

## 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 Resident Doctors who hold an NTN (of all disciplines; from Primary Care, Secondary Care, Dentistry and Mental Health). Applicants from secondary care must be within two calendar 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 2026. It is not possible to undertake this program if on an OOP at any point during the time of program delivery (i.e. October 2025 to July end 2026).

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 **Monday 2<sup>nd</sup> June 2025**. 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. We will also ask your TPD to confirm your anticipated CCT date. 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 and on line 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 2025/26:**

- Masterclass 1: Introduction to QIPs **18<sup>th</sup> September 2025 online 17:00-19:00**
- Module 1: Leadership in Healthcare **8<sup>th</sup> October 2025 *The Jockey Club, Newmarket (all day)***
- Masterclass 2: Crisis Management **5<sup>th</sup> November 2025 online 17:00-19:00**
- Module 2: Power and Politics in Organizations **10<sup>th</sup> December 2025 *The Jockey Club, Newmarket (all day)***
- Masterclass 3: Financial Management **13<sup>th</sup> January 2026 online 17:00-19:00**
- Module 3: Change Management **26<sup>th</sup> February 2026 *King's College London Campus (all day)***
- Masterclass 4: Disruptive Thinking **18<sup>th</sup> March 2026 online 17:00-19:00**
- Masterclass 5: The Policy Context of the NHS **16<sup>th</sup> April 2026 online 17:00-19:00**
- Masterclass 6: AI and the Future of Medicine **21<sup>st</sup> May 2026 online 17:00-19:00**
- Module 4: Capstone and Reflection **2<sup>nd</sup> July 2026 *The Jockey Club, Newmarket (all day)***

### **Action Learning Sets:**

The programme also includes four 90-minute small group sessions which will be held via Zoom with Daghni Rajasingam, in groups of approximately 6. These will be held between October 2025 and January 2026. The following four topics will be covered:

#### **Topic 1 – What is the problem and why is it a problem**

Saturday 4<sup>th</sup> October 2025 (90-minute slots between 12:00 and 19:30)

**OR**

Friday 10<sup>th</sup> October 2025 (90-minute slots between 15:00-19:30)

#### **Topic 2 – Engaging the multiple perspectives including organisation and systems**

Friday 31<sup>st</sup> October 2025 (90-minute slots between 13:00 and 19:00)

**OR**

Saturday 1<sup>st</sup> November 2025 (90-minute slots between 12:00 and 18:00)

#### **Topic 3 – Logic model for change – facilitators and barriers at all levels**

Friday 5<sup>th</sup> December 2025 (90-minute slots between 13:00 and 19:00)

**OR**

Saturday 6<sup>th</sup> December 2025 (90-minute slots between 12:00 and 18:00)

#### **Topic 4 – Action for change**

Friday 9<sup>th</sup> January 2026 (90-minute slots between 13:00 and 19:00)

**OR**

Saturday 10<sup>th</sup> January 2026 (90-minute slots between 12:00 and 18:00)

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

**Eligibility Criteria: Candidate Specification**

Domain	Essential	Desirable
<b>Qualifications</b>	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 2025	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 calendar years of CCT date at the time of commencing in the programme	
	Doctors are not eligible for the program if they are on any sort of OOP at any time during the program. Doctors may apply for the program if they are on an OOP at the time of application, but must be back in program in a substantive post in an EoE trust/practice for the entire duration of the program.	
<b>Support from Training Programme</b>	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  <b><i>(Applications without this supporting statement will not be considered)</i></b>	
<b>Support from Training Site(s)</b>	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  <b><i>(Applications without this supporting statement will not be considered)</i></b>	Supporting statement includes agreement to supervise applicant's service improvement project
<b>ARCP outcome</b>	Outcome 1 at most recent ARCP in a clinical placement. Anticipated CCT date must be stated on the application form	
<b>Level of experience</b>	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
<b>Leadership experience</b>		Evidence of leadership roles in in EoE

<b>Personal characteristics</b>	Honesty and probity	Reflective practitioner
<b>Skills</b>	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
<b>1. Qualifications</b>	
<ul style="list-style-type: none"> <li>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 2025</li> </ul>	<ul style="list-style-type: none"> <li>Commitment to continue to work in the EoE post CCT</li> </ul>
<b>2. Academic / Professional</b>	
<ul style="list-style-type: none"> <li>In a run through (including GP specialty training) or higher specialty training programme in the EoE and within two calendar training years of their expected CCT date</li> <li>Still in a training programme in the EoE at the anticipated time of finishing the next step programme</li> <li>Trainees on any form OOP during the time of the program are not eligible.</li> </ul>	<ul style="list-style-type: none"> <li>Publications/presentation</li> </ul>
<b>3. Leadership and management</b>	
<ul style="list-style-type: none"> <li>Evidence of involvement in leadership and management commensurate with experience, with reflection of personal impact</li> <li>Demonstrates an understanding of NHS management and resources</li> <li>Evidence of effective team working and leadership, supported by multi-source feedback or other workplace-based assessments</li> <li>Interest in/knowledge of the importance of leadership and management for clinicians</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of achievement outside of medicine or public health</li> <li>Evidence of effective leadership in and outside medicine</li> <li>Evidence of altruistic behavior e.g., voluntary work</li> <li>Evidence of organizational skills (not necessarily in medicine)</li> </ul>
<b>4. Quality/Service Improvement/Audit</b>	
<ul style="list-style-type: none"> <li>Evidence of involvement in quality improvement (QI) or completed audit cycle which:               <ul style="list-style-type: none"> <li>has had an impact</li> <li>focused on patient safety and clinical improvement</li> </ul> </li> <li>Demonstrates understanding of the basic principles of audit, clinical risk management, evidence-based practice, patient safety, and clinical QI initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of publications / presentations/ prizes in QI</li> <li>Experience of using QI tools to deliver measurable QI</li> <li>QI project exhibits innovation in challenging situations</li> <li>Insight into issues facing English healthcare services</li> </ul>
<ul style="list-style-type: none"> <li>Good knowledge of the English healthcare system including education, research, service provision, regulation, career structures, medical politics and ethical issues</li> <li>Interest in/knowledge of the delivery of safe effective healthcare services</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of population health</li> <li>Experience of guideline or policy development</li> </ul>



<b>5. Education and Teaching</b>	
<ul style="list-style-type: none"> <li>Evidence of interest in/experience of teaching in a formal or informal role</li> <li>Evidence of interest in/experience of coaching and mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of regular teaching or formal teaching roles</li> <li>Organization of teaching programmes</li> </ul>
<b>6. Skills</b>	
<ul style="list-style-type: none"> <li>Quick to understand new information and adapt to new environment.</li> <li>Strong communication and IT skills</li> <li>Demonstrates clarity and prioritization in written/spoken communication</li> <li>Capacity to adapt language to the situation, build rapport, listen, persuade and negotiate</li> <li>Good problem solving and decision-making skills.</li> <li>The capacity to use logical thinking to solve problems and make decisions, indicating an analytical approach</li> </ul>	<ul style="list-style-type: none"> <li>Writing experience in: <ul style="list-style-type: none"> <li>clinical and/or non-clinical topics</li> <li>peer reviewed publications and/or other communication medium (e.g. blog, letters etc.)</li> </ul> </li> <li>Experience of presenting complex information</li> <li>Leadership skills gained within the NHS or elsewhere</li> </ul>
<b>7. Personal</b>	
<ul style="list-style-type: none"> <li>Shows initiative, drive and enthusiasm</li> <li>Commitment to personal and professional development</li> <li>Seeks and acts on feedback regarding own effectiveness and areas for development</li> <li>Reflects on past performance and applies learning to current practice</li> <li>Managing others and team involvement: <ul style="list-style-type: none"> <li>able to work in multi-professional teams.</li> <li>ability to show leadership, make decisions, organize, and motivate other team members</li> </ul> </li> <li>Organization and planning: <ul style="list-style-type: none"> <li>Capacity to manage/prioritize time and information effectively.</li> <li>evidence of thoroughness (is well prepared, shows self-discipline/commitment, is punctual and meets deadlines)</li> <li>capability to work with long time scales for delivery within agencies with differing priorities</li> </ul> </li> <li>Coping with pressure and managing uncertainty: <ul style="list-style-type: none"> <li>capacity to operate under pressure</li> <li>demonstrates initiative and resilience to cope with changing circumstances</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Achievements outside of medicine or public health</li> </ul>
<b>8. Probity – professional integrity</b>	
<ul style="list-style-type: none"> <li>Demonstrates probity in all aspects of professional life</li> <li>Capacity to take responsibility for own actions</li> </ul>	

To apply, please complete the online application form linked [here](#) by 2<sup>nd</sup> June 2025.