



The
Phoenix
Project

Bringing compassion to healthcare

2015 AMS Phoenix Fellowship Awards Call for Proposals

THE AMS PHOENIX PROJECT is now accepting applications for the *2015 AMS Phoenix Fellowship*. Funding disbursements will begin in June 2015. This will be the fourth cohort of Phoenix Fellows supported by the AMS. A description of the background, process, eligibility, application, review process and accountability/reporting requirements for the *2015 AMS Phoenix Fellowship* is summarized below.

PROJECT BACKGROUND

In June 2011, the Board of Directors of Associated Medical Services (AMS) launched an innovative multi-year initiative — AMS Phoenix Project: A Call to Caring — that is focused on making a positive and lasting difference in how health professionals develop and sustain their abilities to provide humane, compassionate, person-centred care.

The AMS Phoenix Project aims to instill and sustain compassion, empathy and professional values in the environments in which health professionals learn and work. The Project is focused on three (3) areas of investment:

- 1. Champions:** To identify and support *champions for caring relationships* through the development of health professionals who will model humane, compassionate and person-centred care in their everyday work.
- 2. Strategies:** To promote *creative strategies for caring in both education and clinical practice* that can be developed, investigated and shared with the wider community.
- 3. Communities of Practice:** To cultivate *communities of practice* — both face-to-face and virtual — building on existing groups and developing new networks in order to balance human compassion and technical expertise across the health care system.

NOTE: The AMS Phoenix Project has also announced the *2015 AMS Phoenix Call to Caring Grants*. Individuals are welcome to apply to both the Fellowship and Grant competition. However, the applications should not be identical given the different criteria for these competitions. In the instance that both applications are deemed fundable, the one best aligned with the goals of the AMS Phoenix Project will be funded.

2015 AMS PHOENIX FELLOWSHIP AWARDS

FOCUS

The *AMS Phoenix Fellowship* is a prestigious award targeted at individuals with strong leadership abilities who are willing and committed to furthering development and understanding of new approaches to educational and clinical practice to advance humane, compassionate, person-centered care.

The purpose of the *AMS Phoenix Fellowship* award is to support to health professionals in undertaking a year-long Fellowship to allow them to ***assume leadership roles*** in one or more of the following areas:

AMS Phoenix Fellowship: A Focus on Four Leadership Roles / Activities

| Leadership Roles/ Activities | Description |
|------------------------------------|---|
| Awareness and understanding | Foster greater awareness and understanding of the hidden curricula in learning and practice environments and help to address the barriers that impact on the ability of care providers to deliver humane, compassionate, person-centred care. |
| Catalyst | Catalyze local/regional initiatives that will help to integrate humane, compassionate, person-centred care into everyday practice and/or bring about innovation in environments in which health professionals work and learn. |
| Change agent | Influence how health professionals develop and sustain their communication skills, empathy, and professional values in learning and practice environments. |
| Network building | Build a network among clinicians, educators, and researchers who are focused on advancing goals related to the AMS Phoenix Project and work to implant innovations in learning and practice environments. |

The intent is not to fund specific project-based work but rather to provide support to individuals to enable them to focus on leadership roles and activities that will help build a network of champions within their region to advance the goals of the AMS Phoenix Project.

In 2015, the *AMS Phoenix Fellowship* will focus on advancing three (3) thematic areas:

1. Self-Identity

The development of health professionals self identity that will sustain compassionate care, through educational efforts to support health professionals to instill their clinical care with altruism, integrity, trust, honesty and societal responsibility and to attend reflectively to their own emotional needs and growth.

2. Education

The development of educational activities and curriculum materials that enable compassionate care, by instilling in health professionals a range of necessary knowledge, skills and values from biomedicine, social sciences and humanities.

3. Work Environments

The development of environments that support compassionate care, by creating healthy work environments and championing educational, clinical and inter-professional behaviours that promote respectful, collaborative and person-centered care.

ELIGIBILITY & TERMS

Eligibility for the *AMS Phoenix Fellowships* is intended to be broad and inclusive. The competition is open to all health professionals actively involved in education, clinical practice, and/or administration and exceptional students who have the desire to focus on leadership roles and activities that will help build (and cultivate) a network of champions within their region to advance the goals of the AMS Phoenix Project by:

- Facilitating the creation of active regional and provincial communities of scholars to advance the project and its outcomes, and
- Working with their network(s) to generate new knowledge and insights related to one or more of the 2015 three core themes

Depending on the applications received, the intent is to invest in Fellows in all regions to cultivate and support leadership networks across Ontario.

Individuals selected to receive a 2015 AMS Phoenix Fellowship award will be expected to contribute a minimum of two blog submissions to the AMS website, participate at the 2015 AMS Phoenix Annual Conference, and become involved in other leadership roles/activities (committees, working groups) as appropriate and desired.

AMOUNT OF AWARD & COMMITMENT OF SPONSORING ORGANIZATION

The AMS Phoenix Project will award \$25,000 for one year (2015/16). The applicant's supporting organization (e.g., university, college, hospital, or employer) **must provide** a hard match of funding. The intent of the Fellowship is to facilitate the equivalent of \$50,000 to support the work of the Fellow. If institutional funding is to be "in-kind", information must be provided about how the Fellow's regular duties will be altered (e.g., how the Fellowship candidate's time will be "backfilled" by other members of the institution such that the Fellow's time is truly committed to the project.)

Note: Individuals who already hold an AMS Phoenix Fellowship are **NOT ELIGIBLE** to apply.

Individuals applying must secure and document a commitment from their sponsoring organization (e.g., university, college, hospital or employer). The commitment must be described in the letter of intent (Stage 1) outlining how the sponsoring organization will support the applicant including how it will ensure both exposure for the Fellow's work and uptake of findings/outcomes.

Note: Actual letters of support from the sponsoring organization and the referees *are not* required for Stage 1 but will be required for applicants selected to participate in Stage 2.

The AMS is looking for partnerships that are sustainable. Therefore, based on a renewal application and an assessment of progress in year one, the AMS Phoenix Fellow may be eligible for an extension of funding for a second year.* As a result, the AMS will look favourably upon sponsoring organizations who will acknowledge the possibility of extending funding for a second year in the Stage 2 letter of support.

For Stage 2, applicants must ensure that:

- One of their referees provides written confirmation of their willingness to act as a mentor in supporting development of the Fellow.
- The supporting organization acknowledges the possibility /likelihood of providing a second year of matched funding support pending approval of an application for extension at the end of year one.

APPLICATION PROCESS

This funding opportunity has a two-stage application process:

Stage 1 requires the completion of a brief Letter of Intent (LOI) based on the submission guidelines outlined below.

Stage 2 requires the completion of a more detailed application *upon invitation*. Submission guidelines are outlined below.

STAGE 1: SUBMISSION OF A LETTER OF INTENT

Format Guidelines (Stage 1)

- √ Font size = 12 point
- √ Font style = Arial or Times Roman
- √ Margins = Standard 1 inch margins
- √ Letter of Intent = No more than 3 pages (title page in addition to this page limit)
- √ Abbreviated CV length = No more than 3 pages
- √ Appendices = None expected

*A second year extension may be granted based on approval of a renewal application and a review of the progress achieved in year one.

For Stage 1, applicants are required to submit a copy of their curriculum vitae (maximum length 3 pages) and a brief Letter of Intent (maximum length 3 pages) that includes:

- Initial perspectives and thoughts on how the Fellow will approach their leadership role and address one or more of the core theme(s)
- Initial perspectives on the types of activities that the Fellow plans to focus on to generate new knowledge and insights, and create active regional practice networks to advance the Project and its outcomes. (**Note:** please refer to and reference, as applicable, the outcomes described under the *Reporting & Accountability section*).

The deadline for Stage 1 applications is Friday, January 30, 2015 at 5:00 p.m.

Applicants should submit all documentation in a single electronic PDF file uploaded to the AMS Phoenix website at the following link: theamsphoenix.ca/fellowship-2015/apply.html

Note: When uploading the single PDF file, applicants will be asked to confirm whether the AMS Phoenix Project can use their application as part of its ongoing project evaluation efforts including development of a lexicon of terms supporting this work. All materials for review will be held in confidence and only used for the purpose stated above.

Submission deadlines are met once your PDF submission has been received and a confirmation number has been issued. No mail or fax applications will be accepted.

Applicants who pass the Stage 1 review will be invited to proceed to Stage 2 which will require submission of a full proposal including letters of support from sponsoring organizations/referees.

STAGE 2: APPLICATION

Format Guidelines (Stage 2)

- √ Font size = 12 point
- √ Font style = Arial or Times Roman
- √ Margins = Standard 1 inch margins
- √ Page restriction for Stage 2 application = 6 pages (as per the description below)
- √ Appendices = Not required

Finalists from Stage 1 will be invited to submit a more detailed outline of the proposed Fellowship Project. The Stage 2 proposal should not exceed 6 pages (including the cover page) plus required attachments and should be prepared according to the following outline:

| | |
|--|--|
| <p>Cover Sheet (1 page)</p> | <ul style="list-style-type: none"> • Project Title • Confirmation of 2015 thematic area(s) to be advanced (i.e., self identity; education; work environments) • Name of Applicant: Include full title/credentials, health profession and complete contact information • Name of Sponsoring Organization (providing matched funding): Include name of contact and full complete contact information • Name of Mentor: Include full title/credentials and complete contact information |
| <p>Statement of Leadership Qualities and Individual's Professional Career Objectives (1 page)</p> | <p>A brief statement outlining:</p> <ul style="list-style-type: none"> • The applicant's leadership qualities /abilities • The applicant's professional career objectives and how the AMS Phoenix Fellowship will contribute to meeting those objectives, (i.e., How the \$25,000 fellowship funding plus matched institutional support will make possible activities that would not otherwise be possible for the Fellow.) |
| <p>Proposed Project Work Plan Associated with the Fellowship (2 pages)</p> | <p>A detailed description of the proposed goals and activities that the Fellow will focus on to advance humane, compassionate, person-centred care including some initial perspectives and thoughts on how the Fellow will:</p> <ul style="list-style-type: none"> • Approach one or more of the (4) core leadership roles that are integral to the Fellowship • Generate new knowledge and insights as a result of their association with the Project • Create active regional and provincial communities of scholars to generate regional practice networks and advance the Project and its outcomes. |
| <p>Work Plan (1 page)</p> | <p>A summary of the goals, activities, timelines, and key milestones (expected outcomes) associated with the project.</p> |

| | |
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| <p>Budget and Budget Narrative</p> <p>(1 page)</p> | <p>An itemized budget request for up to \$50,000 (including the \$25,000 from the AMS and the matched funds). A brief explanation/justification of each budget line item should be provided. (See attached template.) In the case of overlap between the proposed budget and another research fund budget used as a hard match, it should be made clear that distinctive activities/aims are being funded by the AMS Phoenix Project.</p> <p>Note: As part of the terms and conditions for the AMS Fellows and AMS Call to Caring Grants, recipients must agree to participate in the annual AMS Phoenix Project Conference to be held in Toronto in November 19-20, 2015. Therefore, costs associated with attendance at the conference need to be included in the proposed budget.</p> |
| <p>Additional Attachments / Appendices</p> | <p>CV (maximum length of 3 pages)</p> <p>As part of the Stage 2 application, applicants are required to submit two (2) letters of recommendation from referees who are senior members of the applicant's organization/institution and who are able to comment on the applicant's past work and the value of the proposed fellowship to the organization/institution. The letters must contain a specific description of institutional commitment to the Fellow. The intention is that the AMS hard funding will be matched by institutional support. Thus, the institutional statement should include:</p> <ul style="list-style-type: none"> • Confirmation of matched salary support (either a commitment of \$25,000 in hard funding or a statement that the Fellow's commitments will be altered or their clinical time "backfilled" equivalent to \$25,000 such that they can focus on the Fellowship); • Acknowledgment of the possibility of renewing the sponsorship for a second year pending submission of an application by the applicant at the end of year one outlining their progress and plans to continue their work; • Leadership positions available to the Fellow; • Mentorship and faculty development resources available to the Fellow; • Vehicles the institution will use to communicate information about Fellowship activities, etc. <p>The spirit of the sponsoring organization's commitment should be that the organization/ institution is entering into a partnership with the AMS Phoenix Project to support an outstanding individual who will help to transform healthcare and education by promoting humane, compassionate, and person-centred care through clinical, educational or research activities. One of the referees should also state their willingness to act as a mentor in supporting development of the Fellow. This referee should indicate how they intend to work with the applicant to support the translation of the work emerging from the Fellowship into the teaching and/or clinical workplace environment(s).</p> <p>Please keep other attachments/ appendices to a minimum. (Note: Avoid putting material in the appendix that is critical to a fundamental understanding of the work expected to be undertaken during the Fellowship.)</p> |

The deadline for Stage 2 applications is Friday, May 1, 2015 at 5:00 p.m.

Applicants must submit all documentation including the letters of support in a single electronic file uploaded to the AMS Phoenix website: theamsphoenix.ca/fellowship-2015/apply.html

Note: When uploading the single electronic PDF file for Stage 1 (and Stage 2), applicants will be asked to confirm whether the AMS Phoenix Project can use their application as part of its ongoing project evaluation efforts including development of a lexicon of terms supporting this work. All materials for review will be held in confidence and only used for the purpose stated above.

Submission deadlines are met once your PDF submission has been received and a confirmation number has been issued. No mail or fax applications will be accepted.

REVIEW PROCESS

Applications will be reviewed by the AMS Phoenix Fellowship Awards Committee (FAC). Award decisions will be finalized by the AMS Phoenix Project Management Committee in May 2014.

Applicants will be evaluated based on the following criteria:

INDIVIDUAL CRITERIA

| | |
|---|--|
| <p>Leadership</p> | <ul style="list-style-type: none"> • Evidence of leadership (Note: please reference the specific leadership roles described above) • Desire and leadership abilities that will: <ul style="list-style-type: none"> - Facilitate the creation of active regional and provincial communities of scholars to advance the Project and its outcomes, and - Work with their network(s) to generate new knowledge and insights related to one or more of the 2014 three thematic areas • Clarity regarding the timelines and expected deliverables/key milestones related to the applicant's proposed activities/timelines |
| <p>Potential for Impact & Level of Support</p> | <ul style="list-style-type: none"> • A commitment to sustain advancement of the goals of the AMS Phoenix Project beyond the fellowship and to become a community of practice along with other fellows • Potential for impact (described in terms of the Fellows desired goals, timelines and expected deliverables/ key milestones) • Indication (Stage 1)/evidence (Stage 2) of support from the Fellow's supporting organization (including acknowledgment of the possibility of renewal of this commitment in Year 2) • Indication (Stage 1)/evidence (Stage 2) of a mentor interested and willing to support development of the Fellow |

ACROSS THE FELLOWSHIP COHORT CRITERIA

- Geographic distribution/representation across Ontario
- Representation from a range of health professionals

ACCOUNTABILITY & REPORTING REQUIREMENTS

The AMS Phoenix Project has the following reporting requirements for AMS Phoenix Fellows:

1. At the beginning of the Fellowship, the AMS Phoenix Fellow will meet with current AMS Phoenix Fellows and others involved in the AMS Phoenix Project in their region to determine how leaders within the region will collaborate and work together to advance work associated with the AMS Phoenix Project. The meeting will be facilitated by AMS Phoenix Project staff.
2. Six -months into their work, Fellows will be required to provide an interim progress report (2 pages) providing an update on the status of their activities in relation to the work plan confirmed at the outset of their Fellowship. An in-person or phone interview with a member of the AMS Phoenix Project will be held subsequent to receipt of this report to discuss the progress and support the Fellow in advancing his/her work.
3. At the end of year one, each AMS Phoenix Fellow will be required to submit a report on their activities and/or an application requesting ongoing funding support for a second year term. At the end of Year 1, the AMS Phoenix Fellow will have an opportunity to apply for a renewal of funding for Year 2.
4. If a second year of funding is approved, Fellows will be required to submit a final report to the AMS. The details of the report will be confirmed in the Terms and Conditions document that will form the basis for the agreement between the AMS Phoenix Fellows and the AMS.

Note: For all reports, AMS Phoenix Fellows will be expected to include clear references to tangible outcomes achieved with specific evidence of the overall impact of the Fellow's work described in terms of the outcomes noted below.

MANDATORY REPORTING

1. Success in building a network to support the sustainability of this work.
2. Number and nature of partnerships developed.
3. Leadership activities of the Fellow including:
 - i. Number of publications and citations in the literature related to the work funded by the Project (originating from their work), and/or other evidence of scholarly work.
 - ii. Awards and other acknowledgments.
 - iii. Leadership positions held by Fellows in education and work place environments
 - iv. Invitations to Fellows and others associated with the Project to present their work nationally and internationally
4. Documentation of other specific achievements (e.g., milestones, successes) as well as difficulties/challenges encountered during the Fellowship

OPTIONAL REPORTING (AS RELEVANT TO THE WORK OF THE FELLOW)

1. Changes made in education practices and curricula as a result of the Project
2. Changes made in workplace practices as a result of the Project
3. Existence and level of activity and influence of regional and provincial communities of scholars (led by the Fellows)

The AMS Phoenix Project will highlight the accomplishments of Fellows at its annual conference and in other venues (e.g., AMS website, social media).

SUMMARY OF KEY DATES

| | |
|-----------------------------|---|
| October 2014 | Announcement of 2015 AMS Phoenix Fellowship Awards |
| January 30, 2015 | Deadline for receipt of Stage 1 materials from applicants |
| Early March, 2015 | Stage 1 applicants notified re: approval to Stage 2 |
| May 1, 2015 | Deadline for receipt of Stage 2 materials from applicants |
| June 5, 2015 | Stage 2 applicants notified re: funding of AMS Phoenix Fellowship award |
| June 2015 | Finalize Terms & Conditions re: 2015 AMS Phoenix Fellowship Awards |
| September 2015 | Commencement of Fellowship (September 2015- August 2016) |
| November 19-20, 2015 | Participation of Fellows at 4th Annual AMS Phoenix Conference |

FOR FURTHER INFORMATION

Website: theamsphoenix.ca

Contact: Anne Avery, Director of Communications, AMS; anne.avery@ams-inc.on.ca, 416-924-3368

PROPOSED FINAL REPORT REQUIREMENTS (To be confirmed)

1. TITLE PAGE

- Title of Project**
- Name of Ams Phoenix Fellow**
 - » Credentials (profession)
 - » Affiliation
 - » Full Contact Information
 - » Mailing Address
 - » Email
 - » Telephone
- Name of Sponsoring Organization**
(Include contact name and full contact information)
- Name of Mentor**
(Include mentor name, credentials/academic affiliation, and full contact information)
- Funding Amount Being Requested From AMS**

Format Guidelines (Stage 2)

- Length: 5 - 10 succinct, well written/referenced pages + title page
- Font: Calibri, 11 point

Due Date: September 30, 2016

2. REPORT OUTLINE

The report(s) should be written for the general public and should address the following areas:

- Description of The Fellowship Project**

A description of the goals and contributions made by the AMS phoenix fellow in:

 - » Fostering humane, compassionate, person-centred care; and
 - » Building a network to support the sustainability of this work
- Achievements & Milestones**

Evidence of knowledge exchange and overall impact of the fellow's work described in terms of the following metrics:

[Mandatory]

 - » Success in building a network to support the sustainability of this work
 - » Number and nature of partnerships developed
 - » Leadership activities of the fellow including (but not limited to):
 - Number of publications and citations in the literature related to the work funded by the project (originating from their work), and/or other evidence of scholarly work
 - Awards and other acknowledgments

- Leadership positions held by fellows in education and workplace environments
 - Invitations to fellows (and others associated with the project) to present their work provincially, nationally and internationally.
- » Documentation of other specific achievements (e.g., milestones, successes) as well as difficulties /challenges encountered during the fellowship

[Optional - based on relevance to the work of the Fellow]

- » Changes made in education practices and curricula as a result of the Project
- » Changes made in workplace practices as a result of the Project
- » Existence and level of activity and influence of regional and provincial communities of scholars (led by the Fellows).

LEARNINGS & RECOMMENDATIONS

Inclusion of specific learnings to be disseminated/spread to a broader audience including any specific recommendations for future work to advance the goals of the AMS Phoenix Project.

FUNDING BUDGET TEMPLATE

| ESTIMATED EXPENSES (Include brief description of each as applicable) | Total Funds for Each Budget Category and Description of Funds | AMS Contribution of Total Funds | Matching Funding Contribution |
|---|--|--|--------------------------------------|
| Networking Activities associated with the Fellowship | | | |
| Leadership Activities associated with the Fellowship | | | |
| Specific Project Activities associated with the Fellowship | | | |
| Research and or Research Support | | | |
| Supplies (describe) | | | |
| Other expenses (describe) | | | |
| AMS Phoenix Conference Cost (Participation in the AMS Phoenix Project Annual Conference (November 20-21, 2014)[1]) | | | |
| TOTAL FUNDS | | | |
| CONFIRMATION OF TOTAL MATCHED FUNDING | | | |

Note: It is acknowledged that the categories listed above may not be applicable to your application. Please amend the categories as applicable. However, a complete budget must be included and should support the activities identified in your work plan. A letter confirming the availability of matched funding must be included as part of your application.

AMS

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