

OUR VALUES AND BEHAVIOURS – A GUIDE



ABSTRACT

Our refreshed values, Culture Statement and Behavioural Framework were launched on 10th March 2023. This guide will help our staff, students, volunteers, managers and leaders to truly embody them so that our organisational culture and experience keeps growing and improving.

Barbara Kozłowska
January 2025

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A message from Anthony Marsh

Chief Executive Officer



West Midlands Ambulance Service University NHS Foundation Trust

I am delighted to present our Culture Statement, Values and Behaviours for our Trust.

These describe the behaviours that colleagues from across our organisation said are really important to them to experience at work.

We have a vision in WMAS of “Delivering the right patient care, in the right place, at the right time, through a skilled and committed workforce, in partnership with local health economies”.

Our vision places the patient at the centre of everything we do and provides a focus through which we deliver safe, high quality patient care and treatment, underpinned by sound values and a commitment to collaborative working with staff, members, volunteers and stakeholders.

We know that this vision can only be achieved by all of us from our different professions, sectors and localities working collaboratively together. How we behave and treat each other when we are working collaboratively really matters. It makes a tangible difference to every individual’s experience of work and directly impacts on the experience of those who access our services.

We all want people’s experiences of work, health and care to be positive. And we can each play a key role in enabling this when we are working with one another by choosing and committing to demonstrate:



Thank you all for your continued hard work and dedication to the health, care and wellbeing of the people of the West Midlands. I look forward to what we will continue to achieve together.

Anthony C. Marsh, Chief Executive Officer.

Why are behaviours important?

Our behaviours are about how we treat one another – what we do, what we say, and importantly how we do and say those things.

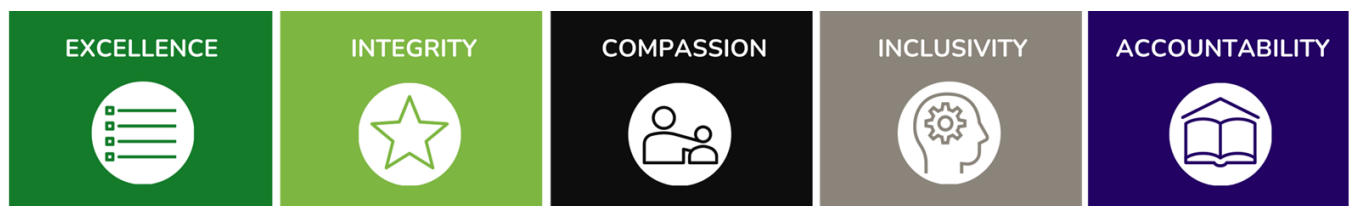
Our behaviours are key within WMAS for enabling us all to:

- Have a positive experience of work
- Bring our whole, authentic selves to everything we do
- Achieve our shared goals and ambitions for delivering the highest quality health, care and wellbeing services for the people of the West Midlands

How we behave and treat one another really matters and makes a powerful difference to our effectiveness and to the experience of all those we encounter through our work.

What guides our values and behaviours?

Our Culture Statement, developed collaboratively with you, outlines how we should experience being at work, and how we should ensure that everyone we come into contact with at work also has this experience.



OUR CULTURE

As a WMAS employee, student or volunteer you will be treated with compassion. We are kind, empathetic, supportive, non-judgmental and appreciative. We are curious about what makes us unique, and about what we have in common.



We will respect each other's boundaries and always be honest, truthful and respectful. We focus on excellence in all we do so that our patients, service users and partners have the best possible outcomes and experiences. We will hold ourselves to account for our behaviours and will not shy away from holding others to those same standards and behaviours.

What are our values?

EXCELLENCE	INTEGRITY	COMPASSION	INCLUSIVITY	ACCOUNTABILITY
				
A high performing organisation with professional, engaged, empowered and valued staff who learn from each other to be the best we can together in order to deliver the best possible care and outcomes for our patients and service users. Cutting edge and innovative using the best evidence.	We all do the right thing for our staff, volunteers and students, our patients and service users, the organisation and the system with candour.	We believe that showing genuine concern about the needs of others through our actions fosters appreciation and tolerance, leading to a sense of safety in the workplace.	We treat everyone with dignity, respect, fairness and integrity, valuing difference.	We are committed to upholding our values and behaviours and holding others to account for them.

These values guide how we behave, how we take decisions, the way in which we enact our processes and policies. All new policies, and those being updated, now have a Values Impact Assessment providing evidence that our values guide what we do and how we do it.


What are the WMAS Behaviours?



EXCELLENCE	INTEGRITY	COMPASSION	INCLUSIVITY	ACCOUNTABILITY
				
A high performing organisation with professional, engaged, empowered and valued staff who learn from each other to be the best we can together in order to deliver the best possible care and outcomes for our patients and service users. Cutting edge and innovative using the best evidence.	We all do the right thing for our staff, volunteers and students, our patients and service users, the organisation and the system with candour.	We believe that showing genuine concern about the needs of others through our actions fosters appreciation and tolerance, leading to a sense of safety in the workplace.	We treat everyone with dignity, respect, fairness and integrity, valuing difference.	We are committed to upholding our values and behaviours and holding others to account for them.
<u>Behaviours for all:</u> <ul style="list-style-type: none"> Professional and ethical Learning Communicating clearly using the best method Striving for excellence and improvement Effective intra- and inter-teamwork 	<u>Behaviours for all:</u> <ul style="list-style-type: none"> Transparent Honest Respectful 	<u>Behaviours for all:</u> <ul style="list-style-type: none"> Kind Empathetic Supportive Non-judgmental Appreciative 	<u>Behaviours for all:</u> <ul style="list-style-type: none"> Curious about difference Respecting boundaries Ally for under-represented groups 	<u>Behaviours for all:</u> <ul style="list-style-type: none"> Accountable for own behaviours, and for holding others to account
<u>Behaviours for Leaders:</u> <ul style="list-style-type: none"> Coaching approach to vital conversations Using the right leadership style for the situation Providing opportunities for our staff to develop and progress Setting a clear direction and focus 	<u>Behaviours for leaders:</u> <ul style="list-style-type: none"> Decisions are communicated in a timely, transparent and honest way Listening in order to understand 	<u>Behaviours for Leaders:</u> <ul style="list-style-type: none"> Decisions and actions are taken with empathy and genuine concern for the individual Providing organisational psychological safety Paying attention to the health and well-being of staff 	<u>Behaviours for leaders:</u> <ul style="list-style-type: none"> Tackling inequalities Progressing diversity 	<u>Behaviours for leaders:</u> <ul style="list-style-type: none"> Accountable for organisational culture Modelling the values and behaviours in actions and decisions Leading the way in holding to account for the right behaviours Corporate social responsibility Environmental sustainability



Our Behavioural Framework describes how all of us behave and engage with each other when working with each other inside the organisation, and all those we come into contact with externally. These behaviours have been co-designed with colleagues from the Trust to reflect what people have said is important to them when working in WMAS. The purpose of these behaviours is to provide us all with a shared understanding and commitment around how we want to work and collaborate together, to enable everyone to contribute, for all voices to be heard, and so we can all make a difference in our roles. Ultimately to support achievement of our shared vision for “Delivering the right patient care, in the right place, at the right time, through a skilled and committed workforce, in partnership with local health economies”.

It clearly defines, and provides a standard for, how we should all experience the organisation, and also how we should all behave. It is a measure, just like our clinical standards and organisational key performance indicators.

How do we demonstrate these behaviours?

BEHAVIOUR	DO...	DO NOT ...
<div style="background-color: #4CAF50; color: white; padding: 5px; text-align: center; margin-bottom: 5px;">EXCELLENCE</div> 	<ul style="list-style-type: none"> Be professional and ethical as mandated by your registrant body (if applicable); by our Code of Conduct and Staff Handbook. Be committed to continuous learning and improvement in how you carry out your role including taking ownership of your Performance and Development Reviews and development plans and seeking feedback. Think about and use the best way of communicating in different contexts. Always focus on achieving the best standards and outcomes and look for ways of making improvements in your own area and organisationally. Work with colleagues within your own team or locality and also with other areas of the Trust to achieve the highest possible standards and outcomes. 	<ul style="list-style-type: none"> Behave in the right way only when in the presence of managers, mentors etc. Make excuses for not doing the right thing, e.g. “other people are ...; others don’t ... so why shouldn’t/should I”? Avoid opportunities to develop and improve by not seeking feedback, or not listening to it; do not be defensive when given feedback. Always only use emails or messaging to communicate. Take short cuts, particularly when these put others at risk. Blame others or other teams and localities when you should be taking responsibility or supporting others. Accept poor or unsafe standards and ways of working ever – from yourself or from others, no matter what their status.

BEHAVIOUR	DO...	DO NOT ...
<p data-bbox="97 241 288 387"> INTEGRITY  </p>	<p data-bbox="336 241 959 315"><i>C. S. Lewis, said, "Integrity is doing the right thing, even when no one is watching."</i></p> <ul data-bbox="336 327 959 824" style="list-style-type: none"> • Demonstrate transparency and clarity in all your interactions with people to earn credibility, trust and respect by sharing information and intent. • Demonstrate honesty in all your communication and action. Be true to the Trust's values and standards. • Demonstrate respect for all people in all your interactions by, for example: listening actively; using appropriate language; respecting difference and boundaries; acknowledging and appreciating the contributions and achievements of others. 	<ul data-bbox="981 241 1513 824" style="list-style-type: none"> • Lie, cheat or deceive others. • Be hypocritical. • Fail to keep promises or commitments, making others unable to depend on you. • Refuse to take responsibility for your actions, blaming others for your mistakes. • Use deceitful tactics to control or influence others for personal gain. • Treat others poorly or without consideration for their feelings and rights. • Prioritise your own needs and desires at the expense of others.
<p data-bbox="97 840 288 985"> COMPASSION  </p>	<ul data-bbox="336 840 959 1664" style="list-style-type: none"> • Show genuine concern and care for others. • Listen with empathy. Pay attention to what others are saying without judgment and try to understand their feelings and perspectives. • Offer help. Actively look for ways to assist others, whether through small acts of kindness or more significant support. • Be present. Sometimes, just being there for someone, offering a listening ear or a comforting presence, can make a big difference. • Show kindness. Simple gestures like a smile, a kind word, or a thoughtful note can brighten someone's day. • Practice patience. Understand that everyone has their own struggles and may need time and space to deal with them. • Encourage and support. Offer words of encouragement and support to those who are going through tough times. 	<ul data-bbox="981 840 1513 1664" style="list-style-type: none"> • Be indifferent to others ignoring or showing a lack of concern for their feelings and needs. • Be Cruel, intentionally causing harm or distress to others, whether through words or actions. • Be judgmental, criticising or condemning others without understanding their circumstances. • Be selfish, prioritising your own needs and desires without regard for the well-being of others. • Be impatient or intolerant of others' struggles or difficulties, and not giving them the time they need. • Be neglectful, failing to provide support or assistance when it is needed. • Be hostile, displaying anger or aggression towards others, especially when they are vulnerable.

BEHAVIOUR	DO...	DO NOT ...
 <p>INCLUSIVITY</p>	<ul style="list-style-type: none"> • Be genuinely curious about difference • Be an ally for under-represented groups • Ensure everyone feels valued and included. Here are some key behaviours. • Pay attention to everyone's ideas and perspectives, ensuring all voices are heard. • Be willing to consider and embrace different viewpoints and experiences. • Invite and encourage everyone to contribute, especially those who might be quieter or less confident. • Show respect for diverse backgrounds, cultures, and identities. • Ensure that everyone has access to the same opportunities and resources. • Actively work to recognise and challenge your own biases and those of others. • Foster an environment where people feel safe to express themselves without fear of judgment or discrimination. 	<ul style="list-style-type: none"> • Deliberately leaving people out of activities, discussions or opportunities. • Make assumptions about individuals based on their group identity rather than their personal attributes. • Treat people unfairly or unequally based on characteristics such as race, gender, age, or disability. • Overlook or dismiss the ideas and contributions of certain individuals or groups. • Use subtle, often unintentional, comments or actions that can be hurtful or demeaning to others. • Give preferential treatment to certain individuals or groups, creating an unequal environment. • Fail to provide accommodations or resources that enable everyone to participate fully.
 <p>ACCOUNTABILITY</p>	<p><i>"The standard you walk past is the standard you accept." David Morrison</i></p> <ul style="list-style-type: none"> • Take responsibility for your actions and their outcomes. • Acknowledge when you make a mistake and take steps to correct it. • Keep your promises and commitments, ensuring you complete tasks as agreed. • Be open and honest about your actions and decisions, especially when things do not go as planned. • Recognise and communicate your limitations or when you need help. • Establish clear, achievable goals and work diligently to meet them. • Hold others to account for our standards by giving feedback and reporting if necessary. 	<ul style="list-style-type: none"> • Shift responsibility for mistakes or failures onto others instead of owning up to them. • Justify poor performance or mistakes rather than addressing and correcting them. • Refuse to take on tasks or duties, or not follow through on commitments. • Hide information or be dishonest about your actions and their outcomes. • Dismiss or not act on constructive feedback and advice. • Delay tasks and responsibilities, leading to missed deadlines and unfulfilled commitments. • Frequently change your stance or actions, making it difficult for others to rely on you. • Ignore the poor or unacceptable of others.

What do these behaviours mean for me

Whether you are applying for a role within WMAS, or are already a member of staff, student or volunteer, these behaviours sit at the heart of how we work together. The behaviours describe how we all expect to be treated by colleagues when working here, as well as the behaviours expected of each of us. We encourage you to demonstrate these behaviours through your work, to talk about these behaviours and what they mean with colleagues, signpost the behaviours in your localities and team meetings, and actively use, reference and embed them within the work that you undertake.

How can I use and embed these Behaviours in my work?

There are lots of ways we can use these Behaviours in our work:

1. Self-assessment: Why not start by taking this self-assessment to help you think about how you can support our values and behaviours? [Course: Values Based Framework and Self Assessment 2025 | WMVLE](#)
2. Communication: Share these behaviours with colleagues in your localities and teams - send out this booklet, put up a poster, add them to your social media, or even have a quick chat about the behaviours and how you might use them over a coffee.
3. Recruitment and Selection: Consider using these behaviours when recruiting colleagues into roles – embedding them into person specifications and using them to inform interview questions.
4. Meetings: Share and promote these behaviours within meetings - include and discuss them on agendas, explore together how you want to use them, or invite members to self-assess themselves and the group on how well you are collectively demonstrating these – to encourage discussions on what you could all do even better.
5. Learning and Development: Embed these behaviours into learning and development opportunities you make available – linking them to learning outcomes and referring to them within relevant documents and workshops.
6. Performance and Development Conversations and 1:1s: Encourage discussion and self-assessment of how well individuals are demonstrating these behaviours through their work, and what they could do to be even better.
7. Recognition: Value, recognise and thank colleagues and teams who demonstrate these behaviours brilliantly through their work – you can start by using our [Say Thank You](#) application.

Whose responsibility?

It is everyone's responsibility to support these behaviours by:

Ensuring our own behaviour meets this standard.

Holding others to account when they do not meet this standard.

Reporting inappropriate behaviour.

Our leaders have extra responsibilities:

EXCELLENCE	INTEGRITY	COMPASSION	INCLUSIVITY	ACCOUNTABILITY
				
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Resources to Support You

West Midlands Ambulance Service 

WELLBEING

LIVE WELL WORK WELL FEEL WELL

Click **ME** to access the WMAS Health & Wellbeing Website



Staff Suggestion Scheme



[All Ideas Matter](#)

SharePoint Search this site

Safeguarding Home Sexual Safety in the Workplace Domestic Abuse ... Public group | Official Not following 12 members


Share

Welcome to the WMAS Safeguarding Information site.

The pages within this area of Treble9 contain a wealth of information to support your understanding of Safeguarding issues including our statutory requirements and all the work that goes on in the background once a Safeguarding referral is made.

Within the site you can find information on wider Safeguarding issues such as child abuse and child exploitation and adult abuse, domestic abuse including Safeguarding legislation, policy and procedure and pretty much anything else you might think of relating to supporting patients who present to the ambulance service.

Due to the nature of our work, we understand that Safeguarding related issues and some of the material you find on this site may trigger an emotional response, please do visit the Trust's [Wellbeing Website](#) for information about how the Trust can support you or your colleagues.



Safeguarding - Home

SharePoint Search this site

Freedom To Speak Up FTSU Newsletters FTSU Newsletters

Freedom To Speak Up

Home

- FTSU Resources
- FTSU Roles
- FTSU Ambassadors
- FTSU Newsletters
- FTSU Reports
- FTSU Newsletters

Welcome to Freedom to Speak Up (FTSU)

West Midlands Ambulance University NHS Foundation Trust (The Trust) is committed to ensuring that staff have the confidence to raise concerns and to know that they will be taken seriously and investigated. At work, it is reasonable that staff may have concerns from time to time, which normally can be resolved easily and informally. However, when staff have serious concerns about unlawful conduct, financial/ professional malpractice, or risk to patients/others it can be daunting to speak up about this. Therefore, the Freedom to Speak up Policy aims to give staff the assurance that concerns will be listened to and to outline a fair and easy process for staff to raise concerns at work.

In order to deliver high quality patient care and protect the interests of patients, staff, students, volunteers and the organisation, the Trust encourages a culture of openness and transparency, in which members of staff feel comfortable about raising legitimate concerns.

Ways in which you can raise a concern
We have a wide range of ways that colleagues can flag concerns.

Who's Who in FTSU?

Here are the key people involved in our Trust

Executive Lead

- Vivek Khadhu

The Executive lead for FTSU provides Board-level support for the guardian in executing his/her responsibilities.

Non-Executive Lead

- Suzanne Banks
- Suzanne Banks
- Non Executive Director

Freedom To Speak Up - Home

Home Dashboard My courses Site administration

NHS West Midlands Ambulance Service

Courses > Personal and Professional Development > Civility and Respect

Civility and Respect

Category Settings More

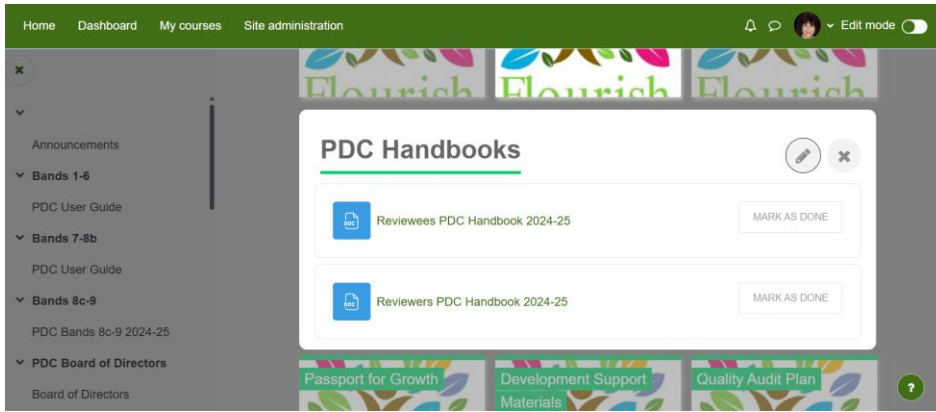
Personal and Professional Development / Civility and Respect

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MORE

Almost all excellence in healthcare is dependent on teams, and teams work best when all members feel safe and have a voice. Civility between team members creates that sense of safety and is a key ingredient of great teams. Incivility robs teams of their potential.

Civility and Respect



PDC Handbooks



“Having Vital Conversations” Sessions

Have you ever shied away from having a really important conversation because you maybe believed you didn't have the skills, or maybe the confidence to do this well?

This might be in the context of giving feedback, challenging behaviour, raising a concern or maybe speaking to someone you don't know very well.


Did you know that the Organisational Team regularly runs a two-hour development session called “Having Vital Conversations”?

This will help you to:

- Identify the types of conversations you need to have
- Explore and practice strategies and skills
- Increase confidence
- Build an action and development plan

“Having Vital Conversations” sessions are facilitated by the Head of Organisational Development as part of some programmes, and as and when requested for teams. See the next page for comments from participants.

To arrange a session, please contact Barbara.Kozlowska@wmas.nhs.uk with confirmation from your manager that you have their support.



Comments Received from Vital Conversation Sessions

I confirm I have attended this course with Barbara. I found this very beneficial. It was useful to discuss how different situations could be approached, some key phrases that can be used to ensure people can be open and honest about their opinions and issues.

I attended this course with my colleagues who I work closely with on shift and I think this also helped in a way that we could pick up on our strengths and weaknesses and how we could support each other in meetings.

Lots to think about and try out, in particular how our own perceptions of a situation might differ from those we are talking to. Good to ask first before giving own opinion.

I took away that no conversation should ever be seen as a 'difficult conversation' and that is it a vital one. Something that needs to be done and how to adapt your approach to different staff members to ensure the best outcome. It was also useful in terms of how to de-escalate any issues when a colleague may be unhappy or upset and trying to reach a solution that is best for all involved.

Personal Impact

Personal Impact sessions are facilitated by the Head of Organisational Development as and when requested by managers for individuals or teams/groups of staff who need insights into the impact of their behaviour and strategies to adopt behaviours that meet our values and behavioural framework. The request may arise from complaints from other staff members, external partners, patients or service users. It may also arise from a team who would like to think about their impact.



[Course: Anti Racism Training | WMVLE](#)

Contact Us

For further information please contact mb-organisationaldevelopmentmailbox@wmas.nhs.uk