

Collaborative Academic Practice Innovation Fellowship Program

2018 CALL FOR PROPOSALS & APPLICATION GUIDE

This document contains the information required to prepare and submit an application for a CAP Innovation Fellowship.

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

Call for Proposals Opens: **May 1st, 2018**

Deadline for Completed Application Package: **12 Noon on June 13th, 2018**

Contents

What is the CAP Innovation Fellowship Program?.....	3
What are the program objectives of the CAP Innovation Fellowship?.....	3
What are the learning objectives for fellows?	4
How is the program structured?	4
How is fellow participation enabled?.....	4
Who can apply and what are the changes in eligibility?.....	5
How is the funding for fellowships supported?	5
What does the application process entail?.....	5
What are the requirements for the quality improvement project?	6
Six Elements Required for CAP Fellowship Quality Improvement Projects	6
How does the selection process work?.....	6
Key Dates	7
What types of projects have past fellows engaged in?.....	7
Submission Requirements.....	8
Application Checklist	8
Guidelines for Completing the Project Proposal.....	8
Assistance with Submission	9
CANDIDATE APPLICATION FORM	10
MANAGER REFERENCE AND APPROVAL FORM	12
MENTOR AGREEMENT AND SUPPORT FORM	14
CANDIDATE DECLARATION AND CONSENT FORM.....	16
Frequently Asked Questions	17

What is the CAP Innovation Fellowship Program?

The CAP Innovation 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 and with corporate areas 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 program builds leadership capacity providing a unique opportunity for professional development and supports job satisfaction, employee recruitment and retention strategies. The program is entering its 9th year and has involved over 130 fellows from UHN. 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.

This Fellowship Program has expanded to include participants across health professionals, a partnership with Sunnybrook Health Sciences Centre through the Toronto Academic Health Services Network (TAHSNp) and with other health sectors (e.g. VHA Home HealthCare).

What are the program objectives of the CAP Innovation Fellowship?

This Fellowship program has three main objectives:

1. To improve quality and safety of practices related to patient care and service delivery.
2. To build leadership capacity in front-line clinicians (and non-clinicians) by undertaking a quality improvement project that directly impacts patient care or service delivery.
3. To integrate interprofessional collaboration (IPC) and broad stakeholder engagement (both internally and externally) to enable knowledge building and implementation of best practices.

What are the learning objectives for fellows?

Fellows acquire knowledge by participating in education seminars and develop skills by applying this knowledge during the planning and implementation of a quality improvement project.

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

- Communication (e.g. briefing notes, elevator pitches)
- Building Relationships (i.e. interprofessional collaboration, stakeholder engagement, identifying champions)
- Change Management (e.g. overcoming barriers, conflict resolution)
- Influence, Persuasion and Motivation (e.g. managing up to engage leaders)
- Time Management, Organization and Planning
- Critical Thinking and Evaluation.

The curriculum (content and its delivery) for the Fellowship program and its evaluation is built upon current evidence, best practices for education, leadership and quality improvement literature.

How is the program structured?

Fellows are provided with **paid, protected time (two 7.5 hr days per week) for 6 months**.

The Fellowship education seminars will be **half-days** beginning at **9 AM** on **Tuesdays** from **September 18, 2018** to the week of **March 19, 2019** (final project presentations).

There will also be **two full days** (dates to be determined):

- IDEAS workshop (requires 1 day preparatory e-learning)
- Kick-off day.

How is fellow participation enabled?

The CAP Fellowship Program secures and aligns funding to release fellows from their point-of-care responsibilities. This paid protected time enables fellows to participate in education seminars, undertake independent learning and engage in the planning and implementation of their quality improvement project.

Fellows are provided with leadership support and other resources, beginning with their core team: their sponsoring manager and mentor(s). The co-leads of the Innovation Fellowship program will also provide leadership support and link fellows with other experts in the organization (e.g. Patient Experience portfolio).

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.

Who can apply and what are the changes in eligibility?

Full-time or part-time (excludes casual) health professionals with direct patient care responsibilities. A degree is not required to participate in the Fellowship program.

Health professionals with a part-time leadership role (e.g. practice leaders) may apply, provided their position includes direct patient care responsibilities

Non-clinicians with a project idea that will directly impact the safety and quality of daily patient care and practice may now apply; however, a “joint” application with a clinician is required to ensure the project has a direct impact to practice

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

Although prior CAP Innovation fellows cannot submit another application, there will be a *new* opportunity to apply for an Alumni Fellowship which will focus on Quality Improvement projects that have strong potential for spread to other areas. Stay tuned for a separate call for proposals which will be sent in Fall 2018.

How is the funding for fellowships supported?

The CAP Fellowship program is funded from a number of sources (e.g. philanthropic funds, the Collaborative Academic Practice portfolio and Program funds) which change yearly. Funding is used to cover the release time (i.e. backfill costs) for successful Fellowship candidates.

What does the application process entail?

A “Joint” Quality Improvement project submission is now required, a collaborative effort involving the candidate, their manager and mentor(s) in the proposal development. The proposal preparation requirements have been streamlined (2-4 double-spaced pages).

What are the requirements for the quality improvement project?

The proposal must fit with a quality improvement project as defined by Health Quality Ontario (HQO). QI is a systematic approach to implementing change(s) to bridge gaps, address problems and improve practices or processes with a focus on outcomes. QI in health care aims to promote: safe, effective, patient centred, efficient, timely and equitable care and services across the health system.

Six Elements Required for CAP Fellowship Quality Improvement Projects

1. Be informed by the patient perspective: All proposals must include a description of how patients, families and significant others will be engaged during project planning and implementation (e.g. interviews, focus groups, satisfaction surveys).
2. Include a strategy for interprofessional collaboration (IPC) which describes how other professions will be engaged in the project to leverage their expertise.
http://documents.uhn.ca/sites/uhn/InterProfessional_Education/IPE/IP%20Lens%20December%202015.pdf
3. Feasibility:
 - a. Can be undertaken without additional human resources or a financial investment (i.e. beyond a few small costs to be covered by the unit, program or service).
 - b. Accessible data for both baseline and evaluation measurement
 - c. Appropriate project size which is determined by the ability to complete the project within the allotted protected time and by the 6 month time-frame.
4. Demonstrate a strong fit with strategic priorities of a unit, program or department.
5. Align with UHN's strategic priorities http://intranet.uhn.ca/home/strategic_planning/
 - a. Including hospital acquired conditions [OR](http://intranet.uhn.ca/home/caring_safely/hac/about_hacs.asp)
http://intranet.uhn.ca/home/caring_safely/hac/about_hacs.asp
 - b. Accreditation Canada required organizational practices (ROPs)
http://www.gov.pe.ca/photos/original/src_rophandbook.pdf
6. Aim to improve the quality or safety of a unit, program or department practice issue.

How does the selection process work?

The project proposal must have a strong fit with the [six elements](#) required for a CAP Fellowship Quality Improvement project submission and each proposal will be scored accordingly.

After ensuring that each application is complete, each application is reviewed and scored using a blinded procedure. The reviewers include members from the Collaborative Academic Practice (CAP) portfolio, patient representatives, and other key stakeholders.

Once the reviews are completed, each application is matched to a corresponding funding source for which it is eligible and ranked scores are used to select the candidate(s). It is important to understand that Fellowships are funded by a variety of sources (e.g. foundation, programs, departments) and may only be applicable to staff working in those areas or from specific health professions. Therefore, successful fellows will be matched with funding sources available for the fellowship year. For the 2018-2019 fellowship year, we anticipate there will be 16 to 20 candidates who can be funded.

In specific circumstances, it may be possible to fund two fellowships for the same project. The two candidates will need to clearly define their individual roles and contribution to the project within the application.

Key Dates

- The 2018-2019 Call for Proposals will open on **May 1st, 2018**.
- The deadline for submission of “complete” applications on the CAP Innovation Fellowship website <http://capfellowship.com> is **12 Noon on June 13th, 2018**.
- Potential candidates, along with their managers and mentors, will receive e-mail notification of the decision for fellowship offers by **July 31st, 2018**.

What types of projects have past fellows engaged in?

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
- Implementing Best Practices
- Improving Patient Safety and Infection Control

You can review past projects and watch videotaped presentations by clicking the [alumni tab](#).

Finally, it is important to select a project that you are passionate about to maintain your interest and energy throughout the project!

Submission Requirements

All application documents **must be submitted via the CAP Fellowship website** at www.capfellowship.com under “My Application” by **12 Noon on June 13, 2018**.

Simply navigate to the online application portal and create an account.

Utilize the “My Application” page to submit each of the **five** application components.

Application Checklist

1. **Fellowship Application Form** (complete online)
2. **Manager Reference and Approval Form** (scan a signed copy and upload)
3. **Mentor Agreement and Support Form** (scan a signed copy and upload)
4. **Project Proposal** (complete online and do not include your name)
5. **Candidate Declaration and Consent Form** (review the terms and complete online)

Important: Late or Incomplete Applications will not be considered.

Guidelines for Completing the Project Proposal

1. Ensure the proposal is clear and concise (2-4 double-spaced pages maximum) and is written in a way that can be understood by a broad audience (e.g. patient representatives without a healthcare background).
2. Must be “blinded” without the name of the candidate, manager or mentor or other identifiers. (Note: names will be included on other application forms).
3. Joint submissions for two fellowship candidates only require one project proposal; however, the roles and contribution of each candidate needs to be clearly described.
4. Use the SBAR format to design your proposal and refer to the [six elements](#) required for a CAP Fellowship Quality Improvement project.
 - a. Situation:
 1. Describe what is occurring and why your project is of value.
What is the current gap in practice or what opportunity exists to improve practice?

2. Include a paragraph of why you are ready to undertake this quality improvement project and what you can contribute.

b. Background:

Utilize the [UHN Knowledge Use Model](#)

1. Summarize 1-3 relevant research articles that support your project.
2. Describe how your clinical practice has led to this project idea.
3. Patient feedback (e.g. perspectives, values, preferences, goals).
4. What data is readily available as a baseline measure and for measuring the impact of changes implemented? (This could include incident reports, patient satisfaction surveys etc.).
5. Does your proposed project link to another project underway?

c. Assessment:

Provide a written response to each of the [six elements](#) required for a CAP Fellowship Quality Improvement project.

d. Recommendation:

Why is it the right time to undertake this quality improvement project?
Are there any potential risks of delaying this project?
Why have you chosen your specific mentor(s)?
How will they help guide your project?

5. Length: 2-4 double-spaced pages (maximum)
6. Use *Microsoft Word* to prepare and format your proposal:
 - a. Title your project (at the top of each page)
 - b. Use 12- point font (Times New Roman or Arial)
 - c. Margins must be 1 inch (all sides)
 - d. Save as Microsoft Word file.

Assistance with Submission

Assistance with identifying ideas, completing the application, and developing project proposals is available through the CAP office of Academic Affairs, Research and Innovation.

If you have questions, please send an e-mail to: CAPFellowship@uhn.ca

If you would like to book a 1 hour consultation to assist with preparing your submission, please contact an Innovation Project Manager:

Kerry-Ann Smith 14-4394 Kerry-Ann.Smith@uhn.ca

Deborah Wildish 14-3716 Deborah.Wildish@uhn.ca

Collaborative Academic Practice Innovation Fellowship Program

CANDIDATE APPLICATION FORM

Please complete all sections of this **TWO-PAGE** form “**online**”.

Be sure to review the [Application Checklist](#) to complete your submission.

JOINT PROPOSALS: Each candidate must submit their own application form.

First and Last Name:	
TID:	
Employment Status (full-time or part-time):	
Profession:	
Credentials (e.g. professional designation, degree(s), certificate(s), etc.):	
Your Unit/Program/Department:	
Your Organization & Site (e.g. UHN, PMH):	
Preferred Phone Number:	
Preferred E-mail Address:	
Your Manager’s First and Last Name:	
Manager’s E-mail Address:	
Your Mentor’s First and Last Name: (At least 1 mentor is required.)	1. 2.
Mentor’s E-mail Address:	
Your proposed project title:	
In the space below, please write a <u>brief</u> (approx. 50 words) biography of yourself, including a: <ul style="list-style-type: none">• summary of your work experience and areas of expertise• description of participation in projects, initiatives, working groups or committees.	

.....continued on next page

CANDIDATE APPLICATION FORM (page 2)

These questions explore your professional readiness for undertaking a quality improvement project at this point in your career. Please note that prior experience with quality improvement or leading a project are not prerequisites for participation in the Fellowship program.

Please write a short response (one paragraph) to each question:

- 1. Why are you interested in participating in the Fellowship Program?**

- 2. What personal or professional goals do you aim to achieve?**

- 3. Tell us about your experience leading a project.**

- 4. What do you know about Quality Improvement?**
Example: have you designed AIM statements and PDSA cycles to test change(s)?

- 5. What are your strengths (knowledge, skills, attitudes, behaviors) that will facilitate carrying out a project from the planning phase through to implementation?**

- 6. What are your future career goals?**
What role or position do you hope to be performing in 3 to 5 years?

If you have questions, please send an e-mail to: CAPFellowship@uhn.ca

If you would like to book a 1 hour consultation to assist with preparing your submission, please contact an Innovation Project Manager:

Kerry-Ann Smith 14-4394 Kerry-Ann.Smith@uhn.ca

Deborah Wildish 14-3716 Deborah.Wildish@uhn.ca

Collaborative Academic Practice Innovation Fellowship Program

MANAGER REFERENCE AND APPROVAL FORM

A “Joint” Quality Improvement project submission is now required, a collaborative effort 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 strategic priorities of your unit, program or department.

Section 1 enables you to provide a reference for the candidate which indicates your approval for their participation in the Fellowship program and their professional readiness to undertake this project.

Your signature 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 on the application page.

Section 1 – Letter of Reference (to be completed by candidate’s manager): In the space below (or a separate attachment), please write a brief letter of reference for the Fellowship candidate.

Section 2 – Manager Approval (to be completed by candidate’s manager): Please review the statements below and if you are in agreement, please complete signature section at the end of the form.

- I have been directly involved in writing this “joint” project submission for a CAP Innovation Fellowship.
- I agree to meet with the candidate and their mentor regularly (suggest **biweekly**) to support and provide feedback throughout the six month duration of the Fellowship program.
- I understand that (please print candidate’s name) _____ is applying for a CAP Fellowship, which will last from September 18th, 2018 to March 31st, 2019.
- I agree to release this employee for two 7.5 hour days per week which will be part of her/his overall total worked hours and will not result in overtime hours.
- I understand that one of the two 7.5-hour days **MUST** occur on a Tuesday each week to allow participation in Fellowship seminars. And, that attendance on other days (e.g. full day IDEAS workshop and kick-off day) will be accommodated.
- I agree to schedule staff to facilitate the candidate’s participation in the CAP Fellowship program.
- I understand that replacement costs associated with release time for this individual will be reimbursed to my functional cost centre prior to the close of the current fiscal year.

My FCC is: _____

_____ Manager’s Signature (electronic not permitted)	_____ Print Name	_____ Date
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If you have questions, please contact one of the Innovation Project Managers:

Kerry-Ann Smith 14-4394 Kerry-Ann.Smith@uhn.ca

Deborah Wildish 14-3716 Deborah.Wildish@uhn.ca

Collaborative Academic Practice Innovation Fellowship Program

MENTOR AGREEMENT AND SUPPORT FORM

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

Mentors for fellowship candidates are often from their unit, program or department. However, mentors from other areas may possess the content expertise, relevant to the proposed project. Mentors may be from any profession or position (e.g. APNE, CNS, CPL, NP, PL, Manager, etc.) and do not require a master’s degree.

Fellowship Candidates: Please ask your mentor to complete this agreement and letter of support for your proposed project. Scan a signed copy and upload on the application page.

Name of Candidate: _____

Name of Project: _____

Mentor Agreement: Please tick *V* 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 beginning of September 2018 to end of March 2019).

___ I have a background in Quality Improvement (e.g. PDSA cycles, Model for Improvement)

___ I do not have a background in Quality Improvement. However, I am willing to complete either the online Quality Improvement e-learning modules or attend the Improving & Driving Excellence Across Sectors (IDEAS) Foundational Program in Quality Improvement workshop.

Letter of Support (to be completed by proposed mentor): Please provide a brief letter:
a) why you support this specific project and b) the proposed candidate for the fellowship.

_____ Mentor's Signature (electronic not permitted)	_____ Print Name	_____ Date

If you have questions, please contact one of the Innovation Project Managers:

Kerry-Ann Smith 14-4394 Kerry-Ann.Smith@uhn.ca

Deborah Wildish 14-3716 Deborah.Wildish@uhn.ca

Collaborative Academic Practice Innovation Fellowship Program

CANDIDATE DECLARATION AND CONSENT FORM

This Form is to be completed “online” by the candidate applying to the Fellowship program. Please review each statement carefully:

I have involved my manager and mentor(s) in the development of this proposal.

I will schedule twice monthly meetings with my manager and mentor(s) to ensure ongoing collaboration and to provide updates for the duration of the Fellowship program (from September 2018 to end of March 2019).

I commit to 12 months of full time service (or equivalent) to my organization.

I have direct patient care responsibilities (either full-time or part-time).

I agree to participate in Fellowship activities and comply with deadlines such as:

- Weekly participation in BaseCamp (social media platform used for Fellowship program communication)
- Timely response to e-mail communication from Innovation Project managers
- Completion of assigned independent learning
- Meeting all deadlines. Examples include: submission of project Gantt chart, elevator pitch, briefing notes, AIM statement, measures, poster and presentations etc.

I agree to attend a minimum of 80% of Fellowship seminars on a Tuesday.

I will make every effort to be punctual in my attendance.

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 sign the attendance form for scheduled seminars.

If I am absent or late, I will provide advance notification to the Innovation Project managers.

I agree to attend the full day IDEAS workshop and complete the preparatory e-learning.

I agree to complete evaluations after every Fellowship seminar and final evaluations at the end.

I agree to complete 6 month, 1 year and 2 year post-Fellowship evaluations and will provide contact information (e-mail and phone) for up to 2 years after completion of the Fellowship program for the purposes of program evaluation.

By clicking on the “Save” Button below, I acknowledge my agreement to all of the above.

Frequently Asked Questions

- **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 six month program is too short to complete a research project. In addition, 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. Such a submission requires one project proposal; however, the roles and contribution of each candidate need to be clearly described.

- **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. However, it may be possible to divide the responsibilities for the project into two components and enable each of you to apply for separate Fellowships.

- **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?**

First of all, it is wonderful that you have so many ideas!! Narrowing them down can be a challenge. Please review the [six elements](#) 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 currently 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 project or paper or placement for school?**

The Fellowship time cannot be used for completing school courses, theses, or dissertations.

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

The proposal does not require a full literature review. However, your proposal should include at least 1-3 references, including relevant best practice guidelines. Your manager and mentor will

likely have some background literature or reports to support your project idea. During the Fellowship program, 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 **12 Noon on June 13, 2018**. Please ensure you review the [application checklist](#).

- **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 [six elements](#) required for a CAP Fellowship Quality Improvement project. And, ensure you directly engage your manager and mentor in the proposal development.

- **If I am accepted into the Fellowship, are the weekly 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 a Tuesday. Once we determine the exact number of seminars, we will communicate this to the successful fellows. As well, a Kick-off half 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 the 6 month time period, you may take vacation during the Fellowship.

- **There is a 2-4 double-spaced page limit for my project proposal. Does that include references?**

The bibliography or reference list at the end of the proposal will not be 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 "Joint" Quality Improvement project submission is now required, a collaborative effort 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 six month fellowship, knowing that biweekly meetings are required.

- **What if I have more questions that aren't covered here?**

If you have questions, please send an e-mail to: CAPFellowship@uhn.ca

If you would like to book a 1 hour consultation to assist with preparing your submission, please contact an Innovation Project Manager:

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