

# NHS VALUES AND BEHAVIOURS WEB-BASED TOOL

A VALUE-FOR-MONEY APPROACH WITHIN THE NORTH WEST

## SUMMARY

The NHS Constitution enshrines for patients and staff alike *"the right to be treated with dignity and respect, in accordance with your human rights"*.

In order to help the NHS achieve this, a set of values have been developed by patients, staff and the public to inspire passion in the NHS and to guide it into the 21st Century. These values and behaviours provide common ground for co-operation, to enable the achievement of shared aspirations; yet individual organisations are also expected to develop and refresh their own values, so that they are tailored to meet local needs.

One of the first priorities identified by the North West's Learning Education and Training Board (LETB) was to ensure that all those NHS staff who train and work across the North West adhere to these values and behaviours. The need for a region-wide, systematic assessment of new entrants and existing staff was agreed by each of the

three NW Local Workforce Education Groups (LWEGs) as critical to delivering a quality workforce, equipped with the fundamental commitment to quality of care.

As a result a web-based Values and Behaviour tool is being developed to provide a value-for-money approach to assessing the values and behaviours of those seeking to train and work in healthcare in the North West.

## NHS VALUES

- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Working together for patients
- Everyone counts



## VALUES AND BEHAVIOUR TOOL

- The tool will be a Situation Judgement Test and will be developed in conjunction with a multitude of stakeholders, identified from organisations (healthcare and education) within the region. This will ensure confidence and credibility in the process amongst users and organisations. The design process will also take into consideration diversity issues.
- It will use an online platform which will provide candidates with a number of dilemmas and a range of options to indicate their preferred way of responding. The dilemmas will be based on scenarios developed by a range of stakeholders, and the options given will reflect what the NHS in the North West defines as the better and poorer demonstration of NHS values. Upon completion individuals will be presented with a feedback report, within which they can review their performance and consider areas for future development as required.
- The tool will be an easy to use, consistent way of assessing the values and behaviours of those wishing to pursue a career in the healthcare sector in the North West. Whilst focusing initially on assessment at the point of recruitment and selection to healthcare programmes, the intention is to apply the tool to the assessment of the whole NHS workforce in subsequent phases of introduction.

## Development Process

Following an inspiring presentation of an assessment tool used locally by the BBC, a project steering group, drawn from each of the LWEGs, was established in May 2012. This enabled a collegiate effort across geography, health sector and profession; the focus of which was to review current and developing systems of assessment and particularly tools in place at the point of selection to healthcare education programmes - with a view to broadening out to assessing existing workforce and organisational cultures progressively.

Through scoping existing practices the LETB was able to highlight areas of strength, including the involvement of users, carers and lay members in selection panels, as well as areas for development, including overcoming the barriers to staff involvement in Higher Education institute (HEI) processes. This has set a greater precedent for sharing learning and experience, and maximising coherence, with local relevance. Using this wider intelligence the project steering group has commissioned the development of a bespoke product, tailored to meet specific assessment needs, using NHS Shared Business Services and the Government Procurement Framework.

## BACKGROUND

The **Commission on Improving Dignity in Care for Older People** said that it should become commonplace for universities and professional bodies to take into account compassionate values, as much as they do qualifications, and that some have started to trial ways of testing the emotional intelligence and bedside manner of students.

The **Nursing and Care Quality Forum's Recommendations Report** outlined:

- *"High Quality care needs to be safe and effective, but also needs to be centred on the experience of the person being cared for."*
- *"The importance of those providing care having the values that drive them to act with care and compassion should be promoted and supported throughout their career. People who have these values are more likely to be confident to stand up and challenge poor care and behaviours."*
- *"When recruiting to posts, HR directors should ensure their processes test for values as well as skills for all staff, including Board members"*
- *"Commissioners of education should ensure that universities use a process that tests for values/compassion alongside assessing capability when recruiting nursing students"*.

The 'Education Outcomes Framework (EOF): Proposals for 2013/14 and beyond' is intended to measure progress in improvements in education, training and workforce development and the consequential impact on the quality and safety of services for patients. The EOF is based on five domains, with the fourth domain around values and behaviours stating that:

*"Healthcare staff (should) have the necessary compassion, values and behaviours to provide person-centred care and enhance the quality of the patient experience through education, training and regular Continuing Personal and Professional Development that instils respect for patients."*

Most recently, Robert Francis QC, published his findings following the public enquiry into Mid Staffordshire Hospitals. This Francis Report included 290 recommendations, made to assure the provision of high quality, safe, caring and compassionate care to patients. Strongly emphasised within these recommendations are themes with a *"focus on the culture of caring"* and *"recruiting to values and behaviours"*. Many of the recommendations in the Francis report link directly to the approach taken by NHS North West and delivery of its benefits will realise progress against recommendations within the report. The NHS in the North West has pro-actively and in advance of the publication, approached this by embarking on this project.



## EXPECTED BENEFITS

- **CONSISTENCY** – The tool will provide a consistent approach to testing individuals' alignment to expected values and behaviours, and individuals should be better matched to their role and the expectations of the organisations within which they seek to work. Therefore, organisations from across the region can be assured that their workforce aligns to those values and behaviours expected, regardless of which NW education institution they have trained at. This supports effective workforce flexibility, as employees can easily shift between different NHS settings e.g. secondary/community.
- **QUALITY OF CARE** - For NHS and HEIs the tool will improve the quality and appropriateness of applicants. As a result the quality of patient care should improve and the values and behaviours possessed by the workforce should align with those enshrined within the NHS Constitution.

- **REDUCTION IN ATTRITION** - For applicants it will act as a job preview, and during or upon completion they can decide whether to continue with their application or deselect themselves from the process. Thus, it acts as a positive filter as individuals can opt out of the process before any decisions are made based on their score. In turn there is the potential for a reduction in attrition from training, particularly for the reason of wrong career choice, as the test offers individuals the opportunity to better explore their suitability to a career in healthcare and provides feedback in this regard.
- **VALUE-FOR-MONEY** - As it is an online tool, which can be used by all organisations, it reduces the overall time and cost of applying a manual assessment process. In addition, by applying a regional approach to the development there are cost and quality benefits, in that the output has greater spread across the NW geography than it would have had it been developed on a locality footprint. Furthermore, the expertise used to inform development has been secured from across a larger profile of stakeholders.

## BACKGROUND

There are many stakeholders involved in this project, so to ensure that the tool is developed and delivered on target will require commitment from all stakeholders. To enable representatives to engage in a number of activities as part of the development one of the first objectives, at project start-up, will be to identify stakeholder requirements. This will be helpful in negotiating with stakeholders to secure their input.

## USEFUL TOOLS/ACTIVITIES

A key part of the project will be to raise awareness of the tool and build interest in supporting its development and on-going use. It is planned to have a stand at the NHS Tech Expo event on the 28th March to share some of the early project work and raise further awareness of this development.

## KEY DATES

The project is planned to run from the beginning of March 2013, with delivery of the tool for first phase implementation at the beginning of summer 2013.

## USEFUL LINKS/RESOURCES

- [Francis Report](#)
- [Nursing and Care Quality Forum, Recommendations and Plans](#)
- [Education Outcomes Framework: Proposals for 2013/14 and beyond](#)



## CONTACT FOR FURTHER INFORMATION

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