

Appendix 1: Online survey for all partners

Please note: This survey featured branching of questions. I.e., when completing the survey, depending on the response given to a question, respondents would be directed to the most appropriate question after this. For example, at Q.8 'Has your role changed during the PLP Programme?', if the respondent answered 'yes', they would continue and be asked to answer Q.9 – Q.13. However, if the respondent answered 'no', they would immediately continue to Q.14 to eliminate being asked irrelevant questions.

Parallel Learning Partnership evaluation

We would like to invite you to participate in the evaluation of the Nottinghamshire Healthcare NHS Foundation Trust's Parallel Learning Partnerships (PLP) Programme by completing a questionnaire. Please refer to the information in Section 1.

* Required

Parallel Learning Partnerships (PLP) Programme

1. You are being asked to participate in this service evaluation by completing an online survey because you were, or are, a participant of the PLP Programme. Understanding your unique experiences in the programme is vital to consider how successful this initiative has been in achieving the intended goals.
2. You will have been allocated a single letter reference which you'll be asked to record on the questionnaire. This will allow the evaluation team to analyse the responses you provide with those provided by your partner. It is important for us to be able to do this to determine whether there have been any differences in the experiences of paired partners. The service evaluation team will not be able to identify you using the single letter reference.
3. Although you will not be asked to include your name on the questionnaire, it may be possible to identify you from the responses you provide.
4. Once all the survey responses are returned, they will be analysed by the service evaluation team to capture any themes arising from participants' experiences and thoughts on the PLP Programme. Our findings will be included in a report that will be shared with the Associate Director of Equality, Diversity and Inclusion, the Learning and Organisational Development Department, and will be published on Connect for you to read at: <https://connect/service-evaluation-final-reports>. The report won't contain any information that could identify you unless you have given us your permission to include your name.
5. Your survey responses and our analysis will be held in a secure shared area on the Trust's network and will only be accessible to the evaluation team. The data will be retained in pseudonymised form until the final report of the service evaluation has been published, at which point any identifiable information within the survey responses data set will be destroyed. We will not share your personal information without your consent unless we are required to do so by law or

in response to a court order.

6. You don't have to take part in this service evaluation and there won't be any adverse consequences to you if you choose not to participate. If you give consent to participate and then change your mind after you've submitted the questionnaire, you can ask for your personal data to be destroyed up to the point that the data is analysed.

7. You will be asked to provide a 'memorable word'; this will be used to search for your responses if you withdraw your consent after submitting the questionnaire.

8. If you have any questions or if you want to withdraw your consent, please contact the service evaluation lead, Naomi Clifford, at: naomi.clifford@nottshc.nhs.uk.

9. By completing the questionnaire and submitting your responses, you will be providing your consent to participate in this service evaluation.

1. Please enter your personal code letter below. *

You and your PLP partner will have been allocated a code letter (e.g., A, B, C, etc) to indicate which respondents were paired together. This is so we can see whether partners report similar experiences. The PLP Programme facilitators are the only people who know which codes are for which pairs.

2. As per point 7 in the information, please provide a "memorable word" in case you wish to withdraw your responses prior to analysis. *

Please insert your personal code letter below.

3. Which of these describes your role in the PLP? *

- BME staff member
- Senior Leader / Exec
- Both (BME staff member and Senior Leader)

Background/Demographics

4. Please indicate how long you have worked for the Trust *

- Less than 3 years
- 3 years to less than 6 years
- 6 years to less than 9 years
- 9 years or more

5. When you applied to the PLP programme, what level/banding was your role? *

- Band 2-3
- Band 4-5
- Band 6-7
- Band 8+ (Including Exec level)

6. Was this role...? *

- Clinical (e.g., involving direct contact with patients either on a ward or in a community setting)?
- Non-clinical (e.g., office-based with no direct patient contact)?

7. Which Division did you work for when you started the PLP programme? *

Community Health

Mental Health

Forensics

Corporate

8. Has your role has changed during the PLP programme? *

Yes

No

9. What level/banding is your new role? *

Band 2-3

Band 4-5

Band 6-7

Band 8+ (Including Exec level)

10. Is this role...? *

- Clinical (e.g., involving direct contact with patients either on a ward or in a community setting)?
- Non-clinical (e.g., office-based with no direct patient contact)?

11. Which Division do you work for now? *

- Community Health
- Mental Health
- Forensics
- Corporate

12. Do you view this role change as a direct result of your involvement with the PLP programme? *

- Yes – I do feel that the PLP programme contributed to the change.
- No – My role has changed but I do not feel that the PLP programme contributed to the change.

13. What do you feel was the main contributing factor to the change?

14. How did you first learn about the PLP programme? *

Select all that apply

- BME Staff Network
- Connect
- Line Managers' Update
- CEO Briefing
- via Line Manager
- via a colleague
- Other

15. What were your reasons for applying to the programme? *

Please select all that apply

- Career development (such as leadership development opportunities or networking opportunities)
- Personal development
- To highlight the experiences of BME staff members
- To learn about the experiences of BME staff members
- To obtain more visibility within the Trust
- Out of curiosity
- Other

16. How easy or difficult did you find the application process for the programme? *

1	2	3	4	5
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Very difficult Very easy

17. How easily were you able to gain approval from your line manager before applying? *

1	2	3	4	5
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Not very easily Very easily

18. Have you ever been involved in similar programmes before, for example 'reverse mentoring', 'traditional mentoring', or 'personal development' programmes? *

- Yes
- No

19. Which type of programmes were you involved in? *

Please select all that apply

- Reverse mentoring
- Traditional mentoring
- Personal development
- Other

20. Were you able to attend any of the extra briefing or check in sessions relating to the programme? *

- Yes, I attended one session
- Yes, I attended multiple sessions
- Yes, I attended all sessions
- No

21. What, if anything, did you find helpful in the session(s) that you attended?

22. How, if at all, could the session(s) have been improved?

23. Do you feel that attendance at at least one of these sessions should be a mandatory part of the programme? *

Yes

No

24. Please state which single answer best applies to you *

I wanted to attend but was unable to due to the demands of my 'day job'

I did not wish to attend as I did not feel the need to/the sessions did not appeal to me

My partner wasn't able to attend so I decided not to

Other

25. Is there anything that could have been done by the facilitators to make the sessions easier to attend, and/or more attractive?

26. How useful did you find the electronic PLP Information Pack/Guide for Learning Partners distributed at the start of the programme? *

1

2

3

4

5

Not very useful

Very useful

27. Is there anything else that would have been helpful to have included within the Pack?

28. Did you and your partner develop a contract? *

Yes

No

29. Do you feel that your partner was a good match for you and your expectations? *

Yes

No

30. Why do you feel this was a good match? *

Please select all that apply

- We have similar professional interests
- We have similar personal interests
- I felt that my partner prioritised our partnership
- I that feel we share the same values
- I feel that we have compatible personalities
- Other

31. Why do you feel this was not a good match? *

Please select all that apply

- I do not feel that we have similar professional interests
- I do not feel that we have similar personal interests
- I did not feel that my partner prioritised our partnership
- I did not feel that we shared the same values
- I did not feel we had compatible personalities
- Other

32. Did you and your partner experience any personal or professional challenges or difficulties within your partnership? *

Yes

No

33. Were you and your partner able to resolve these personal or professional challenges successfully between yourselves? *

Yes

No

34. Did you access support from the programme facilitators to resolve the concerns? *

Yes

No

35. Did you feel that the support offered was adequate and resolved the issues for you? *

Yes

No

36. How could the support that you were offered have been improved?

37. How did you and your partner meet during your partnership? *

Via MS Teams

Via phone calls

In person

38. Roughly how often did you meet up with your partner? *

More often than fortnightly

Fortnightly

Monthly

Every 6 weeks

Every 2 months

Less often than 2 months

39. Did you and your partner contact each other in between meetings with each other? *

Yes

No

40. How did you stay in contact with each other in between meetings? *

Please select all responses that apply

Via email

Via MS Teams calls

Via MS Teams messages

Via phone calls

Via social media such as Twitter or Facebook

Via text messages

In person for social meet ups e.g., meeting up for coffee

Other

41. How easy was it for you and your partner to find mutually convenient times to meet? *

1

2

3

4

5

Not easy

Very easy

42. Please indicate which of the following statements best represents your situation *

You may choose more than one statement

- I did not find it difficult to arrange meetings
- I sometimes found it difficult to arrange meetings due to my work responsibilities / busy work schedule.
- I sometimes found it difficult to arrange meetings due to my partner's work responsibilities / busy work schedule.
- I sometimes found it difficult to arrange meetings due to my shift work.
- I sometimes found it difficult to arrange meetings due to my partner's shift work.
- I sometimes found it difficult to arrange meetings due to my personal caring responsibilities.
- I sometimes found it difficult to arrange meetings due to my partner's personal caring responsibilities.
- I sometimes found it difficult to arrange meetings due to a lack of support from my line manager.
- I sometimes found it difficult to arrange meetings due to my partner's line manager's lack of support.
- Other

43. Did you and your partner complete any specific activities or projects together? *

For example: joint projects, shadowing, networking opportunities, frank discussions, and/or career advice.

- Yes
- No

44. How aware were you of the activities of other partnerships in the programme? *

- Not aware
- Somewhat aware
- Very aware

45. To what extent do you feel that you and your partner were influenced by the activities of other partnerships in the programme? *

1	2	3	4	5
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Not influenced by others Influenced by others

46. Overall, how enjoyable did you find the PLP experience with your partner? *

1	2	3	4	5
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Not at all enjoyable Extremely enjoyable

47. Do you and your partner have any plans to keep in touch following the programme? *

- Yes
- No
- Not sure / Not discussed

48. How will you stay in touch?

PLP Programme Impact

49. Overall, do you feel that the programme has been a successful experience for you? *

- Yes, definitely
- Yes somewhat successful
- Neither successful nor unsuccessful
- No, not particularly successful
- No definitely not

50. Please indicate why you feel that the programme has been a successful experience for you *

- I was able to achieve all of my intended and expected goals during my time with my partner.
- I was able to achieve some of my intended and expected goals during my time with my partner.
- Although I did not achieve what I intended or expected to, I was able to learn and develop in unexpected ways.
- Other

51. Please indicate why you feel that the programme was not a successful experience for you *

- I do not feel that I gained anything from my partner.
- I was not able to achieve any goals with my partner.
- I do not feel that I was able to offer anything to my partner
- Other

52. What do you feel could have been improved to enable you to have had a successful experience?

53. Has your experience of the PLP Programme met the initial expectations you had when you applied? *

- Yes
- Partly
- No

54. In what way(s) did your expectations differ from your actual experience?

55. How, if at all, has the PLP Programme impacted on you? *

Please select all responses that apply.

- I feel more valued at work.
- I feel more respected at work.
- I feel more confident expressing myself at work when talking to different people.
- I feel more confident in my personal life.
- I find my work more enjoyable.
- I have a clearer idea of my career progression.
- I feel more included and have a greater sense of belonging in the Trust.
- I understand more about the working of the Trust from an operational basis (e.g., how clinicians work or how senior leaders work)
- I have a greater understanding of what working life is like for BME staff in the Trust.
- I have a greater sense of what high-level management encompasses.
- I feel more confident in understanding the challenges faced by staff and patients from a BME background.
- I do not feel that there has been an impact on me.
- Other

56. How do you feel that your motivation at work has been affected by your participation in the programme? *

Negatively ☆ ☆ ☆ ☆ ☆ Positively

57. How do you feel that your performance or general practice at work has been affected by your participation in the programme? *

Negatively ☆ ☆ ☆ ☆ ☆ Positively

58. How do you feel that your workplace relationships have been affected by your participation in the programme? *

Negatively ☆ ☆ ☆ ☆ ☆ Positively

59. All Trust staff roles ultimately have an impact on patient care whether directly or indirectly. How do you feel that your participation in this programme has impacted or will impact on patient care?

60. Overall, how successful do you feel that the programme has been in achieving its intentions of encouraging 'reciprocity, equality and mutuality' between senior leaders and BME colleagues in the Trust? *

1	2	3	4	5
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Not at all successful

Extremely successful

61. Did you feel supported by your line manager throughout your involvement in the programme? *

Yes

Not fully

No

62. In what ways did you feel unsupported by your line manager?

63. If you could suggest at least one, but no more than three improvements to the PLP Programme in future, what would they be? *

64. And finally, how likely are you to recommend participating in this programme with fellow colleagues? *

1	2	3	4	5
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Definitely not

Definitely yes



Thank you for taking the time to complete this questionnaire.

Your responses are incredibly valuable and will be used to improve the PLP Programme for future participants. We are also interested in hearing from people individually in one-to-one interviews.

We will shortly be sending out an email to all partners within the programme asking for volunteers to register their interest in taking part in these interviews. If you have any questions regarding this, please use the contact details below to get in touch.

If you have any further questions about the evaluation project, please contact Naomi Clifford via email at: naomi.clifford@nottshc.nhs.uk or on MS Teams.

If you have questions relating to the PLP Programme itself, please contact Catherine Conchar or Kaye Hunter.

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Appendix 2: Interview topic guide for BME partners

Parallel Learning Partnerships Programme: an evaluation of the first cohort

Final Interview Topic Guide for BME Partners

Prior to commencing the interview, participants will have received the Participant Information Sheet for Interviews (version 1.3, dated 05/04/22) via email outlining the purpose of the interview in addition to having completed an electronic Declaration of Interest form. Informed consent will have been captured via the 'PLP SE Consent form for Interviews' (version 1.3, dated 15/06/22), sent via email to Naomi Clifford.

Interviewer Introduction:

Thanks again for agreeing to participate in our evaluation project of the PLP programme. We are carrying out these interviews with members of staff who have been involved in the first cohort of the programme to gain an idea of the possible personal and professional impact that this initiative may have had on individuals. We are also keen to capture any benefits to the organisation that people may feel have occurred, particularly when thinking about participants' ability to encourage more inclusive decision making at senior management levels.

Information gathered from this interview will be used in conjunction with data collected from the participant surveys, relevant literature and evidence found, and discussions with the facilitators of the programme to provide an overview of how the programme has progressed and what we might learn from people's experiences moving forwards.

As a reminder, please be assured that all answers given in this interview are confidential. All potentially identifying information will be removed before analysis and inclusion within the report. The interview will be recorded in MS Teams and saved to a secure folder. This is your opportunity to speak openly and honestly about your experiences with your partner and as a participant in the programme as a whole. There are no right or wrong answers, and no judgements will be made on anything you choose to share.

Do you have any questions for me before we start?

Thank you.

I am now going to turn on the recording and transcription function and then we'll start the interview.

(Commence recording)

Section A: Background Info

Questions

Prompts/Follow Up Questions

Ask if not discussed

1	Can you start by telling me a little bit about yourself, your professional background and your current role?	<ul style="list-style-type: none"> Clarify if role at beginning of the programme is the same as now. If role changed: To what extent, if any, do you attribute this role change to being as a result of your involvement within the PLP programme?
2	What were your main reasons for applying to take part in the PLP Programme?	<ul style="list-style-type: none"> How did you feel about taking part in such a programme, did you have any reservations at all? Is there anything that you were especially looking forward to?
3	Have you taken part in any programmes like this before, for example reverse mentoring or coaching initiatives and if so, could you tell me a little bit about these?	<p>If they have:</p> <ul style="list-style-type: none"> Was this a programme that was offered within our Trust or from outside of the organisation? In what ways do you feel that you benefitted from that/those programme(s)?



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	<ul style="list-style-type: none"> How, if in any way, does the PLP programme differ from [stated programme]?
4	<p>How easy was it to get support from your line manager before you could apply for the PLP programme?</p> <ul style="list-style-type: none"> Have you ever had difficulty in obtaining your line manager's approval for other development opportunities?
5	<p>What expectations did you have about the programme when you applied?</p> <ul style="list-style-type: none"> What did you expect to learn from the partnership? What did you expect to be able to offer your partner? Did your expectations differ from the reality of the experience, and if so, how?

Section B: The Partnership

Interviewer: Now we're going to move on to talking about your personal experiences within your partnership.

Questions

Prompts/Follow Up Questions

Ask if not discussed

1	<p>Throughout the PLP programme, quarterly check-in sessions were offered for participants to attend. If you did attend any sessions, would you be able to tell me a little bit about your experience of these sessions?</p>	<p>If did attend:</p> <ul style="list-style-type: none"> (And if appropriate) Do you feel it would have been worthwhile attending more sessions, and why, or why not? Did you have a preference for attending the sessions with or without your partner, if so, could you explain your reasons for this? Would you recommend attending these sessions to the next cohort of partners? <p>If did not attend:</p> <ul style="list-style-type: none"> Survey respondents indicated that the reason they were unable to attend any sessions was due to the demands of their substantive roles. How did this affect your attendance? To what extent do you feel that you may have missed out on extra information or feedback that could have altered your experience in your partnership? Do you plan to attend any future sessions as a PLP Alumna / us?
2	<p>Did any awareness that you had of the activities and progress of other partnerships have any impact on how you viewed your partnership and its progress?</p> <p><i>(Still relevant for those that did not attend as they may have received feedback from partners or colleagues.)</i></p>	<ul style="list-style-type: none"> For example: in how other partners were meeting, how often they were meeting, any projects they were involved in together? Did you feel that this awareness was useful in giving you and your partner ideas of how to enhance your partnership? <p>If not aware:</p> <ul style="list-style-type: none"> How might you have expected your partnership to be impacted by any awareness of others' progress and activities together, if at all?
3	<p>If applicable and if not already stated: In what ways do you feel that these sessions enhanced the programme, or not?</p>	

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4a	In the survey, many participants stated that they found the Information Pack/Guide for Learners to be a helpful resource. How useful did you and your partner find this guide?	<p><i>Reminder of contents if necessary:</i></p> <ul style="list-style-type: none"> • <i>Reflection Tools/Activities</i> • <i>Contracting</i> • <i>Notes/Records and Actions</i> • <i>Coaching and Mentoring Literature</i> <ul style="list-style-type: none"> • How could the pack be improved in future? • How would you advise that future participants use this guide?
4b	Some partnerships developed contracts, did you and your partner develop a contract?	<p>If yes: How did you develop your contract? Were you able to follow the agreement or did it change or need reviewing at all? If yes: In what ways did the contract change or how was it amended?</p> <p>Finally, would you be willing to share the contract that you developed with your partner to be included in an appendix of the Information Pack for the next cohort of partners to use to guide their contracting?</p> <p>If no: What was the main reason that you didn't develop a contract? On reflection, do you feel that you would have found it useful?</p>
5a	Moving on, how successful do you feel that the facilitators were in matching you with your partner?	<ul style="list-style-type: none"> • Do you feel that you and your partner complemented each other when thinking about your similarities and differences, both professional and personal? • On reflection, do you feel you have a good understanding of why you were matched?
6	Were there any specific challenges that you faced in arranging meetings with your partner?	<p>If yes:</p> <ul style="list-style-type: none"> • In your opinion, what were the main barriers/challenges? • How did you feel about the difficulties in arranging meetings with your partner (e.g., understandable or frustrating)?
7a	How did you and your partner structure your meetings together?	<ul style="list-style-type: none"> • Were you satisfied with the structure and frequency of your meetings? • What was the location of your meetings? • Success of different types of meeting- virtual or in person better or worse? • How did you and your partner tend to keep in contact with each other in between your meetings? Did you find that one person was the main instigator of these contacts?
7b	To what extent did you feel comfortable, at ease and psychologically safe enough to explore challenging topics and share your honest experiences and opinions?	<ul style="list-style-type: none"> • How enjoyable did you find your meetings with your partner?



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<p>8 Did you and your partner decide to undertake any professional projects or activities together during your partnership?</p>	<p>If yes:</p> <ul style="list-style-type: none"> • Could you tell me a little bit about these? <p>If no:</p> <ul style="list-style-type: none"> • Is there any particular reason that you and your partner did not decide to work on a project or activity together? • Lack of similar professional/personal interests? • Lack of time? • Lack of knowledge or suggestions about what you could do?
<p>9 The PLP programme was based on the ideas of equality, reciprocity and mutuality. Could you tell me about how you and your partner worked towards these concepts, for example by navigating any perceived hierarchical barriers?</p>	<ul style="list-style-type: none"> • How did you mitigate any tendencies to slip into mentor/mentee roles? • What might have helped with this? • Did you feel valued and respected by your partner as an equal?
<p>10 Finally, before we move onto the next section of the interview, have you and your partner made any plans to keep in contact in future, and if so, what do you expect this contact or relationship to be like moving forwards?</p>	<ul style="list-style-type: none"> • Any plans for professional collaborations? • Social plans? • Do you imagine that you will meet with the same frequency and in the same ways as throughout your partnership? <p>If no:</p> <ul style="list-style-type: none"> • Do you plan to suggest continuing your relationship with your partner outside of the PLP programme? • Are there any particular reasons why you have decided not to keep in contact with each other?

Section C: Impact and Experiences

Interviewer: In the final section of the interview, I'm going to be asking you questions about your experience of the programme and about any impact that your partnership has had on you.

Questions	Prompts/Follow Up Questions
<p>1 What, if any, overall impact has involvement in the PLP programme had on you?</p>	<ul style="list-style-type: none"> • Are there any especially significant or memorable experiences that you have had either alone or with your partner? • Were there any surprising ways in which you have been impacted by taking part in the programme? • To what extent would you say that having a Parallel Learning Partner has been worthwhile to you? • Would you recommend participating to fellow colleagues?
<p>2a How successful do you feel that the programme has been in meeting your expectations and any aims or goals that you had initially set out to achieve?</p>	<ul style="list-style-type: none"> • Have there been any surprising or unexpected changes to any aims or goals you initially had? • Could you describe whether or not you felt valued, heard and supported by your partner?
<p>2b To what extent do you feel that your partnership has helped with your professional learning and development, for example if they have acted as an informal sponsor of you and enabled development</p>	

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	opportunities that may not otherwise have been available to you?	
3a	As part of the application process, you were asked to state what you thought you could bring to a partnership in the interests of reciprocity and mutuality. What skills or expertise do you think your partner learned from you in your partnership?	<ul style="list-style-type: none"> Does this differ from what you expected to share with your partner?
3b	Do you think your partner now has a better understanding of the unique and diverse needs of people from Black and ethnic minority backgrounds that will enable them to improve equity of experience and career progression where possible?	<ul style="list-style-type: none"> Have your career plans or aspirations changed as a result of your participation in this programme?
4	What do you think about the length of the programme?	<i>(NB- Similar programmes tend to be of a shorter length- approx. 6 – 9 months)</i>
5a	Is there any way in which being part of the PLP programme has impacted on your day to day working practices, for example any ways of working that you have now stopped, started or decided to continue?	
5b	Is there any way in which being part of the PLP programme has contributed to your <u>personal</u> learning and development?	
6	Do you feel that your understanding of the role of senior managers and executives in the Trust has changed as a result of your partnership, and if so, could you describe how?	<ul style="list-style-type: none"> Are there any ways in which this has impacted on or enhanced your work within the Trust?
7	Have you noticed that your opinions and views of working within the Trust changed because of your involvement in this programme?	<ul style="list-style-type: none"> More, or less favourable views?
8	Has there been any noticeable impact on our organisational culture or any other change to a part or aspect of the organisation that you feel can be attributed to the PLP programme?	<ul style="list-style-type: none"> Legacy of the programme/wider impact?
9	What, if anything, will you take forward with you from this whole experience as a kind of personal legacy ?	<ul style="list-style-type: none"> How will you ensure that you sustain or remember any changes you have made or any learning you have experienced?
10	And finally, what would you say to fellow colleagues who are thinking about applying for the next cohort? Do you have any helpful tips or guidance that you would share to support them to get the most out the experience?	
11	Do you have anything else that you had wanted to say about the PLP programme that you feel we haven't already covered?	

Interviewer: Thank you very much for taking the time to participate in this interview, and for providing such honest answers about your experience. It really is appreciated, and the information collected will be instrumental in the evaluation and recommendations for future cohorts. When the full evaluation report is



finished, we will share this with you if you are happy to receive this? I'll now turn off the recording and transcription function. **(Stop recording)**

As a final reminder, if you do decide that you do not want your answers to be included in the evaluation, you have 14 days to request that your data is withdrawn.

Before we finish this meeting, do you have any final questions or comments for me?

Appendix 3: Interview topic guide for SLT partners

Parallel Learning Partnerships Programme: an evaluation of the first cohort

Final Interview Topic Guide for Executive and Senior Leader Partners

Prior to commencing the interview, participants will have received the Participant Information Sheet for Interviews (version 1.3, dated 05/04/22) via email outlining the purpose of the interview in addition to having completed an electronic Declaration of Interest form. Informed consent will have been captured via the 'PLP SE Consent form for Interviews' (version 1.3, dated 15/06/22), sent via email to Naomi Clifford.

Interviewer Introduction:

Thanks again for agreeing to participate in our evaluation project of the PLP programme. We are carrying out these interviews with members of staff who have been involved in the first cohort of the programme to gain an idea of the possible personal and professional impacts that this initiative may have had on individuals. We are also keen to capture any benefits to the organisation that people may feel have occurred, particularly when thinking about participants' ability to encourage more inclusive decision making at senior management levels.

Information gathered from this interview will be used in conjunction with data collected from the participant surveys, relevant literature and evidence found, and discussions with the facilitators of the scheme to provide an overview of how the programme has progressed and what we might learn from people's experiences moving forwards.

As a reminder, please be assured that all answers given in this interview are confidential. All potentially identifying information will be removed before analysis and inclusion within the report. The interview will be recorded in MS Teams and saved to a secure folder. This is your opportunity to speak openly and honestly about your experiences with your partner and as a participant in the programme as a whole. There are no right or wrong answers, and no judgements will be made on anything you choose to share.

Do you have any questions for me before we start?

Thank you.

I am now going to turn on the recording and transcription function and then we'll start the interview.

(Commence recording)

Section A: Background Info

Questions

Prompts/Follow Up Questions

Ask if not discussed

1	Can you start by telling me a little bit about yourself, your professional background, and your current role?	
2	What were your main reasons for deciding to apply to take part in the PLP Programme?	<ul style="list-style-type: none"> • How did you feel about taking part in such a programme, did you have any reservations at all? • Is there anything that you were especially looking forward to?
3	Have you taken part in any programmes like this before, for example reverse mentoring or coaching initiatives and if so, could you tell me about these?	<p>If they have:</p> <ul style="list-style-type: none"> • Was this a programme that was offered within our Trust or from outside of the organisation? • In what ways do you feel that you benefitted from that/those programme(s)? • How, if in any way, does the PLP programme differ from [stated programme]?

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4	What expectations did you have about the PLP Programme when you applied?	<ul style="list-style-type: none"> • What did you expect to learn from the partnership? • What did you expect to be able to offer your partner? • Did your expectations differ from the reality of the experience, and if so, how?
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Section B: The Partnership

Interviewer: Now we're going to move on to talking about your personal experiences within your partnership.

Questions

Prompts/Follow Up Questions

Ask if not discussed

1	Throughout the PLP programme, quarterly check-in sessions were offered for participants to attend. If you attended any sessions, would you be able to tell me a little bit about your experience of these sessions?	<p>If did attend:</p> <ul style="list-style-type: none"> • (And if appropriate) Do you feel it would have been worthwhile attending more sessions, and why, or why not? • How do you feel that providing more structure would be more beneficial to future participants? • Did you have a preference for attending the sessions with or without your partner, if so, could you explain your reasons for this? • Would you recommend attending these sessions to the next cohort of partners? <p>If did not attend:</p> <ul style="list-style-type: none"> • Survey respondents indicated that the reason they were unable to attend any sessions was due to the demands of their substantive roles. How did this affect your attendance? • To what extent do you feel that you may have missed out on extra information or feedback that could have altered your experience in your partnership? • Do you plan to attend any sessions in your next partnership?
2	<p>Did any awareness that you had of the activities and progress of other partnerships have any impact on how you viewed your partnership and its progress?</p> <p><i>(Still relevant for those that did not attend as they may have received feedback from partners or colleagues.)</i></p>	<ul style="list-style-type: none"> • For example: in how other partners were meeting, how often they were meeting, any projects they were involved in together? • Did you feel that this awareness was useful in giving you and your partner ideas of how to enhance your partnership? <p>If not aware:</p> <ul style="list-style-type: none"> • How might you have expected your partnership to be impacted by any awareness of others' progress and activities together, if at all?
3	If applicable and if not already stated: In what ways, if any, do you feel that these sessions enhanced the programme, or not?	
4a	In the survey, many participants stated that they found the Information Pack/Guide for Learners to be a helpful resource. How useful did you and your partner find the Information Pack / Guide for Learn?	<p><i>Reminder of contents if necessary:</i></p> <ul style="list-style-type: none"> • <i>Reflection Tools/Activities</i> • <i>Contracting</i> • <i>Notes/Records and Actions</i> • <i>Coaching and Mentoring Literature</i>

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	<ul style="list-style-type: none"> • How could the pack be improved in future? • How will you use the pack with your next partner, if at all?
4b	<p>Some partnerships developed contracts, did you and your partner develop a contract?</p> <p>If yes: How did you develop your contract? Were you able to follow the agreement or did it change or need reviewing at all? If yes: In what ways did the contract change or how was it amended?</p> <p>Finally, would you be willing to share the contract that you developed with your partner to be included in an appendix of the Information Pack for the next cohort of partners to use to guide their contracting?</p> <p>If no: What was the main reason that you didn't develop a contract? On reflection, do you feel that you would have found it useful?</p>
5	<p>Moving on, how successful do you feel that the facilitators were in matching you with your partner?</p> <ul style="list-style-type: none"> • Do you feel that you and your partner complemented each other when thinking about your similarities and differences, both professional and personal? • On reflection, do you feel you have a good understanding of why you were matched?
6	<p>Were there any specific challenges that you faced in arranging meetings with your partner?</p> <p>If yes:</p> <ul style="list-style-type: none"> • In your opinion, what were the main barriers/challenges? • How did you feel about the difficulties in arranging meetings with your partner (e.g., understandable or frustrating)?
7a	<p>How did you and your partner decide to structure your meetings together?</p> <ul style="list-style-type: none"> • Were you satisfied with the structure and frequency of your meetings? • What was the location of your meetings? • Success of different types of meeting- virtual or in person better or worse? • How did you and your partner tend to keep in contact with each other in between your meetings? Did you find that one person was the main instigator of these contacts? • Are there any specific changes that you plan to make with structure and frequency of meetings with your next partner?
7b	<p>To what extent did you feel comfortable, at ease and psychologically safe enough to explore challenging topics and share your honest experiences and opinions?</p> <ul style="list-style-type: none"> • How enjoyable did you find your meetings with your partner?

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<p>8 Did you and your partner decide to undertake any professional projects or activities together during your partnership?</p>	<p>If yes:</p> <ul style="list-style-type: none"> • Could you tell me a little bit about these? <p>If no:</p> <ul style="list-style-type: none"> • Is there any particular reason that you and your partner did not decide to work on a project or activity together? • Lack of similar professional/personal interests? • Lack of time? • Lack of knowledge or suggestions about what you could do?
<p>9 The PLP programme was based on the ideas of equality, reciprocity and mutuality. Could you tell me about how you and your partner worked towards these concepts, for example by navigating any perceived hierarchical barriers?</p>	<ul style="list-style-type: none"> • How did you mitigate any tendencies to slip into mentor/mentee roles? • What might have helped you with this? • Did you feel valued and respected by your partner as an equal?
<p>10 Finally, before we move onto the next section of the interview, did you and your partner make any plans to keep in contact in future, and if so, what do you expect this contact or relationship to be like moving forwards?</p>	<ul style="list-style-type: none"> • Any plans for professional collaborations? • Social plans? • Do you imagine that you will meet with the same frequency and in the same ways as throughout your partnership? <p>If no:</p> <ul style="list-style-type: none"> • Do you plan to suggest continuing your relationship with your partner outside of the PLP programme? • Are there any particular reasons why you have decided not to keep in contact with each other?

Section C: Impact and Experiences

Interviewer: In the final section of the interview, I'm going to be asking you questions about your experience of the programme and about any impact that your partnership has had on you.

Questions

Prompts/Follow Up Questions

<p>1 What, if any, overall impact has involvement in the PLP programme had on you?</p>	<ul style="list-style-type: none"> • Are there any especially significant or memorable experiences that you have had either alone or with your partner? • Were there any surprising ways in which you have been impacted by taking part in the programme? • To what extent would you say that having a Parallel Learning Partner has been worthwhile to you? • Would you recommend participating to fellow colleagues?
<p>2 How successful do you feel that the programme has been in meeting your expectations and any aims or goals that you had initially set out to achieve?</p>	<ul style="list-style-type: none"> • Have there been any surprising or unexpected changes to any aims or goals you initially had? • Could you describe whether or not you felt valued, heard and supported by your partner or not?
<p>3 As part of the application process, you were asked to state what you thought you could bring to a partnership in the interests of reciprocity and</p>	<ul style="list-style-type: none"> • Does this differ from what you expected to share with your partner?

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	mutuality. What skills or expertise do you think your partner learned from you in your partnership?	
4	Is there any way in which being part of the PLP programme has contributed to your <u>professional</u> learning and development?	<ul style="list-style-type: none"> • What impact, if any, has there been on your day to day working practices, for example any ways of working that you have now stopped, started or wish to continue? • Have your career plans or aspirations changed as a result of your participation in this programme?
5	Is there any way in which being part of the PLP programme has contributed to your <u>personal</u> learning and development?	
6	To what extent and how has your awareness and understanding of experiences of staff from a Black or minority ethnic background changed since the beginning of the programme?	<ul style="list-style-type: none"> • Thinking professionally, is there anything that you have been able to change or implement in your role to improve ethnic minority staff's experiences or career progression in the Trust? • Is there anything that you have been able to change or implement in your role to improve the outcomes and experiences of patients from a Black or ethnic minority background? • How confident do you feel that you will be able to advocate for the voice of Black and ethnic minority staff to be heard at senior levels of decision making?
7	Do you feel that your understanding of previously unfamiliar areas of the Trust has improved or changed because of your partnership?	<ul style="list-style-type: none"> • Could you describe how your understanding has been impacted? • Has this increased understanding enhanced your work within the Trust?
8	Have your opinions and views of working within the Trust changed as a result of your involvement in this programme?	<ul style="list-style-type: none"> • More, or less favourable views?
9	Has there been any noticeable impact on our organisational culture or any other change to the organisation that you feel can be attributed to the PLP programme?	<ul style="list-style-type: none"> • Legacy of the programme/wider impact?
10	How do you feel about the length of the programme and the potential future overlap between your first and second partners?	<ul style="list-style-type: none"> • Will you introduce your first partner to your second partner? • Are you happy to continue participating in the programme? • Feelings on the length of the programme?
11	What, if anything, will you take forward with you from this whole experience as a kind of personal legacy?	<ul style="list-style-type: none"> • How will you ensure that you sustain or remember any changes you have made or any learning you have experienced?
12a	And finally, what would you say to fellow colleagues who are going to be participating in the next cohort? Do you have any helpful tips or guidance that you would share to support them to get the most out the experience?	<ul style="list-style-type: none"> • How would you feel about participation in this programme being an expected part of the roles for all senior managers at and beyond a certain level?

12b

Do you have anything else that you had wanted to say about the PLP programme that you feel we haven't already covered?	
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Interviewer: Thank you very much for taking the time to participate in this interview, and for providing such honest answers about your experience. It really is appreciated, and the information collected will be instrumental in the evaluation and recommendations for future cohorts. When the full evaluation report is finished, we will share this with you if you are happy to receive this? I'll now turn off the recording and transcription function. **(Stop recording.)**

As a final reminder, if you do decide that you do not want your answers to be included in the evaluation, you have 14 days to request that your data is withdrawn.

Before we finish this meeting, do you have any final questions or comments for me?