

NURSING NOW CHALLENGE FELLOWSHIP PROGRAMME

APPLICATION Q&A

WHAT IS THE NURSING NOW CHALLENGE FELLOWSHIP PROGRAMME?

KEY INFORMATION

- The Nursing Now Challenge Fellowship programme is funded by [the Burdett Trust for Nursing](#) and managed by [the Tropical Health and Education Trust \(THET\)](#).
- The programme aims to build the leadership of early-career nurses and midwives in Africa and Asia, in alignment with the [Nursing Now Challenge](#).
- The Fellowship programme will engage early-career nurses and midwives, working through [Health Partnerships](#), in Low-and-lower middle-income countries (LMICs).
- The programme will enable early-career LMIC nurses and midwives to take part in leadership training and lead on a Quality Improvement (QI) project.
- The Fellowships will be closely linked to the aims of each individual Health Partnership as well as feeding into their Partnership global health projects' outcomes and goals, ensuring a clear contribution to the country's health priorities and more specifically the nursing and midwifery priorities identified within these.
- Institutions involved in the programme will amplify nurses' and midwives' voices and raise their profile, within their institution, the Health Partnership community and the wider health workforce.
- THET expects to award 40 to 80 Fellowships to up to 10 established Health Partnerships.
- The Fellowship programme will last for 12 months.
- Grants of up to £8,000 will be available to Health Partnerships to cover the costs of the QI projects, publications, Fellows' data and admin/support fees.

WHAT ARE THE OBJECTIVES OF THE PROGRAMME?

- Increase leadership (confidence, competence and capability) of participating nurses and midwives, enabling them to be more effective and increase their influencing and decision-making abilities.
- Raise the status of nursing and midwifery within Health Partnerships and within their multi-disciplinary teams.
- Raise the status of women, who comprise the majority of the nursing and midwifery cadres, within the health workforce.
- Improve quality of global health projects undertaken by health partnerships, and thus partnerships' outcomes and impact.

WHO IS MANAGING THE NURSING NOW CHALLENGE FELLOWSHIP PROGRAMME?

THE TROPICAL HEALTH AND EDUCATION TRUST (THET)

THET has a vision of a world where everyone has access to healthcare. We achieve this by training and educating health workers in Africa and Asia, working in partnership with organisations and volunteers from across the UK. Founded in 1988 by Professor Sir Eldryd Parry, we are the only UK charity with this focus. Over the past six years we have partnered with over 130 NHS Trusts, Royal Colleges and academic institutions. We work closely with the British government, and are an organisation in Official Relations with the World Health Organization.

WHO IS PROVIDING THE FUNDING FOR THIS PROGRAMME?

THE BURDETT TRUST FOR NURSING

[The Burdett Trust for Nursing](#) is an independent charitable trust named after Sir Henry Burdett KCB, the founder of the Royal National Pension Fund for Nurses (RNPFN).

The Trust was set up in 2002 in recognition of the foundation, philosophy and structure of the RNPFN.

Nurses, midwives and the allied health professions make up the majority of the healthcare workforce and play a pivotal role in direct care to patients. The Trust makes grants in support of nurse-led projects, using its funds to empower nurses and make significant improvements to the patient care environment.

HEALTH PARTNERSHIPS

WHAT IS A HEALTH PARTNERSHIP?

[Health partnerships](#) are long-term partnerships between UK health institutions and their counterparts in low-and middle-income countries (LMICs). Partnerships aim to improve health services and systems in LMICs through the reciprocal exchange of skills, knowledge and experience between partners in the UK and those overseas.

Health partnerships often begin through an informal or personal connection between individuals in two institutions. It is the process of widening this connection, deciding to work on a project together and understanding the need to formalise and institutionalise the relationship that marks the beginning of a health partnership.

Health partnerships seek to address priority gaps and needs identified by the LMIC partners, and usually focus their activities on a series of projects. Often the projects implemented by health partnerships support human resources for health development through the training and education of healthcare workers in the LMIC partner institutions. Activities, especially when the partnership has been well-established over a number of years, can then broaden to include strengthening aspects of a health system, such as clinical pathways and policies, and a scale up of their activities.

THET has developed [nine Principles of Partnership](#) (PoPs), which are hallmarks of good practice for health partnerships and the way they manage projects, such as working consistently within local and national plans and planning and implementing projects together with a clear commitment to joint learning.

Through the UK Foreign, Commonwealth and Development Office (then DFID)-funded Health Partnership Scheme, which THET managed, it has been possible to demonstrate¹ that this model of partnership and capacity development offers an effective, sustainable and value for money approach to strengthening national capacities, whilst also resulting in the strengthening of the UK workforce² that is involved in this work.

WHAT IS THE DIFFERENCE BETWEEN AN ESTABLISHED HEALTH PARTNERSHIP AND A NEW HEALTH PARTNERSHIP?

In the context of this programme, we define an **established health partnership** as one that has been working together for over 6 months, is formalised and institutionalised, and can clearly demonstrate adherence to [THET's Principles of Partnership](#).

A **new health partnership** has either been working together for less than 6 months or has not yet started working together but has intentions to do so. It does not need to demonstrate adherence to all of THET's Principles of Partnership but must demonstrate a commitment to do so and have a clear strategy of how the partnership will become formalised and institutionalised. For guidance on setting up a health partnership, please refer to [THET's Guidance for New Health Partnerships](#).

Please note that only established Health Partnerships are eligible to apply to this programme.

WHAT TYPE OF INSTITUTIONS CAN BE PART OF A HEALTH PARTNERSHIP?

In the context of this programme, the UK Lead Partner must be:

- a UK health delivery institution (e.g. an NHS hospital, a GP practice etc.) or
- a UK health education institution (e.g. a College of Nursing or Midwifery etc.) or

¹ See [the Health Partnership Scheme evaluation report](#).

² See [the International Health Partnerships report](#).

- a professional membership association (e.g. a Royal College etc.), including relevant regulatory bodies (e.g. a Nursing and Midwifery Council etc.).

In the context of this programme, the LMIC Lead Partner must be:

- a recognised national health delivery institution (e.g. a regional hospital etc.)
- a health education institution (e.g. a College of Nursing or Midwifery etc.)
- a professional membership association (e.g. a Nursing Association or a Midwifery Association etc.), including relevant regulatory bodies (e.g. a Nursing and Midwifery Council etc.).

Please note that private health institutions cannot be lead partner.

ARE MULTI-COUNTRY PARTNERSHIPS ELIGIBLE?

Yes, applicants can submit proposals from multi-country partnerships. We strongly encourage 'three-way' partnerships (involving a UK institution and two LMIC institutions) to apply with the aim to foster south to south collaboration between nurses and midwives.

HOW MANY NURSES AND MIDWIVES CAN APPLY WITHIN THE SAME PARTNERSHIP?

Health Partnerships should nominate 4 to 8 nurses and midwives to take part in the programme. However, applicants should be aware that THET may not select all the nominated nurses and midwives from the same partnership.

LEADERSHIP TRAINING AND QUALITY IMPROVEMENT

CAN YOU GIVE EXAMPLES OF WHAT YOU MIGHT EXPECT THE PROGRAMME TO ACHIEVE?

This programme would contribute towards outcomes across four levels:

- Individual: improved leadership skills, confidence and motivation of participating nurses and midwives.
- Institutional: improved retention and recruitment of nurses and midwives.
- Health systems: improved management of health services and quality of care in the LMIC institutions.
- Health service users: improvements in health outcomes as a result of a strengthened health workforce.

Other outcomes will be specific to the Health Partnerships and Fellows' QI projects.

COULD YOU GIVE MORE DETAILS ON THE LEADERSHIP TRAINING?

The leadership training will cover a wide range of topics, including:

- Personal presence, confidence, and impact on others
- Quality improvement, including developing and presenting an 'elevator pitch',
- Influencing and communicating
- Culturally sensitive leadership
- Dissemination and publication writing
- Gender equality and social inclusion

The training will be delivered through a blended learning approach; primarily through Zoom and using THET's [Pulse platform](#) to collaborate with other Fellows.

WILL PARTNERSHIPS, OR FELLOWS, RECEIVE SOME FUNDING FOR THE QI PROJECTS?

Each Health Partnership can apply for a Fellowship grant of up to £8,000. This grant will cover costs related to the implementation of the Fellows' QI projects, and other costs related to this programme such as data bundles for Fellows, admin/support costs, publication costs, transport and subsistence costs etc. A list of eligible costs is included in the *Call for Applications Overview* document ('Funding restrictions' section).

WHAT IS PULSE?

[THET's Pulse platform](#) is an online space for the health partnership community to connect, create and collaborate with one another, enabling the sharing of learning, project development and furthering a sense of community amongst Health Partnerships and volunteers.

The Community of Practice and training workshops will be hosted on Pulse.

CAN YOU DEFINE THE APPLICANT AND PARTNERSHIP CRITERIA MORE CLEARLY?

1. The nurses/midwives must be early-career professionals

The applicants must demonstrate that they meet the following requirements:

- Have three years, or less, of post-registration experience
- Are currently employed at a level which does not involve managing, directing, or leading the care of patients or other staff.
- Have not been previously involved in formal leadership and QI training.

2. The Fellows have the capacity to take part in the Fellowship programme and deliver the QI project, demonstrated through past successes and their motivation statement

- THET will look at the capacity, knowledge and skills the nurses and midwives applying have to successfully complete the programme. This is not limited to clinical expertise, but also includes experience in project management, financial management, education and working internationally in similar low-resource settings, and more importantly, a desire to learn, to expand skillsets and knowledge as well as a willingness to collaborate with other nurses and midwives and champion mutual learning.
- You will also have to demonstrate a commitment to spend time going through the leadership training and a commitment to dedicate a few hours per month to developing and implementing your QI project.

3. The applicant clearly demonstrates how their involvement in the Fellowship programme will result in measurable outcomes for the nurses/midwives and the partnership involved.

The applicant shows how they will evidence the Fellowship's contribution to their own personal and professional development as well as to the partnership.

- Applicants will have to demonstrate that they have a clear methodology and resources for measuring success, and consider evaluation in their approach, by describing the system of procedures and adequate resources in place to collect and analyse information allowing them to determine the successes of their involvement in the Fellowship programme and the progress achieved against expected objectives.
- The partnership should consider the economic case, progress monitoring, and behaviour change.
- The application should also demonstrate how the Fellows' progress will be monitored in order to change trajectory in response to unanticipated outcomes as required.

4. The impact of the Fellowship will be sustained once the life cycle of the Fellowship programme has come to an end.

THET will be looking for applications where sustainability of the impact of the involvement of nurses and midwives in the programme. Elements such as the training of other Health Workers, engaging senior management and central/regional government, embedding opportunities for similar capacity development in whole health systems, strengthening systems, policies and procedures and establishing new ways of working, are all examples of ways projects can achieve long lasting change.

5. The partnership pays careful attention to gender equality and social inclusion (GESI) issues, e.g. access of women and people with disabilities to capacity development and services, and takes a GESI sensitive approach in their work.

Applicants will need to describe the specific barriers that women and people with disabilities face in accessing health workforce strengthening initiatives. They will need to explain how they will tackle those barriers and how these groups will be able to influence the projects. A GESI sensitive approach considers gender and other forms of inequality. Please refer to the [Gender Equality and Social Inclusion toolkit](#) for further information.

6. The application clearly demonstrates a mutual exchange of learning between LMIC nurses and midwives involved in the Fellowship programme

A key aim of the programme is the exchange of learning between LMIC health professionals. THET will be looking for partnerships to demonstrate how they plan to generate learning, between the Fellows from their Partnership, and across the wider nursing and midwifery community, and how they make use of it. In addition, applicants should have a clear methodology for generating evidence and learning associated with the Fellowship.

7. The application is clearly rooted in a sustainable partnership which can demonstrate that partners are championing nurses and midwives in all aspect of their partnership work

THET will look for evidence that the partnership is committed to support the Fellows participating in the programme, during their training but also while the Fellows are developing and implementing their QI project. This support should first come from the Fellows' senior management, with a commitment to participate in the Fellows '360 feedback' process, and more widely from the Partnership leads who should monitor and report on the Fellowship's contribution to their partnership and health institution (e.g. improving retention and recruitment of nurses and midwives, better quality of care or improvements in health outcomes), and who should commit to providing tools, guidance and one-to-one support to the Fellows during the implementation of their QI projects. Evidence that the Health Partnership has a track record in championing nurses' and midwives' involvement in the partnership's global health work (e.g. this could be through having provided project management training to a nurse so they could lead on a specific project) will be regarded favourably.

8. LMIC institutions that have signed up or are willing to sign up to the Nursing Now Challenge will be prioritised

The Nursing Now Challenge (NNC) is carrying forward the ambitious mandate of the Nightingale Challenge, and aims to work with health employers around the world to create leadership development opportunities for 100,000 nurses and midwives in more than 150 countries by the end of 2022.

You can sign up to the Nursing Now Challenge here: <https://www.nursingnow.org/get-involved/>

APPLICATION PROCESS

HOW TO COMPLETE THE BUDGET SECTION

We have included a simple table for Health Partnerships to add in their forecast budget. The following costs should be included:

- Data bundles for LMIC Fellows, to enable them to participate in the training. This should cover 4 months of data, as the training modules will be spread over the first few months of the programme.
- Expected costs for the QI projects. At this stage, we do not expect all Fellows and Partnerships to have a clear plan on the QI projects they wish to implement, as these QI projects will be developed as part of the training programme offered to Fellows. At application stage, we do not expect a detailed breakdown of the QI project costs. Please note that we would not expect Partners to budget for more than £700 per QI project.
- Publications costs. We want to encourage the involvement of nurses and midwives in peer-reviewed and clinical publications; therefore, a portion of the budget can be allocated for such publications.

Please add any relevant details in the 'Comments' column of the budget table, including any narrative around the inclusion of the costs mentioned above. We would like to offer some flexibility on the budget so if, for any reason, you do not wish to budget for the above costs, please provide an explanation as to why these costs are not included in your application budget.

Please note that the grant can be used to cover some Project Management and M&E costs (e.g. admin support/staff time for project management or data collection etc.), the total Project Management and M&E costs should not exceed 40% of the grant total.

LETTERS OF SUPPORT

We require a letter of support (on letterhead) from each lead organisation involved in the project. As Health Partnerships should be institutionalised, those who should sign the letter should be in a senior position and have authority for releasing staff to engage in the programme. The letter of support should also include a proof of employment, i.e. it should mention that the nurses/midwives applying for the Fellowships are currently employed by the Lead institutions and will remain in employment for the duration of the programme.

SUPPORT FOR APPLICANTS

THET staff members will be available to answer any questions on the programme and the application process on a [Zoom meeting](#) held on Thursday 16th September 2021, from 9am to 10am (UK time). See 'How can I get more information on the Fellowship call and application process?' below.

Applicants can also get in touch with the project team by email at grant@thet.org

SUPPORT FOR THE FELLOWS

WHAT SUPPORT CAN BE EXPECTED FROM THET AND THE TECHNICAL PARTNER?

Throughout the programme, THET and our technical partner, who will lead on the leadership training and any training related to the Quality Improvement projects, can provide support for QI project planning, resolving project management challenges, reporting and monitoring evaluation and learning. Support to develop and deliver baseline assessments for the Fellow's QI projects and evaluation frameworks will also be available from THET and our technical partner.

We can also provide support through learning events, publications, online resources and policy and advocacy work.

At the start of the programme, THET will bring together all nurses and midwives Fellows at an inception workshop covering:

- Programmatic requirements (including reporting and monitoring and evaluation) and existing THET guidance and QI projects expectations (including financial management).
- Community of Practice and mutual learning (including group on Pulse)
- The principles of effective international development and partnership (including [THET's Principles of Partnership](#))
- Gender Equality and Social Inclusion
- Presentation of the leadership training

WHAT ARE THE REQUIREMENTS FOR THE FELLOWS AND HEALTH PARTNERSHIPS INVOLVED IN THE PROGRAMME?

Over the course of the programme, the Fellows, and their partnership, will have to:

- Attend the inception workshop (half a day)
- Sign up to THET's [Pulse](#) and regularly communicate with, and participate to, the Community of Practice
- Commit an average of 5-6 days in the first three months (around 1-2 days per month) of the programme for the leadership training. This is subject to change, we will get in touch with the successful Fellows at the beginning of the programme to confirm the training schedule.
- Commit a bit of time to their QI project, which could range from half a day to 4-5 days a month (depending on your QI project)
- Comply with THET's reporting requirement:
 - o Brief milestone reporting on a quarterly basis (using a template provided by THET)
 - o Extensive progress reporting bi-annually (using a template provided by THET)
- Write one blog post or article on their QI project
- Attend a sharing and learning event at the end of programme (1-2 days)
- Take part in Nursing Now events

We expect Health Partnerships to support the Fellows throughout the programme. Health Partnerships should leverage their experience in project management, financial management and quality improvement to support the Fellows in developing and

implementing their QI projects. Institutions involved in the programme must ensure that there is organisational buy-in and support from senior management, and that QI initiatives developed by the Fellows are adopted by the institution.

HOW CAN I GET MORE INFORMATION ON THE FELLOWSHIP CALL AND APPLICATION PROCESS?

THET will hold a Q&A session to answer frequently asked questions from applicants and provide additional details on the application process and project planning.

The Q&A session will be held from 9am (BST) on Thursday 16th September 2021. We recommend that all nurses and midwives interested in the programme, as well as the lead partners involved in the project (UK and LMIC) attend if possible.

To register for this session, please click on the link below or copy and paste it in your browser:

https://us02web.zoom.us/webinar/register/WN_7SDcXCFYQyi4-IC8UQn_1A. You can check that your computer or mobile device is compatible with Zoom [here](#).

If you cannot attend the session, please note that a recording will be made available on our website.

Alternatively, if you have further questions about this programme or the application process, then please send your queries to grants@thet.org and a member of the team will respond to you as soon as possible.