



Faculty of  
**Medical Leadership  
and Management**



**OCDO**

OFFICE OF CHIEF  
DENTAL OFFICER  
ENGLAND



# Fellow information pack

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Chief Dental Officer England's  
Clinical Fellow Scheme 2026/27

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# About the scheme

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## The next step of your leadership career

A healthcare system that is fit for generations to come is built through high quality clinical leadership. The invaluable skillset gained from this fellowship equips alumni to understand how to improve services and systems effectively, whilst enhancing experiences and outcomes for patients.

Since being established in 2017, the Chief Dental Officer England's Clinical Fellow Scheme has continuously evolved in recognition of the value of fellows to both clinical and non-clinical dental organisations.

I am delighted to announce that the 2026/2027 scheme is now open to applications from dentists and dental care professionals from all sectors and continues to advocate the development of future leaders who have had limited leadership opportunities and have not held a senior leadership role.

**Jason Wong MBE**

**Chief Dental Officer England**



The scheme is sponsored by the Chief Dental Officer England and is managed by the Faculty of Medical Leadership and Management, the UK professional home for clinical leadership. The scheme aims to support dentists and dental care professionals that demonstrate leadership potential and aspirations, and to equip them with the skills required to be effective and impactful leaders.

This scheme is not an academic programme; it is an experiential leadership development opportunity that immerses dentists and dental care professionals at the centre of national healthcare organisations. From there, dental clinical fellows will develop a broad range of enhanced leadership, policy, project and communication skills, by leading on projects that will directly contribute to national and system healthcare priorities.

Clinical fellows are selected through a recruitment process, details of which can be found in this document. Leadership development is supported through a comprehensive development programme that seeks to enhance clinical fellows' leadership capabilities. Over the year, clinical fellows will gain opportunities for joint working with fellows from other healthcare professional schemes.

Posts commence from between September – December 2026 for 12 months. Full details about the recruitment process and candidates' responsibilities can be found in this document.

Please ensure that you read the information in this guidance document before applying.

**Good luck with your application.**

# Eligibility and selection criteria

The scheme is open to dentists and dental care professionals (dental nurses, dental technicians, dental therapists, dental hygienists, orthodontic therapists, clinical dental technicians) who meet the following **eligibility requirements** to apply for the scheme.

Qualifications
<ul style="list-style-type: none"><li>- Dentists must hold a BDS or equivalent. DCPs must hold a GDC recognised qualification.</li></ul>
Eligibility
<ul style="list-style-type: none"><li>- Applicants must be dentists or dental care professionals registered with the GDC, with an UpToDate CPD portfolio, eligible to work in the UK, and not holding senior leadership roles.</li></ul>
Experience
<ul style="list-style-type: none"><li>- Applicants must demonstrate significant contributions to their practice, including service improvement, innovation or expansion, and experience in both adult and paediatric care.</li></ul>
Career Stage
<ul style="list-style-type: none"><li>- Applicants must provide complete employment history and show performance appropriate to career stage.</li></ul>
Language skills
<ul style="list-style-type: none"><li>- Applicants must demonstrate effective English communication skills appropriate for clinical and leadership responsibilities.</li></ul>

In addition to the eligibility requirements listed on the previous page, the **personal specification** will be used as part of the assessment process at the application and interview stages of the recruitment process:

Knowledge and experience
<p><b>Essential:</b></p> <ul style="list-style-type: none"><li>- Leadership and management experience with reflection on impact.</li><li>- Active post registration development.</li><li>- Clear leadership aspirations.</li><li>- Understanding leadership frameworks.</li><li>- Knowledge of NHS and oral health systems.</li><li>- Interest in the wider healthcare system.</li><li>- Understanding NHS management.</li><li>- Effective teamworking and leadership.</li><li>- Evidence of clinical excellence.</li><li>- Experience in QI, audit, and patient safety.</li><li>- Interest in coaching or mentoring.</li></ul> <p><b>Desirable:</b></p> <ul style="list-style-type: none"><li>- Understanding population health.</li><li>- Involvement in LDN/LDC/MCN.</li></ul>

- Achievement outside oral healthcare.
- Policy or guideline development experience.
- Teaching experience.
- Experience in clinical risk management.

### Skills, values and behaviours

#### Essential:

- Initiative, drive, and enthusiasm.
- Commitment to development.
- Ability to use feedback constructively.
- Integrity, openness, and valuing diversity.
- Reflective practice.
- Strong teamworking skills.
- Organisational capability.
- Ability to manage uncertainty.
- Accountability.
- Adaptability.
- Excellent communication and influencing skills.
- Problem-solving and decision-making skills.
- Professional probity.
- Good IT skills.

#### Desirable:

- Writing/publication experience.
- Presenting complex information.
- Leadership experience.

# Recruitment timeline

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The recruitment timeline\* for the 2026/27 scheme is as follows:

Dates*	Stage
27 January 2026	Applications Open.
22 February 2026	Applications Close.
By 3 March 2026	Candidates notified of shortlisting outcomes.
10 March 2026 – PM Session	Virtual Host Session– <b>SAVE THE DATE</b>
25 March 2026	Virtual Interviews – <b>SAVE THE DATE</b>
By 2 April 2026	Candidates notified of interview outcomes.
1 September 2026	Scheme commences.

*\*Dates may be subject to change.*

# Application guidance

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## **Application stage**

Applications must be received online via an application form on the FMLM website by 9pm GMT on 22 February 2026. Applications received beyond this time will not be accepted.

## **Drafting and submitting your application**

Candidates will provide personal and professional information. Candidates should refer to the selection criteria in this document and the [FMLM's Leadership and Management Standards](#) when answering all questions.

- Successful candidates should be able to express important information concisely.
- Application form answers will be assessed against the selection criteria, and evidence will be sought to demonstrate this throughout applications, interviews, and references.
- All criteria will be assessed appropriately against each candidate's career level.
- Shortlisting is conducted against rigorous criteria and is undertaken anonymously.
- Do not unsubscribe to bulk emails, as this will prevent us from contacting you regarding your application.
- We are committed to ensuring we facilitate equitable recruitment; please let us know if you have any issues with the accessibility of the process.
- Please ensure you keep a copy of your application form responses locally as we cannot be held responsible for any loss of data during the application completion process.

## **Application Questions**

To help you prepare, an overview of the questions on the application form is available on the FMLM website. Please note, this is not the actual application form, but simply a guide to assist you with preparation.

## **Data Protection**

- The data we collect is held by the Chief Dental Officer England's Clinical Fellow Scheme, a joint partnership between the Faculty of Medical Leadership and Management (FMLM) and NHS England.
- The information you provide, including relevant and sensitive personal data, will be processed in accordance with the General Data Protection Regulation (GDPR) (EU) 2016/679 and the UK Data Protection Act 2018. It will only be shared with individuals and organisations directly involved in the administration and operation of the scheme, where such sharing is lawful, necessary, and proportionate to the scheme's objectives. Appropriate safeguards will be in place to protect your data and ensure compliance with data protection principles.

### **Shortlisting stage**

Candidates will be notified of shortlisting outcomes by 3 March 2026.

### **Host Session**

A virtual host session event will take place via Zoom for all shortlisted applicants to attend on 10 March 2026 between 2-3pm GMT. This is a helpful networking session for shortlisted prospective fellows to have the opportunity to talk to host organisations and current fellows to understand more about each organisation and the type of work you might be involved in as part of your fellowship. You will meet in small groups with each host representative(s) to hear about the organisation and ask questions of the host and current clinical fellows. Job descriptions and the event link will be released to shortlisted candidates before the host session.

### **Being matched to a Host Organisation**

- Some organisations have more than one site/office across the UK. You may be expected to travel between sites by your host organisation so ensure that you read the job descriptions thoroughly before submitting your preferences.
- Successful candidates will only be offered the post that is allocated; there is no option to change posts so preferences should be carefully considered.
- FMLM is unable to facilitate changing posts or movement between offices.



## **Interview stage**

Interviews will be held virtually on 25 March 2026.

Before the interview
<ul style="list-style-type: none"><li>- Shortlisted candidates will be sent a link to select their interview timeslot. Availability is on a first-come first-served basis. Interviews will be held virtually for maximum accessibility; therefore, alternative dates are not available.</li><li>- Shortlisted candidates will be asked to provide a copy of an up-to-date CV.</li><li>- Shortlisted candidates will be sent a link to the interview platform and will need to submit the following information <u>at least 72 hours before</u> the interview:<ol style="list-style-type: none"><li>1. <b>Photo ID</b> (a passport or driving licence) to confirm your identity.</li><li>2. Non-UK/EU applicants will be contacted separately with regards to confirming their right to work status.</li></ol></li></ul>
During the interview
The interview is comprised of a scenario task (released one week before the interview) and a question and answer-based panel interview.
After the interview
<p>All candidates will be notified of the outcome within two weeks of interviews.</p> <p><b>Successful candidates</b></p> <ul style="list-style-type: none"><li>- Successful candidates will be sent guidance on next steps.</li><li>- FMLM will use the references provided in the candidate's application form, though FMLM may be subject to ask for this again as needed. Appointment is subject to satisfactory receipt of a reference.</li><li>- Successful candidates will not receive feedback from the interview; this is due to capacity and the high volume of candidates.</li></ul> <p><b>Unsuccessful candidates</b></p> <ul style="list-style-type: none"><li>- Unsuccessful candidates will be sent feedback on their interview within six weeks of interview.</li></ul>

# Appointment conditions

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## **Salary arrangements**

- The salary model for each post is offered at Agenda for Change 8a or equivalent salary range for those paid outside of the Agenda for Change model.
- The salary for each post will vary within this range between host organisations due to individual employment/contractual arrangements. Full details of posts and individual salaries will be available to shortlisted candidates in a job description pack.
- Once in post, agreed work-related travel expenses should be negotiated between the clinical fellow and the host organisation. Relocation and daily commuting fees are not covered. If working from London, NHS England will cover London living allowance for this.

## **Contractual arrangements**

Host organisations may offer a 12-month fixed-term contract, this will be made clear in the job description pack on their preferences, as will posts offered at less than full time (LTFT). There are no guarantees that LTFT posts will be available at the time of publishing this guidance.

In some cases, candidates may have an employer who is willing to enter into a secondment arrangement with a host organisation (who will be required to cover full salary costs). Candidates in this situation are responsible for seeking the relevant permissions from their employer before applying.

Contract arrangements should be negotiated between successful candidates and host organisations (and employing organisations if applicable).

**FMLM are not responsible for contract or salary arrangements/agreements.**

## **Seeking support from your employer**

FMLM has provided a short overview document that candidates should find useful when discussing with employers their interest in applying to the scheme. This guidance highlights the multiple benefits of the scheme for both the candidate and the employer. Candidates can access the *Guidance for Employers* on the FMLM website.

# Working arrangements

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## **Less than full time posts**

- Some posts may be available as less than full time (LTFT) or flexible. This will be detailed and confirmed in the job descriptions for each host organisation.
- Due to the intensive nature of the scheme and the window being limited to 12 months, LTFT posts are usually offered at a minimum of 0.6 FTE.
- Requests for LTFT or flexible working will be considered by host organisations on a post-by-post basis and the decision as to whether this can be accommodated will reside with them.
- A schedule for the development programme will be made available in summer 2026. Full attendance is required, regardless of LTFT post status.

## **Remote working**

Remote working arrangements may be required by some hosts, and they will specify the working arrangements for each post in the job description (i.e. if successful fellows will be able to work remotely during the scheme and therefore relocation may not be necessary). To take full advantage of the opportunities and access available, you should be prepared to travel to and from host organisation offices as required and when appropriate.

# Insights from Clinical Fellows



## TESTIMONIAL

My experience within the NHS Transformation Directorate's Digital Clinical Informatics team has been incredibly rewarding. I chose this host because I wanted to expand on my interest in digital health and so far this has exceeded all my expectations. The opportunity to work on projects extending beyond dentistry has been invaluable. Collaborating clinically with medical colleagues, nurses, paramedics, and pharmacists provided a rich interprofessional experience, broadening my perspective on patient care and the wider healthcare system. Through this fellowship, I gained a valuable Clinical Safety Officer qualification, enhancing my skills in risk management within digital health implementations. Furthermore, the fellowship has fostered my adaptability to change, a crucial skill in the ever-evolving landscape of digital health. A particularly impactful experience was serving as the acting clinical lead for one of the national digital products, providing valuable leadership experience and the opportunity to contribute directly to national-level digital health initiatives.

Owens Iguodala, Chief Dental Officer's Clinical Fellow 24/25, NHS England Transformation Directorate



## TESTIMONIAL

This leadership fellowship has been a truly transformative journey, pushing me to grow in ways I never imagined. It has not only strengthened my leadership skills but also given me the confidence to tackle real-world challenges head-on. I have learned to think strategically and connect with a diverse group of passionate individuals who have broadened my perspective and inspired me to lead with purpose. The experience has opened doors to invaluable opportunities and lifelong relationships with industry leaders and stakeholders. This fellowship has given me a deeper understanding of NHS dentistry and how to create influence on a national level. It has provided rare insights into policy-making, regulation, and the development of solutions to key national issues. I have had the invaluable opportunity to engage with top industry stakeholders, broadening my perspective and strengthening my confidence in leadership and management. I highly recommend this fellowship to anyone looking to grow as a leader and apply these skills beyond the programme into future roles they undertake.

Alizey Kazmi, Chief Dental Officer's Clinical Fellow 24/25, Care Quality Commission



## TESTIMONIAL

The clinical fellowship has provided me with a unique and exciting opportunity to engage in systems-level leadership in healthcare. I have been privileged to work with a diverse and friendly team of experts at the GDC in fields outside of clinical dentistry, these have included policymaking, research and development, education quality assurance, communications, project management, civil service and law. This inter-disciplinary exposure has significantly broadened my perspective and enabled me to build new and positive relationships with the regulator. I plan to use this new, enhanced knowledge and my experiences to contribute to shaping dental care provision and prevention for the better.

Lauren Stockham, Chief Dental Officer's Clinical Fellow 24/25, General Dental Council

## TESTIMONIAL



Having spent the entirety of my career in primary care, I was yearning for a position that would better inform me how the dental profession's leadership was driving front-line change. I have learnt how impactful clinical guidance documents are devised and published and have been able to contribute my perspective as a general dental practitioner. Throughout the year I have also been given the opportunity to lead on several of OCDOs workstreams such as Project Sphere, their patient safety initiative where I have worked across the NHS and beyond to improve patient safety and clinician wellbeing outcomes that are applicable to the entire profession. This has been possible through the encouragement and mentorship of senior colleagues throughout OCDO.

Ross Hills, Chief Dental Officer's Clinical Fellow 24/25, Office of the Chief Dental Officer

## TESTIMONIAL



Working with the NHS Business Services Authority (NHSBSA) has broadened my understanding of healthcare projects and their collaborative impact on patient care. Analysing national, regional, and local NHS Primary Dental Services data has enhanced my strategic insight, while engagement with clinical leaders has deepened my appreciation for monitoring clinical care. This fellowship has also enabled inter-organisational collaboration, highlighting opportunities to improve NHS Dentistry. The experience is strengthening my leadership and management skills, which I will apply in my future career to drive positive change in NHS Dentistry – an area of growing importance within the evolving healthcare landscape.

Maria Mullerat-Pigem, Chief Dental Officer's Clinical Fellow 24/25, Business Services Authority

# Frequently asked questions

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**1. I have senior leadership experience. Does that enhance my application?**

The scheme is aimed at developing future leaders and is not suitable for those that hold or have held established or senior leadership roles analogous to hospital consultant or LDN/LDC Chair.

**2. I am a dental care professional, but not a dentist. Can I apply?**

Yes, this scheme is now open in 2026/27 to dentists and dental care professionals (dental nurses, dental technicians, dental therapists, dental hygienists, orthodontic therapists, clinical dental technicians).

**3. Can international or EEA candidates apply?**

The scheme is open to all qualified dentists and dental care professionals that satisfy the eligibility and selection criteria, who have full GDC registration and are eligible to work in the UK or participate in this scheme according to visa requirements.

If you are uncertain whether your visa entitles you to work in the UK and participate in this scheme, please seek further information from the UK Visas and Immigration website at [www.gov.uk/government/organisations/uk-visas-and-immigration](https://www.gov.uk/government/organisations/uk-visas-and-immigration).

*Please note that participating organisations, including FMLM, the Office of the Chief Dental Officer England (NHSE) or host organisations, are unable to provide sponsorship to international candidates.*

**4. If successful, can I defer my post?**

We are unable to accept applications for deferred entry to the scheme. All posts will commence from September – December 2026.

**5. I am unable to attend the interview date(s). Is there an alternative?**

Interviews will be held virtually for maximum accessibility; therefore, alternative dates are not available.

**6. I am a past Chief Dental Officer England's Clinical Fellow. Can I reapply?**

Alumni that have been through the scheme are not permitted to reapply.

**7. Can I speak to the host organisations or current clinical fellows in person or over the telephone?**

Given the number of applicants for this scheme, we are unable to provide contact details for current clinical fellows or host organisations. However, if shortlisted, you will have the opportunity to meet them during the scheduled host evening to gain information about the fellowship experience and to ask questions. If contacted directly via other channels, current clinical fellows will not discuss any specifics or provide additional details around the selection process.

# Contact us

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For further information or queries, please contact:

✉ [clinicalfellowscheme@fmlm.ac.uk](mailto:clinicalfellowscheme@fmlm.ac.uk)

☎ + 44 (0) 203 137 3643