



Quality Improvement Fellowship Scheme 2024-25

Salford Integrated Care Partnership

The Salford ICP Quality Improvement Fellowship Programme 2024-25 offers six fully funded opportunities for Health and Social Care staff currently employed in Salford within Primary Care, Social Care, Community, Mental Health, VCSE or Public Health services to take part in a 12-month intensive training and support offer to develop their skills in Quality Improvement and effectively test and deliver change in their service or organisation.

What is Quality Improvement?

Quality improvement (QI) aims to make a difference to patients/service-users, staff and organisations by improving the safety, effectiveness, and experience of care through:

- Using understanding of our complex healthcare environment
- Applying a systematic approach
- Designing, testing, and implementing changes using real time measurement for improvement

Quality improvement is about giving the people closest to issues affecting care quality the time, permission, skills and resources they need to solve them. It involves a systematic and coordinated approach to solving a problem using specific methods and tools with the aim of bringing about a measurable improvement (The Health Foundation, 2021)

Aims of the Salford ICP Quality Improvement Fellowship Programme

Salford's QI Fellowship programme aims to realise this definition of Quality Improvement – enabling and supporting improvement initiatives within our local Health and Care system through delivering an intensive schedule of evidence-based training and masterclasses from experts in the field, ongoing mentorship from senior leaders in QI, supported by protected time for Fellows to put their learning into practice and conduct QI project/s within their service. Literally *“giving the people closest to issues affecting care quality the time, permission, skills and resources they need to solve them”*.

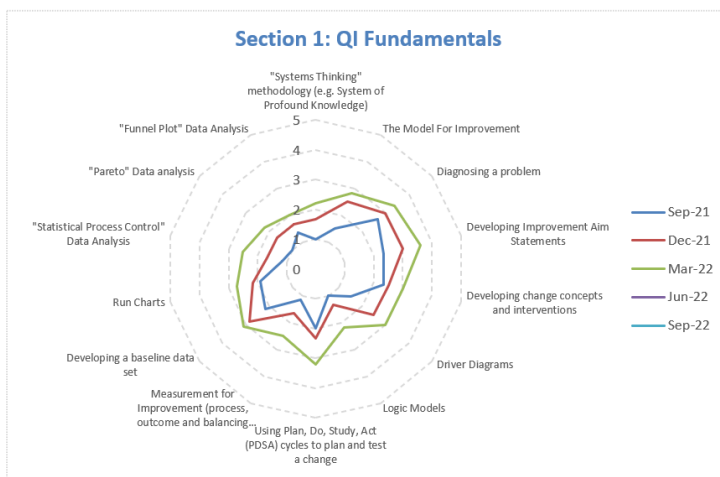
By the end of the 1-year QI Fellowship programme, we expect Fellows to have:

- Completed a number of training events and courses (11 offered in total so far), including a CPD accredited core curriculum of 4 mandatory attendance modules
- Seen a measured improvement in their skills and knowledge of QI and supporting methodologies
- Delivered at least one QI project of their own design within their organisation or service
- Developed the readiness and confidence to identify, initiate and lead change and to act as a Champion for QI in Salford

The QI Fellowship programme aims to support longer-term benefits that are three-fold:

- **Benefits to the individual:** Through the Fellowship, individuals will gain increased skills, confidence, knowledge, networks and professional development (PDR, CPD etc)
- **Benefits to the organisation:** Through the Fellow, their organisation and/or service will gain from improved processes and outcomes, organisational capacity and capability for QI
- **Benefits to the patient/service user/public:** Through improvement projects, the ultimate gain will be for patients, service users and the public from improved health and care outcomes

Fellowship Programme Outcomes



Fellows’ Progress is measured in four key skills and knowledge areas: QI Fundamentals, QI Implementation, Additional tools & methodologies and Supplementary knowledge and skills.

Each Fellow follows their progress via an individualised dashboard (an element of which is shown in the real example left) that evidences and visually plots the increases in their knowledge and skills analysis scores on a quarterly basis.

Feedback from prior cohorts:

The Fellowship has given me the **hands-on experience** that changes don't have to be on a dramatic scale to bring about positive results that improve the lives of staff and patients and bring about significant efficiencies. The **guidance and experience of my mentor have increased my confidence**, and when things didn't go to plan, their previous experience enabled me to look at issues from a new perspective and take learning from it. **I will take these lessons with me into my future work and projects.**

It has been exceptionally valuable. **My knowledge and confidence with QI methodology has significantly improved** and it has definitely **informed other projects** and how to start to tackle **other service issues**

I think my employer has valued having me **working to improve practice and implement change** and **having someone thinking about QI**

I've valued **the opportunity to learn a lot of things about QI**, and things that would have been very difficult to learn just through self-direction. I also feel **equipped to be able to carry out QI projects in the future.**

My organization is under significant pressure meaning they have **limited time to train and develop staff internally**, there are also **skills and experience** gaps around Quality Improvement work. Having the support of my mentor and training delivered by Aqua in a structured format meant that I could **deliver QI work for my employer without them having any direct input**. Working with colleagues on my improvement project, I could **share some of the skills I had learnt on the fellowship and upskill them.**

Eligibility

This Fellowship offer is open to staff who meet the following eligibility criteria:

- Must be currently employed by a **Salford-based** statutory organisation or health/care provider within one of the following settings: Primary Care, Community, Social Care, VCSE (health/care related), or Public Health.
 - Our aim is to complement existing QI capability initiatives already available to Secondary Care staff, and so are not seeking applicants from this setting currently.
 - If on a fixed term contract, this must be due to end no sooner than September 2025 and there should be an expectation that the staff member will remain working in the Salford system.
- No minimum banding, but the staff member should have a level of seniority or autonomy in their role that enables them to implement changes in their organisation (e.g. GP, Practice Nurse, Pharmacist, AHP, Senior Care Assistant or other clinical and clerical roles typically at AfC band 6 and above)
- Must have the full support and permission of their employer and line manager to commit to protected time (at least 0.2WTE) to take part in training and carry out improvement work in practice.

We are particularly seeking dynamic, pro-active and self-led individuals from a range of roles and backgrounds, with a genuine interest in Quality Improvement and a desire to make a real difference in the care or service they provide.

If you are interested in undertaking a QI Fellowship, but are uncertain about your eligibility, please do get in touch for an informal chat using the contact information presented at the end of this document.

The Fellowship Offer

Timescales

The QI Fellowship will commence on **Thursday 5th September 2024** with an Induction Day event, and conclude on the **31st August 2025**. A Graduation and Celebration Event will be held in October 2025.

Skills Analysis

New Fellows will first undertake a QI skills needs analysis with the Salford ICP Quality Improvement team to identify key areas for their development throughout the Fellowship. An appropriate mentor will be assigned to each Fellow at this point, matching their expertise to Fellows' needs.

Mentoring

Fellows will be assigned a mentor from the Core Faculty of the QI Fellows Programme. Mentors are local leaders in their field, with expertise in Quality Improvement methods, as well as the relevant system experience needed to guide and support Fellows through their training and the set up and delivery of a QI project.

Fellows will have regular check-ins with their mentor throughout the year-long programme (at least once per month, with more frequent sessions at the beginning).

Core Training

The programme is designed to be 'front-loaded' with training, and so much of a Fellow's allocated time in the first 6 months will be spent on learning key QI theory and skills. A core training curriculum of 4 modules will be provided by AQUA (<https://aqua.nhs.uk>) an NHS health and care Quality Improvement organisation providing QI expertise, specialist learning and development and consultancy. This CPD-accredited training is a critical part of the Fellowship and must be completed in full to graduate. Details and schedules for these core training sessions are pre-set (Fellows would be expected to hold these dates), and are summarised in the table below:

Course	Description	Date/s
Introduction to Improvement	This half-day introductory session will provide Fellows with a basic, underpinning understanding of core QI theory, methods and practice	18.09.2024 (09:30 – 12:20)
Improvement Practitioner	This 3-month course comprises of 5 training sessions (a mix of full and half days), with support sessions in-between, to build on participants' QI knowledge and deliver a supported QI project.	Session 1: 01.10.2024 Session 2: 15.10.2024 Session 3: 05.11.2024 Session 4: 12.11.2024 Session 5: 19.11.2024 Session 6: 26.11.2024 Session 7: 03.12.2024 Session 8: 10.12.2024 Session 9: 17.12.2024 Session 10: 07.01.2025

Introduction to Human Factors	This course comprises of two half-day sessions, and introduces the concept of 'Human factors' (enhancing our performance through a better understanding of human behaviour and abilities)	Day 1: 12.02.2025 Day 2: 19.02.2025
Measurement for Improvement	This 2-day programme provides an in-depth look at both the theory of Measurement for Improvement and practical analysis techniques to apply to your day to day work.	Day 1: 27.02.2025 Day 2: 06.03.2025

Fellows will be presented with certificates at the end of each course. These courses will also be cohort training events, and so Fellows will have a valuable opportunity to network and share ideas with several other improvers in the system.

Supplementary Training

Following the core modules of QI fundamentals, at least 7 additional training modules will be provided to further Fellows' knowledge of QI methods and tools, and supplementary topics that will assist in planning and delivering improvements in practice. Attendance at these sessions is not mandatory in order to graduate the programme, however it is highly encouraged in order to gain the most value from it. If applications are over-subscribed, those who can commit to all sessions will be prioritised. Details and schedules for these core training sessions are pre-set (Fellows are asked to hold these dates), and are summarised in the table below:

Course	Description	Date/s
Understanding Health Inequalities	<p>This focused training day includes the following 3 modules on Health Inequalities and their impact on patient outcomes:</p> <ul style="list-style-type: none"> • Core20PLUS5 - <i>a national NHS England approach to inform action to reduce healthcare inequalities at both national and system level.</i> • Conducting an EIA – <i>Equality Impact Assessments and their importance for project planning</i> • Meaningful co-production – <i>How to Involve patients / service users / public to jointly design and develop the services they use</i> 	16.01.2025 (09:30 – 17:00)

Evaluation for QI Projects	This one-day session will cover the principles of Realist Evaluation for QI projects, and introduce the Rapid Cycle Evaluation method	02.04.2025 (10:00 – 14:00)
Scale up and Spread	This half-day session will cover how improvements and innovations are sustained, scaled up and spread	07.05.2025 (10:00 – 13:00)
Introduction to GM Health and Care Intelligence Hub	This short online session will introduce the digital GM platform that acts as a 'one stop shop' for data and intelligence.	[Date TBC]
Designing Poster Presentations	This practical session will introduce design and display principles for conference style poster presentations	[Date TBC] <i>(will align with planning posters for the Graduation & Celebration event)</i>

Additional supplementary training sessions, masterclasses and resources will be planned around the results of the QI skills gap analyses conducted at the start of the Fellowship. We will commit to providing at least 8 weeks notice ahead of any additionally scheduled training sessions, and to ensuring the training schedule does not exceed 1 day per week.

Expectations of QI Fellows

Successful applicants to the Fellowship Scheme will be expected to:

- Spend at least one day per week (0.2 WTE) on Fellowship activities (either attending training sessions or conducting improvement project activities within their service)
- Attend and successfully complete all of the 4 core training courses provided
- Attend and successfully complete as many of the additional supplementary training courses offered as possible
- Fully commit to and engage with the ongoing mentoring and support provided, attending at least one check-in meeting per month
- Complete all quarterly skills analyses in full and on time
- Conduct at least one Quality Improvement project within their service during the course of the Fellowship
- Self-lead and manage their own workload accordingly
- Where necessary, actively co-ordinate meetings and activities within their organisation or service to support delivery of their improvement project
- Network and form professional relationships with other Fellows in the cohort, and more widely – in particular across organisational boundaries
- Deliver a final QI Fellowship Project summary, to be presented to an appropriate governance Board [TBC] for their project topic
- Attend a Graduation and Celebration event to conclude their Fellowship
- Take part in 6 and 12 month Programme Evaluation surveys.

Improvement Topics

Applicants will be expected to propose at least one idea for an improvement topic they would like to explore further and/or undertake their Fellowship project in.

This project must align to one of Salford’s current strategic transformation priority areas:

Priority Area	Strategic Aims for 2024-25
Immunisations	To work with primary care and immunisations team to increase the uptake of children’s immunisations (0-5 and school aged), tackling barriers to uptake and inequalities across the city
Movement	To ensure physical activity is embedded within the Integrated Care System (ICS) as part of the prevention agenda and social prescribing (including exercise on prescription) continues to be developed and prioritised
Thriving Families	To enable children to remain at home and reduce out of borough placements, improving good level of development for all children and young people in Salford and improving attendance of children in education
Live & Age Well	To support people to live well with frailty and reduce the number of frail people who attend the Emergency Department in the last year of life
CVD & Diabetes	To improve identification and treatment to target rates for high-risk individuals with CVD and Diabetes in Salford
Urgent & Emergency Care and Flow	To ensure the Salford system is co-ordinated to support people to access strengths based support, care, and treatment at the right time, in the right place and by the most appropriate service
Mental Health	To improve the mental health of people in Greater Manchester, to better support those with mental ill health and to reduce mental health inequalities across our city region

Information for Employers

The Salford ICP QI Fellowship Programme is a **funded training scheme**, and not a form of full or partial employment/secondment. Fellows will receive a programme of support and training (including CPD accredited modules) valued at over £7000, which evaluation of prior cohorts has evidenced significant benefits to the employee and to their service and teams. In exchange we ask that employers commit to providing protected time of at least 1 day per week (0.2WTE) for Fellows to attend training and carry out their projects. Unfortunately, we cannot presently offer backfill funding options for this time. It is expected that the practical application elements of the Fellowship, such as carrying out tests of change to a service, will directly cross-over with the Fellow's day-to-day role.

As the Fellows' projects will be based on making changes and improvements within the organisation and/or service they currently work within, it is critical that employers are fully supportive of their employee's Fellowship. We will not accept any applications without the explicit support of the applicant's employing organisation and line manager.

Fellows will remain fully employed by their existing employer organisations throughout the term of the Fellowship. Employers will remain responsible for all elements of HR for their employees, including (but not limited to): line management, salaries, terms & conditions, annual leave, sickness leave, professional capabilities and indemnity. We strongly encourage employers to link Fellowship activities to the employee's Appraisal/PDR where possible to maximise the benefits of this learning opportunity to their role and to your organisation.

Employer organisations will be expected to sign a Memorandum of Understanding (MOU) with Salford ICP. This will confirm their commitment to provide protected time for completion of the Fellowship activities, and confirm Salford ICP's commitment to deliver the full programme of training and mentorship offered to the employee. Salford ICP also commits to giving employers adequate notice of dates, at the earliest possible opportunity, for any and all training and other commitments that staff will be expected to undertake as part of their Fellowship activities.

Application Process

Applications will open on **3rd June 2024** and close on **30th June 2024**.

All applications must be submitted using the “QI Fellowship 2024-25 Application Form” document, sent by email to innovation.salfordccg@nhs.net

All application forms received will be sent an email of receipt within 1 working day. If you do not receive a receipt email for your submission, please follow up via one of the contacts listed below no later than **2nd July 2024**. Salford ICP bears no responsibility for lost applications which are not followed up through this process.

Shortlisting will be conducted and all applicants will be contacted by **3rd July 2024**. Informal interviews for the Fellowships will take place on **Tuesday 9th July 2024**. Timescales will be extremely tight between application and interview, so we advise all applicants to please hold the 9th July in your diaries in advance at the time of submitting your application to ensure you are able to attend an interview if offered.

We aim to confirm all 6 places offered by Friday 12th July 2024, providing as much possible notice for a September start date.

Information and Enquiries

For any further information or enquiries regarding the Salford ICP Quality Improvement Fellowship Programme 2024-25, please contact the following:

For enquiries relating to the Fellowship offer, curriculum and eligibility

Nadine Payne
Head of Quality Improvement (Salford)
NHS Greater Manchester
Nadine.Payne@nhs.net

For enquiries relating to the application process, documentation or general enquiries

James Dickinson
Project Manager – QI Team (Salford)
NHS Greater Manchester
James.Dickinson2@nhs.net