



#TeamUHD

Behaviour Charter

Being a member of Team UHD means living by our values. Our values and behaviours were created in partnership with our staff and patients. They make sure we provide our patients with excellent care, and our staff with a great place to work.

This charter sets out the behaviours we expect from every member of Team UHD and what to do when they are not met.

We also promote our Trust behaviours with our patients and visitors. [Read them here.](#)

We are **caring** **one team** **listening to understand** **open and honest** **always improving** **inclusive**

“Our Trust values kindness, respect, and inclusivity. The safety and wellbeing of our patients, staff and visitors is our top priority. We do not tolerate bullying, harassment, discrimination, violence or aggression. Poor behaviour that does not meet our Trust values will not be ignored or overlooked. It is everyone’s responsibility to report or safely challenge poor behaviour.”

UHD Board of Directors 2025

Our values are at the heart of our organisation. They define who we are and how we behave. They underpin everything we do now and will do in the future.

Our values set out what is expected from you in the way you treat staff, students, volunteers, patients and visitors. They are embedded into every part of our organisation, including recruitment, appraisals and development.

Our values should be applied to all communication with staff, students, volunteers, patients and visitors. This includes chats, meetings, or events that happen within the Trust, social events linked to the Trust and online or phone communication.

We are
#TeamUHD

We are **caring** **one team** **listening to understand** **open and honest** **always improving** **inclusive**



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#TeamUHD Values and behaviours

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We are caring

- I am approachable, helpful, compassionate and friendly to everyone.
- I respect everyone's right to feel safe in our organisation.
- I behave in virtual conversations the same as I would in-person.
- I will never intimidate, be aggressive or threaten.
- I respect others' personal space. I do not give unwanted physical contact.
- I care for our environment, equipment and buildings.

We are one team

- I work with others to provide excellent care.
- I make the best use of available resources.
- I work flexibly according to the needs of my team.
- I offer help and support to colleagues.
- I support colleagues' learning and development.
- I offer encouragement and celebrate success stories.
- I follow instructions that are there to keep me safe.

We are inclusive

- I treat people with respect and dignity.
- I treat people fairly, without favouritism or discrimination.
- I am anti racism, homophobia, transphobia, sexism, ableism.
- I challenge all forms of discrimination.
- I challenge behaviours and practices that exclude others.
- I promote a sense of belonging and inclusivity.
- I make sure everyone has a voice that counts.
- I help to make sure our services are accessible to all.
- I use considerate language.

We are always improving

- I strive to do my best in everything I do. I look for ways to develop myself.
- I am open-minded about discovering my strengths and weaknesses.
- I do what I can to remove obstacles and barriers to improve our services.
- I positively contribute and make suggestions to improve our services.
- I am open to trying new ways of doing things, and learning from others.
- I consider the impact of my decisions on the budget and stakeholders.

We are listening to understand

- I listen, hear and act to create trust.
- I communicate clearly and effectively.
- I recognise and value the contributions and opinions of others.
- I actively and carefully listen to understand different points of view.
- I try different ways of communicating to make sure everybody understands.

We are open and honest

- I prioritise safety at all times.
- I contribute to an open reporting and learning culture.
- I offer honest, constructive feedback in a kind and supportive way.
- I learn from my experiences and mistakes. I share my learning with others.
- I support others when things unintentionally go wrong.
- I create trust by doing what I say I will and honouring confidentiality.
- I create an environment in which everyone feels safe to speak up.
- I wear my ID badge and follow appearance policy.
- I am open about things that will help me do my job to the best of my ability.



**What do I do
if I experience
poor behaviour?**

Recognise. Respond. Report. Record.

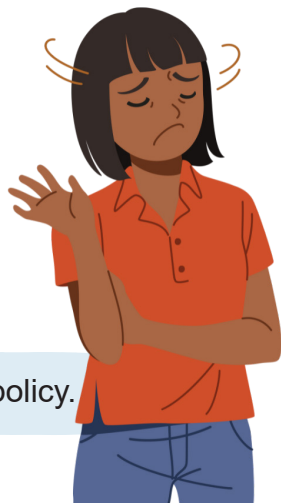
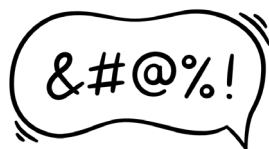
A lack of civility and respect

Civility and respect is showing regard for others by being polite. It is being courteous, having good manners, being friendly and showing concern for others.

Incivility is social behaviour that is lacking in good manners and courtesy. It is showing disregard for others and their feelings and wellbeing.

Examples of incivility:

- Rude written and spoken communication, including online.
- Being late or not keeping appointments.
- Hurtful comments, sarcasm, irony or banter.
- Eye rolling, tutting, heavy sighing.
- Chipping away at others' self-confidence.
- Impolite or offensive comment.
- Ignoring others and their opinions.
- Addressing people in an unprofessional manner.
- Undermining, micromanaging, giving someone all the "bad" tasks.



Sometimes, incivility is incorrectly reported as bullying. It is important to know the difference. When someone says something which hurts or upsets you once, without meaning to, that is incivility.

Has someone said or done something which has hurt you?

Yes

How many times have they done it?

Only once

They keep doing it

Did they do it on purpose?

Yes

Did they do it on purpose?

No

Yes

Incivility.

Tell them how it made you feel and ask them not to do it again. If they continue, it becomes bullying.

Incivility.

Tell them how it made you feel. They are likely to apologise, recognise their mistake and learn from it.

Bullying.

Repeating behaviour to intentionally harm others is bullying. Read page 6 for more information.

Bullying

Unwanted behaviours from a group or a person that make us feel:

- uncomfortable
- disrespected or put down
- frightened
- humiliated
- made fun of
- upset

Bullying is **repeated** behaviour which **intentionally** harms others. Bullying is not always obvious and can take many forms that vary over time to avoid detection. Performance / attendance management carried out in a supportive and compassionate way and in line with Trust policies is **not** bullying or harassment.



Examples of bullying at work:

- Being treated in a rude or disrespectful way.
- Being intimidated or shouted at by someone.
- Being insulted or having offensive remarks made about you.
- Being ridiculed or humiliated.
- Gossip, rumours or allegations being spread or made about you.
- Hiding or taking of your personal property.
- Intentionally being given an impossible workload or deadlines.
- Someone constantly checking up on you and your work unnecessarily.
- Having your views and opinions ignored.
- Pressure to do work below or above your level of competence.
- Someone withholding information which affects your performance.
- Being excluded from team social events or groups.
- Being excluded from virtual team groups or messages.
- Criticism of your work or performance which is unfair or untrue.
- Unfair blame being placed on you.
- Being denied leave, training or promotion unfairly.
- People using their power or position unfairly / inappropriately.
- Someone pressuring you not to claim things you are entitled to.

Upward bullying:

Bullying can be from team members towards a more senior person or manager, this is often called upward bullying.

Examples of upward bullying:

- Being shown continued disrespect.
- Refusal to complete tasks.
- Spreading of rumours.
- Things being done to undermine you or make you seem unskilled or unable to do your job properly.

It can be difficult if you are in a senior role to realise that you are experiencing bullying behaviour from your team members.

Click to read our [Civility, Respect and Dignity at Work](#) policy.

Harassment

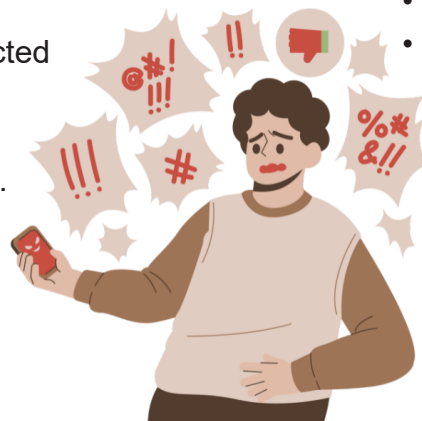
Unwanted comments, looks, actions, written materials, suggestions or physical contact that violate a person's dignity or create an intimidating, hostile, degrading, humiliating or offensive working environment.

Harassment can be difficult to recognise. Behaviour which may amount to harassment is often not intended to cause offence but can occur due to a lack of awareness of other people's feelings. Behaviour becomes harassment if it continues once someone has made it clear that they find it offensive and unwanted.

Examples of harassment:

- Unwanted physical contact.
- Physical assault or threats.
- Unwanted sexual advances or serious sexual assault.
- Verbal abuse including innuendo, jokes, offensive language.
- Persistent unwanted communication outside of work.
- Persistent name calling and teasing.
- Isolation and intimidation.

Harassment can be specifically linked to protected characteristics. Read the [UHD Civility, Respect and Dignity policy](#) for more information and examples of harassment.



Sexual harassment

Sexual harassment is when a person is subjected to unwanted behaviour of a sexual nature. This has the intention of violating their dignity and creating an intimidating, hostile, humiliating or offensive environment.

Anyone can sexually harass someone. It can be a one-off incident or repeated behaviour. Sexualised behaviours are wide-ranging and can be verbal, non-verbal or physical. Read the [UHD Sexual Misconduct Policy](#) for more guidance on sexual harassment. You can also self-register for the eLearning course 'Understanding Sexual Misconduct in the Workplace' on the [BEAT VLE](#).

Examples of sexual harassment:

- Unwelcome comments.
- Touching someone in a way that makes them feel uncomfortable.
- Trying to talk about sexual matters.
- Telling sexual jokes or stories.
- Sharing pornographic images.
- Spreading rumours of a sexual nature about someone.
- Treating someone poorly because they rejected unwanted sexual advances.

Remember to record all incidents, this will help you if you need to raise a formal complaint. More information on page 13.

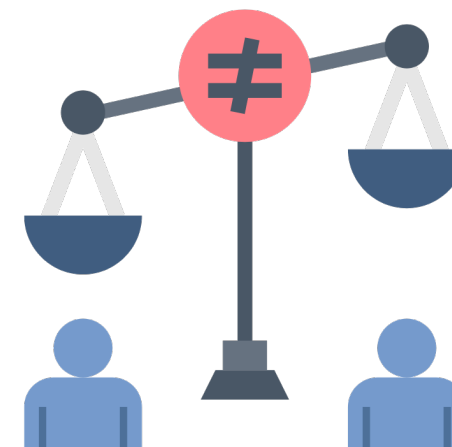


Discrimination

Being treated unfairly, bullied or harassed because of

- age • disability • race • sex • gender reassignment • pregnancy and maternity
- sexual orientation • religion or belief • marital or civil partnership status

These are the protected characteristics as defined in the 2010 Equality Act which protects you from discrimination. It is unlawful to discriminate against someone based on these protected characteristics.



Type of discrimination

Direct discrimination. Treating someone unfairly because of their protected characteristic.

Discrimination by association. Discrimination against someone because of their connection with someone with a protected characteristic.

Discrimination by perception. Discrimination against someone because they are perceived to possess a protected characteristic.

Indirect discrimination. A practice, policy or rule which puts someone with a protected characteristic at a disadvantage.

Harassment. Unwanted conduct related to a protected characteristic.

Victimisation. Treating someone poorly because they have undertaken a 'protected act' such as making a complaint of discrimination or giving evidence to support someone else's claim.

Example

Not employing someone because they are of African origin.

Dismissing someone because they have had to take time off to care for a relative with a disability.

Not employing someone because the employer mistakenly believes them to be gay.

A job advert which states that all applicants must have a driving licence, even if driving is not required for the role.

Someone being abused because they are undergoing gender reassignment.

Someone's pre-booked annual leave being cancelled for no apparent reason after they made a complaint of discrimination.

Click to read our [Equality, Diversity and Inclusion](#) policy.

Violence or aggression

Any incident where a person is abused threatened or assaulted in circumstances related to their work. Any incident which makes you feel your safety, wellbeing or health are at risk. This also includes non-physical assault.

If patients or visitors are violent or abusive in any way towards an employee, we have the right to refuse to treat them. They may be removed from the premises and reported to the police. They may face prosecution.

Examples of violence or aggression:

- Physical contact in the form of hitting, kicking, punching, scratching, biting, slapping, pinching, spitting, head-butting and strangulation.
- Inappropriate use of social media. For example, uploading inappropriate or upsetting content, aggressive, violent or sexual comments or images.
- Unreasonable behaviour and non-cooperation. For example destruction or damage of property or repeated disregard of hospital visiting hours.
- Loud and intrusive conversation.
- Sexual assault.
- Use of weapons.
- Unwanted or abusive remarks.
- Negative, malicious or stereotypical comments.
- Invasion of personal space.
- Offensive gestures such as sexual gestures or behaviours.
- Threats or risk of serious injury to staff, patients or visitors.
- Bullying, victimisation or intimidation.
- Stalking.
- Alcohol or drug fuelled verbal abuse.
- Derogatory or obscene remarks.
- Physical attack or verbal abuse based on protected characteristics (a hate crime).



Click to read our UHD [Violence Prevention and Reduction](#) policy.

Feedback

You should give regular feedback in both positive and negative situations. This should be done informally, as a conversation.

Single incident

You should address this with an informal conversation or 'cup of coffee' chat.



Pattern of behaviour

Have another informal conversation to make them aware of their behaviour and the pattern that you are seeing.

Pattern persists

More directed support to understand why this behaviour is happening and its impact.

No change

A formal process needs to begin.



The aim of the first three steps is to allow for an early discussion about your concerns. The conversation should clearly inform the other person that their behaviour is unacceptable, especially if a pattern is emerging.

This feedback is best received if your working relationship is still positive, and when the incident happened recently. Your aim is to help the individual reflect on their behaviour and the impact it has. You should encourage them to think about an alternative approach to situations which may trigger them to react in the same way again.

Approach the individual directly and ask to speak to them about their behaviour and how it made you or others feel. Set out how they should work with others going forward. Use our Trust behaviours on page 3 to help you. There is also more guidance for difficult conversations on the following pages. Remember to keep a record of conversations and keep your line manager up to date. This will help if the situation escalates and formal action is needed. If you would like further support, speak to your line manager, the Freedom To Speak Up team or your local union representative or staff governor.

If a pattern of behaviour is emerging despite the above interventions, it is important to explore the underlying issues. This step should be taken by their line manager or Human Resources. It should prompt the individual to take responsibility for contributing to resolving the matter. An action plan can be used to outline interventions, support, expectations and review periods.

A formal process is required when an employee does not improve their behaviour despite feedback and informal conversations. Formal steps can include an investigation, suspension, temporary relocation of parties and disciplinary action in line with Trust policy. To start a formal process, report the situation to Human Resources. A formal process will also begin if a single incident of poor behaviour meets the threshold.

This advice and guidance is for responding to incidents of poor behaviour.

If there is an immediate threat or danger to you or others dial 2222 and ask for security.

Ensure your own safety and that of the people around you.

A.I.D feedback model

The A.I.D model offers a way of raising issues by structuring what we say so that it doesn't start off with an opinion. It is an effective strategy for framing how we explain to someone that their behaviour is unacceptable. It offers facts rather than opinions, which usually helps someone to reflect on their actions.

A - Action

Describe the action or behaviour that you want to address. Explain what the individual did, making sure you are objective and factual. Avoid generalisations and focus on examples. This will help prevent misunderstandings and defensiveness.

I - Impact

Explain the effects or consequences of the behaviour on yourself, others, or the Trust. This will help the individual understand the significance of their behaviour.

D - Do

Offer suggestions or guidance on how they can change their behaviour or improve the way they react in certain situations. Providing specific and actionable advice helps them know what steps to take next.

B.E.E.R feedback model

The Behaviour, Effect, Expectation, Result feedback model can be useful to help structure an informal conversation.

Example:

I find this [insert comment] **behaviour** inappropriate.

This is the **effect** it had on me [insert why you find it offensive or demeaning].

Please could you stop that behaviour / action [this is your **expectation**].

This would be helpful to both of us [this is your **result**].

If you have tried to give feedback following poor behaviour and the individual reacts badly or the situation escalates, you may need to ask colleagues to help you de-escalate the situation or help to remove you. Report the incident immediately to your line manager, supervisor, or Freedom To Speak Up.

More guidance can be found in the [NHS Civility and Respect toolkit](#).



Where you report poor behaviour, and what happens next depends on the situation. It will also depend on how you would like to proceed. Read page 15 for support with talking about and reflecting on your experience.

Immediate threat or dangerous behaviour

Dial 2222 and ask for security if there is an immediate threat or danger to yourself or others. Behaviour motivated by hostility or prejudice is considered a Hate Crime and may need reporting to the Police, the Security Manager and Human Resources. Not all hate incidents will amount to criminal prosecution, but it is important that these are reported and looked at using the [Violence Prevention and Reduction policy](#).

Report to your line manager or supervisor

If you don't feel comfortable giving feedback yourself, the next step is to report the behaviour to your line manager or supervisor. Use page 13 to help you approach this conversation. They should speak to the individual on your behalf or, if needed, report to Human Resources. Remember to keep a record of when you spoke to your line manager or supervisor, and request a follow-up meeting to discuss what actions to take next.

Submit 'an issue' LERN form

After you or your manager has spoken to the individual, you should fill out ['an issue' LERN form](#). The LERN form will be reviewed by the UHD Quality and Risk team. They are the only people who can access your LERN form. The team will decide the most appropriate person to deal with your concern and if any further investigation is required.



Human Resources

If you don't feel comfortable reporting the incident to your line manager, or you are not satisfied with their response, you can seek advice from Human Resources. They will be able to advise you on what steps to take next. This may include a facilitated meeting between yourself and the individual you have reported. This should be a safe, confidential and supportive conversation which aims to reach a resolution. If a facilitated meeting does not resolve the issue, the next step might be [mediation](#).

Report to Freedom To Speak Up (FTSU)

Our confidential [FTSU service](#) will make sure that all correct processes are followed. Get in touch with the team and they will arrange a time to meet with you to create an action plan for next steps. Call 0300 019 4220, email FreedomToSpeakUp@uhd.nhs.uk or raise a concern anonymously via the @UHDApp.



Other ways to report

Your [trade union representative](#) or our UHD [staff networks](#) and [staff governors](#) can offer advice and support with incidents of incivility, bullying, harassment, discrimination and violence or aggression. You can also use [Purple Flag](#) to raise a concern with the BEAT Student and Preceptorship Support Team.

If none of these informal options are effective, you can make a formal complaint in writing. Read our [Civility, Respect and Dignity at Work procedure](#) for more information.

All Team UHD

Keeping a record can be a helpful way to reflect on what you have witnessed or experienced. Even if you don't use the information now, it will help you take the right action if a pattern of behaviour begins to emerge. Here is an example of what information to record.

•	Date of incident
•	Where did it happen?
•	Who was responsible?
•	Describe what happened
•	Did the behaviour refer to any of the protected characteristics?
•	Who witnessed it?
•	Was anyone physically harmed?
•	Who was it aimed at?
•	How did it make you feel?
•	Has it happened before?
•	Is there anything that could have influenced their behaviour?
•	Who did you speak to?
•	What support did you access?



Writing things down can also help free up space in your mind. This may help you focus on your work or switch off when you are at home.

Managers

You may need to have a challenging conversation with a member of your team about their behaviour. Use the questions below to record what was discussed and agreed. This can then be shared with the individual as a reminder and used as a way to revisit the conversation if needed.

•	Date of conversation
•	Who was present?
•	When did the incident happen?
•	Where did the incident happen?
•	What happened?
•	Did the behaviour refer to any of the protected characteristics?
•	Who witnessed it?
•	Was anyone physically harmed?
•	Has it happened before?
•	Is there anything that could have influenced the poor behaviour?
•	What support is needed?
•	What are the agreed actions?
•	When will you review?



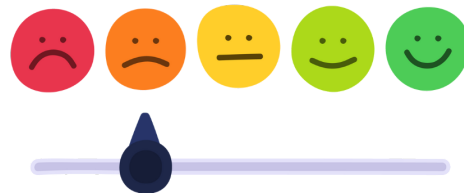
Navigating difficult conversations

How do I talk about my experience?

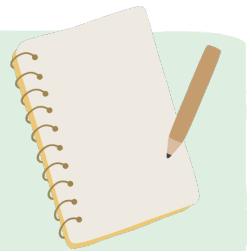
Talking to someone can help you process your emotions and make sense of the situation as well as help you agree next steps if needed.

Outline your perspective

1. Ask for confidentiality so that you feel free to speak openly.
2. Speak about what happened, how it made you feel, why you found the behaviour or actions offensive and what impact the incident had on you.
3. Talk about what happened next and how the situation was left.
4. Remember it is ok to feel emotional. Take your time to recall your experience.



Remember to keep a personal record of what steps you take to address the behaviour. You can share this with your manager or Human Resources. It can be used as supporting evidence if a formal complaint is raised.

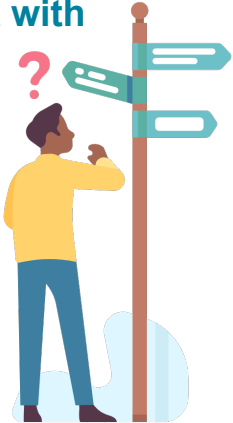


Explore how you want the situation to be dealt with

Consider whether you need further support and whether next steps are required. There are several potential options:

Is talking enough support for now?

You may find that speaking about the situation is helpful and you do not wish to take any further action. It may be helpful to agree to speak again if the behaviour is repeated in the future. Or you may want more time to reflect on what has happened.



Do you want guidance on informally handling the situation yourself?

You may want to ask for some coaching in terms of how to begin the conversation. If you feel safe to do so, arrange to speak to the individual in private to talk about how the inappropriate behaviour made you feel.

Do you want someone else to take informal action on your behalf?

Be clear on what you expect from them – do you want them to speak to Human Resources, the individual or someone else? Be specific about what you would like the outcome to be.

Do you want to raise a concern formally?

You may want to review our UHD Policies to help you understand what your options are and what happens next.

- [Violence Prevention and Reduction Policy](#)
- [Civility, Respect and Dignity at Work Policy](#)
- [Sexual Misconduct Policy](#)
- [Equality, Diversity and Inclusion Policy](#)

What do I do if poor behaviour is reported to me?

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1. Prepare

- Find a quiet, confidential place to talk.
- If you can, arrange a time to talk when you know you won't be interrupted by other tasks or people.
- Read the relevant [UHD policies](#) to help you plan next steps.



2. Listen to understand

You don't have to know exactly the right thing to say or do – just listening can make all the difference. Try to keep your own reactions muted and allow space for their feelings without judgement. Your role is to

provide a confidential ear to listen to their concerns and establish the facts. You should then work together to decide next steps.

It is important to understand that:

- Something that seems like only a small thing to you, can feel very different to the individual experiencing it.
- It may be very hard for the individual to talk about what has happened.
- They may be worried about who to trust, that their concern will be ignored or that they will be seen as a troublemaker.
- The incident may have affected their mental or physical wellbeing.

Remember:

- Ask them how the incident made them feel and what impact it had.
- Do not make any assumptions.
- Consider the individual's specific circumstances.
- If they do not want to share details with you, then ask whether they want to talk to someone else.

3. Ask how they would like to deal with the situation

Find out what the individual would like to happen next. It is really important to accept their choices even if it is not what you think you might do in their situation.



Do they just want to be listened to?

- Respect their decision and agree next steps for if it happens again or if they change their mind and want to take action.
- Signpost them to additional staff support (details on page 20).
- Agree to check-in with them again and make sure they know they can talk to you again if needed.

Do they want support to informally handle the situation?

Guidance for staff on how to informally handle the situation themselves is on page 11. They may want some coaching from you on how to start the conversation.

- Be clear that they still have the option to raise a concern formally should this approach not work.
- Signpost them to additional staff support (details on page 20).
- Encourage them to complete 'an issue' LERN form or offer to help them complete it. This can include details of how they would like to handle the incident.

What do I do if poor behaviour is reported to me?

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Do they want you to take action on their behalf?

- Ask how they would like you to support them and clarify your role so everyone is clear of expectations.
- Review the relevant [human resources policies](#) and seek guidance if needed from your Human Resources advisor.
- Signpost them to additional staff support (details on page 20).
- Encourage them to complete 'an issue' LERN form or offer to help them complete it. This can include details of how they would like to handle the incident.
- With cases of alleged hate crime, agree with the individual that you will get advice from Human Resources or the Trust Security Manager.

4. Wellbeing

Where a line manager suspects that an individual's physical or mental health may be affected, the individual must be referred to [Occupational Health](#) for support and assessment as soon as possible.

5. Keep a record

In all instances, keep a confidential record of what was discussed. Include the specific words that were used, who said what to whom, when it happened, whether there were any witnesses and what you agreed will happen next. Use the template on page 13 to help you. Tell the individual raising the concern that you are doing this and that you can share this with them.



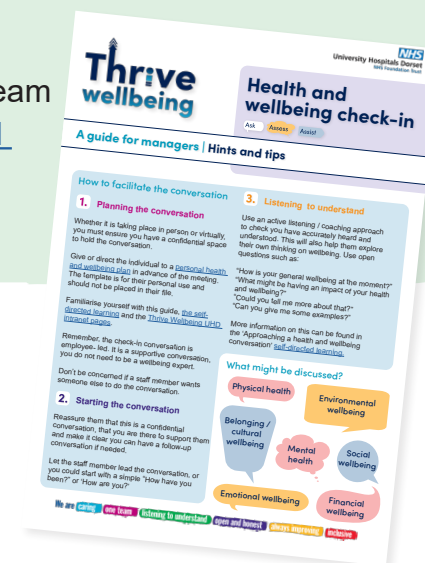
Keep the record stored safely close to your work area. It can also be emailed to HR.Filing@uhd.nhs.uk who will store it on the central personnel file of the individual raising the concern.

Further information and support

If you are finding the conversation extremely challenging and emotive, and you are unsure on what to do, ask for help from your line manager, Human Resources business partner, or the Freedom To Speak Up team who will be able to support you.

You can also access the wellbeing support detailed on page 20.

More information on creating a psychologically safe space for your team can be found in the [Thrive health and wellbeing check-in guides](#).





Self-reflection and support

What do I do if I have upset someone?

It is never a good experience if someone has let you know that your behaviour was harmful or hurtful, even if you didn't mean it to be. You have rights and responsibilities if you are accused of poor behaviour. You will be supported, as well as the person who has made the accusation.

You may be confused or unclear about what has led to the complaint. Or, you may understand the reasons, but need support because you are struggling yourself. We are all human. Sometimes we are unaware of the impact our actions can have.

If you say something harmful or hurtful, even unintentionally, immediately issue a genuine apology and explain your intention.

If you have been told that your behaviour has left someone feeling uncomfortable, take time to pause and reflect. If you feel able to, speak to the person. Try to remove the emotion and focus on facts. This may have been a stressful situation and you reacted out of character. Try to resolve the incident between the two of you.



Listen to the concerns of the person who has accused you and think about how your behaviour affected them. If you are unclear what you did wrong, ask them to provide a clear example.

Apologise for the offence that was caused. You do not have to agree with the other person's point of view to feel sorry that an aspect of your behaviour upset them. Remember the three R's of an effective apology:

Regret - "I'm sorry that I caused you to be upset."

Responsibility - "*This aspect* was my fault and I'm sorry."

Remedy - "*This* is how we could fix this and learn from it."

S.A.R.A emotional response to feedback

Surprise / shock

Our first response may be to deny the feedback. Especially if what is said is unexpected.

Anger / anxiety

As we realise what the feedback means, shock can turn in to anger or anxiety, particularly as we consider the implications of it.

Reflection

If feedback indicates the need for change, we may take time to make sense of what to do next. Change can be difficult and uncomfortable, it is normal to feel this way.

Acceptance

As we process the feedback, we come to a point of acceptance. This will lead to actively seeking ways to improve and learn from the feedback.

Leadership behaviours

Use our UHD [leadership behaviours self-assessment](#) to reflect on the things you do every day to put our values into practice.

Communicating online

Take some time to reflect on how you communicate with others online, whether that's through emails, MS Teams or social media. It can be easy to forget about the person receiving your message and not put the same effort into being kind, understanding and caring that we would in person.



TRiM

[TRiM \(Trauma Risk Management\)](#) is a peer led approach to supporting UHD staff who have been through a traumatic event at work. The TRiM team will assess support needs, coordinate a response and plan the intervention needed.



Health and Wellbeing Champions

UHD has a network of health and wellbeing champions who play a significant role in supporting their colleagues mental health, promoting social wellbeing and inclusion and helping their colleagues to be fit and healthy at work. They will be able to signpost you to the right support and share wellbeing resources and messages. Use [this directory](#) to find a champion in your area.



All of the support detailed here and more can be found on our [Thrive Health and Wellbeing](#) intranet, app and web pages.

Psychological Support and Counselling (PSC)

The [PSC service](#) is here to support you with stress, and mental health related symptoms and difficulties that affect your wellbeing at work. They provide assessment, intervention, referral, and signposting to promote the emotional and psychological wellbeing of all staff. Use this [form](#) to self-refer or email psychological.support@uhd.nhs.uk



VivUp

All UHD staff can access free support, counselling, debt advice and more from VivUp, our employee assistance programme. Sign up at vivup.co.uk to view the full range of services.

Occupational Health

Staff can also access advice and support from Occupational Health. Appointments are confidential and no information shared during appointments will be shared with any third party unless authorised during the consultation.



Staff Networks

We have a number of staff network groups at UHD. They provide support and guidance to members. Visit the pages below and get in touch with the network leads to find out more.

- [Armed Forces Support Group](#)
- [Diverse Ethnicity Network](#)
- [Pro-Ability Network](#)
- [UHD Pride Network](#)
- [The Women's Network](#)

Training and development

Coaching

Our UHD coaches offer one-to-one sessions to help you address work-related challenges. They are trained in tools and techniques to guide you to find solutions to problems. [Find out more here](#). You can also have a one-off 'express' coaching session if you need short-term support.

Navigating Change

Change can be a stressful and emotional experience. Use this [eLearning](#) to equip yourself with the tools to understand and manage behavioural reactions to change.

Feedback skills

This workshop provides participants with the skills, knowledge and motivation to give positive and developmental feedback. [Find out more here](#).



Conflict Resolution Training (CRT)

CRT is a key preventative tool to reduce violence against staff. All frontline NHS staff should complete this training every three years. [Find out more here](#).

Human Factors

Explore how human interaction with systems, environments and people affects outcomes. Use ESR self-service to book your place.

Trust initiatives



Celebrate Team UHD

Recognising colleagues for the difference they make at work makes them feel valued, appreciated and respected. Read about the different ways to [celebrate your colleagues here](#).

Join a staff network

Our [staff networks](#) provide support and guidance for members and work to improve the culture at UHD. Sign up to become a member and be a part of making a difference at UHD.

People and Culture Champions

[People and Culture Champions](#)

listen to the views of colleagues and gather feedback about their experience of working at UHD. They use their platform to share ideas, questions and concerns and work to improve our Trust culture and engagement.



Staff Surveys

The annual National NHS Staff Survey and the quarterly People Pulse are your opportunity to share success and spark change in our organisation. Use them to tell us about your experience and help us make UHD a great place to work.



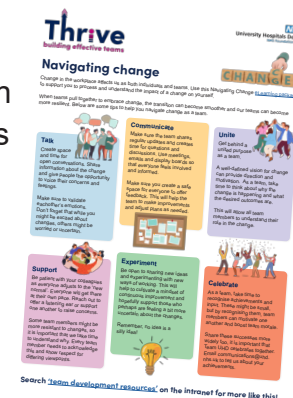
Resources

Promote wellbeing in your team

Connect with your colleagues by having regular wellbeing check-ins and sharing our [UHD health and wellbeing resources](#).

Team development resources

[These resources](#) have been created to help all members of a team create a positive team culture, check in on each other, build trust, give feedback, listen to understand and make sure everyone has a voice.



Useful links

www.civilitysaveslives.com

[Thrive Leadership and Management - UHD development offers](#)

[UHD self assessment behaviour framework](#)

[Ripples - a film about incivility at work](#)

[Patient and visitor behaviours](#)

[NHS Civility and Respect toolkit](#)

Tell us what you think



Would you like to give us feedback about the Team UHD Behaviour Charter?

Email us at Organisational.Development@uhd.nhs.uk and help us make UHD a great place to work.



See our patients sooner



Be a great place to work



Improve patient experience, listen and act



Save lives, improve patient safety



Use every NHS pound wisely



Over 1,000 people were involved in the development of this behaviour charter. It was also informed by feedback from the NHS Staff Survey.

With contributions from:

Culture Steering Group
BEAT Team
Staff Networks
Freedom To Speak Up Guardians
Communications team

Other information taken from:

UHD Policies
www.civilitysaveslives.com
NHS England civility toolkit

We are
#TeamUHD

We are caring **one team** listening to understand **open and honest** always improving **inclusive**