ImpACT GROUP

UEA University of East Anglia | SCHOOL OF HEALTH SCIENCES

Co-Creating a Shared Vision and Direction with the Trust Practice Development Team

Workshop Summary Report

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NHS
Gloucestershire Health and Care
NHS Foundation Trust

Acknowledgements:

1. Introduction

Twenty one participants participated in a virtual workshop drawn from across Gloucester NHS Trust's Practice Development Team (PDT) and including senior organisational leaders. The aim was to develop a shared purpose, implementation and impact framework for practice development across the organisation, but also to model the process of co-creation. The workshop was facilitated by a professorial team from the University of East Anglia as part of a wider offer of targeted support for the PDT (Appendix 1).

2. Process

Participants were invited to introduce themselves and share their passion for practice development prior to participating in a values clarification exercise (Warfield and Manley 1990). Data resulting from workshop activity included transcripts of the virtual workshop and chat function, and Mentimeter responses are collated in Appendix 2 as the basis for subsequent analysis. The draft summary is provided linked to an audit trail in the detailed findings section through Tables 1- 6 . All themes are brought together in the implementation and impact framework to identify the:

- key enablers at individual, team and organisational level required for the practice development team to achieve its purpose;
- main activities that the PD team would be undertaking to achieve their purpose;
- the outcomes that can be used to demonstrate impact of the PD team.

3. Summary of Draft Outcomes
3.1. Core Values and Beliefs influencing practice development practice

Three core value sets were identified from analysing passions shared by participants when introducing themselves in relation to their practice development role (See Table 1).

- Creating an open, kind, safe, inquiring culture to question, challenge, and change.
- Supporting and enabling staff in sustainable improvement, patient safety and achieving high standards collaboratively .
- Empowering staff as people to grow and flourish, and find their passion through self-realisation.

3.2. Ultimate purpose

The ultimate purpose of the practice development team at Gloucester NHS Trust derived from analysis in Tables 2 and 3 is presented in Box 1.

> **Box 1: The ultimate purpose of the practice development team** at Gloucester NHS Foundation Trust is…
>
> *'To provide compassionate, person centered, safe and effective care to improve patient experiences and outcomes through:*
>
> - *creating cultures of learning and inquiry for all to participate in*
> - *supporting high functioning teams*
> - *person centred education, improvement and inquiry".*

3.3.   How the purpose is achieved

The ways the ultimate purpose of the practice development team is achieved, derived from Tables 2 and 4, are presented in Box 2, framed by the three key value sets to illustrate values in action.

Box 2: Values in Action
Value 1: Creating an open, kind, safe, inquiring culture to question, challenge, and change - *Encourage a person-centred mindset and patient safety culture across all professions, through evidence-based practice, development and clinical supervision for changing practice*
Value 2: Supporting and enabling staff in sustainable improvement, patient safety and achieving high standards collaboratively - *Support high functioning teams and mentors to change and improve practice or celebrate existing good practice in collaboration with all* - *Support, mentor and develop staff to develop the right behaviours skills and competencies for ensuring patient safety and excellent person-centred care staff* - *Staff development, education and training which prepares, delivers and evaluates CPD for practitioners (as an evidence base)*
Value 3: Empowering staff as people to grow and flourish, and find their passion through self-realisation - *Facilitate individuals and teams to identify with opportunities for learning and growth, encouraging reflective practice* - *Empowering and supporting practitioners to feel valued through autonomy, belonging and contribution, to continually improve their practice and use their influence positively*

3.4 Key Activities and Enablers

Five themes reflect both activities and enablers of an effective team and workplace culture, be that the PD team itself or those teams the PD team support (See Table 5).

1. Teamwork, inter-team communication, exploration, collaboration and partnership working.
2. A positive culture of shared learning, continuous learning and sharing knowledge that challenges current practice.

3. A safe, inclusive, friendly environment that encourages achievement of potential through shared values, trust and respect.
4. Compassionate leadership underpins learning, development and support (PD TEAM & ORGANISATIONAL ENABLER) .
5. Shared governance and standards (ORGANISATIONAL ENABLER).

3.5 Key capabilities identified

Capabilities are individual enablers and those identified fall into personal qualities and skillset (See Table 6).

Qualities:
- Person-centred, passion, humility;
- Authentic and self-aware and consistent;
- Active listening and the ability to get alongside people;
- Resourceful and can think outside the box.

Capabilities:
- Practice development skillset: facilitation of high support high challenge, creativity; active/action learning, reflection; CIP ways of working;
- Foster innovation;
- Critical inquiry, appraisal, research and evidence-based practice;
- Clinical credibility; (Proposed as a term that captures comprising being knowledgeable and clinically competent)
- Compassionate leadership underpins learning, development and support.

3.6. The Implementation and Impact framework

The impact and implementation framework (Box 3) has been generated from theming contributions from the data, framed by the key values identified to identify the:

- key enablers at individual, team and organisational level required for the practice development team to achieve its purpose;
- main activities that the PD team would be undertaking to achieve their purpose;
- the outcomes that can be used to demonstrate impact of the PD team.

4. Evaluation of Workshop

The words in Box 4 were identified to describe the experience of the workshop by participants:

Box 4: Words describing the workshop by participants	
Smiles	Invigorated to change
Exciting	Challenged to do better
Inspired	Inclusive
Collaborative	A good body wash

The following haiku was generated from these words to provide an evaluative insight about experiences

'Exciting, Inspired
Invigorated to change
A good body wash!'

Box x : Implementation and Impact Framework identifying enablers, activities(attributes) and outcomes/impact		
Enablers	**ACTIVITIES**	**Outcomes & Impact**
INDIVIDUAL PD TEAM MEMBER **Qualities:** • Person-centred, passion, humility • Authentic and self-aware and consistent • Active listening and the ability to get alongside people • Resourceful and can think outside the box **Capabilities:** • Practice development skillset: facilitation of high support high challenge, creativity; active/action learning, reflection; CIP ways of working • Foster innovation • Critical inquiry, appraisal, research and evidence-based practice • Clinical Credibility • Compassionate leadership underpins learning, development and support **Role clarity and autonomy** **TEAM (OWN TEAM & THE TEAMS WORKING WITH):** • **A positive culture** of shared & continuous learning & sharing knowledge to challenge current practice • **Safe, inclusive, friendly environment** to encourage achievement of potential through shared values, trust and respect • **Teamwork,** inter-team communication, exploration, collaboration and partnership working and time to think differently **ORGANISATION** • Compassionate leadership at every level	**CREATING AN OPEN, KIND, SAFE, INQUIRING CULTURE TO QUESTION, CHALLENGE, AND CHANGE** • *Encourage a person-centred mindset and patient safety culture across all professions, through evidence-based practice, development and clinical supervision for changing practice* • *Support high functioning teams and mentors to change and improve practice or celebrate existing good practice in collaboration with all* **SUPPORTING AND ENABLING STAFF IN SUSTAINABLE IMPROVEMENT, PATIENT SAFETY AND ACHIEVING HIGH STANDARDS COLLABORATIVELY** • *Support, mentor and develop staff to develop the right behaviours skills and competencies for ensuring patient safety and excellent person-centred care staff* • *Staff development, education and training which prepares, delivers and evaluates CPD for practitioners and its impact on practice* **EMPOWERING STAFF TO FLOURISH THROUGH FINDING THEIR PASSION AND SELF-REALISATION** • *Facilitate individuals and teams to identify with opportunities for learning and growth, encouraging reflective practice*	**PATIENTS, FAMILIES/OTHERS IMPORTANT TO THE PERSON:** • Improved patient outcomes, experiences and satisfaction **STAFF** • Happy, confident, motivated, positive staff, feel valued **TEAM** • Evidence of positive culture change • Increased publications/conference presentations **ORGANISATION** • Improved patient outcomes and patient safety • Improved staff satisfaction • Improved staff retention • Improved staff wellbeing

• Management support, buy in and commitment • Shared governance and standards • Safe staffing • Skills escalator • Shared incentives, Funding, Time	• *Empowering and supporting practitioners to feel valued through autonomy, belonging and contribution, to continually improve their practice and use their influence positively*	

5. Detailed Findings

5.1. Core values & beliefs

Table 1: Passions shared on introductions to Generate Core Values and Beliefs

Q1. What is your one most important passion when you're supporting health care teams as a practice development facilitator? (mentimetre and chat)	
THEME	**INDIVDUAL RESPONSES**
Creating an open, kind, safe, inquiring culture to question, challenge, and change	• Encourage nurses to stay curious and ask questions about their practice. • Encourage Curiosity • Culture of inquiry • Kindness- this is fundamental for PD to foster psychological safety • Creating a safe and open environment to question and challenge • Culture of Change • Change either in self, in practice, in knowledge, in development
Supporting and enabling staff in sustainable improvement, patient safety and achieving high standards collaboratively	• Personal help/support • Support staff • Coaching • Supportive improvement and collaboration. • Improvement • Listening and hearing • patient safety to support, educate staff and enable them to provide a high standard of care • Sustainability • Support bedside clinical skills training
Empowering staff as people to grow and flourish, and find their passion through self-realisation	• To see people develop and flourish as individuals • Empower • Empowering staff to find their passion for development. If you aim at nothing you hit nothing • To take people one step further and then knowledge or growth as a practitioner. **SELF REALISATION:** • Self realisation • Awareness • Self awareness • Confidence • Emotional intelligence

5.2. Ultimate Purpose

Table 2: Ultimate Purpose Statements analysed to identify ultimate purposes (UP) from how the purposes are achieved (AT)

The ultimate purpose of the practice development team at Gloucester NHS Foundation Trust is……	ULTIMATE PURPOSES (UP)	Achieved through (AT)
• Support staff to develop the right behaviours skills and competencies to provide compassionate person centered care (UP/ AT) • To deliver the best care for patients (UP) • Encourage evidence based practice and development in everything we do (AT) • Improving patient care and safety through education and training by empowering staff development (UP/AT) • To facilitate individuals and teams to identify with opportunities for learning and growth (AT) • Encourage reflective practice * (AT) • To support safe highly functioning (nursing) teams (UP) • Service improvement to improve experience and outcomes (UP) • Support teams to look at the evidence and change practice accordingly or celebrate existing good practice (AT) • Use person centered approaches in all we do (UP) • To support mentor and development staff to ensure patient safety and excellent person centered care (AT) • Create environments and cultures of learning for all to participate in. Empowering individuals to feel valued through autonomy, belonging and contribution. (UP/AT) • Facilitate personal growth* (combined) (AT) • Encourage culture of person centered and patient safety through evidence based clinical supervision (AT) • Empower and support nurses to continually improve their practice and use their influence positively (AT) • To work in collaboration with all to provide person centered education, improvement and inquiry to increase safety (AT/UP) • Promoting a person centered mindset in all professions (AT) • Develop a culture of professional inquiry which prepares, delivers and evaluates CPD for registered nurses as an evidence base (UP/AT) • Improve patient care and safety (UP)	• provide compassionate person centered care • deliver the best care for patients • Improving patient care and safety • support safe highly functioning teams • to improve experience and outcomes • Use person centered approaches in all we do • Create environments and cultures of learning for all to participate in • to provide person centered education, improvement and inquiry to increase safety • Develop a culture of professional inquiry • Improve patient care and safety • improve patient experiences	• Support staff to develop the right behaviours skills and competencies • Encourage evidence-based practice and development in everything we do • Education and training by empowering staff development • To facilitate individuals and teams to identify with opportunities for learning and growth • Encourage reflective practice • Support teams to look at the evidence and change practice accordingly or celebrate existing good practice • To support mentor and development staff to ensure patient safety and excellent person centered care • Empowering individuals to feel valued through autonomy, belonging and contribution • Facilitate personal growth* (combined) • Encourage culture of person centered and patient safety through evidence based clinical supervision • Empower and support nurses to continually improve their practice and use their influence positively • To work in collaboration with all • Promoting a person centered mindset in all professions • prepares, delivers and evaluates CPD for registered nurses as an evidence base • Service improvement

• Service improvement to improve patient experiences (AT/UP) • Look at the evidence and change practice and to support safe high functioning nursing teams or support mentors. (AT)		• Look at the evidence and change practice and to support safe high functioning nursing teams or support mentors

Table 3: Analysis of Ultimate purposes derived from Table 2

Ultimate purpose statement (from table 2) Single items identifed	Key themes	Draft Synthesised purpose from themes
• provide compassionate person centered care • Use person centered approaches in all we do	Provide compassionate person-centred care, being person centred in all we do	The ultimate purpose of the practice development team at Gloucester NHS Foundation Trust is….. *'To provide compassionate, person centered, safe and effective care to improve patient experiences and outcomes through:* • *creating cultures of learning and inquiry for all to participate in* • *supporting high functioning teams* • *person centred education, improvement and inquiry.'*
• to improve experience and outcomes • improve patient experiences • Improve patient care and safety • Improving patient care and safety • deliver the best care for patients	To improve patient care and experiences, safety and outcomes	
• to provide person centered education, improvement and inquiry to increase safety	To provide person centred education, improvement and inquiry to increase safety	
• support safe highly functioning teams	To support highly functioning teams	
• Develop a culture of professional inquiry • Create environments and cultures of learning for all to participate in	Create environments and cultures of learning and inquiry for all to participate in	

5.3. How the ultimate purpose is achieved

Table 4 How purpose is achieved (Derived from table 2)

Single items Derived from Table 2	THEMES EMERGING
• Support teams to look at the evidence and change practice accordingly or celebrate existing good practice • to support safe high functioning nursing teams or support mentors • Service improvement • To work in collaboration with all	• *Support high functioning teams and mentors to change and improve practice or celebrate existing good practice in collaboration with all*
• Promoting a person centered mindset in all professions • Encourage culture of person centered and patient safety through evidence based clinical supervision • Encourage evidence based practice and development in everything we do • Look at the evidence and change practice	• *Encourage a person-centred mindset and patient safety culture across all professions, through evidence-based practice, development and clinical supervision for changing practice*
• prepares, delivers and evaluated CPD for registered nurses as an evidence base • Education and training by empowering staff development	• *Staff development, education and training which prepares, delivers and evaluates CPD for practitioners as an evidence base*
• To support mentor and development staff to ensure patient safety and excellent person centered care • Support staff to develop the right behaviours skills and competencies	• *Support, mentor and develop staff to develop the right behaviours skills and competencies for ensuring patient safety and excellent person-centred care staff*
• Encourage reflective practice • Facilitate personal growth* (combined) • To facilitate individuals and teams to identify with opportunities for learning and growth	• *Facilitate individuals and teams to identify with opportunities for learning and growth, encouraging reflective practice*
• Empower and support nurses to continually improve their practice and use their influence positively • Empowering individuals to feel valued through autonomy, belonging and contribution	• *Empowering and supporting practitioners to feel valued through autonomy, belonging and contribution, continually improve their practice and use their influence positively*

5.4.   Key Activities – informing enablers

Table 5 The specific activities that staff would be doing to achieve the purpose were identified as (these also include other enablers identified:

Single items identified	THEMES – The first 3-4 themes are enablers for how you would work with your own PD team and how you work with others. 4 and 5 are also enablers that help the team achieve its purpose
• Teamwork (E) x2 • Communication between teams (Activity = A) • Collaboration (E/A) • Partnership working (E/A) • Exploring together and achieving • consensus achievements (A)	6. Enabling teamwork, inter-team communication, exploration, collaboration and partnership working
• Positive culture of shared learning (E/A) • Sharing knowledge and participation (E/A) • Learning from and with each other (E/A) • (Valuing and respecting each other) and the need for learning) (E) • Opening your mind to the possibilities of learning, unlearning and relearning (E) • Encouraging culture of challenging current practice (E)	7. Developing a positive culture of shared learning, continuous learning and sharing knowledge that challenges current practice
• Encourage a safe and inclusive environment (E) • Inclusive and friendly environment is encouraged to achieve their full potential (E) • Developing trust (Enabler= E) • Promoting shared values and trust (E) • Valuing and respecting each other (and the need for learning)(E)	8. Encouraging a safe, inclusive, friendly environment that encourages achievement of potential through shared values, trust and respect
• Compassionate leadership (E) • Compassionate leadership at the heart of all action learning and development work (E) • Support (E)	9. Compassionate leadership underpins learning, development and support (PD TEAM & ORGANISATIONAL ENABLER)
• Governance and standardisation (E)	10. Governance and standards (ORGANISATIONAL ENABLER)

TABLE 6: Key Capabilities and Qualities - These are enablers for members of the PD team

Single skills identified	THEMES - Skillset
- Enquiry - Critical appraisal - Problem solving - Research and EBP skills - Evidence base	**Critical inquiry, appraisal, research and evidence-based practice**
- PD Skill set - Innovation	**Practice development skillset** **Foster innovation**
- Clinically competent - Knowledgable	**Clinical skillset and knowledge (?credibility)**
Single qualities identified	**THEMES - Qualities**
- Passion - Resourceful passionate team members	**Passionate and resourceful**
- Awareness - Authentic - Self awareness - Consistency of approach	**Authentic and self aware and consistent**
- Active listening - Ability to get alongside people	**Active listening And the ability to get along side people**

Appendix 1: Workshop Data

Introductions and Passions to Generate Core Values and Beliefs

Q1. What is your one most important passion when you're supporting health care teams as a practice development facilitator? (mentimetre and chat)
• Encourage nurses to stay curious and ask questions about their practice.   • Encourage Curiosity   • Personal help/support   • patient safety to support, educate staff and enable them to provide a high standard of care.   • Change either in self, in practice, in knowledge, in development   • To take people one step further and then knowledge or growth as a practitioner.   • Kindness- this is fundamental for PD to foster psychological safety   • Creating a safe and open environment to question and challenge   • Improvement   • To see people develop and flourish as individuals   • Empower   • Self realisation   • Awareness   • Sustainability   • Confidence   • Self awareness   • Culture of Change   • Listening and hearing   • Emotional intelligence   • Culture of inquiry   • Support staff   • Coaching   • Support bedside clinical skills training   • Empowering staff to find their passion for development. If you aim at nothing you hit nothing   • Take people one step further and then knowledge or growth as a practitioner.   • Supportive improvement and collaboration

Ultimate Purpose

The ultimate purpose of the practice development team at Gloucester NHS Foundation Trust is to support high functioning teams to provide high quality compassionate, person centered safe and effective care for patients to improve their experiences and outcomes.

The ultimate purpose of the practice development team at Gloucester NHS Foundation Trust is	UP or achieved through (AT)

Support staff to develop the right behaviours skills and competencies to provide compassionate person centered care	UP/ AT
To deliver the best care for patients	UP
Encourage evidence based practice and development in everything we do	AT
Improving patient care and safety through education and training by empowering staff development	UP/AT
To facilitate individuals and teams to identify with opportunities for learning and growth	AT
Encourage reflective practice *	AT
To support safe highly functioning nursing teams	UP
Service improvement to improve experience and outcomes	UP
Support teams to look at the evidence and change practice accordingly or celebrate existing good practice	AT
Use person centered approaches in all we do	UP
To support mentor and development staff to ensure patient safety and excellent person centered care	AT
Create environments and cultures of learning for all to participate in. Empowering individuals to feel valued through autonomy, belonging and contribution.	UP/AT
Facilitate personal growth* (combined)	AT
Encourage culture of person centered and patient safety through evidence based clinical supervision	AT
Empower and support nurses to continually improve their practice and use their influence positively	AT
To work in collaboration with all to provide person centered education, improvement and inquiry to increase safety	AT/UP
Promoting a person centered mindset in all professions	AT
Develop a culture of professional inquiry which prepares, delivers and evaluated CPD for registered nurses as an evidence base	UP/AT
Improve patient care and safety	UP

Service improvement to improve patient experiences Look at the evidence and change practice and to support safe high functioning nursing teams or support mentors.	UP AT

Key Activities

The activities that staff would be doing to achieve the purpose were identified as:

- Communication between teams (Activity = A)
- Developing trust (Enabler= E)
- Teamwork (E)
- Collaboration (E/A)
- Feedback and evolving from it (A)
- Sharing knowledge and participation (E/A)
- Encourage to ask questions from practice (A)
- Encourage a safe and inclusive environment (E)
- Partnership working (E/A)
- Compassionate leadership (E)
- Governance and standardisation (E)
- Inclusive and friendly environment is encouraged to achieve their full potential (E)
- Valuing and respecting each other and the need for learning (E)
- Opening your mind to the possibilities of learning, unlearning and relearning (E)
- High challenge high support (E)
- Exploring together and achieving consensus achievements (A)
- Team work (E)
- Reflective practice (A)
- Support (E)
- Positive culture of shared learning (E/A)
- Learning from and with each other (E/A)
- Promoting shared values and trust (E)
- Encouraging culture of challenging current practice (E)
- Compassionate leadership at the heart of all action learning and development work (E)

EAO

The enablers, attributes and outcomes ………

Enablers	Defining Attributes [Generated from theming contributions from the values clarification exercise and framed by the key values held drawn from shared passions]	Outcomes
Individual • Person Centered (Passion) • Authentic (capabilities) • Self aware (capabilities) • Autonomous • Role clarity • PD Skill set (capabilities) • Inclusive approach • Headspace- time to think differently • Compassion and humility	**Individual** • Approachable, person centered and gets alongside people (values/capabilities) • Clinically competent and knowledgeable (capabilities) • Thinks outside the box (values) • Asks critical questions	**Patients** • Improved patient outcomes, experiences and satisfaction **Staff** • happy, confident positive staff, feel valued
Team • Role clarity • Mutual respect and trust • Shared vision and values • Inclusive and collaborative team ethos and ways of working that enable the team to be effective and consistent in approach (capabilities) • Shared governance • Psychological safety • Inclusive friendly working envrionment • Support • Opportunity to be creative • Culture of inquiry • Blue sky thinking • Everyone encouraged to reach their full potential	Resourceful passionate staff (capabilities) Positive culture of inquiry, actively listening to others (capabilities) Staff value and respect each other and the need for learning with and from each other Staff play to their strengths and passion Reflective practice, mentorship supervision and critical companionship Active and action learning Partnership working	**Team** • Increased publications/conference presentations

• Open minds to value of learning, unlearning and relearning • High challenge and support	Communication between teams Consensus decision making Clinically competent staff (capabilities) Staff use feedback for improvement	
Organisation • Compassionate Leadership support at all levels • Management support • Buy in and commitment • Shared incentives • Positive culture towards practice development • Safe staffing • Skills escalator • Funding • Time		**Organisation** • Improved patient outcomes and patient safety • Improved staff satisfaction • Staff retention • Improved staff wellbeing

Key Capabilities

Enquiry
Passion
Awareness
Critical appraisal
Authentic
 Self awareness
Knowledgable
PD Skill set
Consistency of approach
Problem solving
Resourceful passionate team members
Active listening
Innovation
Clinically competent
Research and EBP skills
Ability to get alongside people
Evidence base