

**WITH CHAMPIONS,
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FURTHER QUICKER***



**Cape not included*

WHAT ARE QUALITY IMPROVEMENT FELLOWSHIPS?

The Health Foundation is an independent charity working to continuously improve the quality of healthcare in the UK. One of the ways we do this is through our Quality Improvement Fellowships.

Each year we give four fellows the opportunity to spend a fully-funded year at the Institute for Healthcare Improvement (IHI) in the USA. Here, fellows combine academic learning with the development of practical skills and techniques for quality improvement.

On their return to the UK, fellows integrate their learning into processes and procedures at their employing organisations to improve service delivery. Fellows also work to promote quality improvement nationally, championing quality improvement and sharing what they have learnt with colleagues from across the health service.

Fellows of the Quality Improvement Fellowship programme become part of a community of Health Foundation Fellows, who share a common ambition to improve the quality of health services in the UK.

Quality Improvement Fellowships 2013/2014 will be open for applications from July 2012 until 12 noon Tuesday 9 October 2012.

“The opportunity to spend a year focusing on quality improvement with the support and expertise of both the Health Foundation and IHI is the chance of a lifetime. I am looking forward to developing my skills and tackling some of the really challenging issues in quality improvement.”

Dr Simon Mackenzie, *Divisional Medical Director, NHS Lothian, and Health Foundation Quality Improvement Fellow 2012/13.*

We believe talented clinical leaders are needed to help drive lasting improvements to healthcare. The UK health system needs people who can bring about real improvement that ultimately leads to high quality patient care.

However, in the time-pressured environment of the NHS it can be difficult for leaders keen to work on quality improvement to find the time and space for reflection and research. The Quality Improvement Fellowships aim to bridge that gap, giving fellows the time and space to think deeply about how to improve the quality of healthcare, backed up by rigorous academic and practical learning.

The Quality Improvement Fellowship programme aspires to build a cadre of clinically-qualified leaders with the enthusiasm, experience and skills to champion the spread of improvement in healthcare. The fellowships aim to build organisational capability for quality improvement through developing fellows’ skills and expertise to drive improvement at an organisational level. They also provide opportunities for fellows’ sponsors to become involved with activities and discussions focused on healthcare improvement.

“The programme makes a fantastic difference. As fellows we are contributing to our organisations but the important thing is we are not doing it as individuals. We are doing it together by networking and broadening out other people’s networks.”

Dr Brian Robson *Medical Director, Quality Improvement Scotland, and Health Foundation Quality Improvement Fellow 2008/09.*



KEY FACTS

- 1 Each year we appoint up to four senior clinically-qualified leaders who have a track record of achievement in quality improvement and want to develop this further.

- 2 Fellows spend a fully-funded year at the Institute for Healthcare Improvement in Cambridge, Massachusetts, USA, where they follow a personalised development programme and carry out research in a chosen area of healthcare improvement.

- 3 On their return, fellows put their research into practice in their own organisation.

- 4 Fellows receive an allowance of up to £25,000 to support travel, relocation, visa and US healthcare costs.

- 5 The Health Foundation covers the costs of employing replacement staff. Applicants must have the support of their employing organisation as their salary and benefits are covered by their employer during the fellowship.

- 6 Fellows join the Health Foundation/IHI's Fellows and Alumni Network – a network for mutual support and learning.

- 7 The deadline for applications is 12 noon Tuesday 9 October 2012.

WHAT DOES A QUALITY IMPROVEMENT FELLOWSHIP INVOLVE?

Health Foundation Quality Improvement Fellows spend a year at the Institute for Healthcare Improvement (IHI), where they combine academic learning with the development of practical skills. Fellows leave the USA with the tools and techniques for driving healthcare improvement in their own organisations.

The main focus of each fellowship is a research topic based around an improvement area of the fellow's own personal interest. The research should fit with the Institute of Medicine's 'Aims of Improvement' that healthcare is: safe, effective, patient-centred, timely, efficient and equitable.

Each fellow has a structured, individualised learning and work plan. The plan includes intensive training in improvement skills, weekly seminars, attendance at IHI events, practical assignments and site visits to organisations doing exceptional work.

“When the going gets tough, as I understand it will do, the research topic has to be something you're really interested in.”

Dr Asan Akpan *Consultant Physician in Geriatric and General (Internal) Medicine, Warrington and Halton Hospitals NHS Foundation Trust, and Health Foundation Quality Improvement Fellow 2011/12.*

KEY ELEMENTS

- 1** A personalised programme of academic and practical learning at the IHI. Fellows follow the IHI's core curriculum, choosing from a number of programmes. These include the Breakthrough Series College – an improvement model that relies on the spread and adaptation of existing knowledge; the Patient Safety Officer Programme; and the Improvement Advisor Professional Development Programme.

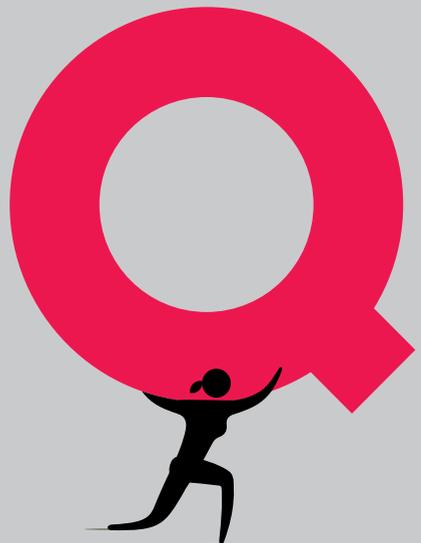
- 2** Participation in the Program in Clinical Effectiveness at the Harvard School of Public Health, an intensive seven-week course in quality improvement, statistics, epidemiology, decision science, economics and ethics.

- 3** A mentor who will provide support and guidance on meeting learning objectives.

- 4** The opportunity to become active team members in Health Foundation and IHI initiatives, contributing to strategy discussions, developing content and coaching participants.

- 5** Support with writing and publishing the research.

- 6** Strategic planning and review sessions before fellows return home.



WHAT ARE THE MAIN BENEFITS OF THE FELLOWSHIP?

The fellowship is a fantastic personal and professional opportunity. Previous fellows have gone on to lead improvement work locally and nationally, and are shaping the debate on health improvement in the UK and beyond.

Fellows are immersed in an environment that not only focuses on collaboration and innovation but also offers them access to world-class practitioners and teachers in quality improvement in healthcare.

But the year spent at the IHI is not just about academic learning, fellows will also be applying their knowledge by taking part in the IHI's initiatives. This combination of the academic and practical opens up a wealth of career opportunities, and many fellows have gone on to local and national leadership roles.

Fellows return to the UK with a range of new skills and tools for driving improvement and change in health services. But the acquisition of skills and knowledge is only half the story. Fellows also join the Health Foundation/IHI's Fellows and Alumni Network – a network for mutual support and learning as well as being part of the wider Health Foundation Fellow community.

“I work as a clinician half the time and the other half in improvement. I also do work with the King’s Fund. These are opportunities that I wouldn’t have had without the fellowship. You learn about dealing with other people, building the will to get new ideas going, having challenging conversations and organisational skills. It’s something I bring to work every day.”

Dr Joanne Watson *Consultant Physician and Clinical Director for Patient Experience, Taunton and Somerset NHS Foundation Trust, and Health Foundation Quality Improvement Fellow 2008/09.*

What a Quality Improvement Fellowship will provide:

- **Staff costs** – We will provide reasonable costs to cover the fellow's post (such as locum cover).
- **Leadership development** – Fellows will work with a leadership development consultant to build a plan for their individual development over the fellowship period.
- **Course costs** – The Health Foundation will cover all course costs.
- **Other support** – A relocation allowance of up to £25,000 is also provided, which will cover travel, visa and healthcare cover costs.

What a Health Foundation Quality Improvement Fellowship will not provide:

- **Salary** – The fellow's salary and benefits must be covered by their employer, although the Health Foundation will pay for replacement staff.
- **Administration costs** – The Health Foundation will not pay any administration costs for employing replacement staff.

HOW DOES THE FELLOWSHIP BENEFIT SPONSOR ORGANISATIONS?

Fellows return from their year in the USA with the tools and skills to bring about real change in their organisations.

Employers benefit from an enthused and invigorated senior colleague who has been exposed to the latest thinking on quality improvement, and whose plan for change will be backed up by rigorous academic research. The fellow will champion improvement, bringing back innovative ideas on how to lead better, safer healthcare.

While fellows are at the IHI, the Health Foundation will cover the cost of replacement staff.

Fellows' previous research topics include:

- Improving patient flow throughout the hospital, in particular between different levels of care within a hospital and smoothing the flow of elective surgical patients.
- How organisations can improve quality while saving money.
- How organisations can improve patient safety.
- How commissioners or payers in other healthcare systems have managed to improve the quality of care in provider organisations, explore different models of leadership for quality, and gain training and experience in quality improvement methods.

WHO CAN APPLY?

We are seeking applicants with a passion for improving healthcare.

The fellowships are for senior leaders with a clinical background – though not necessarily working in a clinical role – who wish to build on their expertise in quality improvement.

Applicants must:

- be in a leadership role in their organisation that clearly relates to quality improvement and have a track record of achievement in the field
- have evidence of significant and relevant professional experience within the health sector
- have the support of their chief executive
- be prepared to share their learning locally and nationally
- be resident and working in the UK
- be able to start the programme in July 2013
- be clinically qualified.



“What I would strongly champion, being a non doctor myself, is for people who come from any clinical background to apply, and particularly people who don’t work in an acute hospital setting. There is huge scope internationally for more improvement work in primary care, in community and ambulatory settings. We really need to fly the flag for non-acute hospital improvement work.”

Elizabeth Bradbury *Director, Advancing Quality Alliance, and Health Foundation Quality Improvement Fellow 2009/10. (Elizabeth has a background in nursing)*

HOW DO I APPLY?

The fellowships are open for applications in July 2012 until **12 noon Tuesday 9 October 2012**. To apply, you must submit an application form, which includes a contribution from your chief executive. For more information and to download an application form, visit www.health.org.uk/qif

We use the application form to assess:

- that applicants are at an appropriate stage in their career to benefit from and meet the aims of the fellowship
- that the fellowship will enable candidates to build on their existing expertise in quality improvement and enhance their ability to drive forward service improvement
- applicants' and employers' motivation and commitment to the fellowship and to improving quality
- the potential of the application to enhance the quality of healthcare services in the UK.

Shortlisted candidates will be interviewed in London by representatives from the Health Foundation and the IHI. Successful applicants will be invited to travel to the IHI before their fellowship begins to meet senior staff and make local arrangements. Successful applicants are welcome to speak to other fellows about the programme.

TO APPLY

Visit www.health.org.uk/qif for more information and to download the application form. The deadline for applications is 12 noon Tuesday 9 October 2012. If you have any questions or would like an informal discussion about the fellowship, please contact Sophie Bulmer, Programme Officer, on 020 7257 8000 or by email at QIF@health.org.uk

www.health.org.uk/qif



The Health Foundation is an independent charity working to continuously improve the quality of healthcare in the UK.

We want the UK to have a healthcare system of the highest possible quality – safe, effective, person-centred, timely, efficient and equitable. We believe that in order to achieve this, health services need to continually improve the way they work.

We are here to inspire and create the space for people to make lasting improvements to health services.

Working at every level of the healthcare system, we aim to develop the technical skills, leadership, capacity, knowledge, and the will for change, that are essential for real and lasting improvement.

Identify Innovate Demonstrate Encourage

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