work and create a sense belonging.
- I am committed to collaboration and partnership working across team and organisational boundaries.
- I trust in other people's abilities, empowering them to make their own decisions and act as a sounding board for them to find their own solutions.



What this doesn't look like:

- I do not encourage different views, cultures and beliefs which may leave people feeling unsupported and unvalued.
- I do not consider how decisions or actions may exclude others or otherwise have a negative impact on them, including being part of a clique.
- I work in isolation or do not encourage team-work or a sense of belonging.
- I do not involve others or provide consistent communication.
- I respond to other people's contributions with judgement, criticism or blame.

Examples of how to apply our values and behaviours framework

Self work	Building our culture with others	Our values and behaviours underpinning how we work
<ul style="list-style-type: none"> Reflection and development Building personal resilience 	<ul style="list-style-type: none"> Building relationships with colleagues Giving feedback or raising issues with colleagues One-to-ones Team culture development 	<ul style="list-style-type: none"> Communication Decision making Leading change Appraisals and objective setting Working in collaboration and partnership

Where are you on our Values and Behaviours development journey?

Self work	Building our culture with others	Our values and behaviours underpinning how we work
<ul style="list-style-type: none"> Do I understand the importance of culture and how it influences performance and our experience at work? Do I understand what the values and behaviours framework is and how to use it? Do I recognise how we each contribute to shaping our organisational culture? Do I understand how the behaviours described in the framework relate to my role? Have I identified my strengths and development areas in relation to the behaviours? Am I staking steps to maximise my behavioural strengths? Am I taking action to improve where I may have development areas? Am I aware of how I am perceived by others and how my interactions impact on others? Do I understand the link between mindset, behaviours and culture and how this can build my personal resilience? Am I able to self regulate my behaviours when under pressure? 	<ul style="list-style-type: none"> Where am I taking action to build relationships with colleagues through exploring values and behaviours? When I have given feedback or raised issues with colleagues, how have I done this in a way that was in line with our values? Am I encouraging reflection and discussion on values and behaviours in one-to-one meetings I have with those I line manage? How am I building the culture within the team using the values and behaviours framework? Am I communicating sensitive information in ways that match our values? How am I using the values and behaviours framework to guide my decision making? When leading change, have I thought about how I can do this in a way that matches our values and behaviours? 	<ul style="list-style-type: none"> How am I using the values and behaviours framework to guide the work we do? How am I developing and supporting others to embed the behaviours into their work? Where am I taking action to develop how I work with system partners in collaboration and partnership?

Self work – reflection and development

Reflection and development

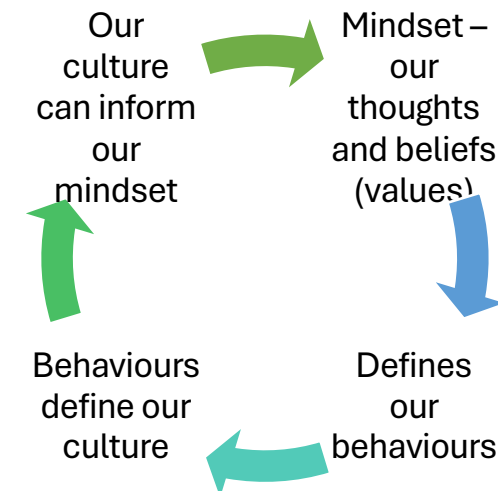
Culture is shaped by our collective actions and interactions on a day-to-day basis. Each interaction has the potential to positively impact our colleagues, our organisational culture and the work we do.

- Have you taken the time to reflect on your strengths and how you can maximise on these to create a positive difference?
- Are you aware of the areas where you may need development in terms of the values and behaviours?
- Reflection, building self-awareness and taking action to build on our strengths or improve our approach are all key features of being personally successful and resilient.



Self work – building personal resilience

- Resilience is the ability to adapt and bounce back from challenges and stress.
- It can be developed and strengthened over time.
- Working in a way that aligns with your personal values builds resilience.
- Values can offer direction and meaning during change, uncertainty, pressure or difficulties, and can help you navigate uncertainty and complexity.
- Mindset influences our behaviour and culture in challenging times.



Building our culture with others

Building relationships with colleagues

- When getting to know colleagues and helping them get to know you, it may be helpful to work through the toolkit and identify key behaviours that are important to each of you and those where you think you have strengths.

Giving feedback or raising issues with colleagues

- Sometimes there are misunderstandings between colleagues; the way someone is behaving may not be consistent with our values and behaviours. You may need to address performance issues or give feedback that could be challenging to receive.
- Consider approaching these situations in a way that is compassionate, respectful, inclusive and demonstrates integrity. It is more likely to have a successful outcome and build a positive culture. The behaviours described in the framework can offer clarity and structure for your feedback.

One-to-ones

- Regularly use the values and behaviours framework during one-to-one meetings. This provides an opportunity to reflect on the ways in which we work, how we demonstrate leadership and our interactions with each other, our system partners and our patients and service users.

Team culture development

- When planning team-building and away days, use the values and behaviour framework to explore how you demonstrate these in practice.
- Identify team strengths and celebrate achievements.
- You can also highlight specific areas of behaviour you want to improve as a team and add these to your improvement plans.

Our values and behaviours underpinning how we work

Communication

- When delivering sensitive information or communicating about challenges or difficulties, consider doing this in a way that fits with our values and the types of behaviours outlined in our toolkit. The behaviours listed in the toolkit provide suggested ways to communicate.

Decision making

- When making decisions that will impact others, challenge and be open to challenge about whether it fits with our values and the culture we are trying to create.

Appraisals and objective setting

- When setting objectives, consider which values and behaviours will be needed to be successful. Discuss expected behaviours and formally build it into the objective setting process. This will lead to more successful outcomes and create the high-performing culture we need in our organisation.
- Use the framework to have an exploratory conversation about areas of strength and development areas.

Leading change

- When leading change, collaborate with the group of people who are leading the change to create a set of values-based guiding principles for leading the change. Discuss each value and ask which key behaviours will underpin the way the change is led.
- Change affects everyone differently, so it is important to consider the impact on others when leading change and to work with and support those affected in a way that reflects our values.

Working in collaboration and partnership

- When reflecting on the effectiveness of relationships with system partners, use the values and behaviours framework to assess strengths and identify specific behaviours to focus on for improvement.
- Collaborate with system partners to develop a values-based charter or set of guiding principles for working together effectively.

Sharing ideas and best practice

We aim to continually develop our approach to our culture improvement journey and need to work together to achieve it.

- Have you got any useful resources that could help us with embedding our values and behaviours within our organisational culture?
- Have you identified other ways in which we could embed our values and behaviours framework?
- Have you successfully used our values and behaviours framework to deliver improvements?
- Get in touch with us to share resources, ideas or best practice examples lscicb.od@nhs.net.



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