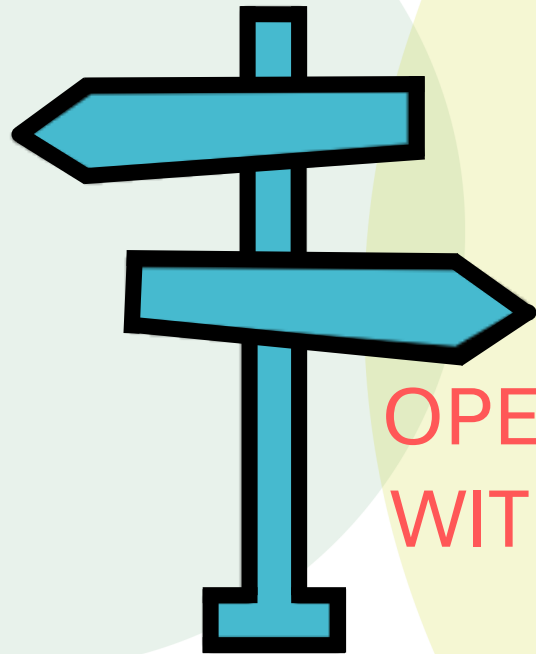




ASSOCIATION OF
AMBULANCE
CHIEF EXECUTIVES



LEAD-EEAST

A MIXED METHODS EVALUATION OF
OPERATIONAL LEADERSHIP TRAINING NEEDS
WITHIN THE EAST OF ENGLAND AMBULANCE
SERVICE NHS TRUST

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Background and Aims

- Operational leader roles
combination of skills
 - Clinical
 - People management
 - Healthcare
 - Financing
 - Quality
 - Strategic scene management
 - A Degree App
Healthcare
produced to
 - LEAD-EEAST will
development needs
- “[previous courses] look at what makes a great leader within the NHS and that might be very broad.... what I need is different to that. What my staff need is different to that” (P30).
- ... and future
... in EEAST





Methods

- Phase 1: Review of operational leaders' job descriptions and person specifications
 - Descriptive content analysis
- Phase 2: A two-part online, anonymous survey. Part A for staff that interact with operational leaders. Part B for operational leaders
 - Descriptive statistics and thematic analysis
- Phase 3: 30-minute semi-structured interviews with operational leaders
 - Descriptive and inductive thematic analysis



Results - Phase 1: Review of JDs and PSs

- Common themes across all roles included:
 - Skills and qualifications
 - People management
 - Finance
 - Clinical
 - Quality and performance
 - Risk management
 - Service development and planning
- As role seniority increased the focus of these themes moved from operational service delivery to incorporate tactical and strategic considerations.





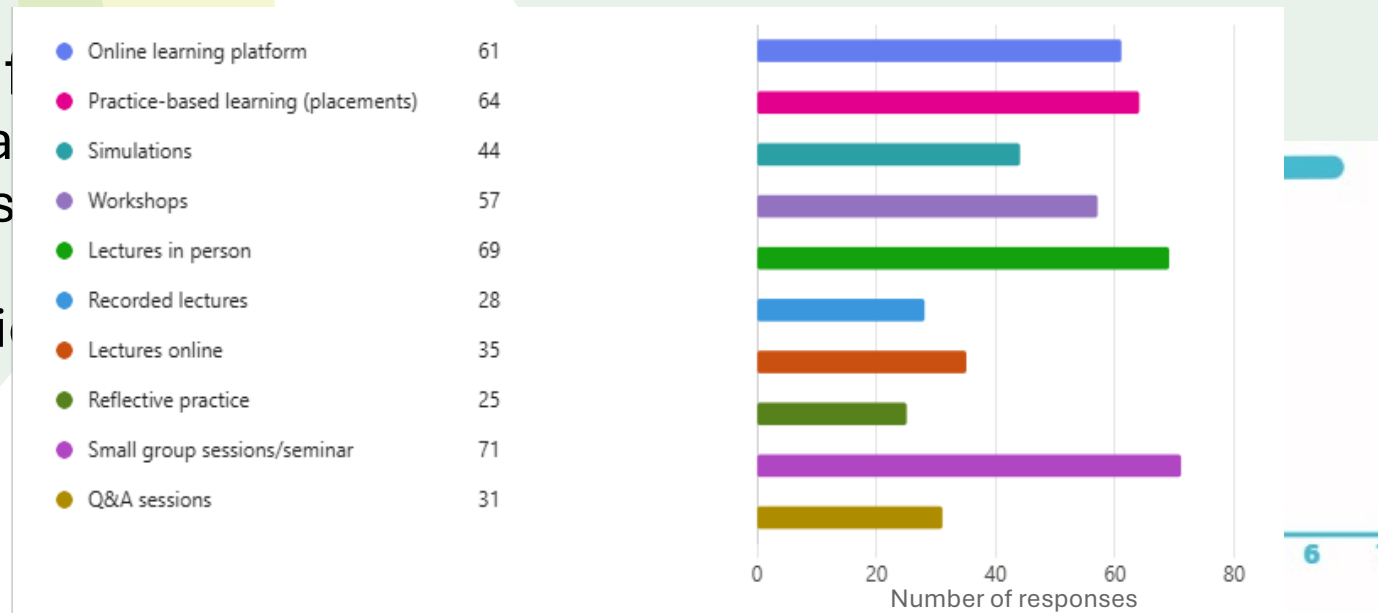
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Results - Phase 2: Survey (part B)

- 77% of operational leaders had worked for EEAST for over 10 years
- Many felt unprepared for their leadership role
- Interactive, practical and engaging teaching methods were preferred

- Areas identified for improvement
 - People management
 - IT and Trusts
 - Clinical
 - Qualifications
 - Skills
 - Finance





Results - Phase 3: Interviews

- 15 interviews with operational leaders
- Relevance raised as key requirement for future development opportunities
- Adequate and protected completion time would be crucial for course success
- Participants preferred a mixed delivery system including face-to-face with a variety of interactive teaching methods

“[A good course] doesn't just teach theory and it's kind of relevant and it kind of equips you with tools that you can use” (P5).

“If you want consistent leaders, well you've got to give us that consistent support” (P23).

“A mixed delivery system, then you're going to please everyone” (P18).





Conclusion

- LEAD-EEAST will inform the Degree Apprenticeship
- Strong appetite for further development in EEAST's operational leaders
- Clear learning needs identified by operational leaders, staff and volunteers

“A formalised qualification for clinical leaders ... that's accredited” (P18).

