

## Opportunity

Over the last three years a Fellows' Programme has been established to build capability and capacity to deliver against the DHB's priorities. The Programme embeds quality improvement, innovation, research, education and leadership development in a new model for developing health professionals (non-clinical and clinical). The Fellows' Programme is a flagship initiative for the organisation and the wider health system. It creates new opportunities outside traditional career paths that support development of the learning, experience and networks required to become effective clinical and non-clinical leaders.

Critical to achieving the DHB goals of better health outcomes and patient experience is the need to focus on health leadership: both in building leadership capability among all staff and by creating intentional pathways for people to develop their careers and realise their potential.

The Fellows' Programme was developed by the i3 as a structured and supportive pathway for healthcare professionals to learn new skills and gain experience to enhance their careers, while also creating a network of innovation champions able to support others to achieve the organisation's goals.

## Aim

Build capability and capacity to deliver against the DHB's promise, purpose and values by creating career opportunities for emerging leaders across different priority areas.

Secondary aims of the Programme include:

- Promote continuous quality improvement and innovation with Fellows learning to make change happen and taking these skills with them in future roles
- Identify, recruit, develop and retain top talent to support a sustainable pipeline of new health leaders
- Enhance the DHB's reputation and profile through publications, other research outputs, innovation and leadership
- Complement and provide support and new multidisciplinary perspectives to other organisational activity
- Promote inter-disciplinary working

The Programme displays clear alignment with Waitemata DHB's values:

1. *Everyone matters* – Waitemata DHB supports inter-disciplinary practice that allows different knowledge and skill sets to combine to deliver outstanding results. Accordingly, the Programme adopts a deliberate strategy to identify and recruit talented individuals from a range of backgrounds, including clinical and non-clinical staff
2. *With compassion* – The Programme has a strong focus on compassionate leadership. This is driven by an understanding that appreciating what people do well, recognising their efforts, and supporting people in an empathetic manner drives improvement in service quality and therefore, in positive outcomes and experience for patients
3. *Connected* – The Programme enhances collaboration and the development of networks across different disciplines and teams to promote delivery of integrated care and a seamless experience for patients
4. *Better, best, brilliant* – The Programme is dedicated to improving the capability of those working within and across Waitemata DHB, as well as strengthening processes and outcomes of specific service areas.

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## Programme Content

The Fellows' Programme is sponsored by the CEO and led by i3's Clinical Lead for Culture Change. The work of each Fellow is supervised by a senior-level individual working within that area, while overall Programme co-ordination, mentorship and development rests with the i3's Clinical Lead for Culture Change.

Fellowships incorporate projects in key areas which are identified by reviewing current priorities and opportunities. Previous and current Fellowship areas include quality improvement, innovation, health informatics, medical education, midwifery research, cancer services, and management development. Key areas are reviewed annually to ensure continued relevance to the organisational priorities.

The main duties and responsibilities of Fellows are:

- To provide leadership for agreed projects
- To attend and lead all relevant project meetings within the organisation
- To liaise with and engage organisation and other health system colleagues as appropriate
- Provide timely and effective advice and leadership working with managers, clinicians and other staff
- Provide written reports on project progress, including risks and issues
- Attend learning, coaching and other relevant development opportunities
- Participate in all aspects of the Programme and its evaluation
- Act as an ambassador for the Programme

One of the key features of the programme is the flexibility of the role - Fellow positions are designed to be adaptable to individual and organisational needs. For example, the clinical component of the role will not be relevant to all Fellows and start dates for each role are also flexible around each individual Fellow's needs.

The scope and detail of fellows' project work is agreed in consultation with each Fellow, Programme sponsor, project supervisors, relevant services, and if applicable, the Fellow's professional college. The expectation is that Fellows will lead at least one project and will contribute to a range of other projects relevant to their key area.

The Fellows participate in various development and learning opportunities throughout the year, including:

- Regular one-on-one meetings with the Clinical Lead for Culture Change (project update and mentoring)
- Monthly Fellows forums, learning needs are identified with the Fellows and appropriate speakers/subject experts are invited to attend
- Weekly 'swarm' meetings with i3 colleagues (to share project highlights, seek help/ideas, networks)
- Ad hoc and informal 'check-ins' with the Clinical Lead for Culture Change or project supervisor
- Attend appropriate professional development courses
- Conference attendance and presentation of project work
- Research / publication opportunities
- Project updates to the Board and senior management team, as appropriate

Two of the Fellows roles are jointly funded by universities and one in partnership with private healthcare; this provides the Fellow with excellent opportunities to access expertise and resources of these organisations and is an area for development in the future.

After completion of their Fellowship, Fellows are offered support and advice on their next steps and on-going career development, in particular how their knowledge, experience and skill gained during their Fellowship can be most effectively utilised within their next role.

## Impact

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The Fellows' Programme offers benefits at individual, service and organisational levels, by building leadership, quality improvement, innovation, project management, research and academic capability. These outcomes are facilitated through projects that align with identified priorities, and through networking, collaborating and working with key stakeholders. In addition, the Programme supports, guides and complements other organisational activity, contributing to a sustainable 'pipeline' of health leaders.

The Programme:

- Helps build the capability and capacity for delivering against our organisational priorities
- Retains, develops and nurtures our future and aspiring health leaders
- Provides a flexible and agile learning environment, for Fellows to flourish
- Improves collaboration and the generation of new ideas and innovative thinking across different disciplines
- Enhances Waitemata DHB's reputation and profile as an organisation committed to new ways of working, which will bring new, diverse skills to the DHB to ensure we provide the best care for our patients

## Future Plans

The i3 intends to continue this valuable initiative for talent development, and to expand the Programme further to cover newly emerging priority areas.

In 2018 Fellows will be recruited to new areas including Anthropology, and Māori Health. The DHB will further explore potential for co-sponsorship and partnership arrangements.

We also intend to form a Fellows Alumni, with the aim of:

- Past Fellows acting as mentors to new Fellows
- Fellows helping identify key areas and topics for future Fellow projects
- Developing an alumni network of outstanding individuals who may participate in future i3 work and direction setting within the organisation and organise regular events for current/past Fellows.

## Achievements

There have been numerous awards, projects, research projects, conference presentations and papers produced by the Fellows - a small proportion are described below:

- Our two Medical Education fellows received international recognition at the SingHealth Duke-NUS Education Conference in Singapore (October 2017); with their poster on 'Creating Learning Opportunities for PGY2 Doctors at Waitemata DHB' selected as a poster finalist
- Our Quality Improvement Fellow won the Health Quality and Safety Commission (HQSC) 'Open for leadership' award in September 2017. This award was presented by the Rt Hon. Peter Dunne, in recognition of health professionals who demonstrate excellent practice, quality improvement and leadership skills
- Our Innovation and Quality Improvement Fellows are currently co-leading a research study on the use of virtual reality technology for junior doctor training, providing an example of Fellows proactively seeking new and innovative opportunities, in this case, to improve the quality of the medical education for junior doctors
- Our two Midwifery Fellows are the only midwifery research Fellows in New Zealand and are currently undertaking human-centred design research that aims to reduce unnecessary interventions in maternity care
- Our Health Care Design Fellow initiated a patient-centred approach to the design of an integrated stroke unit
- Our Cancer Fellow is advising on the development of regional cancer pathways

## Team Members

**Sponsor:** Dale Bramley, CEO

**Working Group:** ○ Penny Andrew, Director of i3  
○ Robyn Whittaker, Clinical Director of Innovation