Chief Dental Officer’s Clinical Fellow Scheme 2021/22

Information Pack
February 2021
Foreword from the Chief Dental Officer

Sara Hurley
Chief Dental Officer, NHS England and NHS Improvement

The Chief Dental Officer’s Clinical Fellow 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 if we want to continue to have a seat at the table and remain an influential health care profession.

With the support of this scheme and supported by the Faculty of Medical Leadership and Management, we can rise to emerging challenges of the 21st century by fostering talent and prepare 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.

With evidence of fresh perspective and an ability to articulate the cases for evidence-based change the next generation of dental leadership will be ready to shape the future of oral health care, actively contribute to improving quality of care and ensure continuing high value outcomes for patients.
About the scheme

The scheme was established in 2017 with four clinical fellow posts in the Office of the Chief Dental Officer, NHS England and NHS Improvement. 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.

The scheme works in an apprenticeship model, with clinical fellows stepping out of practice for 12 months, working closely with the most senior leaders and teams in national healthcare organisations. This offers an unparalleled opportunity to develop a range of skills including leadership and management, policy development, project management, research and analysis, communications and collaboration. Within their host organisations, clinical fellows lead on key projects which contribute to national healthcare priorities.

Posts commence on 1 September 2021 and run for one year. Successful candidates are appointed through a single recruitment process, details of which can be found in this pack.

The Faculty of Medical Leadership and Management (FMLM) manages the scheme on behalf of NHS England and NHS Improvement. FMLM brings together clinical fellows from pharmacy, medicine, dentistry and healthcare science as well as counterpart schemes from across the UK.

“With the ever-increasing complexity of clinical care, it is essential that leadership is shared across the professions. This scheme offers exceptional dentists a fantastic opportunity to hone their leadership skills and is a great investment in the future.”

Mr Peter Lees, Chief Executive, FMLM
Funmi Oluwajana  
*Chief Dental Officer’s Clinical Fellow 2019/20*

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.
## Eligibility criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Details</th>
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<tbody>
<tr>
<td><strong>Qualifications</strong></td>
<td>Batchelor of Dental Surgery degree (BDS) or nationally recognised equivalence</td>
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<td><strong>Fitness to practice</strong></td>
<td>Registered, and in good standing, with the General Dental Council</td>
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<td><strong>Up to date CPD records and portfolio</strong></td>
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<tr>
<td><strong>Experience</strong></td>
<td>Experience in a range of primary care settings providing comprehensive care for both adult and paediatric patients</td>
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<td>Must not hold/held a formal, established senior leadership role analogous to hospital consultant or LDN/LDC Chair</td>
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<td><strong>Career progression</strong></td>
<td>Applicants must:</td>
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<td></td>
<td>• be able to provide complete details of their employment history</td>
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<td></td>
<td>• have evidence that their present level of achievement and performance is commensurate with their career stage post</td>
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<tr>
<td><strong>Language skills</strong></td>
<td>Demonstrable skills in both written and spoken English to enable excellent and effective communication</td>
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## Selection criteria

<table>
<thead>
<tr>
<th>Essential criteria</th>
<th>Desirable criteria</th>
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<tbody>
<tr>
<td><strong>Qualifications</strong></td>
<td></td>
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<tr>
<td>See Eligibility criteria</td>
<td>Additional related qualifications, e.g. intercalated degree, BSc, MFDS, MJDF, BA, Masters, MBA, PhD, BMedSci or equivalent</td>
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<tr>
<td><strong>Academic / Professional</strong> (as above)</td>
<td>Academic publications/presentations, Academic prizes, distinctions, Honours</td>
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<tr>
<td><strong>Healthcare systems</strong></td>
<td>Understanding of population health</td>
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<tr>
<td>• Good knowledge of the NHS and English healthcare system</td>
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<tr>
<td>• Interest in, and evidence of contributing to the wider healthcare system</td>
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<tr>
<td>• Insight into issues facing English dental healthcare services</td>
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<tr>
<td><strong>Leadership and management</strong></td>
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<tr>
<td>• Evidence of involvement in leadership and management commensurate with experience, with reflection on personal impact</td>
<td>Evidence of involvement/attendance at LDC/LDN/MCN meetings</td>
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<tr>
<td>• Demonstrates understanding of NHS management and resources within Area Teams</td>
<td>Evidence of achievement outside of dentistry</td>
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<tr>
<td>• Evidence of effective team working and leadership, supported by multi-source feedback or other workplace-based assessments:</td>
<td>Evidence of effective leadership in and outside medicine</td>
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<tr>
<td>o able to work in multi-professional teams</td>
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<td>o ability to show leadership, make decisions, organise and motivate other team members</td>
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<tr>
<td>• Demonstrates clear leadership aspirations</td>
<td>Evidence of coaching or mentoring</td>
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<tr>
<td>• 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</td>
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<tr>
<td><strong>Quality/Service Improvement/Audit</strong></td>
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<tr>
<td>• Evidence of involvement in quality improvement or completed audit cycle which:</td>
<td>Evidence of publications/presentations/prizes in QI</td>
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<tr>
<td>o Has had an impact</td>
<td>Experience of using QI tools to deliver measurable quality improvement</td>
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<td>o Focused on patient safety and clinical improvement</td>
<td>QI project exhibits innovation in challenging situations</td>
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<tr>
<td>• Demonstrable understanding of the basic principles of clinical risk management, evidence-based practice, patient safety, and clinical quality improvement initiatives</td>
<td>Experience of guideline or policy development</td>
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- Interest in/knowledge of the delivery of safe effective healthcare services

**Education and Teaching**
- Evidence of interest in/experience of teaching, coaching and mentoring
- Evidence of regular teaching or formal teaching roles
- Organisation of teaching programmes

**Skills**
- Quick to understand new information and adapt to new environments
- Strong communication and IT skills
- Demonstrates clarity and prioritisation in written/spoken communication
- Capacity to adapt language and approach to the situation, as appropriate
- Able to build rapport, listen, persuade and negotiate
- Good problem solving and decision-making skills
- The capacity to use logical thinking to solve problems and make decisions, indicating an analytical approach
- Writing experience:
  - Clinical and/or non-clinical topics
  - Peer reviewed publications and/or other communication medium (e.g. blog, letters etc.)
  - Experience of presenting complex information

**Personal**
- Demonstrates insight into, and understanding of own values and behaviours
- Shows initiative, drive and enthusiasm (self-starter, motivated, shows curiosity, initiative)
- Commitment to personal and professional development
- Seeks and acts on feedback regarding own effectiveness and areas for development
- Reflects on past performance, and applies learning to current practice
- Organisation and planning:
  - Capacity to manage/prioritise time and information effectively
  - Evidence of thoroughness (is well prepared, shows self-discipline/commitment, is punctual and meets deadlines)
  - Capability to work with long time scales for delivery within agencies with differing priorities
- Coping with pressure and managing uncertainty:
  - Capacity to operate under pressure
  - Demonstrates initiative and resilience to cope with changing circumstances
- Demonstrates probity in all aspects of professional life
- Capacity to take responsibility for own actions

**Achievements outside of dentistry**
Application guidance

Application stage
Applications must be received online by 9am on 31 March 2021. 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 usual email and password.
- Non-members will need to create a new account. Proceed to ‘create new account’ and complete the details. Once you have completed this step, you will have access to the application portal.

You do not need to be a member of FMLM to apply to this scheme. If you wish to become a member of FMLM, you will need to complete the full membership section of the membership application. This 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 questions.

- Successful candidates should be able to express important information concisely. Your application form answers will be assessed against the selection criteria.
- All criteria will be judged appropriately against each candidate’s career level. Evidence will be sought to support possession of the criteria outlined in the selection criteria through the application form, interview and references.
- 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 and NHS Improvement.
- The information you supply, including, where relevant, sensitive personal data relating to you will only be shared to other individuals and organisations for the purposes of running and administering the scheme.

Interview stage

Interviews will be held virtually on 28 April 2021. Please ensure that you are available to attend an interview on this date, no alternative dates will be offered.

The interview process will last for approximately 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 in advance of the interview.

If shortlisted for interview:

- You will be sent a link to the interview platform to book your interview slot and will need to submit the following information
  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 Visa or permit to work.

After of the interview:

We aim to contact all candidates to notify them of the outcome within one week of interviews.

- Successful candidates will be sent appointment guidance. Successful candidates will need to submit a reference within two weeks of accepting the post from their current/most recent employer. Appointment is subject to satisfactory reference submissions.
- Unsuccessful candidates will be sent feedback on their interview within two weeks.
Appointment conditions

Salary arrangements
- Salaries are 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 will vary 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 usually covered. However, employment contracts vary so if appointed you will need to consider your contract and discuss expenses with your employer and host organisation. FMLM are unable to reimburse travel and accommodation expenses for interviews.

Contract arrangements
- Successful candidates will be employed directly with host organisations by way of a fixed-term contract for the duration of the fellowship.
- Where successful candidates are able to negotiate a secondment with their employing organisation, a secondment agreement can be negotiated with the host organisation.

Some host organisations are not able to offer fixed term contracts, this will be made clear in each job description. Please note that there is no flexibility in the contract type offered.

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

Seeking support from your employer
FMLM have 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 supporting document here.
Recruitment timeline

Timeline

The recruitment timeline* for the 2021/22 scheme is as follows:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Applications open</td>
<td>25 February 2021</td>
</tr>
<tr>
<td>Closing date for applications</td>
<td>31 March 2021</td>
</tr>
<tr>
<td>Candidates notified of shortlisting outcomes</td>
<td>w/c 12 April 2021</td>
</tr>
<tr>
<td>Virtual Host Evening</td>
<td>21 April 2021</td>
</tr>
<tr>
<td>Interviews (virtual)</td>
<td>28 April 2021</td>
</tr>
<tr>
<td>Candidates notified of interview outcomes</td>
<td>w/c 3 May 2021</td>
</tr>
<tr>
<td>Fellowship commences</td>
<td>1 September 2021</td>
</tr>
<tr>
<td>Education programme commences</td>
<td>1 September 2021</td>
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</tbody>
</table>

*Dates may be subject to change
Host organisations and posts

Clinical fellows take up roles with national organisations such as NHS England and NHS Improvement, the General Dental Council, Health Education England and the Care Quality Commission. A list of posts available for 2021/22 will be updated on the FMLM website in due course.

Final host organisations and job descriptions will be made available to shortlisted candidates ahead of the host evening.

Less than full time and flexible working arrangements
- Some posts will be available as less than full time 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, less than full time 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 or not this could be accommodated will reside with them.
- A mandatory education programme will run on a monthly basis and are held on the same days of the week to allow for availability and planning for all clinical fellows.

Distanced working
Distanced or home working as a result of social distancing requirements is likely to continue in 2021, but it is difficult to predict what these requirements will be in 2022. As such, host organisations will specify the distanced working arrangements for each post in the job description, i.e. if successful fellows will be permitted to work remotely during their fellowship and therefore relocation may not be necessary but you should be prepared to relocate if this is not the case. Please note that due to the uncertain nature of distanced working requirements, some travel to and from host organisation offices will be required over the fellowship period.

Full details will be made available in job descriptions.

Host Evening and post preferences
- Shortlisted candidates will be invited to a virtual host evening, whereby they are able to meet and hear from senior leaders and clinical fellows from each host organisation to find out more about the organisation and opportunities available.
- The host evening event will take place on 21 April 2021 between 18:30 and 20:00. 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 prior to the interview after receiving job descriptions and the host evening.
• If successfully appointed, there will then be a matching process with ranking preferences taken into account. You should only rank placements you are prepared to accept as it may mean that you need to relocate. For example, if you live in Norfolk and you successfully secure a place at a host organisation in Manchester, you should be willing to relocate to Manchester for the duration of the scheme (see distanced working).

• 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 you must consider your preferences carefully before you submit these.

• FMLM is unable to facilitate changing posts or movement between offices of the same host organisation.
Frequently Asked Questions (FAQ)

Eligibility

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. Can international candidates or EEA 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.ukba.homeoffice.gov.uk.

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

3. If successful, can I defer my post to 2022?
We are unable to accept applications for deferred entry to the scheme. All posts will commence by 1 September 2021.

4. I am unable to attend the interview date, 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 and times in the morning and afternoon will be made available. Interviews will be held virtually for maximum accessibility.

5. Can I speak to any of the current Clinical Fellows in person or over the telephone?
If shortlisted, you will have the opportunity to meet current clinical fellows during a Host Evening (see timeline), hear about their personal experiences of their placements and the scheme and ask any questions you may have.

   If directly contacted via other channels, current clinical fellows will not discuss any specifics or provide additional details around the selection process.

6. Can I speak to the host organisations in person or over the telephone?
We are unable to provide contact details for hosts organisations. However if shortlisted, you will also have the opportunity to meet host organisations during a Host Evening (see timeline), and discuss the opportunities available at the different organisations.
Contact us

For information, support or guidance, please contact:

- clinicalfellowscheme@fmlm.ac.uk
- www.fmlm.ac.uk
- 34 Red Lion Square
  London
  WC1R 4SG
- + 44 (0) 208 051 2060
- @FMLM_UK | #CFSDental
- facebook.com/fmlm.ac.uk