



CAP TAHSN Innovation Fellowship Program

2025-26 Application Workbook

CONTENTS

Introduction.....	iii
Checklist.....	iv
What is the CAP Innovation Fellowship Program?.....	v
What are the program objectives of the CAP Innovation Fellowship Program?	v
What is covered in the program?.....	vi
How is the Fellowship Program funded and structured?.....	vi
Who is eligible to apply for the CAP Innovation Fellowship Program?	vii
What is a quality improvement project?.....	viii
What types of QI projects have past fellows undertaken?	viii
Who should you engage with when preparing your proposal?	viii
The six elements required for a CAP Fellowship project.....	ix
How do I prepare and submit my proposal and application package online?	ix
Proposal Content Requirements (I - XIV).....	1
I. Title.....	2
II. Introduction and Significance.....	2
III. Current Knowledge.....	2
Research Knowledge.....	2
Clinical Knowledge	2
Patient Perspective	2
IV. Strategic Priority Area	2
V. Contribution to Advancing Academic Practice.....	3
VI. Opportunity Statement.....	3
VII. Project Goal/Aim.....	3
VIII. Change Concepts/Proposed Intervention(s)	3
IX. Partners, Leaders, Supporters, and Interested Parties	3
X. Evaluation Plan.....	4
XI. Project Activities, Timeline & Feasibility	5
XI. Sustainability	5
XII. Working with a Mentor	5
XIV. References using APA style 7 th edition.....	5
Candidate declaration and consent form	6
Leadership Endorsement.....	7
Manager reference and approval form (2 pages)	8



Mentor agreement and support form (2 pages)	10
Available Opportunities	12
Frequently Asked Questions	14



INTRODUCTION

We are excited to share an opportunity for you to enhance your professional development and contribute to meaningful quality improvement initiatives within our organization: CAP TAHSN Health Professions Innovation Fellowship Program.

This fellowship is designed to empower individuals like you to develop leadership skills and competencies in quality improvement to address challenges in our environment.

We invite you to fill out the application template provided in this package. The template includes essential sections that will guide you in articulating your project idea, its significance, and the strategies you'll implement to achieve your goals. In this package, we will require your manager and mentor's documented support.

If you have any questions or need assistance while completing the application, please don't hesitate to reach out. We look forward to seeing your innovative ideas come to life! To book a consultation meeting before the deadline on July 7, 2025 at 12:00 pm (noon), [please click on this link](https://outlook.office.com/owa/calendar/CAPFELLOWSHIPCONSULTATIONHOURS@uhn.ca/bookings/) or copy and paste this link on to your browser: <https://outlook.office.com/owa/calendar/CAPFELLOWSHIPCONSULTATIONHOURS@uhn.ca/bookings/>

Please note that all successful candidates are expected to be present on the following mandatory date of September 10 and 16, 2025.

Best regards,

CAP Fellowship Faculty

CHECKLIST

1. ☐ [Review the CAP Fellowship Background](#)
2. ☐ Sign up for a CAP Fellowship [CAP Innovation Fellowship Program | CAP Fellowship](#)
3. ☐ Complete the required documents
 - a. [Application Template](#)
 - b. [Declaration](#)
 - c. [Manager Reference and Approval Form](#)
 - d. [Mentor Agreement and Support Form](#)
4. ☐ Review the Frequently Asked Question
5. Key Dates
 - a) June 3, 2025 – Open call
 - b) July 7, 2025 – Submission deadline
 - c) July 31, 2025 – Announcement of acceptance
 - d) In-Person Mandatory Attendance
 - September 10, 2025
 - September 16, 2025
 - December 2 & 3, 2025
 - March 10 & 11th, 2026

What is the CAP Innovation Fellowship Program?

The CAP Innovation Fellowship Program (Fellowship Program) offers an opportunity for point-of-care health professionals to improve the quality of care by leading a quality improvement project that aligns with strategic priorities on their patient care unit, broader clinical program or a corporate area of focus.

The Fellowship Program began in 2010 as the Nurses for Tomorrow (N4T) Innovation and Research Fellowship Program and gained national recognition in 2012 by Accreditation Canada as an Innovative Leading Practice. The Fellowship program builds leadership capacity, provides a unique opportunity for professional development and supports job satisfaction, employee recruitment and retention strategies. The Fellowship Program embraces the philosophy that clinicians who provide direct patient care know what needs to be improved and how best to improve it.

The Fellowship Program has expanded to include participants across health professions within the Greater Toronto Areas healthcare organizations. Currently, the Fellowship program is delivered in partnership with Sunnybrook Health Sciences Centre (Sunnybrook) through the Toronto Academic Health Services Network (TAHSNp), with fellows from UHN, Sunnybrook, Michael Garron Hospital, and VHA Home HealthCare. As the program continues to grow, opportunities for multi-site collaboration on projects are also available for our fellows.

WHAT ARE THE PROGRAM OBJECTIVES OF THE CAP INNOVATION FELLOWSHIP PROGRAM?

The Fellowship program has three main objectives:

1. To enhance proficiency in quality improvement methodologies by guiding participants through the execution of a localized healthcare improvement project
2. To build leadership capacity in front-line clinicians by undertaking quality improvements projects that directly impact patient care or service delivery.
3. To enable knowledge building and implementation of best-practices by integrating internal and external interprofessional collaboration and broad stakeholder engagement

WHAT IS COVERED IN THE PROGRAM?

The CAP Fellowship curriculum, content, its delivery and evaluation, are built on current evidence- informed best practices for education, leadership and quality improvement literature.

Fellows acquire knowledge by participating in educational seminars and workshops, in addition to developing their skills by applying their learning throughout the planning and implementation of their quality improvement project.

The Fall 2025 cohort's education seminars will use a hybrid design (the combination of remote and in-person teaching). Online seminars will be through video conferencing, and in-person seminars will be held at UHN and collaborating TAHSNp Sites.

Competency development will vary for each fellow and links to the organization's employee development program. However, the required leadership competencies for successful planning and implementation of quality improvement projects include:

- Project Management (Understanding the Quality Improvement (QI) framework and Application, Project Planning and Time Management)
- Refining change Ideas (e.g. Education principles and practices to support change Ideas, Plan, Do, Study, Act. (P.D.S.A) processes, hierarchy of effectiveness framework)
- Change Management Framework (e.g. Overcoming barriers and conflict resolution)
- Application of evidence informed tools in intervention planning (e.g. education and simulation basics)
- Building Relationships, Influence Persuasion and Motivation (e.g. interprofessional collaboration, stakeholder engagement, identifying champions, managing up)
- Stakeholder Communication and Engagement (e.g. briefing notes, elevator pitches, oral presentations)
- Critical Thinking (addressing incidental findings and outcomes).
- Evaluation and Sustainability Strategies

HOW IS THE FELLOWSHIP PROGRAM FUNDED AND STRUCTURED?

The CAP Fellowship program secures funding from several sources (e.g. philanthropic funds, the Collaborative Academic Practice portfolio and program funds), which changes annually. The funding is aligned and utilized to cover release time from point-of-care responsibilities (i.e. backfill costs) for successful Fellowship candidates.

Fellows are provided with **paid, protected time (two 7.5 hr days per week) for 24 weeks**. This paid protected time enables fellows to participate in educational seminars, undertake independent learning and engage in the planning and implementation of their quality improvement project

Fellowship education seminars for the fall 2025 cohort are **half-days** beginning at **08:00 AM** on **Wednesdays** from **September 10, 2025**, until **March 11, 2026** (remotely or in-person at UHN sites or other partner sites, depending on the session). Additionally, the following education/dates are required:

- Fellowship Kick-off Day **September 10, 2025 (full day – 9:00 AM to 5:00 PM)**
- IDEAS workshop **September 16, 2025 (full day – 8:30 AM to 4:30 PM)**
- Midterm and Final project presentation events (December 2 & 3, 2025; March 10 & 11, 2026)

The patient care unit, program or departmental managers are responsible for scheduling backfill and release time for fellows. By fiscal year-end, managers will receive reimbursement to their functional cost centre to cover associated replacement costs.

Fellows are also provided with leadership support, beginning with their core team: their sponsoring manager and mentor(s). The Manager of Professional Practice for the fellowship program will also provide leadership support and link fellows with other experts at UHN (e.g. Patient Experience and Patient Education portfolio).

WHO IS ELIGIBLE TO APPLY FOR THE CAP INNOVATION FELLOWSHIP PROGRAM?

Permanent full-time or part-time (excludes casual) health professionals from the following list with direct patient care responsibilities are eligible to apply:

Anesthesia Assistant	Physiotherapy
Chiroprody	Psychology
Clinical Nutrition	Radiation Therapy
Genetic Counsellors	Respiratory Therapy
Kinesiology	Social Work
Medical Imaging Technologist	Speech Language Pathology
Medical Laboratory Professionals	Spiritual Care
Nursing*	Therapeutic Recreation
Occupational Therapy	
Personal Support Workers	

- A degree is not required to participate in the program.
- *Nurses with advanced practice roles (e.g. nurse practitioners and advanced practice nurse educators) **ARE NOT ELIGIBLE**.
- Past graduates of the CAP Innovation Fellowship Program are not eligible.

WHAT IS A QUALITY IMPROVEMENT PROJECT?

Quality improvement (QI) is defined by Health Quality Ontario (HQO) as a systematic approach to implementing change(s) to bridge gaps, address problems and improve practices or processes with a focus on outcomes.

QI projects in health care aim to promote safe, effective, patient-centred, efficient, timely or equitable care and services across the health system.

WHAT TYPES OF QI PROJECTS HAVE PAST FELLOWS UNDERTAKEN?

Fellowship projects must be quality improvement initiatives. Research projects are not eligible.

Examples of past Quality Improvement projects include:

- Transitions in Care and Service
 - Patient Education to Improve Self-Management at Home
 - Refining barcode medication administration
 - Improving Patient Safety and Patient Experience
- Enhancing scope of practice and skillset within Health Professions to enhance clinical service delivery

You can review the titles of past projects by clicking the [alumni tab](#). Also, you can watch videos of final project presentations for the last Fellowship cohort (links are on the same page). Finally, it is important to select a project that you are passionate about to maintain your interest and energy throughout the project!

WHO SHOULD YOU ENGAGE WITH WHEN PREPARING YOUR PROPOSAL?

A “collaborative” QI project submission is required and involves the candidate, their manager and mentor(s) in the proposal development. The purpose is to strengthen the project plan, implementation and sustainability of change(s) after the fellowship ends.

If your clinical area has a QI team or a QI lead, you are encouraged to liaise with them during your proposal development. Also, mentors with QI and content expertise are recommended.

THE SIX ELEMENTS REQUIRED FOR A CAP FELLOWSHIP PROJECT

1. **Informed by the patient and family perspective:** how are patients'/caregivers' voices incorporated and/or how will they be engaged during project planning and/or implementation
2. **Fosters Interprofessional Collaboration (IPC)**
3. **Feasible:** project be undertaken without additional human resources or a financial investment (e.g. beyond minimal costs to be covered by the unit); can be completed within the allotted paid protected time and by the 24-week time frame; and after your proposed project ends, can the changes be sustained without additional resources (e.g. without increased dedicated staff time).
4. **Local project fit:** projects demonstrate a strong fit with the strategic priorities of a unit, program or department.
5. **Corporate project fit:** aligns with one of the following: i. [UHN's strategic priorities](#); ii. [System Quality Priorities or Hospital Acquired Conditions](#); iii. [Accreditation Canada required organizational practices \(ROPs\)](#)
6. **Improves the quality or safety of a unit or program practice issue**

HOW DO I PREPARE AND SUBMIT MY PROPOSAL AND APPLICATION PACKAGE ONLINE?

Navigate to the online application portal to create an account at <http://capfellowship.com>. Utilize the "My Application" page to submit each of the **five** application components:

1. **Fellowship Application Form** (complete the online form)
2. **Manager Reference and Approval Form** (scan a signed copy and upload)
3. **Mentor Agreement and Support Form** (scan a signed copy and upload)

Note: if you have two mentors, please have each mentor complete a separate form and upload both forms as one scanned pdf.

4. **Project Proposal** (submit online and do not include your name or identifiers)
5. **Candidate Declaration and Consent Form** (review the terms and complete online)

LATE OR INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED. You must submit your application through the www.capfellowship.com portal before the **deadline: July 7 at noon.**

PROPOSAL CONTENT REQUIREMENTS (I - XIV)

Note: This plan is designed to prepare you for the fellowship. If successful, you will refine, edit, and add details to assess, plan, implement, evaluate, and sustain your work. Please use the exact headings and table template.

I. TITLE

Create a concise and descriptive title for your Fellowship project that reflects its focus and population.

II. INTRODUCTION AND SIGNIFICANCE

Articulate your quality improvement project idea. Explain its importance and the problem it aims to address, emphasizing its relevance to patient care and organizational goals.

III. CURRENT KNOWLEDGE

Summarize the existing knowledge (**best practice, systematic reviews, evidence**) on your topic in the following sections:

RESEARCH KNOWLEDGE

Include a minimum of three recent scholarly references that support your project.

CLINICAL KNOWLEDGE

Reflect on your clinical experiences and observations related to this issue, highlighting any patterns that have been identified.

PATIENT PERSPECTIVE

Describe known patient and family perspectives regarding the issue, incorporating their preferences, values, and goals of care.

IV. STRATEGIC PRIORITY AREA

Connection to local and corporate priorities is essential. Address how your project aligns with the following:

- a. The priorities of your unit or department.
- b. At least one corporate priority such as UHN's strategic priorities, Hospital-Acquired Conditions, or Accreditation Canada required organizational practices (ROPs).
- c. **One** of the following corporate priorities: i. [UHN's strategic priorities](#); ii. [System Quality Priorities or Hospital Acquired Conditions](#); iii. [Accreditation Canada required organizational practices \(ROPs\)](#)

V. CONTRIBUTION TO ADVANCING ACADEMIC PRACTICE

Clearly outline how your project will address all three areas:

- a. Be informed by the patient's perspective
- b. Enhance employee health, wellness, and/or engagement
- c. Foster interprofessional collaboration

VI. OPPORTUNITY STATEMENT

Identify the current gap in practice or improvement opportunity that your project addresses. Discuss the nature and severity of the issue, the reasons behind it, and possible data sources that highlight the significance of your opportunity statement.

VII. PROJECT GOAL/AIM

Define the goals and expected outcomes of your project, specifying both short-term and long-term objectives. Articulate the intended impact of your project on practice.

VIII. CHANGE CONCEPTS/PROPOSED INTERVENTION(S)

Detail the strategies you will use to achieve your project goals. Explain how these interventions will specifically address the identified gaps in practice and improve quality or safety

IX. PARTNERS, LEADERS, SUPPORTERS, AND INTERESTED PARTIES

List the partners, leaders, and committees that you are considering to engage to bring your plan to action (this is the start of your list and is not meant to be exhaustive). Describe the role they may take in this work.

X. EVALUATION PLAN

Design a robust evaluation strategy that includes the following:

- Outcome Measures: Indicate how you will verify if the project goals are met (e.g., fall incidence).
- Process Measures: Specify measures that will demonstrate proper implementation of your interventions (e.g., percentage of patients with completed fall risk assessments).

In your description, list the team member who can help you obtain the data source you list.

Utilize the provided data source table format to organize your measures. The table provided is to be used as a template.

Project Goal/Aim: To reduce falls in the General Internal Medicine unit by improving staff adherence to fall prevention strategies.		
		Data Source:
Outcome Measure(s)	<ul style="list-style-type: none"> Falls incidence 	<ul style="list-style-type: none"> Incident reports (source)
Process measure(s)	<ul style="list-style-type: none"> % patients with a completed falls risk assessment within 24 hours of admission Appropriate fall prevention strategies implemented within 24 hours of admission 	<ul style="list-style-type: none"> Chart audit (source) Weekly unit observation rounds (source)

XI. PROJECT ACTIVITIES, TIMELINE & FEASIBILITY

Outline critical project activities within your 24-week timeframe. Use the table to describe key activities along with brief descriptions and timeframes for completion. Consider whether the project can proceed without significant additional resources and comment on potential financial needs.

Key Activity / Milestone (below are <u>examples</u>)	Brief Description	Timeframe to complete
Current state analysis		
Literature review		
Needs assessment		
Develop change plan		
Develop evaluation plan		
Incremental cycles of change (pilot implementation)		
Implement & evaluate change		
Develop sustainability plan		
Share results		

Please comment on whether your project can be undertaken without additional human resources or a financial investment (i.e. beyond minimal costs to be covered by the unit).

XI. SUSTAINABILITY

Discuss how the changes from your project will be sustained after the completion of the Fellowship. **List the team members you will engage to sustain this work.**

XII. WORKING WITH A MENTOR

Describe your plan with your mentor, including how you and how often you will engage with a mentor from your clinical area. Articulate what you aim to learn and gain from this relationship.

XIV. REFERENCES USING APA STYLE 7TH EDITION

For more information, please go to

https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/index.html

CANDIDATE DECLARATION AND CONSENT FORM

- I have involved my manager and mentor(s) in the development of this proposal.
- I will schedule a minimum of two meetings per month with my manager and mentor(s) to ensure ongoing collaboration and to provide updates for the duration of the Fellowship program from **September 10, 2025, to March 11, 2026.**
- I commit to 12 months of full-time service (or equivalent) to my organization after completion of the Fellowship.
- I have direct patient care responsibilities (either full-time or part-time).
- I agree to attend a minimum of 80% of Fellowship seminars (maximum of 3 missed educational seminars) on a **Wednesday**. This includes absences due to illness or vacation.
- I will attend the following mandatory dates of September 10 and 16, 2025 or my acceptance to the fellowship may be withdrawn.
- If I cannot attend an education seminar, I will communicate my absence, sick or vacation days to the Manager of Professional Practice for the Fellowship program, my manager and unit payroll administrator (e.g. patient care coordinator) via email, and ensure the payroll clerk does not record those dates as a paid fellowship day.
- I understand that if I miss a seminar, catch-up time will not be paid, and my fellowship days will be reduced by at least 1 day (i.e. seminar day) that week.
- If I miss a seminar, I will assume responsibility for linking with other fellows and review Basecamp messages to ensure I review seminar materials and meet all deadlines.
- I will make every effort to be punctual in my attendance. If I am absent or late, I will provide advance notification via email to the Manager of Professional Practice for the program where possible.
- I understand that the maximum funded fellowship days will be 2 days per week for 24 weeks and this will exclude the holiday break (no paid fellowship days).
- I agree to attend the full-day Kick off day & IDEAS workshop and complete the preparatory e- learning on September 10 and September 16. If I am unable to join, I know my fellowship may not continue.
- I agree to regular participation in Base Camp (a web-based tool used in the Fellowship program) for required project updates, preparatory assignments and any additional Basecamp activity as specified in the curriculum syllabus.
- I agree to a timely response to email communications from the Manager of Professional Practice.
- I agree to complete assigned independent learning to prepare for education seminars and meet all other requirements by the deadlines described in the curriculum syllabus (e.g. oral presentations, QI Approval/REB exemption application, briefing notes, stewardship reports).
- I agree to notify the Manager of Professional Practice for the Fellowship program should any major issues interfere with project deliverables to develop a contingency plan and
- I agree to complete Fellowship evaluations, which include pre-fellowship, end of each seminar day, 1-minute evaluations and the final evaluations at the end of the Fellowship program.
- I agree to complete 6-month, 1-year and 2-year post-Fellowship evaluations.
- I will provide contact information (email and phone) for up to 2 years after completion of the Fellowship program for the purposes of program evaluation.

***Review the terms and complete online**

LEADERSHIP ENDORSEMENT

Please have your manager and mentor fill the following forms.

MANAGER REFERENCE AND APPROVAL FORM (2 PAGES)

A “Collaborative” Quality Improvement project submission is required, involving the candidate, their manager and mentor(s) in the proposal development.

Your completion of this form indicates that you have been directly involved in developing the project proposal and acknowledge that it fits with the strategic priorities of your unit, program or department.

Please provide a reference for the candidate indicating your approval for their participation in the Fellowship program and their professional readiness to undertake this project in Section 1.

Your signature in Section 2 indicates agreement to adjust schedules to enable the candidate to participate in the Fellowship program. (**Joint candidates** must submit separate forms if they have different managers.)

Fellowship Candidates: Please ask your current manager to complete sections 1 and 2 below. Scan a signed copy and upload it on the application page.

Section 1 –Endorsement Statement (to be completed by the candidate’s manager – non-primary for this fellowship): In the space below (or a separate attachment), please write a brief endorsement for the Fellowship candidate.

Section 2 – Manager Approval (to be completed by the candidate’s manager [non-CAP fellowship related]): Please review the statements below. If you agree, please complete the signature section at the end of the form.

☐ I understand that (print candidate’s name) _____ is applying for a CAP Fellowship, from **September 10, 2025 to March 11, 2026**.

☐ I understand that one of the two 7.5-hour days **MUST** occur on a **Wednesday** each week to allow participation in Fellowship education seminars.

Manager's Signature_____

Print Name_____

Date (electronic **not** permitted)_____

* Managers, please note that the code T331 (80/20 Education Leave) is applied to regular working hours and not subjected to acting adjustments.

MENTOR AGREEMENT AND SUPPORT FORM (2 PAGES)

A “Collaborative” Quality Improvement project submission is required, involving the candidate, their manager and mentor(s) in the proposal development.

Mentors for fellowship projects are often from the candidate’s unit, program or department. They are expected to know QI methodology. Mentors from other areas with content expertise (relevant to the proposed project) are also appropriate. Mentors may be from any profession or position (e.g. past fellow, APNE, SPPL, Discipline Head, NP, MD, etc.).

Fellowship Candidates: Please ask your mentor to complete this agreement and letter of support for your proposed project. Scan a signed copy and upload it on the application page. If there is more than one mentor, please ask each mentor to complete a separate form and then upload the completed and signed documents as one scanned pdf.

Section 1 – Letter of Support (to be completed by the candidate’s proposed mentor): In the space below (or a separate attachment), please write why you support

- A) this specific project
- B) the proposed candidate for the fellowship.

Name of Candidate:

Name of Project:

Mentor Agreement: Please tick ☐ statements to indicate your agreement

☐ I support the value of undertaking the named project, and I have been directly involved in developing the project proposal.

☐ I will be available to meet (at least twice monthly) with the candidate and their manager throughout the Fellowship program from **September 10, 2025 to March 11, 2026**.

☐ I have Quality Improvement knowledge, skills and experience (e.g. PDSA cycles, Model for Improvement)

☐ I do not have Quality Improvement knowledge, skills and experience. However, I am willing to complete either:

Mentor's Signature_____

Print Name_____

Date (electronic **not** permitted) _____

AVAILABLE OPPORTUNITIES

Please review the [website](#) for an updated list

Available Fellowship opportunities - Fall 2025 for UHN staff

Updated May 30, 2025

UHN CAP Fellowship	Open to Profession(s)	Open to Site/Departments	Description
Annie Fellowship for Nurses	Nursing	All	<ul style="list-style-type: none"> A fellowship for nurses promoting strategic priorities.
Critical Care Fellowship	Nursing	Areas where a level of critical care is provided (L2 basic – L3 advanced)	<ul style="list-style-type: none"> A fellowship for nursing or allied health professionals improving healthcare in the critical care area. Projects that enhance the safety and quality of care to improve patient outcomes and/or experiences, optimize staff workflow, or improve practice are preferred.
Collaborative Academic Practice Nursing and Health Professions	Nursing, Health Professions	All	<ul style="list-style-type: none"> A fellowship for nurses or allied health professionals promoting strategic priorities.
Collaborative Academic Practice RISE Fellowship (<i>Reimagining the Student Experience</i>)	SLP, OT, PT	All	<ul style="list-style-type: none"> A fellowship for health professions to enhance student experience
Emergency Medicine – RBC Fellowship	Nursing and Health Professions	Emergency Department	<ul style="list-style-type: none"> A fellowship for ED staff to promote training and upskilling in the emergency department. Teams or individual application accepted for this fellowship <i>only</i>
Fela & Saul Lichtblau Family Fellowship	Nursing	All	<ul style="list-style-type: none"> A fellowship for nurses promoting strategic priorities.
Janis Rotman Fellowship	Nursing	Family Health Team at TWH	<ul style="list-style-type: none"> A fellowship for nurses promoting strategic priorities at the TW Family Health Team
Joey & Toby Tanenbaum Fellowship	Nursing	TG Medicine	<ul style="list-style-type: none"> An individual fellowship for a nurse to promote strategic priorities at Toronto General. Preference will be given to nurses who work in General Internal Medicine at TGH.

UHN CAP Fellowship	Open to Profession(s)	Open to Site/Departments	Description
Joint Department of Medical Imaging (JDMI) Fellowship	MRT	JDMI	<ul style="list-style-type: none"> An individual fellowship that is aimed at advancing strategic priorities in the area of JDMI.
Laboratory Medicine Program (LMP) Fellowship	Any	LMP	<ul style="list-style-type: none"> An individual fellowship that is aimed at advancing strategic priorities in the area of LMP.
Lawrence-Lake Neurosurgery Fellowship	Nursing or Allied Health Professional	Krembil Brain Institute	<ul style="list-style-type: none"> An individual fellowship for a nurse to advance strategic priorities in neurosurgery at Krembil.
Peter Munk Cardiac Centre: Nurse Mentorship and Coaching Fellowship	Nursing	Peter Munk Cardiac Centre	<ul style="list-style-type: none"> An individual fellowship for Nurses to further advance the strategic priority of staff wellness and retention. This will build upon the recent Coaching and Mentorship initiative with a focus on program evaluation, sustainment to scale and spread across UHN and beyond.
Scott McIntaggart Transplant Fellowship	Any	Transplant Program	<ul style="list-style-type: none"> An individual fellowship to advance strategic priorities in the area of Transplant
Sprott Centre of Quality and Safety, Sprott Department of Surgery Fellowship	Any	Sprott Department of Surgery	<ul style="list-style-type: none"> An individual fellowship to advance strategic priorities in the area of surgery: post-operative delirium, surgical site infection, blood transfusion (Choosing Blood Wisely), VTE prophylaxis, and surgical safety checklist

FREQUENTLY ASKED QUESTIONS

How often is the Fellowship Program offered?

The Program is typically offered annually in the fall.

I have an idea for a research project. Would this be appropriate for the CAP Fellowship Program?

No. Research projects are not eligible for the CAP Fellowship Program. This 24-week program, excluding the winter break, is too short to complete a research project. Also, the Fellowship curriculum is focused on the principles of quality improvement.

I have a great idea for a project, but it involves other members of my team. Is it possible to submit a proposal for a project in which others are involved?

Yes. The Fellowship program strongly encourages collaboration with others as it fosters engagement and leads to strong project plans and successful implementation of projects. However, only one staff member can apply for a fellowship unless a “joint” submission for two fellowship candidates is being considered.

My colleague and I would like to work on a project together; is this possible? Can we share a single Fellowship?

It is not possible to share a single Fellowship.

What if I have a really good idea, but I am not yet sure of all the details about how to implement it?

Project ideas do not have to be fully developed for submission. For example, if your project is to decrease the incidence of pressure ulcers on your unit, exactly how this issue will be addressed may not be known until your project starts. Ensure you collaborate with your manager and mentor(s) during the development of your proposal. If you still need assistance with your proposal development, send an email to CAPFellowship@uhn.ca.

I have several ideas for projects, but I’m not sure which one would be the best. What should I do?

We recommend that candidates review the six elements required for a CAP Fellowship project? required for a CAP Fellowship Quality Improvement project to determine which project has the strongest fit and collaborate with your manager and mentor to make the final decision together.

I am working on my degree and will be taking a course at the same time as the Fellowship. Can I use the Fellowship to work on a school project, paper or placement?

The Fellowship time cannot be used for completing school courses, thesis, or dissertation requirements.

Do I need to do a large-scale review of the literature for my proposal?

The proposal does not require a full literature review. However, your proposal should include at least 3 references, including relevant best practice guidelines. Your manager and mentor may have some background literature or

reports to support your project idea. During the Fellowship program, the finalization of your project plan will include a more comprehensive literature review.

How do I submit my application?

Please submit all sections of your application online at www.capfellowship.com by July 7, 2025 at 12 noon.

Can one person submit more than one proposal?

Yes, however, we suggest that you concentrate your energy on submitting one proposal that has a strong fit with the *The six elements required for a CAP Fellowship project?* and ensure you directly engage your manager and mentor in the proposal development.

If I am accepted into the Fellowship, are the weekly education seminars mandatory?

Yes. If you are accepted into the CAP Fellowship Program, you must attend 80% of all the seminars, which will be held on Wednesdays. Once we determine the exact number of

seminars, we will communicate this to the successful fellows. As well, a Kick-off Day and a full- day IDEAS workshop will be scheduled and require your attendance.

Can I apply if I've already made plans for vacation during the six months of the CAP Fellowship Program?

Yes. As long as you will be able to attend the IDEAS workshop and 80% of the seminar classes and complete your project within 24 weeks, you may take a vacation during the Fellowship.

There is a 6-page (double-spaced) limit for my project proposal. Does that include references?

The bibliography or reference list at the end of the proposal is not included in this limit.

I am a manager with several staff who want to submit proposals, but I can only accommodate a limited number. What should I do?

A "Collaborative" Quality Improvement project submission is required, involving the candidate, their manager and mentor(s) in the proposal development. The suggestion is to limit your involvement to the number of projects that you have time to support throughout the 24-week fellowship, knowing that biweekly meetings are required.

Does UHN require that all CAP Fellowship projects apply for a QI Approval/REB Exemption for QI projects?

Yes, each fellow participating in the Innovation Fellowship program must fulfill this requirement. This will occur after fellows have further developed their project plan in the program. More information about the QI Review process can be found [here](#).

How is the educational curriculum being redesigned to reflect remote delivery?

The education curriculum uses a hybrid design. The remote components of the education curriculum use synchronous and asynchronous strategies and web-based learning technologies. As a result, the curriculum includes video-conferencing, online discussions and collaboration tools, self-directed learning modules, and pre-recordings.

Is there in-person learning within the Fellowship education curriculum?

Yes. The current education curriculum is committed to maximizing the time that Fellowship participants spend together and building a community while observing UHN occupational health guidelines and guidelines for using meeting rooms at UHN.

When will I find out more details about the structure of the educational curriculum?

Successful candidates can expect to receive details about the Fellowship education curriculum in by the end of August 2025.

What if I have additional questions that have not been addressed here?

If you have questions, please send an email to CAPFellowship@uhn.ca. You can also book a consultation to assist with preparing your submission as noted in the introduction.

Please contact CAPFellowship@uhn.ca