

Our Behaviour Framework



Our commitment



Looking after our
community and providing
excellent care



Open and honest
Respect
Kindness



People | **P**atient safety |
Performance | **P**lace |
Potential

At NHS Orkney,
how we work
together is just
as important as
what we do.



Introduction

At NHS Orkney, how we work together is just as important as what we do.

Our Behaviour Framework sets out clear expectations for how colleagues should act and interact, helping to foster a respectful, inclusive, and values-led culture. The culture the Board wants to create here is one where there is excellence in care, kindness in action, and bravery in change. This framework supports that vision by guiding everyday behaviours that reflect our shared values and commitment to each other, our patients, and our community.

What is our Behaviour Framework?

Our Behaviour Framework sets out the core behaviours expected of everyone working at NHS Orkney. It defines how we approach our work and interact with others, helping to shape a positive and consistent workplace culture.

Our framework outlines the attitudes and behaviours that support us all to live our values, more consistently.

Why is it important?

Our Behaviour Framework outlines the expectations for us all at NHS Orkney.

It is embedded throughout the entire employee journey, from recruitment and selection, through induction, to appraisals and everyday interactions.

By consistently demonstrating the behaviours within the framework, colleagues help create a workplace that is effective, positive, and rewarding for everyone.

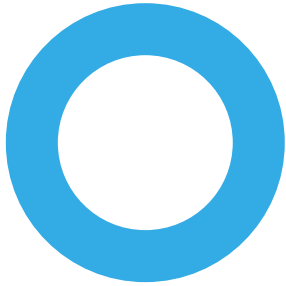
It's about how we all work





Our framework outlines the attitudes and behaviours that support us all to live our values, more consistently.

Our Values



Open
and honest

We communicate clearly, honestly and with integrity, even when the message is difficult or uncomfortable



Respect

We recognise and value each colleague's role, time and perspective, treating each other with fairness, dignity and professionalism



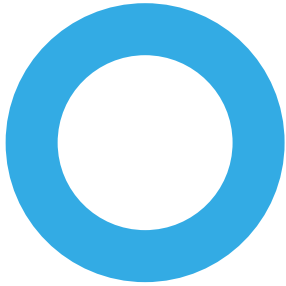
Kindness

We show care, empathy and appreciation in every interaction

Our Behaviour
Framework
outlines the
expectations
for us all at NHS
Orkney.



What this means...



Open
and honest

- We communicate clearly and honestly, even when it is difficult
- We admit mistakes and take responsibility
- We share information in a timely and inclusive way
- We have the bravery to challenge in a professional and respectful way



Respect

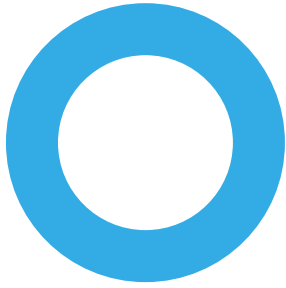
- We listen actively and involve the right people, at the right time in decisions
- We acknowledge contributions and expertise equally
- We respect confidentiality, boundaries, and capacity
- We create an inclusive environment where everyone feels they belong



Kindness

- We show genuine appreciation, say thank you and recognise effort
- We offer help and support when we see others struggle
- We work with compassion and understanding
- We take time to connect with others as people, not just colleagues

In practice this looks like...



Open
and honest

- Admitting when something has gone wrong and working together to fix it
- Share updates with the whole team, not just a select few
- Give constructive feedback in the moment, with kindness and clarity
- Challenge decisions respectfully when they don't align with our values



Respect

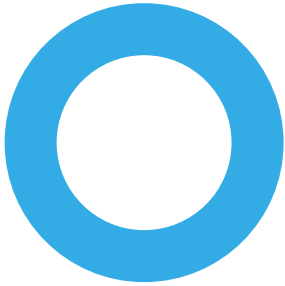
- Saying "thank you" and acknowledging contributions
- Respecting someone's time by being punctual and prepared
- Listening without interrupting, even when we disagree
- Recognising the pressures others are under and adjusting expectations



Kindness

- Checking in with a colleague who seems overwhelmed
- Offering help when you have capacity, even if it's not "your job"
- Celebrating small wins and effort, not just outcomes
- Smiling and saying hello in the corridor

What this doesn't mean...



Open
and honest

- Being rude or unkind under the guise of “just being honest”
- Withholding or delaying important information
- Avoiding the truth or blaming others
- Sharing sensitive information without care and consent (including gossip)



Respect

- Agreeing with everything to avoid conflict
- Dismissing others' views and contributions
- Treating people as if they are less important
- Excluding others from decisions that affect them



Kindness

- Avoiding accountability, difficult conversations or performance issues
- Saying yes to everything at the cost of wellbeing
- Being “nice” instead of being honest when honesty is needed
- Using kindness as a substitute for action or follow-through



We show care,
empathy and
appreciation
in every
interaction.

Leading the way

At NHS Orkney, our Board set the tone but we all create our culture (all 800 of us). Leaders have a key role in leading by example and role modelling our Behaviour Framework.

Model the values: Demonstrate openness and honesty, respect, and kindness in every interaction.

Create psychological safety: Foster an environment where people feel safe to speak up, challenge, and share ideas.

Hold others accountable: Address behaviours that fall short of our standards, consistently and fairly.

Make inclusive decisions: Involve diverse voices and perspectives, especially in strategic planning and service design.

Communicate with clarity and integrity: Share information transparently, even when the message is difficult.

Recognise and celebrate: Acknowledge contributions, effort, and progress. Big and small.

Lead with empathy: Understand the pressures teams face and support wellbeing and resilience.



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**“Leadership
is not just
about making
decisions,
it’s about
how we make
people feel in
the process.”**



