

Next Step: Leadership and Management Fellows Programme

Transforming Healthcare through Applied Leadership

Please review the eligibility and selection criteria fully before applying for this programme.

The programme is open to senior trainees (of all disciplines; from Primary Care, Secondary Care and Mental Health). Applicants from secondary care must be within two years from their CCT date by the start of the programme. Applicants from General Practice programs must be in ST2 or above at the time of starting the programme. All applicants must still be in a training programme in the east of England at the end of July 2024.

To apply, **please complete the online application form linked [here](#)**. Applications must contain an up-to-date CV and the two supporting statements.

Applications must be received by **26th August 2023**. Applications received after this date will not be considered.

We will be requesting Trusts to facilitate attendance at the start of the programme as it is within the study leave notification period.

Completing your application

Candidates will provide personal and professional information. Candidates should refer to the selection criteria in this document, and answer all questions. Successful candidates should be able to express important information concisely. Your personal statement will be assessed against the selection criteria. Shortlisting is undertaken anonymously and will be judged appropriately taking into consideration each candidate's career level.

Supporting statements

The application requires you to provide two supporting statements. The first of these is from your training programme director (or your head of school who should only be asked if your training programme director is not available). This is to ensure that taking part in the Next Steps Programme will not delay your training progression. The second statement should be from a representative from your training location(s). This is to ensure that taking part in the Next Steps Programme will not adversely affect service provision, patient safety or the training of other trainees as well as to secure support for your service improvement project.

Data protection

The data we collect is held by King's College London in partnership the Faculty of Medical Leadership and Management (FMLM) and HEE East of England. The information you supply including, where relevant, sensitive personal data relating to you will only be shared to other individuals and organizations for the purposes of running and administering the programme.

Attendance

Your continued application is confirmation that you agree to attend all the face-to-face sessions and agree to any change in the method of delivery should this be required.

The programme has 6 formal afternoon Masterclasses. These are delivered online and attendance at 4/6 of these is mandatory. In addition to these Masterclasses there will be 4 face-to-face sessions.

Session Dates 2023/24:

- Masterclass 1: 13th September 2023 (online)
- **Module 1:** 5th October 2023 British Racing School
- Masterclass 2: 8th November 2023 (online)
- **Module 2:** 13th December 2023 British Racing School
- Masterclass 3: 10th January 2024 (online)
- Masterclass 4: 1st February 2024 (online)
- **Module 3:** 22nd February 2024 KCL Campus (TBC)
- Masterclass 5: 6th March 2024 (online)
- Masterclass 6: 17th April 2024 (online)
- **Module 4:** 24th July 2024 British Racing School

Action Learning Sets:

The programme also includes four 90-minute small group sessions (**Action Learning Sets**) which will be held via Zoom with Daghni Rajasingam or Martin Fischer, in groups of 6. These will be held between November 2023 and April 2024. The following four topics will be covered:

- **Topic 1 – What is the problem and why is it a problem**
Friday 17th November or Saturday 18th November (10 slots across the two days available)
- **Topic 2 – Engaging the multiple perspectives including organisation and systems**
Friday 26th January or Saturday 27th January (10 slots across the two days available)
- **Topic 3 – Logic model for change – facilitators and barriers at all levels**
Thursday 7th or Friday 8th March (10 slots across the two days available)
- **Topic 4 – Action for change**
Friday 12th or Friday 19th April (10 slots across the two days available)

For more information, please visit the [Next Step Programme](#) webpage.

Eligibility Criteria: Candidate Specification

Domain	Essential	Desirable
Qualifications	Must hold an EoE National Training Number (NTN) and be in a substantive post in the EoE in a training programme leading to a CCT for the entire time period between commencing and completing the Next Step Programme in July 2024	Commitment to continue to work in the EoE post CCT
	For GPs: must be in ST 1 or above at the time of application and at least in ST2 at the time of commencement in the program. For all other applicants must be within 2 years of CCT date at the time of commencing in the programme	
Support from Training Programme	Supporting statement from Training Programme Director (or Head of School if Training Programme Director) indicating that they feel that the trainee is a suitable candidate for the programme and that they are progressing well enough with their training to be able to take on the additional commitment of the Next Step Programme without adversely affecting their training <i>(Applications without this supporting statement will not be considered)</i>	
Support from Training Site(s)	Supporting statement from a senior staff member in each organization in which the applicant will be working for the duration of their Next Step Programme (e.g. Medical Director, Director of Medical Education, Service Lead, GP Practice Manager, GP Trainer) indicating that they are prepared to allow the trainee the time needed to complete the Next Steps Leadership Programme <i>(Applications without this supporting statement will not be considered)</i>	Supporting statement includes agreement to supervise applicant's service improvement project
ARCP outcome	Outcome 1 at most recent ARCP in a clinical placement	
Level of experience	Evidence of attendance on courses addressing fundamentals of Leadership, QI and similar, which address GMC capabilities appropriate to level of training e.g., HEE Leadership Ladder, eLFH, Edward Jenner, specialty specific courses	A leadership role, e.g., Trainee Rep on a Trainee Forum or STC
Leadership experience		Evidence of leadership roles in in EoE
Personal characteristics	Honesty and probity	Reflective practitioner
Skills	Clear communicator with good writing and presentation skills, capable of constructing clear arguments	

Eligibility Criteria: Important notes

- Doctors working in Primary Care, Secondary Care and Mental Health Trusts are all encouraged to apply.
- Run through programme Trainees who have training number are eligible for this funding (i.e. ACF etc).
- Places will be allocated based on applications and pro rata on a geographical basis based on potential applicant numbers.
- Locally Employed Doctors (i.e. Trust Clinical or Education Fellows) are not eligible.
- Foundation Trainees are not eligible.

Selection Criteria

This programme is open to eligible trainees in Primary AND Secondary care. The selection criteria will be used as part of the assessment process at the application stage of the recruitment process. In addition, it is HEE policy to ensure that places are made available equitably across the region. We would encourage all applicants to refer to and show understanding of the FMLM standards when completing their application.

Essential criteria	Desirable criteria
1. Qualifications	
<ul style="list-style-type: none"> Must hold an EoE National Training Number (NTN) and be in a substantive post in the EoE in a training programme leading to a CCT for the entire time period between commencing and completing the Next Step Programme in July 2024 	<ul style="list-style-type: none"> Commitment to continue to work in the EoE post CCT
2. Academic / Professional	
<ul style="list-style-type: none"> In a run through (including GP specialty training) or higher specialty training programme in the EoE and within two training years of their expected CCT date Still in a training programme in the EoE at the anticipated time of finishing the next step programme 	<ul style="list-style-type: none"> Publications/presentation
3. Leadership and management	
<ul style="list-style-type: none"> Evidence of involvement in leadership and management commensurate with experience, with reflection of personal impact Demonstrates an understanding of NHS management and resources Evidence of effective team working and leadership, supported by multi-source feedback or other workplace-based assessments Interest in/knowledge of the importance of leadership and management for clinicians 	<ul style="list-style-type: none"> Evidence of achievement outside of medicine or public health Evidence of effective leadership in and outside medicine Evidence of altruistic behavior e.g., voluntary work Evidence of organizational skills (not necessarily in medicine)
4. Quality/Service Improvement/Audit	
<ul style="list-style-type: none"> Evidence of involvement in quality improvement (QI) or completed audit cycle which: <ul style="list-style-type: none"> has had an impact focused on patient safety and clinical improvement Demonstrates understanding of the basic principles of audit, clinical risk management, evidence-based practice, patient safety, and clinical QI initiatives 	<ul style="list-style-type: none"> Evidence of publications / presentations/ prizes in QI Experience of using QI tools to deliver measurable QI QI project exhibits innovation in challenging situations Insight into issues facing English healthcare services
<ul style="list-style-type: none"> Good knowledge of the English healthcare system including education, research, service provision, regulation, career structures, medical politics and ethical issues Interest in/knowledge of the delivery of safe effective healthcare services 	<ul style="list-style-type: none"> Understanding of population health Experience of guideline or policy development

5. Education and Teaching	
<ul style="list-style-type: none"> • Evidence of interest in/experience of teaching in a formal or informal role • Evidence of interest in/experience of coaching and mentoring 	<ul style="list-style-type: none"> • Evidence of regular teaching or formal teaching roles • Organization of teaching programmes
6. Skills	
<ul style="list-style-type: none"> • Quick to understand new information and adapt to new environment. • Strong communication and IT skills • Demonstrates clarity and prioritization in written/spoken communication • Capacity to adapt language to the situation, 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 	<ul style="list-style-type: none"> • Writing experience in: <ul style="list-style-type: none"> ○ clinical and/or non-clinical topics ○ 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
7. Personal	
<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 • Reflects on past performance and applies learning to current practice • Managing others and team involvement: <ul style="list-style-type: none"> ○ able to work in multi-professional teams. ○ ability to show leadership, make decisions, organize, and motivate other team members • Organization and planning: <ul style="list-style-type: none"> ○ Capacity to manage/prioritize 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: <ul style="list-style-type: none"> ○ capacity to operate under pressure ○ demonstrates initiative and resilience to cope with changing circumstances 	<ul style="list-style-type: none"> • Achievements outside of medicine or public health
8. Probity – professional integrity	
<ul style="list-style-type: none"> • Demonstrates probity in all aspects of professional life • Capacity to take responsibility for own actions 	

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