



Faculty of
**Medical Leadership
and Management**



Chief Dental Officer's Clinical Fellow Scheme 2023/24

Information pack

March 2023

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About the scheme

The next step of your leadership career

The Chief Dental Officer's Clinical Fellow Scheme was established in 2017, initially with four clinical fellow posts in the Office of the Chief Dental Officer, NHS England. The scheme has since increased, in recognition of the value to dentists and to national dental organisations across healthcare. The scheme is open to dentists from all sectors and is aimed at aspiring future leaders who have had limited leadership opportunities and have not held a senior leadership role in dentistry.

"This scheme provides a unique offer at a time where increasing opportunities for developing leadership in dentistry is very welcome. The social and political landscape is evolving and we as a profession must change with it, to continue to have a seat at the table and remain an influential health care profession.

With the support of this scheme and the Faculty of Medical Leadership and Management, we can rise to emerging challenges of the 21st century by fostering talent and preparing a cadre of capable and motivated dental leaders who can confidently take their seat alongside their healthcare peers in the key national and regional forums.

The scheme has been created with the sole purpose of empowering dentists to develop as leaders of the future. It provides an ideal structured learning experience for those with leadership ambition. Designed to identify those with natural leadership talents, the scheme aims to enrich learning and enhance nascent skill sets in collaboration with our prestigious partner organisations."


Sara Hurley
Chief Dental Officer, NHS England



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

Comments from clinical fellow alumni about their experience of the scheme can be found on page 14.

This scheme is not an academic programme; it is an experiential leadership development opportunity that immerses dentists 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 healthcare priorities.



Clinical fellows are selected through a single 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 professions and UK counterpart schemes in Wales, Scotland and Northern Ireland.

Posts commence from September 2023 and run for 12 months. Full details about the recruitment process and candidates' responsibilities can be found in this document.

At the end of the scheme, fellows will join a community of diverse and highly skilled alumni. The Clinical Fellow Alumni Programme provides a formal network for fellows to stay connected and to engage with ongoing leadership development opportunities.

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

Good luck with your application.

Eligibility and selection criteria

Candidates must meet the following **eligibility requirements** to apply for the scheme.

Eligibility Criteriaⁱ
Qualificationsⁱⁱ
<ul style="list-style-type: none">• Bachelor of Dental Surgery degree (BDS) or nationally recognised equivalent
Eligibilityⁱⁱ
<ul style="list-style-type: none">• Registered, and in good standing, with the General Dental Councilⁱⁱ• Up-to-date CPD records and portfolio
Experienceⁱⁱ
<ul style="list-style-type: none">• Must be able to demonstrate a significant contribution to your practice, e.g., service improvement, innovation and expansion of service• Experience in a range of primary care settings providing comprehensive care for both adult and paediatric patients• Must not hold/held a formal, established senior leadership role analogous to hospital consultant or LDN/LDC Chair
Career progression
<ul style="list-style-type: none">• Applicants must:<ul style="list-style-type: none">○ be able to provide complete details of their employment historyⁱⁱ○ have evidence that their present level of achievement and performance is commensurate with their career stage post
Language skillsⁱⁱ
<ul style="list-style-type: none">• Demonstrable skills in written and spoken English, adequate to enable effective communication
Application completion
All sections of the application form completed fully according to written guidelines.

ⁱ 'When evaluated' is indicative but may be carried out at any time throughout the selection process.

ⁱⁱ On application.

The **personal specification** will be used as part of the assessment process at the application and interview stages of the recruitment process, in addition to eligibility requirements.

Personal specification
Knowledge and experience
<p>Essential:</p> <ul style="list-style-type: none"> • Evidence of involvement in leadership and management commensurate with experience, with reflection of personal impact • Demonstrates an active undertaking of professional development post-registration • Demonstrates clear leadership aspirations for future leadership and career development • Understands the importance of developing appropriate behaviours and competencies in leadership and management – may refer to other leadership and management frameworks e.g. FMLM's Leadership and Management Standards for Medical Professionals and NHS Leadership Academy Healthcare Leadership Model • Good knowledge of the NHS and healthcare system and insight into issues facing dental healthcare services in England • Interest in and evidence of contributing to the wider healthcare system • Demonstrates understanding of NHS management and resources within Area Teams • Evidence of effective team working and leadership, supported by multi-source feedback or other workplace-based assessments • Ability to work in multi-professional teams • Ability to show leadership, make decisions, organise and motivate other team members • Evidence of clinical excellence through prizes, awards, presentations and papers • Evidence of involvement in clinical quality improvement, and an understanding of the principles of audit, clinical risk management, evidence-based practice and patient safety • Evidence of interest in/experience of teaching, coaching and mentoring <p>Desirable:</p> <ul style="list-style-type: none"> • Understanding of population health • Evidence of involvement/attendance at LDC/LDN/MCN meetings • Evidence of achievement outside of dentistry • Experience of guideline or policy development • Experience of teaching or organisation of teaching programmes.
Skills, values and behaviours
<p>Essential:</p> <ul style="list-style-type: none"> • Shows initiative, drive and enthusiasm • Commitment to personal and professional development • Seeks and acts on feedback regarding own effectiveness and areas for development • Values diversity and difference and operates with integrity and openness • Reflects on past performance and applies learning to current practice • Ability to work and lead effectively, in multi-professional teams • Is organised and is able to plan and manage/prioritise time and information effectively • Capability to work with long time scales for delivery within agencies with differing priorities • Ability to cope under pressure and to manage uncertainty, demonstrates initiative and resilience • Capacity to take responsibility for own actions • Quick to understand new information and adapt to new environment • Excellent oral and written communication skills, demonstrating clarity and prioritisation in written/spoken communication • Capacity to adapt language to the situation, build rapport, listen, persuade and negotiate

- Good problem solving and decision-making skills
- Demonstrates probity in all aspects of professional life
- Good IT skills.

Desirable:

- Seeks and acts on feedback regarding own effectiveness and areas for development
- Reflects on past performance and applies learning to current practice
- Writing experience in clinical and/or non-clinical topics or peer reviewed publications and/or other communication medium (e.g. blog, letters, etc.)
- Experience of presenting complex information
- Leadership skills gained within the NHS or elsewhere.

Recruitment timeline

The recruitment timeline* for the 2023/24 scheme is as follows:

Dates*	Stage
18 January 2023	Applications open
22 March 2023, 5pm GMT	Applications close
w/c 27 March 2023	Candidates notified of shortlisting outcomes
18 April 2023, 6–8pm GMT	Virtual Host Evening – SAVE THE DATE
21 April 2023, 5pm GMT	Shortlisted candidates to submit post preferences
9 and 10 May 2023	Virtual Interviews – SAVE THE DATE
w/c 15 May 2023	Candidates notified of interview outcomes
May 2023 – June 2023	Contract arrangement window (guidance will be issued)
1 September 2023	Fellowship commences

**Dates may be subject to change.*

Application guidance

Application stage

Applications must be received online by 5pm GMT on Wednesday 22 March 2023. Applications received beyond this time will not be accepted.

Accessing the application portal

Applications must be made online through the application portal. To apply, please visit the [clinical fellow scheme webpage](#).

You will be prompted to sign in or create an account on the FMLM website to access the portal.

- FMLM members that already have an account: You will need to log in using your registered email and password.
- Non-FMLM members: You will need to create a new user account. Proceed to 'create new account' and complete the details. Once completed, you will have access to the application portal. (Please note: You do not require FMLM membership to apply to the scheme.)

If you wish to become a member of FMLM, you will need to complete the full membership section of the [membership application](#). Membership is not required to apply to this scheme.

Completing your application

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

- Successful candidates should be able to express important information concisely.
- Your 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.
- Please ensure that you do not unsubscribe to bulk emails. This will prevent us from sending you correspondence regarding your application.

You are able to save a draft of your application should you wish to complete it at another time. If you save a draft application, please ensure that you return to your application to complete and submit this before the deadline. FMLM will not accept draft applications.

You can access your saved draft or submitted applications under 'My applications' through your profile on the FMLM website at the top of the page.

Data protection

- The data we collect is held by the Chief Dental Officer's Clinical Fellow Scheme, a joint partnership between the Faculty of Medical Leadership and Management (FMLM) and NHS England.
- The information you supply, including, where relevant, sensitive personal data relating to you will only be shared to other individuals and organisations involved in the running and administration of the scheme.

Interview stage

Interviews will be held virtually on 9 and 10 May 2023.

Before the interview

- Shortlisted candidates will be sent a link to self-select and book interview slots which are available on a first come, first served basis. Interviews will be held virtually for maximum accessibility; therefore, alternative dates are not available.
- Complete post preferences, released after the host evening (see page 13 for full details).
- Shortlisted candidates will be sent a link to the interview platform and will need to submit the following information on the platform at least 72 hours before the interview:
 1. Submit **photo ID** including a passport or driving licence to confirm your identity.
 2. Complete a **tech test** to ensure that your camera and microphone work.

Non-UK/EU applicants will be contacted separately with regards to confirming their right to work status.

During the interview

- The interview process will last for no longer than 45 minutes and is comprised of a scenario task and a question and answer-based panel interview.
- The scenario task will be released to candidates 24 hours before the interview.

After the interview

All candidates will be notified of the outcome within three weeks of interviews.

Successful candidates

- Successful candidates will be sent guidance on next steps.
- Candidates will need to submit a reference within two weeks of accepting the post from their most recent employer. Appointment is subject to satisfactory receipt of a reference.
- Successful candidates will not receive feedback from the interview; this is due to capacity and the high volume of candidates.

Unsuccessful candidates

- Unsuccessful candidates will be sent feedback on their interview within six weeks of interview.

Appointment conditions

Salary arrangements

- The salary is between Agenda for Change 8A and 8B or equivalent salary range for those paid outside of the Agenda for Change model.
- Full details of posts and individual salaries will be sent to shortlisted candidates in a job description pack. The salary for each post may vary within this range between host organisations due to the scope of each role and individual employment arrangements.
- Once in post, work-related travel expenses are normally reimbursed by the host organisation (see *Distanced working* later in this document). Relocation and daily commuting fees are not covered.

Contractual arrangements

- Successful candidates will be contracted by way of a secondment from a current employer on existing terms and conditions.
- Some host organisations may offer a fixed-term contract, this will be made clear in the job description pack. There are no guarantees that fixed term contract posts will be available at the time of publishing this guidance.

Contract arrangements are negotiable between successful candidates, employing organisations and host organisations. FMLM and NHS England are not responsible for contract or salary arrangements.

Seeking support from your employer

FMLM has provided a short overview document that candidates may find useful when discussing their interest in applying to the scheme with employers. This might be particularly useful if seeking support for a secondment arrangement. The overview highlights the benefits of the scheme for dentists and employers. Candidates can access the *Guidance for Employers* supporting document in the Downloads section of the [Chief Dental Officer's Clinical Fellow Scheme webpage](#).

Host organisations and posts

The scheme is proud to work with a range of outstanding NHS and arm's length bodies that provide excellent opportunities for clinical fellows.

A list of host organisations for 2022/23 is provided below for guidance. A full list of 2023/24 host organisations will be made available to shortlisted candidates.

Host organisations for 2022/23	Location
Health Education England	Leeds
Healthier Lancashire and South Cumbria Integrated Care System	Remote
NHS Business Services Authority	Eastbourne
NHS Digital	Leeds
NHS England – Office of the Chief Dental Officer	London
NHSX	London

Shortlisted candidates are invited to an online host evening, where they will have the opportunity to meet with senior leaders and clinical fellows from each host organisation to find out more about the organisation and opportunities available. Job descriptions will be released to shortlisted candidates before the host evening.

Less than full time posts

- Some posts will be available as less than full time (LTFT) or flexible. This will be detailed 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 offered at a minimum of 0.6 FTE.
- All 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 2023. Full attendance is required, regardless of LTFT post status.

Distanced working

Distanced or home working arrangements may continue in 2023. Host organisations will specify the distanced working arrangements for each post in the job description, i.e. if successful fellows will be able to work remotely during their fellowship and therefore relocation may not be necessary. Please note that due to the uncertain nature of distanced working, you should be prepared to travel to and from host organisation offices as required.

Full details will be made available in job descriptions.

Host evening and post preferences

- A host evening event will take place on 18 April 2023 between 6–8pm GMT. This is a helpful networking session for prospective fellows to have the opportunity to talk to host organisations 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 to the host and current clinical fellows.
- After the host evening, shortlisted candidates will be asked to rank the host organisations that they would be prepared to work at. This must be completed prior to the interview.
- If successfully appointed to the scheme, there will then be a matching process based on performance at interview and ranking preferences.
- Candidates should only rank placements that they are prepared to accept as it may mean that they need to relocate. For example, if you live in Norfolk and you successfully secure a place in a host organisation in Manchester, you should be willing to relocate to Manchester for the duration of the scheme (caveat – see ‘distanced working’ guidance above).
- 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 scope to change posts so preferences should be carefully considered.
- FMLM is unable to facilitate changing posts or movement between offices.

Insights from clinical fellows

“The scheme offers invaluable insight into the breadth of national organisations in health and social care, highlighting relationships with stakeholders and their role in the wider system. It presents the chance to observe, engage and work with senior leaders across the system with unique opportunities to be seen, heard and to share your clinical perspective, shaping organisational priorities and influencing health and social care policy in the UK.



The leadership educational programme challenges thinking and commands self-reflection, a journey you embark on with other like-minded, supportive, multi-professional fellows, collectively developing over the course of the fellowship.”

Mr Tej Gadhia, NHS Business Services Authority 2021/22

“The Chief Dental Officer’s Clinical Fellow Scheme has allowed me to gain an improved understanding of the NHS landscape and the role that each organisation must play, at national, regional, and local levels. It has given me the opportunity to work closely with inspiring senior leaders and expand my multi-professional peer network, exposing me to new ideas and ways of working.



The projects I have worked on have enhanced my strategic thinking, understanding of stakeholder engagement and my own ability to implement change. This has been supplemented with an improved understanding of healthcare policy, education and training reform, and end-to-end project delivery. In addition, it has provided with me with unique experiences I would otherwise have not had the exposure to, or the confidence to take on e.g., organising and delivering a national conference.

The programme has allowed me to enhance and develop, new valuable transferrable skills. I intend to bring these back with me to clinical practice, applying them to my new role as an NIHR Academic Clinical Fellow in Special Care Dentistry. It has reinforced my passion for my profession and clinical practice. This will serve me well in my future clinical and academic career progression and any formal clinical leadership roles I wish to pursue.”

Miss Jessie Tebbutt, Health Education England 2021/22

“The FMLM clinical fellow scheme is a great opportunity for anyone wanting to learn more about the NHS, including systems and organisations. Having an opportunity to take time out of clinical practice to work with leaders in healthcare has given me a new perspective on dental care, particularly within the NHS.”



Miss Claire Morley, Health Education England North West 2021/22

"The Chief Dental Officer's Clinical Fellow Scheme has been the most valuable experience of my career. The opportunity the scheme provides for personal and professional development is unparalleled in its nature and the impact it has had on me has changed the course of my career."

I am undoubtedly a better clinician, a better colleague and a better leader as a result of my experiences as a clinical fellow and have a much deeper and greater understanding of the wider healthcare system we work in."

The fellowship has opened up a number of career opportunities for me and as a result, since finishing the fellowship, I am still involved in a number of national projects. I have been able to take the skills I gained during the fellowship back into my clinical role and lead change within my department, organisation and region. My competence and confidence in myself as an individual, as a clinician and as a leader has grown notably and it is clearly evident in my day-to-day life."

Miss Funmi Oluwajana, Health Education England 2019/20

"Working in practice day to day I just wanted something more. I wanted to know who commissions services and by what method it is done; where policy is made and how it is created; as well as the details, like the difference between an LDN and an LDC."

This scheme has been the single most unpredictable, rewarding, and influential career move I have ever made. Every day was different, and I now have a newfound respect for leadership and what it is to be a leader."

I am proud to have discovered qualities I never knew I had, and even more proud to have enhanced those qualities through my time on the scheme. The impact it has made on both a personal and professional level is surprisingly profound; I cannot recommend this scheme enough."

Dr Nishma Sharma, Office of the Chief Dental Officer 2017/18



Frequently asked questions

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

The scheme is aimed at aspiring 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 professional, but not a dentist. Can I apply?

This scheme is open to fully qualified dentists only as it is developed for the specific leadership development needs of this clinical group. Other dental professionals are able to access a wide range of leadership development programmes through the [NHS Leadership Academy](#).

3. Can international or EEA candidates apply?

The scheme is open to all qualified dentists 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 freely in this scheme, please seek further information from the UK Visas and Immigration website at www.gov.uk/government/organisations/uk-visas-and-immigration.

Please note that participating organisations, including FMLM, the Office of the Chief Dental Officer (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 1 September 2023.

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

Due to the nature of the selection process, we are unable to offer alternative interview dates. Candidates are able to book interview slots on the allocated day(s), and times in the morning and afternoon will be made available. Interviews will be held virtually for maximum accessibility.

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

Dentists that have been through the scheme are not permitted to reapply. Advanced developmental opportunities are available through the Clinical Fellow Alumni Scheme; please contact the FMLM team at alumni@fmlm.ac.uk for further details.

7. Can I speak to any of the current clinical fellows or host organisations 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.


Contact us


For further information or queries, please contact:

 clinicalfellowscheme@fmlm.ac.uk

 <https://www.fmlm.ac.uk/cfs>

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