

Scottish Quality and Safety Fellowship

Programme Outline

Cohort 13

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1. Introduction

The Scottish Quality and Safety Fellowship was initially developed to support the delivery of the Scottish Patient Safety Programme (SPSP) by developing clinical leaders with the advanced knowledge, technical ability and essential leadership skills to deliver improved health and healthcare for the people of Scotland.

Over the intervening 12 years, Fellows have broadened their contribution to Quality and Safety Improvement activities reflecting the wider national ambitions described in Scotland's 2020 Vision.

The Scottish Quality and Safety Fellowship Programme is managed by NHS Education for Scotland (NES), working in partnership with Healthcare Improvement Scotland and NHSScotland.

Cohort 13 of the Scottish Quality & Safety Fellowship will be building on the successful 12 years, during which over 250 Fellows have taken part in a tailored programme to enhance their individual capacity for leadership in improvement.

All Fellows require the explicit, strong support of their sponsoring organisation. Organisations must support the leadership of a significant improvement project lead by the Fellow, co-develop the Fellow as an improvement champion with the Fellowship coaching team and enable full participation in all aspects of the programme and in applying their skills in their workplace. It is expected that following completion of the programme Fellows will continue to devote a significant part of their work to improving the quality and safety of care.

The Fellowship promotes active collaboration with other organisations or agencies sharing similar aims within Scotland, the UK and internationally.

2. The Fellowship Programme

Aims

The Scottish Quality and Safety Fellowship aims to develop and strengthen clinical leadership and improvement capability in NHSScotland.

Objectives

To develop clinical leaders capable of improving the Quality and Safety of health and healthcare for the people of Scotland.

To enhance knowledge of the science and methods for improvement amongst clinicians who have enthusiasm, experience and skills to:

- support the development of safety programmes
- spread improvements both within their organisation and nationally.
- establish a learning support network for transformational leadership for Quality Improvement.
- complement wider improvement capacity building programmes within NHSScotland while supporting NHSScotland workforce development.
- strengthen cooperation and collaboration with important overseas healthcare providers in Europe and beyond.

Participation

The Fellowship is open to healthcare staff who currently undertake clinical practice and have a direct influence on improving the delivery of safe patient care, as well as staff in clinical professions (e.g. medical, nursing, pharmacy, AHP, healthcare scientists, ambulance) who do not currently deliver hands-on care but do have a role in improving patient care or safety.

Individuals participating in this programme will need the full support of their employing organisation and explicit sponsorship from their Line Manager, Patient Safety/Quality Manager, Executive Clinical Lead and Chief Executive.

Participants should be able to demonstrate an interest in service improvement and should already be actively involved with patient safety in their workplace. A full Person Specification is available as part of the Application Pack for the Fellowship.

Please note that there is the expectation that Fellows will be involved in supporting the Healthcare Quality Strategy at local and national level after completing the Fellowship programme. This may include mentoring, technical advice, teaching and other quality improvement activities. We expect sponsoring organisations to release (Scottish) Fellows for up to 10 days per year to support national level work to support our National Quality Strategy for five years following completion of the Fellowship Programme.

Vale of Leven Care Legacy

2 of the Fellowship places will be dedicated to the Vale of Leven Care Legacy, announced by the Cabinet Secretary for Health and Sport in November 2016. Successful participants will be expected to demonstrate a clear link between the project work they intend to focus on throughout the Fellowship and the findings and recommendations made in the [Vale of Leven](#)

[Hospital Inquiry](#) and the [Scottish Governments response to the report](#).

Following completion of the programme participants will be expected to build quality improvement and leadership capacity and capability both at a local and national level and be able to demonstrate this through local and national learning events. This will also involve opportunities to feedback their work to the families affected by the Inquiry.

Cluster Quality Leads

Sponsorship for 1 Cluster Quality Lead (CQL) General Practitioner in Scotland is being offered by Healthcare Improvement Scotland to successful applicants following application and interview. This comprises backfill payments for time away from practice to participate on the Fellowship.

Supporting Cluster Quality Leads to become quality improvement leaders will contribute to the implementation of Improving Together: A National Framework for Quality and GP Clusters in Scotland as well as creating the conditions required to support primary care reform. Applicants will be asked to indicate if they wish to be considered for this place.

Please note that there is the expectation that CQL Fellows will be involved in supporting improvements towards the National Health and Wellbeing Outcomes after completing the Fellowship programme.

Similarly, there is an expectation that CQL Fellows will join Healthcare Improvement Scotland's Primary Care Quality Improvement Faculty (PCQIF) to accelerate learning and provide on-the-ground support to sustain the development of quality improvement and leadership capacity and capability across primary care services.

For more information about the three Cluster Quality Lead places, please contact:
hcis.pcpteam@nhs.net

Programme Delivery

The Fellowship is built and delivered using principles of adult and action learning and delivered using a blended learning style.

The programme is delivered over a period of approximately 10 months, commencing in September 2021.

All Fellows are required to undertake their own improvement project as part of the programme.

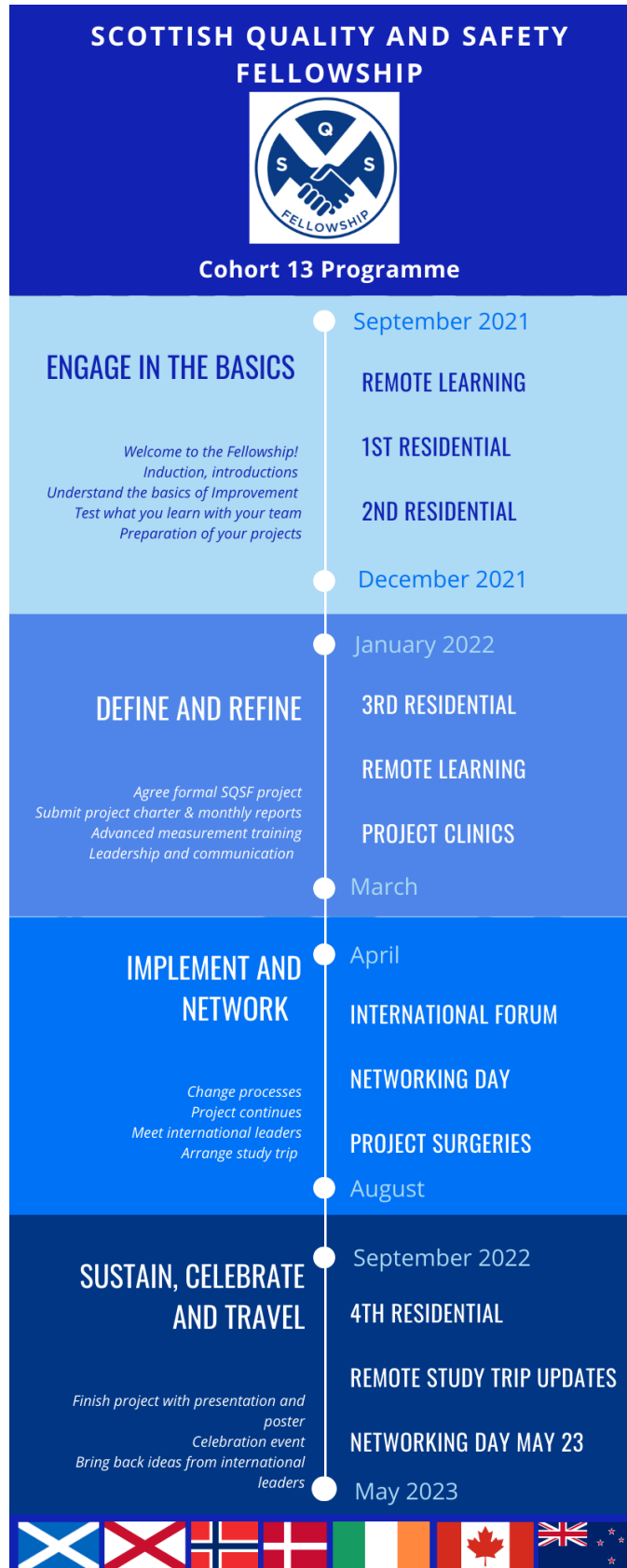
The delivery of the programme will be a combination of:

- Self-directed distance learning supported by teleconference and web-based communication, for example Microsoft Teams & the Moodle learning platform
- Mentoring delivered by previous Fellows, or others working in patient safety or quality improvement roles locally
- Formal education delivered through a series of 3-day residential courses
- A variety of workshops, networking events and project surgeries
- Additional educational and networking opportunities

Fellows will be expected to present a report of their learning and achievements to their sponsoring organisations. They may also be asked to submit reports of their work for presentation at national and international conferences and peer-reviewed publications.

Please see pages 6-8 for the SQSF Cohort 13 Model, Curriculum and Driver Diagram.

Cohort 13 Model



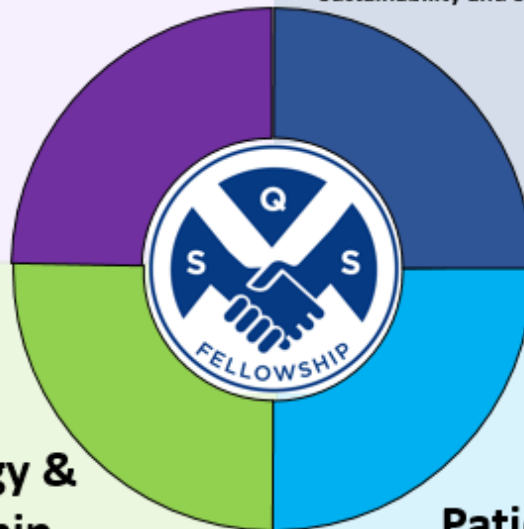
Scottish Quality & Safety Fellowship (SQSF) Programme Content

Systems Thinking

- Toolkits to examine a system
- Appreciate how improvements have to be designed with the whole system in mind
- Consider best value healthcare in addition to quality improvement
- Consider Human Factors in system design and function
- Understand some system wide approaches to healthcare delivery
- Introduce complexity science

Improvement Science

- Understand the underpinning principles described by Deming, Shewart and Juran
- Understand how to use the model for improvement
- Understand measurement of a process
- Understand variation and how to identify different types
- Appreciate the scientific rigor required in measurement for improvement
- Create run charts and control charts
- Deliver a QI project
- Sustainability and Spread



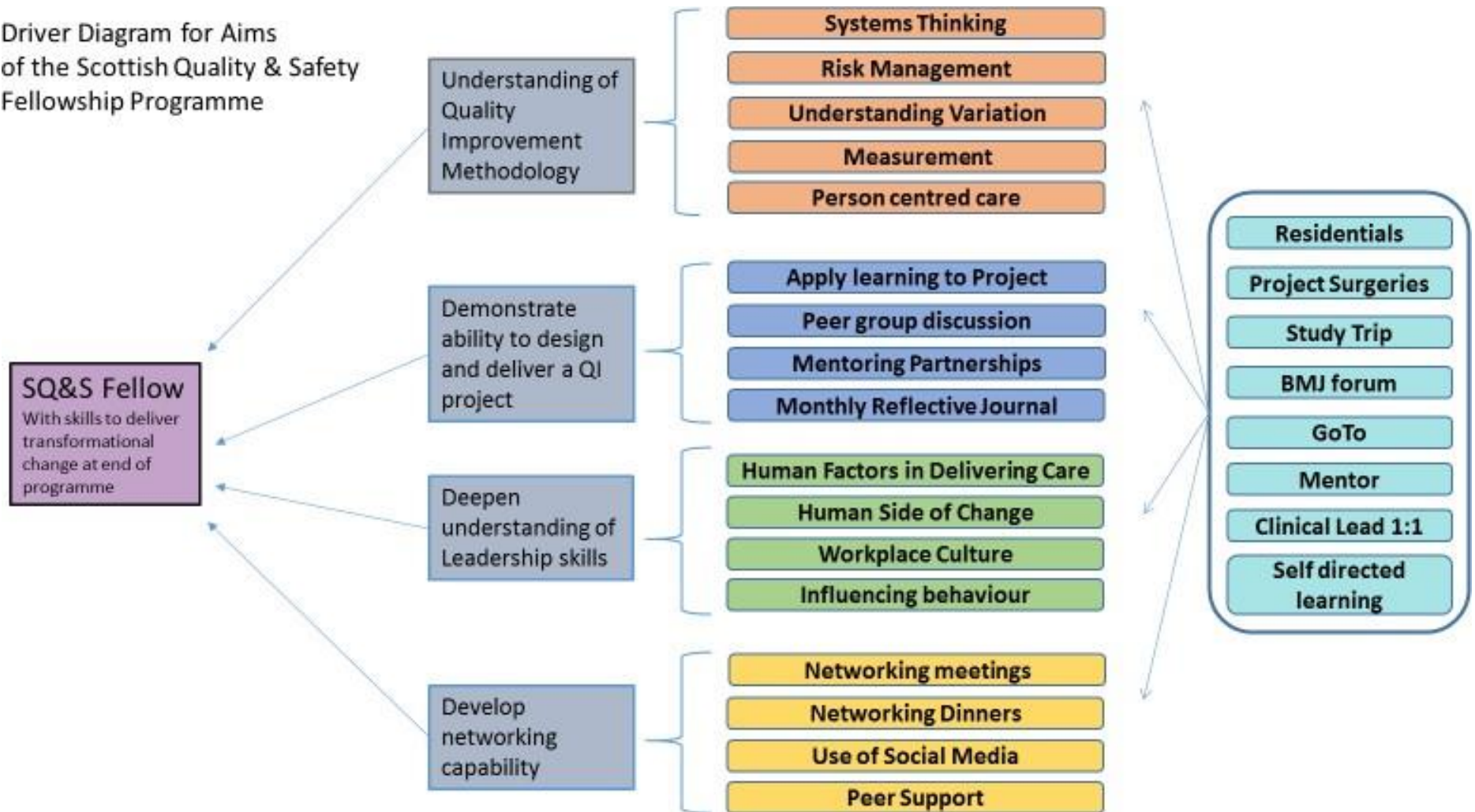
Psychology & Leadership

- Understand the importance of workplace culture
- Appreciate the key cultural elements in high performing organisations
- Learn methods to influence behaviour
- Appreciate desirable characteristics in leaders
- Approaching difficult conversations
- Appreciate the role and impact of your own approach on the team
- Key principles in coaching staff
- The skill and value of networking
- The importance of personal resilience

Patient Safety

- Understand the development of the patient safety movement
- Understand the role of certain approaches to safety and when to deploy them
- Appreciate the impact of human factors on the environment of work
- Appreciate the impact of cognitive bias in clinical decision making
- Understand the importance of system reliability in patient safety

Driver Diagram for Aims of the Scottish Quality & Safety Fellowship Programme



3. Recruitment and Selection Process

Closing date for applications from Scotland and Northern Ireland for Cohort 13 is Friday, 26th March at 10.00 am.

Structured interviews for NHSScotland and Northern Irish candidates will be held virtually on Microsoft Teams **in the week commencing 21st June 2021.**

Applicants from outside NHSScotland must have funding (£14,000) identified prior to submitting their application. – see section 5.

Applications from strategic overseas partners outside the UK should be made via their national Quality Programme leads.

We strongly recommend that all other potential applicants outside NHSScotland should contact Eilidh Manson, Senior Safety & Improvement Project Officer, NHS Education for Scotland, qualityimprovement@nes.scot.nhs.uk to discuss their suitability and application guidance before they apply.

Participants will need the full support of their employing organisation and explicit sponsorship from their Line Manager, Patient Safety/Quality Manager, Executive Clinical Lead and Chief Executive.

CQL participants will need the full support of their host practice and explicit sponsorship from Healthcare Improvement Scotland Primary Care Improvement Portfolio Lead and their Health and Social Care Partnership Executive Clinical Lead and Chief Officer.

4. Provisional Timetable:

Date		Activity
14 October 2021	09:30 – 11:00	Introductory GoTo Remote access
26-28 October 2021	3 Days	First Residential Workshop Golden Jubilee Conference Hotel, Clydebank
4 November 2021	09:30 – 11:00	GoTo 2 – DCAQ Introduction Remote access
11 November 2021	09:30 – 11:00	GoTo 3 – Qualitative Data Remote access
30 November – 2 December 2021	3 days	Second Residential Workshop Hilton Carlton Hotel, Edinburgh
13 January 2022	2.5 Hours	GoTo 4 – Virtual Project Clinic Remote access
20 January 2022	2.5 Hours	GoTo 5 – Virtual Project Clinic Remote access
22-24 February 2022	3 days	Third Residential Workshop Apex City Quay Hotel, Dundee
17 March 2022	09:30 – 11:00	GoTo 6 – Pre-Forum Preparation Remote access
30 March – 1 April 2022	3 Days	Group Field Trip International Forum on Quality and Safety in Healthcare Venue TBC
7 April 2022	09:30 – 11:00	GoTo 7 – Post-Forum Remote access
20-21 April 2022	2 Days	Project Surgeries Edinburgh Venue TBC
24 – 26 May 2022	3 Days	One Networking Day, One Project Surgery Day, One Content Day Edinburgh Venue TBC
June 2022 – April 2023		Fellows’ Field Trips To be arranged by Fellows
25 August 2022		GoTo 8 – Planning session for celebration day Remote access

6 – 8 September 2022	3 Day	Fourth Residential Workshop Golden Jubilee Conference Hotel, Clydebank
March 2023 TBC		GoTo 9 - Virtual study trips catch up Remote access
Late March/Apr 2023		GoTo 10 - Virtual study trip network day planning Remote access
May 2023 TBC	1 Day	Fellowship Study Trip Networking Day Venue TBC

Fellows must be able to attend all days of all Residential Workshops as well as the Networking Event and complete both the group and individual field trips.

All Fellows must present at one of the Project Surgeries and are strongly advised to attend all Project Surgeries if possible.

All Fellows are expected to attend 80% of remote 1.5-hour sessions throughout the programme as well as other opportunities available as per individual needs.

5. Funding

Participants will need the full support of their employing organisation and explicit sponsorship from the Executive Clinical Lead and the Chief Executive.

The main costs of the Fellowship programme for NHSScotland applicants will be met by NHS Education for Scotland.

Scottish employing organisations will need to cover any costs associated with clinical release and travel to educational activities in Scotland.

However, additional funding to support Scottish GP Cluster Quality Lead Participation is available in Cohort 13 of the SQS Fellowship Programme. Healthcare Improvement Scotland's Primary Care Improvement Portfolio is pleased to confirm that backfill funding of up to £12,500 is available for 1 CQL applicant. These monies will be paid to the practice so that locum cover can be provided to ensure patient care is maintained and successful applicants are supported to attend programme residential workshops, group and individual field trips.

Non NHSScotland applicants are funded by their own healthcare system at a cost of £14,000, to be made in two payments of 25% on success of application in June 2021 and 75% on 1st April 2022.

The costs of the programme will include (this list is not exhaustive):

- Venue, accommodation (on a B&B basis) and faculty for residential courses
- Attendance by any external or international speakers
- Set reading list
- Cost of maintaining and improving the fellowship shared space