

The NHS Manager's Code of Conduct

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Putting People First

Purpose of a Code

A Code has the purpose of being the central guide and reference for users in day to day decision making. The Code is meant to reflect the organisation's purpose, mission, values and principles, and linking these to the standards of professional conduct. The conduct of individuals, therefore, should clearly reflect what the organisation 'stands for' and how the organisation wishes to see itself projected to the outside world.

The Code is an open and public disclosure of how the organisation operates.

A Code can fulfil other functions. It can become a tool that encourages discussion around ethical dilemmas, prejudices and grey areas that can arise during everyday working; it can provide the opportunity to create a positive public identity for the organisation that can raise levels of public confidence and trust.

The aim of a Code

The aim of the Manager's Code is to build and sustain workplaces with a Positive Work Culture that mirror the description below.

- Have a clear unambiguous **purpose**, expressed as a simple 'big idea', an idea which all the staff relate to closely and are proud to discuss with friends and colleagues.
- Have an atmosphere of **confidence**, where all the staff are interested in each other, **support** each other and project this confidence towards clients and customers.
- Where staff behave **respectfully** towards each other, value each other's views and opinions, work in teams which are places of mutual support, where anything is debated **without a hint of humiliation**, where the critique of individual and team work is welcomed, discussed and where lessons are learnt and implemented.
- Where staff **'go the extra mile'** by providing unsolicited ideas, thoughts, stimulus to each other, and where their interests in their customers offers something more than is expected, beyond courtesy, and beyond service, offering attentiveness and personal interest.
- Provide **challenges** for their staff, that give opportunities for personal development through new experiences, and which treat everyone with fairness and understanding.
- Where staff are **personally driven** towards organisation and personal success - intellectually, financially, socially and emotionally.

Such organisations achieve great success in producing high performance combined with high quality services.

Building Resilience – An Organisational Cultural Approach to Mental Health and Well-being at Work: A Primary Prevention Programme. Derek Mowbray in Employee Well-being Support: A Workplace Resource (eds) Kinder, Hughes and Cooper. John Wiley and Sons (2008)

Outline

The Manager's Code focuses on three areas:

- **Managing the organisation** – to build and sustain a Positive Work Culture
- **Managing people** – to build and sustain commitment, trust and engagement
- **Managing the service** – to build, sustain and deliver high quality health services

➤ Code 1 - Managing the organisation

To build and sustain a Positive Work Culture as the context in which staff thrive, perform at their optimum, are engaged with their organisation, are energised to contribute, and derive personal and professional fulfilment.

Managers are expected to demonstrate:

Clarity of purpose

- clarity of purpose of the organisation and its sub divisions in ways that are simply expressed, that staff and the public can understand and relate to.

The structures

- structures of their organisations that enable staff to be engaged in decisions about themselves and their work.

The 'rules'

Recruitment

- recruitment of managers based on the convergence of clear and unambiguous expectations of the skills, knowledge and experience needed for the job and those of the applicant.

Training and development

- training and development (the acquisition of skills, knowledge and experience) of all staff based on meeting the needs of the organisation and those of the trainee; that training is based on sound learning principles, and that the training is applied in practice.

Challenge

- that staff are stimulated with personal challenges in their work.

Teams

- building and sustaining teams with people who are sufficiently trusting of each other that they can critique each other's work without fear of humiliation or retribution, and in the knowledge that lessons can be learnt and applied.

Communication

- excellent communication – the process of interpreting messages, conveying them intelligibly, seeking responses, and reacting to them positively.

Involvement

- engagement of all staff, other organisations and the relevant sections of the public in the processes and critical decisions that affect them.

Performance appraisal

- regular and routine performance appraisal of staff as part of the bloodstream of management, together with providing appropriate supporting resources to raise performance where needed.

Career development

- nurturing and development of staff by providing opportunities to gain wider skills, knowledge and experience, and to use these in practice in career development.

Security

- continuation of already started activities to enable staff to complete tasks, projects and assignments.

Encouragement

- encouragement of staff in their work, and encouragement of calculated risks in their contribution to the work of the organisation.

Work life balance

- responsiveness to employee domestic crisis.

Openness

- building and sustaining openness (transparency) in the management of the organisation.

➤ Code 2 - Managing people

To build and sustain trust, commitment and engagement between managers and who they manage.

Status

Managers are expected to show:

Competence as a person, as a manager and as a leader

- emotional intelligence
- intellectual flexibility

Attentiveness in every interaction

- non-prejudicial, and non-discriminatory attentiveness
- attentiveness to diverse interests and people

Honesty and trustworthiness

- transparency in all actions
- application of soundness, integrity and reliability in judgments

Selflessness

- humility

Staff and the public

Managers are expected to show:

Attentiveness

- genuine attentiveness to the contents of an interaction by demonstrating listening, responsiveness and reaction.

Politeness

- politeness in any interaction

Courtesy

- placing the other person (people) at the forefront of an interaction

Personal communication

- personal communication wherever possible; understanding the limitations of electronic communication.

Use of Body language

- the use of body movements and expressions to show attentiveness.

Address needs

- positive responsiveness to individual needs, even in circumstances when the needs cannot be met, given all the circumstances.

Empathy

- an understanding of the other person's issues, ideas, thoughts and experiences

Intellectual flexibility

- being able to think on ones feet and respond with credible choices, alternatives and ideas

Emotional intelligence

- being self aware, self regulating, motivated, showing empathy and being socially adept

Negotiation

- being able to negotiate a successful outcome in an interaction.

Sharing

- sharing with others one's own thoughts and ideas

Reliability

- doing what one says

Honesty

- being open in an interaction

Clarity

- being clearly understood in an interaction

Fairness

- being fair to anyone in an interaction, taking account of all the circumstances, and to explain clearly the position that is taken and the reasons

Humility

- acknowledging mistakes, misunderstandings, errors and faults, and to apologise where necessary.

Resolve conflicts

- being able to confront a conflict at the time of conflict and to try and resolve any dispute at the time of the dispute.

Encourage contribution

- being able to motivate and encourage others in interactions.

➤ Code 3 - Managing the service

To build, sustain and deliver high quality health services

Effective managers are expected to demonstrate:

Decision making

Decision making

- justification for decisions based on appropriateness, evidence, experience, timeliness and feasibility.

Direction

- providing direction based on analysis and with committed ambition

Co-ordination

- efficient integration of the mosaic of available resources to achieve a declared aim.

Control

- reaching an agreed goal within agreed boundaries of time and resources.
- keeping resources at his/her disposal within agreed boundaries.
- ensuring that proper governance of resources is applied always

Service

Appropriate interventions

- appropriateness of interventions in meeting individual, community and corporate need.

Intervention effectiveness

- effectiveness of interventions in producing positive outcomes.

Value and efficiency

- guaranteed efficient delivery of services within the prescribed resources that also represent genuine 'value'.

Patient satisfaction

- satisfaction of patients (and their relatives and friends) receiving healthcare services they need and have been prescribed.

Society

Impact on society

- being aware of, and, where necessary, moderating the impact on society of healthcare organisations and the services they deliver

Promotion of health and wellbeing

- participating with others in promoting health and wellbeing activities

Preventing harm

- taking appropriate actions to prevent or limit the risks of harm in society arising from any healthcare activity
- making judgements about the use of sensitive and confidential information in the public and society interest

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