



West & South Yorkshire Critical Care Networks

Nursing Leadership Courses Evaluation Report

October 2024

Introduction

The West Yorkshire and South Yorkshire & Bassetlaw Critical Care Operational Delivery Networks ran two Nursing Leadership Programmes in September & October 2024 (26th/27th September & 3rd/4th October).

Each unit across both networks were invited to nominate two staff to attend the programme; all units were able to release staff to attend the courses.

The programme was aimed at Senior Band 5 & Junior Band 6 staff with a focus on developing leadership potential and preparing staff to lead and manage change.

The course was facilitated by an external consultant with extensive experience in teaching leadership and management to the broader health care sector. We would like to thank Andrea Cassidy for her commitment to working with the network in developing and delivering this course over a number of years

Prior to the course each candidate was required to complete the Myers Briggs Profile. This is an introspective self-report questionnaire indicating different psychological preferences in how people perceive the world and make decisions. The reports were used to help individuals understand how they both made decisions and interacted with others.

The Learning Intentions included:

- Understanding yourself now and your potential as a leader
- Considering the leadership necessary for today's NHS
- Understanding your leadership challenge
- Exploration of skills you may require to successfully lead going forwards

All staff attending the course were required to have agreed a change management project with their Senior Nurse before the course. Staff are expected as part of the course to lead a project, either individually or with others, utilising the skills and knowledge attained during the course.

There are two follow up days planned for March 2025 when candidates will feedback and share their change management projects and experiences.

In total 41 staff completed the two-day programme, 20 staff on the September course and 21 staff on the October course. All staff attended both days.

The course feedback was extremely positive from those in attendance. Staff were asked 8 questions and then provide general feedback; the feedback has been collated and presented in the following report.

Programme

Day 1 - Leadership and what that means to you

Learning Intentions cover elements of 4.5 Leadership Capability (CC3N Step 4 Competencies)

Learning Intentions:

1. To understand yourself now and your potential as a leader
2. To consider the leadership necessary for today's NHS
3. Understanding your leadership challenges
4. Explore the skills you may require to successfully lead going forward

Schedule

08:45 - 09:00 Registration & Welcome

09.00 – 09.30 Introductions and Expectations

09:30 - 12:00 Getting to know YOU. Becoming self-aware through the Myers Briggs Type Indicator (MBTI), understanding the consequences for you as a leader

Including coffee break around 10.30

12.00 - 12.45 Lunch

12.45 - 15.30 Being a leader in the NHS today - what skills are needed? What challenges do you face, how can you successfully lead (including comfort break/coffee)

15.30 - 16.00 Round up and Reflection

Day 2 - Implementing and sustaining your change to deliver quality and improve outcomes

Learning Intentions Cover elements of 4.3 delivering quality & improving outcomes with more specific coverage of 4.3.6 - (CC3N Step 4 Competencies)

Learning Intentions:

1. To explore how change and service improvement can be managed
2. Reflecting on the behaviours and characteristics of other leaders
3. To examine how to evaluate your change/service improvement and how to sustain it.
4. To consider an area of practice which requires service improvement and develop an action plan

Schedule

08:45 - 09:00 Registration & Welcome

09:00 – 10.30 Understanding the Change Process - leading and preparing.

10.30 - 11.00 - Comfort break/coffee

11:00 - 12:00 Meet the Leaders – Q&A on the challenges they face and the solutions to those challenges

12.00 – 12.45 Lunch with the Leaders

12.45 – 14.00 Understanding the Change Process – implementing and sustaining

14.00 – 14.15 Quick Coffee

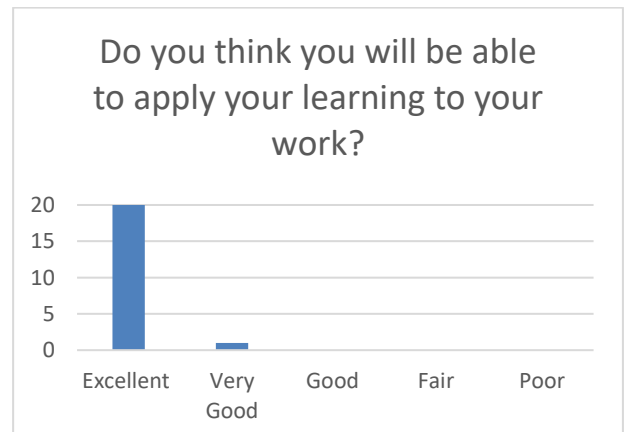
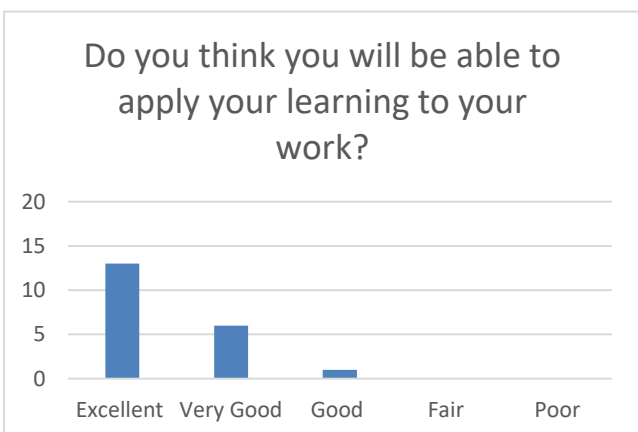
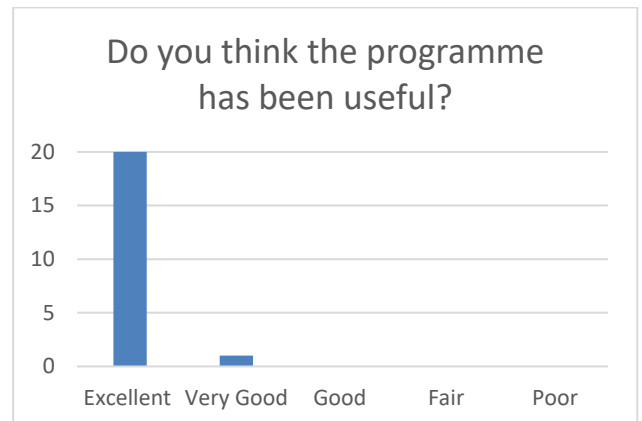
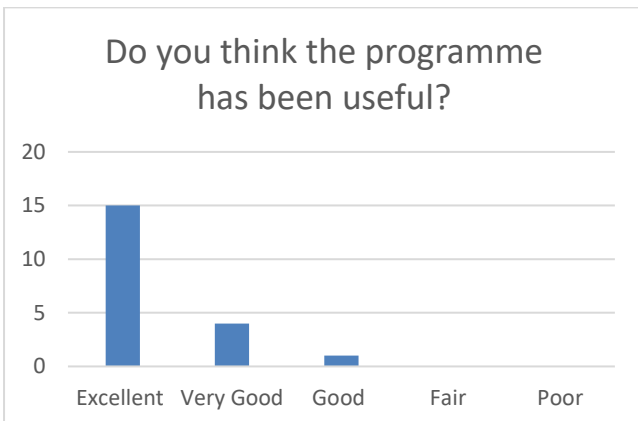
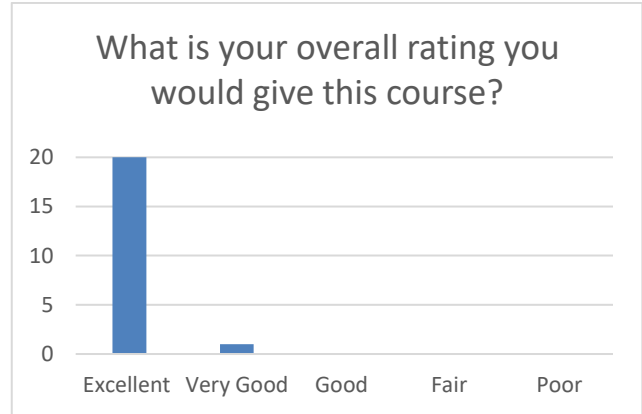
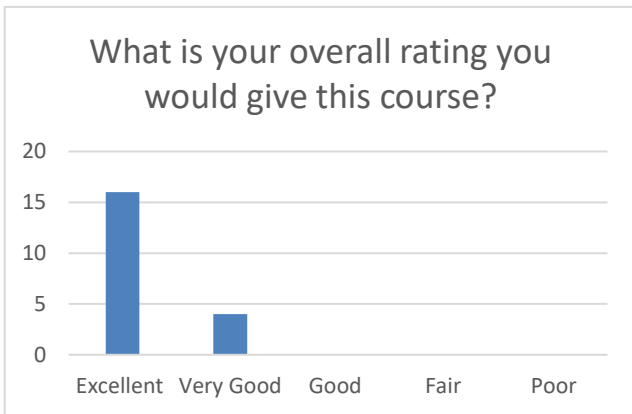
14.15 - 15.00 The Change Escape Room – can you beat it?

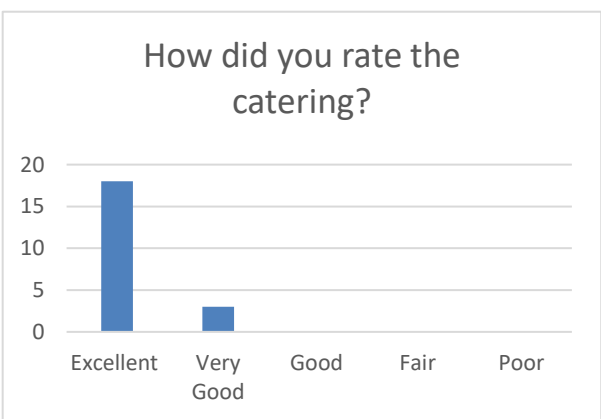
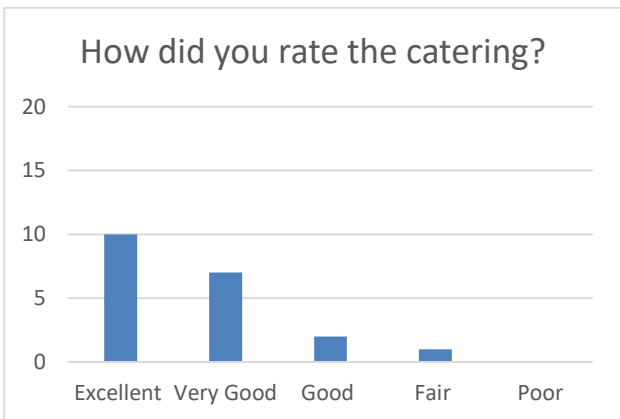
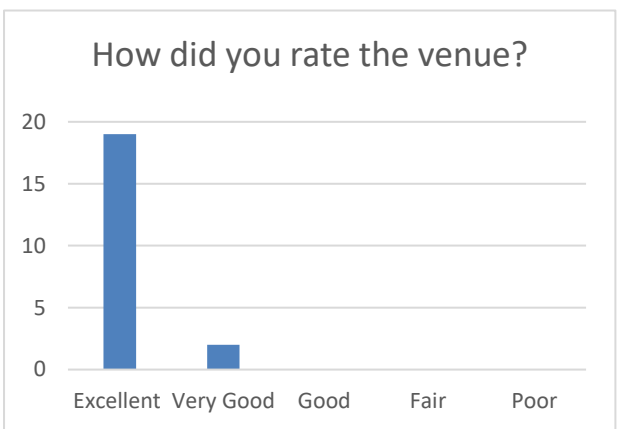
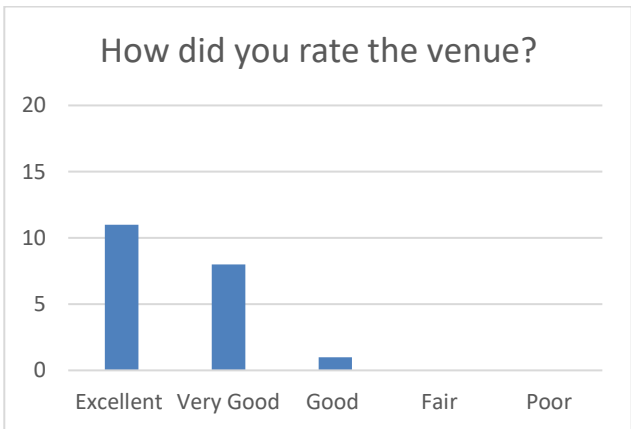
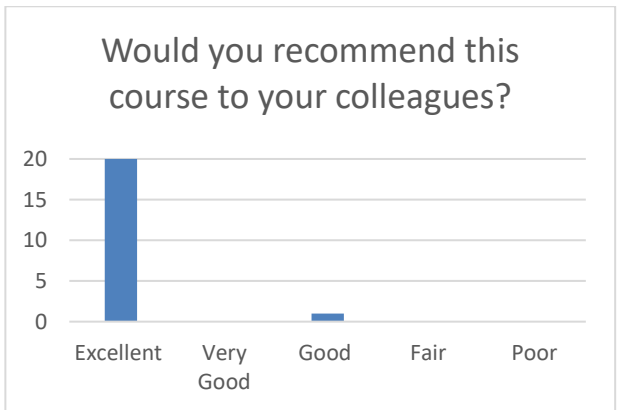
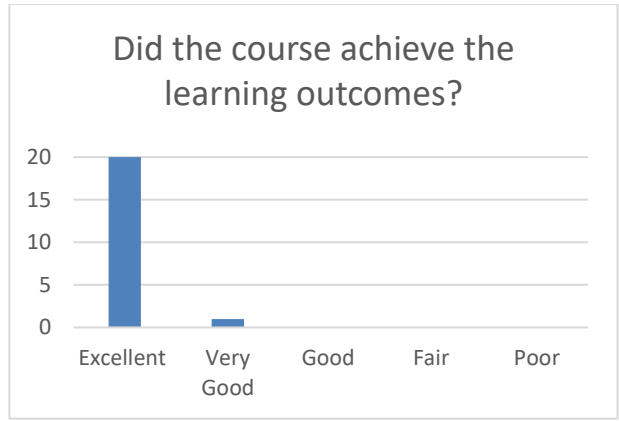
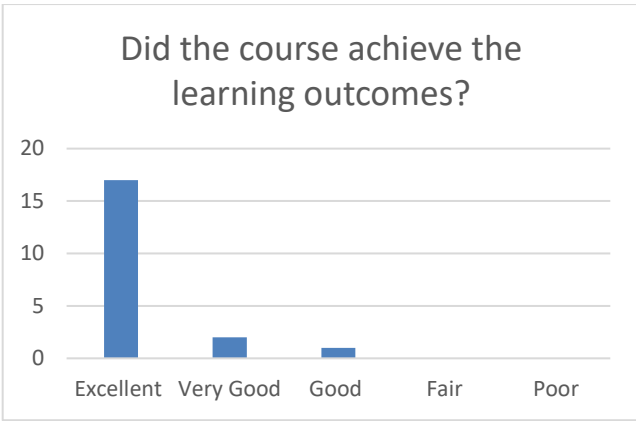
15.00 – 15.30 Choosing your problem or opportunity, deciding on the ‘why’ and ‘so what’, having a cunning plan – Project Instructions

15:30 - 16:00 Round up and Reflection

1st Course 26th/27th September 2024

2nd Course – 3rd /4th October 2024





Comments: Course 1
What was the most useful thing about the course?
Putting the practice in to my work.
Understanding myself better and how I can apply that in my work and leadership style.
Better understanding of how to support the nurse in charge and demonstrate followship.
The Myers Briggs results were helpful in seeing how we are and using it to improve leadership style.
Myers Briggs very interesting and highlighted why conflicts occur in the workplace.
Discussing types of followers. Added a new aspect to previous leadership study days.
It has relevant to my practice and will definitely shape and help me to be a good leader.
Working with other critical care colleagues allowed me to understand other areas.
MBTI
Understanding myself and others more through Myers Briggs.
Myers Briggs – understanding mine and others personality traits.
Understanding what kind /type of leader I am.
The self-assessment.
MBTI.
Meeting staff from other units and able to discuss different ways of working.
Myers Briggs self-assessment
Learning about different leadership styles. I've also learnt a lot about myself, and it was useful listening to the leaders.
Learning about leadership styles, how to lead compassionately and how to plan a QI project.
Learning about your own leadership style and others. Good mix of practical, group work, lectures.
Learning about my personality traits/style of leadership and how I can use/improve it.
Learning about my leadership style.
Discussing different personality types and how they may work differently to me and vice versa.
What did you find least useful about the course?
N/A
A fair bit of screen watching, and the white was too bright as a background.
Nil
Work on white boards about leadership a bit repetitive
Nil
I found it all useful.
N/A
Nothing
Found the theory hard to stay focused on.
None
Found it all relevant
As a band 5 who doesn't take charge I found some parts were geared to band 6
Everything was useful
Nothing
N/A
Nothing!

Do you have any suggestions of how the programme could be improved??
Theory possibly at the beginning
Expanding on the utilisation of the types of person you are then how to integrate that in to leadership.
Go through some previous course presentations/ success stories of QI projects
Enjoyed all aspects of the programme.
Add details for QI project tools.
Continue the group work and escape room – enjoyed interactive elements
None
No
Introduction at the beginning of where everyone works
Would be nice to have everyone introduce themselves at the beginning
More resources or teaching on what impact your style of leadership can have on others
Leaders to bring real life examples of changes that have worked and also failed.
Any other comments:
Definitely better than expected! Was initially apprehensive about the course.
Escape Room great to avoid afternoon lull.
Thanks for organising
Thank you so much!
Thank you for the sessions. The food was a lovely bonus.
Thanks
Enjoyable and engaging. Very full.
Thank you, Andrea & Andrea, for the lovely presentations. I have absolutely every moment of the course.
Very useful few days
This was fun
Really enjoyable two days. Thank you
Comments: Course 2
What was the most useful thing about the course?
Meeting the leaders. Everything relevant. Enjoyed listening to others talk about their areas.
Everything
MB personality types and how they can play to our strengths and weaknesses.
Amount of breaks. Provided enough time to reset physically and mentally. That kept us fresh for the start of a new topic.
Learning about the steps required for change and how to deal with resistance. Also talking to the leaders.
Very relatable and made you think about other peoples leadership styles.
Understanding my own characteristics and those of others. How to empower others.
Myers Briggs report, guest speakers and networking with staff from other units.
Learning about personality traits and how to implement change/ lead successfully.
Myers Briggs report
The entire course as the facilitators made it interactive and interesting.
Andreas (Cassidy) way of teaching and explaining the course content.
Understanding yourself and why you may face barriers

Exploring personality type.
Networking with other units. Learning about leadership.
Finding out personality type and how that works in a leadership role.
Myers Briggs and the theory behind leadership.
Learning to recognise personality traits in others and realising why they are different to mine. Things make sense.
Enhancing leadership style.
What did you find least useful about the course?
Nothing
Found everything useful
None
Nothing
Nothing. If anything, just the distance.
Loved it all.
N/A
Nothing
Nil
None
It was all useful
Nothing
N/A
Enjoyed all aspects of the course
Nothing
Nothing
None
Do you have any suggestions of how the programme could be improved??
Enjoyed it all. Great the present leaders came to talk about their roles and experiences, Great that we mixed tables, would like to do that more often.
Enjoyed it all. Really enjoyed the leaders and escape room.
No its been great
More time with the leaders, felt a bit rushed.
Excellent course. Enjoyed it all even after being qualified for 38 years. Never too old to learn. Good course size.
Any other comments:
Excellent teaching. Absolutely great team. Many thanks.
Excellent
Really interesting course especially for a junior sister. I now feel much more confident and equipped to lead, implement and facilitate change.
The facilitators are friendly and welcoming – kinda want to keep coming back. I love Andrea's spirit and passion. Andrea & Claire have been awesome facilitators.
Overall, a great course
Thoroughly enjoyed it and got a lot out of it.
Thank you!

Can I come again please!
Lovely instructors. Thank you so much. Great discussions.
Enjoyed the course, very interesting and informative.
Really enjoyed the two days, thank you.
Really enjoyed. Great facilitators. Really engaging.
Amazing tutors. We won't let you down!
Very good course facilitators and lots of information. Made us feel at ease and easy to talk to the group.
Really lovely facilitators
Very good level and right amount of information and breaks. Enjoyed Andrea's little personal touches and life experiences. Very articulate.
Really enjoyed these two days. Engaging lecturer (Andrea), very relatable and made a potentially dry subject fun, interesting and relevant. Thanks so much, it looks like you can teach an old dog new tricks!
The course is very interesting and fun.
Enjoyed it all. Great the present leaders came to talk about their roles and experiences, Great that we mixed tables, would like to do that more often.

