

Fellowship in Innovation & Change 2021 Applicant's Guide



February 2021

Deadline for submission of applications to Spark Programme:

Thursday 4th of March 2021

A note from the Current Fellow

The Innovation Fellowship is a role that should appeal to those who are excited by change, innovation and development in the health system. The role is undoubtedly a departure from day to day hospital life that most applicants might be coming from as it involves a lot of self-direction, working independently and as part of groups/teams towards goals and deadlines. It allows the fellow to work closely with innovative and creative figures from industry and within the health service, where your input, opinions and knowledge of working within the health system are of great importance to their processes. The Spark programme is run by a small team and as such the role of the fellow can involve all elements involved in such a programme. As such, the fellow may be expected to help in the promotion and organising of events, management of digital content that is shared on the website and social media accounts as well as being involved in the judging of applications and solutions in the various programmes and indeed whatever may need to be done at a given time.

The programme is continually evolving and as such there will be many opportunities for the fellow to not only put their own stamp on existing offerings but also to look to implement their own ideas and see them through. It is an opportunity to hone one's presentation, management and leadership skills. The fellow will learn about the structures within the HSE and whatever their future career goals they will have experience and skills in change management that will always be a benefit. Throughout the rest of this document there is information on the programme itself, on the types of skills needed and benefits of the fellowship are also further outlined.

Introduction

The Spark Innovation Programme began as an NCHD-led initiative seeking to support, promote and recognise innovation amongst healthcare staff. The initiative was established by National Doctors Training and Planning (NDTP) in July 2017 as a national programme to empower and engage with NCHDs. NDTP believes that the opportunity to develop one's ideas is central to staff engagement, often inspiring for staff, encouraging recruitment, and supporting retention. We also believe that it is not solely about successful ideas but also about the potential shared learning for the system. This belief is shared by the National Quality Improvement Team who became partners in supporting the Spark Programme in 2019. With the support of NDTP, the National Quality Improvement Team and relationships with the Office of the Nursing and Midwifery Service Director and the National Health and Social Care Professionals Office, Spark is now supporting innovation in a much wider range of staff. The ultimate vision of the Spark Programme is to empower all HSE staff to innovate and improve the health service in a collaborative manner.

The role of the Innovation Fellow is critical in leading and shaping the Spark Programme. The fellow plays a key part in supporting ideas, design, innovation, collaboration and initial implementation of initiatives led by frontline staff. We hope that as the Spark Programme grows so will our team, recently the programme added administration support and it is hoped that in the future there will also be a nursing/midwifery innovation fellow as well as a fellow from the health and social care professionals so as that all groups are represented in the decision-making processes and in implementation of projects. This is the fifth year of the Spark Programme and we hope to appoint the newest Innovation fellow in July 2021 for a one-year term.

The Award

The successful candidate will be awarded an Innovation Fellowship and will receive a salary equivalent to their current rate of remuneration for the duration of the Fellowship. In addition, funding for a postgraduate programme will be provided during the year of the Fellowship only. (The course must be agreed in advance with the Spark Programme HSE Lead). The recipient of the Fellowship will be required to sign an Award Agreement with the HSE. Deferral of the award is not permitted.

The 2020 Call for the National Fellow in Innovation and Change

The HSE is now inviting applications for the Fellowship in Innovation and Change commencing in July 2021. The Innovation Fellowship presents an exciting opportunity for an NCHD to develop their leadership and managerial skills. The purpose of the Innovation Fellowship is to give an NCHD the opportunity to lead and shape the Spark Programme. This will be done in collaboration with the National QI Team, NDTP and other stakeholders

The Spark Programme would be open to having one full-time Innovation Fellow or two Fellows working less than full time (for example, two Fellows working 0.6 WTE). This would allow the Fellow to remain in clinical practice or pursue other interests if desired. We would also be open to the Fellow(s) working from other locations with days in the NDTP Office/ Dr Steevens as required.

It would be envisaged that the Innovation Fellow would be enrolled in a relevant postgraduate programme. The specific course would be agreed with the successful applicant. The Fellowship would be a full-time commitment for an NCHD for a one-year period. Time required to undertake the postgraduate programme and associated research will be agreed with the successful applicant.

Remit of the National Innovation Fellow

The remit of the Fellow will include:

General Duties:

- Leading and continuing to develop the Spark Programme in collaboration with the National Quality Improvement Team, NDTP, ONMSD, HSCPs, the National Lead NCHD, healthcare providers including NCHDs, hospitals and other relevant stakeholders
- Act as a resource for healthcare providers to help drive innovation, change and collaboration in the health services
- Encourage engagement with the Spark Programme via site visits to hospitals, attend training days and conferences.
- Develop a series of Key Performance Indicators (KPIs) to report the impact of the role and projects supported by Spark
- Assist with scaling up and/or transferring successful initiatives and projects that have been undertaken in one clinical site to other sites
- Develop and lead initiatives to support innovation, collaboration and change within the HSE
- Prepare reports, articles and or updates for a variety of purposes including the Spark Programme Updates, Lead NCHD Newsletter, Annual Reports, HR updates, media press releases, social media, etc.
- Promote multidisciplinary team working
- Attend meetings as required both internally and externally
- To join numerous boards/working groups where the innovation fellow has a presence. These will be discussed and agreed with the Fellow.
- Communication with NCHDs via various platforms e.g. social media, email, website etc.
- Input or take the lead on various projects/initiatives with stakeholders for example, the NDTP Strategy, HSE People Strategy, etc. as requested
- Collaborate with the Wikipedian in Residence
- Further duties as required.

Leading and developing the SPARK initiative:

The Spark Programme encompasses a wide range of initiatives designed to support and encourage innovation amongst NCHDs and other healthcare staff. The Innovation Fellow will be expected to lead the programme and shape it over their year in the role. Each year the role has changed and grown, it has had to adapt to providing much of what we offer digitally and it is expected that the incoming fellow(s) will transition back into face to face offerings once again.

The Spark Programme offers a range of funding opportunities to support the implementation of innovation projects led by frontline staff. These include:



1. **Spark Seed Funding** – this is a micro-funding opportunity currently open to NCHDs, nurses, midwives and multidisciplinary groups. Applicants benefit from mentorship and educational support at our Seed Funding workshops. The Fellow will be required to promote the initiative, assist and advise applicants, review applications, organise allocation of funding, and assess the progress of approved projects. The funding has two calls per year (January and July).
2. **Spark Innovation Fund** – this is a larger fund that was offered to hospital consultants on a pilot basis in 2019. The Fellow is responsible for promoting the call for applications, administering the funding call and allocating funding in collaboration with other stakeholders.
3. The Fellow will also be expected to advise staff on other funding streams, e.g. Public Service Innovation Fund, NDTP Development Funding, Slaintecare Funding etc.

The Spark Programme believes that frontline staff are ideally placed to recognize the problems faced by their patients and colleagues. We offer different initiatives to help in turning these ideas into solution with the input of stakeholders in other industries.



1. **HSE/HIHI Spark Ignite** is a health innovation call run in collaboration with Health Innovation Hub Ireland. This call for innovative ideas is open to all HSE staff. Successful applicants benefit from a series of regional workshops culminating in a Dragon’s Den style pitch event where the Innovation Fellow sits on the judging panel. This mini-accelerator programme is offered in each of HIHI’s hubs – Cork, Dublin and Galway.
2. **Spark Design Challenges** – The Spark Programme supports a range of Design challenges including Design Week in the Mater Hospital and St James’ Hospital. Healthcare staff are invited to submit a problem or pain point which is then tackled by a group of Design Students. The Fellow sits on the judging panel for these initiatives and helps to decide who receives the NDTP Design Bursary.

2020/2021 was a year in which for healthcare workers there was obvious massive change and with that the manner in which we delivered our offerings had to change but we continued to offer new initiatives:

1. Covid Call – **‘Design on the Frontline’**



The Covid-Call was set up to seek problems affecting all healthcare workers and present these problems to the finest minds in innovation and design in Ireland. We went to frontline workers and asked them to highlight problems that have arisen or have been heightened as a result of the pandemic. The response was overwhelming, we identified several common themes whereby developing innovative solutions it will be possible to help some of the most deserving in our health system. Dozens of healthcare workers were selected based on their submissions (both individual and group) to attend a design and innovation workshop led by Trevor Vaughn. The next week they submitted a pitch for their problem using what they had learned at the workshop. It was clear that several themes permeated the responses and the judging panel selected three general themes that broadly covered as many areas discussed as possible. We are very excited by the involvement of designers and creative minds in helping to solve such problems as in our experience the insights and solutions that such minds develop can make a huge positive impact. More information at www.designonthefrontline.com

2. The Galway Intern Innovation Competition



Interns have a unique perspective of the hospital, with a fresh outlook on how we do things they may see obvious fault in what we have just learned to accept or even might have thought of an idea while still a medical student. Three streams were available which were engineering, QI and gaming for which all interns were invited to submit ideas. All interns were invited attend an innovation workshop to refine the problem/ develop ideas. The top ideas were selected to pitch their ideas in a “Dragons Den” style to an expert panel. The best engineering idea was put forward as an MSc project with an engineer in which the intern would remain the point of contact, the best QI projects were offered further training in QI and supported to implement their ideas and the gaming solution linked with Romero games, Ms. Brenda Romero gave a series of lectures on healthcare gaming and the best idea is to be given an opportunity to bring the process of making the game. The plan is to expand this programme to other centres next year and hold a national competition along the same lines.



The Fellow will be expected to establish and maintain positive relationships with relevant academic institutions, industries, and international organisations. The Fellow will contribute to NDTP and wider HSE policy and planning, including discussion papers and strategies. The Spark programme requires multidisciplinary/ interdisciplinary collaboration and involvement of patients where possible so the Innovation Fellow must be able to work with stakeholders from all disciplines.



As the Spark Programme continues to grow, sharing the work supported by the programme becomes more important. The Innovation Fellow is responsible for managing the portfolio of projects supported and disseminating this information through case studies, presentations and other publications. The Innovation Fellow is also responsible for hosting the Spark Summit (when one is scheduled during the period of the fellowship) and the BrightSpark Awards which reward the most innovative and successful projects supported by Spark as well as recognising the champions of the programme.

Other Duties:

The National Innovation Fellow will be expected to encourage and support planned and unplanned innovation whilst developing novel approaches to support innovation. Indicative examples of what developing the Spark Initiative could involve:

- Developing initiatives/mechanisms to support innovation at clinical sites

- Align with Lead NCHD programme
- Cultivate and develop relationships internal and external to the HSE. Examples include National Lead NCHD /NDTP Fellow, E Health Ireland and Office of the Clinical Information Office, Trainee Committee of the Forum of Postgraduate Training Bodies
- Shaping innovation events for NCHDs and other healthcare staff
- Create, disseminate, and assess applications for funding and support
- Oversee the Spark Innovation Programme budget under the supervision of the Spark Programme Lead / HSE Business Manager
- Develop opportunities for shared learning across various sites and assist with transferring successful in one clinical site to other sites.
- Research Study or Project: a research study or project may be undertaken as part of the post graduate/masters programme. The specific post graduate/masters programme and the research topic would be agreed between the Fellow and NDTP, however applicants should have an area of research and a potential supervisor identified at time of application.
- At interview applicants will be expected to discuss their strategy for the year in terms of: Communication and engagement, new ideas and a brief outline of their goals / targets for the year

Competencies:

Professional Knowledge & Experience

Demonstrate:

- Familiarity and demonstrable track record in Innovation
- Knowledge of medical workforce structures
- Knowledge of Irish Health Service structures and reconfiguration
- Excellent ICT skills

Planning, Organising and Delivery of Results

Demonstrate:

- Excellent organisational and time management skills to meet objectives within agreed timeframes and achieve quality results
- Evidence of effective planning and organisational skills including an awareness of resource management and the importance of value for money
- The ability to improve efficiency within the working environment and the ability to evolve and adapt to a rapidly changing environment
- A capacity to operate successfully in a challenging operational environment while adhering to quality standards
- Results focused, motivated and enthusiastic with a 'can do' attitude
- The ability to successfully manage a range of different projects and work activities concurrently
- A proven ability to prioritise, organise and schedule a wide variety of tasks and to manage competing demands while consistently maintaining high standards and positive working relationships.

Communication & Interpersonal Skills

Demonstrate:

- Excellent oral and written communication skills including the ability to produce professional reports.
- A track record of building positive working relationships with people who work in a challenging and at times stressful work environment
- Excellent people skills and the ability to achieve "buy-in" from major stakeholders
- Negotiation/influencing skills

Leadership & Teamwork

Demonstrate

- The capacity for management responsibility and demonstration of initiative
- The ability to achieve results through collaborative working
- The ability to build and maintain relationships with colleagues and other

stakeholders and to achieve results through collaborative working

- The ability to work both independently and collaboratively within a dynamic team and multi stakeholder environment
- The ability to lead the team by example, coaching and supporting individuals as required.
- Flexibility, adaptability and openness to working effectively in a changing environment.

Commitment to a Quality Service

Demonstrate

- An ability to pay close and accurate attention to detail in personal work and to create a culture where high standards are valued and respected
- Evidence of practicing and promoting a strong focus on delivering high quality customer service for internal and external customers
- Commitment to developing own knowledge and expertise.

Employment and Contractual Arrangements

The following employment and contractual arrangements will apply to the Fellowship:

- The National Fellowship in Innovation is co-funded by QIT and NDTP and the Fellow will be employed directly as a member of the NDTP team for the duration of the Fellowship
- The role is potentially fulltime however there is flexibility particular in relation to accommodating doctors that wish to maintain clinical practice during the fellowship. The Spark Programme would also be interested in applications who wish to take up the role on a Less than Full-Time Working basis and would consider appointing two fellows to accommodate LTFW.
- The Fellowship is a fixed term position for a period of one year.

Who Should Apply

To apply applicants must possess the following:

- Have at least completed internship by July 2021
- Demonstrate a successful track record in engaging and contributing positively to change programmes
- Experience of engaging with and working with a range of stakeholders including NCHD colleagues
- Possess the requisite knowledge, skills and attributes to make a contribution to the health service through the Fellowship.

How to Apply

To apply please submit the following:

- A comprehensive Curriculum Vitae clearly showing relevant achievements and experience from your career to date
- A cover letter/personal statement (maximum 2 pages) outlining why you wish to be considered for this Fellowship and where you believe your skills and experience meet the requirements for the Innovation Fellowship;
- A one page summary outlining a new initiative that you would like to incorporate into the Spark Innovation Programme. This may be a research project undertaken as part of a postgraduate/masters programme if desired.

Closing date for Applications:

Applications must be submitted *by e-mail* to Mr Neilan Govender at neilan.govender@hse.ie no later than **5pm on Thursday 4th March 2021.**

Informal enquiries to Dr Alan Hopkins at alan.hopkins@hse.ie or by phone 01 7959929 or to Jared Gormly, at jared.gormly@hse.ie or by phone 01 7959906.

The Selection Process

The HSE will consider the applications submitted to it and shortlist the applications. Consideration will include:

- The candidate's experience
- The candidate's experience of:
 - Contributing to change programmes
 - Engaging with stakeholders in the health service including NCHD colleagues
- The candidate's possession of the following knowledge, skills and attributes:
 - Professional Knowledge & Experience
 - Planning, Organising and Delivery of Results
 - Communication & Interpersonal Skills
 - Leadership & Teamwork
 - Commitment to a Quality Service
- Shortlisted applicants will be invited to attend for interview with a panel formed by the HSE.

Failure to include information regarding these requirements may result in you not being called forward to the next stage of the selection process.