

# Comisiwn Bevan Commission

Bevan Commission Fellows

## Guidance and Information

## About the Bevan Commission and Academy

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The Bevan Commission is the leading independent think tank for health and care in Wales, providing authoritative advice to Ministers and stakeholders across the UK and further afield. The Commission comprises of 24 internationally renowned Commissioners from a range of fields across health and social care, local government, academia, industry and the third sector.

The Commission aims to ensure we have a health and care system that is fit for the future whilst adhering to the original principles as articulated by Aneurin Bevan. It does this by challenging the status quo and developing innovative thinking, solutions and transformative approaches, consistent with a prudent approach to health and care.

The Bevan Commission brings an external and independent perspective, based upon sound principles drawing upon the considerable wealth of experience and expertise of its Commissioners, to inform thinking and its translation into practice.

The Bevan Commission Academy brings together the public, health and care professionals, scholars and NHS and Care staff who to be part of helping to transform the way we work to secure more prudent and dynamic ways of working in the future. Being part of a dynamic learning and development environment will help support inspirational leaders for the future; building competence, capability and confidence in developing and communicating , innovative ideas, new ways of working and action research – learning by doing.

## The Prudent Healthcare Principles

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The Prudent Healthcare Principles are the foundation of the Bevan Commission's work. Bevan Fellows will need to demonstrate how their work meet these principles and how their work will help us promote the principles as a way of delivering health and care.

The Prudent Healthcare Principles are:

1. Achieve health and well being with the public, patients and professionals as equal partners through co-production.
2. Care for those with the greatest health need first, making the most effective use of all skills and resources.
3. Do only what is needed, no more, no less; and do no harm.
4. Reduce inappropriate variation using evidence based practices consistently and transparently

## Bevan Innovators

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The Bevan Commission created its Bevan Innovators to help translate its thinking into practice. Bevan Innovators also contribute to the Commission's thinking and work

through active engagement, action learning, promoting innovation, and stimulating change.

The Academy supports three cohorts of innovators:

- **Exemplars** – NHS and other health organisation employees. Exemplars design, develop and deliver ideas that are aligned to Health Board needs and Prudent Healthcare to have a positive impact on patient outcomes; create a social movement for change across Wales by sharing approaches and inspiring others; and create a network to share ideas.
- **Advocates** – public, patients and patient organisations. Advocates will provide a voice for the public to contribute to Prudent Healthcare; allow for the Bevan Commission to engage public views, using key questions and topics of interest; and engage the public in supporting the delivery of Prudent Healthcare.
- **Fellows** – Fellows will bridge the gap between the practicalities of operational delivery and academic led research; they develop innovative proposals that address and support local health needs through a prudent lens to improve clinical practice and health outcomes. By leading change Bevan Fellows contribute to research and teaching, and participate in clinical academic networks.

## Bevan Fellows & Senior Fellows

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Bevan Fellows are health and care professionals, clinicians, managers, and doctors in training who want to influence and make a difference in leading change and transformation through their work. They help to bridge the gap between clinical services and academia by taking a practical and action based approach in leading and driving change supported by research, evidence, education and training to demonstrate impact.

Catalysing and demonstrating change and innovation is essential in supporting a dynamic and sustainable health and care system for the future and as a Fellow your insight and knowledge will contribute to the breadth and depth of knowledge when providing strategic and policy advice to the Minister.

Bevan Fellows **learn by doing** – in doing so you contribute to creating new knowledge through your work that advances and informs new services, techniques, methods and approaches consistent with prudent health and care.

Bevan Fellows address and support local health needs, improve clinical practice and health outcomes via the practical application of the Prudent Healthcare Principles.

To support participation at the right level here are two Fellows cohorts:

**Bevan Fellows** will normally inform practice or process development, often at local level, and within their speciality. They will normally be individuals who are early in their careers who are keen to explore opportunities to broaden their perspectives, work and thinking. Bevan Fellows will be seeking develop their portfolio of experiences, build

their skills and capabilities, and looking to formalise their Continuous Professional Development.

**Bevan Senior Fellow** will normally be more advanced in their careers, have cross organisational boundary or pan Wales responsibilities and seek wider opportunities to influence and impact upon national, regional policy or strategy.

*"The Bevan Fellowship affords those who participate some much needed time to focus on important projects, and to meet others with similar outlooks and ambitions. We ignore collaborative work at our peril, and schemes like the Bevan Fellowship ensures to remind us that together we can achieve much more."*

*Dr Mark Taubert, Bevan Fellows Steering Group*

*"To have this type of peer support and critical friends is really important when you are pushing for something that might be out of most peoples' comfort-zone."*

*Dr Chris Subbe, Bevan Fellows Steering Group*

## **What should I expect as a Bevan Fellow? What's in it for me?**

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Participating as Bevan Fellow will challenge you, and give you access to senior leaders and Bevan Commissioners and support, resources, skills and knowledge that might otherwise be inaccessible. You will meet and work with like-minded people, who will challenge, support and stimulate you to deliver your work.

### **As a Bevan Fellow you should expect the Bevan Academy to:**

- work with you to co-produce a programme of personal knowledge and skills development opportunities, such as Personal and Organisational Leadership, Transactional and Transformational Change, Understanding the NHS, Coaching/Mentoring, Master classes with Bevan Commissioners etc.
- support and arrange Fellows led, focused Network events to develop self-directed projects and encourage peer-support networks
- provide coaching and mentoring from our Bevan Academy Fellows' Leads
- help you to protect your 'protected time'
- facilitate access to the Bevan Commission and its Commissioners
- facilitate access to access to the Bevan Commission's vast networks
- broker access to grants and funding or other support as required
- promote and publicise your work widely
- work with you for 2 years

### **Previous Fellows have said:**

*“Being a Bevan Fellow opened my eyes to a fantastic network of support available across Wales. It enabled me to learn and develop new skills and to grow in confidence. Through the Bevan Commission, I was supported to understand how I could use my skills to share ideas and to influence change. Pioneering innovation in my field of health care was not always a smooth journey but the Bevan Fellowship meant that I had access to training, development and likeminded people to ensure that I always felt supported on the way”.*

*Marie Lewis, Consultant Midwife.*

*“I have had numerous and varied opportunities as a Bevan Commission Fellow. I have relished the chance to work with senior pharmacists, present in several different forums, and I’ve set up and chaired local and national groups to promote prudent innovation in pharmacy”.*

*Rhys Howell, Pharmacist*

## **As a Bevan Fellow, what is expected of me?**

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**As a Bevan Fellow you will represent and promote the Bevan Commission’s work through a self-directed programme of work** leading and driving change supported by research, evidence, education and training to demonstrate impact. In their applications Bevan Fellows need to demonstrate how they will develop:

- **Leadership** – by developing your skills as a transformational leader, through driving a piece of research/change and sharing what you’ve learned about leading change.
- **Research** – by producing research papers, reports, impact papers, evaluations, journal papers, blogs, sharing reflections, learning, action research, presentations/conference.
- **Education/Training** – Supporting the adoption and spread of your work through teaching others, spreading what you’ve learned, creating educational tools, slides that support self-learning.

### **You will:**

- promote and support Prudent Healthcare through you work
- drive, influence and lead change
- take part in Bevan Fellow/Academy Network events
- contribute to Bevan Commission Conference/events
- deliver presentations about your work and represent the Bevan Commission at conferences
- promote and publicise your work

- prepare a brief 3 monthly report of your progress
- produce a final report highlighting and sharing your reflections about the work you've done as a Bevan Fellow

## How does my organisation benefit from my Bevan Fellowship?

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Health organisations in Wales enjoy a University or Teaching status. To retain this status they are required to demonstrate to Welsh Government that they are supporting research, teaching, and innovation. Examples of what health organisations are required to do:

### **Research**

- develop and manage an active portfolio of research across health and care settings
- support the development of purposeful long-term partnerships, with universities and others
- ensure alignment of research activity to areas of strength, need, or opportunity
- ensure that health board staff are making a positive contribution to research activity, across all health and care settings, and contributing to review and assessment
- promote the value of research to health board staff, partners, patients and the public, encouraging and supporting them to participate in research activity

### **Training and Education**

- provide placement and training opportunities to ensure they are aligned to current and future workforce needs, and to assess benefits to individuals and host organisations
- ensure that health board staff are making a positive contribution to training and education activity, across all health and care settings, and contributing to review and assessment
- promote the value of training and education to health board staff, encouraging and supporting them to participate in continuing professional development
- ensure that partnership working is strengthening future capacity, through developing and sharing good practice in areas such as course design and delivery.

### **Innovation**

- manage an active portfolio of innovation activity, in a range of clinical and non-clinical areas, across health and care settings

- identify and develop innovation opportunities, through the health board's own research and training activities, through its external partners and networks, and through other methods including health board staff and patients

**Demonstrating how you will support your organisations' objectives strengthens and supports your case for protected time to deliver your Fellows projects.**

## Pre-conditions and Criteria for Application

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### **You:**

- work in or with the NHS or social care
- can demonstrate that your work supports prudent healthcare
- will have provided evidence as required in the application form

### **Your Organisation:**

- supports you to be a Bevan Fellow
- has committed to giving you protected time to carry out your academic/research work (usually via your CPD processes)
- identifies and internal mentor

## Making an Application

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To make an application fill in the Bevan Fellows Application Form and submit the form by email to [sion.charles@swansea.ac.uk](mailto:sion.charles@swansea.ac.uk).

We recommend that you should discuss your application with us before submission. Please contact [sion.charles@swansea.ac.uk](mailto:sion.charles@swansea.ac.uk) or on 07791 024 021 to arrange chat.

Normally the Bevan Commission Fellows Steering Group will consider your application and respond within a few weeks.

## Meet the Team – the Bevan Academy Fellows' Steering Group & Leads

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Keir Lewis – Research Lead

Helen Howson, Director, Bevan Commission

Siôn Charles, Deputy Director, Bevan Commission

Karen Gully – Medical Director, POWYS THB

Steve Riley – Dean of Medical Education, Cardiff University

Joyce Kenkre – Professor of Primary Care at the University of South Wales

Chris Subbe – Consultant in Acute and Intensive Care Medicine, BCUHB

Mark Taubert – Clinical Director for Palliative Medicine, Velindre NHS Trust  
Biographies are provided in the Appendix

## Appendix - The Bevan Academy Fellows' Steering Group & Leads

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### **Keir Lewis – Research Lead**

Keir is Professor of Respiratory Medicine in Swansea University and a Consultant Physician and Director of Research & Development in Hywel Dda University Health Board, Wales.

After qualification and junior doctor posts in London he completed his specialist training in Wales. He is a member of various research committees including lead for Respiratory Research for DISCHR and until 2016 was Associate Dean for Academic Careers, Wales Deanery.

He is a Chief Investigator on portfolio trials and Principal Investigator and collaborator in several ongoing projects on the clinical and translational aspects of chronic obstructive pulmonary disease and smoking cessation but can bring organisational experience to Bevan Fellows researching other in other specialties.

Keir is working with local universities, pharmaceutical and biomedical companies to increase collaboration with the NHS and is keen to see clinicians in training and non-training grades have protected time and more support to engage in their own research within Wales.

### **Helen Howson, Director, Bevan Commission**

Helen is the Director of the Bevan Commission and the Bevan Commission Academy. She has played a lead role in the establishment of the Commission and in its challenging work programme, particularly Prudent Healthcare. Helen was instrumental in establishing the Bevan Academy, Bevan Innovators and transformation programmes, helping to drive its thinking into practice.



She was previously a Public Health Consultant with Public Health Wales and has led a major Ministerial review of health improvement interventions across Wales. Prior to this Helen held a number of senior positions within Welsh Government Health Policy and Strategy, latterly heading up the Primary and Community Health Strategy Unit.

Helen has worked as an advisor with the World Health Organisation and also advised Russian, Spanish, New Zealand and other Governments on health policy.

Helen taught for a number of years on the WHO masters at Karolinska University in Sweden and at Bristol University as Director of a post-graduate Leadership programme for clinicians.

### **Siôn Charles, Deputy Director, Bevan Commission**

Siôn is a highly experienced deputy director and project director with a track-record of consistently delivering against targets, achieving financial balance, delivering to plan, and setting and achieving milestones.

Experienced working in a range of complex organisations and environments in multiple and sometimes challenging partnerships with public, private and third sector organisations to deliver national government strategies, services, projects, programmes and service improvements.



Skilled at making sense of chaos, often seeing what others don't, Siôn offers new approaches and perspectives to resolving old challenges and translating complex delivery requirements into simple actions.

Siôn was previously, Deputy Director of Leadership and Organisational Development in NLI AH, Project Director on a collaborative staff and public wellbeing project with Remploy, and has led a number of major change projects at DVLA.

Siôn takes a particular interest in health service innovation and change. I support and advocate for emerging sciences and approaches to change, such as Prudent Healthcare, behaviour change, complexity, cultural anthropology, and systems working

### **Karen Gully – Medical Director**

Karen qualified from Bristol University and was a GP partner in a practice in Hereford. She subsequently gained membership of the Faculty of Public Health before joining Caerphilly Teaching Health Board as Medical Director.

In 2008 Karen moved to Welsh Government as Senior Medical Officer providing professional advice in relation to all aspects of primary care and general practice, with particular interests in health inequalities and patient centred care.

### **Steve Riley – Dean of Medical Education, Cardiff University**

Steve graduated from University of Wales College of Medicine before training as a Nephrologist in Wales. Taking up an appointment as Senior Lecturer and Hon Consultant with Cardiff University/Cardiff and Vale UHB he participated in investigator driven and commercial clinical research. Subsequently his interest in Medical Education led to him leading the C21 curriculum change programme for the School of Medicine, which is now fully implemented. As the Dean of Medical Education he has responsibility for both the undergraduate and postgraduate taught programmes. The School of Medicines PGT programme is the largest medical centred provision in the UK, with over 20 programmes and 1500 students enrolled. He has led a full review of the PGT delivery in Cardiff to modernise and future proof this important aspect of medical education.

### **Joyce Kenkre – Professor of Primary Care at the University of South Wales**

Joyce Kenkre is Professor of Primary Care at the University of South Wales, Associate Director for PRIME Centre Wales leading for community nursing, long-term conditions, social care and links with industry. Joyce is lead for Industry for the South East Wales Academic Health Science Partnership and she is a member of the European Rural Isolated Practitioners Association Scientific Board.

Joyce qualified as a nurse in the Princess Mary's Royal Air Force Nursing Service and also in the USA. She has conducted over 70 research projects including the clinical therapeutic trials, randomised controlled trials, epidemiological, point of care testing, analysis of large datasets and evaluation of service provision. Many of these have been large multi-centre studies. Her publications are wide ranging with research articles on the prevalence of heart failure, the cost of accidents in the elderly, evaluation of routine enquiry for domestic abuse, careers for nurses in research, and fraud. Recent research includes the evaluation of the Family Nurse Partnership Programme and analysis of monitoring and evaluation data for Home-Start UK.

In these various roles Joyce has developed strategies for training, career development and research within professions and across sectors in Wales.

### **Chris Subbe – Consultant in Acute and Intensive Care Medicine, BCUHB**

Chris graduated from the University of Cologne, Germany. This is also where he completed his postgraduate research in Respiratory Pathophysiology (Doctor of Medicine by thesis) with the late Prof. K Wassermann.

After training posts in the United Kingdom and Germany and time as a volunteer for "Médecins sans Frontières" in Angola Chris has acquired certificates of completion of training in respiratory, general internal and intensive care medicine in the Welsh Deanery.

Chris has been in post as a consultant in Acute and Intensive Care Medicine at the Wrexham Maelor Hospital since December 2006 and as a Senior Clinical Lecturer at the School of Medical Sciences, Bangor University since October 2009. Chris moved to the Ysbyty Gwynedd in Bangor in 2011.

Chris is actively involved in Research and Development with a focus on identification of critically ill patients on general wards. Chris has authored over 50 PubMed-listed publications including the first peer-reviewed paper on Early Warning Scores (EWS) (<https://www.ncbi.nlm.nih.gov/pubmed/?term=subbe>).

Chris was appointed as an Improvement Science Fellow for the Health Foundation in February 2017 to investigate the impact of patient created documentation on safety in hospital.

### **Mark Taubert – Clinical Director for Palliative Medicine, Velindre NHS Trust**

Mark Taubert is a palliative care consultant, and works as clinical Director for Palliative Medicine at Velindre NHS Trust.

Mark is the 2017 BMA/BMJ Clinical Teacher of the year. He has also won awards for talkcpr.com, a website and app dedicated to knowledge sharing with palliative patients

and carers who need more information about Do Not Attempt Cardiopulmonary Resuscitation decisions.

Mark has teaching commitments with Cardiff University and Harvard Medical School. He works with the End of Life Care coalition for Wales 'Byw Nawr' as clinical lead. Mark is a writer and speaker and has talked at Hay Festival, the Edinburgh Fringe and has also done a Ted Talk on 'Why Language Matters When You Know You're Dying'.