

## Improvement Leader Fellowship Programme 2017

### Guidance Notes

These guidance notes are to be used in conjunction with the CLAHRC Fellowship Application form. You can download this form from the CLAHRC website <http://www.clahrc-northwestlondon.nihr.ac.uk>

### Deadline

Please note - Applications must be submitted to CLAHRC at the address below by **4pm on 24<sup>th</sup> April 2017**

For further information on CLAHRC and the fellowship programme please visit

<http://clahrc-northwestlondon.nihr.ac.uk/what-we-do/learning-and-development/fellowship>

### Context

The aim of our fellowship programme is to develop a range of future leaders in innovation and improvement with the authority and ability to advance change in their local area and beyond, thus building capacity and supporting spread and sustainability in line with CLAHRC objectives.

### Applicants

We welcome applications from all sectors, from organisations and individuals including patients who are not currently in employment. We look to be inclusive in the way we work and in this application allowing you to show the best of your experience and knowledge. Please fill in each section of the application form as best you can, with reference to these guidance notes. If you have any questions or are struggling with any of the sections, please contact CLAHRC and we will be happy to help.

### Fellows Objectives

The fellow's objectives are to:

- develop skills and expertise in leadership, research and improvement methodology;
- apply this learning in a specific project led by the fellow;
- contribute to the on-going CLAHRC programme by developing their own areas of expertise and skill;
- develop networks across NW London to promote the implementation of the CLAHRC programme
- inspire others to initiate health improvements.
- contribute to the CLAHRC virtual faculty and mentorship programme beyond their fellowship tenure.

### Patient involvement in our Fellowships

At CLAHRC NWL involving patients at every stage of the process of improving healthcare is central to the way we work. In 2011 we widened our entry criteria to encourage and allow patients to apply for fellowships, leading to a number of patients undertaking fellowships and a more balanced group of fellows. Over our recent programmes, the patient Fellows have been influential in bringing the

perspective of those who use health services and bringing challenges and encouraging us to be more inclusive in our approach to learning.

### **Other information**

During the fellowship the group of fellows takes a study visit, sometimes internationally, so you may need a valid passport. In 2012 fellows visited Boston, and in 2013 fellows visited the clinical microsystems festival in Jonkoping, Sweden. In 2014, fellows visited the Dartmouth Institute of Clinical Policy and Practice in New Hampshire, USA, in 2015 fellows visited Cincinnati Children's Hospital, Ohio and in 2016 fellows visited national centres of excellence in Sheffield and Manchester. If you have any questions about this visit or have any particular needs regarding travelling please let CLAHRC know.

### **Finance**

If you are working with an organisation, in most cases, fellows bursaries are paid to their organisation (voluntary or public sector), and the organisation agrees to match fund the fellowship (usually this match funding is in the form of time released to enable the fellows to carry out their work and attend fellows meetings). Fellows claim expenses directly from their employer.

If you are an individual applying without an organisation then you will need a bank account for the bursary to be paid into. All fellows will need to keep an audit trail of how their bursary has been spent; this can be requested by CLAHRC at any point during the fellowship and will be submitted at the end of the fellowship.

The bursary is for fellowship related costs only. It is not for ordinary living expenditure. If you have any questions regarding this please consult any appropriate authorities relevant to your situation.

## **Application Form**

### **Section 1 - Who you are**

This section allows us to find out a little about you, to capture your interest and hopes for the fellowships.

#### **1.1**

Please tell us about yourself and how we can contact you.

#### **1.2**

Please use this space to encapsulate what you hope to gain from the fellowship, you may also want to state what you feel you would bring to the fellowship, the fellows group and to CLAHRC.

##### **1.2.1**

Please tell us about the project you propose to undertake during the fellowship, including how it aligns with your organisation's priorities. If you are not currently working within an organisation,

please tell us more about how your project will contribute to addressing healthcare priorities in your area of interest.

### 1.3

Please outline your current context and past experiences you may have had with health improvement, again this can be either formally or informally, within your work or across your community.

#### 1.3.1

We welcome the opportunity for organisations (voluntary and public sector) to put forward a duo or trio for the fellowship. This would involve two or three people, who are identified within the community or organisation for development, and are invited to join together to work on one organisationally driven project. Trios would work together on the project, support each other, collect data in collaboration and write up any outputs together.

Duos and trios can be working within an organisation or can be collaborations across organisations (NHS, voluntary, education, social care etc.). The collaboration should be in line with each organisations objectives.

This is a chance to give us a flavour of where you are coming from and how your project, trio and colleagues may influence what you do in the fellowship, and how you may use it afterwards.

### 1.4

Tell us here about the major challenges and obstacles you have encountered or can foresee in health improvement work, either within your organisation, or across the sector and community.

### 1.5

This is a chance for you to tell us more about what you hope to achieve in the future, where do you plan to go, and how will the fellowship help you get there. You may also want to acknowledge here your plans for how you see your fellowship project impacting on you, patients you work with, other colleagues you work with, your organisation, and the community.

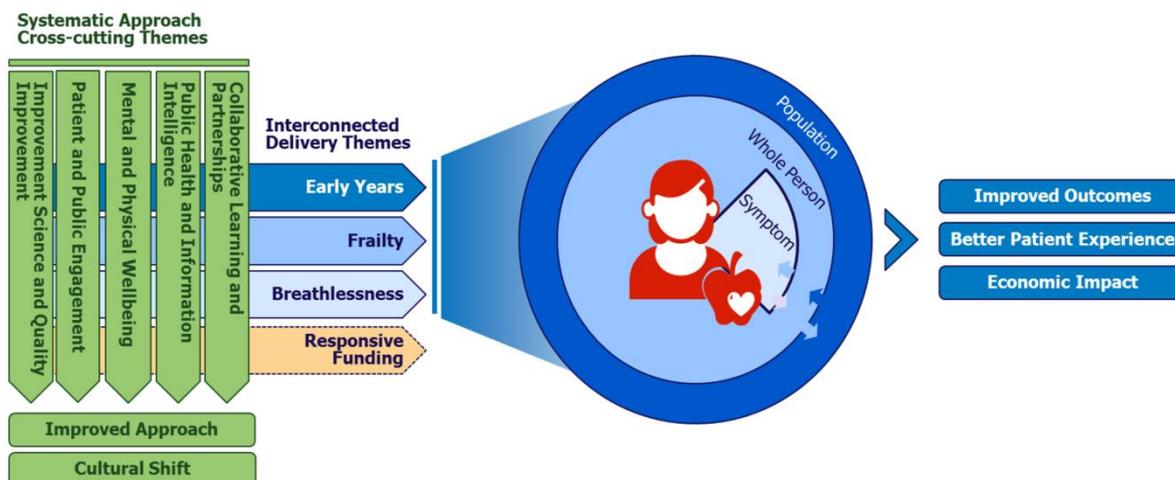
### 1.6

All fellows are expected to produce an output from their fellowship, examples include: Peer reviewed publication, conference presentation, teaching package, internal report. Improvement projects should produce a publishable improvement report, using the SQUIRE guidelines format (<http://www.squire-statement.org/>). CLAHRC will provide guidance and assistance during the fellowship where required.

### 1.7

In this section you have a chance to outline how you see your fellowship work fitting in to the larger CLAHRC work. Please clearly state which CLAHRC theme or themes you see your work aligning with,

fellows work is expected to align with at least one of the CLAHRC themes; this can include both delivery themes and cross cutting themes. Please see below for a diagram of CLAHRC themes, you can find more information on the CLAHRC themes on the website <http://clahrc-northwestlondon.nihr.ac.uk/what-we-do>



If you have any questions or wish to speak to the theme leads and discuss how your work may fit, please contact CLAHRC and we will be happy to help.

### 1.8 Finance

The CLAHRC improvement leader fellowship bursary is £2,500, part of which is used specifically to support a study visit within the fellowship. In previous years fellows have visited Sweden and the USA. You should set aside £1,000 of the bursary to fund this trip. The remaining can be used to support your fellowship work and project. This may include particular learning courses, materials or equipment to support your project success.

Please outline what you intend to spend your bursary on. These do not have to be specific or precise calculations as we realise things may change and shift throughout the year, but please do indicate the intended distribution of the bursary.

The only restriction in the use of the bursary is that there needs to be a demonstrable link between the purchase of equipment or service and the support of the project. Hence, there are no restrictions on the use of the money as long as you can demonstrate that the purchase furthers the project or your development. The programme is a leadership fellowship so the other justifiable uses of the money include training courses or development opportunities which demonstrably improve your development and therefore indirectly benefit the project progress and delivery.

Fellows in the past have used the bursary to buy a laptop to support the project work, a number of fellows also use the bursary to fund engagement events with costs such as venue, catering and possibly facilitation costs. Fellows have also used the bursary in the past to visit centres of excellence in their area (outside of the group study visit) which can help to support and inform the project and personal development of the fellow. For example, you may wish to allocate an amount of your

bursary to transcription costs, software, training or conference attendance to present your work. You may also need to buy some small equipment to support your project.

You will be asked at the end of the fellowship to give CLAHRC an audit trail of the spend of your bursary and asked to indicate if and why the intended spend differed from your actual spend.

## Section 2 – current circumstances and past experiences

### 2.1

If you are currently employed please give details of your current post, if you are not currently in employment please briefly summarise your past experiences and knowledge.

### 2.2

Please list your previous experiences and employment. These can be formal employment roles or voluntary roles, formal or informal positions within organisations.

### 2.3

Please give us background on your qualifications, knowledge and experience, these can be from any sector and do not have to be within the health sector. There is also space here for you to note any other relevant experience you have gained through lived experience and expertise.

## Section 3 – Supporting arrangements

### 3.1

This section is for you to note the sponsorship and support you have arranged for your fellowship. If you are working in an organisation your sponsor would normally be your line manager or chief executive. If you are not employed in the healthcare sector, a sponsor is someone identified by the applicant who can provide mentorship and support, meet regularly and attend events with you where appropriate. Possible sponsors may be drawn from the group of alumni fellows, CLAHRC team and CLAHRC project alumni. Please contact CLAHRC for further information.

**A sponsor should be a person who can make decisions, allow access, release time and remove obstacles to support a fellow to complete their work.**

This section allows the sponsor to provide a statement of support for the application. This should include an outline of the benefits to be gained by the applicant's involvement in the fellowship scheme, the opportunities the applicant will have to implement what they have learnt and the support the applicant will receive to do this.

### 3.2

In signing the application form, the sponsor agrees to support the applicant should he or she be offered a place on the fellowship programme. In the case of an organisation, this includes continuing

to meet salary and other financial commitments under the terms and conditions of service and releasing the fellow from other duties of their post during the course of the fellowship in order to attend training days and to undertake an improvement project (typically one day per week on average). In the case of an individual applying without an organisation, this includes sponsors agreeing to give time and support to the individual and attend events where appropriate.

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Please sign and date your application.