

# Collaborative Academic Practice Innovation Fellowship Program

## 2024-25 Call for Proposals & Application Guide

This document contains information required for UHN staff to prepare for and apply for the TAHSNp Health Professions Innovation Fellowship Program—**Fall 2024 cohort**.

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

**Submission Deadline: June 28, 2024, at 4 PM.**

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## 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 improve the quality and safety of 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, service delivery
3. To integrate interprofessional collaboration (IPC) and broad stakeholder engagement (both internally and externally) to enable knowledge building and translation and implementation of innovative solutions and evidence-informed best practices.

## What are the learning objectives for fellows participating 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 2024 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 2024 cohort are **half-days** beginning at **9:00 AM** on **Wednesdays** from **September 18, 2024**, until **March 13, 2025** (remotely or in-person on UHN or

other partner sites, depending on the session). Additionally, the following education/dates are required:

- Fellowship Kick-off day **September 11, 2024 (full day – 9:00 AM to 5:00 PM)**
- IDEAS workshop (dates TBD but likely two dates after the week of Sept 16<sup>th</sup>, 2024)
- Midterm and Final project presentation events (Dec 4 & 5, 2024; March 12 & 13, 2025)

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
- Implementing Clinical Best Practices
- 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](#). As well, 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. As well, 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: [UHN's strategic priorities](#); [Hospital-Acquired Conditions](#); [COVID-19 preparedness](#); and [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** (complete 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](http://www.capfellowship.com) portal before the **deadline: June 28 at noon.**

## Formatting for your proposal

Referring to the [Proposal Content Requirements \(I – VIII\)](#), write your proposal in clear and concise language that can be understood by a broad audience, including patient representatives without a healthcare background.

### Required Formatting Instructions for Your Proposal:

- Use Microsoft Word
- Title your project (at the top of each page)
- Do not add any names or any other identifiers to your project proposal. Note: names will be included in other application forms.
- Use a 12-point font (Times New Roman, Arial or Calibri)
- Length: 6 double-spaced pages (maximum), excluding **references or appendices**.

## Proposal Content Requirements (I - XIII)

- I. **Title:** Include a title for your Fellowship project.
- II. **Introduction and Significance:** Briefly tell us about your quality improvement project idea and why it is important.
- III. **Current Knowledge:** A brief summary of current knowledge available about your topic including:
  - a. Research Knowledge (please include at least 3 recent references from the literature)
  - b. Clinical Knowledge (please describe your clinical experience and observations of others working with this issue)
  - c. Knowledge of patient's experience, preferences, values, and goals of care (please describe what you currently know about the perspectives of your patients and families on this issue)
- IV. **Strategic Priority Area:** An explanation of how the project idea is linked to:
  - a. Local priorities of the unit, program or department; and
  - b. **One** of the following corporate priorities: i. [UHN's strategic priorities](#); ii. [Hospital-Acquired Conditions](#); iii. [COVID-19 preparedness](#); and iv. [Accreditation Canada required organizational practices \(ROPs\)](#)
- V. **Contribution to Advancing Academic Practice:** A description of how the project idea promotes each of the following (all three areas must be addressed):
  - a. Informed by the patient's perspective
  - b. Enhances employee health, wellness, and/or engagement
  - c. Fosters interprofessional collaboration



- VI. Opportunity Statement:** Description of the current gap in practice or opportunity for improvement that led you to develop your project proposal. Please describe the nature and severity of the issue and why it is happening and identify potential sources of data to support your opportunity statement.
- VII. Project Goal/Aim:** What are you trying to accomplish with your project and what are your expected outcomes? What is the intended purpose and overall objective (both short-term and long-term)?
- VIII. Change Concepts/Proposed Intervention(s):** How will you achieve your project goal/aim? Please describe your ideas for addressing the current gap in practice or opportunity for improvement described above. Please explain how your project will improve the quality or safety of a unit or program practice issue
- IX. Evaluation Plan:** Describe how you will measure the impact of your project. Please identify at least one of each of the following measures: outcome measures (a measure that confirms whether the project’s aim/goal is achieved) and process measures (a measure that demonstrates the intervention is implemented as planned). Include potential data sources available or your ideas as to how you might collect each of the measures. The table below is to be used as an example.

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

- X. Project Activities, Time Line & Feasibility:** Please describe the key project activities to be completed during the Fellowship (24-week time frame) and show how they will be spread out across the Fellowship Program period. The table below is to be used as an example.

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:** Description of the possibilities for how your project and/or related changes will be sustained following the completion of the Fellowship.
- XII. Working with a Mentor:** Explanation of how you plan to work with a mentor(s) from your unit/clinical area or elsewhere to support you with your project, and what you hope to gain from the mentoring relationship.
- XIII. References using APA style 7<sup>th</sup> edition** - For more information, please go to [https://owl.purdue.edu/owl/research\\_and\\_citation/apa\\_style/apa\\_formatting\\_and\\_style\\_guide/index.html](https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/index.html)

## Important Dates

- **The call for Proposals** opens on **May 13, 2024**.
- **The submission deadline** is **June 28, 2024, at 12 pm (noon)**. All submissions must be online at the CAP Innovation Fellowship website <http://capfellowship.com>
- Potential candidates, along with their managers and mentors, will receive email notification of the decision for fellowship offers by **early August 2024**. We are committed to communicating the results of this call as soon as possible.

## How does the selection process work?

Each project proposal will be independently scored according to its strength of fit with the submission requirements, refer to the [Proposal Content Requirements \(I - XIII\)](#) and [Formatting for your proposal](#). A minimum of two UHN staff members and one patient partner will score each project.

Only complete applications will be scored. Names and other identifiers must not be written on your proposal to ensure that the scoring is a blinded procedure.

After proposals have been scored, each application is matched to a corresponding funding source for which it is eligible and ranked scores are used to select the successful candidate(s).

It is important to understand that Fellowships are funded by a variety of sources (e.g. UHN Foundation, programs, departments) and may only apply to staff working in specific areas or from specific health professions. Therefore, successful fellows will be matched with funding

sources available for the fellowship year (see Available Fellowship opportunities - fall 2024 for UHN staff.

We appreciate the significant interest in this call for proposals. Typically, proposals deemed eligible exceed the amount of funding available. As a result, the program will not be able to fund all proposals submitted to this call.

## Available Fellowship opportunities - Fall 2024 for UHN staff

The following list is preliminary and will change as updates are made.

UHN CAP Fellowship	Open to Profession(s)	Open to Site/Departments	Description
<b>Annie Fellowship for Nurses</b>	Nursing	Any	<ul style="list-style-type: none"> <li>A fellowship for nurses promoting strategic priorities.</li> </ul>
<b>Brenda Perkins-Meingast Critical Care Fellowship</b>	Nursing	Areas where a level of critical care is provided (L2 basic – L3 advanced)	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Collaborative Academic Practice Nursing and Health Professions Fellowship</b>	Nursing or Allied Health Professional	Any	<ul style="list-style-type: none"> <li>A fellowship for nurses or allied health professionals promoting strategic priorities.</li> </ul>
<b>Fela &amp; Saul Lichtblau Family Fellowship</b>	Nursing	Any	<ul style="list-style-type: none"> <li>A fellowship for nurses promoting strategic priorities.</li> </ul>
<b>Janis Rotman Fellowship</b>	Nursing	Family Health Team at TWH	<ul style="list-style-type: none"> <li>A fellowship for nurses promoting strategic priorities at TW Family Health Team</li> </ul>
<b>Joey &amp; Toby Tanenbaum Fellowship</b>	Nursing	TG Medicine	<ul style="list-style-type: none"> <li>An individual fellowship for a nurse to promote strategic priorities at Toronto General. <b>Preference will be given to nurses who work in General Internal Medicine.</b></li> </ul>
<b>Lawrence-Lake CAP Fellowship</b>	Nursing or Allied Health Professional	Neurosurgery at KBI	<ul style="list-style-type: none"> <li>An individual fellowship for a nurse to advance strategic priorities in neurosurgery at Krembil.</li> </ul>
<b>Sprott Surgery Fellowship</b>	Any	Sprott Department of Surgery	<ul style="list-style-type: none"> <li>An individual fellowship to advance strategic priorities in the area of surgery.</li> </ul>

# Collaborative Academic Practice Innovation Fellowship Program

## Candidate application form (2 pages)

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

First and Last Name:	
Are you interested in Multisite Collaboration on your project with other UHN Sites or Other Hospitals? Yes or No?	
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:	
Birthday (month and day only)	
Your Manager’s First and Last Name:	
Manager’s E-mail Address:	
1 <sup>st</sup> Mentor’s First and Last Name: (Only 1 mentor is required)	
1 <sup>st</sup> Mentor’s Email Address:	
2 <sup>nd</sup> Mentor’s First and Last Name: (Only 1 mentor is required)	
2 <sup>nd</sup> Mentor’s Email Address:	
Your proposed project title:	
<p>In the space below, please write a <u>brief</u> (approx. 50 words) biography of yourself:</p> <ul style="list-style-type: none"> <li>• summary of your work experience and areas of expertise</li> <li>• description of participation in projects, initiatives, working groups or committees.</li> </ul>	

## 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 is not a prerequisite for participation in the Fellowship program.

Please write a short response (one short paragraph) for 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?
5. Example: have you designed AIM statements and PDSA cycles to test change(s)?
6. What are your strengths (knowledge, skills, attitudes, behaviours) that will facilitate carrying out a project from the planning phase through to implementation?
7. What are your future career goals?
8. What role or position do you hope to be performing in 3 to 5 years?

# COLLABORATIVE ACADEMIC PRACTICE INNOVATION FELLOWSHIP PROGRAM

## 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.

Section 1 enables you to provide a reference for the candidate indicating 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 it on the application page.

[See Next Page]

**Section 1 – Letter of Reference (to be completed by the 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 the candidate’s manager):** Please review the statements below. If you agree, please complete the signature section at the end of the form.

- I have been directly involved in writing this project submission for a CAP Innovation Fellowship.
- I agree to meet with the candidate and their mentor regularly (suggest **every two weeks**) to support and provide feedback throughout the Fellowship program.
- I understand that (print candidate’s name)\_ is applying for a CAP Fellowship, from **September 11, 2024 to March 13, 2025**. 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 **Wednesday** each week to allow participation in Fellowship education seminars. As well, I will accommodate full-day attendance for the IDEAS workshop and fellowship kick-off day.
- 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\_\_\_\_\_

Print Name\_\_\_\_\_

Date (electronic **not** permitted)\_\_\_\_\_



# COLLABORATIVE ACADEMIC PRACTICE INNOVATION FELLOWSHIP PROGRAM

## 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. However, mentors from other areas with content expertise (relevant to the proposed project) or quality improvement experience 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.

[See Next Page]

**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  $\checkmark$  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 11, 2024 to March 13, 2025**.
- 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:
  1. Online Quality Improvement E-learning Modules\_  
[https://tools.michener.ca/bbvirtual/Continuing\\_Education/Unsorted/QI-Module\\_Part-1-and-Part-2/index.html](https://tools.michener.ca/bbvirtual/Continuing_Education/Unsorted/QI-Module_Part-1-and-Part-2/index.html)
  2. IDEAS Workshop (Improving & Driving Excellence Across Sectors) Foundational Program in QI and preparatory e-learning (invitations will be sent via email).
  3. [Interprofessional Quality & Safety Rounds Series](#) by UHN’s Quality, Safety and Clinical Adoption program.

Mentor’s Signature\_\_\_\_\_

Print Name\_\_\_\_\_

Date (electronic **not** permitted) \_\_\_\_\_

# 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 11, 2024, to March 13, 2025**
- 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.
- 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.
- 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.

# 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. There is no available funding for joint fellowships for the fall-2024 Program.

## **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](mailto: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](http://www.capfellowship.com) by June 28, 2024 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 September 2024.

**Will I still be able to complete my project during a serious wave of COVID-19?**

Fellows may be able to complete their projects remotely. Depending on the severity of the COVID-19 situation, the fall 2024 Fellowships could be paused temporarily or postponed to the fall 2025 cohort.

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

If you have questions, please send an email to [CAPFellowship@uhn.ca](mailto:CAPFellowship@uhn.ca). You can also book a 30-minute consultation to assist with preparing your submission. Please contact [CAPFellowship@uhn.ca](mailto:CAPFellowship@uhn.ca) Cc. [jennifer.reguindin@uhn.ca](mailto:jennifer.reguindin@uhn.ca)