

Executive Directors – Behaviour Framework

caring for and about
you is our
top priority

Striving for excellence

- + Knows what 'world class' looks like; uses this to stimulate and drive improvement
- + Constructively challenges the levels of service and quality of outcomes delivered
- + Takes active steps to develop and reform the local health and social care economy
- + Highly visible, frequently meets staff and service users to keep in touch with reality
- + Reinforces that improvement starts with individual needs and is part of everyone's job

Tailoring Care

- + Puts in place structures and skilled leaders who empower clinicians to act decisively
- + Steps back from delivery; provides managers with the space they need to lead change
- + Builds a culture where service redesign and integration is driven by frontline staff
- + Influences partners to ensure enhanced access and delivery of tailored services
- + Displays genuine insight into how to make the lives of individual service users better

committed
to providing good quality,
safe services

Maximising value

- + Encourages their managers to take risks and do things differently; drive step change
- + Ensures the right people work productively within a simple and flexible structure
- + Promotes financial accountability; ensures resources flow to where they're most needed
- + Makes investment decisions which lead to long term growth and improvement
- + Evaluates services in relation to the needs of business partners and service users

Delivering success

- + Actively drives results through matrix working and effective partnerships
- + Builds a strong and integrated team below them who consistently deliver
- + Adapts quickly and decisively to changing situations, threats and opportunities
- + Develop a clear and integrated strategy that drives the business plan
- + Focuses on the BHFT strategy even if it means sacrificing personal ambitions

working together
with you to develop
innovative solutions

Working across boundaries

- + Brings external parties together and focuses them on a compelling vision for the future
- + Knows everything that's going on nationally and locally; shares this knowledge with others
- + Remains alert to changes in the strategy and position of local providers and commissioners
- + Brokers deals with counterparts; enables partnership working and service integration
- + Ensures they are prominent and highly regarded by their counterparts, locally and nationally

Inspiring others

- + Attracts and retains talented people; places a premium on the quality of staff they employ
- + Will not tolerate underperformance; challenges colleagues when issues remain
- + Champions appraisal; ensures people are clear about how they are performing
- + Builds a culture where success is recognised, and potential and diversity is valued
- + Self-aware and committed to the continued enhancement of their own performance