

UCLPartners Improvement Fellows Programme 2018

Information for Applicants

About UCLPartners

UCLPartners brings together people and organisations to work in partnership to transform the health and wellbeing of the local population. When UCLPartners was first created in 2009 the founding partners recognised the need and challenge to learn and apply partnership skills for the overall benefit of the populations served. This continues to be the sustaining foundation on which UCLPartners work is built, and today partnership approaches to health and care challenges and the need for every partner to develop and utilise these skills are at the forefront of the national and global agenda in discovery science, innovation into practice and population health.

UCLPartners is an academic health science partnership (AHSN) with over 40 higher education and NHS members. Our role is to create a fertile ground for partnership working and to champion collaboration across the entire health and care system, addressing areas that add most values to patients, populations, the NHS and social care. As a company, we catalyse improvements at greater scale and pace than individual partners can achieve alone.

Background

Improvement has never been more important for the health and social care. The 2013 Berwick report on patient safety, [*A promise to learn: a commitment to act*](#), stated that “the most important single change in the NHS... would be for it to become, more than ever before, a system devoted to continual learning and improvement of patient care, top to bottom and end to end”. The Berwick report also stressed improvement requires investment and a system of support: “the NHS needs a considered, resourced and driven agenda of capability-building in order to deliver continuous improvement”.

Vanguards, New Care Models and the Sustainability and Transformation Plans (STPs) are focusing on improving care for individuals, organisations and populations, focusing on removing the barriers between primary care and hospitals, between physical and mental health and between health and social care. Improvement and leadership capability is integral to their success and sustainability.

One of UCLPartners’ key aims is to find, support and empower people with the drive and talent to be improvement leaders within organisations and professional communities. We are a partnership organisation that connects people with shared interests and needs beyond traditional institutional boundaries. When connected and appropriately supported, each partner organisation is able to achieve better results for patients and achieve greater satisfaction through the work they do.



The UCLPartners Improvement Fellows Programme

The programme aim is to create a cadre of people – clinicians, managers, educators, researchers, patients and others – who have the confidence, capability and capacity to lead improvement within their organisation and beyond. As such they will support each other, their own organisations and others in delivering better results for patients and populations. Importantly, they will also better equip themselves and their organisations to progressively improve over time.

The programme will connect people, provide opportunity for open dialogue in a safe environment away from the usual workplace, offer time and space to reflect and plan, as well as the opportunity for more tangible learning and benefits.

The 2018 programme includes:

- Six half-day workshops which will include masterclasses on improvement from experts and provide the opportunity to reflect and explore ideas, challenges and priorities with faculty and colleagues
- The opportunity to network and build a community of people to turn to for inspiration, support and expertise that go beyond current local and professional networks and endure over time, beyond the formal programme, including participants of the first cohort of the UCLPartners Improvement Fellows Programme
- The opportunity to gain access to wider communities of improvers, such as the Q Fellows from UCLPartners' geography
- Access to learning resources
- The opportunity to be part of a growing online directory which showcases areas of interest and achievement, adding visibility to Fellows' work and profiles
- The opportunity to shape how future cohorts of UCLPartners Improvement Fellows develop
- The opportunity to become part of the UCLPartners Improvement Network.

This initiative will help make those involved more visible and effective and further support development and improvement capability. For those considering joining future cohorts of Q, we envisage that being a UCLPartners Improvement Fellow would add to the attractiveness of the application.

Organisations will benefit not only from participant's development, but also from better access to great ideas, opportunities and talent from across the system, which can then be harnessed and deployed for wider benefit.

For the 2018 programme we will be recruiting up to 50 Fellows from across a wide range of backgrounds and disciplines.

Fees

The UCLPartners' Improvement Fellows programme is available free of charge to participants from [our partner organisations](#). There are a small number of places available for anyone wishing to participate from an organisation outside of the UCLPartners' geography, which we offer for a fee of £1,500 per participant. The application process and commitment is the same whether fees are paid or not. For further information please contact improvement.fellows@uclpartners.com



The commitment

The expectations of participants:

Have sufficient time and resources to actively participate:

- A *minimum* time commitment of six days over 2018 calendar year – the more you put in the more you are likely to get out (dates detailed below)
- The support and explicit commitment of your employer to participate in the initiative – including travel to and from events. For people not in paid employment some contribution to the costs of participating may be offered
- Commitment for the year of the programme and to remain an active part of the network following this, unless particular circumstances mean you need to withdraw.

Session 1	Thursday 8th February	12:00pm – 7:00pm
Session 2	Monday 23rd April	12:00pm – 5:00pm
Session 3	Tuesday 26th June	12:00pm – 5:00pm
Session 4	Thursday 6th September	12:00pm – 5:00pm
Session 5	Wednesday 31st October	12:00pm – 5:00pm
Session 6	Thursday 13th December	12:00pm – 7:00pm

Willingness to share learning and to support others:

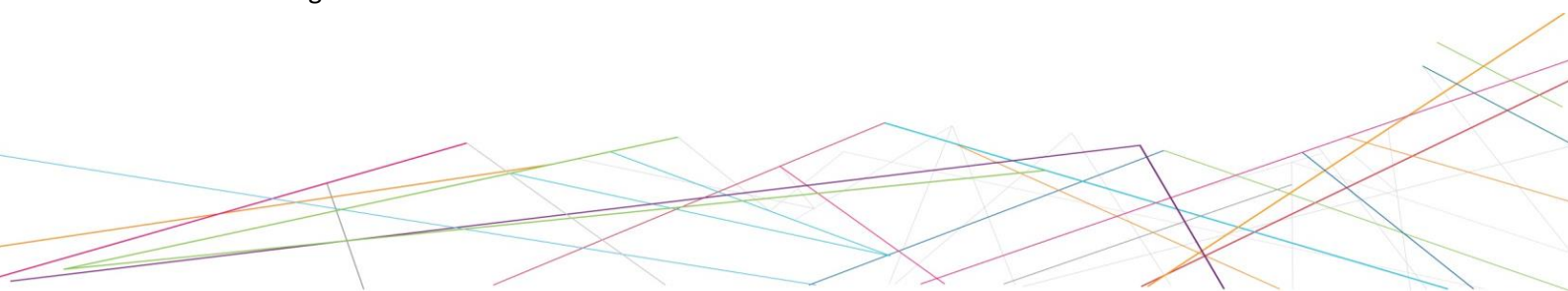
- Actively support other fellows in their learning and application of learnings
- Behave in a way which supports learning: for example – respecting and valuing diverse perspectives, being open in sharing successes and challenges with peers
- Share learnings with others in your personal networks (for example inviting colleagues to join events where possible and incorporating new knowledge into local work or training)
- Share both successes and challenges of the improvement work you have been involved in through events, communication activities or by publishing work
- Contribute to networking and communications activities associated with the initiative.

Willingness to help improve the programme:

- Advising on changes for future cohorts and through contributing to the evaluation of the initiative (responding to surveys and participating in interviews or group discussions, and providing a description and/or publication of the impact that the initiative has had on you and your work).

Professional, geographical and institutional diversity

We recognise that there are many different organisations, institutions and roles who may want to join the programme. We are keen to ensure a wide range of roles, professional groups and organisations. The table below is an indication of organisations and roles but not exhaustive.



Organisations	Professions and roles
<ul style="list-style-type: none"> • Health care providers • Social care or other local government providers • Commissioners • GP Federations • Academic institutions / networks • Industry partners working with health or social care • Patients / carers working with the health or social care system • Others 	<ul style="list-style-type: none"> • Clinicians (from all professions) • Managers from health and social care • Researchers • Patient leaders • Executive directors • Non-executive directors • Others

Knowledge and experience

The UCLPartners Improvement Fellows Programme is open to individuals from all backgrounds. We are looking for energetic people with some experience of quality improvement – but more importantly for people with a passion for improvement and the benefits it can bring to patients, populations and staff.

Personal attributes are important – both because these are hallmarks of effective improvers, but also to maximise the effectiveness of the fellows as a group. Characteristics that we are looking for include, but are not limited to:

- *Facilitative and open style*: people who seek and act on feedback, who collaborate, learn and share; people who are curious about others’ perspectives and can understand different ways of thinking
- *Flexibility and comfort with ambiguity*: people who see the potential in uncertainty and who can judge when to promote different perspectives and when to achieve consensus
- *Orientation to others*: people whose reflex is to focus on others’ development and needs rather than their own.

Links between the UCLPartners Improvement Fellows and the Q Initiative

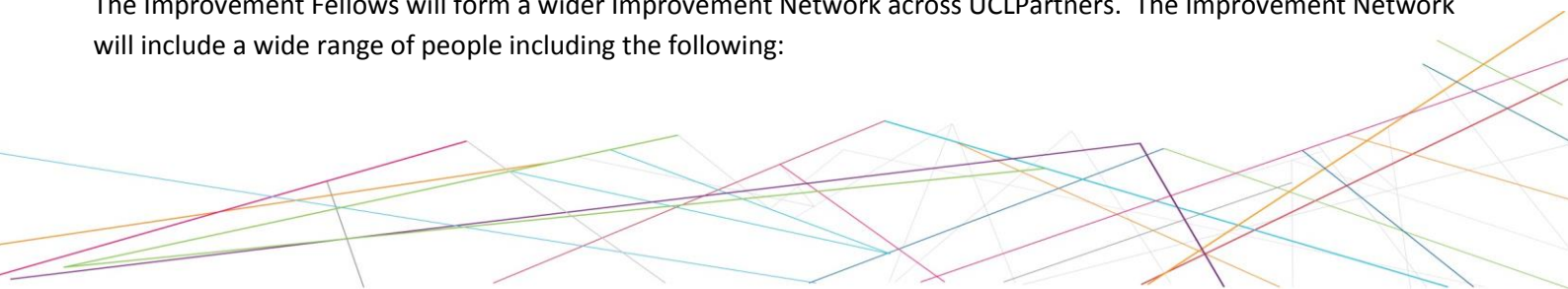
Another output from the Berwick Report was a recommendation to develop “a national system of NHS Improvement Fellowships, to recognise the talent of staff with improvement capability”. Q is an initiative connecting people with improvement expertise across the UK and there are currently over 1700 members, which is expected to increase to over 2000 by the end of 2017. It is being led by the Health Foundation and supported and co-funded by NHS Improvement. This year we recruited 88 new members from across UCLPartners geography and further recruitment will take place in early 2018.

We will continue to build strong links between the Q Initiative and the UCLPartners Improvement Fellows by working in close alignment with the Q members. For anyone wishing to join the Q community, participation on the UCLPartners Improvement Fellows programme is likely to support a future application.

Find out more about the [Q Initiative](#).

Developing an Improvement Network across UCLPartners

The Improvement Fellows will form a wider Improvement Network across UCLPartners. The Improvement Network will include a wide range of people including the following:



- Organisational and system leaders who are champions for improvement
- People (professionals and patients) working on quality and improvement initiatives across UCLPartners
- Other Fellows, such as the Q Initiative Fellows, Darzi Fellows
- Members of the many communities of practice across UCLPartners
- Academics who focus on improvement science and research
- Educators and students/trainees who have a particular interest in improvement
- UCLPartners' own staff and external improvement leaders

Through a design collaboration between UCLPartners and network participants, we envisage the network to grow in size and influence and to be a strong, credible voice for improvement across the partnership. The network will also be a repository of diverse skills, knowledge and influence which can be deployed for benefit of the population we serve, as well as members of the network and their organisations.

Application process

Applications will be accepted on the standard online application form only (available at www.uclpartners.com/improvement-fellows-programme). Completed forms should be sent by email to improvement.fellows@uclpartners.com by the **closing date of 5pm on 23rd October 2017**. **We will not be able to accept late applications and will only accept your first submission, so please ensure it is complete. Please note that the support of your employing organisation and line manager is required before submission.**

Selection process and key dates

The closing date for applications is **Monday 23rd October at 5pm**. This deadline will not be extended for any reason and we encourage early submission to avoid technical issues preventing your application.

Selection will be by application form and shortlisted applicants will be invited to interview. You will be notified by email by 14th November whether or not you will be invited for interview. Further details of what to expect at interview will be provided if you are selected, but no written preparation will be required.

Interviews will take place between **20th November and 8th December (20th, 24th, 27th, 29th November and 1st, 4th, 6th, 8th December)**. If, within the dates above, there are one or two that would be impossible for you **please let us know this when you apply (please try and be as flexible as possible with available dates)**. Once an interview date has been offered and accepted, we will be unable to accommodate any changes.

As set out in the Application Form, a requirement of the programme is organisational support and participation in the six workshops (detailed above).

You will need a signature from your organisational sponsor; applications without this will not be considered or shortlisted.

If you have any queries on any aspects of the programme, please contact improvement.fellows@uclpartners.com in the first instance.

