



Faculty of
**Medical Leadership
and Management**



OCDO
OFFICE OF CHIEF
DENTAL OFFICER
ENGLAND



Fellow information pack

Chief Dental Officer England's
Clinical Fellow Scheme 2025/26

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About the scheme

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 2025/2026 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 2025 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**ⁱ to apply for the scheme.

Qualifications ⁱⁱ
<ul style="list-style-type: none"> - Dentists: Bachelor of Dental Surgery degree (BDS) or nationally recognised equivalent. - Dental care professionals: Primary professional qualification leading to registration with the General Dental Council (GDC).
Eligibility ⁱⁱ
<ul style="list-style-type: none"> - Registered, and in good standing, with the GDC.ⁱⁱ - Up-to-date CPD records and portfolio.
Experience ⁱⁱ
<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 healthcare settings providing comprehensive care for both adult and paediatric patients. - Must not hold/have held a formal, established senior leadership role analogous to hospital consultant or Local Dental Network/Local Dental Committee Chair.
Career progression
<ul style="list-style-type: none"> - Be able to provide complete details of their employment history.ⁱⁱ - Have evidence that current level of achievement and performance is commensurate with career stage post.
Language skills ⁱⁱ
<ul style="list-style-type: none"> - 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 skillsⁱⁱⁱ must be provided.
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.

ⁱⁱⁱ 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** 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, 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 oral healthcare services in England.
- Interest in and evidence of contributing to the wider healthcare system.
- Demonstrates understanding of NHS management and resources.
- 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, evidence-based practice and patient safety.
- Evidence of interest in/experience coaching and mentoring.

Desirable:

- Understanding of population health.
- Evidence of involvement/attendance at Local Dental Network/Local Dental Committee/Managed Clinical Networks meetings.
- Evidence of achievement outside of oral healthcare.
- Experience of guideline or policy development.
- Experience of teaching or organisation of teaching programmes.
- Evidence of involvement in clinical risk management.

Skills, values and behaviours

Essential:

- 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 environments.
- 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:

- 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 2025/26 scheme is as follows:

Dates*	Stage
27/02/25	Applications open
06/04/25	Applications close
07/05/25	Candidates notified of application outcome.
13/05/25	Virtual Host Evening – SAVE THE DATE
21/05/25 – 22/05/25	Virtual Interviews – SAVE THE DATE
28/05/25	Candidates notified of interview outcome.
17/06/25	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 Sunday 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.

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. See [here](#) for the overview of the application form.

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 week commencing 5 May 2025.

Host evening

A virtual host evening event will take place via Zoom for all shortlisted applicants to attend on Tuesday 13 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 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 evening.

Host 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 17 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 on Wednesday 21 May 2025 and Thursday 22 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. 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 within two weeks of interviews.

Successful candidates

- Successful candidates will be sent guidance on next steps.
- Candidates will need to submit a reference from their most recent employer within two weeks of accepting the post. 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 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, 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 [Chief Dental Officer England's Clinical Fellow Scheme webpage](#).

Working arrangements

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 2025. 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 current 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 Iquodala, 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

TESTIMONIAL



“ The clinical fellowship has been an invaluable experience that has advanced my career and enhanced my professional skills. It has provided me with a deeper understanding of national healthcare organisations, health policy, and systems leadership. Through the fellowship, I have had access to unique opportunities - whether leading regional projects or engaging in high-level meetings with influential leaders in the dental field. Working within the Workforce, Training and Education team at NHS England North West has increased my understanding of workforce planning and the effective commissioning of healthcare provision, to ensure that future dental programmes meet the needs of the population.

Francesca Hilton, Chief Dental Officer's Clinical Fellow 24/25, NHS England - North West

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 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 2025/26 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.

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 2025.

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

For further information or queries, please contact:

✉ clinicalfellowscheme@fmlm.ac.uk

🌐 www.fmlm.ac.uk/CFS-CDO

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