



Faculty of
**Medical Leadership
and Management**

NHS
England



Fellow information pack

Chief Pharmaceutical Officer's
Clinical Fellow Scheme 2025/26

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Introduction

The focus on medicines and pharmacy is increasing, and to really make a difference for our patients and help them to get the best possible outcomes from their medicines, we need high quality inclusive leadership. The opportunities for pharmacists to step up and grab these opportunities has never been greater.

The scheme is open to pharmacists 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 pharmacy. The scheme also makes an important contribution to our inclusive pharmacy practice talent management approach.

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 around patient safety, medicines optimisation, digitalisation, and pharmacy workforce education.

The Faculty of Medical Leadership and Management (FMLM) manages the scheme on behalf of NHS England. As part of the competence development programme, FMLM brings together clinical fellows from pharmacy, medicine, dentistry, healthcare science, nursing, midwifery, and allied health professions, as well as clinical fellows in counterpart schemes from across the UK.

Good luck with your application,

David Webb



Eligibility and selection criteria

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

Qualifications
- Must hold a Master of Pharmacy degree.
Eligibility
- Registered and in good standing with the General Pharmaceutical Council as a pharmacist. - Must not hold/have held a formal, established senior leadership role, e.g. consultant, chief, director or equivalent role. - Must be able to demonstrate a significant contribution to your specialism/practice, e.g. service improvement, innovation, optimisation and expansion of service, etc. - Eligible to work in the UK or participate in this scheme according to visa requirements.
Language skills
- Demonstrable skills in written and spoken English, adequate to enable effective communication - Clinical training undertaken in English; or the following scores achieved in the academic International English Language Testing System (IELTS), in a single sitting, no more than 24 months prior to the date of application: Overall 7.0, Speaking 7.0, Listening 7.0, Reading 7.0, Writing 7.0 - Adequate communication skills, but where evidence is not in one of the above forms, alternative supporting evidence of language skills ⁱⁱ must be provided.
Career progression ⁱ
- Be able to provide complete details of their employment history. - Have evidence that their present level of achievement and performance is commensurate with their career stage post.
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 An example of alternative evidence could be testimony from a clinical/educational supervisor, in the form of a signed letter (this will be subject to review by any organisation to which you apply).

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

Knowledge and experience

Essential:

- Evidence of involvement in leadership and management commensurate with experience, and 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.
 - o Applies the [Royal Pharmaceutical Society Leadership Competency Framework for Pharmacy Professionals](#)
 - o Refers to other relevant frameworks such as [FMLM's Leadership and Management Standards for Medical Professionals](#) and [NHS Leadership Academy Healthcare Leadership Model](#)
- Demonstrates an understanding of NHS management techniques and resources.
- Evidence of effective team working and leadership, supported by multi-source feedback or other workplace-based assessments.
- Good knowledge of the English healthcare system including education, research, service provision, regulation, career structures, healthcare politics and ethical issues.
- Interest in/knowledge of the delivery of safe effective healthcare services.
- Demonstrates understanding of the basic principles of audit, clinical risk management, evidence-based practice, patient safety and clinical QI initiatives.
- Evidence of involvement in quality improvement (QI) or completed audit cycle with impact
- Evidence of clinical excellence through prizes, awards, presentations and papers.

Desirable:

- Holds or is working towards additional related qualifications, e.g. postgraduate diploma, Masters, PhD or equivalent.
- Evidence of achievement outside of clinical specialty.
- Evidence of effective leadership in and outside pharmacy, e.g. voluntary work.
- Insight into issues facing English healthcare services.
- Understanding of population health.
- Experience of using QI tools to deliver measurable QI.
- Experience of regular teaching, formal teaching role or organisation of teaching programmes.
- Experience of providing coaching and mentoring.
- Experience of guideline or policy development.

Skills, values and behaviours

Essential:

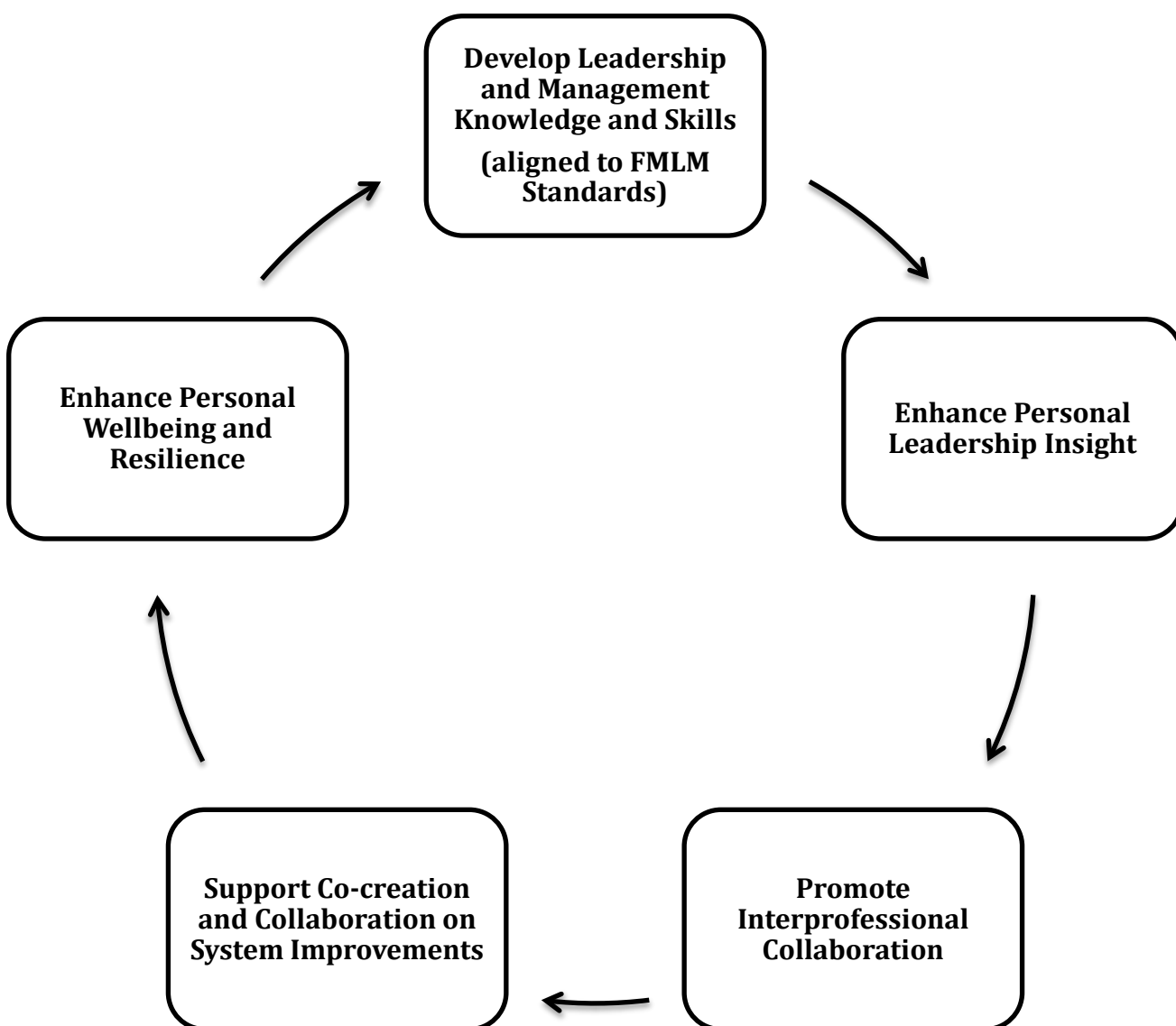
- Demonstrates initiative, drive, and enthusiasm.
- Commitment to personal and professional development.
- Seeks and acts on feedback regarding own effectiveness and areas for development.
- Values diversity and difference, and operates with integrity and openness.
- Reflects on past performance, and 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 variable timescales 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 environments/situations.
- Excellent oral and written communication skills, demonstrating clarity and prioritisation in written/spoken communications.
- 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.
- Excellent IT skills.

Desirable:

- 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.

Learning Outcomes

Learning objectives will be agreed locally with hosts and line managers but the high-level objectives below outline the key knowledge, skills, and professional competencies that clinical fellows are expected to achieve during their fellowship. Designed to guide both personal and professional development, these objectives provide a clear framework for fellows to advance their clinical expertise, engage in meaningful research, and develop leadership capabilities in healthcare settings. By focusing on patient-centered care, evidence-based practice, and interprofessional collaboration, working to SMART objectives will ensure that fellows are well-prepared to contribute to the evolving landscape of healthcare and excel in their specialised fields.



Recruitment timeline

The recruitment timeline* for the 2025/26 scheme is as follows:

Dates*	Stage
4 March 2025	Applications open.
6 April 2025	Applications close.
7 May 2025	Candidates notified of shortlisting outcomes.
14 May 2025	Virtual Host Evening – SAVE THE DATE.
23-26 May 2025	Virtual Interviews – SAVE THE DATE.
2 June 2025	Candidates notified of interview outcomes.
18 June 2025	Deadline for acceptance.

**Dates may be subject to change.*

Application guidance

Application stage

Applications must be received online via an application form on the FMLM website by 9pm GMT on 6 April 2025. 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.

Data protection

- The data we collect is held by the Chief Pharmaceutical Officer'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 week commencing 5 May 2025

Host evening

A virtual host evening event will take place via Zoom for all shortlisted applicants to attend on 14 May 2025 between 6–8pm GMT. This is a helpful networking session for shortlisted 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 of the host and current clinical fellows. Job descriptions and event link will be released to shortlisted candidates before the host evening.

Secondment preferences

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 submitted by 9pm GMT on 18 June 2025. If successfully appointed to the scheme, there will then be a matching process based on performance at interview and ranking preferences.

Please note:

- Candidates should only rank placements that they are prepared and able to accept, as it may mean that they need to relocate or travel to the host organisation on a regular basis, noting that hosts are unable to pay a relocation allowance.
- 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 between 23-26 May 2025.

Before the interview

- Shortlisted candidates will be sent available interview slots, which are given on a first come first served basis. Interviews will be held virtually for maximum accessibility; Therefore, alternative dates are not available.
- Shortlisted candidates will be sent a link to the interview platform and will need to submit the following information at least 72 hours before the interview:
 1. **Photo ID** (a passport or driving licence) to confirm your identity.
 2. Those IN a training programme: provide written support/consent of Out-of-Programme-Experience (OOPE) from your Training Programme Director, or equivalent.
 3. Those NOT IN a training programme or without a successive training post (e.g. FY2): provide written support that a contract extension will be approved.

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 approximately one hour and is comprised of a scenario task (released one week before the interview) and a question and answer-based panel interview.

After the interview

All candidates will be notified of the outcome in the week commencing 5 May 2025.

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 model for each post is offered at Agenda for Change 8A or 8b / 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. Secondment contracts vary so, if successful, individuals will need to consider their contract and discuss expenses with the employer and host organisation.

Contract arrangements

Successful candidates will be contracted by way of secondment from a current employer on existing employment terms and conditions.

Some host organisations may offer a fixed-term contract; this will be made clear in the job description pack, as will posts offered at less than full time (LTFT). There are no guarantees that fixed-term contracts or LTFT posts will be available at the time of publishing this guidance.

Contract arrangements are negotiable between successful candidates, employing organisations and host organisations. 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* supporting document in the Supporting Documents section of the Chief Pharmaceutical Officer's Clinical Fellow Scheme webpage.

Host organisations and posts

A full list of 2025/26 host organisations will be made available to shortlisted candidates. The scheme makes every effort to identify posts outside of 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.

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 as 0.8 FTE or 0.6 FTE as a minimum.
- 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 circulated to successful candidates in summer 2025. Full attendance is required, regardless of LTFT post status.

Insights from clinical fellows



TESTIMONIAL

This fellowship was, without a doubt, the best decision I've made in my career so far. It has opened doors I never imagined, allowing me to work alongside senior leaders, contribute to national projects, and understand system-wide strategy in a whole new way. Beyond the skills and experience, this journey has transformed how I see leadership, influence, and the power of collaboration. The time is flying by far too quickly. If you're thinking about applying—do it! Stop doubting yourself. You have nothing to lose and so much to gain. I couldn't recommend it more!

Suzanne Al-Rawi, Chief Pharmaceutical Officer's Clinical Fellow 24/25



TESTIMONIAL

It has been a transformative journey, enhancing my leadership, strategic insight, and policy expertise. Working with the Royal Pharmaceutical Society and collaborating with NHS England, I have contributed to key initiatives shaping pharmacy practice, including workforce development, and policy areas. This experience has strengthened my commitment to supporting pharmacy professionals, expanding my network, and driving meaningful change. I highly recommend it to aspiring leaders who are passionate about shaping the future of pharmacy.

Osman Ali, Chief Pharmaceutical Officer's Clinical Fellow 24/25



TESTIMONIAL

I applied for the FMLM Chief Pharmaceutical Officer (CPhO) Clinical Fellowship to take the next step in my leadership journey and help drive positive change on a national scale. The fellowship has been an invaluable experience, providing me with key leadership insights, enhancing my strategic thinking, and deepening my understanding of the challenges and opportunities within the healthcare system. Through this programme, I've had the privilege of working with esteemed national organisations like CPPE and NHS England, where I've contributed to important initiatives that are shaping the future of pharmacy practice. The fellowship has also been an incredible opportunity to collaborate with senior leaders across various sectors of healthcare, expanding my professional network and gaining diverse perspectives. It has been an absolute honour to be part of this transformative work, and I'm proud to contribute to advancing pharmacy practice and improving healthcare delivery for all.

Sadie Pinkney, Chief Pharmaceutical Officer's Clinical Fellow 24/25



TESTIMONIAL

The CPhO fellowship has offered me an unparalleled opportunity to work alongside and learn from senior leaders from all parts of the system, as well as plugging me into a multi-professional network of peers. The skills and insights gained from involvement in a wide range of national projects, exposure to experiences far removed from my daily practice and the invaluable support networks developed during this year, will no doubt continue to impact my leadership into the future. I encourage any pharmacists thinking about applying, to do so and take advantage of what is without a doubt a career defining opportunity.

Temi Omorinoye, Chief Pharmaceutical Officer's Clinical Fellow 24/25



TESTIMONIAL

After years on the frontline, I witnessed the immense pressures facing our healthcare system, which sparked my interest in the role of leadership in delivering excellent care and easing NHS burdens. This led me to apply for the fellowship, to better understand how strategic decisions shape national policies and improve care. The fellowship has been transformative. Working with senior leaders across the NHS and social care on national projects has refined my strategic thinking, critical analysis, and leadership skills. I've gained invaluable insights into areas like patient safety, clinical governance, and healthcare policy, deepening my understanding of how top-level decisions impact patient care. Importantly, the fellowship has expanded my professional network, connecting me with passionate leaders and clinicians who challenge me to think differently.

Bhavna Halai, Chief Pharmaceutical Officer's Clinical Fellow 24/25



TESTIMONIAL

During my year as the Chief Pharmaceutical Officer's Clinical Fellow, I have gained invaluable insight into the broader healthcare landscape, moving beyond secondary care. This experience has deepened my understanding of the factors that influence national decision-making and has expanded my view of the potential of pharmacy in shaping the future of healthcare. I now have a greater appreciation for how integrated, patient-centered care is developed and implemented at a national level.

Sonal Patel, Chief Pharmaceutical Officer's Clinical Fellow 24/25



TESTIMONIAL

The fellowship has been a transformative journey, offering profound insights into healthcare leadership while providing the privilege of working alongside esteemed senior pharmacy professionals. Through hands-on engagement in national and international projects, I have honed my leadership skills and broadened my perspective on driving meaningful change. At its heart, the program challenges us to define our own vision of leadership, recognise our unique strengths, and cultivate the qualities of ethical and effective leaders. Beyond personal growth, it fosters invaluable networking opportunities, enabling collaboration with diverse organizations on projects with far-reaching impact. To be a fellow is both an honour and a responsibility—one that grants the rare privilege of shaping the future of healthcare. The connections forged, the experiences gained, and the doors opened through this fellowship are truly unparalleled, making it a once-in-a-career opportunity that will continue to inspire and guide my professional journey.

Aliya Turk, Chief Pharmaceutical Officer's Clinical Fellow 24/25



TESTIMONIAL

The fellowship has provided me with invaluable insights into healthcare leadership organisations, allowing me to gain a deeper understanding of the dynamics that drive healthcare systems and the complexities of healthcare policy and strategic decision making. The networking and collaboration opportunities that have come through the fellowship have broadened my perspective. Engaging with a diverse group of professionals has not only expanded my understanding of healthcare leadership but also provided me with the chance to collaborate on national-level projects that are driving tangible, meaningful change.

The various challenges and experiences that have come with this year have pushed me to reflect on my own leadership style, values, and goals. This has helped me to gain a clearer sense of the type of leader I aspire to become. I now have a better understanding of my strengths, areas for growth, and the leadership qualities I want to embody moving forward. I feel more confident in my ability to lead with purpose and vision, and the experiences I've gained will undoubtedly continue to guide and inspire me as I progress in my career.

Madeleine Foster, Chief Pharmaceutical Officer's Clinical Fellow 24/25

Frequently asked questions

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 in pharmacy.

2. I am a pharmacy technician. Can I apply?

This scheme is open to fully qualified pharmacists only as it is developed for the specific leadership development needs of this clinical profession. Pharmacy Technicians can access the CPhO Pharmacy Technician Fellowship and also a wide range of leadership development programmes through the [NHS Leadership Academy](#).

3. Can international or EEA pharmacists apply?

The scheme is open to all qualified pharmacists that satisfy the eligibility and selection criteria, who have full GPhC 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 <https://www.gov.uk/government/organisations/uk-visas-and-immigration>.

Please note that participating organisations, including FMLM, NHS England or host organisations are unable to provide sponsorship to international candidates.

4. Can I defer entry?

We are unable to accept applications for deferred entry to the scheme. All posts will commence in September 2025.

5. I am a past Chief Pharmaceutical Officer's Clinical Fellow. Can I reapply?

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

6. I am unable to attend the interview date. Is there an alternative?

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

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 host organisations or current clinical fellows. 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

For further enquiries, please contact:

✉ clinicalfellowscheme@fmlm.ac.uk

🌐 <http://www.fmlm.ac.uk/CFS-CPO>

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