



# **Postgraduate Fellowship Training Programme Handbook**

**Professor Salman Rawaf MD PhD FRCP FFPH**

**Director, WHO Collaborating Centre, Imperial College London**

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# Faculty

## Faculty Members

Prof A Majeed, Head of Primary Care and Public Health Department, Imperial College London  
Prof S Rawaf, WHO Collaborating Centre Imperial College London (WHOCC, ICL), UK  
Dr Elizabeth Dubois, WHOCC, ICL, UK  
Ms Ela Augustyniak, WHOCC, ICL, UK  
Dr Mays Raheem WHOCC, ICL, UK  
Ms Celine Tabche WHOCC, ICL, UK  
Dr Federica Amati, WHOCC, ICL, UK  
Dr R Banarsee WHOCC, ICL, UK

## Hon Faculty Members

Prof T Khoja, GCC Council of Health Ministers, KSA  
Dr G Alsheikh, WHOCC, ICL, UK  
Dr N Banatvala, WHOCC, ICL, UK  
Dr A D'Souza, WHOCC, ICL, UK  
Mr N Evans, WHOCC, ICL, UK  
Dr L McNally, WHOCC, ICL, UK  
Mr P Modasia, WHOCC, ICL, UK  
Dr W Abubaker, WHOCC, ICL, UK  
Dr A Miles, WHOCC, ICL, UK  
Ms Emilie Karafillakis, WHOCC, ICL, UK  
Ms Christina Banks, WHOCC, ICL, UK

## WHO PhD Students

Ms Sana Al-Sadrah

## NHS

Brent Council – Public Health Directorate  
Brent Clinical Commissioning Group – London  
Ealing CCG – London  
Hammersmith and Fulham CCG – London  
Sutton Council – Public Health Directorate  
Imperial College Healthcare Trust -Charing Cross NHS Hospital  
Imperial College Healthcare Trust - St Mary NHS hospital  
Chelsea & Westminster NHS Foundation Trust  
Bloomsbury Surgery Camden  
Brook Green Medical Centre  
Lavender Hill Group Practice, Clapham Junction  
Park Road Health Centre, Sutton  
Department of Health  
Public Health England  
South West London Health Protection Unit  
London Public Health Observatory  
Brent Smoking Cessation Service  
Surrey Smoking Cessation Services  
North End Road Medical Centre

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**WHO Collaborating Centre**

Imperial College London  
Faculty of Medicine  
School of Public Health  
Department of Primary Care & Public Health  
London  
UK

T: +0044 (0) 207.594.8603

E: [whocentre@imperial.ac.uk](mailto:whocentre@imperial.ac.uk)

W: <http://www1.imperial.ac.uk/medicine/about/divisions/publichealth/pcsm/whocollaboratingcentre/>

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## Introduction

### **The WHO Collaborating Centre for Public Health Education and Training**

Designated in 2007, the WHO Collaborating Centre for Public Health Education and Training was established by the WHO Global Committee with the support of the British Government. The Centre is located in the Department of Primary Care & Public Health, School of Public Health, Faculty of Medicine, Imperial College London. It supports WHO, countries and international organisations in health systems development, strengthening the role of primary care, improving secondary care, human resource capacity, academic training and development, enhancing institutional and individual quality and performance, emergency preparedness and planning, and public health laws and regulations. The Centre has a special focus on global health issues related to non-communicable diseases and on the development of quantitative analytical skills for health, epidemiology and health services research. The Centre's technical remit extends worldwide and includes all six geographic WHO Regions.

### **Imperial College London**

Consistently rated amongst the world's best universities, Imperial College London is a science-based institution with a reputation for excellence in teaching, training and research. It attracts 14,000 students and 6,000 staff of the highest international quality. Innovative research at the College explores the interface between science, medicine, engineering and business, delivering practical solutions that improve quality of life and the environment - underpinned by a dynamic enterprise culture.

Since its foundation in 1907, Imperial's contributions to society have included the discovery of penicillin, the development of holography and the foundations of fibre optics. This commitment to the application of research for the benefit of all continues today, with current focuses including interdisciplinary collaborations to improve global health, tackle climate change, develop sustainable sources of energy and address security challenges.

In 2007, Imperial College London and Imperial College Healthcare NHS Trust formed the UK's first Academic Health Science Centre.

### **WHO CC Fellowship Programme**

The WHO CC Postgraduate Fellowship Training Programme aims to skill future health leaders with practical expertise in public health, primary care, clinical medicine and health services research. It is a one-year, full time training commitment carefully designed to match the learning needs and interests of health professionals and their own countries. Training placements are arranged with providers and specialist

agencies and take place in the British National Health Service (NHS) across London and throughout England, Scotland and Wales.

To strengthen and improve evidence and best practice, the Programme includes academic training in health services research and methods. As an integral part of their training, Fellows work with colleagues at Imperial College London developing applied health service research skills that will serve as a foundation to evidence-based practice in public health and clinical medicine.

During the course of their one-year training placement, the WHO Postgraduate Fellows will be introduced to:

- The principles and core functions of the British NHS and other services
- The role of leadership in high performing systems and how can benefit Fellows' health system in their own countries
- Established links between academia (Imperial College Academic Health Science Centre), the National Health Service and the private sector
- How to put the person / patient at the centre of care through person-centred approaches
- How to refine and improve clinical and / or public health skills
- Teams and how they work
- Governance (clinical, financial and corporate)
- Health services research and innovation and its invaluable contribution to clinical practice and population health

They will also join the public health training offered and delivered by the WHO Collaborating Centre.

**The full list of courses can be found on the Centre's website:**

<https://www.imperialwhocc.org/training-courses/>

## The Programme

### Training and Skills Curriculum

The training programme has a special focus on skills development in public health practice /general practice/clinical medicine, leadership, and health service research methods. It aims to enrich the knowledge on how to address change, to better meet the complex challenges of health service in the 21st Century.

## NHS and Specialist Agency Placements

Every Fellow is placed in an NHS organisation and other health and health care providers. Under local supervision, Fellows are to be responsible for the work and its management, their own educational development needs and learning to work within a team. Some placements may be arranged in a specialist agency (for example The Public Health England (PHE), Eating Disorder Service, Drug Misuse Service, Alcohol Service, Smoking Cessation for specialist training), according to training needs and availability. There will be opportunities for short-term placement(s) for fellows to further enrich their experience (eg GP Surgery, Polyclinic, NHS Trust, NGO, Academic Unit etc). Occasionally unforeseen circumstances may require that there is a need to terminate or modify a placement. The WHO Collaborating Centre and Imperial College London reserve the right to make this decision in consultation with the Fellow and the agency.

### *Competencies to be addressed*

- Service Development
- Decision-making
- Health service/applied research
- Priority Setting
- Assessing Population Health Needs
- Monitoring and Performance Management
- Collection and interpretation of the data
- Data Presentation
- Report writing skills (service reports)
- Working in Team
- Policy and strategy development

## Research Project

Fellows at the Imperial College WHO Collaborating Centre are expected to develop a project that emerges from work at their attachment. The project should provide benefit to the host organisation and contribute to a Fellow's professional development and future career direction. After assessing health needs, data should be collected and interpreted on a regular, timely basis. Fellows will receive guidance from their supervisor and necessary technical support from the Centre. To facilitate this, Fellows are responsible for regularly reporting and updating progress to their respective academic supervisor(s) throughout the duration of the project. Nearing completion of the Fellowship, each Fellow is expected to interpret and formally present project findings. We encourage each Fellow to undertake a Systematic Review of an agreed topic which will be published in due course.

## Academic Training

Fellows are to spend at least each Wednesday in the Department of Primary Care and Public Health, where they will join colleagues, academics, clinicians and other postgraduate students. Attendance is expected at the academic sessions including Departmental Seminars and Meetings (Wednesday's, 12:30-1:30PM during term time). These seminars are led by academics and clinicians from within and outside Imperial College and provide invaluable insight to current practice and areas of research findings. All Fellows are encouraged to attend and take an active part in the monthly departmental Biostatistics Seminar, Journal Club and Junior Research Forum.

Imperial College London is a well-known for excellence in research and this Fellowship provides significant opportunity for Fellows to advance and develop their academic and research skills especially in systematic review methodology. In order to develop skills in health service research and publication every Fellow should submit a systematic literature review protocol and submit at least one paper for publication. Any feasible research design is encouraged for the article to be submitted for publication. Fellows may choose to carry out their systematic review protocol and write it up to a publishable standard.

Researchers in the Department have considerable skills in systematic literature review methodology and this is an excellent way to answer health policy questions or to gauge where the gaps in the literature exist and what research questions remain. Selecting a review topic is the most important step and this should be based on your interests and extensive advice from academic supervisors and other relevant experts.

### *Competencies to be addressed*

- Health services research
- Project management
- Library skills and online journals
- Academic writing
- Writing a systematic review
- Design a questionnaire for data collection
- Working with research team
- Concepts of epidemiology
- Data interpretation
- Statistical methods
- Academic networking

## Study Tours

At times, study tours are organised both nationally and internationally to meet health leaders and key policy makers. Some of the recent tours include visits to WHO Geneva (meeting Assistant Director General of WHO and other important health leaders), The Global Fund, NICE, and NHS Health and Research Development, EU Health Commissioner, Department of Health and other leading Institutions.

### *Competencies to be addressed*

- Leadership in health
- Excellence in performance
- Communication skills
- Managing an organisation
- People management

## Additional Short Courses and Training

The WHO Collaborating Centre will give each Fellow the opportunity to attend educational and service training within and outside the Imperial College London. This can be, but is not limited to, short courses provided by Imperial College's Organisational and Staff Development Services. Candidates are encouraged to join the many courses, study tours and organised activities arranged for international delegates who visit the Collaborating Centre throughout the calendar year.

Rebecca Jones (rebecca.jones1@imperial.ac.uk) the Liaison Librarian for Charing Cross Campus Library and her role is to make sure that the Library is providing the resources and support you need. Services that may be of key interest to you include:

- One-to-one sessions on advanced literature searching techniques which can save you time
- Resources and training programmes including EndNote and literature searching are available, see:

<https://www.imperial.ac.uk/admin-services/library/learning-support/workshops/getting-started-workshops/>

Furthermore Imperial College runs many other potentially relevant courses and transferable skills training:

- <https://www.imperial.ac.uk/evening-classes/autumn-spring-courses/>
- <https://www.imperial.ac.uk/students/academic-support/graduate-school/>
- <https://www.imperial.ac.uk/research-and-innovation/support-for-staff/stats-advice-service/>
- <https://www.imperial.ac.uk/staff/educational-development/>

Imperial College London provides extensive facilities for postgraduate students and researchers to further their knowledge and expertise. Numerous seminars and lectures are presented on regular basis and there are a wide range of student activities and cultural events across several campuses. More information at: [www.imperial.ac.uk/students](http://www.imperial.ac.uk/students).

## Feedback and Assessment

### **Baseline questionnaire**

A baseline questionnaire is to be completed when you begin the fellowship. This is a simple assessment of your experience in the year prior to your fellowship and can be found in Appendix 1. This record helps as a starting point to target training to your personal interests and experience gaps.

### **Assessment Requirements**

WHO Postgraduate Fellow programme requirements leading to certification include:

1. Attendance
  - Weekly Department of Primary Care and Public Health seminars
  - Public health placements
2. Weekly supervisor meetings
3. Monthly progress reports (Appendix 2)
4. Public health or Clinical project
5. Final presentation
6. Systematic literature review protocol
7. Article submitted for publication
8. 180° Appraisal

Candidates are expected to complete all requirements within 12 months of arriving to the WHO Collaborating Centre Postgraduate Programme. Furthermore, assessment of each Fellow leadership style will be undertaken during the Health System Development course.

## **Attendance**

Records of attendance will be kept for the Departmental Seminars and Health Systems Development Course. We will also be in regular contact with the NHS and health agency where you are placed to monitor progress and attendance.

## **Supervisor meetings**

Fellows will be responsible for meeting every month with their academic supervisor (Professor Rawaf) and weekly with their assistant academic supervisor for the time of the fellowship. Meetings will normally be each Wednesday to coincide with the weekly departmental seminar and other training, such as the Health Systems Development Course. Assistant academic supervisors are normally a member of the WHO Collaborating Centre team.

## **Monthly Report**

It is required that each fellow will submit a structured report every month. The format template is described in Appendix 2. This is an important part of the regular assessment by your service supervisors. It provides a record of activities undertaken and creates an opportunity for you to reflect on your learning and develop appropriate career goals. The first report will be due by the end of the second calendar month of your fellowship, and at the end of every month following. The monthly report is an essential tool for coordination between your service and academic supervisors.

## **Service Project Report**

You will be required to write a project report based on your work attachment in the NHS and related agencies. This will usually involve assessing health needs, study design, ethical considerations, collecting data, data analysis and interpretation. Fellows are responsible for regularly reporting and updating their progress to their academic supervisor(s). Nearing completion of the fellowship, each fellow should have submitted a final copy of their report to their academic supervisor. The fellow should consider presenting the report and developing it for submission to publication.

## **Presentation**

The final presentation should be based on a significant element of your NHS (or related agencies) attachment and research experience during the fellowship and may be based on your service project report. You should include a reflection on your learning experience. The presentation should be attended by members of the

WHO Collaborating Team and may take place either in one of our weekly departmental seminars or at the relevant health organisation.

## **Systematic Literature Review Protocol**

All fellows should develop a thorough protocol for a systematic literature review on a relevant topic of interest. You will receive more detailed guidance on the elements of what is required.

## **Article Submitted for Peer Reviewed Publication**

Every fellow should submit at least one article, based on the practical experience gained during the training, to a peer reviewed journal during the year of their WHO Postgraduate Fellowship. This will involve collaborating with colleagues in NHS service department (s) where you are attached and academia at Imperial College. The authorship of your paper should acknowledge the research input from WHO Collaborating Centre and other relevant members of Imperial College staff.

## **180° Appraisal**

One month prior to the end of the programme, fellows will participate in a 180° Appraisal primarily for personal development purposes. This bespoke evaluation technique incorporates anonymous feedback from supervisors, colleagues, and any other working relationships you have formed in the year of your postgraduate fellowship. Scores and comments will be collated to give you feedback on core leadership competencies such as those below.

- Learns and improves
- Seeing the future
- Decision making
- Planning the way ahead
- Managing Implementation
- Communication and interpersonal skills
- Collaboration, influence and team-working
- Planning and personal organisation
- Self-development and aspiration

Fellows are responsible for identifying at least ten people who they have worked with in the year and providing a list of their email addresses to the WHO Collaborating Centre Administrator to arrange the 180° appraisal. Volunteers will be asked if they are willing to assist you by completing a short anonymous survey online. Comments will be collated by the various contributors and you will receive summarised feedback and assessment of your leadership skills. The wide range of

contributors approached, will give you comprehensive feedback on your accomplishments. In this way you will be able to identify the areas where you excel and any areas that you might need to develop.

More information can be found on 360-degree assessments at:

[http://en.wikipedia.org/wiki/360-degree\\_feedback](http://en.wikipedia.org/wiki/360-degree_feedback)

## **Continuous Professional Development**

Each fellow is expected to meet his/her required CPD points in the relevant speciality. These formal records of continuous update in the relevant field of speciality are currently 50 hours in both Family Medicine and Public Health Medicine. Other clinical specialties have other requirements but none less than 50 hours a year of personal dedicated learning (see relevant Colleges websites for requirements).

## **Certificate**

Fellows will be eligible to receive a certificate upon successful completion of training. Successful completion involves active participation in all aspects of the programme and achievement of the assessment requirements described above.

1. WHO Postgraduate Fellowship: Completion of Training

## **Continuous link with the WHO C Centre and Imperial College**

All Fellows who completed their training found the continuous link with our Centre of great value for them and their countries' health system. We endeavour to support in your practice, and we hope that such collaboration will flourish between you, your organisation and Imperial College.

## **Administrative Policies**

### **Pre-entry requirements**

Programme expectations require that fellows: i) have previously completed higher medical (or other) training and ii) are a specialist certified in Community (Public Health) or Family Medicine, or other Clinical Specialities of Medicine and Surgery.

### **Course duration**

The postgraduate fellowship is normally for one calendar year. For some candidates this could be extended for another year according to their training programme. This involves applying for a contract as an honorary researcher and demonstrating a contribution to teaching and research in the department.

## **Induction**

Please refer to Appendix 3 for a checklist of tasks to be completed within your first two weeks at Imperial College London. The induction is designed to quickly orientate you so that you can maximise your learning experience with the WHO Collaborating Centre. Several short courses will give you skills to help you make the most of the research experience.

## **Absence and Leave**

Students must inform all relevant supervisors if they are absent from the College for more than three days. If the absence is due to illness a medical certificate must be produced after seven days.

Before taking holiday leave, fellows should discuss this in advance and agree the dates with all relevant supervisors. It is imperative that work placement supervisors understand exactly what days you will take on leave. They must be responsible for your safety and must know whether you are present or not. Furthermore, your absence may affect project workloads and timelines.

It is expected that you will not take more than eight weeks holiday leave; including statutory holidays and college closure days. For more information on these dates please see the college website:

<http://www.imperial.ac.uk/human-resources/procedures/leave/annual-leave/college-closures/>

## **Cultural Considerations**

As soon as you arrive at Imperial as a new student there is information available to you to help you settle in. You can find links on the Imperial website to assist you in your transition to living in London.

<https://www.imperial.ac.uk/study/international-students/international-student-support/>

Basic etiquette and respect during teaching and departmental seminars requires that cell phones are switched off and full attention is given to the presentation. There should be no private discussions when someone is speaking from the front and it is not polite to leave before the presentation is completed. During these sessions you should consider taking notes and at the end be prepared to ask questions about the topic of the presentation.

## **High Standards in Public Life**

Imperial College is committed to maintaining the highest standards and conducts its business in accordance with best practice in higher education

corporate governance and with the seven Principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership).

<https://www.imperial.ac.uk/about/governance/academic-governance/>

All health research should be conducted with appropriate scientific rigor, honesty and integrity, acknowledging and referencing the work of others.

Our services are person / patient centred delivered with respect to the patient as a person and which takes full account of his/her values, preferences aspirations, stories, cultural context, fears, worries, hopes aspirations and which responds to his/her emotional, social and spiritual necessities in addition to his/her physical needs, applying such an approach, always, in an empathic and compassionate way

## **Contact**

Ms Ela Augustyniak, WHO Collaborating Centre Project Manager

E: [e.augustyniak@imperial.ac.uk](mailto:e.augustyniak@imperial.ac.uk)

T: 0044-20 7594 8603

WHO Collaborating Centre for Public Health Education and Training  
Department of Primary Care and Public Health  
Imperial College London, Charing Cross Campus  
Reynolds Building, St Dunstan's Road  
London W6 8RP  
United Kingdom

## Appendix 1: Baseline questionnaire

*Please complete this questionnaire before you begin your fellowship. Your answers should be discussed with your academic supervisor.*

Name: \_\_\_\_\_ Date: \_\_\_\_\_  
\_\_\_\_\_

Please describe the roles undertaken in the year prior to the start of the PG Fellowship

Post(s) completed: \_\_\_\_\_ Date(s) \_\_\_\_\_

1. General training in clinical medicine /public health /family medicine /other  
(describe all practical experiences)

2. Subspecialty training (please specify recognised speciality programme if any)

3. Management training and experience

4. Teaching experience

5. Courses attended

a. Communications training

b. Leadership training

6. Research activities, publications in the last year and publications planned

7. Audit activity

8. What position or role are you likely to be returning to at the completion of the Fellowship?

9. Has your sponsor specified any specific objectives for your WHO postgraduate Fellowship?

10. What do you hope to learn from your postgraduate Fellowship? What are your objectives?

## Appendix 2: Monthly Report

This report will record the progress of your fellowship, and may form the basis of any future reports/references.

Please answer all questions in full.

Name: \_\_\_\_\_

Month: \_\_\_\_\_

### 1. Summary of month's activities

Please describe what you have been doing in each of the following areas:

**Current placement(s):**

**Health Service Research Project and Service Report:**

**Courses attended:**

**Other:**

## **2. Objectives**

Refer back to your objectives.

a. Are you achieving them?

Yes ☐

If so, which ones?

No ☐

If not, why not?

## **3. Lessons learned**

Identify and summarise 2-3 lessons you have learnt about yourself, the organisation or work in general, during this one month report period.

## **4. Observations**

Describe any interesting observations you have made during this report period – both good and bad. How might you apply this knowledge in your own country?

**5. Problems**

Have you experienced any challenges or problems during this report period that have interfered with your Fellowship or work?

**6. Forward planning**

What will you be doing next month? Will you do anything differently next month as a result of what has happened this month?

**7. Further Comments**

Please comment on anything else relevant to your Fellowship. Let us know if there is anything we can improve with regard to administrative arrangements, or anything else you would like to draw our attention to.

## Appendix 3: Induction Checklist

Please bring in:

- ☐ Passport - to be sighted and photocopied (DOB, photo, visa)
- ☐ CV (if not already sent in advance)
- ☐ Completed baseline assessment (Appendix 1)
- ☐ Signed requirements form

The Department will:

- ☐ Complete and submit the Academic Visitor application, in advance
- ☐ Discuss with you the WHO CC ICL Contract
- ☐ Arrange for the WHO Collaborating Centre induction
- ☐ Arrange for the Health and Safety induction
- ☐ Guide you on the process of obtaining an ID card for access
- ☐ Establish an Imperial College email account for you
- ☐ Record your contact details in Outlook
- ☐ Give you a brief visit / tour of the Charing Cross campus facilities (canteen, cash machine, gym, etc)
- ☐ Discuss with you about enrolment in introductory courses



WHO Collaborating Centre for Public Health Education and Training

Imperial College London

2023

## Postgraduate Fellowship Contract

**Placement begins:**

**Placement ends:**

**Fellow name:**

**Postal address:**

**Email address:**

**UK mobile number:**

**Placement Organisation:** WHO Collaborating Centre for Public Health  
Education and Training, Imperial College London

**Director:** Professor Salman Rawaf

**Postal address:** Department of Primary Care and Public Health  
School of Public Health, Faculty of Medicine  
Imperial College London, Charing Cross Campus  
3<sup>rd</sup> Floor, Reynolds Building, St Dunstons Road  
London W6 8RP

**Email:** [whocentre@imperial.ac.uk](mailto:whocentre@imperial.ac.uk)

It is mutually agreed by the organisation and the university that they will share in providing a postgraduate fellowship experience in accordance with these provisions.

## **POSTGRADUATE FELLOWSHIP OUTCOMES:**

1. Transition from student to health professional, developing professional clinical /public health skills to meet performance standards in clinical / public health practice
2. Understand leadership and clinical, financial and corporate governance in high performing systems
3. Understand the principles and core functions of the British NHS compared to other health systems
4. Understand and apply project management skills
5. Participate in project planning, implementation, and evaluation
6. Learn research methods in health service, clinical and public health, including systematic literature review
7. Develop leadership, communication, team-working and interpersonal skills
8. Improve skills in reflective practice, goal setting, and self-development

## **WHO COLLABORATING CENTRE RESPONSIBILITIES:**

The WHO Collaborating Centre and Supervisor's responsibilities are to:

1. Provide the fellow with a designated supervisor to whom the fellow is directly responsible for guidance, support, evaluation and regular contact. This requirement does not preclude the fellow from working with a variety of staff members.
2. Provide orientation to the organisation's objectives, programmes, and administrative policies during the first week of placement.
3. Provide an assistant supervisor and time for the assistant supervisor to meet at least once a week with the fellow, or more if deemed necessary.
4. Introduce and include the fellow in departmental activities and training sessions
5. Arrange for an induction session.
6. Determine suitable NHS attachment(s) related to the fellow's work experiences and fellowship goals. Decision should be made with input from the fellow.

7. Inform other staff of their roles in the fellow's educational process.
8. Utilise the Director as a support person and call for assistance and advice as needed. In case of difficulties it is important that the problems are reported to the Director and/or Service Supervisor.
9. Assist with development of acceptable objectives for the fellowship experience.
10. Keep in close contact with any placement/attachment supervisors regarding progress of the fellow.
11. Provide research supervision and make contact with other staff members as appropriate.
12. Work with all parties concerned to achieve their goals and to assure the best possible educational experience for the fellow.

#### **POSTGRADUATE FELLOW RESPONSIBILITIES:**

The Fellow:

1. Is expected to function at the organisation as a full-time adjunct member, fit into the organisational schedule, and fulfil all agreed upon responsibilities and objectives.
2. Follows the policies and duties outlined by the organisation supervisor and meets scheduled commitments and arrangements made in connection with fellowship.
3. Performs work assignments to the best of his/her ability; becomes a participating member of the staff; functions in a professional manner at all times.
4. Submit monthly reports on time.
5. Visits, observes, and participates in all applicable phases of the organisation's operation.
6. Participates in the final evaluation project, presentation and publication
7. Meets established fellowship objectives.

8. Is responsible of ensuring that her/his fellowship experience is valuable and is responsible for communicating with Faculty Advisor if there are difficulties.

**SIGNATURES:**

We have read the contract and agree with its terms. Occasionally there is a need to terminate or change a fellowship placement due to unforeseen circumstances. The Centre reserves the right to make this decision after consultation with the fellow and the agency.

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**WHO Collaborating Centre Director**

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**Date**

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**WHO Collaborating Centre Postgraduate Fellow**

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**Date**