

Our Values

A Behavioural Framework





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Foreword:

Why does this Behavioural Framework matter to us?

Spectrum's success comes from a strong values-based culture and a focus on quality healthcare. A not-for-profit social enterprise with our roots in the NHS, we aim to deliver Better Health for patients, service users, staff and colleagues and added social value.

We are proud of our focus on delivering healthcare to some of the most vulnerable people in our society, and in so doing advocating for their needs and addressing health and social inequalities.

In developing the values, we involved staff from across our services at all levels and what emerged are those values that were most resonant for them:

- Working Together
- Integrity
- Respect and Recognition
- Compassion
- Innovation

Continually challenging ourselves to demonstrate these values through our behaviours is critical to the delivery of our strategic goals and to enhancing patient, service user and staff satisfaction.

The Behavioural Framework was developed collaboratively with staff to align with our core values. It plays a vital role in guiding how we work together - ensuring that, in every interaction, every person demonstrates our values each and every day.

They are not intended to be used as a checklist, but should provide helpful indications of the types of behaviours that Spectrum values and encourages.

The Framework outlines the standards we must meet to create an environment and reputation that not only retains and supports our current staff but also attracts top talent in the future. These values reflect the culture we aim to build - one where our people strive for excellence and are committed to doing what's right for our patients.

By embedding these values and standards into everything we do, we lay the foundation for lasting success. Brilliant care begins with brilliant people.

In today's fast-paced and evolving work environment, effective leadership goes beyond just technical expertise - it requires the ability to inspire, engage, and foster a positive culture. To support this, we've introduced the Leadership Behavioural Framework: a structured model that defines the key behaviours essential for successful leadership.

This framework sets clear expectations, helping leaders at every level create a consistent and supportive environment. By aligning leadership behaviours with our organisational goals, we strengthen collaboration, empower teams, and foster a culture of continuous development, supported by values-driven compassionate leaders.

Ultimately, this framework serves as a practical guide for cultivating strong, adaptable leaders who can navigate complexity and drive meaningful progress across the organisation.



Dr. Linda Harris
Chief Executive



Our Behavioural Framework

What is our Behavioural Framework?

- » Our Behavioural Framework captures the key behaviours and attributes which will help you to maximise your performance in your role at Spectrum.
- » The values and behaviours are relevant to everyone at Spectrum.
- » The Framework contains generic behaviours which span all teams and roles – role-specific, technical abilities are captured in job descriptions and competence frameworks.
- » The Framework is not intended to be used as a tick-box tool. The relative importance of certain competencies will vary by role, and some will become more important at times than others.
- » The Leadership behavioural framework is intended as a foundational tool that supports the growth, consistency, and effectiveness of leaders within Spectrum. It will align leadership practices with Spectrum values, fostering a strong, capable leadership team.

How was it created?

- » The Framework was created in partnership with Spectrum Council, Spectrum's Leadership Group and Spectrum Staff.
- » Staff across multiple teams, roles and levels shaped the framework.
- » Spectrum Board provided their vision for the future, ensuring that the framework captures what is required of us today and for the future.

What will it be used for?

- » The aim of the Framework is to clarify the expectations of all staff across the five Values. This will help us realise our potential and further increase our ability to deliver care to the communities we serve.
- » The Framework will serve as a foundation for key elements of our People Experience & Culture Strategy, including attracting, recruiting, and retaining staff; supporting and developing our people; and fostering thriving, compassionate workplace cultures led by supportive leaders.

At Spectrum, we are dedicated to the continuous development of leadership across the organisation. We offer a range of ongoing learning opportunities, including workshops, training modules, and access to extensive resources. Our leaders are actively encouraged to embrace lifelong learning.

To support this commitment, we have created a values-based behavioural framework tailored specifically for leaders, designed to complement the Spectrum behavioural framework.



At Spectrum we work cooperatively to deliver the best for patients, staff and communities. We collaborate to improve outcomes.



At Spectrum we are open, honest and fair. We act with integrity and build trust. We like to stick to our word.



At Spectrum we show respect for our patients and colleagues. We recognise and value everyone's contribution.



At Spectrum we show compassion and kindness in our interactions with patients and each other.



At Spectrum we are innovative and open to new ideas and ways of working to ensure we 'get it right first time'.



“Spectrum prides itself on having an open and honest culture. We actively listen and share ideas throughout our services to create a healthy working environment for both staff and patients.”

At Spectrum, we work co-operatively to deliver the best for patients, staff and communities. We collaborate to improve outcomes.

What it means?

As an organisation, Spectrum relies on teams working together to deliver results. Some of us contribute to direct care with patients and service users, and others support and enable those core activities.

Behavioural Framework

We demonstrate this individually by	We see it as ineffective practice when individuals
Seeking opportunities to work collaboratively with other team members.	Create barriers that prevent delivery of a high standard of work
Developing internal relationships to help deliver team objectives.	Do not communicate with others.
Offering support when others appear to be in need.	Do not recognise they have development needs.
Being accessible to immediate colleagues and wider team.	Identify problems without showing willingness to suggest solutions.
Seeking mutually satisfying solutions and outcomes for everyone involved.	Do not take a sense of pride in the work they produce.
Dealing positively with others’ negative attitudes and behaviours.	Actively spread rumours and participate in negative conduct.
Working together to deliver expectations.	Don’t work to the common purpose.

The above is not an exhaustive list, but provides examples of how behaviours work well and when we might need to adapt our behaviours.



Why it matters?

To our staff: they feel they are adding value as part of a team and that they feel valued by the organisation.

To our patients, our service users, and our commissioners: they feel confident that the care being provided is done in a way which is integrated, and which harnesses the collective skills and competence of a high performing team.

Getting it right first time: by working together, we will standardise and automate systems and processes to make the delivery and management of great care more efficient and effective; our work will be more rewarding and there will be a greater capacity to learn, to teach and flourish in our roles.

Leadership Behavioural Framework

Effective Practice	Ineffective Practice
Seeks opportunities for external partnerships to enhance Spectrums reputation.	Prefers to work in isolation rather than seeking beneficial partnerships.
Collaborates and builds relationships across teams and with other organisations to achieve shared goals.	Keeps information and resources within Spectrum, their own department or team, rather than sharing them.
Encourages others to be flexible in their approach when working together.	Actively restricts opportunity for staff to network or get involved.
Uses business knowledge to build on the contributions of others.	Disregards the ideas, knowledge, and contributions of colleagues.
Empowers others to identify solutions to problems faced and make decisions.	Provides excessive direction and supervision, not allowing team members to work independently.
Seeks the opinions of others to reach effective solutions.	Makes decisions independently without consulting others.
Understands the principles of co-production and encourages others to co-develop and co-design.	does not apply principles of co-production and does not encourage others to share the decision making process with others.
Builds support and commitment within others.	Acts in ways that reduce trust and morale within the team.
‘Understands the importance of fair and inclusive recruitment and progression practices’.	Allowing unconscious or conscious biases to influence recruitment decisions.



“We always work together to achieve the best outcomes for our patients and service users. This includes us recognising when something is not working and being positive and flexible to resolve this in an open and transparent way.”

At Spectrum we are open honest and fair. We act with integrity in order to build trust. We like to stick to our word.

What it means?

As an organisation Spectrum is fair, open and transparent. This means that we develop effective professional practice that creates a trusting and productive working environment.

Behavioural Framework

We demonstrate this individually by	We see it as ineffective practice when individuals
Creating a positive lasting impression on people we come into contact with.	Use derogatory language when referring to Spectrum with patients /partners.
Seeking feedback on our work and using it to improve the quality.	Act defensively to feedback, closed to learning.
Ensuring others receive the credit and recognition they deserve.	Present other people’s ideas as their own.
Working towards the best outcome for the patient or service user.	Put their own interests above those of the organisation.
Having open and honest conversations.	Work to a hidden agenda.
Seeking assistance in completing tasks when necessary.	Undermine colleagues.
Recognising when something is not working and being flexible in our ways of working.	Are unwilling to consider changes to practices and approaches.
Being prepared to learn from mistakes.	Blame others when they need to learn from mistakes.

The above is not an exhaustive list, but provides examples of how behaviours work well and when we might need to adapt our behaviours.



Why it matters?

To our staff: they feel able to work in a productive working and learning environment based on trust and confidence in Spectrum.

To our patients ,our service users, and our commissioners: they recognise that Spectrum is an ethical, trustworthy and principled organisation. Our staff do what they say they will do.

Getting it right first time: by behaving with Integrity, we will bring transparency to the consequences of poor care and facilitate accountability and greater professional autonomy.

Leadership Behavioural Framework

Effective Practice	Ineffective Practice
Is accountable and owns decisions and actions. Does what they say they will do.	Fails to deliver on promises.
Shares thoughts and contributions in an honest and respectful way.	Withholds important information or contributions.
Seeks feedback on work and contributions.	Actively avoids seeking or receiving feedback.
Keeps information shared in confidence private.	Shares confidential information without permission.
Takes responsibility for their own mistakes.	Makes excuses instead of accepting responsibility.
Leads by example, role modelling the behaviours and performance expected.	Does not follow the standards and expectations set for others.
Is transparent in decision making.	Does not seek input or feedback from the team during the decision-making process.
Stands up for inequality and challenges discriminatory behaviours like racism, islamophobia, transphobia, homophobia, ableism and agism.	Does not seek to understand how protected characteristics can impact on those around them and does not act as a Proactive Ally.
Always tries to do the right thing.	Fails to consider the impact of actions on others.
Identifies and understands policies that apply to the role of the team and ensures they are put into practice’.	Fails to keep the team informed of policies which apply to their work.



*“We show respect
and recognise peoples
contributions.”*

**At Spectrum we demonstrate respect for our patients and our colleagues.
We recognise and value the contributions that everyone makes.**

What it means?

As an organisation Spectrum accepts difference and creates and promotes an inclusive environment based on mutual respect where diverse talents and needs are recognised, utilised and accommodated.

Behavioural Framework

We demonstrate this individually by	We see it as ineffective practice when individuals
Treating every person with respect and dignity.	Are intolerant of others.
Readily share information knowledge and skills with team members.	Only involve colleagues’ who support their views in order to achieve their own goals.
Proactively addressing inappropriate comments or behaviours.	Allow disrespectful or discriminatory behaviour to take place.
Being open to change and responding in an objective way.	Undermine the effectiveness of agreed change to protect their own interests.
Being prepared to listen to the views of others.	Dismiss or disregard others’ opinions and ideas in a derogatory way.
Tailoring our communication to suit the people we are working with.	Assume and adopt a ‘one size fits all’ approach.
Respecting the position of trust we have with people who need care and support.	Make little or no effort to understand things from your service users and patients point of view.
Thanking our colleagues and appreciating each other.	Do not show appreciation for colleagues efforts.
Showing consideration for our colleagues health and wellbeing.	Do not promote positive health and safety practices.

The above is not an exhaustive list, but provides examples of how behaviours work well and when we might need to adapt our behaviours.

Why it matters?

To our staff: they work in an environment where they feel valued, respected for their individual contributions and where they are encouraged to learn and develop regardless of grade or role.

To our patients our service users and our commissioners: they know that they will be treated fairly, and their care won’t be compromised regardless of diversity need.

Getting it right first time: by acting in a way which is respectful we can challenge when we see care that is not as good as it can be or where there are unwarranted variations in our services both clinical and corporate- we can improve and learn.

Leadership Behavioural Framework

Effective Practice	Ineffective Practice
Treats others with respect and dignity.	Speaks or acts in ways that belittle or undermine others.
Recognises and respects diverse viewpoints, promoting equity, diversity, belonging, actively challenging any practices that are not inclusive.	Neglects the need for individuals to feel a sense of belonging and inclusion within Spectrum.
Adapts influencing style to suit different colleagues in order to achieve the best outcomes.	Does not consider the unique personalities, motivations, and communication styles of different team members.
Develops a diverse personal network.	Overlooks the value of diverse perspectives and ideas.
Actively challenges and address inappropriate behaviours.	Does not take action to correct or prevent counter productive behaviours.
Sets realistic expectations .	Puts excessive pressure on team members by setting unreachable targets.
Openly recognises the contributions and achievements of others.	Does not acknowledge or appreciate the hard work and accomplishments of team members.
Recognises how the organisation’s policies and procedures to deliver people-centred services applies to own role .	Overlooks the relevance to their role of Spectrums people centred policies leading to poor service delivery.





“We recognise that, together, we have a wealth of knowledge, skills and experience at Spectrum.”

At Spectrum we show compassion and kindness in our interactions with patients and each other.

What it means?

Staff make a difference every day to ensure that they deliver their best to each other and to their service users and patients.

Behavioural Framework

We demonstrate this individually by	We see it as ineffective practice when individuals
Being committed and caring about doing our work.	Demonstrate apathy, lack of compassion, give the impression they don't care and say they are too busy to help.
Delivering person centred care, putting the patient /service user at the heart of everything we do and helping them when they need it.	Make decisions for patients without their involvement.
Giving people who need care and support our full attention.	Allow our mood to impact the care they give to patients and the way we behave with colleagues.
Being authentically warm, kind, empathetic, reliable and compassionate in our actions with our colleagues and patients.	Do not communicate with their patient or colleagues.
Taking personal responsibility for ensuring we contribute to the provision of excellent, safe, high quality care and support to others.	Do not show support for individuals and ignore the signs when people may need help.
Having the courage to speak up and challenge others where we have concerns about the quality or safety of care being provided.	Ignore problems, don't use their initiative and hide behind their job description.

The above is not an exhaustive list, but provides examples of how behaviours work well and when we might need to adapt our behaviours.



Why it matters?

To our staff: they feel part of an organisation which places patient care above all else and which ensures staff feel looked after and valued such that their commitment is evident in the care they deliver.

To our patients our service users and our commissioners: they feel involved and engaged in their own care and feel they are being treated as an individual by staff who show genuine care and compassion.

Getting it right first time: by behaving with compassion we will deliver the best care for our patients.

Leadership Behavioural Framework

Effective Practice	Ineffective Practice
Addresses conflict of opinion in a constructive and positive way.	Fails to seek a resolution, allowing conflicts to fester.
Is clearly passionate about the work we do for our patients/service users.	Exhibits a lack of enthusiasm or interest in the work and its impact on patients/service users.
Invests time in getting to know others.	Interacts only when necessary and avoids personal connection.
Maintains visibility by regularly communicating with colleagues.	Rarely communicates with colleagues, leading to a lack of visibility.
Prioritises the wellbeing of others.	Shows little concern for the emotional and physical needs of others.
Supports others in planning and managing a balanced workload.	Does not assist or guide others in organising their tasks and responsibilities.
Uses coaching skills to help others enhance their performance.	Does not invest time in helping others improve their skills and performance.
Seeks to understand and apply trauma-informed principles in their leadership style.	Does not consider the importance of safety, choice and empowerment, transparency and trustworthiness, cultural humility, collaboration and peer support.
Identifies learning opportunities that align with individual team and organisational goals'.	Offering feedback that lacks specific examples or details which are of use to the recipient.



“Continuously improving what we do means we can deliver brilliant care. We know all our staff and our patients and service users too, have lots of ideas and expertise to contribute.”

At Spectrum we constantly strive to ‘get it right first time’. We are open to new ideas and encourage new ways of working to drive innovation.

What it means?

As an organisation Spectrum actively seeks new ideas both inside and outside of the organisation.

Behavioural Framework

We demonstrate this individually by	We see it as ineffective practice when individuals
Keeping up to date with latest practice and innovation in our area of work.	Are resistant to change.
Utilising and acknowledging the breadth of ideas, experience and knowledge of our colleagues.	Fail to recognise and utilise the skills of colleagues.
Being open to and implementing new ideas and ways of working.	Put obstacles in the way of innovation.
Addressing challenges and improving processes with creative solutions.	Complain instead of doing something.
Embracing new technologies, techniques and working methods.	Consistently block change and fail to engage with others’ ideas for change.
Remaining positive but being realistic about the challenges for change.	Are unable to personally move beyond negative reaction to uncertainty.

The above is not an exhaustive list, but provides examples of how behaviours work well and when we might need to adapt our behaviours.

Why it matters?

To our staff: they feel proud of their role and know how they contribute to a climate that encourages innovation.

To our patients our service users and our commissioners: they feel confident that the staff who are delivering their care are encouraged to develop new ways of working which ensures that they deliver a high quality care service.

Getting it right first time: by being open to new ideas, by being responsive and agile to change Spectrum can correct unhelpful variations in care.

Leadership Behavioural Framework

Effective Practice	Ineffective Practice
Empowers others to be innovative then Takes time to consider and explore others’ ideas.	Shows little to no interest in the contributions and perspectives of others
Mitigates implications of change beyond their own area of responsibility.	Makes decisions without collaborating with others who may be impacted.
Takes an optimistic view of what can be achieved.	Shows a limited belief in what can be achieved, undermining creativity and ambition.
Stays alert to potential obstacles and risks that lie ahead.	Fails to identify or anticipate potential challenges and risks.
Keeps aware of external events that can impact delivery of service.	Does not anticipate how external factors may affect service delivery.
Is curious and Challenges the status quo by suggesting new and improved ways of delivering service - continuously improving.	Resistant to change ,unwilling to consider new ideas or approaches.
Proactively shares knowledge, expertise and best practice with colleagues.	Withholds knowledge or expertise ,fails to offer guidance or help when colleagues need it.
Delivers pragmatic outcomes to achieve results.	Suggests outcomes that are not feasible or efficient in practice.
Uses data to make informed, conscious and intentional decisions.	Makes decisions based on intuition without considering available data.
Stays informed about developments in good practice, sharing ideas and contributing suggestions for continuous improvement.	Does not share valuable insights or information with colleagues around latest trends or best practices.
Understands the importance of working with finite resource.	Failing to adopt practices that maximise resource efficiency and minimise waste.



Where and how are the behaviours supported?

The behaviours are supported by the following processes and initiatives:

Recruitment

Applicants are interviewed and selected following behavioural based interviewing for cultural-fit as well as job-fit.

Recognition scheme/ awards

Staff demonstrating outstanding behaviour and being an advocate for the values and culture of Spectrum are recognised and awarded through monthly and annual corporate awards.

Support and feedback

Staff are managed, supervised and appraised for their work performance, (what they do) and behaviours, (how they do it).

Learning and development

Personal development planning takes place as part of the performance management processes, and corporate learning materials and training are available to support staff to deliver the required behaviours.

Partnership and stakeholder relationships

The way in which we work with our partners and our stakeholders is key to delivering the business plan. The Behavioural Framework is central to the success of this and to the development of relationships.

Policy

The behaviours are fully supported by the policies, processes and guidance designed to support the workforce and our leaders/ managers.

Well-being initiatives

We recognise that an individual's well-being can be impacted upon by the behaviour of others and by life events. Spectrum will ensure support is available and easy to access.





SpectrumCIC/Spectrum-community-health-cic

