





# Scottish Clinical Leadership Fellowship

**This guide introduces the Scottish Clinical Leadership Fellowship (SCLF) for doctors and dentists in training, host organisations, and NHS Boards.**

It sets out the purpose of the fellowship and benefits for those involved to make clear all the opportunities that are available.

A separate document, The Commitments of Those Involved in the Scottish Clinical Leadership Fellowship, describes what is expected from each of the Fellows, host organisations and NHS Education for Scotland (NES) to help ensure that the most is made of what the SCLF has to offer.

## What is the Fellowship?

**The SCLF is a one year programme which aims to develop 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 NES, the Scottish Government, and other partner organisations.

Leadership and personal development is achieved through commitment to project work with the host organisations, a tailored education programme, and a wide range of other experiential opportunities. It is a chance for Fellows to show professional autonomy under the guidance of the programme organisers.

## Benefits for the Fellow



- An emphasis on personal development of leadership qualities
- Enhanced ability to effect changes in organisations and services
- Improved transferable skills such as team working, communication, and personal reflection
- Bespoke opportunities to learn from senior leaders in a variety of organisations
- Improved understanding of the structure and governance of the wider organisations involved in Scotland's health and social care services, regulatory and professional bodies
- Networking opportunities with other Fellowship schemes around Scotland, the UK more widely, and internationally
- Personal coaching, peer support, and ongoing support from an alumni network

## Benefits for your local service and NHSScotland



- Fosters clinical leadership among trainees
- The sharing of knowledge, skills and experience gained by the Fellow
- Clinicians equipped to engage with management on service change and improvement
- A new way of bringing best practice and innovation into the organisation

## Benefits for Host Organisations



- The direct benefits and outcomes of the Fellow's project(s)
- To bring the perspective of trainees into the organisation
- Collaborative project links between Fellows with other organisations
- The opportunity to learn from trainees about the organisation's own processes, culture and approaches to work.



## Tailored Education Programme

There are many possible components to the NES-led group education days, including:

- Theory Based Modules
- Action Learning
- 1:1 Coaching
- Portfolio Development and Support
- Coordinating 360° feedback from colleagues

## What the Fellowship is Not

- A standalone accredited leadership scheme, although the experience can contribute to other qualifications
- An opportunity to pursue an individual project that is not relevant to your host organisation
- An unsupervised period with few expectations on what Fellows can achieve
- An easy year away from clinical practice

“The Scottish Clinical Leadership Fellowship has given me a unique opportunity to appreciate our health and social care system from a whole other perspective that’s just not possible through my medical training alone. I’ve had the chance to work or participate in various projects over the year, and to remain involved in similar areas when returning to clinical practice after the Fellowship. The scheme has given me experiences and insights into how to be a medical leader that would otherwise have taken years to gain, and I expect these will go on to influence my future career and my ability to shape the services and departments I gain responsibility for.”

**SCLF Fellow, Cohort 6**

“NHS Scotland is continually improving and developing its services. Successful improvement needs leaders who can engage and work with others across all disciplines. The Scottish Clinical Leadership Fellowship is an excellent programme that offers our future clinical leaders the opportunity to learn about the wider organisation, and to work alongside policy makers, managers, and clinicians. Through the Fellowship, I see clinicians building the skills that will enable them to lead change and improvement in the future.”

**Paul Gray (Director General of Health and Social Care)**

“We need effective clinical leaders to achieve the ambitious aims set out in Realistic Medicine. Our future leaders will need to design systems that are organised to provide safe, fair and person-centred care, focusing on the individual while understanding what the service needs. The Scottish Clinical Leadership Fellowship helps the next generation of clinicians to understand this wider context and to develop the skills that will help our services meet the demands of the future.”

**Dr Catherine Calderwood (Chief Medical Officer)**

“It is hard to overstate the importance of skilled clinical leadership in supporting the mission of the NHS – to deliver the best possible care for patients.”

“Scottish Clinical Leadership Fellowships provide an outstanding opportunity for those responsible for patient care – the doctors, dentists and others who work in our NHS – to develop the skills they will need to lead an NHS that delivers continually improving care for its patients.”

**Professor D Stewart Irvine (Medical Director & Deputy Chief Executive, NHS Education for Scotland)**

## Examples of Previous Project Themes

- **Realistic Medicine:** Fellows have worked on both Realistic Medicine reports in an editorial and authoring capacity and have worked on implementation of Realistic Medicine across different host organisations
- **Overseas Volunteering:** A previous project centred on publishing a policy report with the Royal College of Physicians and Surgeons of Glasgow on the mutual benefits of international volunteering by Scottish health service workers.
- **Trainee engagement & resilience:** Fellows have led on several projects through NES and the Scottish Government to engage with trainees. This includes use of the iMatter survey and development of web-based resources to engage with trainee resilience.
- **Improving junior doctor rotas and working environments:** Several Fellows have worked with the Scottish Governments Workforce Directorate on workforce planning, and the development and implementation of the Professionalism Compliance Analysis Tool (PCAT) to assess and improve hospital working environments.
- **Recruitment and retention of trainees:** Working with and for trainees to improve communication with the Scotland Deanery, and provide skills for a life in medicine through provision of resilience training.
- **Widening access to medical school:** There has been collaborative work between the Scottish Government and Scottish universities for the widening access agenda. This has included the creation of pre-entry medical programmes.
- **Anticipatory care planning** Working to help introduce the Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) to a Health Board, supported by the Scottish Government Healthcare Planning and Quality division.
- **Data intelligence** Fellows based with National Services Scotland have considered how to engage clinicians on data intelligence through a series of planned workshops and test strategies to improve the quality of clinical coding.
- **Rare Diseases** One project area reviewed the communication and engagement strategy for rare diseases across the country.
- **Scottish Trauma Network** Working with National Services Scotland and the National Trauma Network Implementation Group on the prioritisation strategy for the introduction of the new trauma centres.



## Further Information

Available at:

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



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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](mailto:altformats@nes.scot.nhs.uk) to discuss how we can best meet your requirements.



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