"*Game Changer*": Creating Caring Cultures through the Inspire Improvement Fellowship

A Partnership between the Foundation of Nursing Studies (FoNS) and the Burdett Trust for Nursing

Impact and outcomes report for cohort 1 of programme
January 2018 - September 2020
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Executive Summary

Introduction
The [fellowship and programme](#) of support, which started in January 2018, aims to enable clinical leaders to develop skills and expertise in facilitating culture change and improvement at the front line of practice. This report highlights the impact of the programme for the first cohort to undertake the programme and presents evidence in the body of the report to substantiate the outcomes. These outcomes are possible thanks to the funding from the Burdett Trust for Nursing for this programme.

Findings
Outcome 1: The Inspire Improvement Fellows have developed new skills, methods and approaches to create caring cultures and increased their confidence in using these.
Outcome 2: The Inspire Improvement Fellows have initiated new workplace activities towards creating caring cultures, as a result of their learning from the workshops, each other and the FoNS facilitator workplace visits.
Outcome 3: Individual Inspire Improvement Fellows have been transformed to become independent facilitative leaders.
Outcome 4: The growing Community of Practice co-created by the Inspire Improvement Fellows is building capacity and providing sustainability for the Fellows past the end of the formal programme.
Outcome 5: The planned FoNS programme activity was achieved and further activity was co-created by the Fellows.
Outcome 6: The active learning approach and the safe and supportive learning environment developed through the programme enabled the Inspire Improvement Fellows to put their learning into practice with their teams.
Outcome 7: The programme has been successful in its intended learning outcomes.

Conclusion
The Inspire Improvement Fellows report a transformational journey for themselves and their teams. This is evidenced through their vastly improved confidence as facilitative leaders of culture change, a wider range of leadership skills (leading to job promotion for some participants) and the ability to influence others. The Fellows have focused on 'creating

a caring culture' in their workplace and this has resulted in improved team working and morale (leading to improved recruitment and retention rates in their teams).

The variety of approaches used (including workshops/ virtual sessions, workplace facilitation and the provision of a bursary but especially active learning) within the fellowship have not only resulted in improvements in culture of care but have enabled the development of a co-created community of practice. Their community of practice enables and promotes support, resilience and self-facilitation. This has helped sustain the Fellows to continue working in person-centred ways, seeking inspiration from each other and reducing individual isolation. Indeed, they are generating new ways of working to provide each other with continued support, so developing a larger community of practice (alumni) as each cohort joins the fellowship programme.

One of the cohort 1 Fellows, Sian Perry, reflected on her journey (see Appendix 8). Her testimonial effectively summarises the outcomes of the Inspire Improvement Programme, and we would encourage you to read it in full.

Contents

Introduction

The Inspire Improvement [Fellowship and programme](#) of support, which started in January 2018, aims to enable clinical leaders to develop skills and expertise in facilitating culture change and improvement at the front line of practice. This report highlights the impact of the programme for the first cohort to undertake the programme. Eleven Fellows undertook the programme and all have remained engaged to this date (see Appendix 1). This programme is possible thanks to the funding from the Burdett Trust for Nursing.

Aims and objectives of the programme

The programme provides six learning workshops, individual workplace support and a small bursary. The workshops are grouped together in blocks of 2 days and spread over a twelve-month period. The workshops feature an active learning approach and are structured around the [Creating Caring Cultures model](#). This approach enables the Fellows to put their learning from the workshop days into practice with individual workplace support. The learning outcomes from the programme can be found [here](#).

Methods used to gather the evidence to inform this report

To evaluate the impact of this programme, a framework was adapted from the **Integration and Implementation Insights** impact framework (https://i2insights.org/2020/03/03/research-impact-evaluation-framework/). The main questions posed by this framework are:

- What changed? What has been gained from participating in the programme?
- Who has been impacted?
- Why/how did change occur?
- So what?

To answer these questions, evidence has been drawn from a variety of sources:
- Evaluation questionnaires at the end of each workshop day (see Appendix 2)
- External observations (by the programme lead, other members of the FoNS team and cohort 2 of Inspire Improvement fellows)
- Self-reported outcomes
- Presentations and publications

This has led to the development of seven main outcomes.

Table 1 below shows how these elements relate to each other and how the report is organised.

Table 1: Impact framework and evaluation questions (adapted from Integration and Implementation Insights, 2020) with Inspire Improvement Fellowship outcomes

Impact	Evaluation questions	Source of evidence	Inspire Improvement Fellowship outcomes
1. What changed? What have you gained from participating in the programme?			
1.1(a) Conceptual: changes to knowledge, awareness, attitudes, emotions	What has been your key learning? What does this mean for your practice and the clinical area you lead?	1.1.1 End of workshop day (x6) evaluation forms 1.1.2 Confidence line 1.1.3 External observations and feedback on Fellow facilitated workshop	**Outcome 1**: The Inspire Improvement Fellows have developed new skills, methods and approaches to create caring cultures and increased their confidence in using these.
1.1(b) Capacity building: changes to skills and expertise	What new skills have you gained? How confident do you feel about being a facilitative leader? • With individuals • With groups		
1.2 Instrumental: changes to plans, decisions, behaviours, practices, actions, policies	What activities have you initiated with your team/within your organisation as a direct result of your learning from the programme?	1.2.1 Activity logs 1.2.2 Posters	**Outcome 2**: The Inspire Improvement Fellows have initiated new workplace activities towards creating caring cultures, as a result of their learning from the workshops, each other and the FoNS facilitator workplace visits.
2. Who?	Who has been impacted as a consequence of you participating in this programme? In what ways?	2.1.1 External observations 2.1.2 Self-reported outcomes 2.1.3 Self-facilitated workshops	**Outcome 3**: Individual Inspire Improvement Fellows have been transformed to become independent facilitative leaders. **Outcome 4**: The growing Community of Practice co-created by the Inspire Improvement Fellows is building capacity and providing sustainability for the Fellows past the end of the formal programme.

3. Why/how did change occur?	What aspects of the programme did you find most useful and why?	3.1.1 Programme activity 3.1.2 End of day evaluations	**Outcome 5**: The planned FoNS programme activity was achieved and further activity was co-created by the Fellows. **Outcome 6**: The active learning approach and the safe and supportive learning environment developed through the programme enabled the Inspire Improvement Fellows to put their learning into practice with their teams.
4. So what?	What aspects of the programme could/should have been done differently and why? What recommendations do you have for future programmes? What are your future support needs?	4.1.1 End of day evaluations 4.1.2 Learning outcomes achieved	**Outcome 7:** The programme has been successful in its intended learning outcomes.

Evidence and outcomes

1. What changed? What have you gained from participating in the programme?
1.1 Conceptual: changes to knowledge, awareness, attitudes, emotions
The Inspire Improvement Fellows have developed new skills, methods and approaches to create caring cultures and increased their confidence in using these. Evidence to support this comes from: End of workshop day (x6) evaluation forms, the confidence line and external observations and feedback on the workshop facilitated by the Fellows.

1.1.1 End of workshop day evaluation forms
One of the questions that is asked at the end of every workshop day (all six days in total) is:
What if, anything, is the one aspect of today that has the most significant impact on your learning? Table 2 below shows that Fellows reported learning new methods and approaches, and new skills at every workshop (see Appendix 3 for full transcript).

Table 2: New methods, skills and approaches learnt at each workshop day

	New methods and approaches	New skills
Day 1	- Evoke cards and how to use them - Active learning - Creative learning - Participatory evaluation	- Active listening - Working in collaboration - Being not doing
Day 2	- Mindfulness exercises - Claims, concerns and issues exercise - Visualisation of workplace culture	- Reconnecting with my values as a leader - Insights through reflection - Active listening
Day 3	- Active learning re facilitation - Facilitator/ observer/ narrator exercise	- More confident in facilitating and observing - Listening to others new ideas and stories
Day 4	- Facilitator/observer/narrator - Lots of new tools to work with teams	- Trying new ways of facilitation - Realising I do have the skills to facilitate - Gained confidence
Day 5	- Resilience-based Clinical Supervision - How we celebrate success	- Active listening - Practicing Resilience Based clinical supervision - Learning from the group
Day 6	- Active learning - Group safety	- Talking with the group is very powerful - Articulating and agreeing that evidence= change made - Mapping the evidence to the Creating Caring Culture rainbow

The key themes from this table are that the 'new methods and approaches' reflect those experienced and practiced within the workshops. This has resulted in greater confidence in the methods, practice in individual skills such as active listening and working in collaboration.

The next step is to be sure that learning is related to practice. To assess this, at the end of each day we ask Fellows to consider: **What does this mean for my practice and the clinical area I lead?** Table 3 explores the main themes (see Appendix 4 for full transcript).
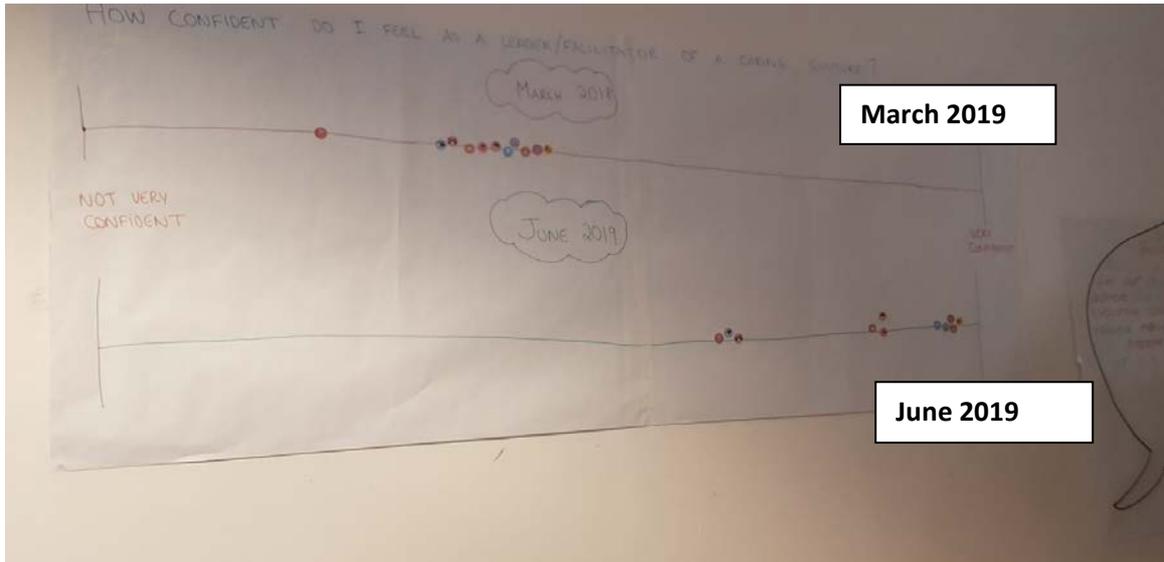**Table 3: Samples**: **'What does this mean for my practice and the clinical area I lead?'**

	Individual practice	Clinical area
Day 1	- Investing in me to help me grow and progress - Participatory evaluation - start of a process - How I speak and listen to others	- Actively listen to others concerns - Working in collaborative, inclusive and participatory ways
Day 2	- Be more person centred - Be authentic - Feel motivated - Hope, motivation and more tools	- Focus on culture with team - Use new tools in practice
Day 3	- Increased confidence - Renewed energy - More prepared and confident with team engagement - Use my sphere of influence	Active listening and ask critical questions rather than fix
Day 4	- More confidence - Ideas in my tool box - I have a vision - Using facilitation - Thinking in a more facilitative way	- Working in more open and collaborative ways - Lots of action plans and ideas to take to the team
Day 5	- Gaining confidence in process - Confidence builds with each day - I have confidence to keep going and enabling others	- Use Evoke cards in my 1:1 sessions - Inspired to go back to work and put into practice - Collaborative discussions
Day 6	- Confidence to tackle new things at work - Confidence to take new skills to practice - Clear vision - Feel more comfortable with new approaches	- I will go back and complete various activities - Use existing time to work with team differently

The key themes from this table relate to increased confidence, renewed energy and greater insights which in turn enable the Fellows to put these new skills into practice with their teams and the people they work with.

1.1.2 Confidence Line

On workshop day 1 (March 2018) each of the Fellows marked how confident they felt on a scale of 1-10 as a facilitative leader of culture change; 1 being not very confident and 10 very confident. This was repeated in June 2019 and everyone had increased their confidence levels. The picture below shows that in March 2018 most people marked their confidence below 5 (mid point on the line), whereas in June 2019 everyone had marked their confidence as much higher with a group of people at 9/10 (towards the right hand side). An increase in confidence means that the Fellows are much more likely to put their learning and new skills into practice with their teams.

1.1.3 External observations and feedback on Fellow facilitated workshop
The first cohort of Fellows independently developed and facilitated a very successful workshop with the FoNS team and the cohort 2 Inspire Improvement Fellows 2019. At the end of the workshop, they asked the audience to work in small groups to give them feedback on what had been shared using a creative approach (see Appendix 6).

The Inspire Improvement Fellows 2019 (cohort 2) described, through their creations, how they could *'see that the Fellows [cohort 1] had changed as a result of their journey',* how they had used the *'ribbons from the Creating Caring Cultures model as building blocks'* and lastly *'they all described feeling the support amongst the Fellows for each other'.*

The FoNS team *said '… The people who are the Improvement Fellows, are fundamentally different now and that impacts on the way they do things, but fundamentally on their way of being. And as a consequence of that, that impacts on the teams they are working with. Enabling people in those teams to do things differently and become different. The end output is that the care that you deliver and the services that you lead are fundamentally different.'*

1.2 Capacity building: changes to skills and expertise
The Inspire Improvement Fellows have initiated new workplace activities towards creating caring cultures, as a result of their learning from the workshops, each other and the FoNS facilitator workplace visits. Evidence to support this comes from: Activity logs and the Fellows' posters.

1.2.1 Activity logs
Fellows are asked to keep a log of what they do as part of their fellowship, and additionally, the programme lead facilitator, keeps notes of the Fellows' activities. These records are helpful to aid reflection, evaluation and personal development. Table 4 shows the range of workplace activity.

Table 4: Workplace activity

Assessing own leadership style	• Each Fellow has undertaken a qualitative 360 degree evaluation (or alternative) by asking their teams and key stakeholders for feedback
Engaging the team and creating time out to look at practice	• Each Fellow has asked their team: 'What's it like to work round here?' using various creative activities. Started staff dialogue and asked the staff to theme the feedback and develop actions in relation to this (please see Table 5- Pg 14) • Five Fellows have held away days for their staff. Three Fellows facilitated this themselves (an example can be found in soundbite 3, Appendix 5) • Creating a monthly multi -disciplinary team (MDT) lunch to look at developing relationships and taking forward improvements • Utilising existing team meeting space to be more creative and more reflective • Lunch time values and beliefs exercises undertaken to develop a vision for what the team want to achieve • World café used to explore a variety of questions, values and beliefs when very difficult to release staff at one time • Focus on wellbeing initiatives, like a lunch time walk, a photograph competition • Using emotional touchpoints to understand what the patient experience / narrative was and how the team could learn from this (examples can be found in soundbites 1 and 2, Appendix 5) • Initiated feedback from patients and service users and observation of care studies
Creating shared action plans with the team	• The Fellows have created shared action plans when working with their teams in practice using the "claims, concerns and issues tool". Microsoft Word - CCIs.docx (fons.org) • Teams have been allowed time and space to analyse, theme and develop action plans during away days
Developing learning in and from practice	• Seven Fellows attended the Resilience Based Clinical Supervision (https://www.fons.org/learning-zone/clinical-supervision-resources) workshop at the University of Nottingham in January 2019 and are introducing this to their teams as a way of creating reflection and learning opportunities on an ongoing basis

Fellows shared the impact that using these new ways of working had on themselves and patients. Here are samples (see Appendix 5 for others):

Elly Brown describes using emotional touchpoints
Using emotional touchpoints to understand a carer's experience of care opened my eyes to the vast range of feelings that are experienced during an admission to hospital. My patient's carer thanked me for allowing him to tell his story as he felt it was important for carers as well as patients to be heard on the experience.

Nicola Richardson held a leadership away day and these are the thoughts of one of her colleagues, a senior staff nurse

As a senior staff nurse on the cardiology ward I wasn't sure what to expect from an away day that used more creative methods than we were used to. Some colleagues chose to embrace it more than others initially, but by the end we all thought the new way of thinking rather refreshing. Using the evoke cards to talk through our emotions took us out of our comfort zone by getting us all talking and breaking the ice. We were sceptical at first when asked to create something visual to represent our values as a leadership team, but it was nice to look at all the things we care about and do well, rather than focusing on the need to change or improve. The day gave us the opportunity to really work together, sharing ideas and theming our values. We were not surprised to see that we are doing a lot to prove we are giving good care in the form of monthly audits and patient feedback, but we don't do a lot to improve the care we provide. It felt good to go off site, away from the hospital and have a day dedicated to us … It made me feel more valued and that my opinions mattered.

1.2.2 Posters

The Inspire Improvement Fellows were able demonstrate what they had achieved in practice as a result of being part of the programme through posters designed for the FoNS celebration event in June 2019.

Posters demonstrating what achieved in practice as a result of the programme

2. Who has been impacted as a consequence of you participating in this programme? In what ways?

Individual Inspire Improvement Fellows have been transformed to become independent facilitative leaders. The growing community of practice co-created by the Inspire Improvement Fellows is building capacity and providing sustainability for the Fellows past the end of the formal programme. Evidence for this comes from external observations, self-reported outcomes and the self-facilitated workshops.

2.1.1 External observations

> **Observation from the FoNS team following workshop in June 2019**
> *"The people who are the improvement Fellows, are fundamentally different now and that impacts on the way they do things, but fundamentally on their way of being. And as a consequence of that, that impacts on the teams they are working with. Enabling people in those teams to do things differently and become different. The end output is that the care that you deliver and the services that you lead are fundamentally different."*
>
> What we have observed is that the programme:
> - reignites a real pride in nursing
> - gives a real sense of hope at times when it is very tough out there
> - how it recognises and contributes to recruitment and retention, which is also really important, by creating community resilience, so it's not about the resilience being about the responsibility of one person within the team: It's about how we work together as a team to be resilient together

2.1.2 Self-reported outcomes

The following soundbites from the Fellows were recorded in June 2019. They speak to the transformational nature of the programme and the Fellows' experiences.

> **Naomi Babbs**
> *Working in a large organisation, I have always thought of myself as part of the team, but I believed I had little influence over the overall culture of the working environment. Since beginning the Inspire Improvement Fellowship programme my view of this has changed dramatically. I have been able to initiate change, empower others to challenge the workplace culture, improve services and environment, for staff, patients and carers and most of all I have embraced celebrating our successes. I have found this to be the greatest achievement in my own practice. I am now empowered to make and facilitate positive change. This has led others in the immediate ward environment and in other associated teams to lead in making positive change and to celebrate success. As a result, shared goals, improved communication, better teamwork and collaboration have all been reported. This has meant better outcomes for our patients and carers and for our staff and stakeholders.*

> **Darren Bleek**
> *When I applied for the FoNS Inspire Improvement programme, I pressed Jo for clarity on the course and what it entailed. There was no essay, no certificate, a bursary and paid for study days. So what was the catch? Interestingly there isn't a catch! There are challenges, challenges to your practice, the way in which you engage with your team, your stakeholders and the people who access your services. I worked in a really supportive team, supporting individuals with a learning disability. So I*

always assumed that I had been creative in my thinking, however it's not just about being creative, it's about thinking of culture in a different way and focusing on the positives while challenging negative beliefs and practice. The other Fellows have been an integral part of my journey and it has opened up a network of like-minded people who I feel would support me, if I were to ask them. In summary the FoNS programme is not rocket science it's just much more complex than that!

Helen Furneaux
Being a FoNS Fellow has both inspired and challenged me both professionally and personally. Undertaking the Inspire Improvement Fellowship programme has, I feel, furnished me with new skills and ways to engage staff I would never have previously considered. Using the different ways of engaging staff has allowed the teams I work with to develop their shared values and beliefs, which are now being embedded into practice. Whilst my and my team's FoNS journey is still in its infancy, there are definitely subtle changes within the team that we will continue to develop. I am excited to continue with my FoNS journey, as Jo says 'What's the worst that can happen!'

Vikki Garrick
The Inspire Improvement Fellowship programme has been a 'game changer' for me. Most importantly it taught me how to recognise my own values and by doing this I am more able to lead by example. I've seen a difference in how we communicate as a team, now we start every meeting with a check in and a check out and it seems wrong to do it in any other way. My colleagues and my teams have said to me that they see and feel a difference in how the working environment is. We have created a shared space in our open plan office, which has really helped us come together as a multidisciplinary group and break down some of these long existing barriers that stop us from being a strong multidisciplinary team. We've been fortunate to build a culture of value and trust and this really helps us function as a team.

Christie (Ryan Rukas' Manager)
I've worked with Ryan now for a number of years, since about 2010 and really the change in him is remarkable since he has been doing this course ... Historically Ryan was very cynical about team building experiences or exercises that we did as a team, whether that be an away day or a study day or team meeting. I wouldn't go as far as to say that he was closed minded, but he was very cynical. Certainly before and sometimes after. But since starting this course the change in him is really noticeable … as it went on and he gradually started to gently bring things into team days and away days and support worker study days, you could see a keenness in him growing. And the changes I've seen in him over the course. He is much more actively engaged with his team. He actively listens to them: To the staff that fall under his direct line management and the support workers underneath that, to find a shared approach to working together to the same aim. He involves the other members of the team in decision making for the most part and he has really brought his team together ... So whatever he has done, whatever magic he has weaved over there, the team have so much respect and time for him and they are so engaged. And he really understands where they are coming from and he has taken that time … What has really struck me is I have asked Ryan to help with another part of the team to do the same sort of work around managing the culture, as it has got a little bit negative in places over the other side of the team, and just how excited he is to get started with that is testament to how far he has come on with this course.

Sian Perry
I have really enjoyed the challenges, new support and the activities that are all part of the Inspire Improvement Fellowship programme. Working with small Paediatric teams within our health board, we often feel a very small part of a bigger department and organisation. This programme has boosted both my confidence and enabled me to focus on working in collaboration with staff to make positive changes to the culture of each area. Spending time listening to staff, enabling them

> *to clarify their shared goals and values, generated a number of ways to improve both staff wellbeing and the service for young people and their families. While many of our changes have been small, their outcomes have been bigger that we expected. We won a local award and our ideas have spread further than we expected, even out into the paediatric community nursing team. The Inspire Improvement programme is not a one-off module, but a way of working that has and will continue to have a positive influence on both myself and the teams I work with.*

2.1.3 Self facilitated workshops

The Fellows in cohort 1 decided that they wanted to continue to meet after the 12 months of active facilitation provided by FoNS. They ran self-facilitating groups in March at the same hotel where cohort 2 were taking part in their workshops. This meant they could meet and welcome the new Fellows. They also co-created and facilitated a workshop for the new Fellows and the FoNS team in June 2019 to demonstrate what they had learnt and what had changed for them and their teams as a result of the programme (see Appendix 6 for full transcript of day). They demonstrated to themselves and to the audience that the programme had transformed them to become independent facilitative leaders.

3. Why/how did change occur?

The planned FoNS programme activity was achieved and further activity was co-created by the Fellows. The active learning approach and the safe and supportive learning environment developed through the programme enabled the Inspire Improvement Fellows to put their learning into practice with their teams. The main evidence for this will come from the programme activity and that which was co-created.

3.1.1 Programme activity

The following programme activity (see Table 5) consists of the programme planned by FoNS and then the activity that was co-created by the Fellows themselves. This was an unexpected outcome of the programme and has led to a growing community of practice that will enable, encourage and inspire the Fellows both now and in the future.

Table 5: Programme activity

Programme activity planned by FoNS
• Workshops dates: 21/22nd March, 20/21st June, 19/20th Sept 2018 (6 residential in total) • Workplace visits - 4-6 half day visits achieved • Available bursary of up to £3,000 • Sharing experiences and reflections via FoNS blog. Some examples are on the links below: **Staring the conversation - Amanda Barker** https://www.fons.org/common-room/blogs?year=2018&month=5#blg5095 **Stepping out of my comfort zone and asking people what's it like to work round here - Anna Collins** https://www.fons.org/common-room/blogs?year=2018&month=5#blg5068 **Working in new ways - Ryan Rukas** https://www.fons.org/common-room/blogs?year=2018&month=9#blg5167

Working in and from Practice - Viki Garrick and Amanda Barker https://www.fons.org/common-room/blogs?year=2019&month=6#blg5328	

Extra programme activity planned and introduced by the Inspire Improvement Fellows:
'WhatsApp' group created to stay in touch in between workshops and to share success and encourage each other   - Peer visits to gather evaluation data (Jan-March 2019)   - Met in March 2019 for self-facilitated workshop to analyse data gathered and welcome new Fellows   - Met in June 2019 to present and to co-facilitate a workshop to present evaluation data from the Inspire Improvement Fellowship to Fellows 2019 and invited guests from FoNS   - Proposed meeting in June 2020 with Inspire Improvement Fellows cohort 2 and cohort 3 (postponed due to Covid pandemic)   - Two Fellows to work as co-facilitators on the Inspire Improvement Fellowship programme cohort 3

Sharing the Inspire Improvement Fellow experience at conferences
- Jo presented at Enhancing Practice, 2018, Basel, Switzerland using a creative presentation to represent the experiences of Fellows since they started in Jan 2018. This was recorded and stored on the FoNS YouTube channel. https://www.youtube.com/watch?v=nWkLNw-K5uo   - NHS 70 event, Reading, July 2018. Jo and a Fellow shared her experience to date

- Ward Managers event, HCUK events, London, 4th March 2019. Jo and 2 Fellows presented
- Ward Managers Conference, Copenhagen, Denmark 20th May 2019. Jo and 2 Fellows shared their experiences and facilitated a 3-hour workshop for 100 participants (the invitation for this conference was as a result of a contact made at the conference in Switzerland)
- FoNS Celebration event 6th June 2019 - Posters presented and fellows met the CNO England Ruth May (pictured left)

3.1.2 End of day evaluations

In order to drill down and explore why the programme has an impact, at the end of each workshop day, the evaluation form asked **what aspect of the content from today's programme did they find the most useful and why** (see appendix 7a for full transcript). As you can see from the Table 6 below, there is a variety of the content of the day that features but that the active learning approach (Odell, 2020) is highlighted throughout the majority of the days. In addition, you can see the personal impact this is having for the individual Fellows where they describe the safety, support and active listening within the group.

Table 6: Themes from the evaluation forms (most useful)

	Methods and approaches	**Personal impact**
Day 1	- Ways of working - Artefacts to get to know each other	- Gave me confidence - I'm not alone

	• Collaborative learning • Sharing hope, fears and expectations • Critical questions • Mapping stakeholders • Participatory evaluation	
Day 2	• Mindfulness • Reflective part of active learning • Insightful discussion • Visualisation • Learning how others feel • Claims, concerns and issues	• Got a lot from active listening and sharing • Gave greater clarity • "freeing" in terms of own anxieties • Developing relationships • Felt completely involved
Day 3	• Theming the purpose of leading and facilitating a person -centred culture • Active learning • Practicing the role of the facilitator • Observation of others • Active listening	• Safety in group • Focused mind on next steps • Supportive environment • Felt like I was 'doing' the facilitation
Day 4	• Active learning • Facilitator/observer/narrator exercise • Observation of practice tool	• Clarifying what we are doing • Seeing how much we have improved • Felt validated by group • It was good to practice facilitation
Day 5	• Reconnecting with group • Sharing golden moments • Active learning • Celebrating success • What motivates us • Active listening • Resilience Based Clinical Supervision • Working together / facilitating future plans	• Ability to be honest, open and accepted • I'm doing Ok, I need to be kinder to myself • Having group support
Day 6	• Active learning • Group supervision • Small group allowing for challenge	• Light bulb moment • Created a way to measure outcomes and manage expectations • Enabled me to be honest • Clarity on how to demonstrate and share work

4. So what?

The final area of this evaluation is '*so what*'? What aspects of the programme could/should have been done differently and why? What recommendations do participants have for future programmes? Overall, this report has found that the programme has been successful in its intended learning outcomes.

4.1.1 Workshop feedback

As part of the end-of-day evaluation, participants are asked what part of the programme they find least useful and why (see Appendix 7b for full transcript).

If you ask people to tell you what they like least, they may say 'nothing' (as did many of the Fellows), or they may choose the thing they liked least. Some aspects were less popular than others (craft/creativity and relaxation/visualisation are often 'unpopular'), however, does this mean they're not valuable or useful? With a programme like the Inspire Improvement Fellowship, it's important to explore the boundaries of people's comfort zones: In a sense, it's all about doing things in new ways, which inevitably causes some discomfort. And some things, like the use of creative approaches and craft sessions may not seem at first 'valuable' or serious. People may come to enjoy and value them, or not. Either way, it's a valuable exercise for participants to experience activities and exercises they like and ones they like less. In practise, they will be working with teams with different preferences, and need to appreciate what the experience can be like. While the Inspire Improvement Fellowship Programme is always evolving, responding to individuals and the questions they bring via active learning, there was nothing in the programme of cohort 1 so disliked as to be not repeated.

Table 7: Themes from what part of the programme they find least useful and why

	Positive	Negative
Day 1	• It all helped me feel comfortable • Honestly nothing - guiding along a path I found bits of learning from all activities	• Arty/ Creative stuff - This is challenging and outside of my comfort zone • Creative session was fun but did I learn • Reaching consensus - uncomfortable • Some repetition
Day 2	• Nothing • None • All useful - coming together slowly	• Senses exercise I struggled with this • Found it difficult to follow at times • Visualisation as couldn't fix the issues
Day 3		• Muchness exercise didn't apply to me • Relaxation for muchness. Found it very hard to get into this • Values statement more time needed • Struggled with the language around muchness
Day 4	• None. I enjoyed being pushed out of my comfort zone with the facilitation exercise • None found today useful • I found it all useful to be honest	• Working with feedback from day 3 in creative and participatory way • Giving control back to the group felt uncomfortable
Day 5	• None • Nothing all useful • None • None	• Resilience Based Clinical Supervision - Struggled to find a safe space and very different to my normal practice
Day 6	• All useful	

4.1.2 Learning outcomes achieved

The learning outcome from the programme here and the evidence presented above show that the learning outcomes have been achieved, namely the following outcomes :

1. Creating caring, safe and effective cultures
2. Facilitative leadership
3. Creating a shared vision and purpose
4. Identifying and evaluating what's happening in practice in the workplace
5. Collaboration, inclusion and participation in team working and enabling staff wellbeing
6. Learning in and from practice
7. Celebrating success and continuing momentum

Addressing core work needs for nurses and midwives

A recent King's Fund report "The Courage of Compassion" (King's Fund, 2020) investigated how to transform nurses' and midwives' workplaces so that they can thrive and flourish and are better able to provide the compassionate, high-quality care that they wish to offer. The report identified that nurses and midwives have three core needs: a*utonomy, belonging* and *contribution,* which must be met to ensure wellbeing and motivation at work, and to minimise workplace stress.

A sample of feedback from the Inspire Improvement Fellows shows the ways the Inspire Improvement Fellowship addresses these core work needs, enabling them to develop autonomy and to work with their teams to enable belonging and ensure everyone's contribution is valued.

Table 8: Addressing nurses' and midwives' core work needs

Autonomy – the need to have control over their work lives, and to be able to act consistently with their values	**HF:** *'I have learnt to be far more open minded and to not be afraid of stepping out of my comfort zone'* **VG:** *'The Inspire Improvement programme has been a "game changer" for me. Most importantly it taught me how to recognise my own values and by doing this I am more able to lead by example.'* **NB:** *'I am now empowered to make and facilitate positive change.'*
Belonging – the need to be connected to, cared for by, and caring of others around them at work, and to feel valued, respected and supported	**SP** *'This programme has boosted both my confidence and enabled me to focus on working in collaboration with staff to make positive changes to the culture of each area'*
Contribution– the need to experience effectiveness in what they do and deliver valued outcomes	**VG**: *'We've been fortunate to build a culture of value and trust and this really helps us function as a team.'* **SP:** *'We won a local award and our ideas have spread further than we expected.'*

This report also makes eight recommendations and a sample of feedback from the fellows shows how the Inspire Improvement Fellowship programme addresses some of these recommendations.

Key recommendation 1: Authority, empowerment and influence. Introduce mechanisms for nursing and midwifery staff to shape the cultures and processes of their organisations and influence decisions about how care is structured and delivered	**NB** '*Working in a large organisation, I have always thought of myself as part of the team, but I believed I had little influence over the overall culture of the working environment. Since beginning the Inspire Improvement Fellowship programme my view of this has changed dramatically*'
Key recommendation 4: Teamworking. Develop and support effective multidisciplinary teamworking for all nursing and midwifery staff across health and care services	**HF** '*Undertaking the Inspire Improvement programme has I feel furnished me with new skills and ways to engage staff I would never of previously considered*' **SP** '*Spending time listening to staff, enabling them to clarify their shared goals and values, generated a number of ways to improve both staff wellbeing and the service for young people and their families.*
Key recommendation 5: Culture and leadership. Ensure health and care environments have compassionate leadership and nurturing cultures that enable both care and staff support to be high quality, continually improving and compassionate	**RR:** '*But since starting this course the change in him is really noticeable. He is much more actively engaged with his team. He actively listens to them.*' **NB:** '*As a result, shared goals, improved communication, better team work and collaboration have all been reported. This has meant better outcomes for our patients and carers and for our staff and stakeholders.*'
Key recommendation 7: Management and supervision. Ensure all nursing and midwifery staff have the effective support, professional reflection, mentorship and supervision needed to thrive in their roles	**SP** '*I cannot thank Jo enough for supporting us through this journey and for giving us the confidence and skills to improve our practice and to facilitate changes that have improved and continue to improve the care we give to the children and families we care for.*'

Conclusion

A significant amount of evidence has been presented in this evaluation to support the impact and the seven outcomes of the Inspire Improvement Fellowship:

Outcome 1: The Inspire Improvement Fellows have developed new skills, methods and approaches to create caring cultures and increased their confidence in using these.

Outcome 2: The Inspire Improvement Fellows have initiated new workplace activities towards creating caring cultures, as a result of their learning from the workshops, each other and the FoNS facilitator workplace visits.

Outcome 3: Individual Inspire Improvement Fellows have been transformed to become independent facilitative leaders.

Outcome 4: The growing community of practice co-created by the Inspire Improvement Fellows is building capacity and providing sustainability for the Fellows past the end of the formal programme.

Outcome 5: The planned FoNS programme activity was achieved and further activity was co-created by the Fellows.

Outcome 6: The active learning approach and the safe and supportive learning environment developed through the programme enabled the Inspire Improvement Fellows to put their learning into practice with their teams.

Outcome 7: The programme has been successful in its intended learning outcomes.

The Inspire Improvement Fellows report a transformational journey for themselves and their teams. This is evidenced through their vastly improved confidence as facilitative leaders of culture change, a wider range of leadership skills (leading to job promotion for some participants) and the ability to influence others. The Fellows have focused on "creating a caring culture" in their workplace and this has resulted in improved team working and morale (leading to improved recruitment and retention rates in their teams).

The variety of approaches used (including workshops/ virtual sessions, workplace facilitation and the provision of a bursary but especially active learning) within the fellowship have not only resulted in improvements in culture of care but have enabled the development of a co-created community of practice. Their community of practice enables and promotes support, resilience and self-facilitation. This has helped sustain the Fellows to continue working in person-centred ways, seeking inspiration from each other and reducing individual isolation. Indeed, they are generating new ways of working to provide each other with continued support, so developing a larger community of practice (alumni) as each cohort joins the fellowship programme.

One of the cohort 1 Fellows, Sian Perry, reflected on her journey (see Appendix 8). Her testimonial effectively summarises the outcomes of the Inspire Improvement Programme, and we would encourage you to read it in full.

Recommendations for future evaluations of the Inspire Improvement Fellowship

This evaluation has provided significant evidence of the impact and outcomes from cohort 1 of the fellowship. It is recommended that future evaluations of the two cohorts currently in progress should build on this evaluation and integrate a collective approach to develop a participatory evaluation between FoNS and the current Inspire Improvement Fellows.

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Appendix 1

Inspire Improvement Fellows 2018

Name	Organisation
Anna Collins Lead Nurse Orthopaedic Out Patient Department	South West London Elective Orthopaedic Centre Epsom, Surrey
Nicola Richardson, Cardiology Ward Sister	John Radcliffe Hospital, Oxford
Vicki Garrick Inflammatory Bowel Disease Nurse Specialist	Royal Hospital for Children Glasgow
Ryan Rukas Clinical Nurse Specialist	Midlands Partnership NHS Trust
Sian Perry Senior Sister	Hywel Dda Board, South Wales
Helen Furneaux Health Visitor	Hywel Dda Board, South Wales
Helena Brown Ward Sister	Midlands Partnership NHS Trust
Naomi Babbs Ward Sister	Midlands Partnership NHS Trust
Daren Bleek Clinical Team leader	Devon Partnership Trust
Amanda Barker Clinical Manager	Bradford District Care Trust
Michelle Young Matron	Hallam Street Hospital West Bromwich

Appendix 2

Inspire Improvement Programme 2018
Daily Evaluation

Date:

1. **What aspect of the content from today's programme did I find the most useful and why?**

2. **What aspect of the day did I find least useful and why?**

3. **What, if anything, is the one aspect of today that has had the most significant impact on my learning?**

4. **What does this mean for my practice and the clinical area I lead?**

5. **Reflecting on my own journey, this is where I am at the moment and what I am learning?** *(feel free to use this space as creatively as you wish - for example doodles, drawing, metaphor, poetry, prose ……….. Please continue over page as required)*

Appendix 3

What, if anything, is the one aspect of today that has had the most significant impact on my learning?

Day 1
- The evoke cards have impacted on me today. Before today I would never have considered using them with the team, but I actually think they might be a valuable resource
- Active listening. To be able to stop myself from interrupting others
- I have actually listened to everyone
- Understanding what active learning is and its underlying themes- I think the brief guidance of how to do it will be really useful
- Feeling collaborative with the new colleagues and a support network, knowing that I can do this and that I am not alone. Looking at myself and investing time in me to help me change the culture longer term
- I liked the creative learning "I believe the purpose of leading, facilitating and developing a caring culture" task, which surprised me. I thought this was good for us as a group
- The image (drawing) with the pot of gold, mountain, path and stages on the path for reflection.
- Participatory evaluation is where I need to start with my team
- The cohesion of the group and feeling safe to share
- The concept about "being" not "doing"
- Creating visual representation and realising all had the same views re: Pts experience is at the centre of everything we do!
- Talking with others about their experiences and how they may deal with situations

Day 2
- Mindfulness session helped me realise how stressed I immediately became when I walk into my workplace. I didn't know that about myself
- I feel that I need to try and digest content around culture more
- Being able to reconnect with my values and how important it is not to lose sight of that at work as a "leader"
- How to introduce a new concept to others. I had introduced something at work that I thought everyone would be on board with and found the opposite. I now realise I went about it all wrong
- The participatory evaluation" claims concerns and issues" I felt that this exercise could be quite empowering when used with a team
- The active listening to others (although I interrupted) but I did catch myself after and will be more aware of this now and have improved in the later session on "active listening"
- Visualising activity asked me to stop and reflect on my ward as an outsider and really think about it
- Visualisation, I will remember this for a long time

Day 3
- Shared experiences from practice and completing the mission statement as a team. Also feel more confident in facilitating and observing
- Listening to others views and learning new ideas from peers
- Listening to others' stories of how they have commenced and progressed with their journey. Pitfalls and positives. We all have common themes
- During the active learning feedback from the observers when I was the narrator
- The impact that work can have on me and what I need to re-balance this
- The seamless conclusion of the last 2 sessions galvanising the learning process
- Revising how to actively listen and I was very pleased with my verbal feedback following the critical questions I used when facilitating others narration
- Hearing others' experiences, challenges- recognising that we all work/ move forward at our own pace. Try not to be too critical of self.
- The active learning re: facilitation in the afternoon. The discussion really helped me understand what facilitation looks like and also gave me ideas for how to keep going
- Hearing similar stories of both hope and difficulty throughout the group
- Active listening. I need the practice and feel good for doing this.

Day 4
- Group work- a definite light bulb moment thanks to support of the group
- The sharing session detailed above. Felt that things fell into place and became clear (not sure how long it will last!)
- That I'm already "doing it ". I keep thinking how am I going to do this, but I have learnt I'm already in it.
- Trying a new way of facilitation which worked well and receiving good feedback
- The facilitation technique and having the opportunity to consolidate it now makes me feel ready to use it in practice with my own team
- Recognition that already have skills, that if identify the purpose prior to starting, things are much easier/feel more in control
- Realising that I do have skills that are useful/effective for facilitation, such as critical questioning and summarising things I have heard.
- Facilitation skills came much more naturally to me today
- Revisiting facilitation- I gained confidence following feedback from the group and it allowed development of facilitation style and confidence ie/ process/effectiveness
- That I have found a stick to beat myself with
- There are lots of tools I can use to gather information about my team and what is important to them. Time, place and preparation is important though.

Day 5
- Exposure to Resilience based clinical supervision
- Practicing the process
- Identifying themes about how we celebrate success
- The resilience based clinical supervision- it helped me apply a process to discussion
- Watching how well resilience based support was facilitated within my group which showed me I can do this in practice
- Active listening has/feels more embedded and realising how super......... it can be to be actively listened to
- Its always the group
- Validation of what I am doing
- Being together
- The power of the group has had a big impact on me today- Hearing about everyones artefacts was interesting
- Demonstrating at the end of the day that we can facilitate if we put our minds to it

Day 6
- Discovering the rainbow
- Light bulb moment for the way forward. Rainbow representation brought the whole process together for me
- Active learning session
- The active learning as above and the interaction with the group
- Jo and the group
- This group feels safe and that has helped me realise my success in practice and the way I look at things. The groups creative projects have been most useful
- We are all on journeys but they are different
- Admission that just 'need to crack on' and do this. That I can 'piggyback' onto current work streams
- Feel that the active learning process is embedded in how I do things and that this is now a much more natural way of working
- Articulating and agreeing that evidence=the change made
- Reminding myself how powerful it is to talk as a group and how much richer the outcomes are when we do this.

Appendix 4

What does this mean for my practice and the clinical area I lead?

Day 1
- I think that using the cards would give me a greater insight into how the team feel on a personal level rather than just a professional level. Help me to understand their concerns and difficulties
- To listen to others. Allow people time to get their thoughts across
- Ask "How "
- As this is only the first full day, it is difficult to come to a full understanding of what the course will mean to me personally and professionally. BUT I can really see the potential of this programme to help me develop my skills
- Hope! Looking at me and investing in me will help me grow and progress. Slow and steady progress
- This and the session on how to be participatory, inclusive and collaborative has made me question why we do some of the things we do
- Participatory evaluation-This has helped me identify my "starting point" and the process of implementing it (however I choose to do that) starts with collaboration with my team
- That I will learn and develop more and have more impact back in the workplace
- Potentially/ eventual dramatic change in way I perceive my role/self. Taking time to stop and think, not just doing. Team may /will be confused by this, normally 100 miles/hour- Just do
- I wish to focus more on patient experience rather than individual outcome measures
- It has given me food for thought about how I speak to people and how I listen to people. Hopefully I will take things into consideration when completing appraisals and supervision

Day 2
- I am determined to be more person centred. I think I have forgotten we are all human- I will focus more on the person rather than the situation
- Need to continue with culture, what that means for myself and how will use focus from today to work with teams
- That my authenticity will be apparent to people which will help them engage
- Greater knowledge and understanding of including people and the effects that this can have on future compliance
- I feel I will be able to use some of the techniques we used today
- I have more motivation to share this information, I need to reflect on my won skills as a leader and start the evaluation process
- Again hope: Motivation and more skills around tools I can use to start gathering data in a more creative and inclusive way

Not to judge a book by its cover. Give things a chance and see where it takes you

Day 3
- Increased confidence to apply new skills into practice. Renewed energy to achieve greater purpose and caring culture on the ward. Feel I now have more purpose and vision for ways to engage the team
- I have learned a few phrases to use in my management style
- This is going to help me consider/reconsider how I plan to continue with my plan
- I need to have tools to close down conversations that are inappropriate and ensure that I am not manipulated by team members. I can do this in a respectful way
- I need to take care of myself in order to be available to others and use my time to role model and motivate others
- I feel better prepared to have team engagement sessions, have more confidence
- I feel more confident in taking aspects of this back to work environment and more motivated to give positive feedback to senior management team
- Identify and commit to time/plans. Use sphere of influence to help to move forward/ free up time
- Active listening is tricky but really works-I will consciously do more of this now. Also ask critical questions instead of fixing
- That it isn't just my area that struggles
- To be able to "listen" and ask critical questions in a way my staff and families understand can only benefit my service

Day 4
- I will have more confidence and the ideas in my tool box for my return to work
- Hopefully I will have more confidence in carrying out active listening etc with my team.
- That they have been introduced to thinking about culture and hopefully will be ready and open to the next stages.
- I felt more confident in active listening skills
- I have a vision of where I am going next
- Identify purpose/engage/inform-plan-Invest time
- I feel more confident to take this back to the teams and I fell that I will be able to engage with them in a more open and collaborative way going forward. I now have lots of actions to plan and loads of ideas to bring to the team.
- Active listening- critical questions, supporting and challenging the team
- I will be using facilitation frequently, formally and informally. It has led to me being more self aware of my facilitation style and areas I can improve
- That I will continue the momentum
- I feel I am thinking in a more facilitative way so in practice I will purposefully do this more so that I will "be" facilitative (ie use of language, how I communicate etc with team)

Day 5
- Different approach to provision of supervision that is not purely management/ performance driven. Benefit to staff and their wellbeing
- Gaining more confidence in process to bring back to practice
- I will continue to encourage the celebration of our successes with the team through collaboration/workshops/values and beliefs sessions
- I can envisage myself using the resilience based supervision. I will aim to celebrate success more with my team- it's so powerful
- Confidence to take this back to practice. Each workshop day builds more confidence and consolidates skills. Celebrating success at work
- I will use the evoke cards for my 1:1 sessions as using them in the LTSR was really powerful- there have been a number of successes within the team and with my interaction with them
- Collaborative discussions
- That I have confidence to keep going and that enabling others is the right thing for the team
- To continue to move forward and be inclusive in everything. Families, staff and stakeholders
- Made me realise the benefit of using artefacts as a means to learning something meaningful about staff
- I'm really inspired to go back to work and put into practice things I have learnt today

Day 6
- I feel more confident to tackle new things at work now
- "Trust the process" Bite the bullet and get on with it to Inspire culture change
- I will go back and complete various activities and undertake various evaluations ie Patient story and resilience based clinical supervision
- Confidence to take back to practice, I feel I have a plan
- New thoughts, ideas, ways of working. "What's the worst that can happen?"
- Confidence to take these skills back to practice and share my experiences with patients, colleagues and stakeholders
- That I will be able to translate my experience to my team
- Clear vision of how I will move forward
- I again feel more comfortable in using "active learning" process, as well as other practice development process to facilitate learning and improvements. Also I feel more clear on how I will celebrate my successes with the team and the senior nursing managers as well as with the Health Board
- That I am more focused on the production of a medium of sharing and what that will include
- I'll be more focussed on using already existing "Time" to orchestrate group work to help maintain momentum- and celebrate success!

Appendix 5

Workplace activities shared at the June 2019 event.

1. **Elly Brown**- Emotional touch points

Using emotional touch points to understand a carer's experience of care opened my eyes to the vast range of feelings that are experienced during an admission to hospital. My patient's carer thanked me for allowing him to tell his story as he felt it was important for carers as well as patients to heard on the experience. The emotion cards that were picked when he discovered his wife of 49 years was being sectioned to hospital were
- Surprised
- Powerless
- Worried
- Helpless

He was able to describe the story around each feeling, which was difficult for him to talk about. He did become emotional during his story, but wished to continue as he knew he needed to talk to someone. When discussing the care both his wife and he had received after the initial shock. He identified the words:
- Appreciative
- Calm
- Thankful
- Cared for

By having this conversation he was able to recognise the good that had come from this initially negative experience and was happy to share this story in order to provide comfort to others. This was the first time using emotional touchpoints for me and I found it a valuable experience both for myself to look at the way we look after relatives as well as patients . As well as the relatives of the dementia suffers who finally has the chance to talk to someone who hears them and understands them.

2. **Anna Collins** interviewing a patient using the emotional touchpoint method

Anna: If you would like to tell us about your journey today in pre assessment and if we could use the words as we discussed?
Patient: Well when I came in this morning, I was very scared, very apprehensive, and not knowing what to expect and worried about the upcoming operation. Being invited for pre op assessment made everything feel very real. That it was coming and helpless, that that was it now and things were outside of my control. I was handing over my care if you like, to other people. But as soon as I arrived the members of the staff at the desk were so welcoming, I felt very confident, and everyone has been assured and they have assured me that I'm in very safe hands. So I've been relieved and I've been treated as a person. Your staff have listened to me. I have been listened to and respected and I think that makes all the difference. So I can honestly say I've had a very pleasant experience. Now I know that my next journey is going to be much easier because of today. Thank you very much
Anna: Any thing else you would like to feedback to us while you are here?
Patient: I think that is it, but I think your staff are all amazing and I have said to them, down to the person who took the blood and I've had to go to Xray, and again the radiographer came and introduced himself, and he explained what he was doing and I have to say every part of it. I also have to say that I am a member of staff working over in the main hospital and we could certainly take a leaf out of your book.
Ann: Thank you very much

3. Senior Staff Nurse from **Nicola**'s team about experience of leadership away day

As a senior staff nurse on the cardiology ward I wasn't sure what to expect from an away day that used more creative methods than we were used to. Some colleagues chose to embrace it more than others initially, but by the end we all thought the new way of thinking rather refreshing. The concept was new to us and we were all quite quiet in the beginning. By using the evoke cards to talk through our emotions, took us out of our comfort zone by getting us all talking and breaking the ice. We were sceptical at first when asked to create something visual to represent our values as a leadership team, but it was nice to look at all the things we care about and do well, rather than focusing on the need to change or improve. We loved the arts and crafts by the end of the day. We found we had the same values and shared the

same goals in the area that we work. The day gave us the opportunity to really work together, sharing ideas and theming our values. We looked at how we measured care and jotted down our ideas on post it notes and then added to the prove- improve spectrum. We were not surprised to see that we are doing a lot to prove we are giving good care in the form of monthly audits and patient feedback, but we don't do a lot to improve the care we provide. We learnt about emotional touch points and practice completing observations of care which we then took back into practice. It felt good to go off site, away from the hospital and have a day dedicated to us, with lunch thrown in. It made me feel more valued and that my opinions mattered. It was also lovely to meet Jo and share some of Nicolas' Inspire Improvement journey. Thank you.

Appendix 6

Workshop and presentation June 2019 with the cohort 2 Inspire Improvement Fellows

The fellows in cohort 1 decided that they wanted to continue to meet after the 12 months of active facilitation provided by FoNS. They ran self facilitating groups in March at the same hotel where cohort 2 were taking part in their workshops. This meant they could meet and welcome the new fellows. They also co-created and facilitated a workshop for the new fellows and the FoNS team in June to demonstrate what they had learnt and what had changed for them and their teams as a result of the programme. Eight of the 11 Inspire Improvement Fellows 2018 (cohort 1) were able to attend the June workshop. The three that gave their apologies were unable to leave their workplaces due to unplanned demands on their time. But all remain active members of the cohort and contributed to the workshop in other ways. The group collectively and independently developed the workshop self-facilitating throughout.

The audience was made up of the FoNS team and 11 Inspire Improvement Fellows 2019. They started the workshop by inviting people in the audience to pick up a picture card and introduce themselves using the picture card (see picture to the left).

When everyone had contributed to the opening session, the fellows asked the group to split up into small groups and to visit the various visual presentations placed around the walls. Each group was accompanied by a fellow who talked them through the exhibit (see pictures below). The exhibits included posters, scrapbooks, photos and quotes from people who the fellows work with, which were displayed as the ribbons from a kite. (The kite idea had been developed at their first workshop

as part of a visualisation of the purpose of leading and developing a caring culture.) The group then shared sound bites/ videos with the audience from each of the Fellows (featured above in various sections), this either represented their learning, their experience or illustrated a method they had used such as gathering patient narratives and patient poems. Once this was all heard the audience was asked to get into small groups and theme what they had heard, seen or felt about what the fellows had achieved as part of the Inspire Improvement Fellowship. They were then invited to feed this back to the whole group using a creative approach. The feedback was recorded via video (with verbal consent) and the audio was transcribed and is presented below.

Feedback group 1 (pictured left): *One of the main themes that we have taken away from today is that you have worked by each ribbon in a more systematic way. This stick person represents a generic person and all the people connecting to them, the patients, the staff, the team, the carers. This was about the ripple effect. You start off on day one and you don't have a clue and then it's all stretching out, working with the team and then getting ideas, and then gaining confidence, this is what came up across in your presentations. You gained confidence, and then you started to develop more things. It is all about improving and inspiring. And yesterday we talked about golden nuggets with Jo. And today has been a golden nugget it's been brilliant. And there is a lot of love and friendship in the room and that is very clear to see. This is to show you are completely different now you have been on your journey. For me you have given me a clear plan in how I'm going to take it forward using each of the different areas (ribbons of the CCC model). That has been really helpful to me.*

Feedback from group 2
"So we started with our FoNS Friends, because I think there is a lot of friendship in the room. Which has been absolutely fantastic. This is our spider web, symbolizing all the connections and all the "glittery" conversations that we have had. I'm taking away the building blocks, that's probably the biggest thing for us today, is that it's always an uphill, but there are always building blocks along the way and you have shown us loads of those today. It's been really good. And we have some feathers, because we feel so light and we have a clear plan of how we are going to embrace the challenges that are coming to us."

Feedback from group 3 (pictured left)
It was about separating the ribbons (of the CCC model) and looking at each part. For us it was a light bulb moment. These were the expressions we had on our faces when we started, we had lots of questions. But stripping it back and keeping it simple. We have learned a lot today about keeping it simple. Don't over complicate things and take it one step at a time. So, separating out the ribbons out has been really important and using those within sessions. This is us now, smiling and confident, we know where we are going, we know what we are doing. So those happy, smiley lightbulb faces are where we are at now as a consequence of listening to you all this morning. The golden thread at the top represents the golden thread that is the values and beliefs.

Transcript of videoed feedback from FoNS team on what they observed at the workshop

K: We did a creation, and then we have had a conversation, Jo gave A a brief really, do you want to say what the brief was.

A: Yes, how could one, synthesise the truly wonderful impact that you have been demonstrating this morning into a two minute elevator pitch for a funder.

K: So coming out from what we have seen, we have heard, we felt this morning. My two minute elevator pitch, which would be around… The people who are the improvement fellows, are fundamentally different now and that impacts on the way they do things, but fundamentally on their way of being. And as a consequence of that, that impacts on the teams they are working with. Enabling people in those teams to do things differently and become different. The end out put is that the care that you deliver and the services that you lead are fundamentally different. So that's what we would want to be talking to funders about. Yes the ultimate purpose is about improving the experience for patients and service users and their families but the way in which we do this is by really enabling nurse leaders to develop. I also think of in terms of important words that we would want to use would eb about:

- *How it reignites a real pride in nursing*
- *It gives a real sense of hope at times when it is very tough out there*
- *Recognises and contributes to recruitment and retention, which is also really important, by creating community resilience, so its not about the resilience being about the responsibility of one person within the team. Its about how we work together as a team to be resilient together*

G: I think I have captured what I have seen, heard and felt through pictures and words. It's in a circle, its that continuum, its forever moving, as K has said patients, service users and services are really a part of that. And what really stood out for me was that personal and individual transformation and growth. And the beauty of that, the direction, the pride, and the words hopeful, in light of the experiences and the challenges in the changing context of contemporary nursing.

A: So this is what are the hooks for a funder and how do you hang onto the sparkle, in the reality of the economical climate and make sure that there is a feather in the cap for the funder.

K: That was my creation, and it was about how there is something fundamentally different, and it starts in here [points to self] and spreads out and impacts on others. And I think the other thing is thinking about the idea of community resilience, you can create that within your teams, but you have also created it within this room. So, when we go to the funders to talk about supporting the alumni it about thinking about why that is important and why. You are not at an end point, you are on a continuum on this process of improvement and development, and that will impact on your teams and your services, and so therefore it's important that we support a community that enables that ongoing momentum

G: It's like those drops in the ocean, that cause that huge ripple effect

Appendix 7a

What aspect of the content from today's programme did I find most useful and why?

What aspect of the content from today's programme did I find the most useful and why?
Day 1 • Looking at ways of working and considering how they can be used with the team • Use of artefacts to learn more about each other • Getting to know each other- puts context behind thoughts • Collaborative learning- go on this journey together, creatively and passionately • The fact that throughout the day there were so many common goals, fears, hopes and expectations. This gave me confidence that I was not alone in this journey and that the rest of the group would understand my G,F,H +E • Sharing and joining the hopes, fears, expectations and critical questions. The purpose exercise was creative and gave us the opportunity to let go a little and work together • Identifying critical questions and hearing the other members of the groups questions. I found it helpful to see them themed • The workshop in the morning which demonstrated how challenging it can be to achieve a shared vision (poster). It took us a while but we totally got there. • Hearing from others and sharing thoughts, experiences and observations • Mapping of stakeholders- Not previously used this. Made me realise how many different teams/divisions of these and outside partners my role links in with. Helped me to focus where need to possibly target for most impact, effectiveness and why I maybe feel role is so fragmented • Collaboration of reusable outcomes ie: Audits/feedback/supervision • Participatory evaluation, what it is, how we can do it and why it is important
Day 2 • Mindfulness (surprisingly!). Also, I really enjoyed the reflective part of the active learning this afternoon. I believe this is called individual reflection • In contrast to yesterday I'm not able to identify one aspect of todays content. Maybe this is due to the amount of topics/conversation discussed or because contents today are so interlinked • The reflection this morning which led to an insightful discussion in our pair. We both got a lot from our active listening and then sharing thoughts. (Visualisation) • Setting out the preparation work for introducing something new. Identifying exactly how we introduced FoNS • The visualisation task I found useful because when I wrote down what I felt and witnessed it made me realise with greater clarity that the issues are environmental and a feeling • Overall have felt more relaxed "go with the flow" today. Learning that others feel "anxious, guilty, ashamed" about aspects of their practice/clinical area has been very "freeing" in terms of my own guilt and anxieties • Feedback exercise empowered us to push the boundaries and work again together. Further consolidating relationships. I found it very useful to learn about the claims, concerns and issues tool • Visualisation- a new concept for me and something I found myself completely involved in which surprised me. The scene was set and away we went
Day 3 • Theming the purpose of leading and facilitating a person centred culture. Also found the active learning exercise very valuable. • Practicing the role of the facilitator and the active listening within the safety of the group • The work around what is a person centred caring culture was good. Focussed my mind back to what we are doing and what to do next • The active learning where we practiced active listening by being a facilitator, narrator and observer • Thinking about what team engagement looks like. It re affirmed what approach I want to take and confirmed lessons learnt so far

- I found the team engagement session useful. It was helpful to be able to observe others and gain feedback
- The final session on active learning from aspects of team engagement. To hear others had similar problems/difficulties and how they overcame them was really supportive
- Observer, narrator/facilitator session. Allowed us to share, shoed common themes, recognised that all had experienced/ still experiencing challenges
- I enjoyed the active learning in the afternoon because it felt like I was "doing" the facilitation. I also liked the "muchness" stuff (although I don't like that term)
- Active learning- Narrating, facilitating ,observing
- Person centred culture-Reminding us of why I'm doing this ! Active listening- good practice

Day 4

- Active learning where we practiced in group facilitator, observer, narrator.
- I really enjoyed the session that built on yesterdays facilitation/observer/narrator session. Was extremely helpful in clarifying what we are doing and how we are moving forward.
- This afternoon and getting some ideas together for what to do in practice. Its really helpful to get concrete techniques that I can plan
- Revisiting the facilitation exercise
- Active listening in the morning worked well. Enjoyed working with same groups to see how much we had improved
- Introduction of the observation of care tool. This makes sense to me, able to see how we can practically use this. Engage teams in its use
- Practicing facilitation skills and this built on previous work and as I felt I had improved and this was validated by the group. It increased my confidence and motivation to move forward with bringing this into practice
- Observation of care- some great ideas, got me thinking about ways to get into the team
- Revisiting facilitation, planning/discussing observation of care opportunities
- Facilitation conversation this morning
- Active learning this morning- especially since it was on the back of yesterdays PM session. It was good to practice facilitation. Also liked observation of care

Day 5

- Reconnecting with the group, sharing issues/barriers, the ability to be totally open, honest and accepted
- Working out the way to "keep momentum going"- ACTIVE LINK
- Theming of what motivates us session and maintaining momentum
- Sharing golden moments reminded me Im doing Ok- I need to be kinder to myself. Active learning helped us to focus through discussion
- Theming of keeping momentum going, resilience based clinical supervision, celebrating success
- Celebrating our success- actively listening to others successes and supporting them. Having the group support and having Jo to step back to give us the chance- active listening came into its own today
- Collaborative learning this afternoon working towards our beginning and endings
- Sharing experiences and gaining inspiration and motivation. Resilience based supervision as it's a tool to take back to practice which allows exploration of the source of the emotion/ behaviour
- Working together/ facilitating future plans
- I enjoyed all the programme today. Just getting back into FoNS thinking and reconnecting has been great.
- Discussing and coming to an agreement of how we move forward as it demonstrated our previous learning

Day 6

- Deciding to focus on 2 areas, splitting off, discovery of how we knew it fitted together
- Again today all of it has been useful. The active learning session was particularly useful- Lightbulb moment!
- Group work re active learning. Created a way to measure outcomes and manage expectations

- Active learning before lunch. Where we looked at evidence and what collating evidence would look like.
- Group supervision wasn't an actual planned session but was a great way to share thoughts and processes
- Enjoyed the evidence group where we had our lightbulb moment and created our rainbow response tool of where we are going
- I enjoyed the feedback from the previous day
- Small group work allowing for challenge around how focus, move forward. Enabled me to be honest and recognise that need to just "Bite the bullet" and start
- Active learning on "evidence" as this clarified for me, what we are foscussing on and why and how we are using this in practice
- Doing the work on evidence and coming up with the "rainbow model".T he pocess was helpful with linking what we had done to the original rainbow strands but then gaining clarity on how to demonstrate and share work.
- The active learning session on providing evidence on the effectiveness of the programme

Appendix 7b

What aspect of the day did I find least useful and why ?

What aspect of the day did I find least useful and why?
Day 1 • The arty stuff just not my thing • (No answer) • I found the checking in useful but not as useful as when done individually. It felt less safe in a group- maybe because I had struggled with the self -reflection that came before it. • It all helped me to feel comfortable safe and keen to do more. Today just helped me to feel motivated about the process and keen to do more. Much more relaxed being here than the nervous anticipation of coming • The what I want from the group, the skills I bring, my question, I found went over stuff we had already covered or felt it did. Although really valued hearing about the artefacts • Honestly- I haven't found any of it "least useful". It's all guiding us along a path and I think I can see how it fits in now • The creative session. Making the kite was fun and helped with relationship building, but I'm not sure I learnt anything additional that I didn't come up with in other exercises • Found use of creative arts equipment challenging- outside my comfort zone • Attempting to reach a decision re: critical questions as no one could make a decision • I'm struggling to think of anything that was least useful as I have found bits of learning through all activities completed
Day 2 • Again, absolutely nothing. This has been great • None. Felt that was not able to fully participate today as yesterday. Maybe on reflection, this was because I did not feel fully rested and found it difficult to follow at times • The senses exercise I found it difficult to get my head around what was required and not sure what to write • I didn't want to find the visualisation useful because I'm useless at it normally, however it was better than expected and di give a good base for conversation • At the same time, I found the visualisation task the least useful because it made me feel like I couldn't fix the issues. It gave me a sense that I am in the wrong working environment which I suspected already • As it's all coming together slowly and surely, all of it has been useful • None it's all part of the journey • 5 senses reflection- just a personal choice. Struggled with getting to the point and trying to understand how this fits with everything else
Day 3 • Felt like the 'muchness' exercise didn't apply as much to my individual journey but still got something from this • I found the meditation part of the muchness the least useful because it made me feel sleepy and a little less motivated • Relaxation for the "muchness". Found it very difficult to relax, room not conducive • The muchness element. I found it hard to grasp I think because of the terminology "muchy" and "muchness". Although I did enjoy it once I got past the language • The muchness session. The idea behind it I completely agree with and it was useful thinking about physical presentation of stress and what impacts this. Not sure why we need to rebrand well-being. • "Mission statement" felt rushed. I would have liked more time to work on this as a group • All of it was useful. The session on "muchness" was good despite me struggling with the term and substituting it for wellbeing. We needed more time for active learning due to being a quad. • Relaxation session (muchness) Found it really difficult to actively engage with this • I felt the morning session where we did our values questions then a mission statement a bit challenging. I needed more time to work through that (but it was still useful)

- I really liked the idea of wellbeing however "muchness" just appeared to be a "stick" to add another label. In short it felt like it was a word masquerading as another and it wasn't helpful   - Muchness- Personal preference, not sure I know what "muchness" is
Day 4   - Feedback the evaluation in a creative way   - The feedback from yesterday's session just didn't feel that I gained anything from the way it was fedback   - Presenting the evaluation back from yesterday. I don't mind doing the creative feedback but if I have to say then this was least useful   - Providing feedback from day 3. Felt that my time could have been used more productively learning   - None. I even enjoyed being pushed out of my comfort zone with the facilitation exercise   - Initial unexpected change of control with Jo giving the group responsibility for how/what methods we would use(active learning)   - Because we are looking at different ways of doing/being etc then even previous covered topics such as observation of care were given a new "spin". It took a while to realise that Jo was challenging us to take control of our learning but once that had sunk in it was really useful   - None found today very useful   - Presenting feedback   - Being creative with feedback is something I struggle with because it is not something I find natural   - I found it all useful to be honest. I thought the change from a "directive" approach taken by Jo this morning was challenging, but I could see why she helped us do this
Day 5   - N/A   - None   - Nothing it has all been useful   - None of it- honestly- it was all useful and I kind of understand the process more now, so I stay engaged   - None   - The Resilience based clinical supervision practice- We struggled to find a safe space to do this and then ran out of time- We needed to organise that in a different way   - I really liked the concepts of resilience based clinical supervision but it contradicted in processes I commonly practice and we as a group were interrupted in our first mindful stage. Not enough time   - Nothing was not useful   - Resilience based clinical supervision. I like it but just need to get my head around it. I don't quite understand it yet.   - All good- no useless bits   - Resilience based clinical supervision. Just because I feel that I need more exposure to this before understanding it
Day 6   - None of it. I feel we have made really good use of the time   - Nothing it was all really useful and relevant   - Nothing   - All was useful   - None all useful   - There was nothing that I couldn't use   - Nothing. As usual I found everything useful and thought provoking allowing for self reflection   - All of today has been really useful   - All been beneficial   - Honestly (again)- none of it. We steered these 2 days (with Jo's help) all by ourselves effectively. It was all useful

Appendix 8

Nov 2020: Sian Perry - Inspire Improvement Fellow 2018

The inspire improvement program was something I was encouraged to apply for and once I had read up about the aims, I really felt that this was the type of leadership and improvement program that would suit my leadership style. By the time I arrived at day 1 of the course, I had suffered a difficult bereavement and partially due to this I had lost a lot of confidence in my own leadership and management skills.

I have just reread my personal diary entries for those first two days and honestly it was so refreshing to feel again that I was with a core of people who in the words of Vikki "got me". The course was definitely challenging but so interesting and we had such fun that I went home two days later and was able to put in to practice all of the "homework" and groundwork that both myself and my team needed to move on from a difficult place.

I learnt some techniques for managing my manager, which I still need to use on a fairly regular basis and yes it was really scary to ask for feedback on my leadership style and skills and to challenge the ingrained culture of some of the more intractable staff. But I did it, I survived and I gained a lot of respect from staff and I respected myself for having done it. The rest of the course was nowhere near as daunting as those first few "homeworks".

Since then, I managed to complete all the "homeworks", spent a lot of time celebrating and encouraging staff to celebrate their own successes, ran collaborative band 6 days across 6 paediatric areas, supported newly qualified nurse preceptorship days/ week alongside other collaborative and interactive away days all since 2018. Even in the current covid restricted times, I've been asked if we have any "away days" planned.

I applied for and was successful in gaining a practice development post which is the first paediatric one for our health board, I have been able to use my *manage my manager skills* to have more practice educators/facilitator posts considered as part of the long term plan for paediatrics, which for me shows that I have proved my worth as a practice development nurse and the worth of investing in staff development.

I have seen small changes in culture within our unit but I have seen deeper and more meaningful staff reflection and interactions with each other, the medical staff and children and their families. We have made small changes that has led to better feedback for staff, we have been featured in the nursing press and raised the profile for paediatric nursing within our trust.

We have used the evoke cards in numerous situations and seen them embraced by many members of the team as really useful tools for feedback, reflection and for making sense of difficult decisions. We are not using them routinely as yet but I live in hope.

I cannot thank Jo enough for supporting us through this journey and for giving us the confidence and skills to improve our practice and to facilitate changes that have improved and continue to improve the care we give to the children and families we care for.

Jo, you are our inspiration and when I am stumped as to how to deal with any situation, I can ask myself "what would Jo do here?", "what's the worst that could happen?" go back to my course work books and materials for help, ask the 2018 FoNS group or you for ideas or just support.

The inspire improvement program for me has been worth its weight in gold and I can only hope it continues to do so for many years to come.