



Planting the Seeds for Change: A Participatory Service Evaluation of the "Leading and Facilitating the Development of Person- Centred Care and Cultures" Programme

A participant follow-up impact report

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1.0 Executive Summary

The "Leading and Facilitating the Development of Person-Centred Care and Cultures" programme, co-created with Norfolk and Suffolk NHS Foundation Trust (NSFT) and the Norfolk Initiative for Coastal and Rural Health Equalities (NICHE), was jointly commissioned by the former Norfolk and Waveney Clinical Commissioning Group and NSFT to support workforce transformation as part of the Trust's improvement plan. A theory of change for this programme centres on the idea that by investing in the growth and development of staff, NSFT can foster meaningful improvements in clinical leadership, team dynamics, and ultimately patient care. The programme was co-designed to support participants in making real, practical changes that align with the Trust's long-term strategic goals.

The programme, held over five residential days in June 2023, provided an intensive experiential period of learning and not 'just another teaching or training' event. Instead, the programme's intention was to achieve workforce transformation, focusing the learning experience on embedding person-centred care, cultivating compassionate leadership whilst fostering a supportive and effective workplace culture. Activities throughout the residential week provided a safe facilitated space as a catalyst for personal and professional growth, that was grounded in people's workplace experiences and daily clinical practice: 'planting seeds for change'.

Twenty-five clinical leaders from various services within NSFT participated in this immersive programme, designed around active participation, critical reflective practice, and collaborative group learning. The residential aspect of the programme is relevant, as it aimed to provide space for critical reflection, and a social space for building and engaging in the development of supportive person-centred relationships. Over a twelve-months follow up period, post the residential week, participants engaged in a comprehensive support period, receiving ongoing coaching, one-on-one sessions, and group workshops. This sustained support ensured that insights gained during the residential week were retained, but also deeply embedded into their daily practice, which was reflective of participants 'commitments to act' made at the end of the five days residential programme.

In summary, the programme evaluation has revealed a marked impact on participants, across different aspects of:

- **Personal and Professional Growth:** Participants reported a significant shift in their self-awareness and leadership capabilities. They gained new perspectives on their roles, developed a clearer sense of role purpose, and acquired practical skills that they could immediately apply in their work. This growth extended beyond individual development, contributing to enhanced leadership effectiveness across clinical teams within the Trust.
- **Stronger Team Dynamics:** The programme fostered a sense of unity and collaboration amongst participants. Many noted a significant improvement in team cohesion and respectful communication. The principles of compassionate, person-centred leadership, central to the programme, translated into participants influencing a more supportive and open team environment, where psychological safety and mutual respect had become the norm.



- **Enhanced Patient Care:** With a deeper understanding of person-centred care, participants were able to bring these practices into their teams, leading to tangible improvements in person-centred care. The focus on compassionate leadership not only improved the work environment but also had a direct positive impact on the quality of care provided to service users. Participants reported that their teams were better equipped to handle complex patient needs with empathy and consistency, leading to improved outcomes for service users.
- **Seeds for Workplace Culture Change:** The programme served as a catalyst for broader workplace cultural change within NSFT. By empowering leaders to embrace and model compassionate, inclusive leadership, the programme set in motion a shift towards a more person-centred workplace culture. This cultural shift shows promise to have lasting effects, contributing to a more cohesive, supportive, and effective workplace across the Trust.

**An initial evaluation of the five-days Residential Programme was conducted during the week of June 2023, capturing immediate outcomes and participant feedback. This service evaluation focuses on assessing the long-term impact of the programme, exploring how the seeds of change planted during the June 2023 week have taken root and flourished over time. The report aims to provide a comprehensive understanding of the programme's enduring value to NSFT, highlighting sustained developments in leadership practices, team dynamics, and person-centred care delivery.*

The 5 Day Residential Programme Report, published 15th August 2023, can be accessed at:
[NSFT + NICHE Residential Programme - Final Report.](#)



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2.0 Evaluating the Programme's Potential Value to NSFT: A Seed for Change

This longitudinal service evaluation report explores the impact of a bespoke facilitated residential programme entitled "**Leading and Facilitating the Development of Person-Centred Care and Cultures**" (known throughout as 'the programme'), developed in collaboration with Norfolk and Suffolk NHS Foundation Trust (NSFT). The programme, envisioned as planting a seed for change within the Trust, was integral to NSFT's improvement and culture recovery plan, linked to outcomes identified in a series of Care Quality Commission (CQC) reports. It was designed to foster cultural change and enhance clinical leadership across the organization, with the expectation that seeds of growth planted in participants would mature into significant, long-term benefits for the Trust.

To evaluate the impact and potential economic benefits of this initiative, a realist evaluation method was employed (Pawson and Tilley, 1997). This approach aims to understand how the programme operates, why it matters, and the diverse outcomes it generates, both anticipated and unforeseen. By capturing participant feedback and qualitative data (as impact narratives), the evaluation provides informed recommendations that reflect the real-world implications of the programme, ensuring that seeds planted through this initiative are nurtured to their full potential.

The programme's potential to deliver significant value to NSFT can be envisioned as planting a seed for change, within each of the participants, by supporting both practice and professional development. This seed has been nurtured through the programme's carefully designed interventions, holds promise for future growth that extends far beyond the initial investment. Just as a well-tended seed develops into a strong resilient plant, the skills, insights, and connections fostered by the programme are expected to mature into substantial contributions to the Trust's mission of *improving together* (NSFT Trust strategy, 2023¹).

These benefits are not only immediate, but they also represent a long-term investment in the Trust's improvement sustainability. The programme has sown seeds of personal and professional development in participants, which, with continued support and opportunities, will bear fruit in the form of enhanced leadership, improved team dynamics, and elevated service delivery. This growth aligns closely with the Trust's strategic objectives, ensuring that the initial investment pays dividends as participants apply their newfound knowledge and re-ignited skills to drive improvements across the organization.

Moreover, just as a single plant can contribute to an entire ecosystem, the positive changes within individual participants are expected to ripple/pollinate throughout the Trust. As participants grew in their confidence, and clarity in leadership roles, the benefits start to cascade and spread throughout their teams and colleagues, fostering a culture of collaboration, innovation, and compassionate care that will strengthen the entire organization. Over time, roots will deepen, leading to a more resilient and effective workforce, capable of adapting to challenges and continuously improving the quality of care provided to service users.

¹ NSFT Chief Executive's Blog 19 August 2024: <https://www.nsft.nhs.uk/news/improving-together-supporting-each-other-for-a-stronger-future-3346/> (last accessed 28/8/24).

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In this way, the programme has laid the groundwork for sustained growth and development, ensuring that the Trust benefits from the rewards of its investment for years to come. The programmes' alignment with the Trust's strategic goals, and the process of co-facilitation underscores the programme's added value; demonstrating that the initial resources allocated were not merely spent, but invested in a future of greater productivity, better service delivery, and a more compassionate, cohesive workplace culture.



3.0 Overview of ‘the Programme’: Cultivating Seeds for Change Across the Trust

The overall programme was co-designed and planned to cultivate growth among clinical staff in leadership roles across the Trust, as a process of improvement that would directly contribute to the Trust’s long-term value. The five-day residential period served as fertile ground where participants were provided with an intensive experiential experience, co-created as focused time and a psychologically safe space to (re)learn and work together, testing out tools and approaches for leading and facilitating person centred workplace cultures. This curated setting allowed participants to critically reflect on their current workplace cultures, identifying both personal and professional development needs, as seeds for future growth and aspirations. Participants were introduced to a variety of theoretical and evidence-based concepts aimed at initiating and sustaining improvement. The focus throughout the five days was on nurturing person-centred practices taking root, embedded as lived values used in daily clinical practice; ultimately enhancing and sustaining a highly effective workplace culture, directly translating into improved service delivery experience and compassionate leadership within the Trust.

The twelve-month follow-up support sessions ensured long-term value to the Trust’s clinical workforce as important culture change agents. Participants had the opportunity to work with a designated facilitator, who guided their learning to transfer learning into practice. The 12 month follow up work focused on their personal “commitments to act”, that had been formed on the final day of the residential programme. These follow up sessions provided regular (monthly) check-ins and coaching, ensuring that the growth initiated during the residential week continued to thrive and develop. Our evaluation has revealed how this process has led to enhanced team dynamics, better patient care, and more resilient leadership across the organization. (Refer to Section 8 impact narratives).

3.1 The Residential Programme Structure: A Garden of Learning for Value Co-Creation

The residential programme was intentionally crafted, not as a conventional didactic training course, but as a dynamic experiential learning experience, co-designed to create tangible added value for the Trust. It employed active, participatory, and creative approaches to enhance group and individual learning, drawing upon participants’ own experiences within their workplace contexts. This method ensured that any seeds for change were able to be deeply rooted in real-world contexts, making the learning not only relevant but immediately applicable, thereby enhancing the Trust’s operational effectiveness.

Throughout the week, the focus was on cultivating a shared understanding of challenges associated with working across NSFT, with particular emphasis on influencing positive change at the clinical interface of care and enhanced inter-professional practices. The facilitated process throughout the week was crucial in enabling participants to actively engage in the week’s activities and witness person-centred practices in action. Three NICHE Facilitators and three NSFT Co-facilitators worked in the same pairs throughout the week, representing a partnership approach to shared learning, with each pair taking a lead role on one of days across the five residential days. The pairs were also responsible for offering active learning facilitation to participants in closed learning groups each afternoon. This collaborative infrastructure enriched the learning environment, through role modelling effective team

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work, and in encouraging the seeds of personal and professional growth planted, through open dialogue, real-time feedback, high support and high challenge conversations, all of which helped to ensure that insights for change would continue to grow, adding long-term value to the Trust by fostering a culture of continuous improvement, compassionate leadership, and enhanced service delivery.

3.11 The Residential Programme Objectives: Cultivating Growth at Every Level

The NSFT/NICHE residential programme was carefully co-designed to cultivate growth and added value across all levels of the Trust, from broad organizational strategies to individual practices, to team and patient experience. The objectives were structured to ensure that seeds planted during the programme would have the right environment to further flourish and contribute to a cohesive, effective, and compassionate organization.

Macro-Level: Contributing to Organizational Strategy and Culture Change

- **Developing Shared Values and Vision:** The programme aimed to develop shared values, understanding, and a unified vision for NSFT's improvement plan, rooted in contemporary evidence and literature relevant to Practice Development (Hardy et al, 2021). By aligning these elements, the programme sought to establish a strong foundation for an organisational culture that supports continuous growth and workforce development as strategic alignment across the Trust.
- **Establishing Effective Workplace Culture:** Another key objective was to establish a deeper understanding of what constitutes an effective workplace culture, one that is underpinned by person-centred, compassionate, and collective leadership. This focus ensures that the Trust's culture supports and nurtures the seeds of effective clinical leadership and service excellence.

Meso-Level: Empowering Teams through Evidence-Based Practice

- **Promoting Evidence-Based Practice:** The programme was designed to promote the use of evidence-based methodologies at team level. By encouraging shared learning and reflection, it helped clinical leaders to envision how to facilitate their teams to integrate theoretical insights into their daily practices, regularly evaluate actions, ensuring that their approaches were both effective and aligned with the Trust's broader objectives.

Micro-Level: Enhancing Individual and Small Group Practices

- **Real-World Facilitation and Learning:** On an individual and group level, the programme emphasized a practice-centred, real-world approach to facilitation, reflection, and active learning. Drawing on practice development methodology (Manley et al, 2021), this objective was designed to plant the seeds of innovative thinking and adaptive learning, ensuring that participants could apply foundational theories and evaluate their effectiveness in their daily work.
- **Grounding in Theoretical Foundations:** Finally, the programme aimed to embed underpinning theories of person-centredness, workplace cultures of safe and effective practice, plus compassionate, and collective leadership into everyday practices. By grounding participants in these foundational concepts, the programme ensured that learning and growth initiated would be sustainable and deeply integrated into the fabric of the Trust's operations.

3.12 Summary of Activities Across the Residential Week

<p><i>Day One: Welcome</i></p> <p>The first day set an experiential learning approach for the week focusing on; building a foundation of psychological safety and well-being, preferred learning styles. Participants were introduced to the programme's structure and objectives, and engaged in activities to explore their hopes, fears, and expectations. This day emphasized collective learning, reflection, and recognizing different learning styles, which helped to establish a supportive and inclusive environment from the outset.</p>
<p><i>Day Two: Person-Centredness</i></p> <p>The second day delved into the theoretical foundations of person-centred practice, drawing from key psychological and mental health theories. Participants explored concepts of self and personhood, engaged in creative exercises, and discussed the application of person-centred care in their professional contexts. This day was crucial in helping participants understand and embrace person-centred approaches, setting the stage for deeper personal and professional transformation potentials.</p>
<p><i>Day Three: Person-Centred Cultures of Practice</i></p> <p>Day three focused on examining and reshaping workplace cultures. Using the "Guiding Lights for Effective Workplace Cultures" (Cardiff et al, 2022) framework, participants visualized their current workplace culture and collaboratively envisioned what it was, and how it could be. Creative exercises, such as building a workplace culture as a creative installation, facilitated deep reflection and discussion, helping participants to see, feel and articulate their workplace culture, connecting their learning to practical changes that could be implemented alongside insights into internal and external influences.</p>
<p><i>Day Four: Compassionate Leadership</i></p> <p>On the fourth day, the focus was on compassionate leadership and self-compassion. Participants engaged with ideas from leading thinkers on compassion and leadership, plus reflected on the importance of self-care in their roles. Activities emphasized the need for building trust, living and working with integrity, and courage to be vulnerable. This day reinforced a connection between personal well-being and effective, compassionate leadership, providing participants with valuable insights and strategies to <i>support themselves and their teams</i>.</p>
<p><i>Day Five: Evaluation and Closure</i></p> <p>The final day was dedicated to consolidating the week's learning and planning for the future. Participants shared their insights and reflections through various creative methods, including poetry and movement. The day concluded with discussions on how to apply their (re)new knowledge and skills in their work settings. The programme ended with participants expressing a strong sense of accomplishment and commitments to act, plus to ongoing interest in further personal and professional development.</p>

Table 1. Summary of activities across the residential week.



3.2 Twelve Month Support and Follow-Up Period

Following the initial five-day residential programme (as outlined above) participants were offered the opportunity to work with a designated facilitator to enable them to transfer their learning into practice and to focus on their "commitments to act," providing regular check-ins and coaching sessions.

This follow on support was provided in a variety of ways, tailored to participants working lives and preferred learning styles:

- **Individual 1:1 Sessions:** Personalised coaching to address specific challenges and to support continuous personal and professional growth.
- **Small Group Meetings:** Facilitated discussions among participants to share experiences, offer mutual support, and reinforce learning.
- **Three in-person Workshops (November 2023, March and July 2024):** Encouraging continued connection and collaboration amongst participants, to build and sustain a strong supportive peer network.

4.0 Assessing the Growth: The Programme's Impact on Participants

This section explores how the programme has nurtured the seeds of growth in participants, influencing their professional practices, leadership styles, and personal development. By reviewing the feedback and experiences of those who took part, the aim was to understand the tangible benefits and lasting changes the programme had cultivated. These seed for growth changes include:

- blossoming of compassionate leadership,
- rooting of person-centred care practices,
- deepening of self-reflection and alignment with core values, plus
- enhancement of overall well-being and job satisfaction.

Understanding these impacts offers insight into how effectively the programme has helped participants grow and flourish, ultimately fostering a more caring and efficient workplace culture within and across NSFT as a thriving organisation.

4.1 Participatory Service Evaluation: Methodology and Implementation

The foundation of this service evaluation is rooted in the concept of participatory evaluation (Odell, 2018), emphasizing the principles of participation, collaboration, and inclusion. Much like nurturing a garden, this approach allowed all stakeholders to contribute to the growth and understanding of the programme's impact. The evaluation was guided by a realist evaluation framework, pioneered by Pawson and Tilley (1997), designed to uncover *what works, for whom, in what contexts, and why?* — much like assessing which seeds thrive best in what specific conditions. This methodology was chosen for its ability to navigate the complexities of real-world interventions, particularly in the nuanced complex landscape of health services. To assess the programme's effectiveness, from this participatory perspective, two core evaluation components were implemented:

4.11 Impact Narratives Developed from Semi-Structured Interviews

To undertake the evaluation, participants and facilitators were invited by email, towards the end of the twelve months follow up period, to take part in semi structured interviews. The semi-structured interviews were conducted to gather detailed insights into their experiences and explore the impact of the programme.

These interviews were conducted virtually via MS Teams to ensure privacy and confidentiality. The interviews were recorded, transcribed, and then meticulously reviewed to develop impact narratives by two NICHE researchers/ evaluators (who had not been a part of the residential week delivery team). Each impact narrative was shared back with participants for verification, ensuring accuracy and authenticity of the captured experiences. Nine participants and two facilitators (n=11) took part in the semi structured interviews. Only the nine participant impact narratives developed were fully verified at the time of writing this report.

4.12 Celebration Workshop Incorporating Participatory Evaluation

The Celebration Workshop, held in July 2024, served as a pivotal milestone in the programme, marking both the conclusion of the programme and the beginning of a new journey for the participants.

Fourteen participants attended this workshop, which brought participants and facilitators together in a form of ‘homecoming’, held one year after the residential programme and in the same venue, which was both a heartwarming and professionally revitalizing experience, as people re-connected in a familiar physical space.

The workshop's design echoed the principles of participatory evaluation, ensuring that every voice was heard, and each participant had an active role in shaping the collective insights. To foster an emancipatory discourse that empowers participants to take control of their own learning and development, three verified impact narratives were shared during the workshop, with the permission of those involved. These narratives, when read aloud verbatim, allowed fellow participants to gain access to the personal journeys of their peers and served as a mirror and trigger from which others could then critically reflect on their own experiences. Participants were invited to identify common themes that emerged from the narratives and were encouraged to connect these insights to their own professional learning paths, reflecting on both the challenges and opportunities within their workplace and professional contexts.

Attendees then were invited to gather into small groups to share their reflections and identify common themes from the narratives. In these intimate discussions, they delved deeply into the themes, exploring how the programme had supported their personal and professional growth. The groups then openly shared their insights, as a large group, fostering an atmosphere of openness and collaboration that aligned with the programme’s original core objectives. This process allowed for cross-pollination of ideas and ensured comprehensive coverage of participants individual and collective insights. The feedback was then summarized to provide an overview of the collective learning outcomes.

The workshop concluded with two reflective sessions, that proved to be emotional and “heartfelt”. In the first, participants wrote their personal aspirations, warm wishes, or farewell messages for fellow members on pieces of coloured paper, which were then openly displayed for everyone to see as a banner of hope and well wishes. In the second, a symbolic pot plant gift was passed around the group, who stood in a circle, with each participant handing the ‘gift’ to someone they wished to express their specific personal gratitude towards. These activities created an emotionally touching and meaningful close to the programme and the process emphasized the bonds that had formed and the supportive community that had developed. It is anticipated that the sense of connection and appreciative relationships fostered will continue to cascade into the workplace, further strengthening teamwork and positive interactions across the organization.

4.2 Harvesting Insights: Evidence Gathered from the Celebration Workshop

As previously outlined, the celebration workshop was intentionally designed with a participatory evaluation approach, akin to nurturing a shared garden, where each participant’s contributions help the whole to flourish, as a bio-diverse eco-system. This curation approach ensured that participants could actively sow their perspectives into the evaluation process, making their personal insights contribute to understanding the programme's overall impact. The following reflections and insights from participants provide a rich harvest of evidence, illustrating how the programme nurtured their personal and professional growth and capturing the profound effect it had on their development and experiences.

4.21 Keywords Extracted from Participants' Self-Reflections During the Workshop

As part of the workshop's warmup exercises, participants were invited to reconnect with one another by reflecting on the five-day residential programme and the subsequent twelve-months support period.

The keywords, jotted down by hand during moments of self-reflection, weave a rich tapestry of the personal and professional growth experienced during this time. These words capture a wide range of emotions, insights, and developments, highlighting the deep connections formed, the challenges overcome, and a renewed sense of purpose and creativity that emerged.

By grouping these keywords into thematic clusters, we can better understand the multifaceted impact of the programme and its influence on participants' journeys, both personally and professionally. Quotes are provided verbatim, from written feedback collected at the celebration workshop.

1. Personal Growth and Self-Discovery

- *Self-compassionate, in search of the 'me', reignite, re-nourish, re-energize, balance, think and feel, confidence, emotional, moving forward, possibilities, excitement, be patient with myself, wisdom, articulation of self, intuitions, role and purpose, thrive, authenticity, re-remember, blessed, re-connect, be OK with that*

This cluster reflects the personal growth journey, where participants engaged in deep self-reflection, rediscovered their passions, and developed a renewed sense of purpose, confidence, and emotional resilience.

2. Emotional and Reflective Experiences

- *Reflective space, head space, thoughtful contemplation, nostalgic, emotional energy, safe space, brightness around us, beacon of hope, turbulences, frantic, distress, away from the wind and tide, reflective, conversation, challenging, wisdom, radiate, rare chance, different ways of knowing*

This cluster of keywords captures the emotional and reflective dimensions of the programme, where participants found a safe, contemplative space to navigate challenges, reconnect with their emotions, and find calm and hope in turbulent times.

3. Community and Relationships

- *Feel like family, part of family, friendship, network, build close relationship, safety and security with each other, be with everyone, stay in touch with people, network beyond work circle, differences among us, communication, reach-out, trust, trusting, faces enlighten me, hope, juggling life*

This grouping emphasizes a strong sense of community and connection that was fostered among participants, creating lasting relationships built on trust, support, and mutual understanding in both personal and professional settings.

4. Creativity and Professional Development

- *Dynamic, organic, passion, radiate, imagine, creativity, thrive, sustainability, live and work by my values, embrace value, bring creativity to work, develop the way to work with Trust, brightness around us, articulation of self, thoughtful contemplation, role and purpose*

These keywords underscore the creative and professional dimensions of the programme, where participants were encouraged to think dynamically and to embrace their values in innovative ways. By fostering an environment that acknowledges and leverages multiple intelligences, as outlined in Gardner’s model (1993), the programme promoted diverse learning styles and active participation, facilitating both personal and professional growth.

4.22 Common Themes Identified Across the Three Impact Narratives

During the Celebration Workshop, participants engaged in a reflection on three impact narratives, identifying a range of common themes that encapsulate the holistic influence of the programme. These themes reveal profound personal and professional growth experienced by participants and highlight how the programme's principles had been embedded into their daily practices. By categorizing these themes into broader categories, it allows for a clearer appreciation of the comprehensive impact of the programme, from individual self-awareness and resilience to enhanced team dynamics through to the nurturing of a supportive work environment.

The following table organizes themes into key categories, illustrating the interconnected nature of the programme’s outcomes and the lasting influence it has had on participants.

Category	Common themes identified
1. Personal Growth and Self-Awareness	Holistic Personal Development, Self-Realisation/Awareness, Self-Compassion, Confidence in Tackling Difficult Conversations, Presence, Rewild, Being Present, Revitalisation, Increased Resilience, Rewild
2. Professional Development and Practice Integration	Work History, Learning Embedded into Practice After Programme, Positive Feedback, Increased Compassion, Sticking to Personal Values, Experiential Learning, Deep Learning, Embedding What Happened, Commitment, Movement Within the Same Job Role or to a Different One, Person-Centredness, Confidence
3. Team Dynamics and Collaboration	Team Communication, Support, Shared Responsibility, Team Wellbeing and Resilience, Nurturing the Team, Trusting Relationship, Collaborative Working, Connectedness, Togethering, Shared Unique Experience, Warmth
4. Wellbeing and Work-Life Balance	Work-Life Balance, Personal Well-Being, Self-Care for Oneself and Colleagues, Psychological Safety, Being Able to Take on Challenges at Work, Go with the Flow, Relating to Others
5. Community and Authentic Connections	Trust, Networking, Genuine, Authentic, Hopeful, Honesty, Inspires, Inclusive, Etiquette, Connected Relationship

Table 2 Common themes identified by participants across the three impact narratives.

4.23 Elements of the Residential Programme: A Path to Impact

In a follow-up task after identifying common themes across three impact narratives, participants were invited to connect these themes with specific aspects and elements of the residential programme.

Through their collective reflections, participants specifically highlighted elements presented in Table 3 below that deemed crucial to their journey.

Programme Element recollected by participants	How It Addressed Common Themes Identified by Participant Groups
Generates an Atmosphere of Hope	The residential components and daily debriefing sessions were designed to cultivate a supportive environment, directly addressing the participants' call for an atmosphere of hope and positive change.
Demonstrates Authenticity and Humanity	To align with the participants' emphasis on authentic connections, the programme encouraged leaving egos (job titles) at the door, fostering genuine, human-level interactions and demonstrating humanity in leadership.
Compassionate Leadership	The programme promoted the idea that everyone can be a leader, resonating with the participants' identified need for compassionate, inclusive leadership that values empathy and authenticity.
Everyone Can Be a Leader	Responding to the theme of inclusive leadership, the programme was designed to empower all participants, regardless of title, to embrace leadership roles, thereby reinforcing that leadership is accessible to everyone.
Permission to Be Creative	The programme provided participants with the 'permission' to be creative, a theme strongly valued by the participant groups. This was facilitated through the residential experience, where creativity was encouraged and supported.
Authentic at Work	Recognizing the participants' desire for authenticity in the workplace, the programme created a safe space where participants could express their true selves, enhancing both personal satisfaction and team dynamics.
Enabled People to Connect at a Human Level	The programme's design supported deep, human-level connections, addressing the participants' need to engage beyond job titles and fostering trust and respect within the group.
Leave Egos (Job Titles) at the Door	By encouraging participants to leave egos and job titles at the door, the programme ensured an egalitarian atmosphere, which was a key theme identified by the participant groups.
Residential Components	The residential components were central to the programme's design, offering a fully immersive experience that participants recognized as essential for building strong, lasting relationships and group cohesion.
Debriefing at End of Day	The daily debriefing sessions were a crucial part of the programme, providing reflective time that reinforced the day's lessons and aligned with the participants' need for continuous reflection and growth.

Table 3. Elements of residential programme that deemed impactful to participants' journey.

4.3 Thematic Analysis of the Impact of the NSFT Programme on Interviewees

A thematic analysis of the nine participants' interview data was conducted by two NICHE team members (who were not facilitators of the residential programme), undertaken to capture the multifaceted impact of the NSFT Residential Programme. The results of this analysis reveal a comprehensive schema that encompasses various dimensions of growth and development,

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demonstrating the programme's effectiveness in fostering a supportive, reflective, and compassionate workplace culture.

The schema begins with individual growth, extends to leadership and team dynamics, impacts service delivery, fosters professional networks, empowers individuals, builds resilience, develops practical skills, and culminates in broader workplace culture changes. Each theme builds on the previous (like a spiral), illustrating a comprehensive and holistic impact on participants.

This schema provides a clear understanding of the diverse and far-reaching benefits of the programme, highlighting its role in seeding leadership excellence, team cohesion, and enhanced patient care.

The NSFT/NICHE Residential Programme had a profound and multifaceted impact on its participants. Thematic analysis on the interview data reveals a comprehensive schema that encompasses various dimensions of growth and development, illustrating the programme's effectiveness in fostering a supportive, reflective, and compassionate workplace culture.

Level	Aspect of Impact Identified
Micro-level	4.31 Personal and Professional Growth
	4.32 Resilience and Emotional Well-Being
Meso-level	4.33 Changes in Leadership Perception and Style
	4.34 Improvement in Team Dynamics and Wellbeing
Macro-level	4.35 Enhanced Care for Service Users
	4.36 Seeds for Workplace Culture Change

Table 4. Aspects of impact identified across the 9 impact narratives.

It starts with individual growth, extends to leadership skills, onto team dynamics, that then impacts service delivery, fosters professional networks, which in turn empowers individuals, builds resilience, develops practical skills, all of which culminates in a broader impact on workplace culture changes. This schema serves as a framework for understanding the diverse and far-reaching benefits of the programme, highlighting its impact in promoting leadership excellence, team cohesion, and enhanced patient care.

To fully appreciate the impact highlighted by the scenarios or quotes, please refer to the nine full impact narratives in Appendix VI.

4.31 Personal and Professional Growth

Participants experienced significant personal and professional growth, gaining new perspectives and strategies through deep reflection on their roles and experiences. This growth helped them become more effective leaders and better understand their professional identity and clinical leadership role. The programme also facilitated the development of practical skills that participants could apply directly in their work, enhancing their day-to-day effectiveness.

Relevant Scenario/Quotes
<p>Narrative 1: <i>"The residential programme combined with three follow-up support sessions over the last 12 months has also really helped me to develop the confidence to have braver conversations. I am now able to manage those conversations, in a more thoughtful and confident way, and not shying away from them, than I think I would have done in the past."</i></p>

Narrative 2: <i>"As a result of the programme, I decided not to take another role in another trust, which I had been successful at interview and been offered, and I decided to stick with my current role."</i>
Narrative 3: <i>"So I now critique things a bit more and sometimes naming things. Before I'd notice, nonverbal aspects or there would be some undercurrents, but now I'm much more comfortable about naming them and actually acknowledging them."</i>
Narrative 4: <i>"When I started on the programme, I was working as a case manager, I wasn't planning to become the team manager, but when we talked about ourselves as future leaders, I guess that changed my thinking."</i>
Narrative 5: <i>"At the end of the programme, I started to think of myself as a leader within NSFT, rather than just as a leader for my team."</i>
Narrative 6: <i>"I now will spend up to two hours in the induction process. The aim is in helping new starters to 'flourish' and experience 'compassion' of curiosity."</i>
Narrative 7: <i>"The insights gained have stayed with me, gradually integrating into my professional practice. This experience has deepened my understanding of compassionate leadership and the importance of being present and considerate in all interactions."</i>
Narrative 8: <i>"It has made me more creative in tackling new challenges and more resilient in my clinical practice."</i>
Narrative 9: <i>"We moved from a place of feeling overwhelmed to a state of hope and inspiration."</i>

4.32 Resilience and Emotional Well-Being

Many participants reported an increase in their resilience and overall emotional well-being, attributing this to the supportive environment and focus on self-care.

Relevant Scenario/Quotes
Narrative 1: <i>"I felt and experienced being absorbed, empowered, then accepted, accepting, compassionate, kind, inspired, and learning. All those things that you don't get very often. It's like that personal development safe space."</i>
Narrative 2: <i>"And then whenever I get distressed at work, just because these values are being challenged, I now take a step back and see what we're doing."</i>
Narrative 3: <i>"I now look more broadly about what's the driver there? Why is that person particularly unnerved by that? Or why has this conflict arisen? What is the agenda there that we're not picking up on?"</i>
Narrative 4: <i>"I think it also allowed me to let go of a lot of things and be more self-compassionate."</i>
Narrative 5: <i>"It's definitely helped me name a lot of things. I have been talking a lot more about psychological safety and being able to really name that within the team."</i>
Narrative 6: <i>"During the residential, we were encouraged to explore things in a different way, in a creative way, this 'tapped' into my creative side. This also supported quietness and reflection leading to questions of being our authentic self, having the confidence to be the authentic you."</i>
Narrative 7: <i>"The ability to self-check and consider my impact on colleagues and service users has been transformative."</i>
Narrative 8: <i>"It has made me more creative in tackling new challenges and more resilient in my clinical practice."</i>

Narrative 9: *"We moved from a place of feeling overwhelmed to a state of hope and inspiration."*

4.33 Changes in Leadership Perception and Style

The programme encouraged participants to adopt more compassionate and person-centred leadership styles, enhancing their effectiveness and relationships within their teams. This shift in leadership style was critical in fostering a more supportive and inclusive work environment.

Participants felt empowered to take more proactive roles in their teams and workplace, fostering a sense of agency and initiative.

Relevant Scenario/Quotes
Narrative 1: <i>"I think the facilitators were really inspirational and I've got a very big heart for all of them. I think they're amazing people and I think it's not often that I come across people that I feel like that about, because they're living and congruent with their values and what they are teaching about."</i>
Narrative 2: <i>"Building on the concepts of compassionate leadership (Michael West), how that applies to NHS teams and how NHS teams really should grow from the ground upward, that we explored on the programme."</i>
Narrative 3: <i>"So I now critique things a bit more and sometimes naming things. Before I'd notice, nonverbal aspects or there would be some undercurrents, but now I'm much more comfortable about naming them and actually acknowledging them."</i>
Narrative 4: <i>"I lead with a certain kind of sense of fallibility, a skill that I honed from the programme, and I'm able to say, actually I probably don't know the answer to everything, and that's OK."</i>
Narrative 5: <i>"At the end of the programme, I started to think of myself as a leader within NSFT, rather than just as a leader for my team."</i>
Narrative 6: <i>"I now use these headings from the petals and associated themes, alongside having curious conversations within line management."</i>
Narrative 7: <i>"The programme has influenced my approach to co-produced work, making me more collaborative and person-centred."</i>
Narrative 8: <i>"The training also emphasized the significance of every individual's contribution, regardless of their status."</i>
Narrative 9: <i>"One of the standout moments for me was the rewilding session. It taught me that you don't need to be in a high position to be a leader; you can lead from anywhere."</i>

4.34 Improvement in Team Dynamics and Wellbeing

Participants noted a positive shift in team dynamics, where there was an increased focus on psychological safety and open communication. This shift contributed to more cohesive and effective teams. The narratives also highlighted specific behavioural changes that participants adopted post-programme, which contributed to their effectiveness and the well-being of their teams.

Relevant Scenario/Quotes

<p>Narrative 1: <i>"They worked in a relational way, and they made sure they attended to each person individually and nobody was left out. It was really inclusive, and everybody was really valued, and it was a safe space to be able to contribute."</i></p>
<p>Narrative 2: <i>"So about having lines of connectivity between isolated and practicing clinicians and returning to the core message of mental health nursing and then growing the team's effectively for a given environment rather than blindly following NHS or governmental guidance really."</i></p>
<p>Narrative 3: <i>"Another impact of the programme has been the development of relationships with other participants across the whole trust, including cross counties and cross professions."</i></p>
<p>Narrative 4: <i>"The other impact of the programme was the connectivity with others because we were more isolated before."</i></p>
<p>Narrative 5: <i>"As a team, we were able to facilitate reflective practice sessions and discussions where we were able to have quite open discussions about how they were feeling and what their worries were, but without things becoming personal."</i></p>
<p>Narrative 6: <i>"The other impact from the residential programme is that it has allowed further conversations to develop around psychological safety within the team."</i></p>
<p>Narrative 7: <i>"In terms of ongoing support, our facilitator has been instrumental. Her commitment, drive, and passion for supporting us have been exceptional."</i></p>
<p>Narrative 8: <i>"Since the training, we have continued to meet through monthly programs and other networking opportunities, which has been immensely beneficial."</i></p>
<p>Narrative 9: <i>"The close relationships we formed so quickly have continued to this day. We share ideas, support each other in meetings, and even when we disagree, we do so with kindness and compassion."</i></p>

4.35 Enhanced Care for Service Users

The programme's focus on compassionate, person-centred care translated into tangible improvements in how participants and their teams approached patient care, leading to better outcomes for service users.

Relevant Scenario/Quotes
<p>Narrative 1: <i>"So, if I am able to support my team members in a way that they find comfortable, then I guess they would hopefully provide better care to their patients."</i></p>
<p>Narrative 2: <i>"The programme reinforced the need to involve clients and their families in care planning, ensuring that their perspectives are represented and respected in every decision."</i></p>
<p>Narrative 3: <i>"For example, when working with a junior colleague and an assessment that's taken a bit of a difficult path and I've had to come in and sort of smooth the waters a bit and regain credibility in a way when people feel like we've done wrong or we're not doing what we should."</i></p>
<p>Narrative 4: <i>"I'm going to listen with genuine fascination (Compassionate Leadership) to what people are saying and to hear their concerns and actually deal with it."</i></p>
<p>Narrative 5: <i>"Another impact from the programme is the way we care for service users. I can think of one particular service user whose behaviour was very polarising in the team."</i></p>

Narrative 6: *"The programme taught me the value of building a network around our service users, creating better outcomes for them and enriching our professional relationships."*

Narrative 7: *"The training emphasized the importance of viewing our clients not just as patients but as individuals with unique needs and preferences."*

Narrative 8: *"The concept of putting the client at the centre of care became a focal point during the training."*

Narrative 9: *"Working in a team that includes other agencies, like those dealing with substance issues, has shown me the importance of being creative in our approach."*

4.36 Seeds for Workplace Culture Change

The residential format of the programme provided ample opportunities for networking and building professional relationships, which participants found valuable for ongoing support and collaboration.

Participants noted that this networking opportunity, alongside other relational impacts contributed to broader cultural changes within the organisation, fostering a more collaborative and supportive work environment.

Relevant Scenario/Quotes
Narrative 1: <i>"I have had the best appraisal I ever had in January, partly I think 'cause my line manager did a really nice job, but I also got some really nice feedback and that's really boosted my confidence and helped me think about what I do want to do rather than sitting back and just rolling to the end of my career."</i>
Narrative 2: <i>"I want to apply the principles of rewilding to NHS leadership and leadership culture and how to have a really healthy, compassionate leadership culture."</i>
Narrative 3: <i>"For any future commissioner of the programme, I'd say on paper the spend is significant. But in terms of developing staff who work in quite difficult positions with lots of things happening nationally and locally, it is a good investment."</i>
Narrative 4: <i>"What I would say to a commissioner of the programme is that I don't feel that there has been investment in clinical leaders in the past, and people often find themselves 'chucked' into leadership roles without much planning, preparation, and investment."</i>
Narrative 5: <i>"I have been talking a lot more about psychological safety and being able to really name that within the team."</i>
Narrative 6: <i>"I feel the move towards a more personal relationship with colleagues enables you to have a better understanding of each other; leading to more 'give and take' on things."</i>
Narrative 7: <i>"Looking forward, I believe it is crucial for other colleagues to have similar opportunities. Clearer guidance on the programme's objectives and expectations would enhance the experience for future participants."</i>
Narrative 8: <i>"Despite the costs associated with such training, the benefits are undeniable, and I hope similar programs will continue to be offered in the future to inspire and energize other professionals as it did for me."</i>
Narrative 9: <i>"Reflecting on this experience, I realize how important it is to stay connected and continue sharing what we've learned."</i>

5.0 Summary: The Potential Return on Investment (ROI) of the Programme to NSFT

In summary, the NICHE/NSFT residential programme's potential to deliver significant value to NSFT can be envisioned as the cultivation of a thriving ecosystem within the Trust, where the seeds planted through this initiative yielded both immediate and longer-term benefits, yet to be realized as the original twenty-five participants' ongoing careers, clinical leadership and cultural influences continue to cascade. These benefits not only justify the initial investment but also align closely with the Trust's strategic objectives, ensuring long-term growth and sustainability.

1. Impact on Participants: Nurturing Individual Growth

- **Personal Growth and Confidence:** The programme has clearly demonstrated personal growth and increased professional confidence amongst participants. As these seeds take root, we expect to see higher productivity and more effective leadership outcomes (i.e., on clinical teams, care delivery, patient/service user and carer experience). This growth is likely to reduce workforce turnover rates, minimizing the costs associated with recruitment, onboarding and in house training, working towards nurturing a more stable, values driven and compassionate workforce.
- **Compassionate Leadership:** By cultivating enhanced leadership skills, the programme has planted seeds in improving decision-making and team performance. This development is expected to result in higher service user satisfaction, potentially reducing costs related to errors and inefficiencies as compassionate leadership becomes a standard across the Trust.
- **Resilience and Emotional Wellbeing:** The programme has helped participants align their professional knowledge and actions with personal/professional values, resulting in higher job satisfaction and reduced burnout captured in the impact narratives. This alignment acts as a protective layer for the Trust workforce, likely decreasing absenteeism and lowering healthcare costs related to stress, much like healthy roots support a strong plant.

2. Impact on Teams: Fostering Collaborative Growth

- **Enhanced Team Dynamics:** From the nine participant's impact narratives, the programme has strengthened team cohesion and collaboration, much like intertwined roots in a thriving garden. This enhanced dynamic is expected to boost productivity and improve the quality of care, reducing need for additional team-building activities and mitigating costs associated with team conflicts.
- **Creative and Inclusive Leadership:** By encouraging creativity and inclusivity, the programme has fostered more engaged team environments. This inclusive atmosphere is anticipated to enhance innovation and problem-solving, leading to better service delivery and fewer operational inefficiencies—an outcome that ensures the Trust remains adaptive and forward-thinking.

3. Impact on NSFT as a Trust: Cultivating Organizational Excellence

- **Enhanced Care for Service Users:** The programme's focus on compassionate, person-centred care has already begun to improve how participants and their teams approach patient care. This improvement is expected to yield better outcomes, potentially reducing readmission rates and referrals to other services, much like a well-tended garden produces a bountiful harvest.
- **Workplace Cultural Shift:** The cultural shift towards a more compassionate, person-centred approach is expected to improve overall job satisfaction and retention rates. This shift reduces recruitment and training costs while boosting staff morale, which in turn enhances patient care and reduces costs associated with poor outcomes.
- **Leadership Development:** Investing in leadership development through this programme ensures a steady pipeline of capable leaders who can effectively manage resources and guide the Trust forward. This strategic investment will reduce long-term costs associated with leadership gaps and turnover.
- **Enhanced Professional Networks:** The programme has strengthened professional networks, facilitating knowledge sharing and support across the Trust. This collaborative culture promotes efficiency and effectiveness, leading to cost savings through shared best practices and reduced duplication of efforts.

4. Impact on the Norfolk & Suffolk Community: Extending the Trust's Reach

- **Broader Impact on Community Care:** In due course the programme's influence would extend beyond the Trust, improving care provided to the community and leading to better health outcomes. These improvements are expected to reduce long-term healthcare costs, much like a healthy ecosystem supports its surrounding environment. Effective, compassionate care can decrease hospital readmissions and emergency visits, generating significant savings.
- **Innovative Projects and Initiatives:** From the participants personal impact narratives, the programme has inspired participants to develop and lead innovative projects focused on issues like suicide prevention and holistic care. These initiatives are likely to attract external funding and support, further enhancing ROI through improved community health outcomes.
- **Improved Patient Outcomes:** As enhanced patient care leads to higher satisfaction and better health outcomes, the Trust's reputation is expected to grow. This reputational gain can attract additional funding and partnerships, translating into financial benefits and more effective resource allocation, much like a flourishing garden attracts more life and resources.



6.0 Conclusion

The inaugural NSFT/NICHE residential programme was a life-changing experience that significantly impacted both the participants and has shown influence and impact on the broader organisation. From the outset, participants demonstrated an extraordinary commitment to the programme, fully engaging with its challenging experiential and deeply reflective active peer learning processes (i.e. via the residential aspects and experiential emphasis).

As the residential week progressed, participants transitioned from feelings of emotional fatigue and professional frustration to a state of renewed motivation and sense of empowerment. They left the programme with a clearer vision of how to lead with compassion and integrity, armed with practical strategies to effect meaningful change within their teams and networking across the Trust. Plus personal strategies for self-care, leading to sustainability for workplace wellbeing.

However, the true power of impact of this programme lies in its potential for sustainability. The twelve-month support period following the residential week was crucial in ensuring that the lessons learned were not only retained but actively applied in the workplace. Through this ongoing offer of coaching and support, participants were able to continually refine their leadership practices, driving lasting improvements in their teams and contributing to a broader cultural shift within NSFT.

The relationships and networks formed during the residential week have provided a robust foundation for ongoing collaboration and mutual peer support. These connections, coupled with the continuous learning opportunities provided throughout the follow up support period, have ensured that the impact of this programme extends far beyond its initial five days.

Yet, the success of this programme raises broader and important questions about access and inclusivity. The overwhelming positive outcomes beg the question: Why weren't more staff given this opportunity? Expanding access to this programme is not just a matter of fairness and equity for the workforce, but is perhaps a strategic necessity for the Trust to continue and sustain its improvement goals.

As NSFT looks to the future, the lessons learned and momentum gained from this bespoke residential programme need to be harnessed and expanded. Recommissioning and scaling this programme to include more leaders across the Trust, and indeed across the wider integrated care system, will be a critical step in ensuring that the cultural transformation initiated here continues to grow, ultimately leading to a more compassionate, cohesive, and effective organisational culture, capable of delivering the highest standards of care.



7.0 References

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8.0 Appendix

I. Acknowledgements

Cath Byford, who recognised the importance of investing in this programme of work, as part of the NSFT organisational improvement plan and sponsored the NSFT Residential programme whilst working as the Chief Nurse at the Norfolk and Waveney Clinical Commissioning Group (July 2019 – March 2022). Subsequently her role changed to become Chief People Officer at NSFT.

Ann Jackson, who provided a consistent level of inspiration and energy to the project and commitment to providing the 12 month follow up support to participants.

All the NSFT participants who gave their time, personalities, and shared their vulnerabilities which has made the programme so memorable and inspirational. Thank you.

II. Abbreviations

Norfolk and Suffolk NHS Foundation Trust (NSFT)

NSFT offers specialist mental health services to over 1.6 million people in Norfolk and Suffolk, employing more than 4,700 staff across 50 locations. Key clinical sites include Hellesdon Hospital in Norwich, Wedgwood House in Bury St Edmunds, and the Woodlands Unit in Ipswich.

<https://www.nsft.nhs.uk/>

Norfolk Initiative for Coastal and rural Health Equalities (NICHE) Anchor Institute at University of East Anglia (UEA)

NICHE functions as an Anchor Institute across the Norfolk and Waveney Integrated Care System (N&W ICS), providing academic, research, and evaluation support to address workforce and system-level transformation. NICHE is one of six Anchor Institutes hosted within Higher Education Institutes across East of England.

<https://www.uea.ac.uk/groups-and-centres/projects/niche>



III. The Programme at a Glance:

Leading & Facilitating the Development of Person-Centred Care & Cultures (The Programme)

NSFT, in collaboration with NICHE, co-designed this new residential programme to foster culture change and enhance clinical leadership across the Trust. The NSFT Residential Programme, part of the NSFT improvement and culture recovery plan linked to the Care Quality Commission (CQC) rating, is an active learning experience focused on clinical staff in leadership roles.

This programme gives participants the time and space to reflect on their workplace culture, identify their personal and professional development needs, and learn new concepts to drive improvements. With a unique approach that involves participants leading, contributing to, and driving the learning, the programme fosters peer learning and support, making the content more relevant and applicable.

By empowering participants to take charge of their development, the programme creates a dynamic and interactive developmental experience that promotes a deeper understanding and practical application in professional roles. Co-designed and co-delivered by NSFT and NICHE Facilitators, the programme ensures active engagement and collaboration, focusing on creating person-centred practices to sustain effective workplace cultures of continuous improvement and development.

The programme at a glance:

5 days of residential programme, 19th-23rd June 2023

25 participants (from band 5-7)

12 months of follow-up period

IV. The Team

Jonathan Webster (Professor of Practice Development, NICHE) was the weeks programme lead, and has been a central point of contact to ensuring the programmes content and delivery scheduling was planned and delivered in accordance to key principles of Collaboration, Inclusion and Participation. Jonathan co-facilitated day 3 and also co-led one of the Active Learning groups all week with Lewis Burton (NSFT).

Sally Hardy (Professor of Mental Health and Practice Innovation, NICHE) was part of the facilitation team for the week, and co-facilitated day 2. Sally also co-led one of the Active Learning groups all week with Margaret Tanner (NSFT).

Ann Jackson (External RMN Consultant, NICHE) was part of the facilitation team for the week, and co-facilitated day 4 with Alison Thomas (NSFT) who attended as an invited speaker (Thursday 22nd June 2023). Ann co-led one of the Active Learning groups all week with Zoe Challis (NSFT). Ann was the lead for the 12 month follow up sessions to participants.

Margaret Tanner (People Participant Lead, NSFT) was part of the facilitation team for the whole week, and co-facilitated an Active Learning group with Sally Hardy.

Zoe Challis (Training and Education Manager, NSFT) was able to join for majority of the week and co-facilitated an Active Learning group with Ann Jackson.

Lewis Burton (Organisation Development Practitioner, NSFT) was able to join the latter part of the week and co-facilitated an Active Learning group with Jonathan Webster.

Paul Johnson (Associate Director of Nursing, NSFT) was able to join the first and last day as a member of the NSFT Senior Leadership team who commissioned and worked to co-design the programme.

Joanne Odell and Johnny Yuen were members of the NICHE Team. They co-designed and facilitated two sessions at two face-to-face programme events during the 12-month support period, aimed at facilitating participatory evaluation with programme participants. Additionally, they conducted interviews to collect impact narratives from participants of the NSFT residential programme, contributing to the overall programme evaluation.

Paula Pearce and Liane Ward were part of the NICHE Planning Team and led all the non-programme delivery activities for the week i.e. booking accommodation; ordering resources; compiling learning materials; drafting communication to participants; liaising with suppliers and working with NSFT in identifying final numbers of attendees.

V. Lists of Words Captured at the Celebration Workshop

Section 4.21

Key Words: prior to theming

Self-compassionate, dynamic, organic, passion, radiate, step back, in search of the 'me', reignite, re-nourish, re-energize, imagine, balance, less stressful, joy, rare chance, re-connect, think and feel, positive energy, emotion energy, nostalgic, safe space, feel like family, juggling life, brightness around us, reflective space, head space, beacon of hope, friendship, part of family, network, faces enlighten me, hope, recognize differences, build close relationship, develop the way to work with Trust, live and work by my value, trust, trusting, embrace value, thoughtful contemplation, blessed, turbulences, frantic, distress, be OK with that, re-remember, confidence, moving forward, possibilities, excitement, be patient with myself, emotional, not the end, safety and security with each other, be with everyone, being together, bring creativity to work, listening, stay in touch with people, wisdom, confidence, authenticity, creative, away from the wind and tide, anything is possible, reflective, conversation, challenging, communication, reach-out, differences among us, articulation of self, intuitions, role and purpose, different ways of knowing, thrive, sustainability, time, network beyond work circle

Section 4.22

1st iteration of Themes:

Holistic personal development, work history, learning embedded into practice after programme, positive feedback, increased compassion, sticking to personal values, increased resilience, psychological safety, work-life balance, personal well-being, team communication, support, shared responsibility, team wellbeing and resilience, self-realisation/awareness, being present, self-care for oneself and colleagues, work-life balance, trust, psychological safety, having our ability to nurture the team, revitalisation, being able to take on the challenges that we face at work, relating to others, movement withing the same job role or to a different one, confidence in tackling difficult conversations, shared unique experience, warmth, experiential learning, connectedness, trusting relationship, self-compassion, networking, togetherness, collaborative working, genuine, authentic, hopeful, honesty, deep learning, confidence, rewild, inspires, embedding what happened, presence, inclusive, etiquette, commitment, connected relationship, go with the flow, person-centredness,

Section 4.23

Aspects & Elements:

Generates an atmosphere of hope, Demonstrates authenticity and humanity, Compassionate leadership, everyone can be a leader, gave people 'permission' to be creative, authentic at work, enabled people to connect at a human level, leave egos (job titles) at the door, residential components, debriefing at end of day,