

Supplemental Table 3

Negative Experiences and Reflections Reported by Programme Participants

Note: Interviewers probed for negative feedback with questions such as: What did not work so well? What was not as worthwhile? What was not as relevant? This table includes all pieces of negative feedback in the dataset. Some quotations were edited for length.

Theme	Quote
Lack of networking opportunities for alumni across cohorts	<p><i>"I haven't had any lasting professional relationships with other delegates on the course." (Interview 1 Male, Board Member)</i></p> <p><i>"I haven't really kept in touch with many people post-program. I think that that's a bit of a shame, really, 'cause I really got on with the people whilst on the program." (Interview 4 Male, Board Member)</i></p> <p><i>"I felt in the first half of the program that was delivered over here, I got to know the people from my group who I didn't know all that well before. I didn't really get to know the other people very well at all. I think that's 'cause the classroom teaching format wasn't particularly conducive to that." (Interview 15 Male, Board Member)</i></p> <p><i>"What I found disappointing, which I have not seen in the academic NRHR leadership world is that there was basically no communication with other groups and no way to facilitate people who've gone through the same project to see whether there would be joint possibilities to work on strategies." (Interview 16 Female, Senior Manager)</i></p> <p><i>"There are a whole host of people in the system that have been on the Yale course. The bond is not there just because you've been on the Yale course. I know there's been some sort of [alumnae reunion] sessions, and maybe people that were invited to those sessions coming back would have benefited from that, but I wasn't invited to those sessions." (Interview 24 Female, Board Member)</i></p> <p><i>"I would have really appreciated some sort of organized meet up six months later, then a year. Just a way to keep some of that energy, that motivation that you always get from a good course. How do you then keep some of that and maintain it going forwards. That would be the only bit for me...It would be really useful to keep some of that going." (Interview 21 Male, Clinician, Board Member)</i></p> <p><i>"On the slightly less positive is that I know in my region there are now a number of people who've done this program, some of which are very senior and have leadership roles in the STP. I've been disappointed that I don't see the impacts of the program in terms of what we as a team, as a group of leaders in the STP, are doing." (Interview 12 Female, Board member)</i></p>
Gaps between theory and practice	<p><i>"I worked very hard on one project, for example, and I've tried to fit all the learning that I've had from the program in to practice... The program needs to be backed up by me practicing all the time now, but it doesn't equip you with everything that you need." (Interview 2 Female, Senior Manager)</i></p>

	<p><i>"A large amount of the course was working on root cause analysis and developing solutions by a fairly didactic system which I haven't found that useful... The projects that we were made to do in a very kind of prescriptive way, whereas we tend to find in real life, it's not done in such a linear fashion." (Interview 25 Male, Board Member)</i></p>
Gaps in course content	<p><i>"I struggled a little bit with the amount of time we spent on some of the tools and working up almost like a pretend project to use the tools... the one session that didn't seem to work for me was the expert roundtable sessions, I didn't get as much from those conversations as I did from the other sessions." (Interview Male 006, Senior Manager)</i></p> <p><i>"One of the things that would be useful would've been to say, well, this is how we recommend you approach this system-wide project. Let's try it out. This is how you get others to understand this methodology. Maybe we did do that, and it just didn't land very well with me." (Interview 12 Female, Board Member)</i></p> <p><i>"The first half was in England. There were some talks by invited speakers who I had thought would be informative. In fact, I think they were really very uninformative. I would've preferred to perhaps have that time just to network with the other people in the group, find out what they've been doing and so on." (Interview 15 Male, Board Member)</i></p>
Participant Selection	<p><i>"If you were very junior you might feel like you're out of place a little bit." (Interview 2 Female, Senior Manager)</i></p> <p><i>"I've never really done a course as part of a group. It's always been on an individual basis. I don't think I'd really thought through to start with how beneficial that might be or risky it might be. I guess the risk with it is if you don't know your group terribly well and you don't all get on, that could be quite tricky." (Interview 9 Female, Senior Manager)</i></p> <p><i>"I think the course would have worked better if there'd have been a group of three of us from our area. I think now that is a requisite that you need to actually attend as a group rather than an individual...I think I was just in that period where you could get in as an individual. I don't think it works as well.... It's difficult, 'cause the groups that I'm in seem to work, and yet they've not all been on the course. Did I need it to get that? I don't know...I really did enjoy the course, but I'm not sure other people will. If I had another two weeks, would I do it again? Yes, I probably would, but I know I'd do it differently. I would go with a team and would actually plan what we were gonna do before we went to the first week." (Interview 25 Male, Board Member)</i></p> <p><i>"I guess what I was frustrated at year on year is seeing that the course was still largely promoted to people in the NHS because increasingly, it's a system approach. In my mind, it needed to be more widely promoted to the local authority and actually doing the course with someone say from the local authority, from commissioning, from a number of providers, from primary care." (Interview 24 Female, Board Member)</i></p>
Program cost	<p><i>"If one of my staff approached me and said, "I would like to go to Yale. It will cost us x" I would say that there are lots of leadership courses here that I could pay for you to go on and it would be a lot cheaper. I'm afraid that's just my perspective as the budget holder. I'm not sure I would feel comfortable in allowing that much money to be spent...If I got the</i></p>

	<p><i>chance to go again, I absolutely would. I just wanted to give you a rounded response. Even if I had to approach my boss and I asked her a set amount of money, I think there would be questions.” (Interview 20 Male, National Level)</i></p> <p><i>“The course was not cheap...It wasn’t about the quality of the course. I’m not necessarily saying it was expensive for what you got. I’m just saying that there was no way my organization was going to allow me the time out to do it again.” (Interview 23 Female, Board Member)</i></p> <p><i>“It’s not a cheap course to go, especially going abroad for a week. That’s not something that you would normally fund within the health services. You just can’t fund it.” (Interview 24 Female, Board Member)</i></p>
Change in perspective	<p><i>“I think it was a sort of one-hit thing. I went on the program, I learned what I learned, I gained the insights I gained from the program, and I’ve applied those over time, but I haven’t changed how I look back on the course.” (Interview 1 Male, Board Member)</i></p> <p><i>“There’s nothing that is dramatic that has changed in the way that I work...It’s all about every time you do one [program], it’s about some incremental change and additional thought process that you go through. No, I thought it was good when I left. I haven’t had an epiphany where I thought, “Wow, this has changed things completely since then.” (Interview 20 Male, National Level)</i></p> <p><i>“With distance, there’s elements of it that I have probably forgotten. There’s elements of it that I couldn’t maybe articulate. Where it might have changed some of my behaviors, I wouldn’t be able to tell you exactly.” (Interview 14 Female, Senior Manager)</i></p>
Other negative experiences or views	<p><i>“The insights from the course really shape how I would run a seminar for aspiring healthcare leaders...I think if you went back to my hospital and said “Did we really get value for money out of the programme, they might well say, ‘Well, not really. He moved on pretty quickly, and he’s not involved in senior-level healthcare leadership himself anymore. He might be supporting other people in those roles, but he is not doing it himself.” (Interview 1 Male, Board Member)</i></p> <p><i>“I’m gonna be honest here. I loved going to Yale, and I loved the opportunity to spend 24 hours in New York beforehand, but I’m not quite certain what being in Yale added to the learning experience. Yale is a very special place, but I wasn’t quite sure, from my perspective, as to what it added to my learning from the course.” (Interview 22 Female, Board Member)</i></p> <p><i>“I didn’t find the visits to American healthcare institutions particularly helpful. It was interesting, but it didn’t change my thinking in any way. I think we went to a lovely American hospice, and it was interesting to see. They’ve clearly got a lot of resources, and a lot of thought and care had gone into the practice, but there wasn’t much that I could do with that information in my world.” (Interview 1 Male, Board Member)</i></p> <p><i>“A minor, minor thing. It by no means reflects on the value of the program, but on the very, very first day...the very first thing was an introduction. Everybody around—what’s their name, where they were born, what difficult challenges they found growing up and how did they overcome it. I’m quite an introvert, and it doesn’t come easy to me talking</i></p>

about this level of personal detail, and perhaps that was a little bit too intense on the very first day when we didn't know anybody at all." (Interview 2 Female, Senior Manager)

"I think what we are missing is the impact this program has then actually had....What is the impact that you think this program had? You did not ask me about any specific projects. You did not ask me what was the actual impact on the NHS." (Interview 16 Female, Senior Manager)

"I thought some of his stuff was really good, but I think most people thought he [a speaker] was completely fantastic. It was just I thought there was almost a degree of hero worship around him sometimes." (Interview 22 Female, Board Member)

"Comparing the U.S. and the British healthcare systems. Britain is different from the U.S., and we're not gonna suddenly become the U.S...It's interesting to find out what's going on in France or Syria or wherever, but it's not something that has a massive impact on one's life." (Interview 1 Male, Board Member)

"I found that there were some really interesting concepts I wanted to cling onto, but we'd move on to something else. I would then be struggling to remember what those were and really work out. There's working up how what you've just learned that impacts your role going forward." (Interview 20 Male; National Level)