

# Health Education England – north east Clinical Fellow Scheme 2017/18

## Information Pack

March 2017

In partnership with:  
Faculty of Medical Leadership and Management  
and the  
North East's Lead Employer Trust

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## Overview of the scheme

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Health Education England – north east and north cumbria, working partnership with the Faculty of Medical Leadership and Management (FMLM) and the North East's Lead Employer Trust (NE LET) have developed a clinical fellow scheme. The North East and North Cumbria has high standards of Postgraduate Medical Training, as defined by trainee feedback and results of the GMC survey and is committed to enhancing the training and educational experiences available for junior doctors. This is an exciting development, and is an ideal time to get involved and build on the success of the first cohort of fellows.

Clinical Fellows will work in an apprenticeship model to the Postgraduate Dean, Professor Namita Kumar and other senior personnel across the region. The scheme will offer experience and opportunity to develop a range of skills whilst managing or participating in key work streams including: recruitment, trainee engagement, policy development, international schemes, professionalism and teaching and quality improvement.

It is anticipated that there will be 3 clinical fellow posts available for 2017/18. Posts will be based in the offices of HEE NE at Waterfront 4, Newburn Riverside, Newcastle upon Tyne, NE15 8NY with travel being required both regionally and nationally. The NE LET (hosted by County Durham and Darlington NHS Foundation Trust) who employs all of our trainees in the region will lead the recruitment process and be the employer for these positions.

Successful candidates will be given a comprehensive induction programme which aims to prepare fellows for their year ahead. In addition to the induction programme run by HEE NE, there will be the opportunity to attend action learning sets held across the year which are delivered by FMLM. Clinical Fellows will also be encouraged to work collaboratively on projects with colleagues throughout the region and nationally and to share learning with other regions and organisations.

Posts commence on 2 August 2017 and run for one year. Clinical Fellows are responsible for negotiating a secondment from their current employer or arranging approval for an out of programme experience, therefore there may be some flexibility regarding the proposed start date. It is wise to negotiate this as early as possible.

We hope that this information pack will answer your questions about the scheme. Should you have additional queries, please contact us at [Leanne.lowe@ne.hee.nhs.uk](mailto:Leanne.lowe@ne.hee.nhs.uk) quoting 'Clinical Fellow Scheme' in the subject field.

## Eligibility criteria

Essential criteria	Evaluation stage <sup>i</sup>
<b>Qualifications</b> Applicants must have: <ul style="list-style-type: none"> <li>• MBBS or equivalent medical qualification</li> </ul>	Application
<b>Eligibility</b> Applicants must: <ul style="list-style-type: none"> <li>• be eligible for full registration with, and hold a current licence to practise<sup>ii</sup> from, the GMC at time of intended start date<sup>iii</sup></li> <li>• have 12 months' experience after full GMC registration, and evidence of achievement of foundation competencies with resultant award of a FACD5.2 or equivalent, in line with GMC standards / Good Medical Practice by intended start date<sup>iii</sup></li> <li>• be eligible to work in the UK or participate in this scheme according to visa requirements</li> </ul>	Application Interview
<b>Fitness to practise</b> Applicants will be: <ul style="list-style-type: none"> <li>• up to date, fit to practise safely and aware of own training needs</li> </ul>	References Interview
<b>Language skills</b> Applicants will have: <ul style="list-style-type: none"> <li>• demonstrable skills in written and spoken English, adequate to enable effective communication</li> <li>• undergraduate medical 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:               <ul style="list-style-type: none"> <li>○ overall 7.0, Speaking 7.0, Listening 7.0, Reading 7.0, Writing 7.0</li> </ul> </li> <li>• adequate communication skills, but where evidence is not in one of the above forms, alternative supporting evidence of language skills<sup>iv</sup> must be provided</li> </ul>	Application Interview
<b>Career progression</b> Applicants must: <ul style="list-style-type: none"> <li>• be able to provide complete details of their employment history</li> <li>• have evidence that their career progression is consistent with their personal circumstances</li> <li>• have evidence that their present level of achievement and performance is commensurate with the totality of their period of training</li> <li>• have not previously resigned or been removed from a post or programme</li> </ul>	Application Interview
<b>Application completion</b> ALL sections of the application form completed FULLY according to written guidelines.	Application

<sup>i</sup> 'When evaluated' is indicative, but may be carried out at any time throughout the selection process.

<sup>ii</sup> The GMC introduced the licence to practise in 2009. Any doctor wishing to practise in the UK after this date must be both registered with and hold a licence to practise from the GMC at time of appointment.

<sup>iii</sup> 'Intended start date' refers to the date at which the post commences, not (necessarily) the time an offer is accepted. For 2017/18 posts this will be 2 August 2017, unless a different start date is specifically indicated in advance by the employing organisation.

<sup>iv</sup> 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). For further details on eligibility please read the FAQs.

## Selection criteria / person specification

Essential criteria	Desirable criteria	When evaluated
<b>Qualifications</b>		
(as above)	Additional related qualifications, e.g. intercalated degree, BSc, BA, MBA, PhD, BMedSci or equivalent	Application
<b>Academic / Professional</b>		
<ul style="list-style-type: none"> <li>Primary medical qualification</li> <li>Full registration with GMC</li> <li>Must have completed both years of foundation training or equivalent by start date</li> <li>Must not have completed specialist training before 2 August 2017 (GP trainees please see FAQs on eligibility)</li> </ul>	<ul style="list-style-type: none"> <li>Additional degree</li> <li>Publications / presentations</li> </ul>	Application Interview
<b>Leadership and management</b>		
<ul style="list-style-type: none"> <li>Evidence of involvement in leadership and management commensurate with experience</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</li> <li>Evidence of effective leadership in and outside of medicine</li> <li>Evidence of altruistic behaviour e.g. voluntary work</li> <li>Evidence of organisational skills – not necessarily in medicine</li> </ul>	Application Interview
<b>Quality / Service improvement / Audit</b>		
<ul style="list-style-type: none"> <li>Evidence of involvement in quality improvement, audit, formal research project or other activities which focus on patient safety and clinical improvement</li> <li>Good knowledge of the English healthcare system including education, research, service provision, regulation, career structures, medical politic and ethical issues</li> <li>Demonstrates understanding of the basic principles of audit, clinical risk management, evidence-based practice, patient safety and clinical quality improvement initiatives</li> <li>Interest in / knowledge of the delivery of safe effective healthcare services</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of publications / presentations / awards in quality improvement</li> <li>Experience of using quality improvement tools</li> <li>Completed all stages of audit cycle</li> <li>Clear insight into issues facing English healthcare services</li> <li>Understanding of population health</li> </ul>	Application Interview
<b>Education and Teaching</b>		
<ul style="list-style-type: none"> <li>Evidence of interest in / experience of teaching</li> <li>Evidence of feedback for teaching</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at teaching courses</li> <li>Evidence of regular teaching or instructor</li> </ul>	Application Interview

Skills		
<ul style="list-style-type: none"> <li>• Quick to understand new information and adapt to new environments</li> <li>• Clarity of thought and expression</li> <li>• Demonstrates basic computer literacy, including electronic communication</li> <li>• Communication skills:               <ul style="list-style-type: none"> <li>• demonstrates clarity in written / spoken communication</li> <li>• capacity to adapt language to the situation, as appropriate</li> <li>• able to build rapport, listen, persuade and negotiate</li> </ul> </li> <li>• Problem solving and decision making:               <ul style="list-style-type: none"> <li>• Capacity to use logical / lateral thinking to solve problems, indicating an analytical / scientific approach</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Writing experience:               <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)</li> </ul> </li> <li>• Experience of presenting complex information</li> <li>• Demonstrates advance information technology skills</li> </ul>	Application Interview
Personal		
<ul style="list-style-type: none"> <li>• Shows initiative, drive and enthusiasm (self-starter, motivated, shows curiosity)</li> <li>• Commitment to personal and professional development</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, organise and motivate others</li> </ul> </li> <li>• Organisation and planning:               <ul style="list-style-type: none"> <li>• Capacity to manage / prioritise 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 timescales 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</li> </ul>	Application Interview
Probity – professional integrity		
<ul style="list-style-type: none"> <li>• Demonstrates probity (displays honesty, integrity, aware of ethical dilemmas, respects confidentiality)</li> <li>• Capacity to take responsibility for own actions</li> </ul>		Application Interview

## Applicant guidance

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### Application stage

Applications must be made online via the Oriel application system by 12 noon on Friday 31 March 2017. To apply, please visit [www.oriel.nhs.uk](http://www.oriel.nhs.uk).

The fellowship may be arranged as a secondment from your employing organisation or as an out-of-programme experience (OOPE) from your training programme. As such, candidates currently in training programmes must inform their respective Training Programme Director (TPD) and / or employer of a possible secondment / OOPE on application to this scheme to allow timely conversations regarding arrangements.

If applicable candidates will be expected to indicate on the application form that they have discussed possible secondments / OOPE with their TPD and / or employer.

Successful candidates should be able to express important information concisely on the application form the details provided will be scored based on the selection criteria / person specification provided.

Please note that all criteria will be judged appropriately against each candidate's career level. Evidence will be sought to support possession of the criteria outlined in the selection criteria / person specification throughout the application process.

Shortlisting is conducted against rigorous criteria and is undertaken anonymously. We expect to inform applicants whether or not they have been shortlisted by 21 April 2017 (*date subject to change*).

### Interview stage

Interviews will be held at the HEE NE offices on Friday 5 May 2017, the venue will be confirmed to candidates when they are invited to interview. Please ensure that you are available to attend on this date, no alternative dates will be offered.

At the interview:

- You must bring a form of photo identification (either passport or driving license)
- If applicable you will be asked to provide written consent from your employer and / or relevant authorised person within your local education and training board that a secondment or OOPE has been approved in principle for the purpose of participating in this scheme.
- The interview process will last for approximately one hour and is comprised of:
  - a portfolio assessment
  - a presentation and
  - a question and answer based panel interview.

## Offer stage

All offers will be made by 8 May 2017, following which any necessary pre-employment checks or secondment arrangements can begin. Posts are expected to commence on 2 August 2017.

Please note that HEE NE will not participate in the arrangement of OOPE or secondment arrangements, candidates are expected to facilitate this directly with their TPD / employer.

## Recruitment timeline

Date*	Activity
Fri 3 Mar 2017 (10:00)	Application stage opens
Fri 31 Mar 2017 (12:00)	Application stage closes
Mon 3 – Fri 7 Apr 2017	Shortlisting stage
Fri 21 Apr 2017	Shortlisted candidates invited for interview Unsuccessful candidates notified
Fri 5 May 2017	Interviews
Mon 8 May 2017	Offers issued
Wed 10 May 2017	Offers accepted / declined
Wed 10 May 2017	Any re-offers made to appointable candidates
Fri 12 May 2017	Unsuccessful interview candidates notified
Wed 10 May 2017 onwards	Employment checks / secondments arranged
Wed 2 Aug 2017	Fellowship commences

\*Some dates may be subject to change

## Job Description

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<b>Post:</b>	HEE NE Clinical Fellow
<b>Hours:</b>	40 hours per week
<b>Employing Authority:</b>	Lead Employer Trust hosted by County Durham and Darlington NHS Foundation Trust
<b>To commence:</b>	2 August 2017
<b>Duration of programme:</b>	1 year
<b>Anticipated end date:</b>	31 July 2018

### General Information about the NHS in the north east and north Cumbria

The north east and north Cumbria is a beautiful and vibrant place to live with outstanding training opportunities. From world-class NHS facilities and clinicians to stunning landscapes, towns and cities, our region has got it all.

The NHS in the north east is one of the highest performing NHS regions in the country. Across the region we have a clear vision for healthcare:

*'The NHS in the north of England will be the leader in excellence in health improvement and healthcare services'.*

We have ten NHS hospital trusts, two mental health trusts and one ambulance trust. With around 100,000 staff, serving a diverse population of three million people in completely contrasting environments, our NHS covers some of the most interesting places to work in the country.

Waiting times for hospital treatment have fallen dramatically.

Likewise, developments in drugs and technologies have created exciting new opportunities to save lives and cure disease - as well as heightened expectations - for people in the North East. We are seeing significant reductions in deaths from the big killers.

Across the north east, there are many excellent examples of integrated services provided and, in many cases, jointly funded by the NHS and local authority partners and involving the third sector.

## **Health Education England – working across the north east and north Cumbria (HEENE)**

HEENE operates across a wide and geographically varied area covering Northumberland, Tyne and Wear, North Cumbria, County Durham and Tees Valley. We work with 12 hospital trusts (which includes two specialist trusts providing mental health and learning disabilities services), 198 general practice training practices and 60 general dental training practices.

In the recent GMC 2016 National Trainee Survey, HEENE have been ranked number one for nine out of 15 of the indicators including clinical and educational supervision, supportive environment, handover, and reporting systems and we are ranked top five for the other six indicators.

For more information, including five year trend analysis please visit our [national site](#).

We know that the quality of education and training is of paramount importance, our investment in our trainers and their training is essential to our success. It is also important to have wide and varied experiences in different fields and environments.

Clinical Fellows will work in an apprenticeship model to the Postgraduate Dean, Professor Namita Kumar and other senior personnel across the region. The scheme will offer experience and opportunity to develop a range of skills whilst managing or participating in key work streams including: recruitment, trainee engagement, policy development, international schemes, professionalism and teaching and quality improvement. Within these areas you will have the opportunity to work with nationally and internationally recognised clinicians and leaders.

Posts will be based in the offices of HEE NE at Waterfront 4, Newburn Riverside, Newcastle upon Tyne, NE15 8NY with travel being required both regionally and nationally. The NE LET (hosted by County Durham and Darlington NHS Foundation Trust) who employs all of our trainees in the region will be the employer.

**To find out more information about what it is like to live and train within the north east and north Cumbria you can visit the following websites**

[www.ne.hee.nhs.uk/recruitment](http://www.ne.hee.nhs.uk/recruitment)

<http://www.nhsfindyourplace.co.uk/>

<https://madeinheene.hee.nhs.uk/>

### General Conditions of Appointment

1. This appointment shall be governed by the Terms and Conditions of Service for Hospital Medical & Dental Staff, as amended from time to time, and adhere to Trust policies and procedures as appropriate.
2. All matters relating to patient's health and personal affairs and matters of a commercial interest to the Trust are strictly confidential and under no circumstances is such information to be divulged to any unauthorised person. Breach of the Trust policy may result in disciplinary action in accordance with the Trust's disciplinary procedure.
3. County Durham & Darlington NHS Foundation Trust (CDDFT) is committed to a policy of equal opportunities in employment. Any act of discrimination or harassment against staff, patients, service users or other members of the public will be subject to disciplinary proceedings, which could include dismissal.
4. As a user of HEE NE computer facilities you must comply with their relevant IT security policies at all times.
5. Indemnity is not required for this post, however if you chose to continue with any out of hours clinical commitments then you are normally covered by the NHS Hospital and Community Health Services indemnity against claims of medical negligence. However, in certain circumstances (especially in services for which you receive a separate fee) you may not be covered by the indemnity. The health departments therefore advise that you maintain membership of your medical defence organisation.
6. CDDFT and HEE NE will ensure compliance with the Health and Safety at Work Act 1974.
7. The post is based on the relevant NHS Medical & Dental pay scale depending on your current status.
8. This post is pensionable and you will be subject to the NHS Superannuation Scheme unless you chose to opt out. The contribution rate will be confirmed on appointment.
9. The successful candidate will be expected to complete pre-employment checks. The appointment is conditional upon the following being received prior to commencement of employment: confirmation of immunisations required for the post, enhanced disclosure barring system (DBS) check, satisfactory references, evidence of GMC/GDC registration & licence to practice, right to work in the UK as a doctor in training, all medical qualifications & competencies to the required level for this post (as outlined in the person specification).
10. CDDFT and HEE NE requires the successful candidate to have and maintain registration with the General Medical Council and to fulfil the duties and responsibilities of a doctor as set out by the GMC.
11. With the Terms of DHSS Circular (HC)(88) – Protection of Children – applicants are required when applying for this post to disclose any record of convictions, bind-over

orders or cautions. The trust is committed to carefully screening all applicants who will work with children and you will be expected to undertake a 'disclosure' check.

The appointment is exempt from the provisions of Section 4(2) of the Rehabilitation of Offenders Act 1974 by virtue of the Rehabilitation Act 1974 (Exemptions) Order 1975. Applicants are not entitled therefore to withhold information about convictions which for other purposes are "spent" under the provision of the Act, and in the event on employing any failure to disclose such convictions could result in dismissal or disciplinary action by the Trust. Any information given will be completely confidential and will be considered in relation to an application for positions to which the order applies.

12. Should you join HEE NE, relocation expenses are available to ensure you are not financially disadvantaged by relocating. The maximum amount available is £4,000 subject to meeting relevant criteria.

Human Resources Department  
Lead Employer Trust  
Waterfront 4  
Goldcrest Way  
Newburn Riverside  
Newcastle upon Tyne  
Tyne and Wear  
NE15 8NY

Tel: 0191 275 4782

## Frequently asked questions (FAQ)

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### Eligibility

**1. I am approaching or just past my CCT date – am I still eligible to apply?**

The scheme is open to doctors who have completed both years of foundation training or equivalent by 2 August 2017. Applications from all specialties, trust doctors and SAS doctors are welcome. You are eligible to apply providing you have full GMC registration and do not expect to gain CCT around or before 2 August 2017. Candidates who have completed their training by 2 August 2017, regardless of the number of years of training they have undergone, are not eligible for this scheme. You must clearly state your expected CCT date if applicable on your application.

**2. I am a GP with three years training. Do the CCT eligibility criteria still apply to me?**

We would encourage GPs to apply to the scheme. Those at ST1/2 and those at ST3 with an expected CCT completion date around or before 2 August 2017 are eligible to apply. Please note that if successful, an appointment to the scheme during ST1/2 would extend training at the grade they have reached and this would also apply at ST3 to ensure completion of the scheme within the training envelope.

**3. I am a Foundation Year 1 doctor. Can I apply?**

Unfortunately, you are not eligible to apply, as you will not have gained your Foundation competencies (certificate FACD 5.2) and you will not have full GMC registration before 2 August 2017.

**4. I do not have a medical degree. Can I apply?**

Unfortunately this scheme is only open to applicants with a primary medical qualification, in training and full GMC registration.

**5. I am a dentist, can I apply?**

Unfortunately this scheme is only open to applicants with a primary medical qualification, in training and full GMC registration at this time.

**6. I am in public health, can I apply?**

If you are in training, hold a primary medical qualification and full GMC registration then you may apply.

**7. I am an SAS doctor, can I apply?**

Yes, this scheme is open to SAS doctors who can arrange a secondment with their current employer.

**8. I am a doctor, but am currently not in a training programme. Am I eligible?**

Yes, the scheme is open to all doctors who have completed both years of foundation training or equivalent by 2 August 2017 across all specialties. This can include candidates currently out-of-programme, e.g. pursuing a higher degree.

You are eligible providing you have a primary medical qualification, full GMC registration and do not expect to get a CCT on or before 2 August 2017. We ask candidates to clearly state their GMC number and CCT date on the application.

## Training

### **9. I am currently applying for a training post that starts in August. What should I do?**

You should continue with that application in parallel to this one. If you are successfully appointed as a clinical fellow, you may find yourself in the difficult position of having to give up the training post. You will then need to contact your LETB to discuss either resigning from your clinical post, or possibly deferring it under exceptional circumstances. Please be advised that if you are successfully appointed as a Clinical Fellow and you choose to give up a training post, you will have to re-apply the following year.

### **10. I have a clinical training post. Would I have to give this up?**

This depends on your stage of training and your LETB regulations. The [Gold Guide](#) stipulates: “The start of training may only be deferred on statutory grounds (e.g. maternity leave, ill health)” (section 6.20) and that “time out-of-programme (OOP) will not normally be agreed until a trainee has been in a training programme for at least one year, unless at the time of appointment deferral of the start of the programme has been agreed e.g. for statutory reasons.” (section 6.66).

Hence trainees entering the first year of core or specialty training may not be permitted to defer their clinical post. For successful candidates, this may mean giving up your clinical training post and reapplying in the next round. Those entering higher training posts (e.g. ST3+) may also not be permitted to defer their clinical post.

For other grades, depending on your training arrangements, you should arrange to come to this role as an out-of-programme experience (OOPE, or equivalent). Given that most training programmes stipulate six months’ notice for OOPE placements, you must start this conversation with your TPD / employer early (i.e. on submitting your application form).

### **11. During the year, can I combine participation on the scheme and undertake out of hours work?**

Yes you are able to undertake out of hours work, you will need to agree this with NE LET and HEE NE. It will be the individuals responsibility to arrange this, however it may be possible to support individuals by providing links with local organisations.

### **12. Can I count this role towards my training?**

In general, no. Most people see this as valuable out-of-programme experience, rather than contributing to clinical training. Depending on your specialty, however, it is possible that you could arrange for all or some of this post to count towards training, but this will probably require prospective Royal College and GMC approval.

### **13. Can international or EEA doctors apply?**

The scheme is open to all doctors who have not gained their CCT by 2 August 2017, across all specialties who have full GMC registration and eligible to work in the UK or participate in this scheme according to visa requirements. Applicants who do not have GMC registration at the point of application must ensure they obtain full GMC registration by the time of appointment (2 August 2017).

Doctors who are not UK or EEA nationals and whose immigration status entitles them to work without restriction in the UK will be considered on an equal basis with UK and EEA nationals. Other non-UK or non-EEA nationals with limited leave to remain in the UK and whose employment will require Tier 2 sponsorship are subject to the Resident Labour Market Test (RLMT). For further information on how this may affect your application please visit [www.ukba.homeoffice.gov.uk](http://www.ukba.homeoffice.gov.uk).

## **Application & Interview**

### **14. Can I defer entry?**

We are unable to accept applications for deferred entry to the scheme. All posts will commence in August 2017.

### **15. I am unable to attend the interview date, is there an alternative?**

Due to the nature of the selection process we are unable to offer alternative interview dates or telephone/video interview format.

## **Employment, contracts and expenses**

### **16. What is the salary?**

The post is based on the relevant NHS Medical & Dental pay scale depending on your current status.

### **17. Will I get relocation, daily commuting or travel expenses if selected for a post?**

Once in post, work related travel expenses will be paid, however daily commuting fees will not be paid. Should you join HEE NE, relocation expenses are available to ensure you are not financially disadvantaged by relocating. The maximum amount available is £4,000 subject to meeting relevant criteria.

### **18. Do I need to relocate?**

You will need to decide based on your current location; these posts are based at HEE NE offices, Waterfront 4, Newburn Riverside, Newcastle upon Tyne, NE15 8NY.

### **19. Will I have to move between offices?**

HEE NE offices, Waterfront 4, Newburn Riverside, Newcastle upon Tyne, NE15 8NY will be your base, however, you will be expected to travel between sites across the north east region and other national travel may be required.

## Additional reading material

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### **A foray into the 'dark side'**

Dr Sanjay Krishnamoorthy

<https://www.fmlm.ac.uk/news-policy-and-opinion/opinion/blogs/a-foray-into-the-dark-side>

### **Learning from each other**

Ahmed Rashid

<https://www.fmlm.ac.uk/news-policy-and-opinion/opinion/blogs/learning-from-each-other>

### **Trainee led quality improvement: where have we gone so far and where will the 5 Year Forward View take us?**

Dr Angelika Zarkali

<http://blogs.bmj.com/quality/2014/11/12/trainee-led-quality-improvement-where-have-we-gone-so-far-and-where-will-the-5-year-forward-view-take-us/>

### **Kate Adlington: Should the UK move towards greater regulation of doctor-industry relations?**

Dr Kate Adlington

<http://blogs.bmj.com/bmj/2014/10/20/kate-adlington-should-the-uk-move-towards-greater-regulation-of-doctor-industry-relations/>

### **Complaints and Concerns**

Dr Katie Smith

<https://gmcuk.wordpress.com/2014/10/30/complaints-and-concerns/>

### **My pathway to leadership**

Dr Felicity Taylor

[www.fmlm.ac.uk/news-policy-and-opinion/opinion/blogs/my-pathway-to-leadership](http://www.fmlm.ac.uk/news-policy-and-opinion/opinion/blogs/my-pathway-to-leadership)

### **A personal view of what Quality Improvement is, ending with some top tips for those interested in starting a project.**

Dr Marc Wittenberg

<http://blogs.bmj.com/quality/2013/10/17/quality-improvement-making-the-leap/>

### **Medical leadership must move from “amateur sport” to professional discipline**

Dr Marc Wittenberg

<http://careers.bmj.com/careers/advice/view-article.html?id=20015322>

### **An ex-clinical adviser to the chief medical officer**

Lucy Butler

<http://careers.bmj.com/careers/advice/view-article.html?id=3173>

## Contact us

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For further information, support or guidance, please contact:

Email: [Leanne.lowe@ne.hee.nhs.uk](mailto:Leanne.lowe@ne.hee.nhs.uk) quoting Clinical Fellow Scheme in the subject field

Address: Human Resources Department  
Lead Employer Trust  
Waterfront 4  
Goldcrest Way  
Newburn Riverside  
Newcastle upon Tyne  
NE15 8NY

Telephone: 0191 275 4782