





Scottish Clinical Leadership Fellowship

This Scottish Clinical Leadership Fellowship (SCLF) is a one year programme which develops clinical leaders for the future NHS in Scotland. It is open to medical and dental trainees in an established training programme, and is supported by NHS Education for Scotland (NES), the Scottish Government, and other partner organisations.

This document sets out the commitments and responsibilities of those involved to make clear all the opportunities that are available. A separate document, All About the Scottish Clinical Leadership Fellowship, introduces the different elements and benefits of the programme.

Commitment from the Scottish Clinical Leadership Fellows

The Fellows Will...

- Be committed to NHS Scotland and clinical leadership at local, national, and potentially UK and international levels
- Be willing to adopt new ways of working and open to challenge
- Actively seek out opportunities to meet their objectives and benefits of the Fellowship
- Be dedicated to developing their personal leadership and management capability
- Engage with their mentors to tailor their experience
- Make a meaningful contribution to their host organisation and NHS Scotland more broadly
- Maintain a record of their achievements, reflection and experiences
- Act as an ambassador for clinical leadership and engage with colleagues to promote this widely
- Self-organise with other Fellows to accelerate and maximise learning, contribute to the education programme, and support their peers

Fellows should ask themselves what they should do to meet these commitments, which will aid developing a personal development plan for the duration of the fellowship.

Commitment from Host Organisations

The Host Organisations Will...

- Provide a mentor for oversight of projects and to support personal development. They will meet regularly with the Fellow and actively engage to develop learning objectives for the year
- In conjunction with the Fellow, plan a project(s) that supports the achievement of these objectives, with clarity over the Fellow's role and responsibilities
- Facilitate shadowing and networking with relevant colleagues
- Provide flexibility and time for Fellows to access other agreed opportunities outside their project(s) (relevant to the development plan)
- Allow time to maintain some clinical activity, as negotiated
- Fulfil the necessary requirements for the Fellow at their speciality training ARCP (Annual Review of Competence and Progression) while they are out of programme on the SCLF (e.g. a brief supervisor's report or Absence Declaration)



The host organisations should ask themselves what they should do to meet these commitments and allocate a mentor with sufficient time to provide the necessary support to the Fellow.



Commitment NES



NES Will...

- Support Fellows to gain the best experience from the year
- Deliver a tailored education programme for leadership development
- Provide resources to support group educational events, up to financial limits previously agreed by the Programme Board
- Be accommodating of Fellows wishing to pursue a post-graduate qualification in leadership
- Organise the Fellowship, provide a governance framework and, through the Programme Board, give it a strategic overview and direction

Those in the SCLF Operational Group and Programme Board at NES should consider what is required to meet these commitments.

Delivery of These Commitments

To achieve the commitments outlined and to deliver the objectives of the Scottish Clinical Leadership Fellowship programme, the following are agreed:

- Regular meetings between the host, their mentors and line management responsibility through the NES Post-Graduate Dean lead.
- Regular educational days supported by NES, with the opportunity for Fellows to discuss experiences with each other through both informal and formal group sessions
- An agreement to be formed at the first educational day on how the new Fellows will treat and behave towards one another.
- 1:1 coaching sessions for personal support
- Biannual meetings of the Operational Group and Programme Board, each with representatives from the Fellows to feedback on any issues.
- A consolidation event at the end of the year for Fellows to present their experiences and project work



List of Supporting Host Organisations

- **General Medical Council** (from cohort 2)
- **Healthcare Improvement Scotland** (from cohort 4)
- **Medical and Dental Defence Union of Scotland** (from cohort 5)
- **National Services Scotland** (from cohort 2)
- **NHS Education for Scotland Medical Directorate** (from cohort 1), and **Dental Directorate** (from cohort 4)
- **North of Scotland Planning Group** (from cohort 7)
- **Royal College of Anaesthetists** (from cohort 2)
- **Royal College of Physicians & Surgeons of Glasgow** (from cohort 2)
- **Royal College of Physicians of Edinburgh** (from cohort 6)
- **Royal College of Surgeons of Edinburgh** (from cohort 2)
- **Scottish Deans' Medical Education Group** (from cohort 3)
- **Scottish Government Health & Social Care Directorates** (from cohort 1), consisting of the **Health Workforce Directorate, Quality and Improvement Directorate, Chief Medical Officer**, and the **Chief Dental Officer**

Good Practice in Mentoring a Scottish Clinical Leadership Fellow



The importance of effective mentoring is recognised as central to supporting a Fellow's development and helping to make the most of their time on the SCLF programme. Fellows from previous cohorts have drawn from their personal experiences to inform this guidance that outlines positive mentoring characteristics.

Approachable & available

Regular contact gives Fellows an opportunity to clarify any questions they may have, review progress on projects and plan how to overcome challenges. As a guide, hosts may start off scheduling weekly catch-up sessions that could consider reducing in frequency in the second half of the Fellowship as a Fellow's confidence increases.

Getting to know them

Gain an understanding of a Fellow's unique interests and skills and support them in identifying and fulfilling personal objectives.

Inclusive

Support the integration of Fellows into the teams where they will be working.

Protective

Empower Fellows to prioritise commitments and to turn down additional work which may not be relevant to their learning objectives or surplus to capacity.

Create opportunities

Facilitate shadowing and networking with relevant colleagues.

Create space

Support Fellows working collaboratively across organisations, professional groups and nations.

Allow Fellows space to explore their curiosity.

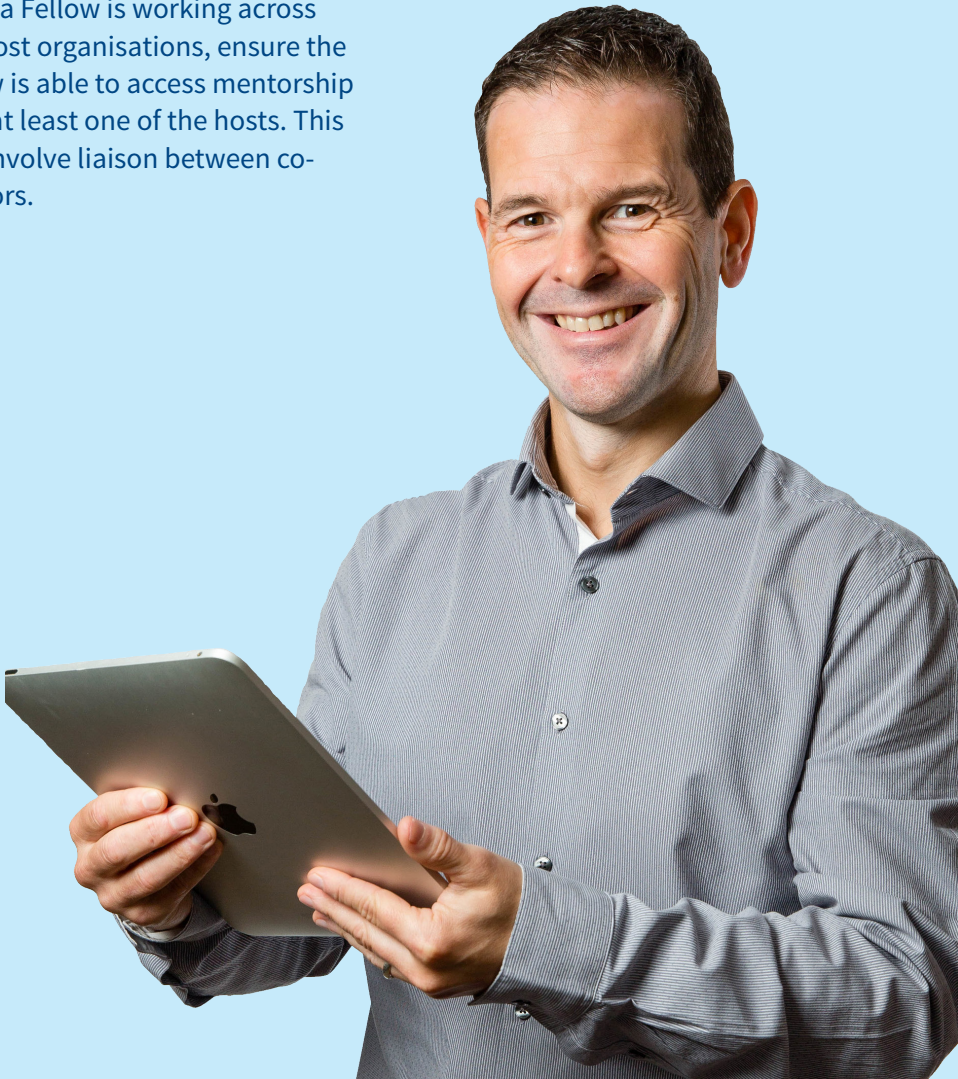
Plan ahead

Make Fellows aware of upcoming events and opportunities including initially offering advice on the prioritisation of conflicting events.

Maintain oversight of work that is being handed over between cohorts to ensure a smooth transition.

When there are two

When a Fellow is working across two host organisations, ensure the Fellow is able to access mentorship from at least one of the hosts. This may involve liaison between co-mentors.



Further Information

Available at:

<http://www.scotlanddeanery.nhs.scot/>



@SCLF_



This document is the result of an evolving process and it is expected that it will be updated following consultation between future Fellows, their host organisations and NES to ensure that their experiences of the SCLF matches expectations as the programme develops.

This resource may be made available, in full or summary form, in alternative formats and community languages. Please contact us on **0131 656 3200** or email altformats@nes.scot.nhs.uk to discuss how we can best meet your requirements.



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