










The [CEIM Experience Improvement Model for Health and Social Care](#) is a simple framework that supports health and social care teams to make person-centred improvements directly related to feedback. The CEIM Leaders programme aims to build coaching capabilities within local teams across health and social care settings. In winter 2022 Healthcare Improvement Scotland worked with colleagues from national partner organisations to deliver the CEIM leaders programme to the first ever cohort of staff working within the social care and early years sectors.

This summary highlights some selected insights from the first cohort of leaders that relate to achieving or working towards expected programme outcomes, as well as some identified challenges.

Outcome	Individual insights from participant feedback
Expected from this cohort	
 <p>Use feedback for improvement</p> <p>Gain knowledge and capabilities in holding experience discovery conversations</p>	<p>“I found the discovery conversations session really powerful, having a more formal structure to these conversations so you can direct the conversation to reach the points you need to, to gather meaningful information and learning opportunities, making all parties feel valued and heard making change more authentic...”</p>
 <p>Gain access to resources and experiences from previous learning programme cohorts</p>	<p>“I reflected a lot on previous methods and words used - was stumped – ‘what can we improve upon?’ – looking at resources and wording from past times I now have greater understanding of why things haven’t been effective.”</p>
 <p>Improve knowledge and skills to coach CEIM Leaders in their organisation</p>	<p>“Previously I thought I was the person to lead the change and make the change- the [CEIM Leaders] course has made me dig deeper and approach quality improvement collectively.”</p> <p>“I have already established a team with staff members from throughout the [care] homes involving nurses, care staff and domestic staff with the hope of improving the residents’ experience through improved surveillance, training and quicker implementation of guidance and governance moving forward.”</p>
 <p>Apply knowledge and skills to embed CEIM Leaders in social care organisations</p>	<p>[I am most excited about] “Putting what I have learnt into action. Collecting the data, measuring the data and implementing the changes, and reviewing if the changes has made a difference by obtaining feedback from staff and the people we support, who are at the forefront of everything that we do.”</p> <p>[Staff] were engaged with what we discussed; we even created a condensed easier to use audit tool and reporting document. It was exciting to see the staff engaged with the idea of more autonomous practice and the changes they can implement...”</p>
 <p>Routinely gather feedback from service users</p> <p>Use feedback in an improvement framework to make improvements</p>	<p>“I notice, I wonder, I realise” (can roll out with anyone - lightbulb moment) already using and seeing the benefit of using the wording in those conversations - will roll out and use with staff.”</p> <p>“...asking questions to understand - made me think for a good few days - I thought I did this already - but realised I asked from my perspective about what I thought was important, and shift to what they think is important.”</p>
 <p>Place people/service users, their needs and what matters to them at the heart of service development and quality improvement</p>	<p>“Lots of learning from each session [and] time to think about how I could implement in my service, building up about change ideas and why we should include our stakeholders. I have shared a lot of learning from each session which has already led to a lot of discussions and brainstorming.”</p>
Challenges identified	
 <p>Protecting time to attend CEIM Leaders sessions consistently</p>	<p>“I find the sessions very informative and well delivered, I struggle at times with the use of online teaching rather than face to face sessions where it [is] easier to avoid distraction and keep the time ring fenced properly, but I understand the obstructions to delivering the sessions this way.”</p>
 <p>Securing team capacity to coach and spread CEIM Leaders</p>	<p>“As I have previously mentioned, staffing is currently an issue within my place of work and I have found myself, along with my colleagues, working extended shifts along with extra days just to cover the basic day to day running of the care setting.”</p>
 <p>Understanding the leader role and facilitation approach</p>	<p>“I think a little bit more explanation around group tasks and what was expected, took [people] some a while to understand the role ...” “I think it takes a while to get going in breakout rooms I feel. Just different levels of understanding etc I think, I don’t know if there is something that could be done to help this, more clarification or an example.”</p>