









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

Outcome	Individual insights from survey of participants
Expected from this cohort	
 <p>Gain knowledge and capabilities in holding experience discovery conversations and use feedback for improvement</p>	<p><i>“Reflecting on the programme and my learning I found the Discovery Conversations session to be the most powerful. It struck me that this is a trust based approach which seeks to create a safe environment for service users that enables trust, choice, collaboration and empowerment which in turn will allow me to gain insights in how they experienced key moments.”</i></p>
 <p>Improve knowledge and skills to coach CEIM in their organisation</p>	<p><i>“Other positives about the programme were the end of day group reflections. The space created by the group was supportive, constructive, facilitative, confidential and free from jargon. Discussion opened up added dimensions to the benefits of reflection. Everyone appeared to feel safe to discuss their issues and share alternative views and possible future options. Although we all work in different areas the group described common themes and situations which was helpful.”</i></p>
 <p>Apply knowledge and skills to embed CEIM in social care organisations</p>	<p><i>“I need to try this out with a team! I’ve had early conversations with a few service managers who are interested and I’m waiting on the curious to return to come back.”</i></p> <p><i>“I am more aware of the need to use Quality Improvement approaches that support identification and implementation of change. I can now reflect back to previous projects that were not successful or we lost our way because we didn’t use QI tools. Providing data will also help the project to come to the notice of managers!”</i></p>
 <p>Routinely gather feedback from service users</p> <p>Use feedback in an improvement framework to make improvements</p>	<p><i>“I have changed my attitude about feedback. I recall mentioning that there can be feedback fatigue due to the amount of surveys and questionnaires that we can be asked to complete in everyday life. I now realise that there is much richer ways to gain feedback to make improvements. Implementing the CEIM approach that focuses on using conversational methods will both benefit our client group and the team so it’s a win-win situation!”</i></p>
 <p>Place people/service users, their needs and what matters to them at the heart of service development and quality improvement</p>	<p><i>“At present quality assurance and improvement is predominantly service led. This approach has allowed me to look at how we collect information from the person’s perspective through conversation, by emotions, thoughts and their experience on how they felt at that time. By listening to real experiences and reflecting on what’s been said rather than reading through collected generic forms, which, doesn’t capture the emotions and feelings someone may have experienced puts this into perspective for me that for improvements and changes to happen, real experience requires to be heard. I see this model improving outcomes and enabling positive experiences for the people we care for.”</i></p>
Challenges identified	
 <p>Different levels of knowledge about quality improvement</p>	<p><i>“I found it difficult to absorb the quality improvement approaches and I struggled to contribute in the break out rooms. I was worried as my peers seemed to have a good grasp of the concepts.”</i></p>
 <p>Securing team capacity to coach and spread CEIM</p>	<p><i>“Generating will and motivation in the current climate where staff are overworked and retention issues are apparent will be a challenge.”</i></p> <p><i>“I was surprised that once I grasped the concept how straightforward the model is (still a lot to learn though!) I felt overwhelmed at times and was concerned that my team may not come on board with the concept.”</i></p>
 <p>Implementing the leader role and facilitation approach</p>	<p><i>“[A challenge will be] Taking time as a facilitator to explain and encouraging a culture of reflections, and actions.”</i></p>